

Mayor Pritchett

To: City Council
Subject: Council > 7/23 > Work Session > FY15 Workplan & Manager Search > Materials

Good Morning Councilors,

On July 7th Council held a work session on development of a FY2015 work plan as well as initial discussions about possible steps in the process to select a new City Manager. The 7/7 discussion was general in nature and Council agreed to schedule a follow up work session for this Wednesday (7/23) on these two topics.

The discussion outline for the 7/23 work session is on page 3. This packet contains a proposal (Good Group Decisions) for one approach to developing a Work Plan. The packet contains 20 pages of materials on the 2011-12 Manager search plus information on recruiting City Managers from both Dacri Associates and Municipal Resources.

FY 2015 Work Plan: Good Group Decisions Proposal

In the 7/7 discussion, the point of greatest agreement (3 voicing support, 1 voicing support but undecided on how best to fit FY15 work plan development in with the Manager search process, and 1 opposed) was on development of a FY15 Council work plan. Reasons expressed for proceeding with work plan development included:

(A) The Acting City Manager will likely be in place for roughly half of the FY15 fiscal year. A work plan would make clear to the Acting City Manager what Council's priorities are for this time (& help identify what issues the Manager and the Mayor should be working to bring before Council at its meetings and work sessions).

(B) At some point in FY15 the City is likely to hire a new City Manager. Having a work plan in place should aid the transition by laying out Council's ongoing projects and priorities. Developing the Council work plan would also be one step in a multi-step process to help identify the desired skills and traits of a new City Manager.

(C) Councilors agreed that developing a strategic plan for the City is a longer term project that likely needs to wait for new manager. Developing the work plan would begin to identify longer term issues that need to be included in a strategic planning process.

Pages 8 through 12 contain a proposal from Craig Freshley at Good Group Decisions to assist with development of a FY15 work plan. Craig works with a range of towns on both annual work plans and strategic planning. Pages 13 through 28 contain Falmouth's FY14 work plan related documents as an example of a possible end product.

Given the work plan would likely be under development as the Manager Search is starting, the public forum part of Good Group Decisions' proposal asks two questions: (1) What are the tasks and projects on which Council should be focused? And, (2) what key factors should the Council consider when seeking a new City Manager?

In terms of the work session on Wednesday, one question is whether Council wishes to proceed with FY15 Work Plan development in a manner substantially along the lines of the Good Group Decisions proposal. If yes, Council could authorize this at its 8/4 meeting and the work could be largely done by early/mid September.

2011 – 2012 City Manager Search

Three current members of City Council participated in the manager search process in the fall of 2011 and the winter of 2012. Two of the current members have never worked on a City Manager search (but have other hiring/recruitment experience).

The last 20 pages (p. 47 on) of this meeting packet contain all (I think) of the substantive (& legitimately public) documents from the 2011-12 search process. For the benefit of Councilors Isganitis and MacLellan-Ruf, I want to spend a few minutes Wednesday reviewing these materials and answering any questions they may have.

The 2011-2012 materials should allow members of Council to compare the steps taken back then with the steps recommended by either Dacri Associates or Municipal Resources (& decided whether those added/different steps would add significant value to the search/recruitment process here).

In 2011-2012 Council took two steps that had not been done before here. Council held a public forum to hear from the community. And Council, working through the Acting City Manager, arranged for confidential individual meetings with City staff. Looking forward, the public and staff comments may be the most useful information here.

Dacri & Associates

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. 29-36): (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 organization cultures undercuts performance and morale.

The process recommend by Dacri is more robust in the process of developing an "ideal candidate profile," more expansive in candidate recruitment, and more extensive in the candidate review process than what has been done in Rockland in the past.

The question for Council is whether these added steps would substantial improve the outcome of the search/recruitment process. If Council desires, Rick Dacri is glad to meet with Council and discuss what a recruitment process here might look like.

Municipal Resources

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

Pages 39 through 42 contain a summary of Municipal Resources "Unique Services In Recruitment." As with Dacri & Associates, there are obvious differences between Municipal Resources recommended approach and the steps taken in the last two City Manager searches in Rockland.

If Council desires, Don Jutton, the president of Municipal Resources, would be glad to meet with Council and discuss what a recruitment process here might look like. The materials included summarize an approach Municipal Resources has concluded is effective. MRI will customize that approach as desired.

Maine Municipal Association & Eaton Peabody Consulting Group

Eaton Peabody Consulting Group and Maine Municipal Association are the two other organizations (beyond the those listed above) that frequently assist municipalities in Maine with the City Manager hiring process.

Eaton Peabody Consulting Group is a division of Eaton Peabody legal services. Eaton Peabody has a number of clients in Rockland and as of today the firm has not determined if it has potential conflicts that would precluded them from assisting Rockland in the manager search process.

Maine Municipal provides a limited administrative service to aid towns in the search process (MMA does not do recruiting). If Council wishes, a proposal can be solicited from MMA. But Rockland may be able to cover the tasks done by MMA in house.

**July 23 City Council Meeting
Work Session Agenda/Discussion Outline**

FY15 Council Work Plan Development

Should Council proceed along the lines of the proposal from Good Group Decisions?

If yes, are there revisions to the proposal Council would like to see?

If yes, when is Council available for the Public Forum and the Council Retreat?

(Note: If yes, this would be an action item at Council's 8/4 Meeting)

If no, how would Council like to proceed with developing an FY2015 Work Plan?

2011-2012 City Manager Search

What questions do new Councilors have on the 2011-2012 process?

What do Council members see as the strengths of that process that should be carried forward?

Are there concerns (or perceived weaknesses) in that process Council should weigh looking forward?

Dacri Associates & Municipal Resources

Did particular ideas or strengths stand out to Councilors in the information from either of these organizations?

Does Council wish to meet with MRI or Dacri? One organization or both?

Next Manager Search & Work Plan Council Meeting Dates

Craig Freshley
Good Group Decisions

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Web Site - - Facilitation Services - - Pages 5 to 7

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Rockland FY15 Workplan Proposal - - Pages 8 to 12

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Falmouth FY14 Workplan - - Example - - Pages 13 to 28



Craig Freshley

Good Group Decisions, Brunswick, Maine



Keynote Speeches

Training Seminars

Meeting Facilitation

Good Group Tips

Craig's Book

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Tips and Links on Facebook

Good Group Tips
Abundant resources for better meetings, less conflict and more productivity in groups. Click [like](#) and [get notifications](#).



Good Group Tips
July 9 at 3:23am

Highly recommended. The third edition of this book was recently published. The first edition was my go-to book when I was first learning how to help groups make good decisions.

"The third edition of this groundbreaking book continues to advance its mission to support groups to do their best thinking. It demonstrates that meetings can be much more than merely an occasion for solving a problem or creating a plan. Every well-facilitated meeting is also an

Facebook social plugin

Meeting Facilitation

What do facilitators do?

The root of the word facilitator is facile, or "to make easy". We make it easier for your group to decide things *as* a group. And we don't just make things easier for you, our meetings are extremely outcome-oriented, highly efficient and at the same time highly interactive and fun.

We see the essential functions of high quality meeting facilitation as:

1. Provide Structure
2. Move the Group Forward
3. Encourage Participation
4. Reflect the Group



We pride ourselves in facilitating creative processes that bring out the best in all members of your group. We use a variety of techniques to draw out all perspectives. Through efficient, disciplined, inclusive approaches, we facilitate a fertile environment that fosters creativity and enthusiasm. We move groups toward shared understanding and agreement. We manage conflict objectively with compassion and respect. Our philosophy is to provide you with a framework on which to hang your own issues and ideas. We manage the process so you can focus on the substance.

We work with all kinds of groups: established and newly-formed, boards, task forces, stakeholders. We work with businesses, nonprofits, governments, communities, teams, and even families.

Here are the five key hallmarks you can expect from every meeting with us:

1. Tailored Meeting Design

Agendas match objectives. Meticulous advance planning. Rapport with key players and issues.

2. Inclusive, Efficient Facilitation

We use many techniques for airing and seeing all views. We structure and respectfully guide difficult discussions. We are flexible, and responsive.

3. Themes and Conclusions On the Spot

Stuff gets done. Things get decided. Conclusions emerge. We document themes, conclusions, and agreements for all to see on the screen or on our special "greenwall."



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Craig's Latest Tips

[View All](#)

Outside influence

July 1st, 2014 by [Craig Freshley](#)

In principle, if we want things to be different we have to see or do things differently. If a group of people are seemingly unable to solve a problem among themselves, perhaps they don't have the wherewithal among themselves. If a group seems stuck in its ways—unenthusiastic, mediocre—perhaps it's

Flat for planning, stacked for doing
June 18th, 2014 by [Craig Freshley](#)

In principle, different ways of deciding should be applied to different types of decisions. Deciding how things should be—planning—is well-suited to a flat decision-making structure; that is, where several decision makers are equal and all fully participate. Some call this consensus decision making. As a rule, the longer and wider the reach of the plan, the ...[read](#)

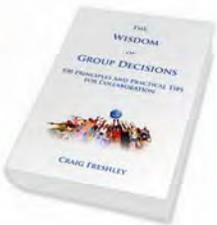
About Craig's Tips

Everyone loves a good tip. Now motivational speaker and author Craig Freshley offers free downloads of over 150 best tips from his authoritative book, *The Wisdom of Group Decisions: 100 Principles and Practical Tips for Collaboration*. [\[Read more...\]](#)



Craig's Book

[The Wisdom of Group Decisions](#) offers everyday wisdom and practical tips that you and your group can use in any situation.



4. Highly Satisfied Participants

95% of all meeting evaluations report that the meeting objectives were met. Participants feel heard, engaged, and that their time was truly valued.

5. Exceptional Meeting Reports

Professionally formatted and organized for later reference.

Types of Meetings we Facilitate

Boards and Leaders

- Special topic or annual meeting
- Often address high-level big-picture planning, organizational culture, board [training](#) and development, organizational identity or "reinvention", [mergers or partnerships](#), etc.

Committees and Task Forces

- Typically a group that is focused on a discreet task or set of tasks
- Often would benefit from neutral third-party help in coming up with a collaborative solution to a specific problem or a specific organizational dynamic

Stakeholder Input

- Such as public input meetings or special [focus groups](#)
- Designed to gather information from people who will be affected by, or who have a unique and valuable perspective on, specific decisions
- Third party, neutral facilitation is often a critical ingredient

Conflict Resolution

- A meeting designed to resolve a disagreement among two or more parties
- Conflict resolution projects require Craig to work with each party one-on-one outside of meeting
- [Learn more about Craig's mediation services](#)

Day Retreat

- Held during work hours, maybe a Saturday, less than a day, perhaps off-site
- Sometimes involves an entire staff; sometimes only leadership staff or a specific branch
- Often held off-site to encourage creative thinking and to get to know each other
- Might include a mix of work topics and planning, organizational dynamics, and [fun/educational group activities](#)

Overnight Retreat

- Typically consists of 1.5 days of facilitated group work plus some sort of [team building activity](#)
- A special bonus of an overnight retreat is that we often have focused time to work with the results of Day One discussions and turn them into thoughtful activities or working drafts for discussion on Day Two. This amplifies a meeting's effectiveness and can really help a group move the ball farther down the field while together.

Strategic Planning Facilitation

- For boards of directors, senior staff, management teams, owners, and others who set the long-term direction for their organization
- Often led by a steering committee or group of leaders – the group with which Craig liaises
- Often designed to consider the perspectives of many stakeholders
- [Learn more about our strategic planning services](#)

Conference Planning and Facilitation

- Agenda design and preparation of a "staff agenda" for use by conference organizers, tailored to specific facilities and audio-visual options
- Facilitation of conference committee planning meetings
- Facilitation of conference sessions
- Speaker relations and coordination
- Training and written guidelines for breakout session or table facilitators
- Tabletop or other "on the spot" surveys with results in the conference report

Professional Meeting Reports

When you hire Good Group Decisions to plan, facilitate, and document a meeting you get a highly professional team that typically includes Craig Freshley and an assistant. Generally, within two days of every meeting we facilitate, we provide Quick Notes or a Highlights Report that includes all themes, conclusions, and agreements that were captured in the meeting.

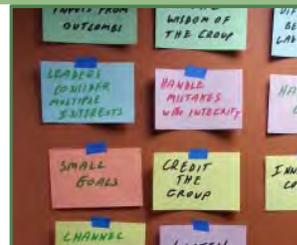
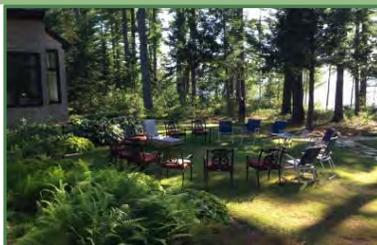
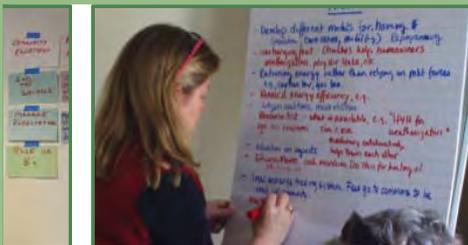
If requested, within two weeks after the meeting, we provide a nicely-formatted, well-organized, Complete Report of the meeting that documents major themes, conclusions, and decisions in addition to all discussion comments (paraphrased in outline form). Complete Reports also include a list of participants, agenda, ground rules, presentations, and handouts as appropriate. Depending on the nature of the meeting, Complete Reports sometimes take the form of a Strategic Plan. We provide a draft Complete Report and give you a chance to suggest edits which are then incorporated into a final version provided to the client in Word and PDF.



We would be happy to provide samples of Complete Reports we have prepared for clients, many of them posted at their own websites. See [Craig's Publications](#) for an annotated list of reports and published works that Craig Freshley has authored or edited.

Video Recording

We can record your meeting or conference in a high-quality digital video format and provide you with DVD. (Extra fees apply.)



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Meeting Facilitation
Good Group Tips
Craig's Book

Craig Freshley

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Brunswick, ME 04011
Phone: 207-729-5607



To: Rockland City Council
For: 2015 City Council Workplan Development

Project Overview and Scope of Work

The focus of this project is to plan, facilitate, and document a process to develop a 2015 City Council workplan and desired characteristics of the new City Manager. Craig Freshley will serve as lead on the project and Kerri Sands will assist as needed.

1. Project Planning

We expect to begin with a conference call with the Mayor and the Acting City Manager to discuss objectives, scope of work, logistics, and to refine the format, questions, and information for facilitated meetings.

2. Advance Work with Acting City Manager and Department Heads

- We will prepare an agenda for a 3-hour meeting among the Acting City Manager and department heads to identify each department's one- to three-year priority projects and to identify which projects have components that need Council consideration.
 - Meeting preparation might include a brief advance survey for Department Heads to complete and bring to the facilitated meeting.
- We will prepare handouts, charts, slides, signs, and other materials as appropriate. We will provide supplies such as name tents or nametags and tools for cardstorming, multi-voting, table-top surveys and other group decision techniques, as needed.
- We will become familiar with the meeting facilities and we will set up the meeting room. When practical we will bring all our own equipment such as easels, computer, projector, screen, etc.
- We will provide the four essential functions of high quality facilitation:
 - Provide Structure
 - Encourage Participation
 - Reflect the Group
 - Move the Group Forward
- During the meeting key findings, themes and conclusions will be documented on a large screen or via screen sharing software, on our greenwall or on flip charts. As decisions are made they



will be written on the spot for all to see in order to maximize shared understanding and agreement.

- Participants will feel heard and will feel a sense of ownership of meeting outcomes.
- Participants will conclude that the process was a good, efficient use of their time. Objectives will be achieved, good group decisions will result, and participants will leave the process enthusiastic for more work together.
- Participants will be encouraged to fill out evaluation forms provided by us, and the results will be provided to you.
- We will also work additionally with the Acting City Manager, as needed, to identify and refine points from the Department Heads' meeting that should be vetted in the public forum and should be considered by the Council at its retreat.

3. Facilitated Public Forum

- Based on your objectives, we will prepare an agenda for a 2-hour public forum on a Tuesday, Wednesday, or Thursday evening in August or early September 2014.
 - The forum will gather input on two key questions:
 - What are the tasks and projects on which the City Council should be focused in 2015?
 - What key factors should the Council consider when seeking a new City Manager?
 - The forum will also allow for any significant public policy / City direction questions identified in the Department Heads' meeting (and not raised by the public at this forum) to be brought forward for community response.
- We will provide high quality facilitation, materials, and supplies, as explained in #2, above. Both Craig and Kerri will attend the forum. Craig will serve as lead facilitator and Kerri will assist with dynamic facilitation techniques such as real-time documentation of ideas on screen. Kerri will also take a complete set of notes and prepare a Complete Report.

4. Facilitated Council Retreat

- Based on the public forum and our advance work with city staff, we will prepare an agenda for a 5-hour Council retreat on a Saturday morning in August or early September. At the retreat we will review findings from the public forum, priority items as identified by the Acting City Manager and Department Heads, and roles of the Council. We will try to reach consensus on issues on which the Council needs to work in 2015 and the profile of an "ideal candidate" for the position of City Manager.
- We will provide high quality facilitation, materials, and supplies, as explained in #2, above. Both Craig and Kerri will attend the retreat. Craig will serve as lead facilitator and Kerri will assist with dynamic facilitation techniques such as real-time documentation of ideas on



screen, on-the-spot group surveys and analysis, and/or breakout group discussions. Kerri will also take a complete set of notes and prepare a Complete Report.

5. Meeting Reports

- For the City Manager and Department Heads meeting:
 - We will provide **Highlight Notes** summarizing the themes and conclusions as captured in the meeting. Notes are provided in Word and PDF. (Edits extra.) Notes will be provided in advance of the Public Forum.
- For the Public Forum and the Council Retreat:
 - We will provide a nicely-formatted, well-organized, **Complete Report** which will include major themes, conclusions, and decisions, discussion comments (paraphrased in outline form), documentation of any next steps, a list of participants, agenda, ground rules, presentations, handouts as appropriate, and a table of contents.
 - We will provide a draft report and give you a chance to suggest a round of edits which we will incorporate into a final version for you, suitable for publication.
 - We will provide a summary report of the Public Forum in advance of the Council Retreat.

In all our work is evidence of our company values and ethics. See GoodGroupDecisions.com to learn more about our mission and values, our approach to facilitation, and a complete client list with descriptions of each project and testimonials about our work.



Cost Estimate

We have applied discounts totaling \$1,568 off our regular rates.

	Amount	Rate	Fee for Service	Expenses	Totals
1. Project Planning by phone			No service fee for initial planning	\$0	\$0
2. Advance Work with Manager and Department Heads					
Planning and facilitation of a 3-hour meeting, including Highlight Notes and travel expenses for one round trip between Brunswick and Rockland as explained below	1	\$974	\$974	\$177	\$1,151
Craig's additional hours to work with the City Manager	3	\$150	\$450	\$0	\$450
3. Public Forum: Planning and facilitation of a 2-hour meeting, including a Complete Report and travel expenses for one round trip between Brunswick and Rockland as explained below	1	\$1,041	\$1,041	\$177	\$1,218
4. Council Retreat: Planning and facilitation of a 5-hour retreat, including including a Complete Report and travel expenses for one round trip between Brunswick and Rockland as explained below	1	\$2,012	\$2,012	\$177	\$2,189
5. Meeting Reports as noted above			Included as part of service fees	\$0	\$0
Totals				\$4,477	\$5,007

Travel Expenses above are calculated as follows:

	Hours/Miles	Rate	Totals
<i>One round trip Brunswick, ME <--> Rockland, ME</i>			
<i>Time</i>	2.5	\$50.00	\$125
<i>Distance</i>	103.6	\$0.50	\$52
			\$177

Terms

Meeting Space

Please keep us informed of your arrangements for meeting space and AV equipment. We typically need an hour to set up and there are also other aspects we would like to discuss with you.



Fees and Expenses

- We have estimated a service fee which includes preparation, facilitation and reporting. We expect our actual time expended to be within 10% of what we have estimated and if actual time is within 10%, we will invoice as estimated. If our actual time is more than 10% over or under what we have estimated we will adjust billing accordingly at hourly rates of \$150 for Craig and \$83 for Kerri.
- Fees for additional services beyond the scope of work described in the proposal will be billed at hourly rates noted above.
- Expenses incurred for extensive amounts of meeting materials (i.e. more than 30 handout copies, or supplies for a large conference) are billed at cost.
- Expenses such as tickets, meals, lodging and all other expenses are billed at cost.

Travel

- We expect reimbursement for all travel expenses including parking, air, train, bus, taxi, etc.
- There is no charge for travel time on public transportation, such as air, train, bus, taxi, etc.
- Car travel with Craig or Kerri driving is charged at \$50 per hour. Car travel in our company car is additionally charged at \$0.50 per mile.

Invoices

We expect to invoice after each meeting. Invoices are due on receipt.

Cancellation

- If you postpone or cancel a meeting after we have agreed to terms, we expect to be paid all incurred expenses. The first time this happens, we expect to be paid 1/4 of the estimated service fees. Thereafter when you cancel or postpone, we expect to be paid 1/2 the estimated service fees.
- If you postpone or cancel within 72 hours of the start time of a meeting or after the meeting was planned to start, we expect to be paid in full as if the meeting had happened.
- If we postpone or cancel anytime after we have agreed to terms, we provide results of all work to date and charge nothing, not even for expenses incurred.



Falmouth Town Council
Annual Council Retreat
FY 2014 Work Plan

Agenda For July 25 Council Retreat
(Pages 14 through 16)

Council Retreat Notes/Highlights
(Pages 17 through 24)

FY 2014 Council Work Plan
(Pages 25 through 28)

Falmouth Town Council
Annual Retreat Agenda
Thursday, July 25, 2013

Objectives

The primary objective of the retreat is to develop consensus on a work plan for the Council's upcoming year. As a result we will have a written statement of our priorities for goals and projects and perhaps even a pie chart reflecting how the Council intends to direct it's energy.

While an annual work plan is the primary focus, we will also discuss and draw some conclusions about how we communicate with each other and with the Town manager, and also about our specific roles as Council members.

Lastly, as a result of our quality time together and a few team building exercises thrown in, we expect Council members will know each other better, appreciate each other, and have a solid foundation for working together over the next year.

About the Retreat

So that all perspectives are fully considered, that our time together is highly efficient, and that our themes and conclusions are well-documented, the retreat will be professionally facilitated by Craig Freshley of Good Group Decisions. At the start, Craig will explain some simple ground rules to set the stage for a top-notch retreat.

The retreat will be somewhat informal and Craig will treat all members of the Council equally. Craig will reflect themes and conclusions to the group as we go along. Dress is casual. Lunch and other refreshments will be provided.

Agenda

- 8:30 **Opening**
Welcome by the Council Chair
Retreat Agenda and Ground Rules explained by Craig Freshley
- 8:40 **Warm Up**
We will do a little warm up exercise that will help us get to know each other and get our retreat off to a fun and productive start. It won't be the same exercise as last time but does promise to be every bit as educational and exciting as last time! Fasten your seat belts.....
- 9:20 **Annual Work Plan – Information Sharing and General Discussion about Unfunded Projects**
We will review a matrix prepared by the Town Manager which describes several unfunded projects including: RR Crossings;

Town Hall; Community Center; Library and Open Space. This part of the agenda is all about becoming informed so that better decisions can be made later in the day. Later in the agenda, the Council will be asked to consider whether these projects should be considered in the 2013-14 Council Work Plan. *(Please note that these items are not the only items for consideration in the Work Plan and the purpose of this agenda item is to educate the Council on matters that have been discussed informally and formally during the past couple of years.)*

10:30 **Break**

10:45 **Annual Work Plan – Initial Ideas**

What should the Council focus on over the coming year? Using an interactive visual mapping technique, we will first brainstorm ideas, then categorize them, and then prioritize our ideas. We will work with a “blank slate” rather than off last year’s work plan, but we will have last year’s work plan in front of us as a reminder.

11:45 **Lunch**

12:15 **Team Building**

We will do a fun little exercise designed to learn some new things about communicating as a team. Craig will provide a clear objective and some simple rules. Can we achieve the objective while following the rules? Let’s find out! After, we will debrief the exercise and tease out some “lessons learned.”

12:45 **Annual Work Plan – Conclusions**

Based on the morning discussion, Craig will offer some conclusions about Annual Work Plan priorities. We will discuss, refine, and finalize.

1:15 **Scheduling and Communications**

In an effort to improve our scheduling and communications efficiency, we will discuss and then come to some conclusions about the following:

1. Best ways for Council members to communicate with each other outside of Council meetings
2. Best ways for the Town Manager to convey information to Council members
3. Best ways to schedule meetings in which Council members are expected to participate
4. Other scheduling and communications issues

2:00

Council Roles

We will discuss and come to some conclusions about the most appropriate role for Council members:

1. In Council Meetings (ideally, how should we behave in the public view)
2. As members of Committees
3. With regard to Work Plan implementation

2:45

Closing Comments

This is a chance for each member of the Council to make a final comment, perhaps a reflection about the retreat or perhaps a particular hope or concern going forward.

3:00

Adjourn

EXAMPLE

Falmouth Town Council

Annual Retreat Highlights

Thursday, July 25, 2013

This highlights report contains notes taken on the spot by Craig Freshley, is not a complete reflection of what was discussed, and has not been reviewed for accuracy or approved by the group.

About Unfunded Projects

- Clarified the source and parameters regarding the unassigned fund balance
 - Current balance: \$4,259,926
- General Comments about All Projects
 - Would be good to have some criteria for spending the unassigned funds, for example:
 - To what degree should funding be matched from private sources?
 - Best to prioritize public safety
 - Three projects are connected. Perhaps we should make a decision about all three together.
 - Library
 - Community Center
 - Town Hall
 - Let's consider using unassigned funds for property tax relief
- Library
 - Clarifications
 - Would be good for the Council to indicate how much Town funding might be available for the project
 - Clarified that we already provide the library \$400k per year
 - Anticipated cost: maybe \$1m to \$5m
 - To double square footage will require more staff
 - Will require increased operating funds
 - The town owns 50% of the land and buildings and provides 70% of the operating expenses
 - Comments
 - The library is great but not much appetite for funding the library more from unassigned funds
 - Would not be opposed to funding via referendum
 - We should be "in for something in some fashion"
 - Is "doubling the square footage" really needed?
 - What are some other options?
 - Some options for a less ambitious expansion

- Community Recreation Center
 - Clarifications
 - The Council needs to decide if we want this.
 - If yes – let’s fix it up and use it.
 - If not - let’s sell it.
 - Is it abundantly clear that a Community Center is needed
 - The primary demand on the buildings is daytime programming space
 - Expanding use of the Rec. Center might take demand pressure off the library
 - To renovate Plummer to become Town Hall might cost \$3.5m to \$4m
 - Rec. Dept. offices could move to the new Rec. Center
 - Comments
 - This would be a valid expenditure of a limited amount of money
 - Citizens and voters favor this approach
 - Oceanview could be a strong partner
 - Interested to know if the space could possibly be used for a new location of Town Hall
 - Potentially, some community programs could move from the current Town Hall to Plummer
 - Perhaps do something with the building that serves seniors – need not be extravagant
 - Don’t see the Community Center as in a convenient location. Are there alternatives?
 - Nice idea that the Community Center should be on Route 1 but that might preclude commercial uses there.
 - Emerging conclusion
 - Keep the Rec. Center, do some modest improvements, do daytime community programming there, move community programs (including offices) to the Rec. Center
 - Would require around \$500k plus
 - Need to know that the place would be used
 - Need to explore Oceanview’s interest in partnership
 - As we make individual facility decisions, consider coordinated use of:
 - Town Hall
 - Community Center
 - Library
- Railroad Crossing at River Point
 - Clarifications
 - A tractor needs to get across the bridge for mowing
 - The Town has informal parking rights on the Hannaford side
 - It’s important to know if we can acquire parking rights
 - We need to fix the bridge – the question is “with what?”

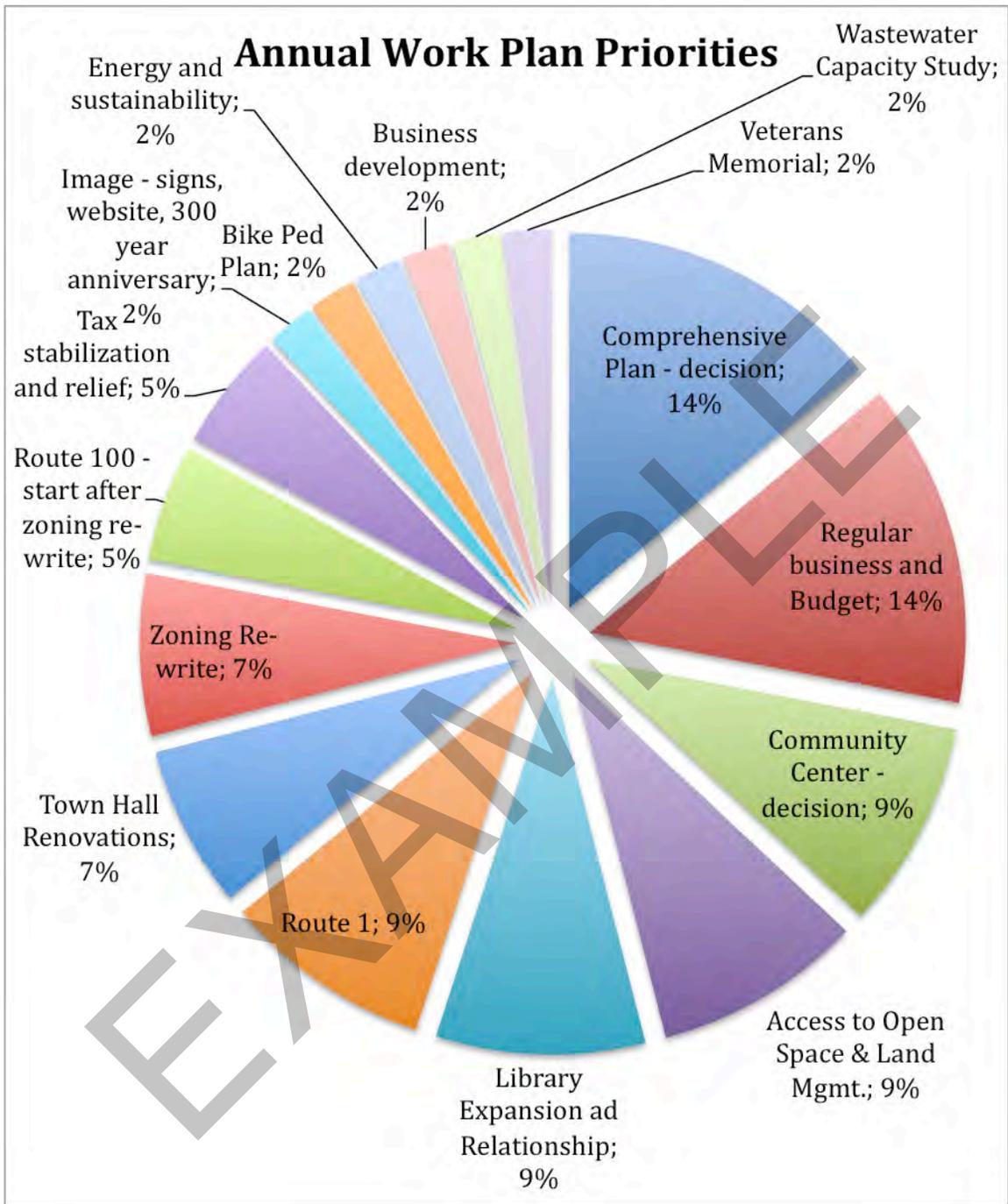
- The land has aesthetic and conservation value – does it really need vehicular access?
 - Does it really need tractor access for mowing? Can't it be kept clear in other ways?
 - There is another pedestrian bridge as a way to access the land
 - There is a barn that could potentially house a tractor
 - There is also access off Falmouth Road and Leighton Road
 - There is a foot-trail off Leighton Road
 - Comments
 - Issues
 - Access (via the bridge)
 - Parking
 - Safety
 - Emerging Conclusion
 - We need to either replace or demolish the bridge
 - Put in our work plan to explore options and make a decision
 - Everyone get the same information and make a thoughtful decision
 - Perhaps a ½-Day Council work shop with the LMAC
- Railroad Crossing at Community Park and School Campus
 - Clarifications
 - The railroad track serves as a barrier between the school grounds and community park
 - If we could connect the parcels it would be a huge parcel of contiguous open space – from Range Road to the land behind school to Falmouth Road and River Point
 - Estimated total cost of a tunnel under the track: \$1m to \$1.7m
 - Comments
 - Not being able to connect by walking from the schools to the community park is a huge missed opportunity
 - Currently, kids have to be bussed around
 - Could be a public-private effort
 - Who should take the lead?
 - Perhaps the Council should set up a Citizen Advisory Committee
 - This project would cost a lot of money but it would have benefits for future generations
 - Someone should start exploring opportunities to raise private and grant funds for this
 - When the tunnel is built we need to design it in such a way that people use the tunnel and not cross the tracks
 - Emerging Conclusion
 - Ask LMAC to explore options and come to the Town Council with a proposal
 - Encourage LMAC to involve others

- LMAC could propose establishing a separate issue-focused committee to work on this if they like
 - In the short term, signs should be put up that prohibit crossing the tracks
 - Town Hall
 - Clarifications
 - What is the Town's desire for long term support of the Food Pantry?
 - Often, Food Pantry's are not a Town Function
 - The Food Pantry could move to Motz
 - The Food Pantry thinks that Town Hall is a better location
 - Of the \$900k, about \$120k is "optional"
 - \$900k is a very rough estimate
 - Comments
 - There would be public opposition to moving Town Hall to Plummer
 - To do so we would need to feel really strong about the financial benefits
 - Some people have expressed favorability to moving Town Hall to Plummer
 - If we could make the financial case, there would be support
 - If we are going to invest in this building, let's do it right.
 - No appetite for moving to Plummer
 - Renovations might be expensive
 - We don't own it
 - We need to ensure that the workers here work in a healthy building
 - Not interested in moving to Plummer
 - Let's establish a phased approach to renovating this building
 - Emerging Conclusion
 - Let's spend what is necessary to address the health and functional concerns in the current Town Hall and implement other renovations simultaneously as they seem prudent
 - Let's address the health issues quickly
 - When we make a decision, let's consider
 - To the extent that other improvements should be reasonably done in connection with the health improvements, such as aesthetics, let's do them
 - Let's consider a phased approach for other necessary renovations
 - Let's explore the optimal energy source
- Open Space Acquisitions
 - Future requests will be forthcoming

Top Priority Council Activities

The group brainstormed and then discussed top priorities for how the Council should use its time over the coming year. The following reflects the general conclusion.

<u>Topic</u>	<u>Percent of time we expect to spend</u>
Top Priorities	
○ Comprehensive Plan – make a decision	14
○ Regular business and Budget	14
Second Tier Priorities	
○ Community Center – make a decision	9
○ Access to Open Space & Land Mgmt.	9
○ Library Expansion ad Relationship	9
○ Route 1	9
Third Tier Priorities	
○ Town Hall Renovations	7
○ Zoning Re-write	7
○ Route 100 - start after zoning re-write	5
○ Tax stabilization and relief	5
Fourth Tier Priorities	
○ Image - signs, website, 300 year anniversary	2
○ Bike-Pedestrian Plan	2
○ Energy and sustainability	2
○ Business development	2
○ Wastewater Capacity Study	2
○ Veterans Memorial	2
Other Ideas but not considered top priority	
○ Town role in the food pantry	
○ Revive 1 Falmouth – include library	
○ Zoning ordinance re-write	
○ Consider 4 Council meetings per year	
○ Hire more staff if work plan is too aggressive	
○ Transportation – Rail Road Crossings	
○ Needs of our senior citizens	
○ Review Committee roles	
○ Accessible to the public	
○ Upgrade community spaces	



Scheduling and Communications

The Council discussed the following questions:

1. Best ways for Council members to communicate with each other outside of Council meetings
2. Best ways for the Town Manager to convey information to Council members
3. Best ways to schedule meetings in which Council members are expected to participate
4. Other scheduling and communications issues

Conclusions

- Use e-mail for scheduling
 - Everyone check e-mail and respond quickly
 - Whoever initiates the e-mail scheduling, be clear about response expectations
- Use phone calls for sharing opinions
- Share your preferences for how to receive email and phone calls – when and where
- Schedule things when you are all together when possible
- To the extent possible, all Council members should know when all sub-committees are scheduled
- When there is a need for urgent, emergency communication, it's expected that the Town Manager will call Councilors at home, at any hour.

Council Role

The Council discussed the following questions:

1. In Council Meetings (ideally, how should we behave in the public view)
2. As members of Committees
3. With regard to Work Plan implementation

Emerging Conclusions

- “Pre-meetings” between the managers and a few councilors can be very useful
 - The purpose of such meetings is to determine what information is best to provide to Councilors, and how
- Let's have a different seating arrangement for workshops (in the Council Chamber) – so we can converse with each other more easily
- Let's change the seating arrangement for Council meetings so Teresa can see everyone better

- Move the podium so all Council members can see the audience
- When people speak at public forum, let's not engage with them but be sure to thank them.
 - If the chair feels that a response IS appropriate, it's okay for the chair to respond.
 - If other Council members would like to respond, they should do so as members of the public participating in the public forum.
- In Committee meetings, we need to be clear on the Committee's decisions and on the Committee's charges to staff.
- When Councilors get approached by members of the public with concerns, take those concerns to the Town Manager.

Closing Comments

- This was terrific
- Very glad that we did this
- Terrifically facilitated
- What a good collaborative, moderate body this is – this bodes well for us this year and for years to come
- We get great support from the staff
- This was a great day
- This was very productive
- Great to be working with such a high quality group of people
- Has been very illuminating to work on this work plan
- The facilitation has been terrific
- Good people with good motive
- Sorry that there aren't more opportunities like
- Enjoyable day
- Looking forward to the year
- I find this format wildly productive
- I learned a lot about myself
- Looking forward to a productive year with lots of great process
- It's an honor to be a member of this community, and fun

Falmouth Town Council Work Plan Fiscal Year 2013-14

Based on Council Retreat July 25, 2013

Category/Task	Who	Status	Due-date
<p>1. Long Range Planning (Zoning and Projects).</p> <p>This category represents matters related to long range visions and planning for the community including but not limited to comprehensive planning, transportation planning, corridor planning, and consideration for how Falmouth is viewed or identified by internal and external forces.</p>			
<p>A. Comprehensive Plan</p> <p>LPAC+ will submit a recommendation to the Town Council early in the business year. The Town Council will consider adoption and an implementation process.</p>	Council, Town Manager, LPAC+, and Director of Long Range Planning.		December 2013
<p>B. Route 100 Corridor Planning and Infrastructure investment.</p> <p>The Town Council is committed to a long range vision that will encourage balanced and well planned commercial and residential development in this area. Planning will take into consideration public participation, Comprehensive Plan, zoning amendments, infrastructure design, and financing of any public improvements including utilization of existing and possibly expanded Tax Increment Financing. This effort will begin with a study supported by an ad-hoc committee and consultants.</p>	Council, Town Manager, Director of Long Range Planning, and Citizen Committee TBD		December 2014
<p>C. Railroad crossings for Community Park and River Point Bridge.</p> <p>The Town Council is committed to designing and implementing long range solutions for both of these crossings. Staff and committees should continue to design all feasible concepts for consideration to fund significant infrastructure projects.</p> <p>Preliminary engineering is complete for both sites. Decisions will be needed on type of crossing and financing for both locations.</p> <p><i>*Note – the River Point Bridge project could be ready for implementation/construction in this business/fiscal year pending final planning and design approval by the Town Council.</i></p>	Council, Town Manager, LMAC, PACPAC, FLT, and other stakeholders		<p>River Point (design completion) – December 2013</p> <p>River Point (construction start) - TBD</p> <p>Community Park (establish committee) – December 2013</p> <p>Community Park (start design and financing plan) – March 2014</p>

<p>D. Bicycle and Pedestrian Planning</p> <p>The current Bike/Ped Plan should be reviewed and updated to be consistent with the Comprehensive Plan. This planning will take into consideration regional planning efforts and coordination.</p>	<p>Council, and Town Manager, Director of Long Range Planning, and other stakeholders</p>	<p>Staff has secured a small grant to update the plan.</p>	<p>June 2014</p>
<p>E. Library Facility Expansion</p> <p>Continue to work with the Library Board of Trustees in an effort to develop a long range plan for facility improvement, expansion or relocation.</p>	<p>Council, Town Manager and FMLB</p>		<p>April 2014</p>
<p>F. Branding and Identity Planning</p> <p>The Town Council is committed to reviewing and implementing specific branding strategies that will depict Falmouth in a way that meets the vision of the Town Council. Such an effort will include but not limit the following: town seal, web site, way-finding signs, etc.</p> <p>Web site update has started with initial design.</p>	<p>Council, Town Manager, staff, and other stakeholders</p>		<p>June 2014</p>
<p>G. Mason Motz Building</p> <p>Consider long term use of Mason Motz building and whether there is a need to improve the facility. The use of this building could include those uses related to Parks and Community Programs Department programming efforts and other uses as deemed appropriate by the Town Council.</p> <p><i>*Note – renovations to this building could be considered during the current business/fiscal year pending final decisions by the Town Council regarding how the building could be used in the future.</i></p>	<p>Council, Town Manager, PACPAC, and Parks and Community Programs Director</p>		<p>Determine use of the building – November 2013</p> <p>Consider renovations – Date TBD</p>
<p>H. Town Hall Improvements</p> <p>Consider options and need to renovate certain portions for the Town Hall. Work should focus on function and safety.</p> <p><i>*Note – renovations to this building could be considered during the current business/fiscal year pending final decisions by the Town Council on a scope of work.</i></p>	<p>Council and Town Manager</p>		<p>June 2014 (this project could carry over into the next business/fiscal year)</p>

<p>2. Implementation - Facilities, Infrastructure, Land, Zoning, Initiatives and other Projects</p> <p>This category represents implementation (construction, policy development, and management) of significant projects and initiatives that have been thoroughly planned and designed.</p>			
<p>A. Waste Water Collection and Treatment (capacity planning, design and construction)</p> <p>Implement 2013 capacity and growth study to include but not be limited to treatment system improvements, infiltration and inflow improvements, and upgrading significant collection system facilities which are scheduled for replacement.</p>	<p>Council, Town Manager, and Waste Water Superintendent.</p>		<p>June 2014 (this project will carry over into the next business/fiscal year)</p>
<p>B. Route One Corridor Improvements</p> <p>Implement substantially all elements of 2013 Route One preliminary engineering and design based on previous work and June 2013 referendum.</p>	<p>Council, Town Manager, Public Works Director, and Director of Long Range Planning</p>		<p>June 2014 (this project will carry over into the next business/fiscal year)</p>
<p>C. Expansion of natural gas access to commercial and residential uses.</p> <p>The Town Manager will continue to work with the town managers in Cumberland and Yarmouth.</p>	<p>Council and Town Manager</p>		<p>June 2014 (this project will carry over into the next business/fiscal year)</p>
<p>D. Veterans Memorial</p> <p>Work with the American Legion and Veterans Memorial Committee to raise funds and construct a new memorial.</p> <p>Current planning and work is on hold as of August 2013 to possibly coordinate efforts with a Library expansion.</p>	<p>Council, Town Manager, Veterans Memorial Committee, American Legion and FMLB</p>		<p>June 2014 (this project will carry over into the next business/fiscal year)</p>
<p>E. Business Development</p> <p>Continue to work with business community, business prospects, GPEDC, FEIC and others to ensure that there will continue to be a robust local and regional economy.</p>	<p>Council, Town Manager, Director of Long Range Planning, FEIC and other stakeholders</p>		<p>Ongoing</p>
<p>F. Energy and Sustainability</p> <p>Implement Green Ribbon Commission Report with the Recycling and Energy Efficiency Committee.</p>	<p>Council, Town Manager, REAC and REAC staff.</p>		<p>Ongoing</p>
<p>G. Administrative Zoning Re-Write</p> <p>Ad-hoc Zoning Committee will work with Community Development Director to complete an Admin Zoning Re-Write</p>	<p>Council, Town Manager, Ad-hoc Committee, and Community Development Director</p>		

<p>3. On-going Business, Governance and Civic Engagement</p> <p>The Town Council is committed to ensuring efficient, cooperative and appropriate governance and service delivery. The Town Council is also committed to encouraging and improving civic engagement.</p> <p><i>*Not – Items C through F were on the Council 2012-13 Work Plan. The Town Council will need to determine whether these items should be on the 2013-14 Work Plan</i></p>			
<p>A. Organizational Structure and Business Relationship with the Falmouth Memorial Library.</p> <p>Review current structure of governance, management and partnership with the Falmouth Memorial Library.</p>	<p>Council, Town Manager, and FMLB</p>		<p>February 2014</p>
<p>B. 300th Anniversary</p> <p>Work with others in the community to ensure there is proper planning for a grand celebration of the Town’s history and future.</p>	<p>Council and Town Manager</p>		<p>June 2014</p>
<p>C. Review all options for tax credit programs to ensure all residents can afford to live in Falmouth.</p> <p>The Town Council will first review all current and available options. After a thorough review, the Town Council may develop additional programs for applicable residents in Falmouth.</p>	<p>Council and Town Manager</p>	<p>First draft report reviewed by Council in spring 2013. Needs second meeting to determine action if necessary.</p>	<p>December 2013</p>
<p>D. Develop a conflict of interest policy or ordinance.</p>	<p>Council, Town Manager, and Assistant Town Manager</p>	<p>First draft complete – requires additional Council meeting to complete task</p>	<p>January 2014</p>

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- **Management Services Provided- - Pages 30 & 31**
- **How Unhealthy Cultures Stymie Progress - - Pages 32 & 33**
- **Recruitment: Landing Your Next City Manager - - Pages 34 to 36**

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

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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.

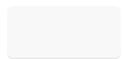
While it may be difficult to change behaviors and attitudes once they become the norm, strong leadership can make it happen. **The effectiveness of town government, in an era of high resident expectations on bare bones budgets, rests on the shoulders of its leadership and workforce.** Understanding your 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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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:



Municipal Resources

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Municipal Resources, Inc.



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Career Opportunities

Offices:

- MRI of New England
- MR of Pennsylvania



Municipal Resources, Inc. - Services for Effective Government

All municipalities - no matter their size or financial situation - share the same responsibilities to provide for the health, safety, and welfare of their citizens. They also share the same frustrations: declining revenues, unfunded state and federal mandates, ever more complicated policies and procedures, and personnel issues.

Municipal Resources, Inc. is dedicated to providing professional, technical, and managerial support services that help meet your community's needs while obtaining maximum value for your limited tax dollars.

We understand local government issues and problems, and our highly qualified professionals have hands-on municipal experience that can be put to work to help you effectively deliver government services to your community. Recognizing that every community has different needs and characteristics, we tailor our services to the individual communities we serve.

- [More about MRI](#)
- [Contact Us - New England Office](#) (NH, MA, ME, VT, CT, RI)
- [Contact Us - Pennsylvania Office](#)

News and Publications

Services Provided by Municipal Resources, Inc.

General Management - Code Compliance, Management Studies, Recruitment, Interim and Long-Term Assignments, Elected and Appointed Officials Training, Collective Bargaining, Personnel Management, Strategic Planning, Information Technology



Planning - Community Development, Master Plan/Land Use Ordinance, Project Management, Site Planning, Economic Analysis

Finance - Interim Finance Director, Bookkeeping Services, Internal Control Assessments, Software Selection and Implementation, Fraud Investigations\Forensic Accounting, GASB 34 Implementation and Updates, CIP Preparation, Budget Preparation and Management, RFP Services, Federal, State, and Local Grant Management

Public Safety - Fire Services, Police Services, Emergency Medical Services

Public Works

Assessing - Assessment Administration, Revaluation Oversight, Operational Assessment, Valuation Updates, Data Verification

School Business Administration - Budget and Finance, Accounting/IT Troubleshooting, Interim Staffing, Business Office Recruiting, Purchasing, Operational Effectiveness

Specialty Services

Municipal Resources, Inc.
866.501.0352

UNIQUE SERVICES IN RECRUITMENT

MRI endeavors to do more than merely match candidates to job openings.

- We work closely with our clients to understand the leadership and management aspects of each specific position and to establish and clarify job expectations. Since no one fits any job perfectly, we work hard to understand and identify “critical skills” necessary for success in the next manager and to identify possible “manageable deficits” that can be offset by strengths and competencies already existing within the organization.
- 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.

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.

APPROACH & PROCESS

MRI will normally undertake the following activities in an executive recruitment process:

1. Meet with the appointing authority to review the recruitment process, receive input toward developing an “**Ideal Candidate Profile**” against which all candidates will be screened, and discuss if and how the appointing authority

would like to involve community members and employees in the process. At this meeting, we will also ask for help to:

- Identify critical organizational issues;
 - Clarify roles, responsibilities, and expectations for the position;
 - Establish job success standards; and
 - Assess the final candidates to ensure that individual management strengths, behavioral styles, and motivating values of the finalists are aligned with the requirements of the position.
2. Solicit input from community leaders, department heads and, if appropriate, survey the community at large to identify the likely issues and opportunities that the next manager must be prepared to address and present this as a **Challenge Statement**. This Challenge Statement is posted on MRI's recruitment website.
 3. Work with the appointing authority to develop a timeline for the recruitment process so that the Client and all candidates can plan accordingly. This timeline will be provided to all candidates and posted on MRI's recruitment website.
 4. Upon request we will review and help develop an updated position description.
 5. Develop ad copy, recommend advertising venues, and coordinate placement of the ads (advertising costs shall be paid by the client – generally about \$800). Resumes will be received for at least 30 days.
 6. Research MRI's data base and contact potential candidates from other similar recruitments in the past 12 months. We maintain an on-going data base of the top tier candidates from each project along with notes about strengths, weaknesses, personality and attributes and reach out to those who may seem to be a good fit to invite their application.
 7. Canvas MRI's professional network to identify and reach out to existing managers, assistant managers or department heads who may be contemplating a move to invite their application.
 8. Receive and acknowledge receipt of all resumes. Candidates are kept apprised of their status at each selection point throughout the process.
 9. Establish a professional panel consisting of four (4) current or retired public administrators who will review and rank candidates against the Ideal Candidate Profile. Review, rank, and screen all resumes for minimum qualifications.
 10. Develop and distribute a written essay questionnaire to the top qualified candidates (generally 15 to 20 candidates), focusing questions on matters of special relevance to the client's needs or current situation. Candidates will have

a specified amount of time to respond. The professional panel will review and rank essay responses as they are submitted by the candidates.

11. After essay responses have been returned, reviewed, and ranked, two (2) members of the professional panel will conduct telephone interviews with the top candidates (generally 10 to 12 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. In addition to screening the candidates, this interview provides for follow-up to the essay responses and assists us in determining the verbal communication skills of the candidate and his/her ability to answer questions spontaneously. We will present 6 semi-finalists for local interviews.
12. Conduct a public records search of each semi-finalist to identify potential issues.
13. Conduct employment and education verifications for semi-finalists.
14. We will schedule and conduct two rounds of local interviews over two days. The first round (Day 1) consists of three separate panels (panel #1 consisting of 5 to 7 municipal employees; panel #2 consisting of 7 to 9 community representatives; and panel # 3 consisting of 3 to 4 public managers) and will take approximately 10 hours to complete the process and tabulate the results. The selection of the panelists shall be up to the appointing authority 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. The second round (Day 2) consists of individual interviews with the top three (3) candidates that emerge from the first day interview process and the appointing authority, facilitated by our lead consultant.
15. Following interviews with the finalists, the appointing authority, 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.
16. 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.
17. 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.

18. We will coordinate physical, medical, and psychological exams as desired.

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 the death or catastrophic illness of the selected candidate, or due to the actions of a majority of a newly elected Selectboard/Council of the Client. 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. However, significant modification of the work scope and approach will almost certainly affect our ability to offer a Tenure Guarantee.

OPTIONAL SERVICE

We will complete a detailed background investigation on the selected candidate which shall include, but not be limited to, previous employment, and criminal and motor vehicle records checks.

If the client selects this option, it will be billed separately upon completion

SCHEDULE

A recruitment and selection process as described above typically takes approximately **90-120 days** to complete.

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

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- **City Manager Ad - - Page 49**
- **City Manager Search Timeline - - Page 50 & 51**
- **City Manager Charter Provision - - Page 52**
- **City Employee Interviews Summary - - Page 53 & 54**
- **Public Forum Summary - - Page 55 & 56**
- **Emails From Citizens - - Pages 57 through 59**
- **Interview Questions (Generic) - - Pages 60 & 61**
- **Eaton Peabody Resumes - - Pages 62 through 65**
- **Eaton Peabody Contract - - Pages 66 through 68**

One of Maine's Finest Coastal Cities Established in 1854
WELCOME TO THE CITY OF ROCKLAND



CITY MANAGER SEARCH DETAILS

The City of Rockland, through Eaton Peabody Consulting Group, is now accepting applications for the position of City Manager. Application deadline is January 5, 2012. Please see the attached documents for further information about the position and instructions for applying.

All inquiries and submissions should be directed to:

Rockland City Manager Search
 Eaton Peabody Consulting Group
 Attn: Richard Metivier
 77 Sewall Street, Suite 3000
 Augusta, Maine 04330
 Email: rmetivier@eatonpeabodyconsulting.com
 Telephone: 207-622-9820

- [Rockland City Manager Advertisement](#)
- [City Manager Search Timeline](#)
- [11/29/11 Employee and Public Information Meeting Comments](#)
- [Rockland City Charter, Article III](#)
- [Rockland Code, Chapter 2, Article III](#)

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- CITY AT A GLANCE
- CALENDAR
- EMPLOYMENT OPPORTUNITIES
- PURCHASING
- CITY GOVERNMENT
- CITY HALL
- CITY DEPARTMENTS
- BOARDS, COMMISSIONS & COMMITTEES
- CITY DIRECTORY
- ROCKLAND SCHOOLS
- KNOX COUNTY
- WEB SITE MAP

>> IN CITY GOVERNMENT:

- City Council
- City Manager
- City Clerk
- City Attorney

>> SEARCH OUR SITE

Full Site
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CITY MANAGER ROCKLAND, MAINE

The City of Rockland is accepting applications for the position of City Manager. Rockland, a service center community and county seat for Knox County, is located in Mid Coast Maine. Rockland has a strong growing downtown, active waterfront, successful business community and diverse residential community. It has a population of 7,269; \$18.2 million general fund and \$6.2 million enterprise fund budget and a capital program budget of \$6.8 million. The city has 100 full-time employees.

Rockland operates under a City Charter, Council - Manager form of government with a 5 member Council elected city wide and serving 3 year staggered terms.

The Council is seeking candidates with a minimum of 5 years of demonstrated municipal management experience as a Manager or similar related position. Candidates with equivalent private upper management experience will be accepted. Knowledge/experience in areas of economic development, finance, strategic and long-term planning, budgeting, labor relations, policy and project management are desired. Superior visionary with excellent leadership and organizational skills; excellent written and oral communicator with team building experience, conflict management skills and quality decision experience are required. Leadership with integrity, honesty, openness and humor combined with creative problem solving will be essential. The successful candidate will be required to live in Rockland and become an active part of the community.

Applicants will possess a Bachelor's degree in Public or Business Administration or a closely related field with a Master's degree preferred. Salary will be determined based on experience and qualifications.

Submit cover letter, resume, salary requirements and five (5) references by January 5, 2012 to:

Rockland City Manager Search
Eaton Peabody Consulting Group
Attn: Richard Metivier
77 Sewall Street, Suite 3000
Augusta, Maine 04330
Email: rmetivier@eatonpeabodyconsulting.com
Telephone: 207-622-9820

The City of Rockland is an Equal Opportunity Employer.

11/08/11

**ROCKLAND
CITY MANAGER SEARCH
TIMELINE**

November 29, 2011 Tuesday

- EPCG to meet with key department staff; EPCG to facilitate meeting with citizens, community organizations and citizen's groups; Meet with City Manager Search committee

December 12, 2011 Monday

- City Manager Ad placed in ICMA, MMA, Maine Job Bank and City web site

January 5, 2012 Thursday

- Applications due

January 11, 2012 Wednesday

- Applicant packets to Search Committee
- Don Gerrish and Dick Metivier to narrow down applicants
- Committee to receive all applications

January 25, 2012 Wednesday

- Search Committee meets to decide on candidates to interview and set date(s) for interviews January 30 – February 2nd
- Committee to review questions to ask and questions you cannot ask

January 30 – Feb. 2, 2012

- Interview Candidates
- Give options for candidates to come to Rockland for in person interview or be interviewed by phone/Skype (out of New England candidates).
- After all interviews, decision will be made on which candidate(s) to offer a second interview and determine format of interview

- Background checks and reference checks to be completed by EPCG on those candidates selected for second interviews.

February 6 – 9 or 13 – 16, 2012

- Second interviews with finalists coming to Rockland.
- Final decision on top candidate and begin negotiations on contract.
- After contract negotiations completed, Council announces new City Manager and starting date.

2011-2012
Manager Search

CHARTER

ARTICLE III The City Manager

Sec. 301 Appointment; Qualifications; Compensation

The council shall appoint a City Manager for an indefinite term and fix the manager's compensation. The manager shall be appointed on the basis of the manager's executive and administrative qualifications. The manager need not be a resident of the City or State at the time of the manager's appointment but may reside outside the City while in office only with the approval of the council.

Sec. 302 Removal

The council may remove the manager from office in accordance with the following procedures:

1) The Council shall adopt by affirmative vote of a majority of all its members a preliminary resolution which must state the reasons for removal and may suspend the manager from duty for a period not to exceed forty-five days. A copy of the resolution shall be delivered promptly to the manager.

2) Within ten days after receiving a copy of the resolution, the manager may file with the council a written request for a public hearing. This hearing shall be held at a council meeting not earlier than fifteen days nor later than thirty days after the request is filed. The manager may file with the council a written reply not later than five days before the hearing.

3) The council may adopt a final resolution of removal, which may be made effective immediately, by affirmative vote of a majority of all its members at any time after ten days from the date when a copy of the preliminary resolution was received by the manager, if the manager has not requested a public hearing, or at any time after the public hearing if the manager has requested one.

4) The manager shall continue to receive the manager's salary until the effective date of a final resolution of removal.

Sec. 303 Temporary and Acting Manager

(a) Temporary Manager. By letter filed with the City Clerk, the manager shall designate, subject to the approval of the council, a qualified person to exercise the powers and perform the duties of the manager during the manager's temporary absence or disability. During such absence or disability, the council may revoke such designation at any time and appoint another person to serve until the manager shall return or the manager's disability shall cease.

(b) Acting Manager. When the office of City Manager becomes vacant, the council shall appoint a qualified person to exercise the powers and perform the duties of the manager until another manager is selected. This person shall be known as the acting City Manager, and shall serve at the pleasure of the City Council.

Sec. 304 Powers and Duties of the City Manager

The City Manager shall be the chief administrative officer of the City. The manager shall be responsible to the council for the administration of all city affairs placed in the manager's charge by or under this charter. The manager shall have the following powers and duties:

1) The manager shall appoint, and, when the manager deems it in the best interest of the City, the manager may suspend, or remove the City employees and appointive officers subject to the provisions of Article IV of this charter. The manager may authorize any officer who is subject to the manager's direction and supervision to exercise these powers with respect to the subordinates in that officer's department, office, or agency.

2) The manager shall direct and supervise the administration of all departments, offices, and agencies of the City, except as otherwise provided by this charter or by law.

3) The manager may be required by the council to attend all council meetings and shall have the right to take part in discussion by may not vote.

4) The manager shall see that all laws, provisions of this charter and acts of the council, subject to enforcement by the manager or by officers subject to the manager's direction and supervision, are faithfully executed.

5) The manager shall prepare and submit the annual budget, the annual capital program and financial and administrative reports to the council.

6) The manager shall prepare and submit to the council such reports and shall perform such duties as the council may require and shall make such recommendations to the council concerning the affairs of the City as the manager deems desirable.

7) The manager shall assume responsibility for the care, superintendence, and management of all city-owned buildings and lands.

8) The manager shall prepare and submit to the council as of the end of the fiscal year a complete report on the finances and administrative activities of the City for the preceding year, and cause such annual city report to be published and made available to the public as promptly as possible after the close of the fiscal year.

9) The manager shall perform such other duties as may be prescribed by this charter or required of the manager by the council, not inconsistent with this charter.

November 29th City Employee Interviews

Issues Facing Rockland

- Infrastructure Needs (Roads, Sidewalks, Sewers, Municipal Bdgs.)
- Financial/Economic Climate
- Service Demand Increases
- Long Range Planning for CIP needed
- Need Strategic Plan for Community
- Drug Problems
- Rockland's Image
- Working With Other Areas of Rockland Besides Downtown
- Increase Economic Development and Expand Tax Base
- Enforcement of Maine Uniform Building & Energy Code
- Relations With School and School Budgeting
- Developing a Municipal Team

Qualities Wanted in New City Manager

- Have a Vision
- Be a Strong Leader
- Team Builder
- Passionate About Community
- Be Visible within departments and be part of the Community
- Defend Employees
- Let Department Heads control their operations
- Clarify Role of Council and Administration
- Help Council Deal With Each Other
- Advise Council what they need to know before making decisions
- Integrity
- Not Afraid to say "I Don't Know"
- Diplomat and Salesman
- Results Oriented
- Able to Face and Resolve Conflict
- Strong Communicator and Organized
- Consensus builder

- Have a Passion for Rockland
- People Friendly
- Entrepreneur
- Think Outside the Box
- Honest
- Experienced Municipal Background
- Able to Involve the Public

2011-2012
Manager Search

November 29th Public Meeting Comments

Qualities Wanted in a New City Manager

- Good With Grants
- Labor Contract Experience
- 24/7 Resident
- Experience Economic Development
- Grow Tax Base
- Familiar With Main Street Program
- Visible within Community
- Work With School/SAD
- Risk Taker/Team Player
- Collaborator
- Leader – Have Political Skills
- Strategic Vision
- Macro Vision
- Bring together different perspectives of community organizations
- Someone whose invested in the Community
- Cruise Ship Friendly/Experiences
- Core Competencies
 - Conflict Management skills
 - Quality Decision maker
 - Integrity and Trust
- Stand Up and Be Counted
- Doesn't Avoid Personnel Responsibilities
- Can Be Counted On When Times Are Tough
- Willing To Be the Only Champion for an Idea

- Become a resident of Rockland
- Direct and Effective
- Collaborator
- Think Regionally
- Previous Economic Development Experience
- Leader – Engages the Community

- Has Listening Skills
- Provide input at Council meetings
- Visionary
- Able to Look at Resources and See They Are Used in the Right Areas
- Wisdom – Education
- Able to Explain and Prepare Policy Recommendations
- Successful Private Sector experience can substitute for Municipal experience
- Deal With Creative Economy and Expand on it
- Strong Representative and Cheerleader of Community
- Able to Take Heat & Criticism
- Youthful Experience
- Knows Ropes of Municipal Government
- Need Hatchet Person to Cut Budget/Positions

Rockland Issues

- Property Taxes
- Charter/Council/Mayor/Manager Roles
- Education important (poor graduation rate)
- Influence education and hold School system accountable
- Repair youth problem
- Crime problem, mostly drug related
- Continue transformation of Rockland
- Upgrade of Industrial Park needed
- Economic Development

Subject: City Manager

From: Dennis Kearney <Dennis.Kearney@fmc.com>

Date: 12/1/2011 09:51

City Council Members,

When I look to hire personnel, I always review which qualities and competencies I require above and beyond the baseline or experience, which I call the "price of admission" for an interview.

My thoughts:

City Manager should be skilled in the following competencies:

Conflict Management

- Steps up to conflict and sees them as opportunities to improve
- Reads situations quickly
- Good at focused listening
- Can hammer out tough agreements and settle disputes equitably
- Can find common ground and get cooperation with minimum noise

Decision Quality

- Good decisions based on mixture of analysis, wisdom, experience and judgment
- Track record / experience shows his/her solutions and suggestions turn out to be correct over time
- Is sought out by others for advice and solutions

Integrity and Trust

- Is widely trusted
- Is seen as a direct, truthful individual
- Can present the unvarnished truth in an appropriate and helpful manner
- Keeps confidences
- Admits mistakes
- Doesn't misrepresent themselves for personal gain

If I had to summarize many of the well articulated qualities that the residence are looking for, I would add an additional competency:

Standing Alone

- Will stand up and be counted
- Doesn't avoid personal responsibility
- Can be counted on when times are tough
- Willing to be the only champion for an idea or position

I enjoyed the opportunity to listen and contribute on Tuesday night

Kind Regards,

Dennis

Dennis Kearney, Plant Manager

FMC BioPolymer

1 Crocketts Point

PO Box 308

Rockland, ME 04841



Remember ... TAKE 2 minutes to stop and think through your next steps

- Consider what might go wrong
- Ensure that you have adequate safeguards and contingencies in place
- Don't be afraid to ask for help or assistance

PH: 207.226.3225

C: 302.275.9156

-----Original Message-----

From: Everett Spear [mailto:espear@elspearinc.com]
Sent: Thursday, December 01, 2011 12:08 PM

Subject: Manager's Position

I just read the Village Soup article about the scoping meeting for the new city manager. In addition to the things reported in the article, I'd like to offer my comments on some core abilities and attributes I think are vitally important in a new manager.

1. A manager who wants to help make Rockland the best town/city in Maine to live and work.
2. A manager who has a superb understanding of municipal management and the ability to implement best practices to improve the service and financial performance of the City.
3. A manager with business acumen who poses excellent analytical and financial capabilities with solid organization skills.
4. A manager who can anticipate, lead and manage change and motivate other to follow and to continually identify opportunities for innovation and improvement.
5. A diplomatic leader and strategist who is a skilled negotiator and collaborator.
6. A manager who cultivates and maintains a productive relationship with the council, department heads, employees, key community leaders and other stakeholders to ensure positive relationships, high credibility and respect.
7. A manager with a proven ability to foster a culture of customer service and accountability and all its dimensions in making Rockland's government a productive and efficient partner with the community it serves.
8. A manager with a "can do" attitude and the vitality to get things done.

It would be appreciated if you could forward this along the right path.

Thanks,
Everett

Everett Spear, III
E.L. Spear, Inc.
Lumber & Hardware
10 Payne Ave
Rockland, ME 04841

**Rockland
City Manager Candidate Questions
Second Interview**

Candidate:

Date: _____

1. If hired, what would be your plan for your first six months as City Manager?

2. How do you envision your on-going interaction with the City Council once you have settled in as Manager?

3. What do you envision as the critical issues for you in adjusting from your current position to City Manager in Rockland?

4. How do you intend to become involved as a member of the community?

5. Give us an example of how you would motivate staff to get difficult goals accomplished.

6. How comfortable are you at dealing with labor relation issues and give us an example of a difficult disciplinary action which you may have dealt with in your career.

7. Given the brief amount of time that you have had to evaluate Rockland, do you have any thoughts on economic development potential for the City?

8. Knowing the makeup of elected officials changes over time, how will you deal with a City Council who have a difficulty in reaching consensus on issues?

9. How do you evaluate the strengths and weaknesses of your key staff and how do you utilize them within the organization?

10. What is your specific experience with managing building projects, sewer, water and road construction projects?

11. Discuss your approach in preparing a budget with declining State and Federal revenues, minimal tax base growth and many infrastructure needs?

12. How will your experience help and hinder you if hired in Rockland?

13. Why do you feel you are the best person to be Manager of the City of Rockland?

14. If selected, how soon would you be able to start working and what is your estimate of time to relocate to Rockland?

15. Do you have any questions for the Board since we last met?

(Ask any follow-up questions you might have from the last meeting and this meeting.)



Don Gerrish has been involved in all aspects of Town and City Management in the State of Maine for 37 years. He recently retired from the Town of Brunswick after serving 19½ years as its Manager. Prior to that Don managed the Town of Gorham for 10 years. He has also worked in Auburn and Rockland. 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 facing themselves and their communities. 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
- Regionalization
- Union Negotiations
- Federal Relations
- University/College/Town Relations

EDUCATION: University of Maine, B.S. 1972

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

2011-2012
Manager Search



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, Bangor, Maine, Business Administration, BS, 1969

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

2011-2012
Manager Search

**PROFESSIONAL SERVICES AGREEMENT
BETWEEN THE CITY OF ROCKLAND AND
EATON PEABODY CONSULTING GROUP**

This Agreement is made on this ____ day of _____ 2011 by and between the City of Rockland (hereinafter “Client”) and Eaton Peabody Consulting Group (hereinafter “EPCG”).

The Client and EPCG agree as follows:

1. Scope of Services. EPCG retains, as independent contractors Don Gerrish and Richard Metivier to provide assistance to the Client in the recruitment of a new City Manager (the “Project”) as follows:

- A. Recruitment of Town Manager

EPCG team member Don Gerrish will be lead consultant with assistance from Dick Metivier on the Manager Search. They will

- develop an overall recruitment strategy with the Council;
- determine the essential skills and experiences required for the next Manager to assist with the issues and challenges facing Rockland;
- determine, with the Council, the process and timeline that will be used in the search. This will include whether anyone else other than the Council will be involved in the process;
- prepare a draft employment advertisement for review by the Council;
- determine with the Council where and in what media to advertise (i.e. nationally, regionally, locally, internet and/or newspapers);
- receive and review all applications, prepare information for the Council on applicants, and assist the Council regarding suitable applicants to interview;
- schedule all interviews, assist with suggested questions and participate in the interviews as an observer;
- after the Council has selected the finalist(s), complete background checks on the top candidate(s) for the Council and schedule second interviews with questions if necessary,
- be available to answer any questions and assist the Council in their evaluations and selection; and
- assist in contract negotiations for the terms of employment, if so directed by the Council.

2. Term of Agreement. EPCG is available to begin work on this Project upon return of this Professional Services Agreement signed by both parties. City Manager Recruitment services will terminate upon the selection of a candidate.

3. Compensation

A. Selection of City Manager

EPCG professional services will be provided for a fee of \$4,500, plus reimbursement of direct expenses such as mileage, printing and collateral/educational material production, advertising expenses and other reasonable expenses incurred. This particularly relates to any advertising or expenses related to attracting candidates. Any and all candidate expenses agreed to by the Council are the responsibility of the City of Rockland.

Invoices for professional services rendered and expenses incurred will be sent monthly. Payment is due upon receipt of an invoice and is current if paid within 30 days, and shall be subject to a late charge of 1½ % per month on amounts past due.

4. Conflict of Interest. EPCG agrees to inform the Client of any assignments that may create a conflict of interest. Should the Client determine that a conflict exists, it shall notify EPCG of its determination. Should EPCG choose to undertake work determined to be a conflict of interest, Client shall have the right to terminate this agreement with written notice to EPCG as provided in Section 5 of this Agreement.

5. Termination. Client may terminate this Agreement at any time with written notice of such termination to EPCG. EPCG shall be compensated for all services rendered up to the date of receipt of written notification of termination.

6. Notices. All notices required or permitted under this Agreement shall be in writing and shall be deemed sufficiently served if sent by First Class mail addressed as follows, or such other address as they may designate from time to time:

If to Client: Brian Harden, Mayor
City of Rockland
Rockland City Hall
270 Pleasant Street
Rockland Maine 04841

If to EPCG: John G. Melrose, Managing Director
Eaton Peabody Consulting Group

77 Sewall Street, Suite 3000
Augusta, Maine 04330

8. Amendment. Both parties to this Agreement understand the current assumptions supporting this Agreement may change and that the parties must therefore exhibit flexibility including a willingness to entertain and execute amendments. Amendments can only be executed with the mutual consent of the parties to this Agreement.

9. Disclaimer. EPCG is a wholly owned subsidiary of the law firm of Eaton Peabody. EPCG is not engaged in the practice of law and does not provide legal advice or services. Any legal services required by the Client in the performance of this Agreement will be provided by licensed attorneys practicing with Eaton Peabody and will be separately contracted and billed.

In witness whereof, Client and EPCG have each caused this Agreement to be signed by their duly authorized representatives.

City of Rockland

EATON PEABODY CONSULTING GROUP

By: Brian Harden, Mayor
Its: Council Chairperson
Date: _____

By: John G. Melrose
Its: Managing Director
Date: _____

2011-2012
Manager Search