

# Proposal for Executive Search Services

Town of Arlington



COMMUNITY PARADIGM ASSOCIATES, LLC

March 25, 2022

Ms. Caryn C. Malloy, Director  
Human Resources Department  
Town of Arlington  
730 Massachusetts Avenue  
Arlington, MA 02476

Dear Ms. Malloy:

We are pleased to present this proposal for Executive Recruiting Services to the Town of Arlington in accordance with the Town's Request for Quotes dated March 8, 2022. We also look forward to the opportunity to discuss your search for a new Town Manager and the services that Community Paradigm can provide you in that effort.

Community Paradigm Associates, LLC is a Massachusetts-based consultancy that was established in 2014 as a multi-dimensional organization focusing on governmental, nonprofit, and community concerns through a variety of services. However, our primary service is focused upon executive recruiting of municipal managers for municipalities here in Massachusetts.

Obviously, it is essential that your search and selection process result in an individual that has the skills, experience, and management approach to assist the Town in addressing its challenges and opportunities.

We believe that we can bring four specific qualifications to the task of helping Arlington find its next Town Manager:

- First, we know the skills and characteristics of a municipal manager in carrying out his/her responsibilities. Members of the Community Paradigm team have performed in the role of municipal manager for decades.
- Second, through years of activity in the business of municipal management and through our recent experience in providing municipal recruitments we have built a proprietary database with hundreds of potential candidates, particularly here in Massachusetts and throughout New England. We utilize an approach of active recruitment, not simply advertising a position and waiting for responses. Active recruitment and current knowledge of candidates is absolutely crucial in this very competitive market for municipal managers.
- Third, the approach that we have always used in recruitments includes active engagement of the stakeholders of the community in the process. We believe this approach produces the best possible selections and crucial support during the all-important first few months in the position.
- And fourth, now in our ninth year of operation, we have become **the most active** municipal manager recruitment firm in the Commonwealth. We believe that distinction is the result of the customized, dedicated service that we provide to our municipal clients, which can be verified by contacting any of our clients for their opinion of Community Paradigm.

During our years of operation, we have completed **72** municipal manager/municipal administrator searches, with six additional searches to be completed over the next two months. In addition to these municipal manager searches, we have also completed a number of department head recruitments for numerous communities, and executive positions within several regional, non-profit, and quasi state agencies. We certainly encourage the Town to review the recruitments that we have performed for all of our clients as we are confident that they will respond positively and enthusiastically to the results of our work and the hands-on process that we have managed and provided.

We are very familiar with Arlington and the Boston metropolitan region. We are currently working with Watertown, Winthrop and Brookline in their searches for new Town Managers.

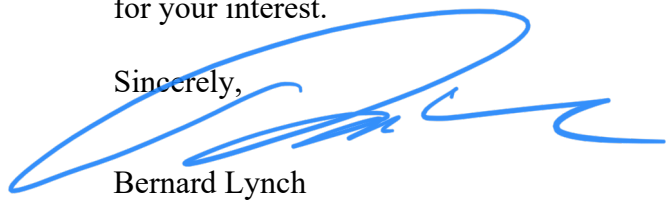
We have prepared several Attachments that provide information about Community Paradigm and our services.

- A.** A description of a scope of services which outlines our standard approach in working with communities to fill a Town Manager position with a typical process timeline.
- B.** A price quotation for described services with options based upon the levels of service sought by the Town.
- C.** A sample Position Statement that is used to market the position to potential candidates, and as a basis of criteria by which to assess candidates. We also find the development of this document to be a useful exercise for our client communities as they strategically consider the qualities sought in a new Town Manager.
- D.** A Firm Profile that provides more information about Community Paradigm, our services, our team members and our clients.

We look forward to the opportunity to learn more about Arlington as it seeks a new Town Manager, to discuss the benefits of utilizing Community Paradigm as it proceeds with a search, and to review ideas about the approach that could be utilized to best achieve the Town's goal of a successful search.

Please feel free to contact us with any questions or need for additional information. Thank you in advance for your interest.

Sincerely,



Bernard Lynch  
Principal

TOWN OF ARLINGTON  
EXECUTIVE RECRUITING APPROACH

March 25, 2022



COMMUNITY PARADIGM ASSOCIATES, LLC

## **Approach and Plan for Performing Services**

It is a challenging period in municipal management recruitment with a growing number of retiring managers producing increased demand, with fewer individuals entering the profession and many individuals opting to remain in secure positions. The result can be smaller candidate pools for municipalities seeking to fill these important positions within local government. Community Paradigm, as the consultant, has been successful in its many searches over the past eight-plus years in building strong fields for the municipal clients that it has served.

Community Paradigm is particularly proud of its efforts to attract diverse pools of candidates to its searches. Women and people of color have traditionally been underrepresented within local government management. In nearly 80% of our municipal manager searches women have been included in the finalists presented to the appointing authority. In addition, we have had increased opportunities to present people of color in a number of our searches. We include and prioritize diversity, equity and inclusion in all of our searches.

It has also become a period in which greater citizen involvement in the selection process is desired and required. Such involvement helps to ensure community support for the individual selected. Community Paradigm has facilitated community forums in nearly every municipal administrator search we have conducted and has organized, guided, and facilitated Screening Committees and appointing authorities in reviewing and interviewing candidates, and complying with the Massachusetts Open Meeting Law.

The recruitment and selection process requires an understanding and knowledge of the candidate pool, aggressive outreach, robust community engagement, and a nimble and creative approach to finding and choosing the “right” individual for the Town. The approach that would be utilized as described herein, along with the experience and knowledge of Community Paradigm (the consultant) will work in finding the best Town Manager for the Town of Arlington.

### **Preparation**

#### **1. Initial Consultation with the Select Board**

It is most important to have a clear understanding from the Select Board on the experience, skills, management style, and personal attributes the Board wishes the next Town Manager to possess. The Consultant would interact with the Select Board as a body and as individual members at the outset of the process to obtain this information. These initial interactions would also be used to discuss and prepare a search plan that includes recruitment strategies, contractual provisions including compensation and conditions of employment, and a timetable for the recruitment and selection.

#### **2. Stakeholder Information/Community Participation**

It is valuable to gather the perspectives of Department Heads and other key town officials that will have regular interaction with the Town Manager. In addition, Community Paradigm utilizes in-person and virtual community forums as well as surveys to gather resident and community input. The specific information sought through meetings and discussions with stakeholders is an understanding of the organizational framework, the primary issues facing the Town, and those specific attributes that would be sought in choosing the next Town Manager. The consultant would also use this period to gather and review key Town documents and materials, in order to gain a fuller understanding of the community, the governmental organization, local processes, and issues of concern.

### **3. Preparation of Position Statement/Recruiting Brochure**

The information gathered from the Select Board, Department Heads, other town officials, and community input sessions would be utilized to complete the development of a Position Statement that would serve as a recruiting brochure to provide potential candidates an understanding of the Town and its current issues, the statutory responsibilities of the Town Manager position, and the expectations of the Board and other members of the community. The Select Board will be asked to endorse or amend this Statement, and to discuss and decide parameters of a compensation and benefits package.

### **4. Advertisements and Active Recruitment of Candidates**

Ultimately, the success of selecting a new Town Manager for Arlington is ensuring the largest and most diverse possible pool of qualified candidates. Certainly, one manner of gaining applicants is advertising the position through various publications and organizations. The Consultant will make recommendations on the most effective locations to advertise but at a minimum would include the International City and County Management Association (ICMA) and Massachusetts Municipal Association (MMA) publications. In addition, we are aggressive in utilizing organizations that represent groups that have been underrepresented in municipal management including women and people of color as we seek to create the most diverse pool possible.

However, the most important activity in recruiting is conducting targeted outreach to prospective, qualified candidates that match the desired candidate profile. This activity is imperative as many qualified candidates, for various reasons, do not respond to advertisements. In particular, in highly visible positions, such as Town Managers, there is some concern about premature public disclosure of candidates, which could impact existing positions. A consultant-initiated contact can ease such concerns and expand the pool of candidates. The Consultant will conduct outreach by utilizing our “Community Paradigm Database” developed in part by:

- Our professional network through the MMMA and ICMA;
- A professional academic network through the region’s MPA programs;
- A recruiting network built up over the nearly eighty searches of the past eight years.

## **Review of Applicants**

### **5. Receipt of Résumés and Initial Review of Résumés**

The consultant will process applications and résumés to maintain confidentiality of each inquiry and application. This will ensure the greatest number of qualified candidates. Any résumés sent to the Town or the Select Board should be forwarded to the Consultant. The Consultant will acknowledge all résumés submitted by candidates.

### **6. Screening Process: Review of Résumés and Assessment**

The Consultant will review all résumés to determine those which meet the Town’s criteria as set forth in the parameters voted by the Select Board within the Position Statement. Following telephone interviews, preliminary background checks, and utilization of assessment tools as deemed appropriate, a confidential assessment of an anticipated 8-12 qualified candidates will be prepared presenting experience, education, and other notable information.

This information will be reviewed with an appointed Screening Committee on a confidential basis, as will advisement by the Consultant as to which candidates are the most qualified. These reviews will occur in executive session and the Screening Committee will select the candidates to be interviewed in executive session. The consultant will provide the Screening Committee with all résumés received.

## **Selection of Finalists**

### **7. Screening Committee Interviews**

The Consultant will assist the Screening Committee with the interview process. This will include the notifications to candidates and scheduling of interviews as well as assisting the Committee with the interviews, including methods of interviews, possible questions, assessment tools, and candidate evaluations. At the completion of the initial interviews, the Committee will determine which 3-4 candidates should be forwarded to the Select Board as finalists. These finalists should NOT be ranked in any way as it can bias the process.

### **8. Reference and Background Review**

The Consultant will obtain written authorization from each of the finalists acknowledging a desire to continue through the process and allowing for the Consultant to contact the finalists' provided professional references and to conduct a background review, including iCORI, and education and employment verification. This process protects the finalists' confidentiality and the Town from any charge of violation of privacy.

### **9. Referral of Finalists**

Upon completion of the Reference and Background review, the Consultant will meet with the Select Board to publicly announce the Finalists and provide a report prepared by the Consultant that includes a short description of the candidates, a summary of reference information, and copies of submitted materials including cover letters and résumés.

## **Select Board Selection**

### **10. Finalist Interviews**

The Consultant will assist the Select Board with the interview process, including preparation, interview questions, assessments, scheduling of interviews, etc. The Board may choose to conduct two interviews, the first involving a preliminary introduction and review of credentials and experience; and a second meeting that follows time spent with members of the community and staff. The second interview could focus upon management style and thoughts and ideas regarding Arlington. This interview may also include the use of an assessment tool. In several communities, an assessment was utilized whereby finalists were asked to make a presentation (oral and any existing documents) on a particular project or policy recommendation that they had brought forward in a prior position.

#### **Staff Participation (Optional)**

One beneficial approach to understanding the finalists' knowledge of municipal government and approach to managing the Town is to arrange for meetings by the candidates with key staff and Town officials, and community leaders. This step will provide the candidates with a better sense of Arlington, the municipal organization, and the short- and long-term issues facing the Town.

#### **Community Participation (Optional)**

There is also an opportunity to engage the community during the selection process through facilitated community forums in which citizens can meet the finalists and ask questions about background and experience and general municipal management topics.

#### **11. Selection and Contract Negotiation**

At the conclusion of Select Board interviews, the Board will need to make a decision regarding the choice of the next Arlington Town Manager. The Consultant will help with organizing the process of making that decision. Any vote to offer the position of Town Manager to an individual should be “conditioned” upon any additional background checks deemed necessary and the successful negotiation of a contract. The consultant can assist with the negotiation of an employment contract as required by the Town to reach a mutually beneficial agreement.

Additionally, the Consultant will manage communication with all applicants that are not selected to notify them of their status.



# Town of Arlington

## Town Manager Recruitment

## Projected Timetable based upon 4/18/22 Start

[illegible]

# TOWN OF ARLINGTON

## SERVICES RELATED TO THE RECRUITMENT AND HIRING OF A TOWN MANAGER

### PRICING

#### Full Scope Fee\*

The fee for services (Steps 1-11) described within the Community Paradigm Associates proposal dated March 25, 2022 is **\$14,000.00**

Fees for other optional services within the Proposed Approach are negotiable based upon exact parameters of services.

\*The stated fees do not include expenses related to the search (advertisements, unusual printing and copying, etc.), which will be paid directly by the Town, or as a reimbursement to the consultant with appropriate documentation. It is estimated that advertising costs will total approximately \$700.00.

# Watertown, MA – City Manager



## Position Statement

Watertown, MA (35,329 pop.), is a thriving community that provides a suburban-like setting with urban amenities. Located just six miles from Boston, the City is a hidden gem offering many of the benefits of a smaller town with access to the economic, cultural, and educational resources of a big city. Cultural destinations like the Arsenal Center for the Arts and the Armenian Museum of America are complemented by welcoming neighborhoods, a good school system, international food offerings, coffee shops, and fresh green grocers. The City, which has a diverse population including the second-largest Armenian population in the country, celebrates and supports the rich and varied cultures within the community. Watertown is a City in transition as it has been experiencing demographic and socio-economic changes in recent years.

Watertown is well managed and well situated for continued success. It has an AAA rating and an FY22 budget of \$164.4 million. The City's challenges include managing its growth, maintaining its superior financial stability, continuing to build a strong team of municipal department heads as retirements occur, increasing communications with residents, maintaining the City's relative affordability, and moving to the forefront on social issues, including diversity, inclusion, and anti-racism efforts. Watertown recognizes that climate change impacts community health, local natural resources, and infrastructure and is diligently working to mitigate the impacts and to enhance climate resiliency.



The position of City Manager has become available following the current City Manager's retirement after serving the community for 45 years, including 29 years as City Manager. Watertown is seeking an experienced, knowledgeable, and talented leader with superior communication and community engagement skills, strong financial acumen as well as strong personnel management and project management skills to serve as its next City Manager. Preferred candidates should have a bachelor's degree (master's preferred) in public administration or a related field and experience as a city/town manager or assistant city/town manager or an equivalent public or private sector level of experience. Candidates should be proactive and strategic thinkers, instill confidence and trust, and be able to build collaborative relationships with appointed/elected officials, business owners, residents, and employees. The next City Manager should be engaged, forward-thinking, and innovative. Watertown is an exciting place to live and work and an exciting City to manage.

**Annual Salary: \$200K+.** The successful candidate will receive an attractive compensation package including health and retirement plans, commensurate with qualifications and experience. Watertown is an Affirmative Action/Equal Opportunity Employer.

# Challenges and Opportunities

## Government

Watertown recently completed a charter review process in which a revised [Home Rule Charter](#) was adopted with a number of modifications including a revised preamble, creation of a Community Engagement Officer, and creation of a Human Rights Commission. It retained its Council-Manager form of government but redesignated itself to be known as the City of Watertown. The nine-member City Council serves as the legislative and policy-making body of Watertown. The Council appoints the City Manager as the Chief Administrative Officer of the City. The City Manager is responsible for implementation of policies established by the City Council, for the efficient administration of all city activities under the manager's control; appointment of all department heads, town officers, and boards, commissions, and committees; employees under the manager's supervision; preparation of the annual operating budget and capital outlay program as well as other responsibilities detailed in the City Charter. Other elected bodies include: School Committee and Board of Library Trustees. The City Manager must engage with Watertown residents and collaborate with its various elected and appointed boards, commissions, and committees.



## Finances

Watertown has an FY22 budget of approximately \$164.4 million and a Standard and Poor's rating of AAA with a stable outlook. The City is in exceptionally strong and stable financial condition. Watertown has a fully funded

Retirement System (as of July 2021) and a long-range funding plan has been created for addressing the unfunded OPEB liability which is scheduled to be fully funded in 2031. Additionally, it has a Building for the Future plan, which is a comprehensive, forward-looking initiative to address learning, operational, and capacity improvements for all school facilities. The FY22 tax rate is \$13.25 for residential properties and \$21.28 for commercial properties. Approximately 7.9% of the City's budget comes from state aid. New growth in FY21 was \$3.4 million, in FY22 is \$7.9 million, and is projected to be \$4 million in FY23. The total assessed value of Watertown properties in FY21 is nearly \$9.4 trillion. Free cash for FY21 is estimated at \$20 million.

The next City Manager should have solid financial acumen and the ability to help maintain Watertown's healthy finances. The next City Manager needs to be decisive and forward-thinking regarding finances and all aspects of municipal management. Collective bargaining experience would be beneficial in this position.

### Important Links:

- [City of Watertown](#)
- [Home Rule Charter](#)
- [City Code](#)
- [Annual Town Reports](#)
- [FY22 & FY21 Budgets](#)
- [FY23 Preliminary Budget Overview](#)
- [Watertown Comprehensive Plan](#)
- [Arsenal Park Master Plan](#)
- [Economic Development Report](#)
- [Open Space & Recreation Plan](#)
- [Watertown Organizational Chart](#)
- [Resilient Watertown Climate and Energy Plan](#)



## Education

The [Watertown Public Schools](#) provides an excellent education and currently serves slightly more than 2,600 students. It has a preschool, three elementary schools, a middle school, and a high school. Watertown's student



body is diverse – 63.6% White, 19.1% Hispanic, 7.2% Asian, 5.3% multi-race non-Hispanic, 4.3% African American, and 0.4% Native American – reflecting the ever-changing demographics of the community and the country. Approximately 39.1% of students come from homes where English is not the first language. Special education serves about 19% of students. Watertown Public Schools prepares students for life by

engaging them in a challenging and meaningful education within an inclusive, diverse community. Watertown schools are working to address climate resiliency in various ways, including via two new elementary schools that will be Net-Zero due to energy efficiency efforts and solar deployment.

## Economic and Community Development

Watertown, founded in 1630 as a settlement based on agriculture, is today transitioning into a post-industrial community with a mix of cultural, racial, educational, and economic diversity. The City benefits from its location, bordering Soldiers Field Road and the Massachusetts Turnpike, which are major arteries into downtown Boston. It is close to Cambridge and Kendall Square.

With a network of squares and multi-modal corridors, Watertown is a well-connected and attractive place to live and work. A variety of housing types and innovative reuse of old industrial sites along the river and former rail corridor provides flexible options for a mix of business and residential uses. In addition to having a key location, Watertown is a well-maintained community, with a popular public library, recently constructed police station, three well-maintained fire stations, relatively new DPW facility, and upgraded recreation fields. The City is thriving, which is apparent via its vibrant downtown, squares, and mixed-use developments.

There has been considerable investment in Watertown from biotechnology and life science industries as well as in the retail and restaurant sectors in recent years. Additionally, a second hotel in the City was recently completed and opened for business. A number of prestigious academic institutions have facilities located in or near Watertown, including Harvard University, Massachusetts Institute of Technology, and Boston University. Watertown is a thriving community with such major employers as Perkins School for the Blind, Exergen Corporation, Athena Health, and Vanasse Hangen Brustlin Inc. In addition to easy access to the Mass. Turnpike and Route 128, Watertown is served by several MBTA bus and trackless trolley routes as well as two community shuttles. Residential and open space account for slightly over 78% of the City's total property valuation.



## Departments

Watertown's department heads and employees are collaborative and supportive of the City's many initiatives. For example, the [Community Development & Planning](#) department, with 14 full-time and four part-time employees, is currently working on the Comprehensive Plan Update, the Climate and Energy Plan, and implementation of the Public Art and Culture Master Plan, among other initiatives. The [Department of Public Works](#) Director was hired relatively recently and is overseeing numerous projects, including major sidewalk initiatives, Complete Streets, sewer infrastructure, and compliance with MS4 requirements. The [Watertown Free Public Library](#) is considered a crown jewel of the community and is strongly supported by residents; the longtime Library Director is retiring and the search for a new Director is in progress. The [Police Department](#) has four divisions – detective, patrol, traffic, and community and staff development – with 83 full-time and 21 part-time employees. The [Fire Department](#) has 87 full-time employees and three fire stations; the Fire Chief recently announced his upcoming retirement. The [Council on Aging/Senior Center](#) offers myriad programs and services, with most programs currently running via Zoom due to the ongoing pandemic. The finance-related departments – Assessing, Auditor, and Treasurer/Collector – are well regarded and will assist the next City Manager in maintaining the City's current financial stability. The City recently created the position of Community Engagement Officer which is charged with reaching out to residents and increasing transparency. All departments continue to adapt to increased service requirements in relation to the City's ongoing development.

## Open Space, Recreation, and Climate Resiliency

Watertown has beautiful open space along the Charles River, in the reservation owned and managed by the Massachusetts Department of Conservation and Recreation, including more than four miles of direct frontage. The City is also home to the multi-use [Arsenal Park](#), Filippello Park, the Whitney Hill Conservation Area, the [John A. Ryan Arena](#) (skating rink), and 10 playgrounds. The City's [Open Space and Recreation Plan](#) was developed to identify Watertown's open space and recreation resources and to ensure that the resources are not lost due to pressures of development or uncoordinated individual actions. Watertown is continuing its efforts to increase the amount of protected open space. Additionally, the City is committed to equity, communication, and innovation while reducing greenhouse gas emissions and enabling all residents to thrive in the face of climate change. Watertown is a leader in making high efficiency buildings the norm and powering them with clean energy. Watertown has three municipal solar installations and two new elementary schools will be Net-Zero through a combination of energy efficiency and aggressive rooftop and canopy solar deployment.

## Projects

- Construction of a new high school is expected to begin in 2023 with the facility slated to open in 2026. The high school is to be co-funded by the City and MSBA.
- A new elementary school is scheduled to open later this year, a second elementary school has nearly completed construction, and a third elementary school is slated to begin construction. Total cost of the three schools is \$170 million and is being funded within the confines of Proposition 2½.
- Continue work on updating the Comprehensive Plan.
- The Watertown Open Space Study is in progress.
- Determine future use of the former police station building.
- Possible recruitment and hiring of a Deputy City Manager; recruitment of a Community Engagement Officer.
- Continue efforts to acquire additional open space.
- Determine resolution to space needs at City Hall.
- Continue to increase the City's walkability.
- Determine appropriate use of ARPA funding.
- Recently established Municipal Affordable Housing Trust.
- Complete a Climate Action Plan.





## The Ideal Candidate

- Bachelor's degree, preferably in a field related to public or business administration; advanced degree preferred.
- Minimum of five years of experience as a City/Town Manager or Assistant City/Town Manager or equivalent experience.
- Skilled in communications, financial management, personnel management, community development, project management, and collective bargaining.
- Strong background in municipal operations and law with a preference for Mass. knowledge.
- Skilled at community engagement and interested in social issues; inclusive.
- Recognizes and embraces the diversity of the community and supports the goals of equity and inclusion; recommends and embraces anti-racist policies and practices.
- Creates a welcoming environment for all.
- A strong communicator, both internally and externally; approachable; active listener.
- Data-driven decision making; analytical.
- Understands the balance between housing and commercial development.
- Strong leadership skills and experience.
- Creates a vision for the future & secures buy-in.
- Embraces transparency in government.
- Works in partnership with the City Council.
- Values the uses of modern technologies.
- Experience in setting goals and priorities.
- Treats everyone fairly and respectfully.
- Strong leadership qualities and experience.
- Skilled in long-term planning; organized.
- Forward thinking; proactive; strategic.
- Team-oriented; able to build morale.
- Knowledgeable of best practices.

## How To Apply

Send cover letter and résumé via email, in a single PDF, by March 11, 2022, 3:00 p.m. EST to:

[Apply@communityparadigm.com](mailto:Apply@communityparadigm.com)

**Subject: Watertown  
City Manager**

Questions regarding the position should be directed to:

Bernard Lynch, Principal  
Community Paradigm Associates  
[Blynch@communityparadigm.com](mailto:Blynch@communityparadigm.com)  
978-621-6733

*The City of Watertown, Mass., is an Affirmative Action/Equal Opportunity Employer.*





## **FIRM PROFILE**

Community Paradigm Associates, LLC, is a multi-dimensional organization focusing on governmental, nonprofit, and community concerns. It develops transformational initiatives and innovative solutions designed to enhance the dynamics of communities. Its Principal and Associates draw upon their extensive government, academic, and private sector experience to provide the answers clients need to effectively and efficiently manage their organizations.

**Founder and Managing Principal Bernard F. Lynch** has devoted more than 40 years to guiding cities and towns toward brighter futures by focusing on the efficiency and responsiveness of organizational day-to-day operations as well as highly transformational initiatives that bring communities to a new level. His experience as an innovator, strategist, educator, researcher, and leader allow him to consider challenges from various viewpoints. Known for his collaborative problem-solving and innovative solutions, Mr. Lynch steered a Massachusetts city away from potential receivership to solid fiscal stability. He has managed the successful conception and completion of public libraries, police stations, community centers, school buildings, bicycle and walking trails, and recreation facilities.

Mr. Lynch served as City Manager of Lowell, Massachusetts, for eight years and as Town Manager of Chelmsford, Massachusetts, for 20 years. He served on Lieutenant Governor Karyn Polito's Task Force on Local Government Workforce Skills Gap, is a Senior Fellow at Suffolk University, and serves as an adjunct professor at both Suffolk University and University of Massachusetts Lowell. He earned a Master of Public Administration degree from University of Massachusetts Amherst and a Bachelor of Science degree in Political Science from the University of Lowell.

**Principal Sharon Flaherty** has assisted in the management of nearly 100 executive recruitments in addition to leading such projects as business development marketing, compensation and classification, community engagement, and communications. Ms. Flaherty has more than 30 years of experience in communications, project management, public relations, and marketing. In previous positions, Ms. Flaherty has managed marketing and communications in the financial industry and held positions as a reporter, editor, and editorial page editor at daily and weekly newspapers. She has served as an adjunct professor in business at Middlesex Community College. She earned a Master of Business Administration degree from Rivier University, a Master of Arts degree in English and Writing from Southern New Hampshire University, and a Bachelor of Arts degree in Communications from Rivier University.

**Senior Associate Peter Hechenbleikner** has 45 years of government experience, including over 30 years in Massachusetts. Prior to his retirement in 2013, he served as Reading's first Town Manager and he has continued his commitment to local government service by serving in a number of interim assignments and providing consultative assistance to municipalities. He has extensive experience in operational reviews, government studies, budget development, and organizational development. He holds a Master of Science in City and Regional Planning from Pratt Institute in Brooklyn, New York, a Bachelor of Arts degree in Political Science and Public Administration from the University of Cincinnati, and a Certificate in International Studies from the University of Manchester, England.



**Senior Associate John Petrin** has dedicated more than 30 years to municipal service, including seven years as the Town Administrator of Burlington, seven years as the Town Manager of Ashland, and 13 years as the Town Administrator of Harvard. He has extensive experience in developing operating and capital budgets, hiring and managing department heads and other personnel, and managing the day-to-day operations of a municipality. Additionally, Mr. Petrin served as Assistant Superintendent of Schools in Marlborough, as Tax Assessor in Bellingham, and as an elected Park Commissioner in Bellingham. He has served on numerous professional boards, including the Massachusetts Police Accreditation Commission and Joint Labor Management Committee, and is the former President of the Massachusetts Municipal Association and of the Massachusetts Municipal Managers Association. Mr. Petrin earned a Bachelor of Arts in Political Science from Stonehill College and Master of Public Administration from Northeastern University.

**Senior Associate Ray Santilli** has nearly 40 years of experience working in the municipal sector, including 17 years as the Assistant Town Manager in North Andover, Mass. Mr. Santilli also served as a purchasing director, director of community services, and human resources director in North Andover, and as Planning/Budget/Personnel Director for the Cambridge Police Department. He earned his Master of Business Administration from Boston College and a Bachelor of Science degree in Criminal Justice from Northeastern University.

**Senior Associate Carl Valente** has 40 years of State and local government experience, including 35 years in Massachusetts. He was the first Town Administrator for the Town of Needham, the first Town Manager for the Town of Weston, and served for 13 years as Lexington's Town Manager until his retirement. He also served as Section Chief for Technical Assistance for the Massachusetts Department of Revenue-Division of Local Services and as Director for Financial Management for the International City/County Management Association. He specialized in municipal finance issues. He earned a Master of Public Administration from the University of Hartford and a Bachelor of Arts in Political Science from the University of Connecticut. He currently is a member of the Solid Waste Commission for the City of Newton.

Community Paradigm Associates has affiliations with numerous highly experienced municipal management professionals and industry professionals who assist with various projects. It has a network that includes professionals in such areas as finance, public works, telecommunications, land use and development, public safety, emergency management, municipal law and process, personnel management, and sustainability. Each is an experienced and proven leader in his or her field.

Services provided by Community Paradigm Associates include: executive recruiting, economic and community development, strategic analysis and counsel, public finance, public policy, community engagement, strategic management and planning, social innovation, building high performing organizations, marketing and communications, professional development, process improvement, community sustainability, and tactical research and solutions.

## **Executive Recruitments**

### **Town Manager/Town Administrator Positions**

Adams	Holliston	Northfield	Sturbridge*
Amherst	Hopedale	Norwood	Sudbury
Avon	Hudson	Oxford	Swansea
Becket	Ipswich	Palmer	Topsfield
Bourne*	Kingston	Pembroke	Uxbridge
Boxborough	Lakeville	Plympton	Wayland
Brewster	Lancaster	Provincetown	Wellesley
Buckland	Lanesborough	Reading	Wellfleet
Coventry, RI	Leicester	Rochester	Wenham
Dedham	Longmeadow	Rockland	Westminster
Dighton	Marion	Rutland	Weston
East Bridgewater*	Mattapoisett	Salem, NH	Westport
East Longmeadow	Millbury	Shrewsbury	Westwood
Fairhaven	Monson	Spencer	Whitman
Grafton	Natick	Southbridge	Winchendon*
Great Barrington	Norfolk	South Hadley	
Groveland	Norfolk County	Sterling	
Hamilton	North Attleborough	Stoughton	

### **Various Municipal Positions**

Andover - Director of Elder Services	Northborough - Assessor
Ashland - Town Planner	Northborough - Assistant Town Administrator
Bourne - Director of Finance	Northborough - Health Agent
Brookline – Health Director	Northborough - Library Director
Brockton - DPW Commissioner	Northborough - Senior Center Director
Cohasset - Fire Chief	Norwood - Library Director
Concord - Library Director	Pittsfield - Director of Public Services
Dover - Superintendent of Public Works	Rockland - Town Accountant
Great Barrington - Police Chief	Scituate - Sewer Superintendent
Hamilton - Director of Finance/Town Accountant	Worcester - Chief Diversity Officer
Marlborough - City Comptroller	Worcester - Chief Financial Officer
Mattapoisett - Library Director	Worcester - Commissioner of Inspectional Services
Methuen - Chief Administrative and Finance Officer	Worcester - DPW Commissioner
Natick - Library Director	Wrentham - Finance Director/Treasurer-Collector
Norfolk - Town Planner	

## Ongoing Recruitments

Brookline - Town Administrator	Plympton - Police Chief
Carlisle - Town Administrator	Sturbridge - Town Administrator*
Halifax - Town Administrator	Swampscott - Library Director
Greater Attleboro Taunton Regional Transit Authority - Administrator	Watertown - City Manager
New Bedford - Chief Financial Officer	Watertown - Library Director
New Bedford - City Auditor	West Boylston - Town Administrator
Pembroke - Fire Chief	Winthrop - Town Manager

## Non-Profit/Quasi-Governmental

Massachusetts Police Accreditation Commission - Program Manager  
Massachusetts Police Accreditation Commission - Director of Field Operations  
Massport Community Advisory Committee - Executive Director  
Merrimack Valley Planning Commission - Executive Director\*  
Merrimack Valley Regional Transit Authority - Administrator  
Metro South/West WIOA / Partnerships for a Skilled Workforce - Executive Director

*\*Community Paradigm reengaged by client to conduct replacement search following successful tenure of incumbent.*

## Public Management Projects

- Franklin Regional Council of Governments - Organizational Assessment
- Massachusetts Bay Transportation Authority Advisory Board - Organizational Review
- Massachusetts Bay Transportation Authority Advisory Board - Business Improvement & Strategic Plan
- Massachusetts Municipal Management Association - Strategic Planning
- Massport Community Advisory Committee - Executive Director 360 Assessment, Strategic Plan
- Metro South/West Workforce Development - Organizational Structure Review
- Town of Adams and Cheshire - Facilitation with Adams/Cheshire Regional School District
- Town of Andover - Department Head Classification and Compensation Review
- Town of Andover - Government Study
- Town of Ashburnham - Business Guide
- Town of Ashburnham - Risk Assessment Project
- Town of Auburn - Council on Aging/Elder Services Operational Evaluation
- Town of Auburn - Position Description Review
- Town of Bridgewater - Strategic Plan
- Town of Dover - Public Works Study
- Town of Framingham - Downtown Re-Development/Urban Center Housing
- Town of Great Barrington - Salary Survey
- Town of Longmeadow - Selectmen/Town Manager Roles and Responsibilities and Setting of Joint Goals & Objectives
- Town of Longmeadow - Strategic Planning
- Town of Millis - Budget Improvement Project
- Town of Millis - DPW Organizational Study
- Town of Millis - Enterprise Fund Review
- Town of Millis - Operational Review of Town Clerk Office
- Town of Millville - Salary Survey
- Town of Needham - DPW Structural Evaluation
- Town of Needham - DPW Mentoring Program

- Town of Norwood - Conservation Commission Operational Evaluation
- Town of Norwood - DPW Mentoring
- Town of Norwood - Fire Department Strategic Plan
- Town of Norwood - Library Strategic Plan
- Town of Pembroke - Capital Plan
- Town of Sharon - Operational Review of Health Department
- Town of Shrewsbury - Organizational Assessment
- Town of Southampton - Government Study and Charter Development
- Town of Sterling - DPW Staffing Review
- Town of Swansea - Capital Projects Technical Assistance
- Town of Westminster - Government Study/Town Charter Project
- Town of Winchendon - Personnel System

### **Non-Profit/Private Sector Projects**

- Axuda, Inc. - Development of non-profit peer-to-peer micro-lending program/Community relations
- Colonial Power Group, Inc. - Government relations/Marketing and communications
- Sustainable Strategies 2050, LLC - Government relations