

November 22, 2020

Mr. Anthony Ansaldi, Town Administrator  
Town of Wenham  
138 Main Street  
Wenham, MA 01984

RE: LETTER OF ENGAGEMENT AGREEMENT

Dear Mr. Ansaldi:

The purpose of this letter is to confirm the agreement between the Town of Wenham (the Town) and Community Paradigm Associates, LLC (Community Paradigm) concerning the engagement to provide recruitment services to the Town as a consultant.

**Consulting Services.**

Community Paradigm will provide services to the Town as described in the “Proposal for Recruitment Services” dated November 8, 2020 (the Proposal). The Proposal is attached to this Letter of Engagement Agreement as Attachment A.

**Relationship of Parties.**

It is expressly agreed that, when providing services to the Town under this Agreement, Community Paradigm and its employees and agents will be an independent contractor and will not be an employee of the Town of Wenham. It is also agreed that Community Paradigm shall have no right to make any commitments on behalf of the Town without express written consent of the Town.

**Services for Others.**

During any period in which Community Paradigm is providing services as described within the Proposal to the Town, Community Paradigm may choose to also provide services for others, provided that any such services do not give rise to a conflict of interest. It is expressly understood and agreed that Community Paradigm may provide recruiting services to other entities during the period of this Agreement.

**Compensation.**

As outlined within the Proposal, the Town shall pay \$9,900.00 for services under this agreement, plus any reimbursements for costs associated with advertising, and any unusual printing and copying. Additional services beyond the scope of services contained within the Proposal will be billed as set forth within the Proposal, or at an hourly rate, with the prior approval of the Town

**Taxes, Insurance, Benefits and Business Expenses.**

As an independent contractor, Community Paradigm shall be solely responsible for payment of all federal and state income taxes and Social Security and Medicare taxes and other legally required payments on sums received from the Town. Community Paradigm will also be solely responsible for insurance and assume all risk in connection with the adequacy of any and all such insurance that it elects to obtain.

**Confidentiality.**

Community Paradigm shall comply with any policies and procedures of the Town for protecting confidential information and shall not disclose to any person (other than as required by law), or use for benefit or gain, any confidential information obtained incident to association with the Town. This obligation shall continue to apply after the termination of this Agreement regardless of the reason for such termination.

**Term and Termination.**

This Agreement shall commence on the date hereof (the "Effective Date"). Either party may terminate the Agreement at any time, with or without cause. Upon termination of this Agreement, the parties shall have no further obligation to one another, other than for payment due for services to the applicable phase of the recruitment process as outlined within the Proposal.

**Miscellaneous.**

This Agreement contains the entire agreement between Community Paradigm LLC, and the Town of Wenham and replaces all prior agreements, whether written or oral, with respect to the requested consultancy services to be provided, and all related matters. This Agreement may not be amended, and no breach may be waived, unless agreed to in writing by both parties. Both parties acknowledge that there has been no reliance on any agreements or representations, express or implied, that are not set forth expressly in this Agreement. This agreement shall be governed by the laws of the Commonwealth of Massachusetts.

**Indemnification.**


The Town shall indemnify Community Paradigm, LLC against any loss or liability incurred by Community Paradigm arising from the Town's breach of its obligations hereunder.

If the terms of this Agreement are acceptable, please sign, date and return to:

Community Paradigm Associates, LLC,  
1 Saddleback,  
Plymouth, MA 02360

This letter shall take effect as a legally binding agreement between Community Paradigm and the Town, on the basis set forth above.

Sincerely,

  
\_\_\_\_\_  
Bernard Lynch, Principal and Manager  
Community Paradigm Associates, LLC

Date: 11/24/2020

Accepted and agreed:

\_\_\_\_\_  
Gary Cheeseman, Chair  
Wenham Board of Selectmen

Date: \_\_\_\_\_

# Proposal for Executive Search Services

Town of Wenham



COMMUNITY PARADIGM ASSOCIATES, LLC

November 8, 2020

Mr. Gary Cheeseman, Chair  
Wenham Board of Selectmen  
138 Main Street  
Wenham, MA 01984

Dear Mr. Cheeseman:

We are pleased to present this proposal for Executive Recruiting Services to the Town of Wenham and welcome the opportunity to discuss your search for a new Town Administrator and the services that Community Paradigm can provide you in that effort.

Community Paradigm Associates, LLC is a Plymouth-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 towns 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. To that end, we believe the use of a consultant can be beneficial in helping the Town achieve this goal, particularly in the currently tight market of qualified candidates.

I believe that we can bring four specific qualifications to the task of helping Wenham find its next Town Administrator:

- 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, we have a strong base of knowledge about Wenham and the municipal organization as John Petrin, one of our team members, served as the Interim Town Administrator less than eighteen months ago.
- And fourth now in our sixth 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.

We certainly encourage the Town to review the recruitments that we have performed for other communities. We are confident that those communities will respond positively and enthusiastically to the results of our work and the hands-on process that we have managed and provided.

For your review and consideration, we have prepared a packet of materials that provides information about Community Paradigm:

- A description of our scope of services which outlines our standard approach in working with communities to fill a Town Administrator position with a typical process timeline.
- A projected Timetable for a Town Administrator recruitment.
- A proposed fee for the outlined services.
- Samples of a Position Statement which is used as recruiting material to market the position to potential candidates.
- A Firm Profile that provides more information about Community Paradigm, our services, our team members, and our clients.

We look forward to an opportunity to work with the Wenham Board of Selectmen as you seek a new Town Administrator. We would be happy to meet to discuss the benefits of utilizing Community Paradigm as you proceed with your 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 WENHAM**  
**EXECUTIVE RECRUITING APPROACH**

**November 8, 2020**



COMMUNITY PARADIGM ASSOCIATES, LLC

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## **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, fewer individuals entering the profession and many individuals opting to remain in secure positions providing a decreased supply. The result can be smaller candidate pools for municipalities seeking to fill these important positions within local government. Community Paradigm has been successful in its many searches over the past five years in building strong fields for the municipal clients that it has served.

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 Boards of Selectmen in reviewing and interviewing candidates, and complying with the Massachusetts Open Meeting Law.

The recruitment and selection process require an understanding and knowledge of the candidate pool, aggressive outreach, robust community engagement and participation, 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 Administrator for the Town of Wenham. The following is a description of the process that is envisioned for utilization in the Town of Wenham, based upon successful implementation in other communities served by Community Paradigm:

### **Preparation**

#### **1. Initial Consultation with the Board of Selectmen and Screening Committee**

It is most important to have a clear understanding from the Board of Selectmen on the experience, skills, management style, and personal attributes the Board wishes the next Town Administrator to possess. The Consultant would interact with the Board of Selectmen 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 process.

Many communities utilize a citizen Screening Committee to work with a Recruiting Consultant to review candidates and ultimately narrow the field of candidates to finalists to present to the Board of Selectmen. Community Paradigm can utilize that process, or conduct the screening and narrowing on behalf of the Town, which can slightly expedite the process.

#### **2. Organizational Information**

It is helpful to gather the perspectives of Department Heads and other key town officials. These individuals will have regular interaction with the Town Administrator and their input is valuable. Specific information is sought through these meetings and discussions in understanding the organizational framework, primary issues facing the Town and specific attributes that would be sought in choosing the next Town Administrator. 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. Community Engagement (Optional)**

It can also be useful at this stage of the process to have a public input session(s) in order to ascertain the thoughts of residents and local businesses as to the qualities that would be beneficial for the next Town Administrator to possess. The Town's staff would assist in setting up these meetings and the Consultant would act as facilitator. Examples of communities that have benefited by this type of community involvement organized by the consultant include: Provincetown, Brewster, Rockland, Hamilton, Natick, Amherst, Norwood, Ipswich, Boxborough, and Shrewsbury.

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

The Consultant would assist in developing the required professional qualifications and a recommended compensation package for the Town Administrator position based in part by the updated job description. The information gathered from the Board of Selectmen, Department Heads and town officials, and any community input sessions would complete the development of a Position Statement that serves as a recruiting brochure to provide possible candidates a full understanding of the Town and its current issues, the statutory responsibilities of the Town Administrator position, and the expectations of the Board and other members of the community. The Board of Selectmen will be asked to endorse or amend this Statement, and in Executive Session discuss and decide parameters of a compensation and benefits package. Specifics related to this package are held to be confidential as they will be part of negotiations with the final candidate. The preparation, and utilization, of a more robust Position Profile as the recruiting document is offered as an optional service within the Proposed Fee. An example of each document is contained within the Proposal.

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

Ultimately, the success of selecting a new Town Administrator for Wenham is ensuring the largest 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.

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 do not respond to advertisements for various reasons. In particular, in highly visible positions, such as Town Administrators, 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 MMA professional network;
- Our ICMA professional network;
- A professional academic network through the region's MPA programs;
- Our professional and alumni networks;
- A recruiting network built up over the more than forty searches of the past five years.



## **Review of Applicants**

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

Community Paradigm Associates will process applications and résumés to maintain confidentiality of each inquiry and application. This will ensure the greatest number of qualified candidates. It is our recommendation that any résumés sent to the Town, the Screening Committee, or the Board of Selectmen be forwarded to the Consultant. The Consultant will acknowledge all résumés submitted by candidates.

The Consultant will review all résumés to determine those which meet the Town's criteria as set forth in the parameters voted by the Board of Selectmen within the Position Statement.

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

The Consultant, summarizing each qualified applicant's experience, education and other notable information and following telephone interviews, preliminary background checks, and utilization of assessment tools as deemed appropriate, will prepare a confidential assessment of an anticipated 8-12 qualified candidates.

If applicable, this information will be reviewed with a 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, with the advice of the Consultant, a Screening Committee will select the candidates to be interviewed in executive session. It is recommended that a Screening Committee personally interview 7-9 candidates. Interviews would be expected to last 75-90 minutes. The consultant will provide the Screening Committee with all résumés received.

## **Selection of Finalists**

### **8. Screening Committee Interviews**

The Consultant will assist a 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. A Committee should only interview candidates once as second interviews are required to occur in public session; and public interviews of candidates prior to being named a finalist could have a chilling effect upon applicants/candidates. At the completion of the initial interviews a Committee will determine which 3-4 candidates should be forwarded to the Board of Selectmen as finalists. These finalists should NOT be ranked in any way as it can bias the process.

Alternatively, the Consultant, through a professional panel, can perform in depth interviews of the selected prioritized candidates and identify 4-5 candidates that would be forwarded to the Board of Selectmen as finalists.

### **9. 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.

### **10. Referral of Finalists**

Upon completion of the Reference and Background review, the Consultant will meet with the Board of Selectmen 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.

## **Board of Selectmen Selection**

### **11. Finalist Interviews**

The Consultant will assist the Board of Selectmen 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 Wenham. 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 another community.

### **12. Staff Participation (Optional)**

One beneficial approach to understanding the finalists' knowledge of municipal government and approach to managing the Town is to arrange for visits by the candidates with key staff and Town officials, and community leaders, and a tour of significant locations within the Town. This step will provide the candidates with a better sense of Wenham, the municipal organization, and the short- and long-term issues facing the Town. The consultant has organized variations of such visits in several communities including Amherst, Wellesley, Brewster, Shrewsbury, Boxborough, and Leicester.

### **13. Community Participation (Optional)**

There is also an opportunity to engage the community during the selection process through informal meet and greet events, or facilitated community forums in which citizens can meet the finalists and ask questions about background and experience and general municipal management topics. The consultant has organized and facilitated similar forums in several communities including Amherst, Wellesley, Shrewsbury, Provincetown and Brewster.

### **14. Selection and Contract Negotiation**

At the conclusion of Board of Selectmen interviews, the Board will need to make a decision regarding the choice of the next Wenham Town Administrator. Any vote to offer the position of Town Administrator to an individual should be "conditioned" upon any additional background checks deemed necessary and the successful negotiation of a contract. The Consultant will assist with this process and provide valuable guidance in reaching a mutually beneficial agreement. It is strongly recommended that Town Counsel review an employment contract before execution.



## TOWN OF WENHAM

### SERVICES TO ASSIST WITH TOWN ADMINISTRATOR RECRUITING AND HIRING

## PRICING\*

### Full Scope Fee

The fee for services described within the Community Paradigm Associates proposal dated November 5, 2020 is **\$9,980.00**.

The fee does 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.

### Fee Adjustments

The Fee can, or will, be adjusted through various optional service additions or deletions, or further negotiation of services:

- Step 3- Community Engagement +\$500.00
- Step 13- Staff Participation +\$500.00
- Step 14- Community Participation +\$500.00
- Community Paradigm can offer a reduced scope fee for Steps 1-7 to assess candidates for referral to a Town Screening Committee which would conduct interviews and make recommendations to the Board of Selectmen. The fee for this level of services is **\$6,800.00**.

Fees for components within the Proposal are negotiable based upon the exact parameters of services.

\* This fee assumes that the majority of work conducted under this proposal would occur through virtual meetings.

# Grafton, MA – Town Administrator



## Position Statement

Grafton, MA (19,000 pop.), is a community in an upward transition that seeks a talented Town Administrator to provide the leadership necessary for the town to achieve its ambitious goals. It is a semi-rural community located along the Massachusetts Turnpike in east central Massachusetts that is growing into more of a suburban community while also striving to maintain its character. The Town's manufacturing history and land development have been heavily influenced by its location and proximity to major waterways. [Grafton](#) has an AA+ rating and an FY21 budget of approximately \$67.6 million. The Town's finances are relatively healthy. There have been two Proposition 2 ½ overrides in the past decade to help resolve structural budgetary deficits. As with most communities, the ongoing pandemic is impacting Grafton's tax, fee, and permit revenues; however, in June, voters approved an override which will make up for the lower than originally expected revenue. Grafton's current challenges involve implementing the recommendations from a recent Fire Department organizational analysis, enhancing communications and collaboration, and maintaining its financial stability. Grafton's local government is led by a five-member Select Board. The Board is currently developing its FY21 goals and objectives.



Photo: Elizabeth Spinney

To serve as its next [Town Administrator](#), Grafton is seeking an experienced and collaborative leader with strong financial acumen, excellent communication skills, and economic development experience. Community engagement is an essential part of this position. The next Town Administrator should be innovative, strategic, approachable, and value transparency in government. Candidates with a master's degree in public administration or a related field from an accredited college or university are preferred; a bachelor's degree is required. Candidates must have served full-time as the Chief Administrative Officer of a city or town for not less than one year, or as an Assistant Chief Administrative Officer of a city or town for not less than three years, or served full-time as an agent of the Select Board for not less than three years, or any combination of the above for not less than three years. Preferred candidates will have a proven record of leadership, be proactive, strategic, and able to build collaborative relationships. The next Town Administrator should have a democratic management style, be approachable and responsive, and recognize the value of Continuous Quality Improvement.

**Annual salary: \$160K+/- DOQ.** The successful candidate will receive an attractive compensation package including health and retirement plans, commensurate with qualifications and experience. Grafton is an Equal Opportunity Employer and values diversity and inclusiveness in the community and workplace.

## Government

Grafton has a Select Board-Town Administrator form of government with open Town Meeting. The five-member [Select Board](#) is deemed the Chief Executive Office of the Town and serves as the chief policy making agency of Grafton. The Select Board appoints certain personnel and citizens to serve on various Town boards, issues a variety of licenses, and is responsible for preparing the Annual Town Report. The Select Board appoints the Town Administrator who serves as the chief administrative and fiscal officer for the Town. Residents want a Town government that is communicative and transparent.

Grafton has several elected positions, boards, and committees including: Select Board, School Committee, Board of Library Trustees, Black Stone Valley Regional Vocational District School Committee, and Town Moderator. The next Town Administrator must be skilled at collaboratively engaging with Grafton's various elected and appointed positions, boards, and committees. The Assistant Town Administrator recently accepted a position in another community and the position, which may be redefined, may be filled on a temporary basis prior to hiring the next Town Administrator. The former Town Accountant recently accepted a position as director of finance for the Grafton Public Schools and this key position may also be filled on a temporary basis prior to a new Town Administrator coming on board.

## Finances

Grafton's financial condition is relatively healthy. The Town has an FY21 budget of approximately \$67.6 million and a Standard and Poor's rating of AA+ with a stable outlook. In June, voters narrowly approved a \$4 million Proposition 2 ½ override to add \$3.2 million in funding to the municipal and school operating budgets as well as \$800,000 to the capital stabilization fund. The override will be incrementally added to property tax bills over five years. This was the second override approved during the past 10 years. In FY20, free cash was certified at \$1.96 million. The FY20 tax rate is \$16.50 for residential, commercial, and industrial properties. The property tax base is approximately 91% residential and about 4% commercial. Approximately 62% of the Town's revenue comes from the tax levy, with about 18.6% from state aid. Local receipts bring in about 14.2% of the annual revenue. New growth in FY20 was \$893,293. Maintaining or even improving Grafton's financial strength and bond rating while keeping tax increases to a minimum are priorities. Candidates should have a demonstrable skill in building balanced budgets that reflect the community's needs but respect its policies and resources.

According to a 2013 S&P report, Grafton has a very strong economy. The community has strong budgetary flexibility and good financial policies. Grafton is located within commuting distance of Worcester and Providence, R.I., which provides employment opportunities for residents. There is a desire for economic development, that fits the character of the community, to help fund town services, support infrastructure needs, and provide additional local employment for residents.



Photo: Elizabeth Spinney

### Important Links:

- [Town of Grafton](#)
- [Grafton Home Rule Charter](#)
- [Grafton General By-Laws](#)
- [Annual Town Reports](#)
- [Audit Reports](#)
- [FY21 Operating & Capital Budget](#)
- [Capital Summit Report](#)
- [Fire Department Study](#)
- [Draft Open Space & Recreation Plan](#)
- [Various Completed Studies & Reports](#)

## Economic and Community Development

Grafton began as a farming community but, given the ability for waterpower from the Blackstone River, manufacturing mills became prominent. Grafton was the site of the nation's first shoe factory. Today, manufacturing, now mostly in machine tools and castings, still provides the highest percentage of jobs in Town. Grafton has grown rapidly over the past few decades, growing from a population of 11,000 in 1980 to more than 18,000 today, with more than 2,100 acres of new development in former farms and forests since 1971. Approximately one-third of residents in the labor force work in Worcester and nearly 40 percent commute east to the I-495 area or to Boston. Grafton is easily accessible by car, bus, and rail. An MBTA commuter rail station is located at Route 30 and Pine Street. Both bus and rail service are available in nearby Worcester. UPS has plans to construct a \$200 million, 800,000-square-foot regional facility on land off Route 30, next to Centech Park, but construction has yet to begin.

The next Town Administrator must be adept in attracting economic development projects and businesses that are appropriate for Grafton. Preferred candidates must be skilled in explaining the benefits of such projects and able to achieve community buy-in.

## Open Space and Recreation

Grafton is largely comprised of forest cover (nearly 48 percent of the Town's total 14,528 acres of land area) and residential development which, combined, make up more than two-thirds of the Town's total land use. Additionally, the Town is home to Lake Ripple and Silver Lake, Flint Pond, Hovey Pond, and Fisherville Pond as well as several other ponds and extensive amounts of frontage along the Quinsigamond and Blackstone Rivers. Lake Ripple has areas for canoe access and a boat launch and Silver Lake has a small public beach. The state maintains a boat launch for Flint Pond on the Shrewsbury side of Route 20. There are three significant wetland areas in Grafton: Great Meadows, Fisherville Marshes, and North Grafton Wildlife Management Area. Preservation of open space is important to the residents of Grafton. Working collaboratively to help create a thoughtful and acceptable balance of open space and appropriate economic development is critical.



Photo: Elizabeth Spinney

The Blackstone River Bikeway is currently in planning/design stages and will ultimately extend 48 miles from Worcester to Providence, R.I., with a three-mile stretch in Grafton. There are extensive hiking trails throughout Town, along with boating opportunities and historical sites, such as the Willard Clock Museum. Grafton residents and visitors can also enjoy walking, biking, swimming, fishing, bird watching, and nature photography.

There are numerous playgrounds as well as sports fields and courts located throughout Grafton. The Recreation Department offers organized leagues for youth basketball and flag football and nonprofit groups organize a variety of youth and adult sports activities.

## Current projects

- Transition related to a recent [Fire Department Study](#) and, working with the current fire chief, the implementation of the first full-time fire chief position and a reorganization of the department.
- A [library expansion](#) and renovation project is under construction and scheduled to open in Spring/Summer 2021.
- [Redevelopment](#) of the former Grafton State Hospital on Pine Street.
- Improvements along a two-mile stretch of [Main Street](#) (Route 122A).
- [Worcester Street Village Zoning Project](#)
- [Worcester Street Village Strategic Plan](#)
- Implementation of an online permitting system.

The next Town Administrator needs strong communication skills and should be enthused about engaging with the community. The successful candidate must know how to build collaborative teams, have the ability to inspire and motivate others, and be able to achieve consensus.





## The Ideal Candidate

- Master's degree in public administration or a related field from an accredited college or university preferred; bachelor's degree is required.
- Candidates must have served full-time as the Chief Administrative Officer of a city or town for not less than one year, or as an Assistant Chief Administrative Officer of a city or town for not less than three years, or served full-time as an agent of the Select Board for not less than three years, or any combination of the above for not less than three years.
- Skilled in financial management, economic development, personnel management, and strategic planning.
- Strong financial acumen.
- Skilled communicator, both internally and externally; active listener.
- Demonstrated success in working collaboratively with staff, boards, committees, and citizens.
- Ability to bring people together; consensus builder; supports transparency in government.
- Ability to build trust; approachable.
- Employs data-driven decision making.
- Strong leadership qualities and experience.
- Engages and empowers staff to share ideas.
- Strong focus on customer service.
- Enjoys engaging with the community.
- Excellent follow-through; strong work ethic.
- Creative problem solver; proactive.
- Confident, energetic, and flexible.
- Exhibits excellent attention to detail.
- Diplomatic; strong conflict resolution skills.
- Visionary and strategic.
- Team-oriented; calm under pressure.
- Knowledgeable of best practices.
- Ability to multi-task; ability to deal with change with grace and wisdom.
- Member of, or willing to become member of, ICMA.

## How To Apply

Send cover letters and résumés via email, in a single PDF, by November 16, 2020, 5:00 p.m. EST to:

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

**Subject: Grafton  
Town Administrator Search**

Questions regarding the position should be directed to:

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

*The Town of Grafton, Mass., is an Equal Opportunity Employer and values diversity and inclusiveness in the community and workplace.*





## **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.

**Principal Bernard F. Lynch** has devoted more than 35 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.

**Senior Associate Sharon Flaherty** has more than 30 years of experience in communications, public relations, project management, digital and traditional marketing, and brand management. She has worked as an editor at daily and weekly newspapers, and directed marketing and communications departments in the financial industry. Ms. Flaherty 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.

# CLIENT LIST

## Executive Recruitment

### Town Manager/Town Administrator Positions

Adams	Great Barrington	Millbury	Rockland	Uxbridge
Amherst	Hamilton	Natick	Rutland	Wayland
Avon	Holliston	Norfolk	Salem, NH	Wellesley
Becket	Hopedale	North Attleborough	Shrewsbury	Wellfleet
Bourne	Ipswich	Northfield	Southbridge	Westminster
Boxborough	Lakeville	Norwood	Stoughton	Weston
Brewster	Leicester	Oxford	Sturbridge	Westwood
Buckland	Longmeadow	Palmer	Sudbury	Winchendon
Dedham	Lynnfield	Pembroke	Swansea	
East Bridgewater	Marion	Plympton	Topsfield	
East Longmeadow	Mattapoisett	Provincetown	Truro	

### Various Municipal Positions

Andover - Director of Elder Services	Northborough – Library Director
Ashland - Town Planner	Northborough - Senior Center Director
Bourne - Director of Finance	Pittsfield - Director of Public Services
Marlborough - City Comptroller	Rockland - Town Accountant
Mattapoisett - Library Director	Scituate - Sewer Superintendent
Methuen - Chief Administrative and Finance Officer	Swampscott - Town Accountant
Norfolk - Town Planner	Walpole - Community Planning Director
Northborough - Assessor	Worcester - Chief Diversity Officer
Northborough - Assistant Town Administrator	Worcester - Chief Financial Officer
Northborough - Health Agent	Worcester - Commissioner of Inspectional Services
	Worcester - DPW Commissioner

### Ongoing Recruitments

Town of Coventry, RI - Town Manager
Town of Dighton - Town Administrator
Town of Grafton - Town Administrator
Town of Great Barrington - Police Chief
Town of Kingston - Town Administrator
Town of Norwood - Library Director
Town of Whitman - Town Administrator
City of Worcester - Assistant Commissioner of Operations - DPW

## **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 (2016)  
Merrimack Valley Planning Commission - Executive Director (2020)  
Metro South/West WIOA / Partnerships for a Skilled Workforce - Executive Director

## **Public Management Projects**

- Franklin Regional Council of Governments - Organizational Assessment
- Massachusetts Bay Transportation Authority - Organizational Review
- Massachusetts Municipal Management Association - Strategic Planning
- Massport Community Advisory Committee - Executive Director 360 Assessment, Strategic Goals and Objectives
- 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 Framingham - Downtown Re-Development/Urban Center Housing
- Town of Longmeadow - Selectmen/Town Manager Roles and Responsibilities and Setting of Joint Goals and Objectives
- Town of Longmeadow - Strategic Planning
- Town of Millis - Budget Improvement Project
- Town of Millis - DPW Organizational Study
- Town of Millis - Operational Review of Town Clerk Office
- Town of Needham - DPW Structural Evaluation
- Town of Needham - DPW Mentoring Program
- Town of Norwood - Conservation Commission Operational Evaluation
- 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 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



## COMMUNITY PARADIGM ASSOCIATES, LLC

### MUNICIPAL EXECUTIVE RECRUITMENT CLIENT REFERENCE LIST

Client	Reference	Address	Phone #	Email Address
Bourne, MA Town Administrator	Judith Froman Board of Selectmen Chair	24 Perry Avenue Buzzards Bay, MA 02532	774-454-3951	jfroman@townofbourne.com
Mattapoisett, MA Town Administrator	John DeCosta Jr. Board of Selectmen, TA Search Comm.	16 Main St. Mattapoisett, MA 02739	508-758-4100	jdecosta@mattapoisett.net
Marion, MA Town Administrator	Norman Hills BOS Chair	2 Spring St. Marion, MA 02738	508-317-5988	nhills@verizon.net
Plympton, MA Town Administrator	Christine Joy BOS Chairman	5 Palmer Road, Plympton, MA 02367	781-585-2700	cjoy@town.plympton.ma.us
Pembroke, MA Town Manager	Daniel Trabucco BOS Chairman	100 Center St., Pembroke, MA 02359	617-201-5129	Dantrabucco35@gmail.com
East Bridgewater, MA Town Administrator	William Dowling Board of Selectmen Chair	175 Central St. East Bridgewater, MA 02333	617-686-7101	williamdowling99@hotmail.com
Lakeville, MA Town Administrator	Clorinda Dunphy Human Resources	346 Bedford St. Lakeville, MA 02347	508-946-8800	cdunphy@lakevillema.org
Wayland, MA Town Administrator	Lea Anderson BOS Chair	41 Cochituate Rd Wayland, MA 01778	508-358-7701	landerson@wayland.ma.us
Norwood, MA General Manager	William Plasko Select Board	Town Hall, 566 Washington St., Norwood, MA 02062	781-603-3679	bplasko@norwoodma.gov
Brewster, MA Town Administrator	Mary Chaffee Select Board	2198 Main St. Brewster, MA 02631	508-896-3701	mchaffee@brewster-ma.gov
Truro, MA Town Manager	Kristen Reed Board of Selectmen	24 Town Hall Road Truro, MA 02666	508-349-7004	kreed@truro-ma.gov
Rockland, MA Town Administrator	Stacy Callahan Human Resources Director	242 Union St. Rockland, MA 02370	781-616-6836	scallahan@rockland-ma.gov
North Attleborough, MA Town Manager	Keith Lapointe Town Council President	43 Washington St. N. Attleborough, MA 02760	508-409-9953	klapointe@nattleboro.com
Natick, MA Town Administrator	Steve Levinsky Search Comm. Chairman	Town Offices 13 E. Central St., Natick, MA 01760	508-314-1695	levinskytasc@gmail.com

<b>Client</b>	<b>Reference</b>	<b>Address</b>	<b>Phone #</b>	<b>Email Address</b>
Dedham, MA Town Manager	Nancy Baker Assistant Town Manager	26 Bryant St. Dedham, MA 02026	781-751-9102	nbaker@dedham-ma.gov
Longmeadow, MA Town Manager	Marie Angelides Select Board Chair	20 Williams St. Longmeadow, MA 01106	413-565-4110	mangelides@longmeadow.org
Topsfield, MA Town Administrator	John Spencer Board of Selectmen Chair	8 West Common St. Topsfield, MA 01983	978-887-1500	jspencer@topsfield-ma.gov
Uxbridge, MA Town Manager	Brian Plasko Board of Selectmen	21 South Main St. Uxbridge, MA 01569	508-797-7108	bplasko@uxbridge-ma.gov
Weston, MA Town Manager	Tom Palmer Search Committee Chair	11 Town House Rd Weston, MA 02493	781-786-5000	tom@tgpalmer.com
Methuen, MA Chief Administrative and Financial Officer	Paul Fahey Former Chief of Staff	41 Pleasant St. Methuen, MA 01844	202-664-4911	pjfahey@hotmail.com
Shrewsbury, MA Town Manager	Maurice DePalo Selectman	100 Maple Ave., Shrewsbury, MA 01545	508-841-8504	moedepalo@townisp.com
Amherst, MA Town Manager	Deborah Radway Former HR Director	4 Boltwood Ave. Amherst, MA 01002	413-345-8570	radwaydeb@gmail.com
Ipswich, MA Town Manager	William Craft Selectboard Chair	25 Green St. Ipswich, MA 01938	978-356-6604	craft@eatoncummings.com
Leicester, MA Town Administrator	Harry Brooks Select Board	3 Washburn Sq., Leicester, MA 01524	508-782-8420	BrooksH@LeicesterMA.org
Buckland, MA Town Administrator	Barry Del Castilho Select Board	17 State St. Shelburne Falls, MA 01370	413-695-8568	bdelcastilho@town.buckland.ma.us
Sudbury, MA Town Manager	Daniel Carty BOS Chairman	Flynn Building 278 Old Sudbury Rd Sudbury, MA 01776	978-639-3381	cartyd@sudbury.ma.us
Palmer, MA Town Manager	Barbara Barry Town Council President	4417 Main St. Palmer, MA 01069	413-283-2131	Barbara.barry@comcast.net
Wellesley, MA Executive Director	Scott Szczebak HR Director	525 Washington St., Wellesley, MA 02482	781-431-1019	sszczebak@wellesleyma.gov
Westminster, MA Town Manager	Wayne Walker Board of Selectmen	11 South St. Westminster, MA 01473	978-874-7400	wwalker@westminster-ma.gov
Great Barrington, MA Town Manager	Steve Bannon Selectboard	334 Main St. Great Barrington, MA 01230	413-528-1619 ext. 2	scbannon@gmail.com
Boxborough, MA Town Administrator	Susan Bak BOS Chair	Town Hall 29 Middle Road Boxborough, MA 01719	978-264-1712	smbak55@gmail.com

<b>Client</b>	<b>Reference</b>	<b>Address</b>	<b>Phone #</b>	<b>Email Address</b>
Avon, MA Town Administrator	Steven Rose BOS Chair	65 East Main St. Avon, MA 02322	508-588-0414	srose@avon-ma.gov
Lynnfield, MA Town Administrator	Christopher Barrett Selectmen Chair (during search)	55 Summer St. Lynnfield, MA 01940	781-334-9410	cbarrett@town.lynnfield.ma.us
Northfield, MA Town Administrator	Tracy Rogers Selectboard Chair	69 Main St. Northfield, MA 01360	413-498-2901	Trogers.northfield@gmail.com
Bourne, MA Director of Finance	Thomas Guerino Former Town Administrator	24 Perry Ave. Buzzards Bay, MA 02532-3441	508-509-1377	vtroncape@gmail.com
Oxford, MA Town Manager	Cheryll Leblanc Selectmen Vice-Chair	325 Main St. Oxford, MA 01540	508-987-6027	Cheryll.Lebblanc@gmail.com
Winchendon, MA Town Manager	Michael Barbaro BOS Chair	109 Front St., Winchendon, MA 01475	978-833-7069	MikeB@town.winchendon.ma.us
Norfolk, MA Town Planner	Jack Hathaway Town Admin.	Town Hall, 1 Liberty Lane, Norfolk, MA 02056	508-440-2855	jhathaway@norfolk.ma.us
Stoughton, MA Town Manager	Robert O'Regan BOS Chairman	10 Pearl Street Stoughton, MA 02072	781-341-1300	roregan@stoughton-ma.gov
Walpole, MA Community Planning Director	James Johnson Town Administrator	135 School Street Walpole, MA 02081	508-660-7304	jjohnson@walpole-ma.gov
Becket, MA Town Administrator	Katherine Warden Search Committee Chair	557 Main St. Becket, MA 01223	518-466-1267	KWarden319@gmail.com
Rutland, MA Town Administrator	Sheila Dibbs Former BOS Chair	250 Main St. Rutland, MA 01543	508-886-4100	Shdibb@gmail.com
Adams, MA Town Administrator	Christine Hoyt Board of Selectmen	8 Park St. Adams, MA 01220	413-743-8300 Dept. #170	choyt@town.adams.ma.us
Andover, MA Director of Elder Services	Jemma Lambert Director of Community Services	36 Bartlett St. Andover, MA 01810	978-623-8300	Jemma.lambert@andoverma.us
Sturbridge, MA Town Administrator	Mary Dowling Board of Selectmen	308 Main St. Sturbridge, MA 01566	508-347-2500	dowlingmsgb@aol.com
Norfolk, MA Town Administrator	Scott Bragdon HR Director	One Liberty Lane Norfolk, MA 02056	508-440-2826	sbragdon@norfolk.ma.us
Ashland, MA Town Planner	Michael Herbert Town Manager	101 Main St. Ashland, MA 01721	508-881-0100 ext. 7911	MHerbert@ashlandmass.com
Northborough, MA Senior Center Director	John Coderre Town Administrator	63 Main St. Northborough, MA 01532	508-393-5040	jcoderre@town.northborough.ma.us

<b>Client</b>	<b>Reference</b>	<b>Address</b>	<b>Phone #</b>	<b>Email Address</b>
East Longmeadow, MA Town Manager	Kathleen Hill Council President	60 Center Square East Longmeadow MA 01028	413-525-5400	Kathleen.hill@eastlongmeadow.gov
Scituate, MA Sewer Superintendent	Patricia Vinchesi Town Administrator (Former)	600 Chief Justice Cushing Highway Scituate, MA 02066	781-545-8741	pvinchesi@pavinchesi.com
Hamilton, MA Town Manager	Shawn Farrell BOS Chair	577 Bay Road Hamilton, MA 01936	978-626-5202	sfarrell@hamiltonma.gov
Provincetown, MA Town Manager	David Abramson Select Board Chair	260 Commercial St. Provincetown, MA 02657	508-470-0030	dabramson@provincetown-ma.gov
Rockland, MA Town Accountant	Stacy Callahan Human Resources Director	242 Union St. Rockland, MA 02370	781-616-6836	scallahan@rockland-ma.gov
Hopedale, MA Town Administrator	Brian Keyes Board of Selectmen	78 Hopedale St. Hopedale, MA 01747	508-634-2203 ext. 213	bkeyes@hopedale-ma.gov