



# Maine Municipal Association

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December 29, 2014

Mr. Bryan O'Connor  
Chair Selectboard  
Town of Berwick  
11 Sullivan Street  
Berwick, ME 03901

RE: Executive Search Proposal

Dear Mr. O'Connor:

Please accept this letter and attached materials as the Maine Municipal Association's proposal to assist the Town of Berwick's Board of Selectmen with their selection of a new Town Manager.

The Maine Municipal Association, over the last several years, has assisted dozens of Maine communities with the selection of their City/Town Managers. Some of the communities to which we have provided this service include: Wells, Camden, Mapleton/Chapman/Castle Hill, Hampden, Houlton, Lincoln, Sanford, Berwick, Warren, Kennebunkport, New Gloucester and Skowhegan. We have also assisted several non-municipal organizations in similar searches for an executive director, including Downeast Horizons and Regional Waste Systems.

If you have any questions regarding this proposal, please do not hesitate to contact David Barrett, Director of Personnel Services and Labor Relations at (800) 452-8786. We look forward to the opportunity of working with the Town of Berwick in their search for a new Town Manager.

Respectfully submitted,

Belinda Wadleigh  
Human Resources Assistant

/bw  
Encls.

**Attachment A**

**BID FORM**

We herewith submit our proposal in accordance with the acknowledged requirements and specifications hereinabove and hereinafter and further agree to comply with the general specifications hereinabove and hereinafter.

Company Name: Maine Municipal Association

Company Address: 60 Community Drive, Augusta, Maine 04330

Company Telephone: 800-452-8786

Authorized Representative Name: David Barrett

Authorized Representative Signature: \_\_\_\_\_

A handwritten signature in black ink, appearing to read "D Barrett", is written over a horizontal line.

Representative Telephone Number: 800-452-8786

Representative Email if Available: dbarrett@memun.org

**Attachment B**



## MMA STAFF ASSISTING BERWICK

David Barrett

Currently Director of Personnel Services and Labor Relations at Maine Municipal Association, responsible for providing Human Resource and Labor Relations consulting to Maine Cities and Towns, and for managing the internal HR functions of the Association. Mr. Barrett has worked at MMA since 1985, after graduating from Miami University in Oxford, Ohio with a degree in Public Administration and Political Science and graduate work at the University of Illinois in Labor Relations.

Consulting responsibilities include extensive Executive Search projects for Maine municipalities – primarily Town and City Managers, Collective Bargaining on behalf of client members, and training and other human resource projects.

**MAINE MUNICIPAL ASSOCIATION**  
**PROPOSAL**  
**EXECUTIVE SEARCH/TOWN MANAGER**  
**TOWN OF BERWICK**

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

**Step One: Needs Assessment**

The Director of Personnel Services and Labor Relations (MMA) will meet with the Board of Selectmen to conduct a needs assessment pertaining to the Town government and the Town Manager position and report results of this meeting back to the Board in writing. The purpose of this meeting will be to obtain a consensus of the Board'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-Board Participants
- Potential Process for General Citizen Input to the Board

**Step Two: Recruitment**

The Director of Personnel Services and Labor Relations (MMA) will discuss with the Town any recruitment activities the Town 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 Board of Selectmen'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 Board's review. However, the Director of Personnel Services and Labor Relations (MMA) will have identified the strongest resumes based on the Board's priorities. This will allow the Board of Selectmen to concentrate their efforts on the top group of candidates.

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

#### **Step Five: Resume Review – Board of Selectmen**

The Director of Personnel Services and Labor Relations (MMA) will be present at the Board's Resume Review Meeting. He will be available to answer questions regarding the Maine Municipal Association's resume review activity and will instruct the Board in the use of the rating document. It is suggested that the Board 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 Board. 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 Board'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 Board's discussion and deliberation as the Board identifies its finalist for the position of Town Manager.

Decisions here involve whether the Board 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 Board of Selectmen. 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 Board to determine participants in the second interview stage. Most likely, at this point, it would be the full Board. If the Board 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 Board in preparing and delivering an offer of employment to the Board's choice to be the next Town Manager of Berwick. The Director will serve as a conduit between the candidate and the Board, or its designee, as negotiations take place.

#### **Fee:**

The fee for Maine Municipal Association's services for the Executive Search for a Town Manager for Berwick is forty-nine hundred dollars (\$4,900.00). 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 Town might incur. The fee includes all staff time and expenses that are incurred as part of the first complete search process. If the Town, after completing all stages of the search elects to re-advertise the position and start over, the Town will be billed for the additional staff time and expenses.