



120 Daniel Webster Highway  
Meredith, NH 03253

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Municipal Resources  
[www.municipalresources.com](http://www.municipalresources.com)

January 5, 2015

Town Manager  
Berwick Town Hall  
11 Sullivan Street  
Berwick, ME 03901

RE: Response to RFP – Town Manager Recruitment Services

Dear Sir:

Municipal Resources, Inc. ("MRI") is pleased to submit this Response to your Request for Proposals for Town Manager Recruitment Services.

Our Comprehensive Recruitment Processes have been extremely successful throughout New England. Just last year we completed a successful Town Manager recruitment in Kittery, Maine, and we are just beginning the recruitment for the City of Portland's City Manager position.

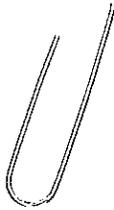
Should the Town desire a recruitment process less comprehensive than that identified in our proposal, we will be happy to customize a process that meets your needs and budget. If MRI is awarded the contract for the recruitment process within the next few weeks, we would expect to have the position filled by early April 2015.

We look forward to the possibility of working with the Town of Berwick on this project. Please feel free to contact us if you have any questions or need additional information.

Very truly yours,

*Alan S. Gould*  
(gho)

Alan S. Gould  
Vice President



RESPONSE TO  
BERWICK, MAINE'S  
REQUEST FOR PROPOSALS  
TOWN MANAGER  
RECRUITMENT SERVICES  
DECEMBER 2014



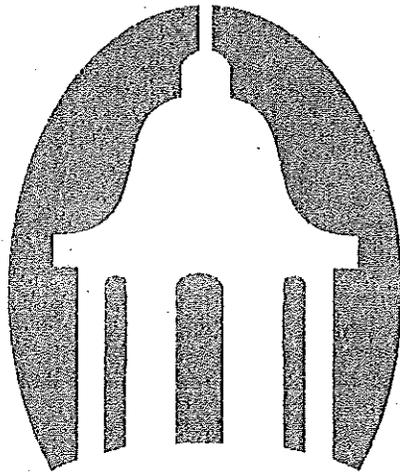
Municipal  
Resources

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# ***TECHNICAL PROPOSAL***



Municipal  
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**RESPONSE TO  
BERWICK, MAINE'S  
REQUEST FOR PROPOSALS  
TOWN MANAGER  
RECRUITMENT SERVICES  
DECEMBER 2014**

**TECHNICAL PROPOSAL**

**BACKGROUND**

The Town of Berwick, Maine, seeks a qualified party to provide professional consulting services for recruitment of its next Town Manager. The current Town Manager is set to leave the Town's employ on January 15, 2015. The Town is seeking a long-term, committed manager capable of maintaining the momentum and progress experienced recently, while advancing its many and varied goals for the future.

**INTRODUCTION**

Municipal Resources, Inc. has extensive experience in public sector executive recruitments and our record for helping towns identify and select candidates with the right "chemistry" is impressive. By investing time and energy to learn about the specific challenges of the job and understanding the personality of the community, we are able to identify candidates with the right blend of management skill, leadership style, values, philosophy, and approach to ensure a "fit" for success and long tenure.

MRI has been serving municipalities and school districts for more than 20 years. During that time, we have provided services to more than 500 public sector organizations. In conducting recruitment and selection services, we endeavor to do more than merely match candidates to job openings:

- We work closely with you to understand the leadership and management aspects of the position that may be unique to your community in order to establish and clarify job expectations.
- In addition to selecting advertising venues designed to attract the best possible candidates, we will identify and reach out to prospective candidates who may fit the "ideal candidate" profile.
- We work closely with each applicant to help them understand the position requirements and the expectations you have for the successful candidate, while keeping them abreast of their status at each step in the selection process.
- We recognize that you are not only hiring a senior executive, but may well be bringing an entire family into the community. Consequently, we work with each applicant to help them learn as much as possible about the community and the surrounding region to ensure that the cost of housing and associated living expenses, spousal employment opportunities, and family needs or special circumstances are realistically evaluated early in the process.
- We stay actively involved through the final selection and formal appointment. Our objective is to initiate and establish a long-term, successful relationship between you and the individuals you ultimately select.

We understand that every community is different; therefore, we believe that every search is different. We work hard to understand the intricacies and uniqueness of your organization, and then tailor a process to meet your specific needs and expectations within your budget.

### APPROACH & PROCESS

The following describes the activities in a comprehensive executive recruitment process; typically, we customize the process by adding or deleting steps in order to address specific needs of your community and to fit within your target budget:

1. Meet with the appointing authority to review the recruitment process, receive input toward developing an "Ideal Candidate Profile and Challenge Statement" against which all candidates will be screened, and discuss if and how you would

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

- a. Identify critical organizational issues;
  - b. Clarify roles, responsibilities, and expectations for the position;
  - c. Establish job success standards;
  - d. Characterize the most desirable management strengths, behavioral styles, personal attributes, and motivating values needed in the ideal candidate to increase the probability of success in the role; and
  - e. Identify the likely issues and opportunities that the next manager must be prepared to address. Once you approve it, the Ideal Candidate Profile and Challenge Statement is posted on MRI's recruitment website for review and consideration by potential applicants.
2. We will work with the appointing authority to develop a timeline for the recruitment process so that the Client and all candidates can plan accordingly.
  3. If requested, we will develop and submit to the client a recommended updated position description.
  4. We will develop ad copy, recommend advertising venues, and coordinate placement of the ads (advertising costs are billed directly to the client unless otherwise agreed). Resumes will be received for at least 30 days.
  5. We will research MRI's database and contact potential candidates from other similar recruitments we have conducted in the past 12 months.
  6. We will canvas MRI's professional network to identify and reach out to promising potential candidates to invite their application.
  7. We will receive and hold all resumes in confidence until the semi-finalists are chosen for interview. We have found that assured confidentiality will increase the number and quality of applicants rather significantly. We acknowledge receipt of all resumes and keep candidates apprised of their status at each selection point throughout the process.

8. We will provide you with an overview of relevant information about the candidate pool, answer questions, and review selection criterion at each decision point throughout the process.
9. If you concur, we will establish a team of professional consultants, who will screen and review all resumes for minimum qualifications before ranking them against the Ideal Candidate Profile.
10. We will work with you to develop a written essay questionnaire to be distributed to the top qualified candidates (generally 15 to 20 candidates), focusing the questions on matters of special relevance to your community's needs or current situation. Candidates have a specified amount of time to respond (typically 10 days), after which our team of consultants will review and rank the responses.
11. After essay responses have been returned, reviewed, and ranked, we conduct a web search of the top candidates (generally 10 to 12), to identify potential issues or controversies in other jurisdictions. Then, two (2) members of our team will conduct telephone interviews with these candidates placing the focus on current position and reasons for leaving; career history of successes and failures; future personal and professional goals; and their understanding of best practices and contemporary professional thinking in the field. In addition to screening the candidates, this interview provides for follow-up to the essay responses and information found in the web searches. It also assists us in determining the verbal communication skills of the candidate and his/her ability to answer questions spontaneously. Typically, we reduce the pool to six (6) semi-finalists for local interviews at this juncture.
12. In a majority of our engagements we conduct two rounds of interviews over two days; the first round occurs on day one and may involve up to three separate panels (panel #1 consisting of 5 to 7 municipal employees; panel #2 consisting of 7 to 9 community representatives; and panel # 3 consisting of MRI's consulting team). Day one usually takes approximately 8 or 9 hours to complete the process and tabulate the results. The selection of the panelists is up to the appointing authority with input from MRI. Each panel will be facilitated by a member of our consultant team who will participate in questioning only to the extent they determine necessary to maintain appropriate flow and direction during the interview process. The second round (day two) consists of individual interviews with the top three (3) candidates that emerge from the first day interview process with the appointing authority, facilitated by our lead consultant.

13. Following interviews with the finalists, the appointing authority, in consultation with our lead consultant, will determine what, if any, additional steps are needed to arrive at a final selection. In some instances, additional interviews are required, in others, the final selection is readily apparent and we move to negotiations immediately.
14. We will assist with development of terms and conditions of employment, preparation of a conditional offer of employment, creating a draft of an employment agreement, and development of initial goals and objectives.
15. We will complete a detailed background check on the selected candidate which shall include, but not be limited to, previous employment, and criminal and motor vehicle records checks, finances, references, and interviews with previous employers.

### TIMELINE

A recruitment as described above typically takes approximately 90 days to complete. MRI is ready to begin work on this project as soon as a contract with the Client has been executed. MRI will work with the appointing authority to develop a timeline for the recruitment process so that the Client and all candidates can plan accordingly.

The following is a sample timeline:

|        |   |
|--------|---|
| Day 1  | Contract execution; advertising language submitted to Client for edits and approval                                   |
| Day 3  | Begin ad campaign   |
| Day 33 | Deadline for resumes  |
| Day 40 | Resume screening complete   |
| Day 42 | Candidates advised of their status and candidates remaining in consideration will receive written essay questionnaire |
| Day 60 | Essay response deadline at 5 pm   |
| Day 65 | Essay review complete   |
| Day 65 | Candidates advised of their status & telephone interviews scheduled   |



|        |  |
|--------|--|
| Day 70 | Semi-finalists advised of their status |
| Day 85 | Panel interviews                       |
| Day 86 | Client interviews                      |
| TBD    | Decision by Client                     |
| Day 90 | Goal for finalization of appointment   |

### TENURE GUARANTEE

To the extent that Municipal Resources is engaged to conduct a comprehensive recruitment as described above, we will guarantee to undertake a recruitment and selection process at no expense to the community should the employment relationship, after it is negotiated and documented by an executed employment agreement, be terminated by either party within 12 months. However, no such guarantee shall exist if said termination occurred due to death or catastrophic illness of the selected candidate, or due to the actions of, or encouragement to the selected candidate by a majority of a newly elected Board or Council. There shall be no cost for MRI's recruitment services; however, the Client shall cover the costs associated with advertising and interviews.

We have significant experience structuring and conducting all sorts of executive recruitment projects for municipalities, and we are very willing and able to customize our approach to accommodate any unique requirements of a community or to fit within budget constraints. However, significant modification of the work scope and approach will almost certainly affect our ability to offer a Tenure Guarantee.

### REFERENCES

See Appendix A for references.

### CERTIFICATE OF LIABILITY INSURANCE

Municipal Resources has in force and effect general commercial liability and errors and omissions insurance coverage to protect the Client from accidents which MRI or its authorized representatives may cause to persons or property or from professional errors or omissions when performing under this agreement.

If awarded a contract, and if requested by the Client, Municipal Resources will provide the Client with a Certificate of Liability Insurance. (See Appendix B for generic copy of Certificate of Liability Insurance.)



### ACKNOWLEDGEMENT OF ADDENDA

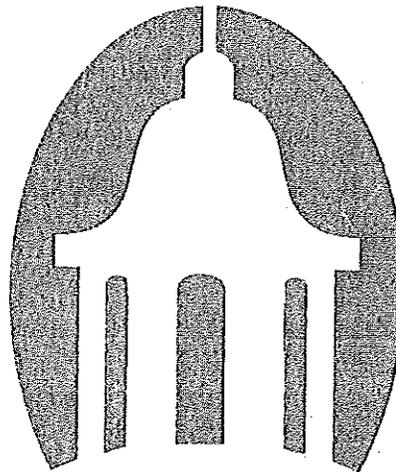
MRI acknowledges receipt of "Questions Pertaining to Town of Berwick's Recruitment Services RFP for a new Town Manager" on December 30, 2014, regarding the May 2015 deadline. We have received no other Addenda or notifications regarding this RFP.

### CONTACT INFORMATION

All communications regarding the Proposal should be addressed to:

Alan S. Gould, Vice President  
Municipal Resources, Inc.  
120 Daniel Webster Highway  
Meredith, NH 03253  
(603) 279-0352, x-320  
(866) 501-0352, x-320 Toll Free  
(603) 279-2548 Fax  
(603) 765-5998 Cell Phone  
[agould@mrigov.com](mailto:agould@mrigov.com)  
[www.mrigov.com](http://www.mrigov.com)

# ***QUALIFICATIONS***



Municipal  
Resources  
Inc.

## QUALIFICATIONS

### ABOUT MRI

Municipal Resources, Inc. was founded in 1989 by six former municipal and state government managers, with both public and private professional experience. Municipal Resources is dedicated to providing professional, technical, and management support services to municipalities and schools throughout New England. Municipal Resources operates offices in two locations in New Hampshire, one in Maine, one in Massachusetts, and one in Pennsylvania.

Our dynamic management staff can tailor services to specific client needs. Our clients realize that we have been in their shoes; we have the experience, sensitivity, and desire that it takes to develop and deliver services that specifically meet their needs.

Municipal Resources is committed to providing innovative and creative solutions to the problems and issues facing local governments and the agencies that serve them. Combined staff experience in the operations of local government, coupled with the realities of today's economic, regulatory, and political environments gives Municipal Resources a unique capability which can be brought to bear for local government officials, many of whom are volunteers seeking to do what is right for their communities.

The depth of Municipal Resources' experience is reflected not only in the experiences of its associates, but in the scope of services it provides its clients, from professional recruitment to organizational and operational assessments of individual municipal departments and school districts or ongoing contracted services for various town government and school business support activities.

The purpose of Municipal Resources' approach is to supplement the efforts of municipal employees and to enable them to do their jobs well. Municipal Resources is supporting sustainable communities through better organization, operations, and communication.

### THE PROJECT TEAM

Municipal Resources has two (2) principals, a staff of eleven (11) full-time professionals, four (4) administrative support staff, ten (10) part-time professionals, and a large group of professional affiliates from which it can draw for consulting services as necessary. Municipal Resources' ability to draw on a very large field of expertise from its affiliates only as necessary allows the company to maintain a low overhead, representing significant cost savings, which are then passed along to its clients. The company has limited debt and is on extremely sound financial footing.



All Principal Consultants affiliated with the firm have substantial experience in government service, a background which proves beneficial to our clients, as we are able to fully understand and address the issues and concerns of the officials and decision makers with whom we do business.

Our recruitment team consists of seasoned professionals who have served as managers and elected officials at both the state and local levels. We carefully screen and deliver only the best candidates to our clients.

In keeping with Municipal Resources' hallmark multi-disciplinary approach to problem solving, we plan to use the following team:

**Alan S. Gould, Vice President and Chief Operating Officer, will serve as Principal-In-Charge and Project Manager of this engagement, interfacing directly with the client.** Mr. Gould is a graduate of Saint Anselm College with a BS degree in Criminal Justice. He is certified as a Public Manager by the American Academy of Certified Public Managers and has completed numerous management and leadership programs including the Babson Command Training Institute and the FBI's LEEDS program. He is recognized for his creativity in community policing and his leadership in promoting ethics in the law enforcement community. Mr. Gould began his public sector career with the Salem, NH, Police Department where, during 21 years, he served at all ranks of the Department. He served as Chief of Police in Rye, NH, where, upon retirement from law enforcement, he was appointed and served as Town Administrator until joining MRI in 2008. In addition to his responsibilities as MRI's Chief Operating Officer, Mr. Gould manages many of the company's projects and occasionally serves in interim municipal management roles. Mr. Gould served as the Ethics Instructor at the New Hampshire Police Academy for 15 years and has been an instructor of college courses in Criminal Code, Criminal Investigation, Report Writing, Constitutional Law, and Juvenile Delinquency. Among his many community involvements, Alan served as an initial incorporator of the Greater Salem Council Against Family Violence; a founder of New Hampshire's second "visitation center" designed to protect children from abusive parents; an initiator of Rye Senior SERVE, a non-profit organization established to help seniors remain in their homes as they age; and he continues as the Emergency Management Director in the coastal community of Rye, NH, located within the Seabrook Nuclear Power Plant's Emergency Planning Zone.

**Donald R. Jutton, Founder and President of Municipal Resources, Inc., is a graduate of Bradford College with a BA in Urban Planning and Management and an MS in Community Economic Development from New Hampshire College. He has also done graduate work in management and administration at Harvard University. Mr. Jutton has a broad government management and operations background, having served as Manager in Meredith, Littleton, Salem, and Wakefield, New Hampshire. While**



maintaining a strong working knowledge of local government process and organizational planning, the primary emphasis of his work has been in the area of creative community development and pursuit of systemic change in management and delivery of core community services. Mr. Jutton's success in establishing collaborative efforts and managing very complex initiatives between public and private entities has effectively bridged frequently competing interests and has led to successful economic development activity valued at millions of dollars in many communities. He is noted for continually challenging client communities to rethink traditional approaches and explore innovative alternatives to community development and service delivery problems, emphasizing collaborations and partnerships that expand conventional thinking and extend to all corners of the community. His involvement and advocacy has led to many unique and noteworthy operational changes including a combined Town/School budgeting and annual meeting process in Littleton, NH; shared police services between Greenville and Temple, NH; a three community economic development initiative between Lisbon, Littleton and Bethlehem, NH; a municipal/public/private Mill redevelopment partnership in Troy, NH; and a first of its kind partnership agreement between NASA's Stennis Space Center, Plymouth State University, SAU 35 and the Town of Littleton, NH. The results of his creative activities with communities have been reported in USA TODAY, Heart of NH Magazine, the Boston Globe, and numerous regional and local newspapers and journals.

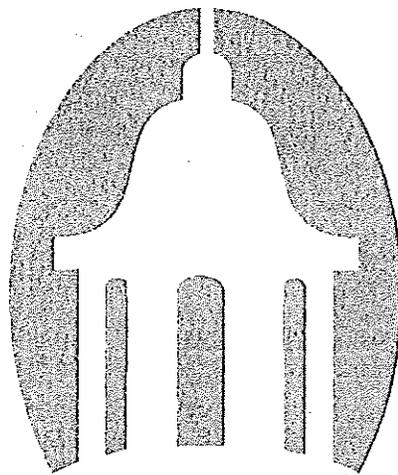
Gary Stenhouse has both Bachelor's and Master Degrees from the University of R.I. with a concentration in Public Administration. He is a senior management consultant and project manager with MRI. Prior to his retirement in November 2010 after 35 years in the public sector, Gary served in town and city manager roles in both Connecticut and New Hampshire; he started his career as Assistant City Manager in Greenbelt Maryland, served as Town Manager in Bloomfield CT, as the City Manager in Rochester NH and as Town Administrator in Derry NH. In addition, he was employed for 5 years as Director of Programs and Administration at NH Primex where he conducted numerous training programs for both elected and appointed local officials in team building, effective communications, and coaching and employee development. He has served as an elected Police Commissioner in Rochester and has been involved in leadership roles in many professional and civic organizations. His broad background in both the public and risk management sectors has provided Mr. Stenhouse with exceptional hands on experience that has led to development of substantial expertise in human resource management, collective bargaining, organizational downsizing, economic development, regionalization, safe work practices and financial management. Mr. Stenhouse works on multiple assignments for MRI; however, his primary area of interest remains organizational development and development and delivery of employee training programs.

Carol M. Granfield, *ICMA-CM*, has a Masters in Administration from Central Michigan University and is one of 1266 ICMA Credentialed Managers in the country. Ms. Granfield is also a graduate of the Senior Executive Institute at the University of Virginia, Harvard JF Kennedy School of Government summer program, Leadership New Hampshire and Fairfax, and one year of law school at Massachusetts School of Law. She possesses over 38 years of public sector management experience and 7 years of private sector experience. Ms. Granfield has broad public service experience at the town, city and county levels having served as County Manager in Cumberland County, ME, Town Manager in Dixfield, ME, Director of Administration in Herndon, VA; and Personnel Director in Fairfax, VA; Town Administrator in Hooksett, NH; and Town Manager of Meredith and Derry NH. Ms. Granfield's expertise in Human Resources and Labor Relations includes the establishment of personnel policies; organizational studies; wage, classification, and benefit studies along with union negotiations to include the interest based model. Ms. Granfield has participated in many successful public sector executive recruitment projects and has also conducted strategic planning, goal setting, and team building programs in NH, ME and VA communities. She has also developed and implemented positive career development and training programs for employees of a number of municipal organizations. Ms. Granfield has given presentations at national conferences of the ICMA, the International Public Management Association for Human Resources, and at state conferences in VA, MA, ME, and NH. She was previously adjunct faculty at George Mason University. Ms. Granfield has served on many professional and civic boards to include the Public Employee Labor Relations Committee; ICMA Credentialing Board; NH Local Government Board, Maine Municipal Association Advisory Board, Belknap County Economic Development Commission, Derry Planning Board, and is Past President of the NH Management Association, IPMA-Virginia, Dixfield Economic Development Organization, and the Derry Village Rotary. Ms. Granfield is also appointed by the Governor to the NH Public Employee Labor Relations Board.

### **BID FORM**

See Appendix C for Bid Form.

# ***FEES***



Municipal  
Resources  
Inc.

## FEES

Our services for the "Basic Recruitment" selection process will be provided on a lump sum fee basis that is intended to cover all professional time and expenses. The process will be completed for a lump sum fee of **\$12,800.00**.

This fee **does not include** the cost of advertising, the cost of accommodations for on-site interviews, reimbursement of candidate travel expenses, the cost of a family visit, or the cost of medical or psychological exams. In addition, the Client is responsible for providing food and lodging for the interview team (on nights prior to the interviews) and for providing food and interview rooms for the interview panels and candidates on the interview days.

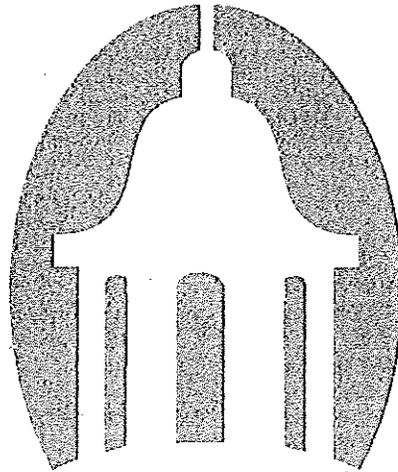
Respectfully submitted,

MUNICIPAL RESOURCES, INC.

By: Alan S. Gould  
Alan S. Gould, Vice President (ags)  
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Meredith, NH 03253  
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[agould@mrigov.com](mailto:agould@mrigov.com)

Date: December 31, 2014

# ***APPENDIX A***



Municipal  
Resources  
Inc.

## RECRUITMENT REFERENCES

### MASSACHUSETTS

Acton, MA  
Fire Chief 2011  
Marianne Fleckner  
Director of Human Resources  
472 Main Street  
Acton, MA 01720  
(978) 929-6613

Andover, MA  
Police Chief Assessment Center 2013  
Fire Chief 2006  
Reginald "Buzz" Stapczynski,  
Town Manager  
36 Bartlet Street  
Andover, MA 01810  
(978) 623-8225

Ashland, MA  
Town Manager 2012  
Steven Mitchell, Chairman  
Board of Selectmen  
101 Main Street  
Ashland, MA 01721  
(508) 881-0100

Assumption College  
Public Safety Director 2013  
Christian McCarthy  
Executive VP & Treasurer  
Finance Office  
Assumption College  
500 Salisbury Street  
Worcester, MA 01609  
(508) 767-7424

Avon, MA  
Organizational Assessment &  
Interim Fire Chief 2004  
Fire Chief Recruitment 2006  
Board of Selectmen  
65 East Main Street  
Avon, MA 02322  
(508) 588-0414

Barnstable, MA  
Deputy Fire Chief 2012  
Frank Pulsifer, Fire Chief  
3249 Main Street  
Barnstable, MA 02630  
(508) 362-3312

Barnstable Fire District  
Water Department  
Superintendent 2012  
Jon R. Erickson, Superintendent  
1841 Phinney's Lane  
Barnstable, ME 02630  
(508) 362-6498

Boylston, MA  
Town Administrator 2008  
Kenneth Sydow, Selectman  
221 Main Street  
Boylston, MA 01505  
(617) 654-3697

Brookline, MA  
Fire Chief 2011  
Melvin Kleckner, Town Administrator  
333 Washington Street  
6<sup>th</sup> Floor  
Brookline, MA 02445  
(617) 730-2200

C-O-MM Fire District  
(Centerville, Osterville & Marston  
Mills)  
Fire Chief 2013  
John M. Farrington, Fire Chief  
C-O-MM Fire District  
Centerville Fire Headquarters  
1875 Falmouth Road (Route 28)  
Centerville, MA 02632-3117  
(508) 790-2375

Concord, MA  
Police Chief 2014  
Christopher Whelan  
Town Manager  
Town of Concord  
PO Box 535  
22 Monument Square  
Concord, MA 01742  
(978) 318-3000

Danvers, MA  
Town Manager 2014  
Stephen Delaney  
HR Director  
One Sylan Street  
Danvers, MA 01923  
(978) 777-0001

Dartmouth, MA  
Executive Administrator 2009  
Police Chief 2009  
David Cressman, Executive Adm.  
400 Slocum Road  
Dartmouth, MA 02747  
(508) 910-1820

East Longmeadow, MA  
Police Chief 2005  
Town Administrator  
60 Center Square  
East Longmeadow, MA 01028-2457  
(508) 835-3490

Gloucester, MA  
Fire Chief 2012  
James A. Duggan  
Chief Administrative Officer  
9 Dale Avenue  
Gloucester, MA 01930  
(978) 281-9700

Granby, MA  
Fire Chief Assessment Center 2005  
Chris Martin, Town Adm.  
250 State Street  
Granby, MA 01033  
(413) 467-3101

Hubbardston, MA  
Police Chief 2006  
Trudy O'Connell, Town  
Administrator  
PO Box 206  
Hubbardston, MA 01452-0206  
(978) 928-1403

Kingston, MA  
Town Administrator 2013  
Nancy M. Howlett  
Acting Town Administrator/  
Chief Procurement Officer  
26 Evergreen Street  
Kingston, MA 02364  
(781) 585-0500

Leicester, MA  
Town Administrator Recruitment 2013  
Doug Belanger, Chairman  
Leicester Board of Selectmen  
3 Washburn Square  
Leicester, MA 01524  
(508) 892-7000

Lenox, MA  
Town Manager Recruitment 2013  
David Roche, Chairman  
Lenox Board of Selectmen  
Town Hall  
6 Walker Street  
Lenox, MA 01240  
(413) 637-5500, x-7

Lexington, MA  
Fire Chief 2012  
Fire Staffing Study 2012  
Fire Lieutenant Assess Ctr.  
Fire Captain Assess Ctr.  
Carl Valente, Town Manager  
Denise Casey, HR Director  
1625 Massachusetts Avenue  
Lexington, MA 02420  
(781) 862-0500

Manchester-by-the-Sea, MA  
Town Administrator 2012  
Police Chief 2007  
Wayne Melville, Town Administrator  
10 Central Street  
Manchester-by-the-Sea, MA 01944  
(978) 526-2000



**MASSACHUSETTS CONTINUED**

**Marblehead, MA**  
Town Administrator 2011  
Anthony M. Sasso, Town Administrator  
Abbot Hall  
188 Washington Street  
Marblehead, MA 01945  
(781) 631-0000

**Millville, MA**  
Police Chief Assessment Center 2007  
Helen M. Coffin, Executive Secretary  
Town of Millville  
PO Box 703  
Millville, MA 01529  
(508) 883-1186

**Mendon, MA**  
Town Administrator 2013  
Diane Willoughby  
Administrative Assistant  
20 Main Street  
Mendon, MA 01756  
(508) 473-2312

**Monson, MA**  
Town Administrator 2013  
Edward A. Maia, Chairman  
Monson Board of Selectmen  
29 Thompson Street  
Monson, MA  
(413) 267-4100

**Seekonk, MA**  
Town Administrator 2013  
Nelson Almelda, Chairpeson  
Seekonk Board of Selectmen  
100 Peck Street  
Seekonk, MA 02771  
(508) 336-2910

**Southbridge, MA**  
Town Manager Recruitment 2014  
Robert T. Reed  
Acting Town Manager  
Manager's Office  
41 Elm Street  
Southbridge, MA 01550  
(508) 764-5405

**Southampton, MA**  
Town Administrator 2007  
Fire Chief Assessment Center 2006  
Board of Selectmen  
Regina Shea-Sullivan, Adm. Asst.  
PO Box 379  
Southampton, MA 01073  
(413) 529-0106

**Southborough, MA**  
Fire Chief Assessment Center  
17 Common Street  
Southborough, MA 01772  
(508) 485-0710

**Stoughton, MA**  
Town Manager 2012  
John Stagnone, Chairman  
Board of Selectmen  
10 Pearl Street  
Stoughton, MA 02072  
(781) 341-1300

**Sudbury, MA**  
Fire Chief Assessment Center 2004  
Town of Sudbury  
278 Old Sudbury Road  
Sudbury, MA 01776-1843  
(978) 443-8891

**Wayland, MA**  
Town Administrator 2013  
Board of Selectmen  
41 Cochituate Road  
Wayland, MA 01778  
(508) 358-7710

**Wellesley, MA**  
Fire Chief 2008  
Hans Larsen  
Executive Director  
Town of Wellesley  
525 Washington Street  
Wellesley, MA 02482  
(781) 431-1019

**Westwood, MA**  
Police Chief Assessment Ctr 2013  
Michael Jaillet, Town Administrator  
Town of Westwood  
580 High Street  
Westwood, MA 02090  
(781) 326-4172

**Weston, MA**  
Fire Chief Recruitment 2007  
Donna S. VanderClock  
Town Manager  
Town of Weston  
PO Box 378  
Weston, MA 02493  
(781) 893-7320

**Wilbraham, MA**  
Fire Chief  
Shift Commander Assessment 2009  
Francis Nothe, Fire Chief  
Wilbraham Fire Department  
2770 Boston Road  
Wilbraham, MA 01095  
(413) 596-3122

**NEW HAMPSHIRE**

**Allenstown, NH**  
Town Administrator 2010  
Paul Apple, Town Administrator  
16 School Street  
Allenstown, NH 03275  
(603) 485-4276

**Ashland, NH**  
Police Chief 2001  
Board of Selectmen  
PO Box 517  
Ashland, NH 03217  
(603) 968-4432

**Auburn, NH**  
Library Director 2012  
Library Board of Trustees  
Griffin Free Public Library  
22 Hooksett Road  
Auburn, NH 03032

**Bedford, NH**  
Town Manager 2013  
Town Manager 2012  
Police Chief 2011  
Town Manager  
24 North Amherst Road  
Bedford, NH 03110  
(603) 472-5242, x-300

**Derry, NH**  
Town Administrator 2010  
Larry Budreau, Human Resources Dir.  
14 Manning Street  
Derry, NH 03038  
(603) 845-5403

**Durham, NH**  
Police Chief 1996  
Board of Selectmen  
15 Newmarket Road  
Durham, NH 03824  
(603) 868-5571

**East Kingston, NH**  
Clerk 2011  
Matthew Dworman, Chairman  
Board of Selectmen  
24 Depot Road  
East Kingston, NH 03827  
(603) 642-8406

**Enfield, NH**  
Town Administrator 2005  
Enfield Board of Selectman  
PO Box 373  
Enfield, NH 03748  
(603) 632-7389



**NEW HAMPSHIRE CONTINUED**

**Farmington, NH**  
Town Administrator 2012  
Board of Selectmen  
356 Main Street  
Farmington, NH 03835  
(603) 755-2208

**Fitzwilliam, NH**  
Police Chief 2013  
Paula Thompson  
Town Administrator  
13 Templeton Turnpike  
PO Box 725  
Fitzwilliam, NH 03447  
(603) 585-7723

**Goffstown, NH**  
Police Chief 2014  
Sue Desruisseaux  
Town Administrator  
16 Main Street  
Goffstown, NH 03045  
(603) 497-8990

**Hinsdale, NH**  
Police Chief 2012  
Jill Collins, Town Administrator  
PO Box 13  
Hinsdale, NH 03451  
(603) 336-5710

**Hooksett, NH**  
Town Administrator 2009  
Police Chief Recruitment 1999  
Hooksett Town Council  
35 Main Street  
Hooksett, NH 03106  
(603) 485-8472

**Hudson, NH**  
Police Chief Assessment Center 2008  
Police Synergy for Sgt. & Lt.  
Stephen Malizia, Town Adm.  
12 School Street  
Hudson, NH 03051  
(603) 886-6024

**Laconia, NH**  
City Manager 2011  
City Council  
45 Beacon Street East  
Laconia, NH 03246  
(603) 527-1270

**Lakes Region Planning Commission**  
Meredith, NH  
Executive Director 2013  
Warren Hutchins  
103 Main Street, #3  
Meredith, NH 03253  
(603) 279-8171

**Lincoln, NH**  
Police Chief 1998  
Police Study – 1999  
Board of Selectmen  
PO Box 25  
Lincoln, NH 03251  
(603) 745-2757

**Londonderry, NH**  
Fire Chief 2007  
Town Manager  
268-B Mammoth Road  
Londonderry, NH 03053  
(603) 432-1100

**Madison, NH**  
Police Chief 2003  
Board of Selectmen  
PO Box 248  
Madison, NH 03849  
(603) 367-4332

**McGregor Memorial EMS**  
Executive Director 2013  
Astrid Wlelens, Chair  
McGregor Memorial EMS  
c/o Zebra Crossings  
61 Locust Street  
Dover NH 03820  
(603) 312-2052

**Meredith, New Hampshire**  
Town Manager 2003  
Assessor 2005  
Frank Michel, Esquire  
66 NH Route 25  
Meredith, NH 03253  
(603) 279-6100

**NH Community Development  
Finance Authority**  
Executive Director 2004  
Michael Long  
Former Chairman of the Board  
Community Guaranty Saving Bank  
Plymouth, NH  
(603) 536-0001

**Newbury, NH**  
Police Chief 2005  
Dennis Pavlicek, Town Adm.  
PO Box 296  
Newbury, NH 03255  
(603) 763-4940

**Newton, NH**  
Fire Chief Recruitment 2014  
Nancy J. Wrigley  
Town Administrator  
PO Box 378 • 2 Town Hall Road  
Newton, NH 03858  
(603) 382-4405 x14

**Pittsfield, NH**  
Town Administrator 2007  
Board of Selectmen  
PO Box 98  
Pittsfield, NH 03263  
(603) 435-6291

**Plaistow, NH**  
Town Manager 2006  
Board of Selectmen  
145 Main Street  
Plaistow, NH 03865  
(603) 382-8469

**Peterborough, NH**  
Fire Chief 2004  
Pamela Brenner, Town Adm.  
One Grove Street  
Peterborough, NH 03458  
(603) 924-3201

**Raymond, NH**  
Town Manager 2007  
Board of Selectmen  
4 Epping Street  
Raymond, NH 03077  
(603) 895-4735

**Rindge, NH**  
Police Chief 2012 & 2014  
Carlotta Pini, Town Adm.  
30 Payson Hill Road  
Rindge, NH 03461  
(603) 899-5181

**Salem, NH**  
Town Manager 2010  
Michael J. Lyons, Chairman  
Board of Selectmen  
33 Geremonty Drive  
Salem, NH 03079  
(603) 890-2128

**Somersworth, NH**  
Director Dept. of Public Works 2013  
Economic Development Mgr. 2012  
Fire Chief 2011  
Robert M. Belmore, City Manager  
City of Somersworth  
One Government Way  
Somersworth, New Hampshire 03878  
603-692-9503

**Stratham, NH**  
Police Chief 2009  
Paul Deschaine  
Town Administrator  
Town of Stratham  
10 Bunker Hill Ave.  
Stratham, NH 03885  
(603) 772-7391



NEW HAMPSHIRE CONTINUED

Warner, NH  
Town Administrator 2013  
David Karrick, Chairman  
Board of Selectmen  
PO Box 265  
5 East Main St.  
Warner, NH 03278  
(603) 456-2298

Weare, NH  
Police Chief Recruitment 2013  
Organizational Assessment &  
Interim Police Chief 1994  
Board of Selectmen  
PO Box 190  
Weare, NH 03281  
(603) 529-7525

Wolfeboro, NH  
Police Chief 2004  
David Owen, Town Manager  
PO Box 629  
Wolfeboro, NH 03894  
(603) 569-8161

MAINE

Brunswick, ME  
Town Manager 2009  
Fran Smith, Town Clerk  
28 Federal Street  
Brunswick, ME 04011  
(207) 725-6659

Kittery, ME  
Town Manager Recruitment 2013  
George V. Dow, Chairperson  
Kittery Town Council  
200 Rogers Road Extension  
Kittery, ME 03904  
(207) 475-1329

Somerset County, ME  
County Administrator 2013  
Earla J. Haggerty  
Interim County Administrator  
Somerset County  
41 Court Street  
Skowhegan, ME 04976  
207-474-9861, X-232

CONNECTICUT

Cromwell, CT  
Public Works Director 2014  
Town Manager 2013  
Mertie Terry, First Selectman  
Town of Cromwell  
41 West Street  
Town Hall, 1<sup>st</sup> Floor  
Cromwell, CT 06416  
(860) 632-3410

Killingly, CT  
Town Manager 2013  
172 Main Street  
PO Box 6000  
Danielson, CT 06239  
(860) 779-5334

RHODE ISLAND

Portsmouth, RI  
Police Chief 2013  
Fire Chief 2012  
Town Administrator 2011  
John Klimm, Town Administrator  
2200 East Main Road  
Portsmouth, RI 02871  
(401) 683-3255

VERMONT

Windsor, VT  
Police Chief Recruitment 2014  
Tom Marsh, Town Manager  
29 Union Street  
Windsor, VT 05089  
(802) 674-6786

PENNSYLVANIA

Chambersburg, PA  
Fire Chief 2006  
Mr. David Finch  
Assistant Borough Manager  
Borough of Chambersburg  
100 S. 2<sup>nd</sup> Street  
Chambersburg PA 17201-2512

Gettysburg, PA  
Borough Manager 2010  
Borough Offices  
59 East High Street  
Gettysburg, PA 17325  
(717) 334-1160

State College, PA  
Fire Director 2006  
Mr. James Steff  
Executive Director  
Centre Region Council of Governments  
State College PA 16801

Villanova University  
Public Safety Director – 2007  
Kenneth Valosky, Vice President  
Finance and Administration  
Villanova University  
The American College  
Huebner Hall  
270 So. Bryn Mawr Avenue  
Bryn Mawr, PA 19010  
(601) 519-4532





**TOWN OF ALLENSTOWN**  
OFFICE OF THE SELECT BOARD  
16 SCHOOL STREET  
ALLENSTOWN, NH 03275  
603-485-4276

---

August 24, 2011

Alan Gould  
MUNICIPAL RESOURCES INC.  
120 DW Highway  
Meredith, New Hampshire 03253

Dear Alan:

I am writing at your request as a reference for MRI and the work you have done here in Allenstown over the last several years. MRI has assisted the Town in a number of areas. The most critical of these is in financial administration. MRI provided help in ensuring that the Town's books were properly maintained. This included reconstructing data and correcting the previous data entry so that the Town could comply with its reporting obligations to the Department of Revenue Administration.

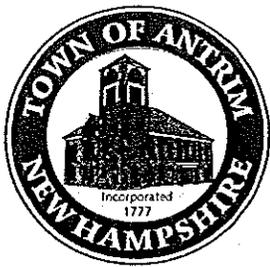
MRI also provided interim services for the building and assessing departments during this time frame, and initiated a successful search for a new assessing clerk. After the resignation of the administrative assistant in 2009, MRI personnel served as the interim Town Administrator for several months, and conducted a successful search for the Town's first Town Administrator. At present, MRI is again assisting us with an interim building inspector.

The Town is very happy with the services provided by MRI, and, indeed, many here have concluded that your work was essential in maintaining the financial integrity of the Town.

If I can answer any additional questions, I am happy to do so. Please do not hesitate to call me.

Regards,

Paul L. Apple  
Town Administrator



# Town of Antrim

PO Box 517      66 Main Street  
Antrim, NH 03440  
Tel: 588.6785      Fax: 603.588.2969  
[www.antrimnh.org](http://www.antrimnh.org)

September 2, 2008

Municipal Resources  
Donald R. Jutton  
120 DW Highway  
Meredith, NH 03253

Re: Michael Healy

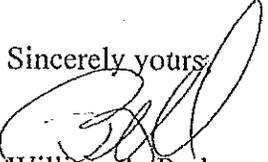
Dear Don:

On behalf of the Town of Antrim we wish to thank you for providing us with the services of Mike Healy, as our Police Administrator while we were conducting our search for a new Chief.

Mike was very professional and extremely helpful to our Board of Selectmen, our police officers, and me. He is a credit to your organization and a person that any town would be fortunate to have as an advisor.

We are a very satisfied customer of MRI and we thank you again for the services that you provided.

Sincerely yours,

  
William A. Prokop  
Town Administrator

DARTMOUTH MASSACHUSETTS



Office of the Select Board  
*Joseph Michaud, Chairman*  
*Nathalie L. Dias, Vice Chair*  
*William J. Trimble*  
*Lara H. Stone*  
*Michael P. Watson*

P.O. Box 79399  
Dartmouth, MA 02747-0985  
Telephone: (508) 910-1813  
Fax: (508) 910-1839  
[www.town.dartmouth.ma.us](http://www.town.dartmouth.ma.us)  
David G. Cressman  
Executive Administrator  
[cressmandg@town.dartmouth.ma.us](mailto:cressmandg@town.dartmouth.ma.us)

March 24, 2010

To whom it may concern:

Please let this letter serve as one of support from the town of Dartmouth outlining our positive working relationship with the municipal search firm, Municipal Resources, Inc.

The Town of Dartmouth sought the services of MRI on two occasions in the past year. We worked closely with the firm in the hiring of our town Executive Administrator (EA) and our Chief of Police. Our new Town Administrator began working with us in the fall of 2009. Because of our stellar working relationship with MRI and the positive results, we continued to retain the firm for support in hiring the Town's first-ever outside candidate for Police Chief in March of 2010. Both experiences were extremely positive and thorough.

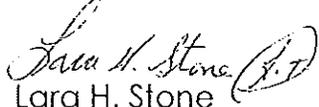
As an elected member to the Dartmouth Select Board and liaison to MRI, I worked directly with Don Jutton and the MRI staff. I found their interview process to be both thorough and creative. It was an instructive process for our community to create both a job and community profile to be used in the hiring of such a senior executive position. MRI's responsiveness, flexibility and knowledge of municipal government operations proved invaluable. Their screening and candidate research provided us with a top field of candidates from which to choose the best possible match for Town Executive Administrator. Their professionalism all the way through the search and final contract negotiation process is noted.

Our community made an important choice in hiring MRI for support with our Police Chief hire. Because our town had a history of only promoting from within the department, establishing a fair and impartial process with a professional firm was critical. Again, their professionalism and flexibility throughout the entire timeline is commendable. In the end, we did hire the top candidate from outside the department. I am grateful for the years of experience that Don Jutton, Alan Gould and others at MRI lent to the search. Candidates involved in

the chief search noted what a top notch experience it was—including mention of the rigorous Assessment Center, phone and in-person interviews and the writing sample elements.

I am pleased to provide this letter of reference for Don Jutten and the team at Municipal Resources, Inc. Our town has surely benefited from their expertise.

Sincerely,

A handwritten signature in cursive script that reads "Lara H. Stone". To the right of the signature is a small circular stamp containing the initials "L.H.S."

Lara H. Stone  
Member, Dartmouth Select Board

RECEIVED  
SEP 11 2010  
BY: 0207042

*Town of Derry*  
"Derry, New Hampshire's Place to Be"

*Larry Budreau*  
*Director, Human Resources & Administration*

September 8, 2010

Don Jutton, President  
Municipal Resources Inc.  
120 DW Highway  
Meredith NH 03253

Re: Town Administrator Search

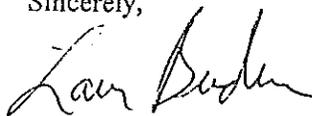
Dear Don,

Last night, the Derry Town Council voted 7-0 to approve John Anderson's Employment Agreement. The unanimous vote, the fact that the hiring process was on schedule, and the satisfaction expressed by Council members, Town employees and citizens reflects positively on a job well done by you and Municipal Resources Inc.

From beginning to end, the project was run smoothly and professionally. The project was well defined in your initial proposal and you delivered what you promised. MRI was responsive to questions and concerns and flexible whenever asked. You and your organization quickly gained a sound grasp of the candidate qualities important to the Town, and provided competent and insightful candidate assessments.

Town Council Chair Brad Benson and I are pleased with the executive search process that you provided. Thank you very much for a job well done.

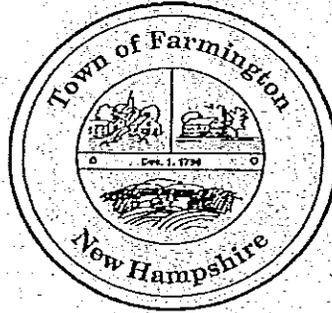
Sincerely,



Larry Budreau  
Director, Human Resources & Administration



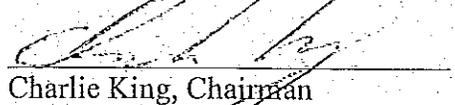
Brad Benson  
Chairman  
Derry Town Council

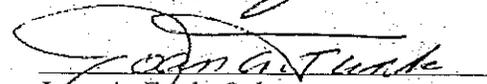


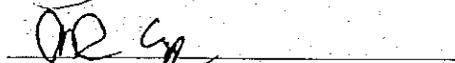
Presented to:  
Alan Gould of Municipal Resources Incorporated in recognition  
for service as set forth in the following:

Following the unanticipated departure of our Town Administrator, you and your organization stepped in, as an "interim measure", to provide administrative support to the Farmington community. During the ensuing months, you demonstrated a level of professionalism, expertise, and leadership that was sorely needed. Serving initially as the "Interim Town Administrator" and then as the "Overseer", your solid recommendations and sound judgment tremendously aided us in maintaining a remarkable level of stability and continuity throughout both the administrative and operational sides of the town. Particularly noteworthy was your assistance in obtaining a new "Town Administrator", a service offered and provided at "No Charge" to the community. The level of commitment shown by you, as well as your genuine concern for the welfare of Farmington is evidenced in the progress we've made in areas too numerous to list. Your efforts will have a positive impact well into our future. Your service to this community is greatly appreciated and reflects great credit upon yourself, Municipal Resources, and the Town of Farmington, New Hampshire.

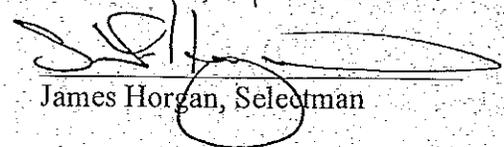
The Farmington Board of Selectmen

  
Charlie King, Chairman

  
Joan A. Frank, Selectman

  
Arthur Capello, Selectman

  
Paula Proulx, Vice Chairman

  
James Horgan, Selectman



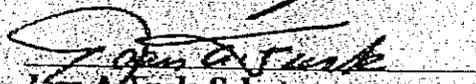
**Board of Selectmen  
Farmington, New Hampshire  
On behalf of the citizens of Farmington  
Take pleasure in commending  
Interim Town Administrator  
Gary Stenhouse  
For services as set forth in the following:**

During the past seventeen months you have served the Town of Farmington, New Hampshire with distinction. You have successfully guided us through several budget cycles, numerous personnel issues and changes, and challenging renovation projects. Your straight forward approach toward "Taking Care of Business" has been extremely effective and very refreshing. And to keep a long story short, you have been our fount of wisdom, the ambassador of good will and authority in personnel relations. We greatly appreciate your service to this community and wish you the best of luck in your future endeavors.

March 2011-July 2012

  
Charlie King, Chairman

  
Paula Proulx, Vice Chairman

  
Jean A. Funk, Selectman

  
James Horgan, Selectman

  
Arthur Capello, Selectman



AUG 22 2012  
Municipal Resources  
0010379



*Gettysburg*  
HISTORIC CROSSROADS

Borough of Gettysburg  
Adams County, Pennsylvania  
59 East High Street  
Gettysburg, PA 17325

Telephone: (717) 334-1160  
FAX: (717) 334-7258  
[www.gettysburg-pa.gov](http://www.gettysburg-pa.gov)

William E. Troxell, Mayor  
John D. Butterfield, Council President  
Holliday Giles, Council Vice President

Florence A. Ford, Borough Manager  
Sara L. Stull, Borough Secretary  
Harold A. Eastman, Jr., Borough Solicitor

September 9, 2010

Mr. Donald Jutton  
Municipal Resources, Inc.  
120 Daniel Webster Highway  
Meredith, NH 03253

Dear Mr. Jutton:

As you know, Peter Marshall provided Gettysburg with both Manager Recruitment services and Interim Manager Services between January and August 2010.

I am pleased to report that the services provided by Mr. Marshall were in every way outstanding. His professionalism and exemplary judgment in guiding the Gettysburg Council in the recruitment of a successful candidate was invaluable. Peter patiently and professionally led us through each step of the process and guided the Council through final negotiations and a contract. The recruitment services provided by Municipal Resources were reasonably priced and greatly exceeded our expectations.

Of even more importance to Gettysburg were Mr. Marshall's Interim Management services. Councilman Michael Birkner spoke for the entire Council with his comments at Peter's farewell gathering saying:

"If there's anything you can be sure of when you're seeking a borough administrator—interim or for the long term—it's that all stakeholders want the whole package: pertinent experience, vision, integrity, and perhaps not least, the ability to get along with people and roll with the inevitable difficult moments. We usually have to settle for less on one or more of these categories. Somehow, in hiring Peter Marshall [and Municipal Resources], Gettysburg was fortunate—maybe just plain lucky--to find someone with that whole package.

For his part, Peter had -

The knowledge that Gettysburg is a great little town;

RECEIVED  
SEP 15 2010

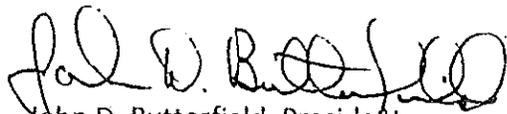
DE: 0307047

The savvy to figure out what was working here—and what was not;  
The experience to suggest a more efficient Council operation;  
The moxie to tell us what we were failing to do on the budget side of things;  
The confidence to call the shots as he saw them.”

We highly recommend Peter Marshall and Municipal Resources to any municipal government seeking highly professional and effective recruitment and Interim Management services.

If I can provide additional information, please feel free to contact me at (717) 337-0724.

Sincerely,

A handwritten signature in black ink, appearing to read "John D. Butterfield". The signature is fluid and cursive, with the first name "John" being the most prominent.

John D. Butterfield, President  
Gettysburg Borough Council

City Hall  
Nine Dale Avenue  
Gloucester, MA 01930



TEL 978-281-9742  
FAX 978-282-3055  
dbain@gloucester-ma.gov

CITY OF GLOUCESTER  
PERSONNEL OFFICE

May 24, 2012

Municipal Resources, Inc  
120 Daniel Webster Highway  
Meredith, NH 03253

ATTN: Alan S. Gould, Vice President

RE: City of Gloucester Fire Chief Search

Dear Mr. Gould:

As you know, The City of Gloucester has recently completed the search and assessment center in its quest for a new Fire Chief. We are now at the stage of interviewing finalists. I am writing to thank MRI for a quality, professional undertaking. This was, as you know, the first time Gloucester used this process. There were some initial problems which MRI helped us solve. It was a fair, thorough and professional process thanks in large part to the involvement of your Company. I wish to call attention to two individuals who made the process work for us. Donald Bliss was tireless, calm, organized, knowledgeable and patient. Brian Duggan ran a very effective assessment center which received rave reviews from all participants. Chief Duggan was also available to answer questions for the Committee and to insure the integrity of the process.

I have no reservation in recommending MRI to other municipalities.

Yours truly,

David J. Bain, Jr.  
Personnel Director  
Chairman of Search Committee

CC: Mayor Carolyn A. Kirk

Received

MAY 26 2012  
Municipal Resources

0010013



Town of Leicester  
**BOARD OF SELECTMEN**

TOWN HALL, 3 WASHBURN SQUARE, LEICESTER MA 01524

Tel: (508) 892-7000

FAX: (508) 892-7070

[www.leicesterma.org](http://www.leicesterma.org)

*"This institution is an equal opportunity provider and employer"*

September 23, 2013

Mr. Alan Gould  
Municipal Resources Inc.  
120 Daniel Webster Hwy  
Meredith NH 03253

Dear Mr. Gould,

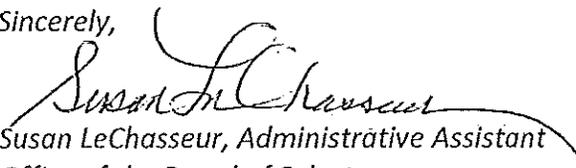
We are pleased to inform you that contract negotiations have been completed with regard to a new town administrator for the Town of Leicester MA. Final hiring documents have been put in place and we look forward to Kevin Mizikar beginning his role here on September 30<sup>th</sup>.

We applaud our local search committee and the effort brought to this important role. We would also like to thank you and your peers at MRI for the contributions and professional approach we received under your guidance.

And we couldn't be more pleased with the results! We all very much look forward to working with our new leader. Kevin is full of enthusiasm and has brought a ray of hope to this community!

Please share our thanks with those within your company that participated in this process.

Sincerely,

  
Susan LeChasseur, Administrative Assistant  
Office of the Board of Selectmen

Received

SEP 25 2013  
Municipal Resources

0011811

**TOWN OF MADISON**  
OFFICE OF SELECTMAN  
POST OFFICE BOX 248  
MADISON, NEW HAMPSHIRE 03849  
Phone: 603-367-4332  
Fax: 603-367-4547  
E-Mail: office.ci.madison.nh.us

July 27, 2004

Ms. Gail H. Schillinger  
Municipal Resources, Inc.  
120 DW Highway  
Meredith, NH 03253

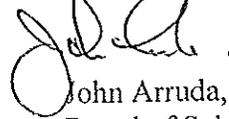
Dear Ms. Schillinger:

The Town of Madison, through its Board of Selectmen, has used the services of MRI for both internal investigations and for the recruitment of a new Police Chief. Throughout this entire process we have found the level of professionalism to be outstanding.

The personnel at all levels gave the Board of Selectmen a feeling of confidence during what can be a difficult time. The hiring of a Police Chief is extremely important to any town or city. We could not have effectively gone through this process without the guidance of MRI.

The Board of Selectmen feels it was money well spent and would call upon MRI in the future if the need arises.

Sincerely,



John Arruda, Chairman  
Board of Selectmen

JA/msa

RECEIVED  
7/28/04



# MANCHESTER-BY-THE-SEA

TOWN ADMINISTRATOR • TOWN HALL  
Manchester-by-the-Sea, Massachusetts 01944-1399  
Telephone (978) 526-2000 FAX (978) 526-2001  
E-mail: [melvillew@manchester.ma.us](mailto:melvillew@manchester.ma.us)

July 23, 2007

To whom it may concern:

The Town of Manchester-by-the-Sea contracted with Municipal Resources Incorporated (MRI), in March 2007 to provide Interim Chief of Police services. We had recently completed a management study of the Manchester Police Department that indicated inadequate space and working conditions, poor record keeping, several long-term personnel issues and poor morale. It was apparent that we needed to go outside the organization to find a new Chief and an Interim Chief, as well.

Bruce MacDougall began his work in Manchester as Police Manager in mid April and served in that capacity through July 2007. There was an undercurrent of grumbling within the department when he arrived, because the Interim Chief came from outside. When he left, physical conditions within the station, record keeping, and the lingering personnel issues were better, and morale had improved. Bruce provided stability and leadership during our search process and transition to a new Chief. He also provided a preview of the department under new, and professional leadership, and a foundation upon which the incoming Chief can build a new organization.

Mid way through our search process, we decided to add a Police Chief / Professional Review Panel for the finalists, and a thorough background check of the selected applicant. In each case, Bruce MacDougall, and MRI organized and conducted professional exercises that gave us due diligence and added comfort that we had selected the right person to be our new Chief.

We hope and expect our next Chief of Police to come from within the organization. If not, we would immediately contact MRI to help us again.

Sincerely,

Wayne C. Melville  
Town Administrator



Office of the  
**BOARD OF SELECTMEN**  
ABBOT HALL,  
188 Washington Street  
MARBLEHEAD, MASSACHUSETTS 01945

Jackie Belf-Becker, Chair  
Harry C. Christensen Jr.  
Judith R. Jacobi  
Bret T. Murray  
James E. Nye

Anthony M. Sasso  
Town Administrator

January 30, 2012

Reference for Alan Gould, Municipal Resources, Inc.

To whom it may concern:

In September 2011, the Marblehead Board of Selectmen contracted with Municipal Resources, Inc. to run its search for a new town administrator, as the incumbent of eighteen years was scheduled to retire in late April/early May. We established a Screening Committee which was responsible for the first round of interviews. The Board of Selectmen was then to conduct the final interviews and make a decision. It was also clear that if the Board did not ultimately choose a finalist to whom the position was offered, the search through Municipal Resources, Inc. would continue until such a finalist was agreed upon by the Board.

Alan Gould, their Operations Manager, met with us so that he could tailor our search process to our unique needs. While we were not in a hurry, he kept the process moving, due to his awareness of the market outside of Marblehead. This market consisted of many similar vacancies in surrounding communities and a limited number of qualified applicants. He then suggested appropriate time frames for us to follow.

Municipal Resources, Inc. received the resumes and conducted the initial screening which included essays, phone interviews and follow-up. We were informed and involved every step of the way and they were always available by phone when necessary.

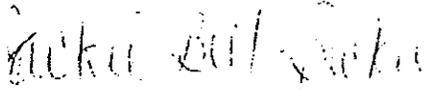
Later on, we met with Alan again to discuss interview questions and to choose finalists to be interviewed by the Screening Committee. Alan Gould and Donald Jutton, President of Municipal Resources, Inc. sat with the Screening Committee when the interviews were conducted. Their feedback was direct, on point and extremely helpful.

The next evening, Alan was with the Board of Selectmen during the final public interviews. He acted as a liaison when we extended a conditional offer to one of the finalists as a result of a unanimous vote by the Board of Selectmen.

The professionalism and expertise evidenced by Alan Gould throughout our dealings were superlative. It was very clear that he had an outstanding knowledge of the logistics of a search process and the market in which we were looking. He was always prepared, answered all of our questions, gave advice as needed and, perhaps most importantly, also knew when to listen.

The search process was seamless due to the involvement of Municipal Resources, Inc. We recommend Municipal Resources, Inc. without reservation. If you have any questions please feel free to contact me at 781-631-8827.

Sincerely,



Jackie Belf-Becker, Chair  
Board of Selectmen

kw



Board of Selectmen

# TOWN OF MILLVILLE

MASSACHUSETTS 01529

Longfellow Municipal Center  
8 Central Street  
P.O. Box 703  
Phone (508) 883-1186  
Fax (508) 883-2994

February 5, 2007

Municipal Resources, Inc.  
120 Daniel Webster Highway  
Meredith, NH 03253

To Whom It May Concern:

Chief Michael Healy came to serve as Interim Police Chief for the Town of Millville in June of 2006. Chief Healy came at a very critical time – the department was in need of strong leadership and he provided that leadership.

Chief Healy was able to quickly assess the most serious issues facing the department and act on those issues. He brought his leadership skills to a department that was severely lacking in management. He instilled confidence in the officers by recognizing their strengths, delegating authority and holding them accountable for their actions. He clearly exhibited the skills necessary to move the department in a new and positive direction.

Chief Healy was also instrumental in improving the communications between the Board of Selectmen, Executive Secretary and other town departments. The Board was able to work with the Chief on many issues. He gave guidance to the Board and insight into his vision for the department. Chief Healy began the task of writing rules and regulations for the department and training the officers in areas that they had been lacking.

The budget was a difficult area for the Chief due to the financial limitations; however, he worked well with the financial team to do all he could to make needed improvements and increase personnel. Chief Healy was able to hire 7 part-time officers and 3 dispatchers in an effort to alleviate overtime.

I would, without hesitation, call on Chief Healy for his assistance should we ever need his qualifications again. He did a remarkable job for the Town of Millville and we are grateful for his service.

Sincerely,

Diane O. McCutcheon  
Chairperson

cc: Kopelman & Paige

# TOWN OF PITTSFIELD

Incorporated March, 27, 1782

OFFICE OF SELECTMEN  
P.O. Box 98  
Pittsfield, New Hampshire 03263  
603-435-6773

February 25, 1997

Donald R. Jutton  
President  
Municipal Resources, Inc.  
193 North Main Street  
Concord, NH 03301-5063

Dear Don:

While Pittsfield has determined that it is best served at this time by a full-time Town Administrator and has just completed that hiring process, effective March 3, 1997, Pittsfield has been well served by Municipal Resources, Inc.

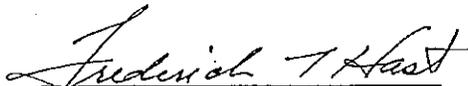
MRI has provided interim management services to the Board of Selectmen since January, 1996. Over this thirteen months, MRI has provided various professional personnel to assist and advise the Board, our Acting Town Administrator and our Planning Board. This professional assistance has involved all areas of Pittsfield's management, including our Town Administrator hiring process.

We have found that your service was tailored to meet Pittsfield's specific needs, and was provided in a professional, competent and responsive manner. Your services were appreciated by the Town of Pittsfield.

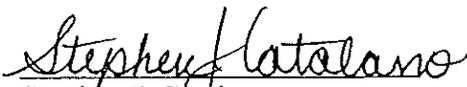
Sincerely,



Paul A. Richardson, Chairman



Frederick T. Hast



Stephen J. Catalano  
Board of Selectmen



## Town of Portsmouth

2200 East Main Road • Portsmouth, Rhode Island 02871 • [www.portsmouthri.com](http://www.portsmouthri.com)

John C. Klimm  
Town Administrator

(401) 683-3255  
Fax (401) 683-6804  
[jklimm@portsmouthri.com](mailto:jklimm@portsmouthri.com)

November 25, 2013

Mr. Alan S. Gould  
Municipal Resources, Inc.  
120 Daniel Webster Highway  
Meredith, NH 03253

Dear Alan:

I am writing to offer our sincere thanks to you and your staff for the outstanding service provided to the Town of Portsmouth, Rhode Island over the past year. Your comprehensive approach to both the selection of our Fire Chief and Police Chief and the completion of our Fire Department Operational Audit was truly appreciated by the entire Town Council and the citizens of Portsmouth.

I would recommend MRI to any community for both your operational auditing services and for your executive recruitment services. I do so without reservation.

Once again, many thanks for your assistance to our community!

Sincerely,

John C. Klimm  
Town Administrator



Town Council  
of the  
Town of Portsmouth

2200 East Main Road / Portsmouth, Rhode Island 02871

To whom it may concern;

The Portsmouth Town Council majority was intent on hiring a new Town Administrator on the basis of qualifications and experience, primarily and secondarily, community compatibility and vision.

The Council opted to utilize an outside source verse a local citizen panel to ensure local politics and special interests were not a recruitment factor.

Municipal Resources Inc.'s (MRI) proposal was excellent and their rates very competitive. Ultimately, they delivered the best possible candidates and a new Town Administrator that will be the envy of a wide geographical area. The normally divided Council voted unanimously to hire the number 1 choice. All that, and the final cost was under budget. The remaining committed funds are now available for a Fire Department staffing needs assessment by MRI.

I would highly recommend the services of MRI to any municipality in need of recruiting and/or municipal consulting services.

Sincerely,

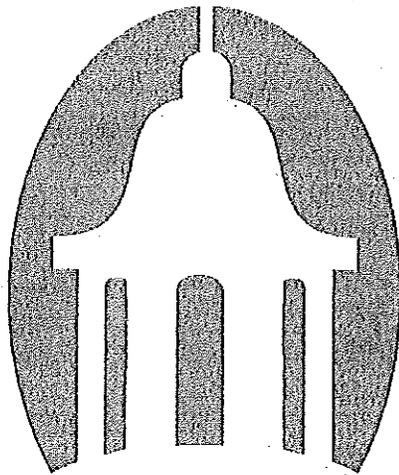
Joseph W. Robicheau

President, Portsmouth Town Council

RECEIVED  
JAN 30 2012

BY: .....

# ***APPENDIX B***



Municipal  
Resources  
Inc.



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
6/5/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

|  |  |  |              |
|--|--|--|--------------|
| <b>PRODUCER</b><br>FIAL/Cross Insurance<br>1100 Elm Street<br><br>Manchester NH 03101            |  | <b>CONTACT NAME:</b> Jennifer Kokolis<br><b>PHONE (A/C No. Ex):</b> (603) 669-3218 <b>FAX (A/C No.):</b> (603) 645-4331<br><b>E-MAIL ADDRESS:</b> jkokolis@crossagency.com |              |
| <b>INSURED</b><br>MUNICIPAL RESOURCES INC<br>120 DANIEL WEBSTER HIGHWAY<br><br>MEREDITH NH 03253 |  | <b>INSURER(S) AFFORDING COVERAGE</b>   |              |
|  |  | INSURER A: Massachusetts Bay Ins Co  | NAIC # 22306 |
|  |  | INSURER B: Hanover Insurance Group, Inc.   | 22292        |
|  |  | INSURER C: Houston Casualty Company  | 42374        |
|  |  | INSURER D:   |              |
|  |  | INSURER E:   |              |
|  |  | INSURER F:   |              |

**COVERAGES** CERTIFICATE NUMBER: 14-15 All lines incl Prof REVISION NUMBER:

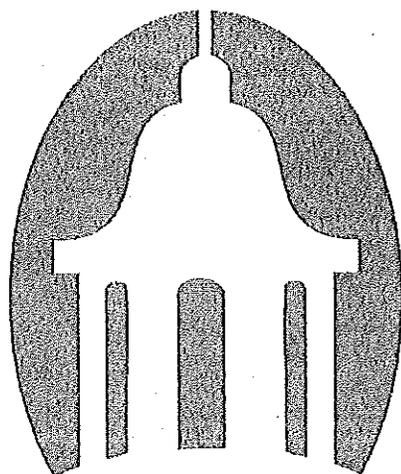
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE   | ADDL INSR | SUBR WYO | POLICY NUMBER  | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS   |
|----------|---|-----------|----------|--|-------------------------|-------------------------|--|
| A        | <input checked="" type="checkbox"/> GENERAL LIABILITY<br><input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY<br><input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR                                   |           |          | DDV0197631   | 1/6/2014                | 1/6/2015                | EACH OCCURRENCE \$ 1,000,000<br>DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000<br>MED EXP (Any one person) \$ 5,000<br>PERSONAL & ADV INJURY \$ 1,000,000<br>GENERAL AGGREGATE \$ 2,000,000<br>PRODUCTS - COM/POP AGG \$ 2,000,000 |
|          | GENL AGGREGATE LIMIT APPLIES PER<br><input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC   |           |          |  |                         |                         |  |
| B        | <input checked="" type="checkbox"/> AUTOMOBILE LIABILITY<br><input type="checkbox"/> ANY AUTO ALL OWNED AUTOS<br><input type="checkbox"/> HIRED AUTOS<br><input type="checkbox"/> SCHEDULED AUTOS<br><input type="checkbox"/> NON-OWNED AUTOS |           |          | AHV0041501   | 6/1/2014                | 6/1/2015                | COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000<br>BODILY INJURY (Per person) \$<br>BODILY INJURY (Per accident) \$<br>PROPERTY DAMAGE (Per accident) \$<br>Medical payments \$ 5,000   |
|          | <input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR<br><input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE<br><input type="checkbox"/> DED <input type="checkbox"/> RETENTIONS  |           |          |  |                         |                         |  |
| B        | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY<br>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)<br>If yes, describe under DESCRIPTION OF OPERATIONS below  |           | N/A      | NHV0198601<br>(3a.) NH<br>Donald Jutton & Joseph<br>Lessard excluded | 1/26/2014               | 1/26/2015               | <input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTI-ER<br>EL EACH ACCIDENT \$ 1,000,000<br>EL DISEASE - EA EMPLOYEE \$ 1,000,000<br>EL DISEASE - POLICY LIMIT \$ 1,000,000                             |
|          | <input type="checkbox"/> PROFESSIONAL LIABILITY   |           |          |  |                         |                         |  |
| C        | Professional Liability  |           |          | 1713100828   | 6/12/2014               | 6/12/2015               | Each claim 1,000,000<br>Total- all claims 1,000,000  |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)  
 The certificate holder is included as an additional insured with respects to the CGL as per written contract. Refer to policy for exclusionary endorsements and special provisions.

|  |   |
|--|---|
| <b>CERTIFICATE HOLDER</b><br><br>For Informational Purposes Only | <b>CANCELLATION</b><br><br>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. |
|  | AUTHORIZED REPRESENTATIVE<br><br>Brian Parsons/JSC  |

# ***APPENDIX C***



Municipal  
Resources  
Inc.

APPENDIX C

**BID FORM**

MRI herewith submits our proposal in accordance with the acknowledged requirements and specifications hereinabove and hereinafter and further agrees to comply with the general specifications hereinabove and hereinafter.

Company Name: Municipal Resources, Inc.

Company Address: 120 Daniel Webster Highway  
Meredith, NH 03253

Company Telephone: (603) 279-0352

Authorized Representative Name: Alan S. Gould, Vice President

Authorized Representative Signature:

Alan S. Gould  
(cgho)

Representative Telephone Number: (603) 279-0352, x-320  
(866) 501-0352, x-320 TOLL FREE  
(603) 765-5998 CELL  
(603) 279-2548 FAX

Representative Email: [agould@mrigov.com](mailto:agould@mrigov.com)

Representative Website: [www.mrigov.com](http://www.mrigov.com)

