



**GARDINER CITY COUNCIL
AGENDA ITEM INFORMATION SHEET**



Meeting Date	05/26/2021	Department	City Council
Agenda Item	4.a) Consideration of RFPs for consultant service to conduct a city manager search.		
Est. Cost			

Background Information	<p>Attached you will find three proposals from Eaton Peabody Consulting Group, Maine Municipal Association and Norman, Hanson & DeTroy, LLC.</p> <p>Pending Council discussion and decision, staff will continue gathering the information requested.</p>
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Requested Action	Council may motion to accept any one of the proposals or direct staff to gather more information.
City Manager and/or Finance Review	
Council Vote/ Action Taken	
Departmental Follow-Up	

City Clerk Use Only	1 st Reading _____	Advertised _____	EFFECTIVE DATE _____
	2 nd Reading _____	Advertised _____ w/in 15 Days	
	Final to Dept _____	Updated Book _____	Online _____

Denise Brown

From: Don Gerrish <dhgerrish@yahoo.com>
Sent: Saturday, May 1, 2021 10:23 AM
To: Denise Brown
Cc: Veronica Costa; Ferdinand Bill
Subject: Proposal to Assist Gardiner with City Manager Search
Attachments: Gardiner Manager Search Proposal (03367120xAE394) (1).DOCX; Draft Timeline Gardiner 2021 doc.doc

Follow Up Flag: FollowUp
Flag Status: Flagged

Hi Denise,

Attached is a proposal and a draft timeline from Eaton Peabody Consulting Group to assist Gardiner with their City Manager search.

I am available to meet with the City Council to discuss the proposal if requested.

Please let me know you received this proposal and if you have any questions.

Thanks

Don

Donald H. Gerrish

Eaton Peabody Consulting Group



May 1, 2021

Patricia Hart, Mayor
City of Gardiner
6 Church Street
Gardiner, Maine 04345

Dear Mayor Hart,

Eaton Peabody Consulting Group, LLC (EPCG) is pleased to submit the following proposal to assist the City of Gardiner in hiring its new City Manager.

Introduction

Eaton Peabody Consulting Group is a multi-disciplined consulting team providing services in the areas of Municipal Management, Business Development, Community Assistance, and Governmental Affairs. EPCG has the expertise to provide direct assistance at the municipal, regional, and state levels throughout Maine and New England.

Don Gerrish leads EPCG's Municipal Management services team. They have successfully completed over 45 executive searches in the last 11 years. The Municipal Services provided are geared toward assisting communities/associations who are in transition, and our Consultants can provide assistance in:

- Staff replacements, such as municipal manager/director recruitment
- Assisting communities in reorganization efforts
- Ethics Evaluations
- Labor and Contract Negotiations
- Personnel Evaluations
- Organizational Assessment and Development
- Conflict Resolution
- Board and Council Assistance

EPCG believes that for a successful City Manager search, all participants must make a commitment to an agreed upon timeline and process and actively participate. The agreed

upon process ensures that everyone is committed to finding the best candidate for the position that meets the desired qualifications, experience and education and, just as important, is the right fit for the City. We also believe that citizens and staff should be included in the process by inviting them to contribute their ideas on what they feel are important qualities to consider for the next City Manager. This information gathered will be shared with citizens, staff, candidates, and City Council. Our goal is to help develop a successful process with the City Council using our experience and knowledge of the recruitment process, as well as our contacts in the industry, to provide the City of Gardiner with a high level of satisfaction that an effective process was utilized to find the best candidate for the position.

Approach

The proposed recruitment process, led by Don Gerrish, would include:

- developing an overall recruitment strategy and process with the City Council;
- assisting the City Council in determining the essential skills and experiences required for its next City Manager to assist with the issues and challenges facing Gardiner;
- determining, with City Council, the process and timeline that will be used in the search and who else, if anyone, will be included in the actual interviews;
- developing a format that allows citizens and employees to have input into the personal characteristics, education, traits, and experience that the new City Manager should possess;
- preparing a draft employment advertisement for review by the City Council;
- determining, with the City Council, where and in what media to advertise (i.e. nationally, regionally, locally, internet and/or newspapers);
- receiving and reviewing all applications, including performing initial investigation of the applicants, preparing information packets on applicants, and assisting the City Council regarding suitable applicants to interview;
- scheduling all interviews, assisting with suggested questions, and participating in the interviews as an observer;
- after the City Council has selected the finalist(s), doing complete background checks on the top candidate(s) and scheduling second interviews and providing questions if necessary;
- being available to answer any questions and assist the City Council in its evaluations and selection; and
- assisting in contract negotiations for the terms of employment with the selected candidate, if requested by the City Council.

Related Experience

Don Gerrish, retired from municipal government in 2008 after a successful 38 year career in managing a number of Maine communities including Gorham and Brunswick, Maine. He has worked for EPCG since October of 2009 heading up their Municipal Management Services team. He has successfully assisted the Towns/Cities of Wiscasset (2), Greenville, Corinth, Orono, Arundel (2), Bowdoinham, Poland (3), Old Town, Damariscotta, Bucksport, Kittery(2), Rockland, Auburn, Freeport, Howland (2), Lisbon, Castine, Bar Harbor, Biddeford, Ellsworth(2), Hampden(2), Cape Elizabeth, South Portland, Gorham, Ogunquit, Standish(2), Lincoln, Boothbay Harbor, Thomaston, Windham and Gray with their Manager searches. He also assisted the Town of Kittery with their Police Chief search. While assisting Wiscasset, Bowdoinham, Poland, Damariscotta, Auburn, South Portland, Ogunquit and Windham he was also their interim Town/City Manager. He served as Interim General Manager of Portland Metro and assisted in their General Manager search. Mr. Gerrish has also done a number of workshops for the Elected Officials of Bangor, Lisbon, Gray, Greenville, Mechanic Falls and West Bath on Manager and Elected Officials relations. Please feel free to contact any of these communities for a reference.

Mr. Gerrish also successfully completed the search for a new Executive Director for the Maine Municipal Bond Bank and Maine Health and Higher Education Facilities Authority, General Manager of the Greater Portland Transit District (METRO), Finance Director for the City of Portland, Executive Director of the Greater Portland Council of Governments , Executive Director of the Presque Isle Industrial Council and County Administrator Sagadahoc County. A copy of his resume is attached.

Rates and Fees

EPCG professional services will be provided for a fee of \$6,000, plus reimbursement of direct expenses such as mileage, printing, advertising expenses, and other reasonable expenses incurred. This particularly relates to any expenses related to attracting the candidates. Any and all candidate expenses agreed to by the City are the sole responsibility of the City of Gardiner.

It is estimated that the process will take 2-3 months to have a new City Manager named. The starting date will depend on the employment of the selected candidate, but it is not uncommon for the candidate to need 30-45 days before starting. The exact process and timetable for the search will be developed with the City Council.

Also attached is a draft time line of the process for your review.

I am excited about the prospect of working with the City of Gardiner and welcome the opportunity to meet with the City Council to discuss this proposal. Please contact me with any questions you may have. I may be reached at 207-751-6828 or via email at dgerrish@eatonpeabody.com.

Sincerely,

Don

Donald Gerrish
Municipal Management Consultant

State of Maine Manager/Executive Searches

- Arundel (2)
- Auburn
- Bar Harbor
- Biddeford
- Boothbay Harbor
- Bowdoinham
- Bucksport
- Cape Elizabeth
- Castine
- Corinth
- Damariscotta
- Ellsworth(2)
- Freeport
- Gorham
- Gray
- Greenville
- Hampden(2)
- Howland (2)
- Kittery (2)
- Lincoln
- Lisbon
- Old Town
- Ogunquit
- Orono
- Portland (Finance Director)
- Poland (3)
- Rockland
- Standish

- South Portland
- Thomaston
- Wiscasset (2)
- Windham

- Greater Portland Council of Governments (Executive Director)
- Greater Portland Transit District (METRO) (General Manager)
- Maine Municipal Bond Bank & Maine Health & Higher Education Facilities Authority (Executive Director)
- Presque Isle Industrial Council (Executive Director)



Eaton Peabody Consulting Group

Donald H. Gerrish, Municipal Services Consultant

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

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

EDUCATION

University of Maine, BS

MEMBERSHIPS AND AFFILIATIONS

International City Managers Association 1974 to present

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

Maine Town and City Managers Association 1974 – present

President 1983-1984; Manager of the Year 1987

Maine Municipal Employees Health Trust 1981 - present *Chairman 1981-1987; 1999-2002*

Maine Health Care Performance Council 2002 *Co-Chairman appointed by Gov. King*

Cumberland County Strategic Planning Committee 2001 *Chairman*

Trustee, Cumberland County Civic Center 1985-1991 *Chairman 1987-1988*

Member, Waste Management Advisory Council 1991-1992 *Appointed by Gov. McKernan*

Board of Directors, Greater Portland United Way 1989

Member of Portland Area Comprehensive Transportation Study 1980-1989

Chairman 1985-1986

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

Maine Municipal Association Executive Committee 1982-1983

Member, MidCoast Council of Business Development and Planning

The following draft time line is based on an approved contract by 5/14/21 and is intended to give the Council an idea of the time needed for the search. The final time line will be determined at the first meeting with the Council and time can be reduced or lengthened based on the Council's decision.

DRAFT

**CITY OF GARDINER
CITY MANAGER SEARCH
TIMELINE
MAY 2021**

DRAFT

May 17-20

- Meet with Council to discuss process, approve timeline and discuss ad.

May 24-27

- Approve Ad and Place Ad(Friday 5/28)

June 7-10

- Department Heads Interviewed by consultant?
- Zoom or In-person Meeting for Public Input on search run by consultant.

2 questions asked (1) What are you looking for in a new City Manager and (2) What are the issues facing Gardiner in the next 5 years. Results are posted for the public and candidates. Citizens and employees can also email their thoughts on the 2 question to the consultant.

June 22 Tuesday

- Deadline for Applications

June 25 Friday

- Notebooks with consultant's recommended resumes of candidates to interview along with all resumes delivered to the Council.

June 28—July 1

- Meet with Council to review candidate's resumes and decide on candidates for first interview.

July 12-15

- First round of interviews most likely two days needed depending on number of candidates interviewed. (Skype, Zoom or in person)
Decide on finalists most likely 2.

July 26-29

- Department Heads Interview finalists?
- Council has second interview with finalists and decides on finalist.

August 2-5

- Contract negotiated with finalist and starting date determined.

August 9-13

- City Manager named and starting date announced.

Denise Brown

From: Anne Davis
Sent: Wednesday, May 5, 2021 9:28 AM
To: Denise Brown
Subject: FW: Executive Search Proposal
Attachments: EXEC_SEARCH_PROPOSAL_GARDINER_2021.pdf; GARDINER_2021_EXECUTIVE_SEARCH Letter.pdf

MMA's proposal.

Anne

From: Belinda Wadleigh <BWadleigh@memun.org>
Sent: Wednesday, May 5, 2021 8:44 AM
To: Anne Davis <ADavis@gardinermaine.com>
Subject: Executive Search Proposal

Good morning, Anne,

Please find attached an Executive Search Proposal from Maine Municipal Association to assist the City of Gardiner with a search for a new City Manager.

If you should have any questions, please feel free to email or contact me at the number below.

Kindest regards,

Belinda

Belinda Wadleigh
Human Resources Assistant

Maine Municipal Association
60 Community Drive
Augusta, ME 04330
(207) 623-8428 x 2216
FAX (207) 624-0118
www.memun.org

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Maine Municipal
Association

60 COMMUNITY DRIVE
AUGUSTA, MAINE 04330-9486
(207) 623-8428
www.memun.org

May 5, 2021

Mayor Patricia Hart
City of Gardiner
6 Church Street
Gardiner, ME 04345

RE: Executive Search Proposal

Dear Mayor Hart:

Please accept this letter and attached materials as the Maine Municipal Association's proposal to assist the City of Gardiner's City Council with their selection of a new City Manager.

The Maine Municipal Association, over the last several years, has assisted dozens of Maine communities with the selection of their City/Town Managers and Administrators. Some of the communities to which we have provided this service recently include: Waterville, New Gloucester, Milo, Winslow, Belfast, Monmouth, Blue Hill, Fryeburg and Winthrop. We have also assisted several non-municipal organizations in similar searches for an executive director, including Orono-Veazie Water District.

I had a conversation with Anne, given my current workload with searches and bargaining, I am likely not available to start until mid-June, I am thinking. That could change, but that is what it looks like right now.

If you have any questions regarding this proposal, please do not hesitate to contact me at (800) 452-8786. We look forward to the opportunity of working with the City of Gardiner in their search for a new City Manager.

Respectfully submitted,

David Barrett
Director, Personnel Services & Labor
Relations

DAB/bw
Encls.

MAINE MUNICIPAL ASSOCIATION
PROPOSAL
EXECUTIVE SEARCH/CITY MANAGER
CITY OF GARDINER

The Maine Municipal Association (MMA) is pleased to submit the following proposal designed to provide professional assistance to the City of Gardiner in the search and selection of a new City Manager.

Step One: Needs Assessment

The Director of Personnel Services and Labor Relations (MMA) will meet with the City Council to conduct a needs assessment pertaining to the City government and the City Manager position and report results of this meeting back to the Council in writing. The purpose of this meeting will be to obtain a consensus of the Council's priorities regarding the qualifications, skills, and experience to be looked for in potential candidates. This information is central to the selection process and is used in narrowing down the field of candidates.

This section includes:

- Development of Candidate Profile
- Discussion of Advertising Options
- Discussion of Role, if any, of Non-Council Participants
- Potential Process for General Citizen Input to the Council

Step Two: Recruitment

The Director of Personnel Services and Labor Relations (MMA) will discuss with the City any recruitment activities the City may want to undertake. It is understood that the Maine Municipal Association cannot be held responsible for those activities initiated prior to MMA's involvement.

Step Three: Rating Document

The Director of Personnel Services and Labor Relations (MMA) will develop a rating document for use in the review of resumes based on the City Council's priorities as identified in the needs assessment meeting.

Step Four: Resume Review – MMA

Immediately following the application deadline, the Director of Personnel Services and Labor Relations (MMA) will conduct an initial review of resumes utilizing the rating document. All resumes will be presented for the Council's review. However, the Director of Personnel Services and Labor Relations (MMA) will have identified the strongest resumes based on the Council's priorities. This will allow the City Council to concentrate their efforts on the top group of candidates.

Resumes will initially be screened by The Director of Personnel services and then some portion of the resumes, to be determined in discussions with the Council, will be turned over to the Council or a designated screening panel for further review. The goal here is to identify candidates who will be invited to Gardiner for a first round interview.

Step Five: Resume Review – City Council

The Director of Personnel Services and Labor Relations (MMA) will be present at the Council's Resume Review Meeting. He will be available to answer questions regarding the Maine Municipal Association's resume review activity and will instruct the Council in the use of the rating document. It is suggested that the Council utilize the rating document in reviewing those individuals identified as strong candidates. The remaining resumes may be reviewed in a more informal manner by members of the Council. A decision will then be made regarding who will be interviewed. The Director of Personnel Services and Labor Relations (MMA) will participate in the discussion of the candidates providing his perspective on how individual candidates appear to match the Council's criteria.

Step Six: Interviews

The Director of Personnel Services and Labor Relations (MMA) will develop an interview structure and rating document for use during the interview sessions. He will also be present during the interviewing of the finalists. His function will be to provide a briefing for the interview panel on the interview structure, to be available for questions regarding the structure, and to assist as a non-voting coordinator. He will again participate in the Council's discussion and deliberation as the Council identifies its finalist for the position of City Manager.

Decisions here involve whether the Council as a body will do the interviews or will an alternative first round interview panel be constructed.

Step Seven: Background Check

After the interviews, the Director of Personnel Services and Labor Relations (MMA) will conduct a telephone checking of references and employment history of the finalist and report findings back to the City Council. The emphasis will be on confirming or denying information already obtained through the selection process. To insure uniformity and control of this extremely sensitive stage of the selection process, the Director of Personnel Services and Labor Relations (MMA) will be the only individual included in this process, or will coordinate the involvement of other individuals.

Step Eight: Second Interview

The Director of Personnel Services and Labor Relations (MMA) will provide guidance regarding the content of the second interview and will advise concerning procedures for the actual hiring decision. Assistance will also be provided concerning press relations, confidentiality, and other details of the selection process.

Again, a discussion will be conducted with the Council to determine participants in the second interview stage. Most likely, at this point, it would be the full Council. If the Council had included community stakeholders and/or other interested parties in the process, their role would have concluded at this stage.

Step Nine: Offer and Negotiations

The Director of Personnel Services and Labor Relations will assist the Council in preparing and delivering an offer of employment to the Council's choice to be the next City Manager of Gardiner. The Director will serve as a conduit between the candidate and the Council, or its designee, as negotiations take place.

Fee:

The fee for Maine Municipal Association's services for the Executive Search for a City Manager for Gardiner is sixty-four hundred dollars (\$6,400.00). This fee includes all MMA staff services, mileage, meals, lodging, postage, phone charges, and photocopying. The fee does not include advertising or any candidate expenses that the City might incur. The fee includes all staff time and expenses that are incurred as part of the first complete search process. If the City, after completing all stages of the search elects to re-advertise the position and start over, the City will be billed for the additional staff time and expenses.

Denise Brown

From: John G. McGough <jmcgough@nhdlaw.com>
Sent: Tuesday, May 4, 2021 11:28 AM
To: Denise Brown
Subject: Professional Recruitment Services proposal for the City of Gardiner
Attachments: Professional Recruitment Services proposal for City of Gardiner.DOCX

Follow Up Flag: FollowUp
Flag Status: Flagged

Finance & HR Director Brown,

Thank you for the opportunity for Norman, Hanson & DeTroy LLC to submit a proposal to the Gardiner City Council to assist the City with the recruitment and hiring process for the next City Manager. I have attached my Professional Recruitment Services Proposal for review. Please note I am immediately available to begin the process if directed by the Council.

The attached proposal encapsulates my commitment and responsibilities under this agreement, which may be amended by the Council if desired. For purposes of billing, I propose a \$150.00 hourly rate for my professional services not to exceed \$4,500 for the entirety and completion of the recruitment and hiring process. Please note the Firm calculates billing time in one-tenth hour increments, which is reflected in all our client invoices.

Feel free to contact me with any questions by email or by phone. I look forward to hearing from you and hope I'm able to work with the City Council on this important project.

Respectfully,

John McGough

John G. McGough
Labor & Employment Consultant
Norman, Hanson & DeTroy, LLC
Two Canal Plaza
PO Box 4600
Portland, ME. 04112
Phone: (207) 553-4709
Mobile: (207) 800-5904
Fax: (207) 775-0806
jmcgough@nhdlaw.com



*****PRIVILEGE AND CONFIDENTIALITY*****

Norman, Hanson & DeTroy, LLC

Professional Executive Search Support Services Proposal

For the City of Gardiner City Council – *City Manager Position*

Firm name, location, point of contact for the services:

Point of Contact: John G. McGough, Labor & Employment Consultant
Norman, Hanson & DeTroy, LLC
Two Canal Plaza
PO Box 4600
Portland, ME. 04112

Brief description of executive search experience in filling local and state government positions:

For approximately 25 years, Labor & Employment Consultant John McGough led the recruitment and hiring process for local, state and federal public sector employers from municipal employees to senior Cabinet level appointments reporting directly to the Governor.

McGough served for 7 years as Chief of Staff to Maine's former Governor. Responsibilities included **recruiting, hiring and managing 35 direct appointees** in the Governor's Office and Executive Mansion (Blaine House). As Chief, he advised cabinet and agency heads on **recruitment and hiring for a workforces of 15,000 state employees**.

Over the course of 60 days, McGough directed the Gubernatorial Transition Team to **recruit and hire over 150 political appointees and commissioners for 15 cabinet positions**.

As Director of Human Resources for the City of South Portland, McGough directed all human resources functions, including **recruitment and hiring for 300+ permanent employees**.

As Assistant City Administrator/Human Resources Officer for the City of Waterville, McGough was responsible for the City's personnel system, including **recruitment and hiring for 125+ full-time, permanent employees**.

Prior to joining Norman, Hanson, & DeTroy, McGough served as New England Regional Director for the U.S. Department of Health & Human Services with responsibility for the 6 New England states of Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont, as well as the Region's 10 federally recognized Tribes. During his tenure, McGough led the federal civil service hiring process for the Regional Director's Office, **including filling staff positions such as the Executive Assistant to the Regional Director and the Regional Director's Public Affairs Specialist**.

Recently, McGough conducted **Executive Search Support Services for the Town of New Gloucester Town Manager position**.

- The Consultant will coordinate with the candidate to provide the City the required documentation to conduct a criminal background check.

Best price for the services:

Proposed Hourly Rates for Professional Services

With respect to our proposal, the recruitment and hiring process will be provided by John McGough, the firm's non-attorney Labor and Employment Consultant, with legal oversight by Robert W. Bower, Jr., Esq., practice leader for our firm's labor and employment group.

- Non Attorney Labor & Employment Consultant rate: **\$150.00 per hour**

We furthermore propose a **maximum cap not to exceed \$4,500** for the entirety and completion of the recruitment and hiring process for the City Manager position as noted above. Please note the Firm calculates billing time in one-tenth hour increments, which is reflected in all client invoices.

Experienced. Efficient. Effective.

For approximately 25 years, Labor & Employment Consultant John McGough led the recruitment and hiring process for local, state and federal public sector employers from every category of municipal employment to senior Cabinet level appointments reporting directly to the Governor.

As a former Chief of Staff to Maine's Governor, McGough advised cabinet and agency heads on recruitment and hiring and provided the performance management tools to manage their workforce effectively. At the municipal level, McGough served in leadership positions including Director of Human Resources for the City of South Portland and Assistant City Administrator/Human Resources Officer for the City of Waterville.

McGough places a priority on treating candidates respectfully and consistently offers timely feedback during the hiring process. He works successfully with employers to identify a candidate's right skill set and experience to succeed in their leadership role and endeavors to match the candidate's personality and potential to fit with the organization's workplace culture.

