

MEMORANDUM

To: CRA Board
From: Erica Schwarz
Date: February 12, 2020
Re: Foundry Executive Search Firm Selection

INTRODUCTION

In preparation to operate the Foundry, the Foundry Consortium has recently incorporated in Massachusetts and requested 501(c)(3) status from the IRS. Its new Board of Directors has determined that its first Executive Director should be hired by September 2020 in order to ensure that staffing, internal policies and structures, program related subleases, and community relationships are well established before the Foundry's start of operations in summer 2021.

This hiring plan aligns with the recently authorized MOU between the Cambridge Redevelopment Authority (CRA) and Foundry Consortium. The MOU outlines the CRA's commitment to provide \$200,000 in Foundry Start Up Funds to support the Foundry Consortium's executive search, and to support personal expenses for the executive director and other staff, before the Foundry opens.

The Cambridge Redevelopment Authority will use approximately \$40,000 of the \$200,000 allocation to engage an experienced search firm to conduct a search for the Foundry Consortium's first executive director. The CRA has administered the process to identify the search firm, and will hold the contract with that firm. However, the Foundry Consortium Board of Directors will make the final decision in selecting their Executive Director.

The CRA and Foundry Consortium formed a Search Committee to identify the most qualified and suitable search firm. The Search Committee includes Erica Schwarz from the CRA, and three Foundry Consortium Board Members: Jean Appolon, Betsy Bard, and Kellyanne Mahoney.

The selected search firm will continue working under the guidance of the Search Committee to carry out an executive director search, under a contract signed with the CRA.

CONTRACT SCOPE

The CRA, working with the Search Committee, sought a search firm to carry out the following tasks:

- Support the Board of Directors in finalizing a job description, including providing professional feedback on salary and benefits package, and finalizing the parameters of the search process.
- Advertise the job opening widely through a range of platforms to recruit a strong pool of candidates.
- Actively research and recruit candidates from throughout New England.
- Collect resumes, conduct early screening, and schedule interviews upon Board direction.
- Support the Board of Directors in preparing for interviews and attend all interviews.
- Call references as needed.
- Facilitate discussion with Board of Directors to make final selection and provide advice on terms to include in the job offer.
- Provide technical assistance as needed in developing a successful onboarding plan.

Preferred firms met the following characteristics:

- Demonstrated success over at least five (5) years in completing executive searches for similarly sized nonprofit organizations in New England.
- Depth of experience consulting for nonprofit organizations.
- Experience incorporating racial justice and other diversity goals into recruitment and search processes.
- Experience recruiting candidates who have experience in one or more of the following:
 - Facilitates management or real estate asset management
 - Performing and/or visual arts
 - “Making” including woodworking, metal work, fabric arts or digital fabrication
 - Science and technology education
 - Youth programs
 - Workforce development
 - Community engagement

RFQ PROCESS

Date	Activity	Additional Detail
December 24 – 31, 2019	Emailed search firm opening to 9 experienced firms	Received confirmation of receipt from 9 firms, and received additional email from 10 th firm interested in responding.
January 16, 2020	Response Deadline	8 responses received and subsequently reviewed by Search Committee.
January 29 – February 6, 2020	Interviews	4 firms interview by the Search Committee.

January 4 – 6, 2020	References contacted	References contacted for the top 2 ranked firms, based on written responses and interviews.
February 10, 2020	Foundry Consortium Board Vote	Foundry Consortium Board of Directors vote on recommendation from the Search Committee
February 12, 2020	Board Vote on Recommended Firm	CRA Board consider a motion to enter into a contract with the firm recommended by the Search Committee
February 18 – 21, 2020	Finalize scope and fee, sign contract	

SELECTION RECOMMENDATION

Four firms were invited to participate in interviews between January 29th and February 6th, 2020:

- Ann Silverman Consulting
- Carolyn O’Brien Consulting
- Eos Transition Partners
- TSNE Mission Works

The committee recommends entering into a contract with Ann Silverman Consulting, which would have Ann Silverman and her associate, Paula Anzer, carrying out the search.

This firm demonstrated a depth of proven experience and capacity in all of the qualifications the search committee sought, and offered a fee that was within the Foundry Board’s approximate budget of \$40,000.

CONTRACT TERM

The CRA expects to enter into a contract that will start in late February, 2020 and conclude three months into the Executive Director’s tenure, estimated to be no later than December 31, 2020.

CRA BOARD MOTION

Authorizing the Executive Director to enter into an executive search contract with Ann Silverman Consulting in order to staff the executive search for the Foundry Consortium’s first executive director.

EXHIBITS

Exhibit A: Executive Search Firm Advertisement

Exhibit B: Response received from recommended firm: Ann Silverman Consulting

Seeking Consultant for Nonprofit Executive Director Search

Deadline: January 16, 2020

The Cambridge Redevelopment Authority (CRA) and the Foundry Consortium seek an experienced consultant to manage the search for the Foundry Consortium's first Executive Director.

The Foundry is an adaptive reuse project, creating a 50,000 square foot center for creativity and collaboration for the Cambridge community. At the intersection of the Kendall Square Innovation District and the East Cambridge neighborhood, this industrial era Foundry building will provide space and programs for the visual and performing arts, entrepreneurship, technology, and workforce education. The Foundry will also help facilitate access for residents, especially underrepresented communities and adjacent neighborhoods, to the dynamic working and learning environment of Kendall Square. The Foundry is expected to have an annual operating budget of \$1.5 million, which will be sustained by Foundry program revenue.

The Foundry building is owned by the City of Cambridge, who will start major renovations at the property in 2020. The building's operations are expected to commence in summer 2021.

The (CRA) has a master lease for the property and is responsible for seeing that the Foundry's mission is met. The CRA selected The Foundry Consortium to operate the building.

The Foundry Consortium has recently incorporated in Massachusetts. Its new Board of Directors is now advancing plans to ensure that staffing, internal policies and structures, program related subleases, and community relationships are well established before the start of operations in 2021. The Executive Director is expected to be hired by September 2020 and will report to the Foundry Consortium Board of Directors.

The selected search firm or individual will work directly with the Foundry Consortium Board of Directors and its executive search subcommittee, under a contract signed with the CRA.

Responsibilities are expected to include:

- Support the Board of Directors in finalizing a job description, including providing professional feedback on salary and benefits package, and finalizing the parameters of the search process.
- Advertise the job opening widely through a range of platforms to recruit a strong pool of candidates.
- Actively research and recruit candidates from throughout New England.
- Collect resumes, conduct early screening, and schedule interviews upon Board direction.
- Support the Board of Directors in preparing for interviews and attend all interviews.
- Call references as needed.
- Facilitate discussion with Board of Directors to make final selection and provide advice on terms to include in the job offer.
- Provide technical assistance as needed in developing a successful onboarding plan.

The preferred search firm or individual will have the following characteristics:

- Demonstrated success over at least five (5) years in completing executive searches for similarly sized nonprofit organizations in New England.
- Depth of experience consulting for nonprofit organizations.
- Experience incorporating racial justice and other diversity goals into recruitment and search processes.
- Experience recruiting candidates who have experience in one or more of the following:
 - Facilitates management or real estate asset management
 - The performing or visual arts
 - “Making” including woodworking, metal work, fabric arts or digital fabrication
 - Science education
 - Youth programs
 - Workforce development
 - Community engagement

Minority and/or Women Owned Business Enterprises are encouraged to apply.

More information about the Foundry project can be found at:

<https://www.cambridgeredevelopment.org/foundry>

<https://cambridgefoundry.org/>

To apply, please email one PDF file of no more than 10 pages to Erica Schwarz at the Cambridge Redevelopment Authority (ESchwarz@CambridgeRedevelopment.org) by Thursday, January 16th, 2020. Your response must include the following:

1. Overview of your firm including:
 - Years in business
 - At least three examples of recently completed executive searches for organizations that are similar to the Foundry Consortium in size and/or programmatic focus. As possible include the nonprofit name, location, annual budget, mission, overview of programs and any additional information you feel is relevant.
 - Range of salaries represented in your executive searches.
 - If your firm is a minority or women owned business enterprise.
2. Overview of your approach to executive searches and the process you may follow if selected to work with the Foundry Consortium.
3. Resume(s) of key staff who will be working directly on this search
4. Contact information for at least three references from nonprofit organizations for whom you conducted an executive search, and who worked with the same staff at your firm that would be assigned to the Foundry Consortium search.
5. A proposed budget for the search. Please outline if you will charge an hourly rate or a flat fee, and show the fees expected for the different phases of the search process.

85 Rockview Street #2
Jamaica Plain MA, 02130
January 15, 2020

Erica Schwarz
Cambridge Redevelopment Authority
ESchwarz@CambridgeRedevelopment.org

**RE: Cambridge Redevelopment Authority and Foundry Consortium Nonprofit
Executive Director Search**

Dear Erica:

Thanks for the opportunity to submit our qualifications for the Foundry Executive Director search. We are excited about this project, and believe that we offer a unique set of skills and experiences to the search.

Ann L Silverman Consulting brings twenty years of experience in nonprofit search and strategy, particularly in the Boston area. Our clients have included nonprofits in community development, health and the arts as well as government agencies and philanthropic organizations. We are committed to working with nonprofit boards and funders to develop and implement a collaborative process that engages stakeholders, and results in finding a strong leader to meet the particular organization's needs.

As you know from our previous work together, I have personally helped many organizations through growth and change. My colleague Paula Anzer brings in depth understanding of the MIT community and the world of start-ups, as well as strong networking skills, which have helped us to build our pools of diverse candidates.

Attached please find a preliminary proposal for services, as well as information about our background and experiences. We would be pleased to meet with you to discuss this proposal and how we might work together.

Please contact me at 617-901-0781 or annsilverman@gmail.com.

Best,



Ann Silverman

Ann L Silverman Consulting

INTRODUCTION

Ann Silverman brings 20 years as a consultant plus another 20 years in program management, nonprofit management. Having been a capacity building funder, a founding nonprofit executive director, and a project manager, Ann understands nonprofit organizations and the community that supports those groups. Ann has completed executive searches and assisted organizations with searches for staff members. Ann brings to her work a deep commitment to and appreciation of nonprofits and grassroots leaders, as well as a strong interest in helping groups to find the very best leaders to serve their organizations.

Paula Anzer brings more than 25 years of nonprofit leadership plus search and networking skills and deep experience with the MIT community. As an alumna and 20+-year former employee, she has roots in technology and entrepreneurship, plus a broad network across the innovation ecosystem in the Kendall Square area and beyond. Some of her relevant experience at MIT includes launching a consortium of academic makerspaces and leading the development of the Engine accelerator's network for startups, strategic corporates and other stakeholders in the innovation ecosystem.

We propose to partner on this assignment through Ann L Silverman Consulting. Following is an outline of our search process, which would be adapted to the particulars of the Foundry Executive Director search.

SEARCH PROCESS

We begin each search by reviewing existing documents and speaking with key leaders and staff at the organization, to determine what is needed in a candidate, and what the working environment will be like. In this case, we would speak with Foundry Consortium leaders, representatives of Cambridge Redevelopment Authority, and selected other community leaders, in order to recognize challenges and opportunities, and determine what kind of Executive Director can help take this new organization forward into becoming a successful staffed nonprofit. We establish a board Search and Transition Committee to work with us. We would also discuss who would participate in interviews and when those would be held.

We draft a position profile (a job description which provides background on the organization plus a description of qualifications sought) based on the information received, and review this with the Committee. We propose a preliminary marketing and recruitment strategy, and then collaborate with the transition team as needed to refine this strategy. We build on our extensive contact lists and information provided to us, and work closely with organizational leaders to identify key contacts to approach as we develop the pool of applicants. We typically research local salary ranges, and would, in this case, review financials including salary history from comparable organizations, in order to determine the salary range for the position. Together with the

Committee, we would finalize the position profile, salary range, marketing strategy, and schedule for the search.

We then begin an active marketing and recruitment phase, in which we would work with the organization to distribute the position profile widely. We place ads, do recruitment calls and emails, and lead mass emailing efforts. We work to build a diverse pool of candidates, relying on our own outreach lists as well as the suggestions of people at the organization and key stakeholders. We seek to complete recruitment within a 4 to 6 week period.

As resumes come in, we acknowledge them and keep a summary listing of applicants and their key skills. We review and rank applicants according to the selection criteria that we agreed on as we developed the position profile. We provide frequent updates to the transition team, and ongoing suggestions about how the organization can continue to build the pool of candidates, as needed.

We typically do phone screening of at least 8-10 applicants, assuming that we have a strong pool. We then make recommendations to the transition team regarding first in-person interviews. We organize and schedule interviews, prepare questions for interviews, and participate in first interviews. We aim for 4-6 first interviews.

We seek to bring 2-3 finalists to second interviews. We schedule and participate in the second interviews. We often design questions or scenarios for those interviews. In some cases, there are also follow up meetings of 1-2 finalists with key leaders, to collect further input.

We check references, and assist the organization with offer negotiations and finalizing of an agreement as needed. We notify all candidates when the search is completed. We provide ongoing support to the board as needed in on boarding and evaluating the new hire.

QUALIFICATIONS

Madison Park Development Corporation (MPDC) is a nonprofit community development corporation in Boston with an annual budget of \$7.8 million. They develop and operate affordable housing and community programs and facilities, including a performance center and a community center. We helped MPDC hire a new CEO in 2019. Finalists included leaders with community engagement, real estate, workforce development, and management skills. Previously we helped Madison Park hire an Asset Manager and Senior Project Manager.

In the past year, we worked with other local groups, including Fenway CDC, a Boston based \$1.4 million nonprofit with community engagement, workforce and housing programs. We helped Fenway CDC to hire a Real Estate Director, and previously helped them to hire an Executive Director.

In 2018, we assisted The Neighborhood Developers in Chelsea to hire a new Executive Director to lead their \$3.6 million organization. Fifteen years before, we helped this organization hire their second Executive Director. We worked with Allston Brighton CDC hire a new Executive Director for their \$1.4 million organization.

Previously, we completed an executive search for Springstep, a nonprofit arts center in Medford. We supported the leadership of the Photographic Resource Center as they sought to align their strategy, staffing, and programs. Brief descriptions of some of our assignments are found on page 10 of this proposal, and additional client lists can be found on our website, <http://annlsilverman.com>.

We have maintained and enriched our connections with national and local nonprofit leaders, funders, and universities. We have a database of more than 1400 names that we frequently update for particular searches.

Reaching a diverse set of candidates has been important to most of the searches that we engage in. As part of our developing job descriptions and marketing plans, we challenge leaders to think with us about reaching out, and not creating barriers to entry. We have successfully hired people from a range of backgrounds into entry level, mid-level and senior positions.

Salaries and benefits for Executive Directors of nonprofits we have worked with have varied, with most recent leadership positions for organizations in the Boston area with a similar or slightly larger operating budget ranging from \$125,000-175,000.

A preliminary budget for this project, references and resumes follow. We look forward to discussing this proposal and our experience further with you.

Preliminary Fee Proposal and Schedule for an Assessment and Executive Director Search--Ann L Silverman 1 14 2020			
	Hours	Cost	Schedule
Task I--Organizational assessment and visioning	50	7250	Feb-Mar
Task II--Development of communications and recruitment materials including position profile	20	2900	Mar-Apr
Task III--Development of marketing and recruitment plan	10	1450	Apr
Task IV--Marketing, recruitment, preliminary screening	65	9425	Apr-May-June
Task V--Selection and hiring	65	9425	June-July
Task VI--Post hiring services including successful celebration of outgoing Executive and onboarding of new Executive	20	2900	Sept-Nov (pending new Executive start up)
Total Hours/Cost	230	\$ 33,350	
Phone, Copying, Advertising and Administrative Expenses		\$ 5,000	
Total Contract		\$ 38,350	
Note: Advertising and marketing expenses will be covered directly by the organization or reimbursed if consultant is required to cover them temporarily.			
Costs by phase and time are an estimate; actuals may vary slightly.			
Consultant will bill for actual hours and costs monthly; will provide regular check ins, particularly following first month to address any needs, should they occur, to adjust hours or scope of work.			

References

Note: Please let us know if you will be calling them so that we can notify people in advance.

Charlene Bauer, former Board Chair
The Neighborhood Developers (Ann worked on this)
617-733-2708
cbauer@metrocu.org

Leah Camhi, Executive Director
Fenway CDC (Ann and Paula worked on this)
617-267-4637
lcamhi@fenwaycdc.org

Aida Franquiz, Board President
Allston Brighton CDC (Ann worked on this)
617-571-1872
afranquiz@bostonprivate.com

Lisa Morishanti, Board President
Madison Park CDC (Ann and Kate Casa worked on this)
617-398-2589
lmorishanti@trinitymanagementcompany.com

ANN L. SILVERMAN
85 Rockview St #2
Jamaica Plain, MA 02130
617/901-0781
annsilverman@gmail.com

PROFESSIONAL EXPERIENCE

- 2000- **PRINCIPAL, Ann L Silverman Consulting.** Assist non-profit organizations, affordable housing groups, community leaders and funders with organizational development, program development and management. Conduct executive and senior staff searches. Help groups through critical transitions, with interim management, program planning, training, and fundraising services.
- 1994-2000 **DIRECTOR, Neighborhood Development Support Collaborative.** Managed established community development funders collaborative, affiliated with **Local Initiatives Support Corporation**. Selected groups for funding. Monitored capacity building and housing production grants. Provided financial and organizational development assistance to more than 20 Boston area Community Development Corporations (CDCs).
- 1993 **CONSULTANT, Joint Center for Housing Studies, Harvard University.** Developed a community development investment and grant-making strategy for a Kentucky-based foundation. Identified and evaluated national models of Program Related Investments, and of affordable home ownership and homebuyer counseling programs.
- CONSULTANT, Mount Auburn Associates.** Researched market expansion opportunities for community development loan fund. Assessed bank small business lending practices for an economic development strategy for a small city.
- 1986-1992 **EXECUTIVE DIRECTOR, Cooperative Housing Task Force/ARCH.** Served as first Executive Director for a nonprofit organization that promoted affordable resident-controlled housing across Massachusetts and Rhode Island, through advocacy, education and consulting:
-Helped community groups to determine feasibility, finance and market cooperative housing developments.
-Trained leaders of low income communities in housing development, management and community building.
-Organized national and regional conferences.
-Spoke at numerous forums and legislative hearings.
-Raised funds and managed organizational finances.
-Developed co-op newsletter and share loan fund.

- 1985-
1986 **PROJECT MANAGER, Allston-Brighton Community Development Corporation.** Designed and implemented low income home ownership program for a Boston neighborhood group.
- 1981-
1985 **REDEVELOPMENT COORDINATOR, Boston Housing Authority.** Managed redevelopment programs for two large public housing developments.
- 1978-
1981 **ASSISTANT PROGRAM DIRECTOR, Citizens Housing and Planning Association.** Helped low income tenants explore acquisition of their federally-subsidized homes.

EDUCATION

HARVARD UNIVERSITY, JOHN F. KENNEDY SCHOOL OF GOVERNMENT. Master in Public Administration. Concentration in management and finance.

UNIVERSITY OF NORTH CAROLINA, CHAPEL HILL. Master of City and Regional Planning.

THE TECHNION, ISRAEL INSTITUTE OF TECHNOLOGY. Graduate courses in town planning. Lady Davis Fellowship.

VASSAR COLLEGE. A.B. in Urban Studies, with Honors.

ADDITIONAL SKILLS AND EXPERIENCES

Instructor, seminar on Succession Planning, NeighborWorks Advanced Practitioners Program, Harvard University Kennedy School of Government

Instructor, Introduction to Community Planning, University of Massachusetts, Boston

Course assistant, Real Estate Finance, Harvard University, Kennedy School of Government

Instructor, Tufts University Management and Community Development Institute

Board Member, Belmont Housing Trust

Board Member, Combined Jewish Philanthropies Disabilities Initiative

Intermediate Spanish and Hebrew language skills

Professional Profile

An accomplished leader and manager in private sector, non-profits, and higher education. I bring passion for and expertise in advising startups and other disruptors, networking and community building, strategic planning, teamwork and revenue generation. Core competencies include mentoring, coaching and advising; teamwork; presenting and writing; diplomacy and problem solving; fundraising, budgeting and financial management.

Consulting Experience

**Ann L Silverman Consulting, organizational development, nonprofit management,
community development and affordable housing consulting services** Boston, MA

Recruitment-Search Consultant May 2019 - present

- Provide real estate and community development clients with full-service search services, including marketing, recruiting, interviewing, checking references and negotiating with candidates
- Utilize extensive network to recruit candidates; coach and mentor early- to mid-career professionals

FedTech Metro DC area

xTech Accelerator Advisor December 2019 – present

- Advise and connect startup founders in the XTech Accelerator from across the country on strategy, resources, and progress toward KPIs and goals

IHS Markit CERAWEEK Innovation Agora Cambridge, MA

Curator and Producer Feb - June 2019

- Curated over 100 speakers from startups and other energy innovators and disruptors for CERAWEEK, a prestigious annual energy conference in Houston, TX

The Engine, Built by MIT Cambridge, MA

Head of Network June 2018 - Feb 2019

- Organized select group of founders of “tough tech” startups and strategic corporations to launch and build the Engine Network, an integral part of the Boston-area venture capital, innovation and entrepreneurship ecosystem

MIT Project Manus Cambridge, MA

Director of Business Partnerships/Make Impact Consortium “Commander” July 2017 - May 2018

- Created, marketed and launched the Make Impact Consortium of universities and corporations focused on growth of academic makerspaces and collaboration with entrepreneurship programs

Higher Education, Housing and Non-profit Administrative Experience

Columbia University School of Engineering New York City, NY

Director of Strategic Initiatives Mar 2015 - Feb 2017

- Interim Director of Communications** Jan - April 2016
- Led team focused on Innovation and Entrepreneurship Programs (including I-Corps and Columbia Startup Lab) and K-12 STEM outreach
- MIT Department of Mechanical Engineering** Cambridge, MA
Philanthropic Advisor & School Development Officer Sept 2012 – Feb 2015
- Cultivated and secured more than \$9M in gifts and pledges Secured commitments of \$28M
- MIT Media Lab** Cambridge, MA
Director of Business Development Mar 2008 - Sept 2012
- Secured commitments of \$28M+ by signing more than 40 new sponsors (representing more than half of current members in 2012) despite onset of economic crisis within months of starting position
- MIT Sloan School of Management Leadership Center** Cambridge, MA
Associate Director Sept 2007 - Mar 2008
- Worked closely with faculty, practitioners and students to develop and deliver programs to advance leadership knowledge and skills
- MIT Department of Urban Studies and Planning** Cambridge, MA
Special Assistant to the Department Head April 1993 - Sept 2007
Lecturer July 1998 - Sept 2007
Professional Development Director April 1993 - Jan 1999
- Expanded professional/career development programming for students and alumni
 - Developed and taught graduate class on budgeting and financial management for nonprofits and undergraduate class on international comparative planning
 - Received first MIT Excellence Award for “Building Bridges” 2001
- Association for Resident Control of Housing** Boston, MA
Deputy Director July 1991 - April 1993
Interim Executive Director June - Sept 1992
Project Manager Dec 1990 - June 1992
- Consulted to non-profit organizations to develop and finance resident-controlled housing
 - Trained residents and board members on housing and financial management
 - Launched and managed loan fund for limited-equity cooperative shares
- City of Somerville, MA Office of Housing and Community Development** Somerville, MA
Housing Planner 1989 - 1990
- Provided technical assistance to non-profit community organizations, private developers and residents on housing development and policy issues
 - Implemented new policy initiatives and programs for affordable housing for low- and moderate-income households, including Inclusionary Housing Zoning Ordinance and first-time homebuyer program

Education

-
- Massachusetts Institute of Technology** Cambridge, MA
Master in City Planning 1989
- Brown University** Providence, RI
Bachelor of Arts, Independent major 1982

SELECTED ANN L SILVERMAN CONSULTING SEARCH AND RELATED ASSIGNMENTS

Allston Brighton CDC—*assessment and Executive Director search, Real Estate Director search.*

Boston Workers Circle--*interim management and advising of the volunteer leadership regarding all aspects of executive search.*

Bridgeport Neighborhood Trust--*financial management systems assessment, support for selection of new auditor and improvement of financial reports, board and Executive Director coaching in financial report review and hiring of new CFO.*

Concilio Hispano/Centro Latino--*interim management, transition consulting, merger feasibility study.*

Commonwealth Kitchens--*executive search.*

Fenway Community Development Corporation—*coaching of Interim Executive, assessment and visioning, sustainability planning, and executive search, Real Estate Director search.*

Ithaca NHS—*assessment and executive search, onboarding and support for initial board evaluation of new Executive Director.*

Just A Start—*Real Estate Director search.*

Madison Park Development Corporation--*asset manager and senior project manager searches; assessment and CEO search.*

Massachusetts Housing Investment Corporation—*Investment Officer, Asset Manager, Community Impact Officer searches.*

MBL/Wayfinders—*assessment, executive and senior staff search.*

Neighborhood Housing Services of Waterbury—*assessment, visioning, financial management support, board support and executive search.*

Somerville Community Corporation--*searches for Deputy Director, Real Estate Director, Finance Manager, community organizers and fundraising and communications staff, strategic planning.*

Springstep—*assessment, interim management, and executive search.*

The Neighborhood Developers—*interim management and transition consulting, organizational turnaround and visioning, executive searches.*

Visiting Nurses Association of Central Connecticut—*transition consulting, including assessment, visioning, board support, and executive search.*