

**Agenda for
City Manager's Search Committee Workshop
Monday, September 29, 2014
Room 209, 6:00 PM**

- 1. Brief overview of City Manager Search To Do's**
- 2. Process of identifying and assessing search firms and review of current proposals**
- 3. Discussion of ideal candidate**
- 4. Next steps**

***Template documents provided in the back up materials from previous 2011 City Manager search**

**CITY MANAGER SEARCH:
TO DO's**

City Manager Search: To Do's

Decide what the search consultant will do

Interview and choose a search consultant

Consultant to discuss with City Council it's desired skills, abilities, experience, and attributes of the desired candidate

Consultant to discuss with Management team desired skills, abilities, experience, and attributes of the desired candidate

Committee to revise job description to reflect Council view of the job

Human Resources to obtain salary data for City Manager position

Council to determine range of salary to be offered

Consultant to propose advertising and outreach strategy for committee's review and approval, including

Where to advertise, timing, cost

Listserve, professional associations to use

Other candidate outreach strategies

Consultant to revise search brochure drafted by Communications Director and refined by the Search Committee.

Consultant to draft advertising copy appropriate to media selected, committee to approve.

Council to determine level of public involvement.

Committee to gather information for candidates.

Committee to review and evaluate resumes.

Committee to pre-interview selected candidates, followed by on-site first round interviews of candidates.

Committee to design interview process to involve all relevant parties.

- Choose who will be part of the process
- Oversee creation of schedule
- Determine who will be at meals or receptions for candidates
- Familiarize all interviewers with legal/illegal pre-employment interview questions

Human Resources in coordination with City Manager's office to expedite all aspects of candidate visits, including transportation, hotels, setting up meeting locations, meals, etc.

Somebody from the committee will escort the candidate from meeting to meeting to assure that the interview time schedule is maintained.

Consultant to conduct reference checks. Committee member(s) to visit former city of selected candidate to interview key people.

Third party to conduct executive assessment of finalist.

**CITY MANAGER
SEARCH FIRMS
SELECTION PROCESS**

Assessing Search Process Consultants

Consider

Experience in supporting executive searches

Focused experience in City Manager searches

Experience in supporting executive searches in cities of our size

Experience in facilitation of public elected official groups

**Knowledge of recruitment resources specifically applicable to City
Manager Search**

Price

References

Affion Public

20 North Second Street, Suite 200
Harrisburg, PA 17101
717-214-4922
888-321-4922
www.AffionPublic.com

Bennett Yarger Associates

23 Doctors Hill Drive, Suite 100
Scituate, MA 02066
781-545-7616 Phone
781-545-8565 Fax

Colin Baenziger & Associates

12970 Dartford Trail, Suite 8
Wellington, FL 33414
561.707.3537
e-mail: Colin@cb-asso.com
www.cb-asso.com

Eaton Peabody Consulting Group

77 Sewall Street, Suite 3000
P.O. Box 5249
Augusta, Maine 04332-5249
207.622.9820
<http://www.eatonpeabody.com/consulting>

Isaacson, Miller

334 Boylston Street, Suite 500
Boston, MA 02116-3805
617.262.6500
www.imsearch.com

Maine Municipal Association

60 Community Drive,
Augusta, ME 04330
207.623.8428
800-452-8786
www.memun.org

Management Partners, Inc.

1730 Madison Road
Cincinnati, OH 45206
513-861-5400
www.managementpartners.com

The Mercer Group, Inc.

5579B Chamblee Dunwoody Road, Suite 511
Atlanta, GA 30338
770.551.0403
www.mercergroup.com

The Novak Consulting Group
210 Glenmary Ave.
Cincinnati, Ohio 45220
513-221-0500
e-mail: info@thenovakconsultinggroup.com
www.thenovakconsultinggroup.com

PoliHire Strategy, LLC
Kenyatta L. Uzzell, President
1220 L Street NW, Suite 100-492
Washington, DC 20005
202-328-7654
e-mail: info@polihire.com
www.polihire.com

Ralph Andersen & Associates
Corporate Office
5800 Stanford Ranch Road, Suite 410
Rocklin, CA 95765
916.630.4900
e-mail: info@ralphandersen.com
www.ralphandersen.com

Slavin Management Consultants, Inc.
3040 Holcomb Bridge Road, Suite B-1
Norcross, GA 30071-1357
770.449.4656
<http://www.slavinweb.com>

Voorhees Associates LLC
500 Lake Cook Road, Suite 350
Deerfield, IL 60015
847.580.4246
e-mail: Info@VoorheesAssociates.com
www.voorheesassociates.com

Waldron and Company
101 Stewart, Suite 1200
Seattle, WA 98101
206.441.4144
<http://www.waldronhr.com>

The Waters Consulting Group, Inc.
5050 Quorum Dr. - Suite 625
Dallas, TX 75254
972.481.1950
800.899.1669
www.watersconsulting.com

Proposals Invited

Rationale

Affion Public

20 North Second Street, Suite 200
Harrisburg, PA 17101
717-214-4922
888-321-4922

Primarily does executive search, and primarily for municipalities. Currently searching for 3 City Managers.

Bennett Yarger Associates

23 Doctors Hill Drive, Suite 100
Scituate, MA 02066
781-545-7616 Phone
781-545-8565 Fax

Described a "venerable" executive search firm, well known nationally by City Managers. Six recently completed City Manager Searches. Scituate Mass location an advantage compared to other firms with City Manager search specialty

Colin Baenziger & Associates

12970 Dartford Trail, Suite 8
Wellington, FL 33414
561.707.3537

Another Executive search firm well known to City Managers throughout the country. Has 12 City Manager Searches in process.

Drake Inglesi Milardo

50 Portland Pier
Portland, Maine
207-772-2823 Phone
207-772-2071 Fax

Well respected Executive Search firm in Portland, Maine. Not much municipal/City Manager Experience, but tons of Executive search experience, and has internal executive assessment capacity.

Landry and Associates

120 Exchange Street, Suite 208
Portland, Maine 04101
207-590-8760 phone

Portland based management consultant with executive search experience.

Maine Municipal Association

60 Community Drive,
Augusta, ME 04330
207.623.8428
800-452-8786

Has experience in running executive searches for City Managers in smaller cities in Maine.

The Mercer Group, Inc.

5579B Chamblee Dunwoody Road, Suite 511
Atlanta, GA 30338
770.551.0403

Significant experience in Public sector executive searches. Has done many, many City Manager searches, including Bangor very recently.

Slavin Management Consultants, Inc.

3040 Holcomb Bridge Road, Suite B-1
Norcross, GA 30071-1357
770.449.4656

Significant experience in Public sector executive searches. Recently completed 21 City Manager searches. Well known to City Managers by presence at conferences.

Voorhees Associates LLC

500 Lake Cook Road, Suite 350
Deerfield, IL 60015
847.580.4246

Public sector focused executive search firm. Has several City Manager searches ongoing.

The Waters Consulting Group, Inc.

5050 Quorum Dr. - Suite 625
Dallas, TX 75254
972.481.1950
800.899.1669

Public sector focused executive search firm. Has 7 current City Manager searches. Mostly in Texas/Arizona/Alabama

February 2, 2011

The City of Portland Maine invites you to submit a proposal to provide Executive Search support to our efforts to hire a City Manager.

Our goal is to have interviews of finalists in May, and to have a new City Manager begin work in August or September of 2011. Our goal is to choose a consultant by February 23, and have that consultant available to work with our city council in workshop on February 28. Accordingly, proposals will be due in email form by Friday, February 11.

In a separate document, you will find a very preliminary draft of an announcement of the position which contains much information that will be of interest to you about the community. The sections addressing minimum qualifications, expectations of the position, priority issues, and characteristics of the ideal candidate are in the roughest draft form, and will be revised in their entirety as a result of facilitative work that the consultant will do with the City Council, and other conversations that the consultant will have with City department leadership.

Our expectation is that, as a minimum, the consultant will, in consultation with the Council search committee (not necessarily in the order described below):

- Meet with individual City Councilors and with the City Council as a whole to generate consensus about minimum qualifications, expectations of the position, priority issues, and characteristics of the ideal candidate. Also about who else should be involved in the interview/assessment process.
- Meet with City Department heads as a group to assess their points of view of the job, about its challenges, and what it will take for someone to be successful.
- From those discussions, revise the job description as necessary, and create advertising for the position.
- Develop an advertising and outreach strategy, including advertising, internet search, and direct solicitation.
- Develop selection criteria and candidate evaluation formats.
- Evaluate salary data to recommend a competitive salary.
- Work with the Council search committee to evolve a strategy for the total search, including consultant's appropriate role in resume review process.
- Forward resumes to committee for review.
- Work with committee to develop process for committee interviews of semi-finalists, and council (and other stakeholder) interviews of finalists. Included in this is suggested interview questions.
- Assist search committee in assessing final candidates.
- Conduct personal interviews with the top candidates, if requested, and provide written assessment
- Conduct criminal and other relevant reference checks.
- Conduct or recommend consultant to provide executive assessment of finalist(s).

- City staff will provide logistical support to get candidates to Portland, to provide accommodations and transport, information about the area, to set up interview schedule, get candidate from meeting to meeting, etc.

In your proposal the city asks you to provide the following information:

- A profile of your firm, including the number of professional staff employed.
- A statement of your understanding of the work to be performed.
- A statement of your proposed strategy to complete the work, including a general statement of the philosophy of the firm.
- Proposed timeline consistent with the City's goal of conducting interviews in May of 2011.
- The experience of your firm in conducting executive searches for City Manager or equivalent positions during the past 24 months.
- The names and telephone numbers of at least 5 clients for whom your firm has worked as Executive Search consultant, preferably for City Manager positions.
- The names, titles and resumes of the person(s) who will be working on this project
- A detailed description of how the recruitment is to be conducted.
- A detailed statement of the cost of the services quoted, including variable costs that can be anticipated.

Responses should be sent by email by 3:00 Eastern Standard time to Michael Miles, at the following email address: mdm@portlandmaine.gov.

A hard copy of the same proposal should be mailed to the following address:

Michael Miles
 Director of Human Resources
 Portland City Hall
 389 Congress Street
 Portland, Maine 04101

Questions may be directed to Mr. Miles at 207-874-8624

**CITY MANAGER
IDEAL CANDIDATE**

The Ideal Candidate

Will have experience managing the broad range of traditional municipal services with a track record of innovative and creative service delivery.

Will have experience in long-range and strategic planning, working collaboratively with elected officials, community and business leaders, and residents to develop thoughtful plans that reflect the City's history, culture and heritage.

Will possess experience in economic development and land use planning in order to support the continuous growth of Portland, as well as to preserve and protect the natural environment and the character and history of the community and its neighborhoods.

Will possess experience in economic development and land use planning in order to support the continuous growth of Portland, as well as to preserve and protect the natural environment and the character and history of the community and its neighborhoods.

Will have experience working as a member of a municipal team with collaborative problem solving skills and a willingness to work on issues affecting all areas of City government.

Will have an "entrepreneurial spirit" and approach to government; possess a demonstrated record in seeking out and securing federal and state grants for City projects, understanding the intergovernmental relationships necessary to be effective in this area.

Will have experience in working effectively with diverse and multicultural communities.

Will be experienced in dealing with public and media relations, capable of openly and honestly articulating the City's municipal policy position to residents and the media, community groups and organizations; appreciating the need for regular and prompt communication of information to these groups, following a policy of full disclosure in public presentations.

Will have a reputation for personal, professional and organizational integrity, leading an organization by example and conducting all personal and professional interactions fairly, honestly and ethically.

Will have significant experience in economic development, with the demonstrated ability to think creatively and negotiate effectively on the City's behalf.

Will have a strong public sector financial background, understanding municipal revenue sources and their impact on municipal budgets and taxpayers, as well as demonstrated budget management skills.

Will have a successful track record in employee and labor relations.

Will have knowledge of long-range capital improvement programming and financing, with particular focus on the maintenance and improvement of an aging infrastructure. Knowledge of state and federal programs to assist in infrastructure improvements is important.

Will have experience incorporating sustainable and energy efficient programs into municipal services and capital purchases.

Will have ability to identify aspects of organizational culture that are optimal, and the ability to lead cultural changes toward desired outcomes.

Will have ability to work appropriately and effectively with a diverse group of elected officials in the leadership of the City.

Will have ability to work effectively across organizational boundaries with other closely related entities, such as the School Department, to share resources, develop collaborations, and more effectively and economically deliver services.

Experience in working effectively with an elected mayor is a plus.

**2013 MMA
SALARY SURVEY
FOR
MANAGER/ADMINISTRATOR**

Executive Office

Municipality	County	Pop.	Position	Pay Method	Annual or Hourly Pay	Avg. Hrs	Additional Duties
Portland	Cumberland	63,061	Manager/Administrator	Salary	\$ 145,142.00	40	
Lewiston	Androscoggin	35,942	Manager/Administrator	Salary	119,496.00	37.5	
South Portland	Cumberland	24,344	Manager/Administrator	Salary	116,049.44	37.5	
Auburn	Androscoggin	22,765	Manager/Administrator	Salary	97,000.00	37.5	
Brunswick	Cumberland	21,928	Manager/Administrator	Salary	109,525.80	40	
Sanford	York	21,559	Manager/Administrator	Salary	108,000.00	40	
Sanford	York	21,559	Admin. Asst. to Selectmen	Salary	57,848.00	40	
Biddeford	York	21,276	Manager/Administrator	Salary	118,693.00	40	
Scarborough	Cumberland	18,835	Manager/Administrator	Per Hr	55.27	40	
Augusta	Kennebec	18,400	Manager/Administrator	Salary	110,710.80	40	
Saco	York	17,878	Manager/Administrator	Salary	119,690.00	37.5	
Windham	Cumberland	16,846	Manager/Administrator	Salary	105,500.00	40	20 22
Waterville	Kennebec	15,777	Manager/Administrator	Salary	111,072.00	40	
Gorham	Cumberland	15,738	Manager/Administrator	Salary	110,300.00	37.5	21 23
York	York	13,865	Manager/Administrator	Salary	115,757.00	40	
Falmouth	Cumberland	11,021	Manager/Administrator	Salary	116,540.00	40	
Orono	Penobscot	9,947	Manager/Administrator	Salary	84,468.00	40	
Topsham	Sagadahoc	9,854	Manager/Administrator	Per Hr	46.75	40	21 23
Standish	Cumberland	9,828	Manager/Administrator	Salary	86,949.00	38	32
Lisbon	Androscoggin	9,769	Manager/Administrator	Salary	88,317.00	40	21 23
Wells	York	9,742	Manager/Administrator	Salary	104,000.00	40	21
Old Orchard Beach	York	9,406	Manager/Administrator	Salary	78,000.00	37	
Presque Isle	Aroostook	9,241	Manager/Administrator	Salary	96,907.00	40	
Cape Elizabeth	Cumberland	8,984	Manager/Administrator	Salary	117,667.00	40	
Freeport	Cumberland	8,270	Manager/Administrator	Salary	96,567.00	37.5	
Buxton	York	8,188	Admin. Asst. to Selectmen	Salary	40,539.00	40	32
Caribou	Aroostook	8,043	Manager/Administrator	Salary	80,000.00	40	
Winslow	Kennebec	7,775	Manager/Administrator	Salary	76,835.20	40	19 23 31 86
Winslow	Kennebec	7,775	Admin. Asst. to Selectmen	Salary	51,584.00	40	88 89

Executive Office

Municipality	County	Pop.	Position	Pay Method	Annual or Hourly Pay	Avg. Hrs	Additional Duties
Berwick	York	7,630	Manager/Administrator	Salary	75,000.12	45	21 23 28 41
Cumberland	Cumberland	7,586	Manager/Administrator	Salary	114,019.00	-	21 23
Gray	Cumberland	7,573	Manager/Administrator	Salary	88,863.00	36	21 23 26 28 32 35
Farmington	Franklin	7,489	Manager/Administrator	Salary	80,000.00	40	21 28
Rockland	Knox	7,385	Manager/Administrator	Salary	84,460.00	40	
South Berwick	York	7,150	Manager/Administrator	Salary	90,000.00	40	21 23 28 31
Ellsworth	Hancock	7,015	Manager/Administrator	Salary	92,329.00	40	
Fairfield	Somerset	6,764	Manager/Administrator	Salary	61,213.00	35	37
Belfast	Waldo	6,653	Manager/Administrator	Salary	91,755.82	40	32
Eliot	York	6,260	Admin. Asst. to Selectmen	Salary	86,715.00	40	31 32
Houlton	Aroostook	6,236	Manager/Administrator	Salary	79,521.00	40	32
Rumford	Oxford	6,192	Manager/Administrator	Salary	67,600.00	40	31 32 37 38
Oakland	Kennebec	6,111	Manager/Administrator	Salary	76,229.00	40	
Gardiner	Kennebec	6,093	Manager/Administrator	Salary	80,000.00	40	23
Turner	Androscoggin	5,404	Manager/Administrator	Salary	50,000.00	-	14 31 32
Poland	Androscoggin	5,353	Manager/Administrator	Per Hr	30.11	45	
Camden	Knox	5,259	Manager/Administrator	Per Hr	48.87	40	31
Lincoln	Penobscot	5,227	Manager/Administrator	Salary	70,000.00	-	31
Bridgton	Cumberland	5,215	Manager/Administrator	Salary	84,874.40	55	21 23 31
Harpeswell	Cumberland	5,167	Manager/Administrator	Salary	71,879.00	40	32
Bar Harbor	Hancock	5,126	Manager/Administrator	Salary	108,306.00	40	
Heron	Penobscot	5,094	Manager/Administrator	Salary	83,000.00	40	23 28 32
Waldoboro	Lincoln	5,092	Manager/Administrator	Salary	61,969.00	40	23
Paris	Oxford	4,918	Manager/Administrator	Salary	59,009.00	45	21 23 28
Jay	Franklin	4,836	Manager/Administrator	Salary	66,558.00	40	28 32
Sabatius	Androscoggin	4,808	Manager/Administrator	Salary	75,000.00	40	
North Berwick	York	4,778	Manager/Administrator	Salary	94,665.00	40	31 84 21 23 28
Madison	Somerset	4,556	Manager/Administrator	Salary	67,957.50	40	88
Glenburn	Penobscot	4,526	Manager/Administrator	Salary	66,636.00	-	23 28 31

Executive Office

Municipality	County	Pop.	Position	Pay Method	Annual or Hourly Pay	Avg. Hrs	Additional Duties
Madawaska	Aroostook	4,345	Manager/Administrator	Salary	64,168.00	40	23
Millinocket	Penobscot	4,248	Manager/Administrator	Per Hr	33.65	40	
Greene	Androscoggin	4,227	Manager/Administrator	Salary	66,512.00	40	21 23 26 28 31
Fort Kent	Aroostook	4,186	Manager/Administrator	Salary	65,674.00	-	21 23 28 86 89
Sidney	Kennebec	4,046	Admin. Asst. to Selectmen	Per Hr	16.50	40	15 32
Arundel	York	3,993	Manager/Administrator	Per Hr	34.69	40	23
Monmouth	Kennebec	3,941	Manager/Administrator	Salary	70,266.00	40	21 23 26 28 32 41
Limington	York	3,898	Admin. Asst. to Selectmen	Salary/Stipend	23,995.00	30	24
Durham	Androscoggin	3,856	Admin. Asst. to Selectmen	Salary	50,962.00	32	21 23 32 89
Wiscasset	Lincoln	3,750	Manager/Administrator	Salary	87,500.00	40	
Orrington	Penobscot	3,735	Manager/Administrator	Salary	57,300.00	50	14 23 28 31 32 48
Dexter	Penobscot	3,705	Manager/Administrator	Salary	63,000.00	40	23 31
Rockport	Knox	3,523	Manager/Administrator	Salary	80,000.00	40	23 28 31
Richmond	Sagadahoc	3,440	Manager/Administrator	Salary	69,500.00	40	28
Livermore Falls	Androscoggin	3,315	Manager/Administrator	Salary	53,795.00	40	23 31 32
Thomaston	Knox	3,293	Manager/Administrator	Salary	71,692.40	40	21 23 28 31 32 86
Belgrade	Kennebec	3,272	Manager/Administrator	Salary	55,125.20	40	32 85
Mechanic Falls	Androscoggin	3,227	Manager/Administrator	Salary	62,977.00	40	21 23 28 32
Boothbay	Lincoln	3,214	Manager/Administrator	Salary	72,000.00	40	19 21 23 28 31 32 63
Fryeburg	Oxford	3,190	Manager/Administrator	Salary	68,289.00	40	21 23 31
Newport	Penobscot	3,121	Manager/Administrator	Salary	72,717.00	40	31 37
Woolwich	Sagadahoc	2,968	Manager/Administrator	Salary	44,365.00	40	23 31 32 89
Alfred	York	2,882	Admin. Asst. to Selectmen	Salary	48,066.00	40	18 31 32
Farmingdale	Kennebec	2,880	Admin. Asst. to Selectmen	Per Hr	18.50	40	21 23 26 32 90
Bowdoinham	Sagadahoc	2,806	Manager/Administrator	Salary	73,500.00	40	23 28 32
Chelsea	Kennebec	2,771	Manager/Administrator	Salary	58,400.00	40	21 23 28 31 32
Bristol	Lincoln	2,752	Manager/Administrator	Salary	52,785.00	35	21 23 26 32 90
Bristol	Lincoln	2,752	Admin. Asst. to Selectmen	Per Hr	19.00	35	85 88
Searsport	Waldo	2,699	Manager/Administrator	Salary	53,040.00	40	21 23 28
Minot	Androscoggin	2,643	Manager/Administrator	Salary	55,125.00	45	28 63 85 88 89

Executive Office

Municipality	County	Pop.	Position	Pay Method	Annual or Hourly Pay	Avg. Hrs	Additional Duties
Bethel	Oxford	2,616	Manager/Administrator	Salary	60,029.00	50	21 23 28 32 86
Dixfield	Oxford	2,582	Manager/Administrator	Salary	65,000.00	40	21 23 26 28
Readfield	Kennebec	2,555	Manager/Administrator	Salary	61,589.00	40	21 23 28 32 47
Anson	Somerset	2,548	Manager/Administrator	Salary	56,330.00	40	18 23 32 89 90
Manchester	Kennebec	2,532	Manager/Administrator	Salary	54,325.00	36	28
Hallowell	Kennebec	2,442	Manager/Administrator	Salary	65,663.00	40	21 28
Acton	York	2,375	Admin. Asst. to Selectmen	Per Hr	16.25	25	32
Windsor	Kennebec	2,350	Manager/Administrator	Salary	54,600.00	40	21 24 28 31 32 41
Limestone	Aroostook	2,350	Manager/Administrator	Salary	53,505.00	40	23 28 32 41
Union	Knox	2,326	Manager/Administrator	Salary	56,078.00	50	28 31 32 84 88
Hancock	Hancock	2,296	Admin. Asst. to Selectmen	Per Hr	20.41	40	22 23 89
Whitefield	Lincoln	2,267	Admin. Asst. to Selectmen	Per Hr	20.60	40	23 26 85 90
Boothbay Harbor	Lincoln	2,262	Manager/Administrator	Salary	71,095.00	50	21 23 28 32
Phippsburg	Sagadahoc	2,200	Admin. Asst. to Selectmen	Salary	46,800.00	37	32 85 87 88 89 90
Livemore	Androscoggin	2,174	Manager/Administrator	Salary	46,195.00	40	21
Mount Desert	Hancock	2,159	Manager/Administrator	Salary	79,500.00	40	28 32 41
Leeds	Androscoggin	2,086	Admin. Asst. to Selectmen	Salary	38,454.00	44	21 26 32
Palmyra	Somerset	2,067	Admin. Asst. to Selectmen	Per Hr	14.00	40	23 31 32 86 89
Gouldsboro	Hancock	1,996	Manager/Administrator	Salary	61,964.00	-	21 23 26 32 90
Unity	Waldo	1,996	Admin. Asst. to Selectmen	Salary	42,216.00	32	21 22 26 90
Southwest Harbor	Hancock	1,930	Manager/Administrator	Salary	88,686.00	50	21 23 28 39 41 42
Mapleton	Aroostook	1,923	Manager/Administrator	Salary	61,500.00	-	21 32 88
Buckfield	Oxford	1,900	Manager/Administrator	Salary	49,000.00	35	28 32 39 41 44
Hartland	Somerset	1,875	Manager/Administrator	Salary	900.00	35	
Saint Albans	Somerset	1,826	Manager/Administrator	Salary/Stipend			
East Millinocket	Penobscot	1,727	Admin. Asst. to Selectmen	Salary	50,149.00	45	21 23 31 32 41 86 89
Nobleboro	Lincoln	1,686	Admin. Asst. to Selectmen	Salary	51,975.00	42	32 37
Greenville	Piscataquis	1,678	Manager/Administrator	Salary	51,300.00	40	21 23 26 24 86 90
Pownal	Cumberland	1,668	Admin. Asst. to Selectmen	Salary	65,000.00	50	21 23 28
Lamoine	Hancock	1,659	Admin. Asst. to Selectmen	Salary	42,350.00	38	21 23 26 90
					55,900.00	40	23 28 32 68 85 87 89

Executive Office

Municipality	County	Pop.	Position	Pay Method	Annual or Hourly Pay	Avg. Hrs	Additional Duties
West Paris	Oxford	1,630	Manager/Administrator	Salary	47,528.00	40	21 23 26 28 32
Enfield	Penobscot	1,601	Manager/Administrator	Salary	45,000.00	40	23 28 32 39
Hiram	Oxford	1,592	Admin. Asst. to Selectmen	Per Hr	14.65	36	32 85 87 88 89
Baileysville	Washington	1,558	Manager/Administrator	Salary	65,000.00	40	26 28 37
Newfield	York	1,558	Admin. Asst. to Selectmen	Salary/Stipend	16,707.60	22	22
Stockton Springs	Waldo	1,546	Manager/Administrator	Salary	47,000.00	40	21 23 28 32
South Thomaston	Knox	1,530	Admin. Asst. to Selectmen	Salary	46,695.00	40	21 22 26 32 90
Sebago	Cumberland	1,520	Manager/Administrator	Salary	56,431.00	-	-
Newburgh	Penobscot	1,511	Manager/Administrator	Salary	44,928.00	-	23 32 34
Northport	Waldo	1,510	Manager/Administrator	Salary	50,000.00	40	31 32
Medway	Penobscot	1,486	Admin. Asst. to Selectmen	Per Hr	18.64	36	26 32 88
Eastport	Washington	1,468	Manager/Administrator	Salary	61,000.00	40	
Dedham	Hancock	1,465	Admin. Asst. to Selectmen	Salary	52,690.00	40	21 23 32 41 89
Greenbush	Penobscot	1,459	Manager/Administrator	Salary	44,000.00	45	21 23 26 28 32 39 40
Mars Hill	Aroostook	1,455	Manager/Administrator	Salary	45,000.00	40	14 21 23 26 28 31 32
Jonesport	Washington	1,446	Admin. Asst. to Selectmen	Per Hr	11.00	33	32
Ashland	Aroostook	1,445	Manager/Administrator	Salary	49,072.00	40	21 23 28
Castine	Hancock	1,444	Manager/Administrator	Salary	73,892.00	-	28 32
Guilford	Piscataquis	1,441	Manager/Administrator	Salary	56,400.00	60	21 27 28 31 32 33
Lubec	Washington	1,439	Manager/Administrator	Salary	51,000.00	40	
Charleston	Penobscot	1,429	Admin. Asst. to Selectmen	Per Hr	19.19	30	21 23 26 86 90
Hope	Knox	1,428	Manager/Administrator	Salary	48,223.00	40	23 32 39 40
Brownfield	Oxford	1,423	Manager/Administrator	Salary	32,130.00	40	20 22 32 89
Woodstock	Oxford	1,382	Manager/Administrator	Salary	51,902.00	45	21 23 24 26 32 86
Vinalhaven	Knox	1,334	Manager/Administrator	Salary	68,529.00	40	21 23 32 86 89
Bradley	Penobscot	1,305	Manager/Administrator	Salary	47,713.00	35	21 23 26 28 31 32
Bradford	Penobscot	1,296	Manager/Administrator	Salary	38,000.00	40	21 23 26 32 41 84
Howland	Penobscot	1,284	Manager/Administrator	Salary	53,250.00	40	21 23 26 28 31 32
Sangerville	Piscataquis	1,277	Manager/Administrator	Salary	37,080.00	45	21 23 32 41
Cushing	Knox	1,270	Admin. Asst. to Selectmen	Per Hr	20.05	40	23 26 85 90

Executive Office

Municipality	County	Pop.	Position	Pay Method	Annual or Hourly Pay	Avg. Hrs	Additional Duties
Addison	Washington	1,218	Admin. Asst. to Selectmen	Per Hr	15.45	40	22 24 31 84 85 87
Easton	Aroostook	1,209	Manager/Administrator	Salary	59,740.00	40	21 23 28 32 41 89
Ogunquit	York	1,208	Manager/Administrator	Salary	114,703.00	40	21 27 32
East Machias	Washington	1,179	Admin. Asst. to Selectmen	Salary	29,317.00	40	21 26 32 86 88 90
Frenchville	Aroostook	1,171	Manager/Administrator	Salary	46,961.00	40	19 21 23 24 26 31
Fayette	Kennebec	1,155	Manager/Administrator	Salary	55,280.00	40	
Cherryfield	Washington	1,121	Admin. Asst. to Selectmen	Salary	41,600.00	-	21 23 26 32 90
Canton	Oxford	1,101	Admin. Asst. to Selectmen	Per Hr	18.00	32	21 23 26 90
Exeter	Penobscot	1,073	Manager/Administrator	Salary	40,000.00	40	21 23 28 32
Phillips	Franklin	1,033	Manager/Administrator	Salary	38,000.00	40	21 23 32
Patten	Penobscot	1,029	Manager/Administrator	Salary	45,000.00	40	21 23 32 89
Winter Harbor	Hancock	964	Manager/Administrator	Salary	40,591.21	50	21 23 26 28 32 90
Smithfield	Somerset	952	Admin. Asst. to Selectmen	Per Hr	16.13	37.5	24 32 38 84 93
South Bristol	Lincoln	872	Admin. Asst. to Selectmen	Per Hr	20.20	26	88
Linneus	Aroostook	868	Manager/Administrator	Salary	25,000.00	40	18 32 85 87 88 89
Brooksville	Hancock	848	Admin. Asst. to Selectmen	Per Hr	20.00	23.5	92 93
Alton	Penobscot	837	Admin. Asst. to Selectmen	Per Hr	15.42	17.5	26 32 85 88 90
Saint Agatha	Aroostook	786	Manager/Administrator	Salary	43,834.00	37.5	19 23 27 28 31 32
Mattawamkeag	Penobscot	775	Admin. Asst. to Selectmen	Salary	32,008.00	40	32 41
Island Falls	Aroostook	747	Manager/Administrator	Salary	44,625.00	50	21 23 31 32 89
Eustis	Franklin	726	Admin. Asst. to Selectmen	Salary	39,460.00	32	21 23 26 90
Jackman	Somerset	708	Manager/Administrator	Salary	48,707.00	40	23 28 32 41 88 89
Monson	Piscataquis	651	Manager/Administrator	Salary	33,000.24	40	21 23 26
Columbia Falls	Washington	639	Admin. Asst. to Selectmen	Per Hr	11.50	32	20 25 88 90
Westfield	Aroostook	567	Admin. Asst. to Selectmen	Per Hr	16.31	32	21 26 90
Wallagrass	Aroostook	553	Manager/Administrator	Per Hr	17.30	40	21 23 24 26 32 84
Mariaville	Hancock	517	Admin. Asst. to Selectmen	Salary	35,020.00	35	21 23 63 65 89
Carthage	Franklin	502	Admin. Asst. to Selectmen	Salary/Stipend	1,500.00	3	22 25
Carrabassett Valley	Franklin	473	Manager/Administrator	Salary	71,303.00	40	28 32 88
Perham	Aroostook	425	Admin. Asst. to Selectmen	Per Hr	12.00	33.5	21 23 26 31 32 90

Executive Office

Municipality	County	Pop.	Position	Pay Method	Annual or Hourly Pay	Avg. Hrs	Additional Duties
Ludlow	Aroostook	424	Manager/Administrator	Per Hr	21.00	24	21 23 24 26 32 41
North Haven	Knox	405	Manager/Administrator	Per Hr	34.85	23	
Roxbury	Oxford	391	Admin. Asst. to Selectmen	Per Hr	10.50	24	25 85 88
Springfield	Penobscot	375	Admin. Asst. to Selectmen	Per Hr	10.00	11	
Newry	Oxford	367	Manager/Administrator	Salary	59,000.00	40	21 23 26 90
Sweden	Oxford	364	Admin. Asst. to Selectmen	Salary/Stipend	15,604.00	15	85 88
Allagash	Aroostook	272	Manager/Administrator	Salary/Stipend	525.00	-	32
Dallas Plantation	Franklin	261	Admin. Asst. to Selectmen	Salary	32,760.00	38	26 88 90
Masardis	Aroostook	254	Manager/Administrator	Salary/Stipend	12,000.00	16	20 22 25 90
Topsfield	Washington	220	Admin. Asst. to Selectmen	Per Hr	10.00	8	22 24 86 89 90
Amity	Aroostook	219	Manager/Administrator	Salary/Stipend	14,300.00	15	21 23 24 26 86
Reed Plantation	Aroostook	191	Manager/Administrator	Salary/Stipend	18,000.00	25	20 21 22 32 86
Dyer Brook	Aroostook	186	Manager/Administrator	Per Hr	15.00	14	21 32 86 90
Winterville Plantation	Aroostook	177	Admin. Asst. to Selectmen	Salary/Stipend	8,624.00	12	32
Gilead	Oxford	175	Admin. Asst. to Selectmen	Salary/Stipend	5,000.00	8	21
Haynesville	Aroostook	121	Manager/Administrator	Salary/Stipend	12,000.00	15	21 23 26 32 63 90
Beaver Cove	Piscataquis	84	Admin. Asst. to Selectmen	Salary/Stipend	17,316.00	11	23 26 90
Deblois	Washington	46	Manager/Administrator	Salary/Stipend	2,500.00	-	
Portland	Cumberland	63,061	Asst. Manager/Administrator	Salary	126,262.00	40	
Lewiston	Androscoggin	35,942	Asst. Manager/Administrator	Salary	94,029.00	37.5	
South Portland	Cumberland	24,344	Asst. Manager/Administrator	Salary	87,243.00	37.5	37
Auburn	Androscoggin	22,765	Asst. Manager/Administrator	Salary	85,000.00	37.5	
Augusta	Kennebec	18,400	Asst. Manager/Administrator	Salary	101,628.80	40	19
Windham	Cumberland	16,846	Asst. Manager/Administrator	Salary	67,519.00	40	31
Falmouth	Cumberland	11,021	Asst. Manager/Administrator	Salary	78,030.00	40	31
Orono	Penobscot	9,947	Asst. Manager/Administrator	Salary	56,743.00	40	31 32
Old Orchard Beach	York	9,406	Asst. Manager/Administrator	Salary	59,451.60	37	
Presque Isle	Aroostook	9,241	Asst. Manager/Administrator	Salary	71,697.00	40	31
Cape Elizabeth	Cumberland	8,984	Asst. Manager/Administrator	Salary	86,100.00	40	26
Freeport	Cumberland	8,270	Asst. Manager/Administrator	Salary	58,541.00	35	31

**CITY MANAGER
ADVERTISING/RECRUITMENT
TEMPLATES**

THE CITY OF
PORTLAND, MAINE

is inviting applications for

CITY MANAGER



COMMUNITY

Located in the scenic Northeast, the City of Portland is the population, financial, and cultural center of the State of Maine. With more than 65,000 residents, Portland is perched on a peninsula that juts out onto an island-studded Casco Bay. Portland is a progressive, lively city incorporating the character of yesteryear into a modern urban environment. Historic architecture blends with new; a working waterfront borders cobblestone streets of the Old Port; and a vibrant arts district is pebbled with five star gourmet restaurants.



Portland is truly the gem of New England, which is why it has been named the most liveable city in the US by Forbes Magazine, the #1 place in the country to raise children, the top green city of its size, and one of the ten great adventure towns by National Geographic. A famous foodie destination, Portland has topped the lists of many food and travel magazines for its impressive and eclectic restaurant scene. From traditional lobster and seafood diners to James Beard award winning chefs serving locally harvested produce, the options for a night out on the town are limitless. Even Frommer's Travel Guide agrees, naming Portland among the top twelve surprising, thriving and emerging world destinations. The 2.3 million people that



visit the city each year can't be wrong!

Portland's miles of trails, parks, and beaches offer residents endless opportunities to access and

enjoy the outdoors. Known as the *Tree City* for its acres of undisturbed forests, Portland boasts dozens of parks, playgrounds and outdoor

recreation facilities. This past fall, the city completed work on an outdoor winter terrain park, one of just a handful in the country, where skiers and snowboarders can hone their skills and dazzle spectators with jumps and tricks.

The city offers world class events at City Hall's Merrill Auditorium, a AA league professional baseball team, a minor league hockey team, NBA D-League basketball team and year round entertainment. Within just a few miles of Portland's borders are ski resorts, lakes, mountains, and access to virtually any outdoor activity you can imagine.

Portland is home to the University of Southern Maine, the University of New England, the Muskie School of Public Policy and the University of Maine Law School. The Southern Maine Community College System is just a short drive across the Casco Bay Bridge.

Portland is a city of neighborhoods diverse in character and design, offering a broad spectrum of housing choices for residents from dense urban neighborhoods to island communities. While it is the largest city in Maine with a metro population of 230,000, Portland still maintains its small-town feel with a strong sense of community and neighborhood support.

Long known for its commitment to the environment and sustainability, Portland has a reputation for advancing policies that promote the health and well-being of its residents from expanded access to green space and community gardens to infrastructure investments that improve the quality of the city's rivers, streams and the health of the Casco Bay. Last year, the city was awarded a multi-year three million dollar grant to prevent obesity and promote good health within the city. These funds have helped expand the city's bike lane system and increase utilization of the miles of trails that weave throughout the city.

From the city's buy local campaign to the tri weekly farmer's markets, residents and visitors

have ample opportunity to purchase goods and crafts created by local entrepreneurs. The city's commitment to expanding its creative economy has led to the establishment of the Arts District, boasting dozens of art galleries, theaters, and nationally renowned Maine College of Art.

Portland serves as the transportation center of the state with a thriving city owned and operated airport with more than 1.8 million passengers passing through its gates and port facilities that serve as a popular destination for cruise ships and cargo. Whatever the mode of transportation, Portland is an easy place to get around, or visit for the first time.

CITY ORGANIZATION

The City of Portland (established 1760) operates under a Council-Manager form of government with an elected Mayor and City Council. The full-time

elected Mayor represents the entire city, serves a four-year term, and is charged with



articulating the city's vision. The Mayor is also responsible for leading the City Council, appointing committees and providing guidance to the City Manager in the implementation of policy. The election of the Mayor requires a majority vote by city residents through a *Ranked Choice Voting* system. The elected Mayor position was established last November by a citywide election to amend the City Charter. The first Mayor to be elected by popular vote will begin his/her term this November.

Each of the City's five voting districts elects one Council member, and three other members are elected at-large from voters of the entire City. The Council members are elected for three-year staggered terms. The City Council provides community leadership and develops policies to guide the city by setting strategic goals, passing ordinances, adopting resolutions, and

appointing the City Manager, Corporation Counsel and City Clerk.

The City's schools are governed by a nine member School Board. Its members are elected both at-large and by district. The School Board has all of the powers and performs all of the duties related to the care and management of the public school system. The Board annually furnishes a budget proposal to the City Council for approval. Once approved, the expenditure of the appropriation is under the direction and control of the School Board. The School Board hires and employs the Superintendent of Schools as its chief operating officer.

POSITION

The City Manager is the administrative head of the City and is responsible to the City Council for the administration of all departments and day-to-day operations. The City Manager prepares the annual budget and presents it to the City Council for approval and manages the implementation of the budget throughout the fiscal year. In addition the City Manager's office directly oversees the City's economic development division, the office of equal opportunity and multicultural affairs, waterfront policy, island and community outreach and media relations. Other departments reporting to the City Manager include the Assessor's Office, Human Resources, Finance, Recreation and Facilities Management, Public Services, Police, Health and Human Services, Fire, Planning and Urban Development, and the Portland Jetport.

The City of Portland is widely recognized as a well-managed full-service municipality



providing valued services to its residents. In fiscal year 2011, the City Council approved a budget of nearly

\$196 million with more than 1250 positions.

Expectations of the position include:

PRIORITY ISSUES

Key issues and initiatives for the City of Portland include:

-

MINIMUM QUALIFICATIONS

The applicants must be able to demonstrate any equivalent combination of the education and experience that provides them with the knowledge, skills and abilities required to perform the essential job duties and responsibilities. A typical demonstration of those qualifications is a Master's degree (?) in a field of study relevant to the position, a minimum of xxx years of experience with at least xxx years in an executive or management level position in an organization presenting comparable complexity and challenges. Qualified candidates should have a comprehensive understanding of economic development and redevelopment as well as experience with collective bargaining units and utilities.

THE IDEAL CANDIDATE

-

COMPENSATION

Salary range: \$xx - \$xxx, based upon qualifications.

MainePERS or ICMA RC's 401(a): City employees must enroll in a qualified retirement plan. The City offers a choice between MainePERS and ICMA RC's 401(a). For MainePERS, the City and the



employee contribute to Maine Public Employees Retirement System. ICMA RC participants contribute 6.5% (pre tax federal and state) and the City contributes 7.5% of gross pay. Various options for investment funds are available.

Life Insurance: Employees may purchase a basic policy and add coverage of an additional one, two or three times their salary. Dependent coverage is also available.

Deferred Compensation: Employees may defer up to \$15,500 on a pre-tax basis (employees over 50 years of age may contribute up to \$20,500). Various investment funds are available.

Medical/Dental Insurance: The City provides Point of Service Health Plan (POS) coverage at no cost to all permanent employees with the option to purchase coverage for dependents. A dental plan is available for purchase by the employee.

Vacation: The employee initially earns xxx weeks of paid vacation.

Holidays: The City observes twelve paid holidays.

Income Protection: Permanent employees may purchase 40%, 55% or 70% of salary coverage for short term (up to one year) disability coverage

Flexible Spending Accounts: Employees may defer monies on a pre-tax basis for eligible medical and dental expenses not covered by insurance and/or child care or elder care expenses.

Domestic Partner Benefits: Coverage for domestic partners and children of domestic partners is offered on the same terms as for other City employees.

Tuition Reduction: The City has a special arrangement with the University of Southern Maine that offers employees a 50% tuition reduction on undergraduate or graduate degree courses. Discount tuition vouchers are also available with Andover College.

APPLICATION PROCESS

The City of Portland is strongly committed to diversity in its workforce. We are an Affirmative Action/Equal Employment Opportunity Employer. Candidates wishing to apply may submit a resume and cover letter detailing relevant experience, a summary of qualifications for this position, and names and phone numbers of three work-related references. (References will not be contacted without permission of the applicant.)

Submit applications
by xx, 2011:

Human Resources
Room 115, City Hall
389 Congress Street
Portland, Maine
04101
Telephone (207) 874-8624
Fax (207) 874-8937
TTY (207) 874-8936
www.portlandmaine.gov/jobs.asp



The City will review and evaluate all application materials submitted and invite the most qualified candidates for initial interviews to be followed by a second round of interviews for the top candidates. The final candidate must successfully complete a background check and a management assessment.

TENTATIVE RECRUITMENT SCHEDULE*

Application closing date xx, 2011

Initial interview with xx xx, 2011

Finalists interview with City Council and
executive testing xx, 2008

Finalist reference review
and community visits xx, 2011

Finalist announced xx, 2011

City Council Confirmation xx, 2011

*The schedule is tentative and subject to change.



CITY MANAGER PORTLAND, ME

(POPULATION 65,000)

THE COMMUNITY

Located in the scenic Northeast, the City of Portland is the population, financial, and cultural center of the State of Maine. With more than 65,000 residents, Portland lies on, and is adjacent to, a peninsula that juts out into an island-studded Casco Bay. It is a progressive, lively city incorporating the character of yesteryear into a modern urban environment. Historic architecture blends with new; a working waterfront borders cobblestone streets of the Old Port; and a vibrant arts district is pebbled with five star gourmet restaurants.

Portland is truly the gem of New England, which is why it has been named the most livable city in the US by Forbes Magazine (2009), the #1 place in the country to raise children, the top green city of its size, and one of the ten great adventure towns by National Geographic. A famous foodie destination, Portland has topped the lists of many food and travel magazines for its impressive and eclectic restaurant scene. From traditional lobster and seafood dinners to James Beard award winning chefs serving locally harvested produce, the options for a night out on the town are limitless. Even Frommer's Travel Guide agrees, naming Portland among the top twelve surprising, thriving and emerging world destinations. The 2.3 million people that visit the City each year can't be wrong!

Sometimes referred to as Longfellow's city by the sea, Portland has developed into a significant culture center and has a thriving arts district. The Portland Museum of Art houses a permanent collection including paintings by Winslow Homer, Renoir, Degas, Monet, Picasso and other Masters. The City also hosts the Portland Symphony Orchestra, the award winning Children's Museum and Theatre of Maine, Portland Stage Company, Museum of African Culture and Portland

Ovations, Victorian Mansion, Portland Observatory, State Theatre and Maine Historical Society. World class events take place at the Merrill Auditorium – all of which are within a ten-minute walk of City Hall. Perhaps more importantly, the city supports a vibrant community of visual and performing artists plus a changing array of exhibits, festivals, concerts and has become well known for its galleries and antique shops.

Portland's miles of trails, parks, and beaches offer residents endless opportunities to access and enjoy the outdoors. Known as the *Tree City* for its acres of undisturbed forests, Portland boasts dozens of parks, playgrounds and outdoor recreation facilities. This past fall, the City completed work on an outdoor winter terrain park, one of just a handful in the country, where skiers and snowboarders can hone their skills and dazzle spectators with jumps and tricks. Within just a few miles of Portland's borders are ski resorts, lakes, mountains, and access to virtually any outdoor activity you can imagine.

In terms of professional sports, Portland is home to the Sea Dogs, a Double-A minor league baseball affiliate to the Boston Red Sox. Nearby is the American Hockey League's Portland Pirates who play at the Cumberland County Civic Center and are affiliated with the Buffalo Sabres. The Maine Red Claws, an NBA D-League basketball team affiliated with the Boston Celtics and the Charlotte Bobcats, play at the Portland Exhibition Building. And finally, the Portland Phoenix, a soccer team in the USL Premier Development League, plays at Memorial Stadium.

In addition to excellent public schools (which the community wholeheartedly supports), Portland is home to the Maine College of Art, University of Southern Maine, the University of New England, the Muskie School of Public Policy, the University of Maine Law School, the Salt Institute of Documentary Studies and the Gulf of Maine Research Institute. The Southern Maine Community College System is also just a short drive across the Casco Bay Bridge.

Portland is a city of neighborhoods diverse in character and design, offering a broad spectrum of housing choices for residents from dense urban neighborhoods to island communities. While it is the largest city in Maine (metro population of 230,000), Portland still maintains a small-town feel with a strong sense of community and neighborhood support.

Although Maine is thought to be one of the least diverse states in the nation, within that frame of reference, Portland actually has quite a bit of diversity. It has become a resettlement city for refugees from around the world and over 50 languages are spoken in its schools. It is known to be friendly to all and as a result, refugees who have first settled elsewhere often move to Portland.

Long known for its commitment to the environment and sustainability, Portland has a reputation for advancing policies that promote the health and well-being of its residents. These policies range from expanded access to green space and community gardens to infrastructure investments that improve the quality of the City's rivers, streams and the health of the Casco Bay. Last year, the City was awarded a multi-year three million dollar grant to prevent obesity

and promote good health within the City. These funds have helped expand the City's bike lane system and increase utilization of the miles of trails that weave throughout the jurisdiction. The City is also home to the Maine Medical Center and Mercy Hospital, the first and fourth largest such facilities in the state.

The City prides itself on having a low crime rate, a strong community policing program and consistent, respectful and positive interaction between the police department and all its residents."

From the City's Buy Local campaign to the tri-weekly farmer's markets, residents and visitors have ample opportunity to purchase goods and crafts created by local entrepreneurs. The City's commitment to expanding its creative economy has led to the establishment of the Arts District, boasting dozens of art galleries, theaters, and nationally renowned Maine College of Art.

Portland serves as the transportation center of the state with a thriving city owned and operated airport (15 minutes from city hall) with more than 1.8 million passengers passing through its gates. The Port of Portland is the 34th largest port in the U.S. by cargo volume (based on 2009 statistics) and one of the largest oil ports on the East Coast. It also serves as a popular destination for cruise ships. A rail line passes through Portland and the City has excellent access to I-95. Ferry service runs from the Port of Portland to nearby islands. Whatever the mode of transportation, Portland is an easy place to get around, or visit for the first time.

Obviously Portland has many amenities, characteristics and institutions but what really make a great city is its residents! They are friendly and truly care. Its welcoming attitude to the refugee community is but one example. Its PTA's and neighborhoods have strong organizations because they want the best for the City and its children.

So if you have not figured it out already, it is very hard to find a better place to visit, live, work, play and/or raise a family. As they say in Portland, "If you have been here, you want to live here."

HISTORY

The area which is now Portland was originally referred to Machigonne Native Americans. In 1633 the first permanent European settlement in 1633 was established as a fishing and trading village named Casco. When the Massachusetts Bay Colony took over Casco Bay in 1658, the town's name changed again to Falmouth. In 1676, the village was destroyed by the Wampanoag Indians during King Philips War. After being rebuilt, it was again largely destroyed by a raiding party of French and Native allies in 1690. On October 18, 1775, Falmouth was bombarded by England's Royal Navy. Following the war, a section of Falmouth called The Neck developed as a commercial port and began to grow rapidly as a shipping center. In 1786, the citizens of Falmouth formed a separate town in Falmouth Neck and named it Portland. The area's

economy was greatly stressed by the Embargo Act of 1807 (prohibition of trade with the British), which ended in 1809, and the War of 1812, which ended in 1815.

In 1820, Maine became a state and Portland was its capital. In 1832, the capital was moved to Augusta. In 1851, Maine led the nation by passing the first state law prohibiting the sale of alcohol except for "medicinal, mechanical or manufacturing purposes." The law subsequently became known as the Maine Law, as 18 states quickly followed. In response, on June 2, 1855, the Portland Rum Riot occurred.

Upon completion of the Grand Trunk Railway to Montreal in 1853, Portland became the primary ice-free winter seaport for Canadian exports. The Portland Company became a major manufacturer of steam locomotives and later the City became a 20th-century rail hub as five additional rail lines merged into Portland Terminal Company in 1911. Following nationalization of the Grand Trunk system in 1923, Canadian export traffic was diverted from Portland to Halifax, Nova Scotia, causing marked local economic decline. In the 20th century, icebreakers later enabled ships to reach Montreal in winter, drastically reducing Portland's role as a winter port for Canada.

The Great Fire of July 4, 1866, ignited during the Independence Day celebration, destroyed most of the commercial buildings in the City, half the churches and hundreds of homes. More than 10,000 people were left homeless. The City seal depicts a phoenix rising with the motto *Resurgam, I shall rise again*, in reference to this fire and the three other devastating fires the City experienced and the city's ability to rebuild.

The Maine Mall, an indoor shopping center was built in South Portland during the 1970s, causing further economic hardship for downtown Portland. The trend was reversed with the creation of the historic district for the Old Port and adjacent neighborhoods, the development of a downtown business improvement district, the city's streetscape improvement program, and the opening of the Portland Museum of Art. Tourists and new businesses soon began to flock to the old seaport area, locally known as the Old Port. Beginning in the 1990s the historically industrial Bayside neighborhood saw rapid development. The emerging harborside Ocean Gateway neighborhood and the Maine College of Art have also been revitalizing forces for the downtown area.

COMMERCE

Portland has become Maine's economic capital because the City has Maine's largest port, largest population, and is only a little over 100 miles to Boston. Over the years, the local economy has shifted from fishing, manufacturing and agriculture towards a more service-based economy. Most national financial services organizations such as Bank of America, Key Bank, Fidelity Investments, Anthem Blue Cross & Blue Shield and Aetna base their Maine operations in Portland. Unum, TD Bank, Magellan Petroleum, Maine Bank & Trust, Immucell Corp, MEMIC, Maine Health, Planet Dog and Pioneer Telephone have national or regional headquarters here. Portland's neighboring cities of South Portland, Westbrook and Scarborough provide homes for other corporations.

The largest non-governmental employers are Maine Medical Center (6,000 employees), UNUM Provident (an insurance company with 3,100 employees), Mercy Hospital (1,750), Fairpoint (formerly Verizon, 725), Barber Foods (720), TD Bank (470), Shaw's Supermarkets (425), Hannaford Brothers (groceries and 370), Goodwill Industries (353) and Parker-Hannifin (gerotors manufacturing and 290 employees). Portland has a low unemployment level when compared to national and state averages.

DEMOGRAPHICS

The City grew from a population of 2,200 in 1790 to its peak in 1950 of 77,600. It declined to 61,600 in 1980 but has grown modestly since.

The median age of City residents is 37 and the median household income is \$43,600. 86% of the population is white, 6% African American and 3% Asian. The remainder is some other race or a combination of two or more races. Hispanics of all races compose 3% of the City's total population. In terms of age, 5% of the population is under 5 years of age, 12% between 5 and 18, 11% between 18 and 25, 59% between 25 and 65 and the remaining 13% is over 65.

It is a well educated population with 41% of those over 25 holding a Bachelors and or graduate degree. As evidence of the City's drawing power, 34% of the City's population was born in a state other than Maine. Approximately 10% were born in foreign countries, a fifth of those in Europe, 28% in Asia and 34% in Africa.

GEOGRAPHY AND CLIMATE

Portland is located in southeastern Maine. Approximately a third of the City (in terms of land mass) lies on a peninsula and islands in Casco Bay on the Atlantic Ocean. Overall, the City covers 52.6 square miles, 21.2 of which are land. Geographically, is roughly parallel to Lake Ontario and 110 miles north of Boston. By comparison, it is 286 miles by road from Presque Isle in northern Maine.

Portland's climate is characterized as humid continental with somewhat long, cold snowy winters, and warm summers. Monthly averages range from 21.7 degrees Fahrenheit in January to 68.7 degrees in July. The high exceeds 90 degrees several days each year, and lows of 0 degrees are seen approximately 10 nights. The area can be affected by severe nor'easters during winter.

Climate data for Portland, Maine

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average high °F	30.9	34.1	42.2	52.8	63.3	72.8	77.8	77.8	68.9	57.9	47.1	36.4	55.2
Average low °F	12.5	15.6	25.2	34.7	44.2	52.9	58.6	57.2	48.5	37.4	29.5	18.7	36.3

Source: NOAA

Precipitation averages 45.8 inches and is distributed fairly evenly throughout the year. The difference is that in the winter, the average of four inches of water takes up quite a bit more space. The City does have one of the highest number of sunny days of any city in the country.

THE GOVERNMENT

The City of Portland (established 1760) operates under a Council-Manager form of government. It is governed by a nine member City Council and the City Manager is responsible for the day-to-day operations. Each of the City's five voting districts elects one Council member, and presently four other members are elected at-large from voters of the entire City. The Council Members are elected for three-year staggered terms. The City Council provides community leadership and develops policies to guide the City by setting strategic goals, passing ordinances, adopting resolutions, and appoints the City Manager, Corporation Counsel and City Clerk. The Council uses a committee system to develop policies that are to be brought to the Council for ratification. It should also be noted that the government has been characterized by stability. Councilors are not subject to term limits and most have served more than one term with several that have many terms. The previous manager retired after 10 years and the City has had three managers since 1990.

Last November, a charter amendment passed with a 52%-48% margin that established an elected Mayor to be selected by a citywide election. The first Mayor to be elected by popular vote will begin his/her term this November, serve a four-year term and take the place of one of the at-large Councilors. The position is not a strong mayor. While the individual is full time and charged with articulating the City's vision, he/she is part of the City Council and has only one of the nine votes. She/he is the official head of the City, chairs Council meetings, appoints committees (subject to Council override), oversees the process for hiring, evaluating and removing the City Manager, City Clerk, and Corporation Counsel and will have the authority to veto the budget but not other items such as resolutions and ordinances. The Mayor also "facilitates implementation of City policies through the office of the City Manager" and is also responsible for providing "policy guidance to the [City] Manager in preparing City budgets, capital improvement plans [and] comments on the City Manager's budget upon presentation to the Council" (emphasis added). The election of the Mayor requires a majority vote by City residents through a *Ranked Choice Voting* system. The Mayor is limited to two terms.

In fiscal year 2011, the City Council approved a budget of nearly \$196 million with more than 1250 positions. This budget funds a significantly wider range of activities than most cities in Maine. Along with the traditional functions of economic development, planning, building and zoning, code enforcement, engineering, fire/rescue, parks and recreation, police, public services (buildings maintenance, engineering, fleet, forestry [maintaining 20,000 street trees], horticulture [four community gardens], streets and sidewalks, solid waste, traffic, utilities

(water and wastewater) and a small social services office. The City also provides several functions which are generally provided by counties in other areas of the country. These include property assessment and health and human services (public health, social services, and a long-term care nursing facility. The importance of the latter function is demonstrated by the fact that almost a third – 403 – of the City's FTEs work in this area. The City also owns and operates the Portland Jetport (an international airport with numerous carriers including Air Canada, AirTran (currently merging with Southwest), Delta, JetBlue, United and U.S. Air), the Riverside Golf Course, the Ice Arena, Hadlock Stadium (home to the Portland Sea Dogs), Merrill Auditorium (a 1,900 seat performing arts center), a waterfront (including the Maine State Pier, Ocean Gateway and the Portland Ocean Terminal – a cruise ship facility) and two cemeteries. Potable water is provided by the Portland Water District which serves the region.

The City Council also works closely with the Portland School District and approves its budget which traditionally comprises half of the city's tax levy. Portland Public Schools is Maine's largest school system with 10 elementary, three middle schools and four high schools. The schools are governed by a nine member School Board. Its members are elected both at-large and by district. The School Board has all of the powers and performs all of the duties related to the care and management of the public school system. The Board annually furnishes a budget proposal to the City Council for approval. Once approved, the expenditure of the appropriation is under the direction and control of the School Board. The School Board hires and employs the Superintendent of Schools as its chief operating officer. Overall it has 1,100 employees and serves 7,000 children and 5,000 adult learners.

The City of Portland is widely recognized as a well-managed full-service municipality providing valued services to its residents. It is also known to be very process oriented. Public input is also valued.

THE CHALLENGES

As with virtually every other locality in the country, budget/finance has been an issue over the past few years. The City, overall, is in fairly good financial shape as evidenced by an AA1 bond rating from Moody's. That said, Portland does have its challenges. Large swaths of property are owned by hospitals and educational facilities, and hence, tax exempt. Efforts to institute fees for specific services with respect to these institutions have been largely unsuccessful. Further, while Portland is a donor community to the rest of the State, its status as the State's largest city can present challenges in Augusta, the State capital, where the majority of elected officials come from other areas whose issues of import can vary greatly from those of urban centers.

Due to the external and internal financial pressure the City is facing, over the next few years, the City will have to take a critical look at the services it provides and determine if they can be provided more efficiently and effectively, and ask the hard question as to whether or not the City should continue to even provide certain services. It will also probably need to examine

what services might be provided more efficiently regionally. The City has made some progress with consolidation and regionalization but the process can be very slow.

A second challenge will be balancing the varying interests in the City. The City is fortunate to have an active and engaged electorate representing a wide range of perspectives including the business community, neighborhoods on the peninsula, the islands and the outskirts, environmentalists, those with a social conscience, the arts community and much more. All have a valued voice and play an important role in the City but their interests do not always coincide.

The third challenge will be to review the organization and determine how it needs to change to be more nimble. The workforce is talented and committed. It also hungers for positive change. To some degree a silo effect has set in and a more team oriented approach will need to be fostered. Some work has begun in that direction that is certain to thrive with clear direction and leadership.

The fourth challenge is the City's social service function. As the economic and service center for the State, people often move to Portland in search of affordable housing, economic opportunity and access to services. With the downturn in the economy, City resources have been strained in an effort to meet the need from recently out-of-work residents.

Fifth, Portland is an older city and its infrastructure maintenance is felt to be behind. A complete, long term capital maintenance program needs to be developed, embraced by the staff, elected officials and the community. As an aside, the City is under a consent decree to resolve its combined sewer overflow problem.

Sixth, over the past 30 years Portland has experienced a significant resurgence. More can and needs to be accomplished in the area of Economic Development. The good news is that a number of outstanding opportunities are available. That development will need to be integrated with a sound transportation plan.

Finally, some work will need to be done to sort out the Mayor's and Manager's roles. The powers of the Mayor are broadly and reasonably well laid out in the Charter Commission Report. Still there seem to be many differing opinions about exactly the respective roles and how the change will be implemented. Some sorting out of the role of the Council in overseeing the day to day operations of the City may also be necessary. Ideally it will be a true partnership between the Mayor, the Council and the Manager. Through this partnership, City leadership will be able to craft a long term vision / strategic plan for Portland.

THE IDEAL CANDIDATE

The ideal candidate will need to be an experienced manager and leader who is straightforward, honest, proactive, creative, energetic, relentlessly positive and capable, as well as someone

who will make a long term commitment to the City. The government is too large and diverse for a micro-manager. Hence, we are looking for someone who knows how to delegate and who holds the staff accountable for results. The individual will have an understanding of a wide variety of functions or at least know how to oversee them in a way that drives them to reach their goals. He/She will be strong and take responsibility for those who work under him/her. When a mistake is made, the individual will accept the blame. In other words, the manager will serve as a buffer between the staff and the Council but also not accept less than stellar performance. Making good hiring decisions will be very important as will be the ability to recognize talent wherever it is inside (or outside) the organization to push it forward. The elected officials and staff are most interested in someone who is achievement oriented, who acknowledges the importance of process but who also makes decisions and gets things done. While government cannot run like a business, the individual will expect it to run more efficiently and effectively than it often does. He/She will be analytical and question practices, always looking for ways to improve them. "We have always done it that way" will not be an acceptable answer. The individual will also have the self-confidence to admit when an idea she/he has championed is not working and to change course. The ideal candidate will have empathy for the human condition and be customer service oriented. She/He will also work hard to be certain it is instilled throughout the organization. The customer is not always right but the individual deserves a fair hearing and to be treated with respect. Vision will also be important. The Council recognizes its responsibility to set the course for the government but it also wants the manager to be involved and realizes the day-to-day manager can provide valuable input. Outstanding communications skills will be critical and the manager will be a people person, someone who is comfortable meeting with and assisting all levels of society not to mention nationalities and ethnic groups. He/She will be one of the more significant faces of the government in the community and needs to project an image, the elected officials, staff and community will be proud of. The individual not just be an ambassador to the community but an integral part of it. Diplomacy will be important and the manager will know when to hold her/his tongue and think before speaking.

In terms of experience, the ideal candidate will have experience in a similar community, collective bargaining and media and community relations. The individual will know not just how to attract businesses but also how to make development happen. She/He will also have worked with a strategic plan and understand its importance. Experience dealing with diversity and ideally with immigrant populations is a definite plus. Finally, intergovernmental experience will be extremely important and not just at the local level. It will be important to have dealt with at the state and federal level too. The demonstrated ability to obtain grants will be one measure of that experience.

COMPENSATION

The starting salary range is \$120,000 to \$170,000. While the Council would prefer to pay in the lower half of the range, it also recognizes that good managers may seem expensive but can save you many times over the difference by making smart decisions. Benefits are excellent.

RESIDENCY

Residency within the City limits is required.

CONFIDENTIALITY

Under Maine law, the process can be conducted with complete confidentiality. The City would like to have a public reception with the finalists but recognizes that will not be possible if one or more of the finalists wish(es) to keep their candidacy confidential. Absolutely no information concerning the finalists will be released without the candidate's approval. Candidates should be aware, however, that if he/she is selected to be the manager, then the materials compiled for that person in the selection process are a matter of public record.

HOW TO APPLY

E-mail your resume to RecruitSix@cb-asso.com by April 1st. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537.

THE PROCESS

Applications will be screened between April 2nd and May 9th. Finalists will be selected in mid-May and interviews held on May 20th and 21st with a selection shortly thereafter.

OTHER IMPORTANT AND USEFUL INFORMATION

While it is likely an internal candidate may apply, the Council is committed to conducting a fair and legitimate process with no one starting with an advantage over anyone else.

Portland is an Equal Opportunity Employer and encourages minorities to apply. It values its small town/neighborhood feel and is committed to serving its residents and businesses.

An interesting article about visiting Portland, "36 hours in Portland, ME" was published in the New York Times last August and can be found at: <http://www.nytimes.com/2010/08/22/travel/22hours.html>

City of Portland Organization Chart

