

**TOWN GRAY**  
**GRAY TOWN COUNCIL**  
**AGENDA • OCTOBER 26, 2020**

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**Gray Town  
Workshop**

**Henry Pennell Municipal Complex  
24 Main Street, Gray, ME 04039**

**4:00 PM**

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**OPENING STATEMENT:**

**Due to the Governor's latest Executive Order, the Town Council meeting will NOT take place in person. The meeting will be held online with the link provided the day of the meeting. For the Public Hearing, Residents can click in to participate or call in using the number provided the day of - during the times detailed below. Public Comment are only allowed during the Public Hearing as detailed in the agenda.**

**Call to Order**

- 1. Roll Call**

**Public Portion**

- 2. Introductions**
- 3. Review of Process/Timeline**
- 4. Next Steps**
- 5. Adjournment**

*\* The Town of Gray is an equal opportunity employer and complies with all applicable equal access to public accommodations law. If you are planning to attend a Town Council or Town committee or board meeting and need assistance with a physical disability, please contact the Town Manager's office at least 48 hours in advance of the meeting to have the Town assist you. 657-3339. TTY 657-3931.*



August 5, 2020

Sandra Carder, Chair  
Gray Town Council  
Henry Pennell Municipal Complex  
24 Main St.  
Gray, Maine 04039

Dear Chair Carder,

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

## **Introduction**

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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 40 executive searches in the last 10 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 Town 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 Town. 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 Town Manager. This information gathered will be shared with citizens, staff, candidates, and Town Council. Our goal is to help develop a successful process with the Town Council using our experience and knowledge of the recruitment process, as well as our contacts in the industry, to provide the Town of Gray with a high level of satisfaction that an effective process was utilized to find the best candidate for the position.

## **Approach**

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

- developing an overall recruitment strategy and process with the Town Council;
- assisting the Town Council in determining the essential skills and experiences required for its next Town Manager to assist with the issues and challenges facing Gray;
- determining, with Town 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 Town Manager should possess;
- preparing a draft employment advertisement for review by the Town Council;
- determining, with the Town 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 Town Council regarding suitable applicants to interview;
- scheduling all interviews, assisting with suggested questions, and participating in the interviews as an observer;
- after the Town 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 Town Council in its evaluations and selection; and
- assisting in contract negotiations for the terms of employment with the selected candidate, if requested by the Town Council.

## **Related Experience**

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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, Hampden(2), Cape Elizabeth, South Portland, Gorham, Ogunquit, Standish(2), Lincoln, Boothbay Harbor, Thomaston, Windham, Casco and Old Orchard Beach 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 and Executive Director of the Presque Isle Industrial Council. 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 Town are the sole responsibility of the Town of Gray.

It is estimated that the process will take 2-3 months to have a new Town 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 Town Council.

We are excited about the prospect of working with the Town of Gray and welcome the opportunity to meet with the Town 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](mailto:dgerrish@eatonpeabody.com).

Sincerely,

Don

Donald Gerrish  
Municipal Management Consultant

### **State of Maine Manager/Executive Searches**

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- Arundel (2)
  - Auburn
  - Bar Harbor
  - Biddeford
  - Boothbay Harbor
  - Bowdoinham
  - Bucksport
  - Cape Elizabeth
  - Castine
  - Corinth
  - Damariscotta
  - Ellsworth
  - Freeport
  - Gorham
  - 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
  - Casco
  - Old Orchard Beach
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- 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)

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

# POSITION DESCRIPTION TOWN OF GRAY MAINE

**POSITION TITLE: TOWN MANAGER**

**DATE CREATED/ REVISED: 09/28/2020**

**Classification: I**

**Narrative:** (General description of position)

Chief Operating Officer for the Town of Gray. Prepares budget and assures assigned responsibilities are performed within those cost parameters. Establishes cost controls and monitors the budget to assure effective and efficient use of funds, personnel, facilities and time. Has strong financial, analytical and organizational skills. Identifies and defines staff roles and business processes. Hires, supervises, delegates, coaches, and works to retain skilled, effective staff. Responsible for evaluating and, when necessary, firing staff. Ensures that all Federal and State laws and regulations, Town Charter, and Acts of the Town Council are enforced and implemented as completely and effectively as possible. Identifies potential opportunities and/or threats facing the Town in the short and long term. Provides leadership and direction on short and long range goals and plans for the Town. Gathers, interprets, and prepares data for studies and reports and provides recommendations. Serves as a leader within the community via networking, good public relations, and community involvement to encourage citizens to become active participants in Town governance. Provides professional advice to Town Council and Department Directors. Works with and supports the Town Council to achieve the goals, directives and activities it defines.

## LEVEL OF SUPERVISION

Who provides supervision to this position? Who do they supervise?

Town Council provides supervision to the Town Manager position. Town Manager is responsible for supervising all Department Directors with the exception of the Town Assessor and Community Economic Development Director.

## ESSENTIAL TASKS, SKILLS AND REQUIREMENTS

“Must haves” and skills needed to perform duties:

- Has successfully led a Town in a similar capacity and demonstrated leadership, motivation, collaboration, and the ability to build and manage a strong effective staff. If no municipal experience, then experience in a business/organization of comparable size/complexity.
- Has strong organizational skills with ability to manage multiple priorities simultaneously, has the flexibility to accommodate changes in priorities, and to manage a broad range of services efficiently.
- Is articulate, honest, open, and confident, and possesses strong verbal and written communication skills, and excellent facilitation skills.
- Possesses good judgment. Has the ability to delegate, to use limited resources efficiently, and to recommend creative and practical solutions to complex problems or challenges.
- Although governed by policies, the Manager must frequently act without precedent.
- Maintains a positive and professional attitude, can handle challenging situations, and can set limits. Is a strong leader who creates an environment where people want to work as part of the team.

## EXAMPLES OF POSITION TASKS: (ILLUSTRATIVE ONLY AND NOT ALL INCLUSIVE)

List of examples of tasks that will/may be required

Include "All other duties as assigned"

- Responsible for ensuring the completion of an annual audit of the Town finances and make available to the public.
- Works with Department Directors in the development of the comprehensive budget as part of overall budget presentation.
- Serves as the Town's Purchasing agent, approving and/or denying all requested purchases & is responsible for the letting, making and performance of all contracts for work done for the Town.
- Oversees the bid process on major purchases.
- Responsible for providing staff in all departments with the clear and efficient operating procedures necessary to carry out Council policy mandates and operational responsibilities.
- Advises Department Directors in personnel matters and shall fix the compensation for Town Employees.
- Drafts and proposes policies as deemed necessary for the community.
- Coordinates Departmental activities and sets attainable goals for all Departments and affiliated groups/organizations.
- The Town Manager shall oversee control over all municipal facilities, the construction and maintenance of all Town buildings, roads, highways, walks and bridges, parks, recreational areas and all other Town facilities.
- Attends conventions, State/Regional/Professional level training, State/Regional functions, Community events/functions, etc. on behalf of the Town.
- Serves as liaison between the Town Council and various public and private agencies and businesses, the press and the Citizens of the Town of Gray. Represents the Town to a variety of outside organizations including but not limited to Maine Town & City Management Association, International City Management Association, Maine Municipal Association and ecoMaine.
- Monitors legislation pending in the legislature, secures policy direction from the Council and communicates same to Legislators. May act as liaison to Congressional staff or lobbyists.
- Maintains an accessible relationship with the public for listening, responding to concerns and complaints, and offering guidance for services not performed by the municipality.
- Responsible for preparing an annual report of the previous year's activities and make available to the public.
- Attend the meetings of the Council except when the Manager's removal is being considered.

## POSITION ELIGIBILITY STANDARDS

Minimum education:  High School Diploma  G.E.D  Associates Degree

Bachelor's Degree  Advanced Degree

Prior Experience: 5 Years of direct experience in this position or field.

Specialized Training: List any special certifications or experience required.

Any/all required statutory certification, training or conditions to execute job responsibilities.

Valid Maine Driver's License and good driving record.

Required physical activities: climbing, balancing, stooping, kneeling, crouching, crawling, reaching, standing, walking, pushing, pulling, lifting, manual dexterity, grasping, feeling, talking, repetitive motions and twisting.

Must live within XX miles of Gray.

Must be available to designated officials by phone 24 hours a day or a designated responder in absence.

Will be required to work occasional holidays, weekends and nights.

Combination of the above: List any acceptable combination of experience and education.

Degree in Public Administration or related field such as Business Administration with experience in either Municipal/State/Federal Government or as Chief Administrative Officer in similar size/complexity Company or Organization.

**Acknowledgement**

I have received a copy of this position description and having reviewed it, agree with its description and requirements and understand that it is the basis for my performance and evaluations.

Name of Employee: \_\_\_\_\_ Date: \_\_\_\_\_

Name of Supervisor: \_\_\_\_\_ Date: \_\_\_\_\_