

## City of Marlborough Public Meeting Posting

RECEIVED  
CITY CLERK'S OFFICE  
CITY OF MARLBOROUGH

**Meeting Name:** City Council Personnel Committee  
**Date:** November 14, 2022  
**Time:** 6:00 PM  
**Location:** City Council Chamber, 2<sup>nd</sup> Floor, City Hall, 140 Main Street

2022 OCT 27 PM 12: 37

This meeting will be held in the City Council Chamber. Public attendance is permitted. The meeting will be televised on WMCT-TV (Comcast Channel 8 or Verizon/Fios Channel 34) or you can view the meeting using the link under the Meeting Videos tab on the city's website, home page ([www.marlborough-ma.gov](http://www.marlborough-ma.gov)).

**8-22-22 – Order No.22-1008663A:** Reappointment of Cheryl Soucy to the Disabilities Commission for a 3-year term to expire October 21, 2024.

**8-22-22 – Order No.22-1008664B:** Appointment of Adrian Gilbert to the Historical Commission for a term expiring three years from City Council confirmation.

**10-3-222 – Order No.22-100860:** Appointment of N. Paul Tonthat to the Community Development Authority (CDA) for a three-year term to expire on March 25, 2025 to fill the position vacated by Josh Daigle who moved to the state appointed seat, and the **Reappointments** of Rene Perdicaro and Paul Sliney for three year terms respectively to expire on March 9, 2024 and March 9, 2025.

THE LISTING OF TOPICS THAT THE CHAIR REASONABLY ANTICIPATES WILL BE DISCUSSED AT THE MEETING IS NOT INTENDED AS A GUARANTEE OF THE TOPICS THAT WILL HAVE BEEN DISCUSSED. NOT ALL TOPICS LISTED MAY IN FACT BE DISCUSSED, AND OTHER TOPICS NOT LISTED MAY ALSO BE BROUGHT UP FOR DISCUSSION TO THE EXTENT PERMITTED BY LAW.

**The public should take due notice that the Marlborough City Council may have a quorum in attendance due to Standing Committees of the City Council consisting of both voting and non-voting members. However, members attending this duly posted meeting are participating and deliberating only in conjunction with the business of the Standing Committee.**

**Electronic devices, including laptops, cell phones, pagers, and PDAs must be turned off or put in silent mode upon entering the City Council Chamber, and any person violating this rule shall be asked to leave the chamber. Express authorization to utilize such devices may be granted by the President for recordkeeping purposes.**



# IN CITY COUNCIL

---

Marlborough, Mass., AUGUST 22, 2022

**ORDERED:**

That the Reappointment of Cheryl Soucy to the Disabilities Commission for a 3-year term to expire on October 21, 2024, be and is herewith referred to the **PERSONNEL COMMITTEE.**

ADOPTED

ORDER NO. 22-1008663A



*City of Marlborough*  
*Office of the Mayor*

RECEIVED  
CITY CLERK'S OFFICE  
CITY OF MARLBOROUGH

AUG 18 AM 11:10

*Arthur G. Vigeant*  
MAYOR

*Patricia M. Bernard*  
EXECUTIVE AIDE

140 Main Street  
Marlborough, Massachusetts 01752  
508.460.3770 Fax 508.460.3698 TDD 508.460.3610  
www.marlborough-ma.gov

*Failyn Bratica*  
TEMPORARY  
ADMINISTRATIVE ASSISTANT

August 18, 2022

Council President Ossing  
Marlborough City Council  
140 Main Street  
Marlborough, MA 01752

*pasw*

**RE: Appointments to the Disabilities Commission**

Honorable President Ossing and Councilors,

I am pleased to submit for your review and confirmation the reappointment of Cheryl Soucy to the Disabilities Commission. Her previous appointment expired on October 21, 2021; therefore, this reappointment is for a term of three years expiring on October 21, 2024.

Ms. Soucy has been a dedicated member of our Disabilities Commission since 2012. I thank Ms. Soucy for the last decade of service providing resources to our community regarding issues of accessibility and services for people with disabilities in the City of Marlborough.

In addition, I am also submitting for your review and confirmation the appointment of David LaBossiere for a term of three years pending City Council confirmation.

Mr. LaBossiere recently reached out and expressed a desire to serve on the Commission. He currently is employed for a non-profit capital asset organization and previously worked for Thrive for 11 years as well as serving on their board of directors. He is a lifelong resident of Marlborough and has an adult son who is disabled. I believe he will be a positive addition to the Commission and have enclosed his resume for your review.

Thank you in advance for your consideration, and please do not hesitate to contact me with any questions.

Sincerely,

Arthur G. Vigeant  
Mayor

Enclosure

*Note:  
Appointed  
on  
10/17/22*

10



# IN CITY COUNCIL

Marlborough, Mass., AUGUST 22, 2022

## ORDERED:

That the of Appointment of Adrian Gilbert to the Historical Commission for a 3-year term from date of Council confirmation, be and is herewith referred to the **PERSONNEL COMMITTEE.**

ADOPTED

ORDER NO. 22-1008664B





11  
*City of Marlborough*

*Office of the Mayor*

RECEIVED  
CITY CLERK'S OFFICE  
OF MARLBOROUGH

*Arthur G. Vigeant*  
MAYOR

2022 AUG 18 AM 11:10

*Patricia M. Bernard*  
EXECUTIVE AIDE

140 Main Street  
Marlborough, Massachusetts 01752  
508.460.3770 Fax 508.460.3698 TDD 508.460.3610  
www.marlborough-ma.gov

*Faelyn Bratica*  
TEMPORARY  
EXECUTIVE SECRETARY

August 18, 2022

Council President Ossing  
Marlborough City Council  
140 Main Street  
Marlborough, MA 01752

**RE: Appointments to the Historical Commission**

Honorable President Ossing and Councilors,

I am pleased to submit for your approval the re-appointment of Brendan Downey to the Historical Commission for a term of three years to expire on March 25, 2025, pending Council approval.

I would like to take this opportunity to thank Mr. Downey for his continued dedication and service to the Historical Commission.

In addition, I am submitting the following three names for three-year terms to expire from the date of confirmation:

- Adrian Gilbert has been a resident of Marlborough since 1982. He recently retired from Northeastern University where he spent over forty years working in the Department of Biology as a Lecturer, Lab Supervisor, and Operations and Business Manager.
- Stefanie Ferrecchia is a local realtor in Marlborough with over thirty-five years of experience. For the past eight years, she has been serving on the Marlborough Community Development Authority (MCDA).
- Kathleen Newton has been a resident of Marlborough for 12 years, previously held her real estate license and has a keen interest in historic homes and preservation.

*pasw1*

Each of these individuals recently reached out and expressed a strong interest to serve, and I trust they will add a fresh perspective to our Historical Commission.

Enclosed are resumes for your review, and please don't hesitate to reach out with any questions you may have.

Sincerely,

A handwritten signature in black ink, appearing to read "Arthur G. Vigeant", with a long, sweeping horizontal flourish extending to the right.

**Arthur G. Vigeant**  
**Mayor**

Enclosures

•

Thank you in advance for your consideration.

Sincerely,

**Arthur G. Vigeant**  
**Mayor**

Enclosures

Adrian Thomas Gilbert  
 40 Temple Circle, Marlborough, Massachusetts 01752  
 Telephone: (508) 481-3278 Cell:(508)277-3907  
 ahgilbert@comcast.net

Specialization

Salt marsh Ecologist

Education

1988 - 1991	NORTHEASTERN UNIVERSITY	Boston, Massachusetts
	Course concentrations in Environmental Engineering and Accounting.	
1978 - 1985	NORTHEASTERN UNIVERSITY	Boston, Massachusetts
	Master of Science degree in Biology. <i>Phi Sigma</i> , National Honor Society. <i>Sigma Xi</i> , National Scientific Research Society. Thesis Title: Salt Marsh Tidal Pool Copepod Populations and the Potential Influence of Predation by <i>Fundulus heteroclitus</i> (L.).	
1976 - 1978	WORCESTER STATE COLLEGE	Worcester, Massachusetts
	Bachelor of Science degree in Biology, minors in Geology and Chemistry. <i>Summa Cum Laude</i> . <i>Beta Beta Beta</i> , National Honor Society.	
1974 - 1976	CLARK UNIVERSITY	Worcester, Massachusetts
	Course concentrations Geology, Biology, and Chemistry.	
1973 - 1975	WORCESTER ART MUSEUM	Worcester, Massachusetts
	Course concentrations in Art History and Drawing	

Professional Experience

2005 – 2021	NORTHEASTERN UNIVERSITY	Boston, Massachusetts
	<i>Operations and Business Manager, Department of Biology</i>	
	Manage Biology, Bioinformatics, Biochemistry, Electron Microscopy Center and Discretionary Budgets and currently 25 research faculty budgets from NIH, NSF, DARPA and private foundations. Manage Faculty office and research space for maximum utilization. Schedule courses and laboratory meetings each semester. Created new courses, adjusted schedules and increased undergraduate enrollments to 5355 per year. Selected as member of university Purchasing Committee to select prime vendor. Created a number of university procedures to follow Federal Guidelines. Member of university IBC, Institutional Biosafety Committee, and Laboratory Chemical & Safety Committee.	
1989 - 2005	NORTHEASTERN UNIVERSITY	Boston, Massachusetts
	<i>Laboratory Supervisor, Department of Biology</i>	
	Supervise technical personnel and stipend graduate assistants responsible for the operation of research and 81 weekly teaching laboratories, that service 2045 undergraduate and graduate students annually. Solve financial and equipment related issues, that arise daily in laboratories and department office. Oversee laboratory and office renovation projects. Update and rewrite laboratory manuals and attend Biology Clientele Committee meetings to ensure laboratories meet requirements and scheduling needs of other departments. Initiate work orders with plant maintenance for the proper upkeep of all laboratories. Initiate, place, and approve of purchase orders with vendors. Department Chemical Safety Officer and Institutional Biological Safety Committee representative, technical representative. Participate in University EH&S meetings and training ; oversee proper storage and disposal of all chemical and hazardous waste materials, per EPA and OSHA regulations. Consultant for the Kennedy Health Careers Academy, Charter School of the Boston Public Schools, & Northeastern. Added responsibilities during transitions; Asst. Laboratory Supervisor for Anatomy & Physiology as well as Microbiology and Biochemistry.	
2004 - 2006	MYSIS SCIENCE ACADEMY	Nahant, Massachusetts
	<i>Consultant</i>	
	Provided administrative and academic assistance for a summer high school program.	
1998 - 2000	NU SCIENCE and MATH ACADEMY	Boston, Massachusetts
	<i>Finance and Facilities Coordinator for NUQuest</i>	
	Responsibilities include overall budget, program and facilities administration for a year round program sponsored by The Coca-Cola Foundation, a project of the National "Keeping Kids in School Program". Program includes Northeastern University faculty, Boston high school science teachers, Master's of Arts in Teaching graduate students and 30-55 high school students per year.	



- 1995 - 2000 GANNETT-FLEMMING Engineering Inc. Braintree, Massachusetts  
*Environmental Consultant*  
Consulted on Third Harbor Tunnel Project of Boston and a coastal botanical project in Weymouth, Massachusetts.
- 1979 - 2021 COLLEGE of PROFESSIONAL STUDIES Boston, Massachusetts  
*Coordinator for the Department of Biology and Senior Lecturer*  
Oversee Laboratory Supervisors for Physiology and Biochemistry, Microbiology, and General Biology. Maintain budget, inventories, write and edit laboratory manuals for Introductory Biology, Zoology, Biochemistry, Capstone, and Genetics and Microbiology. Evening Division previously named School of Professional Studies, and University College.
- 1988 - 2021 NORTHEASTERN UNIVERSITY Boston, Massachusetts  
*Lecturer Environmental Biology and Ecology courses.*
- 1982 - 1989 NORTHEASTERN UNIVERSITY Boston, Massachusetts  
*Assistant Laboratory Supervisor in General Biology, Zoology, Botany, Ecology, Invertebrate Zoology, Histology, and Parasitology*  
Supervise Graduate Teaching Assistants in above disciplines. Prepared didactic materials for 1200 students per year. Wrote, reviewed and edited lab examinations. Updated, wrote, edited manuals and preparation guides for use by laboratory teaching staff. Redesigning methods used for training teaching assistants. Schedule overload students in laboratory sequences. Maintain inventory and computers. Supervised work studies.
- 1988 - 1989 WILLIAM C. BROWN PUBLISHERS Dubuque, Iowa  
Reviewed laboratory manuals for Introductory Biology and Zoology.
- 1980 - 1982 NORTHEASTERN UNIVERSITY Boston, Massachusetts  
*Laboratory Preparator in General Biology and Zoology*  
Wrote lab procedure manual for General Biology and Zoology courses. Classified and catalogued invertebrate collection for Biology Department. Redesigning inventory control system. Prepared and maintained laboratories in above disciplines. Day and Evening Divisions.
- 1979 - 1980 NORTHEASTERN UNIVERSITY Boston, Massachusetts  
*Laboratory Teaching Assistant*  
Taught General Biology, Zoology, Vertebrate Anatomy, Comparative Vertebrate Physiology, and Functional Human Anatomy.
- 1976 - 1979 WORCESTER STATE COLLEGE Worcester, Massachusetts  
*Research Assistant*  
Designed, set up and performed physiological experiments for M.B. Krieder, Ph.D., faculty Department of Biology WSC. Experiments involved temperature and humidity stress in human subjects. Updated research literature, experimental protocols and manuscripts.
- 1978 MAHAR REGIONAL HIGH SCHOOL Orange, Massachusetts  
*Physics and Science Teacher*  
Physics, chemistry, basic biology, and American History teacher for grades 9 through 12.
- 1975 - 1978 MEMORIAL HOSPITAL Worcester, Massachusetts  
*Technician Clinical Blood Laboratory.*
- Awards 2003 NORTHEASTERN UNIVERSITY Boston, Massachusetts  
Team Aspiration Award for coordinating laboratory designs, purchases, relocation of Bouve College & Department of Biology to Behrakis Health Science Center.



## Publications

- Ruber, E., A. Gilbert, P.A. Montagna, G. Gillis & E. Cummings, 1994.** Effects of impounding coastal salt marsh for mosquito control on micro-crustacean populations. *Hydrobiologia* 292/293:497-503.
- Gilbert, A. T., and E. Ruber, 1986.** An Invertebrate Sampler for Salt Marsh Tidal Pools. *Estuaries* 9(4B):380-381.
- Gilbert, A.T., and E. Ruber, 1988.** An Invertebrate Sampler for Salt Marsh Tidal Pools. *Ecology Abstracts*13(7):88-95.
- Kreider, M. B., J. McCabe, C. Maintanis and A. Gilbert. 1979.** Observations (since 1971) on the Effects of Extreme Cold, *Human Biometeorology* Vol. 1, (Ed. S. W. Tromp), pp. 22-46.

## Presentations

- Ruber, E., and A. Gilbert, June 1995.** Copepod density variations due to abiotic conditions in east coast salt marsh pools. New England Estuarine Research Society.
- Ruber, E., A. Gilbert, P. Montagna, G. Gillis and E. Cummings, June, 1993.** Effects of impounding coastal salt marsh for mosquito control on density and diversity of Copepoda. 5th International Conference of Copepoda, University of Maryland
- Rosenberg, F., P. Alachi, W. Fowle, and A. Gilbert, June 1990** High Bacterial Counts in Bottled Water. 20/20 Television, John Stossel
- Ruber, E., A. Gilbert, E. Cummings and G. Gillis, April, 1988.** Micro-crustacea of the Artificial Coastal Impoundments of New Jersey and the Natural Salt Marsh Pools of Massachusetts. New England Estuarine Research Society.
- Gilbert, A. T., and E. Ruber. October, 1984.** An initial attempt to demonstrate impact of *Fundulus heteroclitus* on salt marsh copepods in the field. New England Estuarine Research Society.
- Gilbert, A. T.. June, 1982.** Copepod populations of a Northern New England salt marsh. New England Estuarine Research Society
- Gilbert, A. T.. May, 1980.** The evolution of invertebrate sampling devices for use in salt marsh pools, with a description of the current morph. New England Estuarine Research Society

## Laboratory Text

- Gilbert, A, 2014.** *Ecology*, Wiley & Son
- Gilbert, A, and A. Roth, 2014,** *Introductory Biology 1*, Thomson Custom Publishing
- Gilbert, A., and P. Baletsa, 2012.** *General Biology 1*, Thomson Custom Publishing
- Gilbert, A., and A. Roth., 2014.** *Introductory Biology 2*, Thomson Custom Publishing
- Gilbert, A., and P. Baletsa, 2012.** *General Biology 2*, Thomson Custom Publishing
- Hampf, P., A. Roth, A. Gilbert, and M. Potts. 2007** *Human Anatomy & Physiology I* McGraw Hill
- Hampf, P., A. Roth, A. Gilbert, and M. Potts. 2007** *Human Anatomy & Physiology II* McGraw Hill
- Alachi, P. and A. Gilbert, 2008.** *Microbiology for Health Science Students*, Thomson Custom Publishing
- Alachi, P. and A. Gilbert, 2008.** *Microbiology* Thomson Custom Publishing



# IN CITY COUNCIL

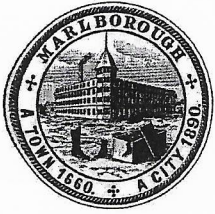
Marlborough, Mass., OCTOBER 3, 2022

## ORDERED:

That the Appointment of N. Paul Tonthat to the Community Development Authority (CDA) for a three-year term to expire on March 25, 2025, to fill the position vacated by Josh Daigle who moved to the state appointed seat, and the Reappointments of Rene Perdicaro and Paul Sliney for three-year terms respectively to expire on March 9, 2024, and March 9, 2025, be and is herewith referred to the **PERSONNEL COMMITTEE.**

ADOPTED

ORDER NO. 22-1008690



*City of Marlborough*  
*Office of the Mayor*

140 Main Street  
Marlborough, Massachusetts 01752  
Tel. (508) 460-3770 Facsimile (508) 460-3698 TDD (508) 460-3610  
www.marlborough-ma.gov

*Arthur G. Vigeant*  
MAYOR

*Patricia M. Bernard*  
CHIEF OF STAFF

*Candace McGrath*  
EXECUTIVE ADMINISTRATOR

September 29, 2022

City Council President Michael Ossing  
Marlborough City Council  
140 Main Street  
Marlborough, MA 01752

*pasw*

**Re: Community Development Authority Appointments**

Honorable President Ossing and Councilors:

I am pleased to submit for your approval the appointment of N. Paul Tonthat to the Community Development Authority (CDA) for a three year term expiring on March 25, 2025. He will fill the vacant position that arose when Josh Daigle moved to the state appointed seat.

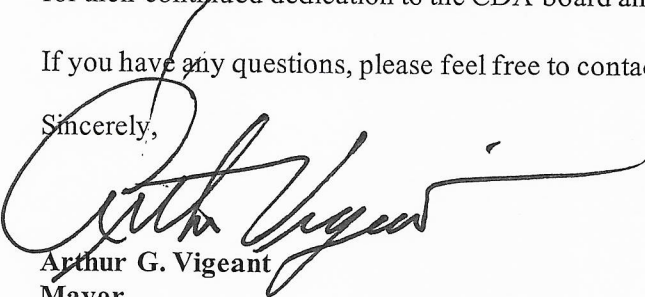
I met with Mr. Tonthat and was impressed with his familiarity and experience with executive management in non-profit housing. We are fortunate to have connected with Mr. Tonthat, and I have no doubt that his vast knowledge will be an asset to our CDA board. Enclosed is his resume for your review.

In addition, I am happy to submit the reappointment of Rene Perdicaro for a three year term to expire on March 9, 2024 and Paul Sliney to expire on March 9, 2025 upon City Council approval.

Each have been serving as holdovers, and I would like to thank both Ms. Perdicaro and Mr. Sliney for their continued dedication to the CDA board and its mission.

If you have any questions, please feel free to contact my office.

Sincerely,

  
Arthur G. Vigeant  
Mayor

Enclosure



# TCF Collaborative, LLC

PROVIDING SUSTAINABILITY SUPPORT TO NONPROFITS

N. PAUL TONTHAT

617.230.2204 | [nptonthat@tcfcollaborative.com](mailto:nptonthat@tcfcollaborative.com)

Cross-functional leader with a strong industry reputation for revenue creation, program delivery, operational efficiency, and the ability to remain aligned to core mission and values. Leads by example while achieving optimal contributions from board members, employees, volunteers and external stakeholders. Leverage perspectives gained from interim and turnaround engagements to make quick and accurate assessments of financial/operational viability and partnership potential.

TCF COLLABORATIVE, LLC, Marlborough, MA  
Principal and Managing Member

December 2020 to Present

The TCF Collaborative, LLC is a nonprofit sustainability practice of seasoned interim executive transition consultants and former chief executives who have spent more than three decades helping nonprofits survive and thrive through organizational challenges and executive change. Our approach is guided by our commitment to building equitable leadership, growing respectful organizational cultures, and strengthening the nonprofit's agility and ability to meet its mission

Clients include:

- City Mission Boston, Interim Executive Director
- MARCH, Inc, Interim Chief Operating Officer
- Nuestra CDC, Co-Interim Executive Director

TONTHAT CONSULTING, Marlborough, MA  
Principal

September 2005 to Present

Specializing in Interim Executive Management, Strategy, and Coaching.

More recent clients:

- Kennedy Donovan Center, Inc., Interim Chief Executive Officer
- Southeastern Connecticut Council of Governments, Project Manager for IES, LLC
- Coalition for Occupied Homes in Foreclosure, Interim Executive Director
- MetroWest Nonprofit Network, Strategy Consultant
- New Sector Alliance, Interim Executive Director
- Step to Success Brookline, Interim Executive Director
- Metro West Collaborative Development and Can-Do, Strategy Consultant

NATIONAL BRAIN TUMOR SOCIETY, Newton, MA

July 2008 to August 2014

Non-profit formed in 2008 by the merger of the National Brain Tumor Foundation and the Brain Tumor Society.

Chief Executive Officer

Developed and implemented short- and long-term strategies to leverage assets from each of the merger partners. Drove revenue by building relationships with current and prospective

<https://www.TCF Collaborative.com> • <https://www.linkedin.com/in/paultonthat/>



donors and by promoting the Society to become "top of mind" as the primary driver of brain cancer related policy. Ensured programs were effectively delivered while balancing resources to drive maximum benefit into the cause. Liaised with Board, aligned partner organizations, community, staff, and volunteers to optimize collaboration and new ideas.

- Orchestrated successful merger of 3 brain tumor organizations over the course of 2 years, creating the largest national brain tumor organization with a budget of >\$10M
- Engaged in permanent capacity post-merger to foster innovation, manage growth, and ensure positioning as the 'go to' organization in the brain tumor community at the national level
- Established a game-changing, multi-partner, multi-institution GBM (most deadly brain cancer) research program with a goal to double life expectancy for GBM patients within 5 years (launched in 2013)
- Launched public/private collaborative with FDA, a coalition of nonprofit organizations, and leaders in the medical/academic community and industry to define new endpoints for phase III clinical trials, accelerating the investment in drug development
- Enhanced Development Department capacity by upgrading information systems that support 15 national events, programs, community relations, and communications. Added Community Research Fund to encourage donors and colleague organizations to invest in specific BT diseases
- Created a two-tiered approach of policy and complementary advocacy programs. Engaged a lobbyist in Washington, D.C. Organized all efforts under a Public Policy Director
- Built marketing-communications and community relations capacity to focus messaging and branding programs. Managed > 80,000 constituents
- Upgraded grant programs by adding equivalents of R21 NIH Exploratory / Development Grant and R01 Research Project Grant

BRAIN TUMOR SOCIETY, Watertown, MA  
Interim Executive Director

May 2007 to June 2008

Led patient advocacy organization to implement the aggressive growth business plan. Refocused the research program to continue to enjoy the respect of the medical community but have greater national power to drive brain tumor research in critical areas.

- Conducted parallel merger negotiations over 6 months with two similar sized brain tumor non-profits

ALZHEIMER'S ASSOCIATION, CT CHAPTER, Kensington, CT

December 2006 to April 2007

Mission focused on the advancement of research; to provide and enhance care and support for all affected.

Interim Executive Director

Restructured programs and financial/operations activities to support mission in preparation for hiring a permanent ED. Executed workforce reduction and reassignment of staff roles. Developed personnel policies to align senior staff job descriptions with those of the national organization. Created work plans and conducted employee performance evaluations. Brought state chapter into productive and collaborative relationship with the national organization.

- Reestablished alignment with national Alzheimer's Association following 2 unsuccessful interim executives. Restored program and development operations to comply with national standards and directives

- Implemented MAS 500 financial software system compatible with and required by National
- 

NATIONAL NETWORK OF FOREST PRACTITIONERS, Providence, RI January 2006 to November 2006  
Grass roots alliance of rural people and organizations involved in community forestry.

Interim Executive Director

Worked intensively with Board, consultants, staff, and funders to update financial management systems and procedures (including a risk management review). Reinstated staffing and program accountability to meet promised deliverables. Developed Board capacity and reinstated governance and control. Developed and introduced RFP process. Designed and implemented web system with online forums.

- Negotiated with major funding partner on a plan and timetable for transition to new leadership
- Led the Executive Director search process
- Earned a \$400K grant from the Ford Foundation

VIETNAMESE AMERICAN INITIATIVE FOR DEVELOPMENT, INC., Dorchester, MA April 2004 to December 2005

Community Development Corporation serving Vietnamese communities through economic development, community advocacy, affordable housing, and childcare services.

Interim Executive Director

Retained to identify and rectify funding compliance irregularities and to restructure \$4M debt from a community center, allowing for long term operational viability.

- Brought property management services in-house to increase the residential portfolio from 9 to 21; began development on a transit-oriented mixed-use project yielding 43 units of affordable housing plus 8K sq ft of commercial space
- Restructured 4 program divisions and administrative structure toward greater effectiveness and efficiency
- Joined a coalition and partnered with U.S. Department of Justice to enforce Help America Vote Act compliance by the City of Boston
- Addressed organization's misuse of ~\$500K of programmatic grant monies from 2 national foundations by refinancing capital assets and by renegotiating the effective grant period so that all the funded programs could be implemented

FBC PROPERTY MANAGEMENT CORPORATION, Beverly, MA

May 2000 to April 2004

Division of First Baptist Church focused on federally subsidized elder housing, nursery school program, DYS residential group homes, and aftercare apartments programs, and food pantry.

Executive Director

Spearheaded all property management, accounting and budgeting, contract auditing and risk management, and insurance purchase for all 7 program subsidiaries. Reported to 7 distinct boards and church committees. Supervised and directed staff in site management, financial services, facilities, and personal care and homemaking.

- Refinanced HUD 202s (120 units); maintained compliance for LIHTC project (35 units)
- Developed a 5-year capital plan for the properties owned by the First Baptist Church

<https://www.TCF Collaborative.com> • <https://www.linkedin.com/in/paultonthat/>



- Built a unique continuum of supportive housing by connecting 3 different elder housing projects. Maximized a newly created 501c3 Home Health Aide organization to provide services and staffing. Costs were mitigated through contracts with the State Department of Elders Affairs

BAY COVE HUMAN SERVICES, INC. Boston, MA

October 1992 to May 2000

Provides effective, compassionate care to more than 20,000 individuals and families who face the challenges of developmental disabilities, addiction, mental illness and/or aging.

Director of Operations (1999 to 2000)

Promoted to take over operational leadership within the agency during a period of expansion of privatized human services in the Commonwealth. Oversaw the Property and Housing Department, the Information Technology (IT) Department, and the Business Resource Manager.

- Directed start-up of the first residential program in the country designed to service Asians who are homeless and have chronic major mental illness
- Following rapid post-privatization growth, oversaw the development and maintenance of 55 residential and commercial sites, including >250 supported apartment units across Metro Boston

Previous positions at Bay Cove included Director of Property & Housing and Senior Program Director - MH Residential Services

## EDUCATION

HARVARD BUSINESS SCHOOL, Cambridge, MA

Strategic Perspectives in Non-Profit Management (SPINM) 2011

BENTLEY COLLEGE, Waltham, MA

Bachelor of Science in Economics-Finance

Project Management Courses

GORDON-CONWELL THEOLOGICAL SEMINARY, South Hamilton, MA

Master of Divinity