

MEMORANDUM

To: CRA Board
From: Tom Evans
Date: October 20, 2021
Re: CRA Human Resources Consultant Contracts

BACKGROUND

The CRA has undergone significant growth over the past five years, and has like all organizations worked to adapt its workplace to the ongoing presence of COVID-19. To help prepare the CRA staff for its ongoing operations and expanding project portfolio, the CRA Leadership Team (Executive Director, Director of Finance and Operations, and Project Director) launched a procurement process earlier this year seeking Executive Coaching and broader human resources consulting services.

In recent months we have also faced staff turnover and the loss of institutional knowledge from these transitions, particularly the departure of the Project Director. Thus in addition to seeking broader professional development services, the CRA needs specific executive search services to fill this position efficiently.

EXECUTIVE COACH SELECTION

Under the state procurement law, 30B, professional services may be procured utilizing a bid process seeking written proposals from three or more organizations. The CRA issued a scope and request for responses to seven organizations and individuals who conduct human resource consulting and executive coaching services on March 2, 2022. Upon the deadline of March 23rd, three responses were received by the CRA.

It is recommended that the CRA enter into a contract with Rainmaker Inc. for a value of \$36,000 as their proposal met the full needs of the scope circulated and was competitively priced compared to the rate and full payment of the other proposals. The Rainmaker submission is attached (Exhibit C).

EMPLOYMENT PLACEMENT SERVICES CONTRACT

While the above procurement was underway, Erica Schwarz gave notice that she had accepted another job offer. Given the reduced capacity of the CRA staff at this time, a proposed scope for a

new job recruitment effort was requested from Ann L. Silverman Consulting, who just completed an executive search on behalf of the CRA in partnership with the Foundry Consortium (Exhibit B). Ann Silverman was selected by the CRA amongst a pool of 10 search firms in 2021 to find an Executive Director for the Foundry Consortium. Given that Ann Silverman is familiar with the CRA and the Foundry project specifically, it was deemed beneficial to the CRA to enter into a sole source contract with her organization, rather than engage in another consultant selection process to conduct a staffing selection process. The draft position description is attached (Exhibit C).

PROPOSED MOTIONS

Motion: Authorizing the Executive Director to enter into a contract with Rainmaker to provide staff development consulting for a value of up to thirty-six thousand dollars (\$36,000).

Motion: Authorizing the Executive Director to enter into a sole source contract with Ann L. Silverman Consulting to provide employment placement services for a value of up to twenty-six thousand dollars (\$26,000).

EXHIBITS

Exhibit A: Proposal from Rainmaker

Exhibit B: Proposal from Ann L. Silverman

Exhibit C: Draft Position Announcement

RAINMAKER

BREAKTHROUGHS IN NONPROFIT EXCELLENCE

Proposal for: The Cambridge Redevelopment Authority (CRA)

Scope of Work: Executive Coaching with special support on organizational structure, processes, and cultivating a positive internal culture

Dates of Service: April 2022 – September 2022 (Six months; potential for further support)

Date: March 29, 2022

PROJECT OVERVIEW

The Cambridge Redevelopment Authority (CRA) creatively effects real estate and other programs to build sustainable communities that serve economic, housing, and open space needs in ways that advance social equity. With a growing team of three senior leaders and six staff, CRA seeks further develop and codify agency practices (structure, process, prioritization, and supervision) while mindfully nurturing the organizational culture (addressing project pacing, retention, and senior leadership support.)

The coaching will be provided to the Executive Director, Director of Finance and Operations, and Project Director with a focus on addressing anticipated management challenges, with an expected focus on:

- Identifying and implementing effective staff structures and communication paths
- Establishing a process for decision making and supporting its ongoing use
- Developing a process for selecting and prioritizing projects
- Building staffing capacity with a goal of increasing retention, job satisfaction and performance
- Strengthening staff supervision and management
- Supporting the unique needs, style, skills, and effectiveness of each senior leader and other RCA staff
- Address other internal challenges that may be identified as part of this process

APPROACH/PHILOSOPHY OF EXECUTIVE COACHING

If professional athletes, top musicians, CEOs of Fortune 100 companies, and others engage with coaches and teachers, then it makes sense that nonprofit leaders also need support in strengthening their leadership. Often one can't "see their own swing," hear some of their own mistakes, or step outside their own experience. We believe that there are also times that strong leaders are navigating unfamiliar territory: organizational expansion, funding changes, staff challenges, mergers, and diversifying their organization.

The Rainmaker Consulting team incorporates executive coaching into all our work with nonprofit organizations as part of our capital campaigns, strategic planning, business plan development, Culture of Philanthropy training, and board development. All the Rainmaker Partners and most of our Consultants have served in executive positions in nonprofits, government, and businesses,

and we bring this experience to bear in our counsel to our colleagues. In addition, we inform our own work by undertaking professional development (seminars, reading, supervision, peer learning) in nonprofit leadership, fundraising, social justice, management, financial management, marketing, communications, performance psychology, organizational development, and other relevant areas. We counsel, educate, and become thought partners with organizational leaders and bring a focused, senior team with complementary strengths allowing us to offer provide our clients additional perspectives and skills without additional time or cost.

In addition, we are committed to having a customized approach to our work that fits best with the learning styles, knowledge, skills and needs of our clients. We then implement a general model that includes:

- Start with an insight
- Articulate the end goal and offer clear, measurable achievements to track progress
- Maintain buy-in from key stakeholders
- Communicate, communicate, communicate

PROPOSED SCOPE OF SERVICES/DELIVERABLES

Rainmaker understands the CRA request for Executive Coaching as an opportunity to engage the senior team and all employees to continue to build the organizational culture you aspire to have. We propose to utilize a team of coaches for this engagement that will provide customized coaching for individual leadership and strategic assessment. While our outlined deliverables could shift based on insights gleaned, we would see implementing our process in four stages:

Phase I: Insight Discovery (April 2022)

At our core, Rainmakers are *listeners*. We would suggest front-loading the schedule to allow for us to check in with the leadership, conduct confidential interviews with stakeholders, review documents and supporting technology, and undertake an organizational culture assessment to gain an in depth understanding around CRA:

- Communication flow and style (formal and informal)
- Project review process (from initial criteria to gating stages through decision making)
- Resource deployment and potential bottle necks including understanding of organizational demands in the coming year
- Organizational culture and leadership style

Phase II-A: Process and Structure Construction (May - June 2022)

With a firm understanding of CRA's needs from Phase I, Rainmaker would bring insights and examples from decades of work with global businesses such as Hasbro, Disney, and McDonalds as well as strategic and lean nonprofits to work with CRA to customize optimized ways for CRA to work together: Deliverables in this phase would:

- Create effective staff structures and communication paths
- Develop a documented, strategic process for decision-making with timelines,
- Formulate a criteria panel for prioritizing project selection (using your strategic plan and agency mission.)

Phase IIB – Culture Development (May -- June 2022)

Culture and process go together in creating a healthy workplace. Clear and streamlined processes do little to retain employees if they find the culture unwelcoming or unengaging. Equally, you can have the most enjoyable environment and colleagues, but if you cannot get your projects over the finish line efficiently, it's stressful and unrewarding. Rainmaker proposes to engage in culture development and training activities with CRA leadership that look to address:

- Staff engagement and leadership, including “leading from your seat”
- Cultivation of positive and effective management styles
- Supporting the unique needs of each senior leader as they seek to succeed in their roles

Phase III – Evaluation/Institutionalizing Support (July – September 2022)

Agency growth brings excitement and stress; having an ally, thought partner, and informed but outside perspective can be instrumental in being the best leader one can be. Rainmaker would be honored to meet regularly with the leadership team and work with them incorporate any structural, process changes from Phase II while also supporting the agency culture. During this window we would propose to meet weekly to address internal challenges that may arise.

Project Deliverables Summary

- Written Report & Recommendations of insights and observations from assessment
- Phase-gate process or similar with supporting documentation templates or materials needed to support flow of work and key decision-making stages
- RACI (Responsible, Accountable, Consulted, Informed) matrix or similar for key deliverables
- Strategic Project Scoring process and worksheet
- Culture “poster” – graphic articulation of the CRA vision, mission, and culture to keep values visible
- Recap emails for all meetings and calls that highlight next steps and deadlines
- Regular, weekly meetings with a configuration of the leadership team

RAINMAKER CONSULTING QUALIFICATIONS

Laurie Herrick launched Rainmaker Consulting in 2002 to help nonprofit organizations achieve breakthroughs in their fundraising and organizational development. Beth Spong joined Rainmaker in 2007; David Sharken and Eric Phelps became principals in 2015. Each of these professionals and all our recommended team has more than 25 years’ experience in the field; collectively, they have helped client organizations raise more than \$300 million while training, mentoring, and thinking with countless directors, boards, and executives. Rainmaker, a woman-owned business, has worked with numerous agencies in North America to build their capacity, implement their strategic direction, and strengthen their fundraising. Laurie Herrick and Rainmaker Media just published *Choose Abundance - Powerful Fundraising for Nonprofits: A Culture of Philanthropy*, a guide for strengthening organizational resource development. www.rainmkr.com

THE PROPOSED CRA-RAINMAKER TEAM

Eric Phelps - Eric has been a consultant with Rainmaker since 2015. Prior to joining as a Partner, Eric served as VP of Development for VentureWell, a national nonprofit supporting university inventors and innovators in commercializing their technologies. During his five-year tenure, Eric worked with the senior team to secure more than \$50 million, including new funding from the National Science Foundation, Bill & Melinda Gates Foundation, Intel Foundation, NIH, USAID, and The Kaufman Foundation. Prior to VentureWell, Eric was Director of JCamp180, a program of the Harold Grinspoon Foundation. This program provided funding, executive coaching, strategic planning, and other consulting services to more than 90 overnight and day camps in North America. Eric has also served as Executive Director of the New Art Center, Executive Director of VSA arts of Georgia, Development Director of IMAGE Film & Video Center. During his professional career he has served an executive coach to more than 150 nonprofit leaders in a wide variety of disciplines. He has led significant change management coaching with Behavioral Health Network, Northeast Center for Youth & Families, Perception Programs, VSA arts of Georgia, and Willie Ross School for the Deaf. He has facilitated more than 50 strategic plans, business plans, development plans and initiatives, including: Berkshire Grown, Jamaica Plain Neighborhood Development Corporation (JPND), Jewish Federation of the Berkshires, Land for Good, Our Piece of the Pie, and RYASAP. Eric has a Bachelor's Degree in Psychology from the University of Massachusetts – Amherst and a Certificate in American Sign Language Interpreting from Georgia State University.

Christy Boudreau - An award-winning marketer, strategic planner, and process designer with more than 15 years in Fortune 500 companies growing business, Christy shifted her focus to growing good in 2010 and hasn't looked back. After almost a decade of managing the most profitable segment of Hasbro's portfolio (personally leading a \$350M global business) she now employees the tools and thought leadership she leveraged to grow brands like Monopoly and Clue and puts them to use for smaller and meaningful organizations. While known for her strategic skills, Christy's real passion is helping others grow – be it by mentoring professional skill sets to building plans that help organizations meet revenue and mission goals. Clients and colleagues describe her as passionate, smart, trustworthy, driven, collaborative, inspiring, persistent, and focused. Her style is straight-forward and optimistically creative. She's also goal oriented – and is driven to ensure that collaborative efforts and plans become actionable, rewarding, and sustainable.

Prior to joining Hasbro, Christy lead Marketing Communications for Trane Co. (global HVAC leader) where she pioneered new communication processes while coaching the CEO and CMO on brand development and communication. She also coached executive clients during her tenure with advertising agency The Richards Group and public affairs firm The Kamber Group (Washington, DC.) Currently, Christy sits on the board of the Treehouse Foundation, an award-winning nonprofit changing foster care, on the Hatfield School Committee, and the Hatfield Capitol Planning Committee. She holds a Bachelor of Journalism from the University of Missouri-Columbia and is a native of New Mexico.

Michael DeChiara - Michael has a breadth and depth of nonprofit experience, having worked exclusively in the third sector for 37 years. He has worked for national, statewide, and regional organizations. He has served as Senior Program Officer for Capacity Building/organizational Development for the Community Foundation of Western Massachusetts (CFWMA) and as Executive Director of Massachusetts Farm to School. He has worked in the field of the environment, public health, food systems and homelessness. Michael has also been a nonprofit funder, serving as Program Officer for the United Way and CFWMA. Michael has provided consulting to non-profits on a full and part-time basis since 2008. In addition, Michael has been a local elected official for 16 years, serving on the Select Board, School Committee, and Planning Board, as well as several appointed and multi-town committees. Michael is recognized for his strong strategic sensibility, his understanding of community work, his knowledge of program design, and the strategic use of technology and communications. Michael is familiar with the Boston area having lived and worked in the metro area for twelve years before relocating to western Massachusetts. He holds a dual Master's Degree from Tufts University in Urban & Environmental Policy/Public Policy & Citizen Participation, and a Bachelor of Arts in Government from Cornell University.

FEE FOR SERVICES

For the scope of services described in this proposal, Rainmaker Consulting will charge \$6,000/month for the initial six months (\$36,000). Further coaching in the second half of the year would be negotiated based on the identified needs and consulting services provided. This includes the assessment, development of planning and coaching documents, and individualized executive coaching. This fee is all encompassing and includes:

- Travel to/from meetings, events, and other work-related activities. Both CRA and the Rainmaker team will agree upon the schedule for these meetings.
- Use of Rainmaker tools and resources (LinkedIn Professional, DonorSearch, BeenVerified, etc.)

Action	Hours (Cum.)	Rate	Total
Assessment	35	\$200/hour	\$7,000
Work Culture Plan (RACI, Phase-Gate, Presentations, etc.)	25	\$200/hour	\$5,000
Executive Coaching	70	\$200/hour	\$14,000
Rainmaker Coordination Meetings	50	\$200/hour	\$10,000
Project Cost Total			\$36,000

Note: The Rainmaker team is fully vaccinated for COVID-19. It is expected that it will be possible to conduct socially distanced in-person visits as agreed upon by both parties during the proposed project period as well as meetings by phone and Zoom.

CONSULTING AGREEMENTS

Rainmaker Consulting will:

- Keep confidential all information obtained through this engagement and any future public acknowledgement of our work together and the results achieved unless approved for disclosure.
- Provide all agreed upon deliverables in a timely and professional manner
- Assess project progress and seek to overcome obstacles to create breakthroughs for the organization
- Respond in a timely manner to inquiries and action items to ensure adherence to the project timeline and communicate the need for any changes
- Remain open to feedback regarding the process and respond accordingly to ensure the most effective engagement with the board, leadership, and stakeholders
- Keep our colleagues fully abreast of all developments

The Cambridge Redevelopment Authority will:

- Identify and engage organizational leaders to help steer the scope of services described in this proposal
- Provide Rainmaker Consulting with information, vision, and program details to support insights and understanding
- Actively participate in creating and implementing any process development
- Embrace the opportunity to learn how to effectively cultivate and steward relationships with stakeholders and employees
- Coordinate the logistics for meetings
- Remain open to coaching to effectively implement plans and grow
- Respond in a timely manner to inquiries from Rainmaker Consulting to keep the project in accordance with the proposed timeline; communicate any necessary changes
- Pay invoices when due, net 15 days

Commented [MD1]: They didn't list this as an area where they wanted support

PROFESSIONAL REFERENCES

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ABOUT THE RAINMAKER CULTURE

For an organization mindful about *their* internal culture, we thought it only fair to share a bit about our own. In keeping with Simon Sinek's "Start with Why," Rainmaker has an understanding that WHY we do what we do is paramount to our success. Using information from an assessment we undertook in 2018, we have clearer understanding of what our organizations do and don't want from their consulting experiences.

- WE BUILD RESILIENCE- We challenge our clients to get really clear about their "Why" to focus on what is possible, rather than what is merely probable. Driven by Why, they'll have the collective will to overcome challenges along the way.
- WE LISTEN TO UNDERSTAND - We Listen. To Understand. Our clients LOVE how deeply we listen - to what is said and what is unsaid.
- WE CUSTOMIZE OUR APPROACH - Listening deeply, allows us to address our client's specific needs, rather than having a "one size fits all" approach. Our clients tell us that our scope of work is different from those of other firms and reflect that we really "get" what they told us they need.
- WE SEEK TO ADDRESS ROOT CAUSES, NOT JUST SYMPTOMS – Our goal is to help clients solve problems and build real, lasting solutions so we get to the "ground truth" rather than public statements.
- WE'RE WILLING TO HAVE HARD CONVERSATIONS - It can be hard to tell the truth or share a perspective that differs from what others think when it makes them uncomfortable. Despite that, we've discovered that a lot of people are hungry for exactly this kind of work. So, we show up for hard conversations that can shift thinking, perceptions, and behavior.
- WE REMAIN COACHABLE - We're not perfect. We're always learning. And then we do better. We coach our clients, and we solicit candid feedback from our clients on how we're doing. We listen. We also coach each other. Being coachable is about honesty. It's about being humble enough to accept feedback and acknowledge the discomfort of our own growing edges.
- WE DELIVER RESULTS - Period. Clients pay us to deliver the results they want. When we sign a contract, we commit to the deliverables, not to how many hours we will spend with them.
- WE PROVIDE VALUE - We are committed to helping clients address the issues and challenges that brought them to us, to serving, to contributing, to being positive and fun to work. Our goal is for them to be better off because of our work together.

Draft Plan for a Director of Projects and Planning Search
Ann L Silverman Consulting

	Hours	Month	Cost
Phase I--Assessment and Preparation --assess what need conversations, including review of current program, staffing, job description, skills needed and applications received to date --review and edit previous job description or draft new description as agreed --develop marketing and advertising plan	20	June	
Phase II--Recruitment and Initial Review --prepare and place ads for position --do recruitment calls and emails for position --prepare email template that staff and board members could send --record and review all resumes; rank them	74	June-July	
Phase III--Screening and Hiring --do initial phone screening for position --discuss interview recommendations with hiring team --consult with hiring manager re candidates, first interviews, prepare interview questions and participate in first interviews --help organize and design second interviews and participate in second interviews --provide additional hiring process support including candidate communications, reference checks, negotiating offers	72	July-Sept	
Phase IV--Post Hire --coordinate final responses to all candidates --make recommendations re performance evaluation --check in re performance	4	Oct	
Total Hours	170		25500
Total Contract			\$ 25,500

Note: Advertising and marketing expenses will be covered directly by the organization or reimbursed or reimbursed if consultant is required to cover them temporarily. They are not expected to exceed \$1000. 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.

DIRECTOR OF PROJECTS AND PLANNING JOB ANNOUNCEMENT

Posted: _____, 2022

ABOUT THE ROLE

The Director of Projects and Planning is a dynamic senior manager who will oversee the delivery of CRA's community redevelopment projects. The Director will be a member of the leadership team responsible for the implementation of the CRA's strategic plan. The Director will supervise the project management and planning staff and also will directly lead some community development initiatives. The Director of Programs and Planning is involved in the CRA's work across diverse real estate projects and community programs, at all phases of development.

The Director's work is done primarily indoors in a professional office setting in Kendall Square, as well as outdoors at local project and meeting sites, with options for limited remote work. This role requires attendance at some evening community meetings and the monthly CRA Board Meeting. It is a full-time position with a 37.5-hour work-week.

ABOUT THE CRA AND OUR WORKPLACE

The CRA works in the public trust to bring a human dimension to development, improving the quality of life for residents, businesses, employees, and visitors. Our goal is to balance economic vibrancy, housing, and open space, to create sustainable communities through new and revitalized development. We are committed to implementing imaginative, creative initiatives to achieve social equity and a balanced economic ecosystem. The CRA works on projects throughout Cambridge, often in partnership with the City or with other organizations.

We believe that diversity, equity, and inclusion make us stronger as individuals, as an organization, and as a society. The CRA provides a flexible, supportive, and family-friendly work environment.

Our work requires an understanding of the challenges that cities face and the impact of our interventions on residents and communities. In 2013, the reconstituted CRA developed a new mission with a guiding set of operating principles, and launched a series of new redevelopment activities in Cambridge. In the last several years, the CRA has led the redevelopment of the Foundry building, amended the Kendall Square Urban Redevelopment Plan (KSURP), initiated the Forward Fund nonprofit grant program, completed multiple park and streetscape improvement projects, and purchased and renovated the nonprofit office building at 99 Bishop Allen Drive.

At this time, the CRA is engaging in a new strategic planning effort with the goal of enhancing its internal capacity and expanding its community investments. The Director of Projects and Planning will play a vital role, along with other CRA staff, implementing the new Strategic Plan. The activities of the CRA currently include facilitating commercial and residential development; designing open space and circulations improvements; redeveloping nonprofit social service and office spaces; creating facilities that support the arts, entrepreneurship and workforce development; grantmaking to support

community organizations; developing new affordable home ownership units; and planning transit investment.

Information about the CRA, its Strategic Plan, and ongoing projects may be found at our website: www.cambridgeredevelopment.org.

KEY RESPONSIBILITIES:

- Collaborate with the Executive Director and Director of Finance and Operations to define and advance the CRA's strategic direction (within the direction established by the CRA Board) and support implementation of internal policies as necessary.
- Supervise five staff members, both project managers and planners, who are directly advancing projects under the CRA mission.
- Provide written reports and presentations to the CRA Board to advise them on redevelopment investment decisions and strategic initiatives.
- Oversee consultant teams conducting technical planning and design services in support of community reinvestment projects.
- Facilitate the program staff's professional development and collective implementation of the CRA's Diversity, Equity, and Inclusion Plan.
- Staff the CRA's Strategic Advisory Group (SAG), which convenes a representative group of Cambridge community members to advise on key questions and to help inform the selection and implementation of CRA projects.
- Provide direct leadership on selected real estate projects and other CRA programs as needed.
- Develop partnerships with agencies, organizations, and the community to advance and inform CRA initiatives.

CANDIDATE REQUIREMENTS:

- At least three years of management experience, including staff supervision and program direction.
- At least seven years of professional experience in community development, real estate development, or urban planning, preferably in a nonprofit or government setting.
- Demonstrated success in fostering organizational development and growth.
- Experience leading community engagement and relationship building with a wide range of community stakeholders.
- Demonstrated experience integrating Diversity, Equity and Inclusion into the workplace and in public facing programs.
- Understanding of contracting and procurement procedures for professional services and/or construction.
- Passion for equity in community development programs and urban planning.
- Strong workplace and leadership skills including speaking and writing, self-initiative and the ability to motivate others, self-organization, collaboration, and the ability to manage multiple projects or programs, each with varying needs.
- A degree in urban planning, public policy, macro practice social work, or real estate, or work experience that has resulted in comparable knowledge.

COMPENSATION: Salary range is \$115,000 to \$125,000 with final compensation dependent on skills and experience. Our benefit package includes health insurance, dental insurance, paid time off, transit subsidy, cell phone service subsidy, and membership in the Cambridge Retirement System.

IF THIS SOUNDS LIKE YOU, APPLY! This is a rolling process until the position is filled. Please email your resume and cover letter to planning@cambridgeredevelopment.org with a subject line of “Director of Projects and Planning”. The CRA is an Equal Opportunity/Affirmative Action employer and values diversity of experience, opinion, and approach.