Taking Nonprofit Organizations to Higher Ground in Their Service to Others

DWELLING PLACE
Grand Rapids, Michigan

A Proposal for Engagement
EXECUTIVE SEARCH
Contract #VLS072820MI
July 28, 2020

Third Sector Company, Inc.
Seattle, Washington - (206) 799-1942
concierge@thirdsectorcompany.com
July 28, 2020

Rich Kogelschatz, Chair, Executive Search Committee
Dwelling Place
2900 E Beltline, Suite D
Grand Rapids, Michigan 49525

RE: Proposal for Executive Search Services

Dear Rich:

On behalf of the entire team at Third Sector Company, we thank you very much for giving us the opportunity to present our experiences, credentials, and professional processes in the hopes of being selected as the facilitator organization to support your upcoming Executive Search for Dwelling Place.

Founded in 2002, Third Sector Company is driven by its mission statement: “To foster a continuity of leadership for the future of the nonprofit sector.” Our work focuses strictly on the nonprofit sector, within which we bring substantial personal experience navigating, planning for and guiding decisions based on the practical considerations of executive leadership within community-based organizations. We take deep pride in offering our customers a seamless and integrated set of succession, transition and search support services that are the result of our combined experiences as nonprofit executives who participated in leadership transitions in our own organizations.

We are especially pleased to offer you the services of our two lead search consultants, who bring Dwelling Place a unique value-add. They have extensive executive search experience specifically with community-based nonprofit organizations, including NeighborWorks organizations, CDCs, affordable housing developers and human service providers, and they have demonstrated subject matter expertise in housing development, CDC and service-enriched housing operations, and human services.

We warmly welcome your additional comments about our proposed engagement with Dwelling Place, which is outlined on the pages that follow. In creating our proposal, we have paid particular attention to many of the questions contained in “search firm questions” document you had previously forwarded to us. We thank you very much for considering the team at Third Sector Company as a potential resource to your executive transition and a partner to further advance the mission of Dwelling Place.

Very truly yours,

JEFFREY R. WILCOX, CFRE
President and Chief Mission Advancement Officer
Third Sector Company, Inc.

JAN GLICK
Principal, Jan Glick & Associates
Executive Search Practice Lead
Third Sector Company, Inc.
PROPOSAL FOR ENGAGEMENT
EXECUTIVE SEARCH SERVICES FOR DWELLING PLACE

The Mission of Dwelling Place:
Improve the lives of people by creating quality affordable housing,
providing essential support services and serving as a catalyst for neighborhood revitalization.

About Third Sector Company’s Executive Search Program

Third Sector Company offers a unique approach to support a nonprofit organization searching for their next chief executive. Our goal is to provide a diverse team of expert professionals whose common purpose is to sustain and indeed strengthen the organization’s capacity to advance its mission through a performance measurement-based engagement with the new leader.

With a broader focus on orchestrating a successful organizational transition, rather than just a narrowly-focused search to fulfill a chief executive position, we view our role as helping the organization understand their current status while also participating in a facilitated process of discovery to more closely align the new executive with the organization’s future. Key elements of this philosophy include the following, which are further detailed in the subsequent Scope of Work section:

- **A Methodical Preparation Process**: Extensive interviews are conducted with board members, senior staff and other key stakeholders as necessary to refine the chief executive job description focusing on the first one-to-three years of the new leader’s tenure rather than falling back on the role previously played by the predecessor executive. The results of these interviews provide a great deal of additional guidance to board and staff leadership for strengthening the organization and aligning all leaders around a common, desired strategic direction, and desired skills and qualifications of the new CEO.

- **Practical and Fair Staff Involvement**: With a goal of providing professional staff “a voice” in the decision-making process, several avenues are developed for senior staff leaders to express their thoughts about the future of the organization and inform the hiring decision-makers with their professional opinions and aspirations. An internal communications strategy is also created so that a consistent formula for informing all staff and other key stakeholders throughout the process is put into place to result in a seamless, supported, transparent, participatory and non-disruptive search process.

- **An Executive Onboarding Component**: After the hire, Third Sector Company supports the new executive, the board and the staff during the first few months to play an important facilitative role, if invited, to align goals and objectives among all the organization’s leaders. The experienced nonprofit professionals at Third Sector Company can also provide peer mentoring and support exclusively to the executive, if invited, to support a successful leadership introduction process.

The Desired Outcome

A successful leadership transition and an executive hiring decision that are the result of an accountable, participatory and transparent search process, and culminating in the selection of a successor CEO who fits Dwelling Place, who sticks with the job for years to come, and who performs according to the priorities established during the search process.
THE SCOPE OF WORK:  
The Seven Steps for Achieving the Desired Outcome

The Executive Director Search Engagement is a seven-step process, which is outlined in specific phases that are detailed below and include:

- **ASSESSING:** Prior to launching the search, an assessment is completed based on facts and perceptions about the status of the organization and its future; as well as the first one-to-two years' performance goals that should form the organization’s stated expectations of the new leader. Through this process, the board and management staff have an opportunity to clarify desired future organizational strategy.

- **POSITION PROFILING:** As a result of the assessment, a set of priorities for both the organization and its new leader begin to emerge. A position profile is completed that details the work priorities and professional characteristics of the new CEO along with the desired skills and qualifications.

- **RECRUITING:** A targeted strategy is put into place that seeks to identify and reach out to potential highly-qualified candidates with an encouragement to apply.

- **SCREENING:** With an intention of casting a wide net to create a competitive pool of potential candidates, Third Sector Company applies a set of pre-approved criteria to all applicants that will result in bringing forth ten to twelve high-potential candidates from which the Search Committee can select 5-7 to interview.

- **INTERVIEWING:** Using a two-round interview process, with coaching from Third Sector Company, to conduct a quality exchange of information to further hone the process to eventually select the top candidate.

- **SELECTING:** Working with the Search Committee and the final 2 or 3 candidates to make sure that diverse voices and opinions as well as expert advice has been considered in making the final selection and extending an offer.

- **ON-BOARDING:** A follow-up process after the hire that supports the new executive with an orchestrated communications and entry process, peer mentoring, and performance planning, specifically aligning the workplan and evaluation criteria of the new CEO with the expectations of the board of directors.

**COMPLETING THE SCOPE OF WORK IN FOUR PHASES**

**PHASE ONE:**
**Complete Organizational Assessment to Prepare for Launch of Search**

- Provide a Board orientation and project planning session to review roles and responsibilities for executive search efforts and identify key milestones for the committee, board, staff and Third Sector Company to mobilize the search.

- Complete a thorough organizational assessment summary, based on
  - Stakeholder interviews with the board of directors, senior staff, and others as needed,
  - A review of key corporate documents and materials including, but not limited to, financial reports, strategic plans, by-laws, annual reports, and other documents that portray the status, infrastructure, and service outcomes of Dwelling Place.

In total, the assessment report identifies the driving forces shaping the current status of Dwelling Place and its outstanding transition issues and future leadership needs. It provides the foundation for the position profile and informs every step of the search process and is consistent with the existing goals outlined in the strategic plan.

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• Gather and analyze relevant salary survey information from comparable CDCs and from Grand Rapids/Michigan area nonprofits of similar size to establish an accurate market-based compensation range for the new executive.

ADDITIONAL PHASE ONE NOTES

○ Role of Search Committee versus full board: At the outset of the project, we begin the discussions with the board and search committee to confirm the recommended decision-making process between the search committee and the full board. While a few of our clients prefer to delegate more to the search committee, most of our clients divide the roles of the board and search committee as follows:

  ○ Full Board: Process orientation, input to the organizational assessment through stakeholder interviews, and establishing budget criteria for transition and search (including compensation, possible moving expenses, CEO overlap, etc.)
  ○ Facilitated by Third Sector Company, with Search Committee (not board) participation: Recruitment outreach, candidate screening, and two rounds of interviews
  ○ Search Committee: Selection of a preferred candidate to present to the board
  ○ Full Board: Search committee briefs full board about breadth and depth of candidate screening, interview, reference check and selection process, and provides detailed explanation of why the proposed candidate is an excellent fit for Dwelling Place, and can be expected to perform at a high level and stick with the job. The selected candidate then makes a presentation to the full board, which asks questions of the candidate. The board then deliberates and votes on the selection.

○ Time Commitment of the Board of Directors: The vast majority of the search process involves the search committee, rather than the full board, as noted immediately above.

○ Role of Staff: The senior staff have significant roles in the process, at two stages.

  ○ Senior staff are interviewed as stakeholders in the organizational assessment which frames the position profile.
  ○ Just prior to the final interviews, the senior staff leadership team and outgoing executive meet with each finalist, and their perceptions are conveyed to the search committee, thereby providing senior managers a voice but not a vote in the process.

PHASE ONE DELIVERABLES

✓ An Organizational Assessment Summary capturing the current Dwelling Place situation and identified organizational and leadership needs for the next one-to-three years.

✓ A Position Profile based on the results of the updated Organizational Assessment Summary including executive performance priorities for the first year subject to further enhancements and refinement upon hire.

✓ Benchmarking of new ED compensation among relevant nonprofits of similar mission and size, and preparing for a search and recruitment process that attracts established and upcoming high-performing leaders in the field.

PHASE TWO:
Search Outreach, Recruitment and Screening

• Recommend a search plan based on the results of the initial Search Committee orientation discussion and Search Committee input. Search plan will be national in scope, although targeted recruitment as noted below will be predominantly in the Great Lakes states and Midwest.
• Post an approved position profile and revised CEO job description according to an approved schedule that seeks to create a diversified portfolio of potential candidates for consideration.

• Proactively reach out to networks of CDC, affordable housing and human service organizations to cast a wide, diverse and comprehensive net for potential candidates. We will reach out to both NeighborWorks and non-NeighborWorks organizations, as well as human service providers who manage housing as a part of their portfolio. While all searches are national (actually international) through the web, our experience shows that the greatest likelihood of candidates who are both interested in jobs in Grand Rapids, and likely to “stick” with your organization for a long time, will be from other Great Lakes and Midwest communities. Therefore, our proactive outreach to identify passive candidates will focus on Midwestern community development, affordable housing and human service organizations, seeking current EDs and CEOs of organizations with similar services or Deputy Executive, COO and Director-level employees of other large CDCs.

• Ensure the search plan is inclusive by posting on multiple third-party job boards, by circulating news of the opportunity through the communities (including those that are underserved) with whom Dwelling Place has relationships, by advertising in publications that cater to specific minority, ethnic and racial populations, and by using social media to promote the position.

• Receive and catalog applications.

• Screen applicants according to criteria approved by the Search Committee to develop a diverse pool of qualified candidates for presentation to the Search Committee. The screening process is extensive, including phone calls of as much as an hour with the top 15-20 candidates. Screening calls are essentially full interviews, in which we:
  o Assess validity of their resumes and cover letters,
  o Get a feel for their communication and interpersonal skills,
  o Drill into their technical skills in most of the areas identified as priorities by the search committee,
  o Begin the process of ascertaining if their salary requirements align with Dwelling Place’s salary range, and
  o Learn whether they are involved in other searches (which prepares for the possibility of highly rated candidates not being available at the end of the process).

**ADDITIONAL PHASE TWO NOTES**

Third Sector Company further supports the executive search efforts by:

  o Posting the position on Third Sector Company website and in social media.
  o Providing direct sourcing through e-mail and telephone outreach to potential candidates and sources to broaden and deepen the candidate pool from CDC, affordable housing and human service organizations, predominantly in Michigan and the upper Midwest.
  o Supporting the Search Committee to reach out to individuals and other organizations and follow up on recommendations.
  o Managing resume receipt and all applicant communication.
  o Reviewing and evaluating resumes using criteria established in the position profile.
  o Conducting screening interviews to solicit in-depth information on the top-level prospective candidates.
  o Completing additional research on top-level candidates.

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Defining Diversity, Equity and Inclusion and what it means to this process: In addition to ensuring that the search plan is inclusive, we look for candidates who understand the history and impacts of institutional racism/oppression that many minority neighborhoods have experienced.

Third Sector Company defines Diversity, Equity, and Inclusion as follows:

**Diversity** refers to the traits and characteristics that make people unique. It is a *demonstrated institutional competency* that expects many different people to receive and accept invitations to become involved in the advancement of the organization’s mission at all levels.

**Equity**, on the other hand, is about ensuring that everyone receives what they need in order to be successful — even if that varies across racial or socioeconomic lines. It is a *demonstrated institutional commitment* to understanding and pursuing resources and interventions that assure people receive the support they need based on their individual situation in order to achieve a commonly-held community outcome.

**Inclusion** refers to the behaviors and social norms that ensure people feel welcome. It is a *demonstrated institutional culture* that invites and empowers many voices to speak with the assurance that contributions have been heard and respected.

We believe these definitions are demonstrated through the “Lived Experiences” of an organization: First-hand experiences of participation, simulation, observation and debate creating deeper understanding of how the lack of diversity, equity and inclusion has hurt people, paralyzed progress, and led to social inequity, societal bias and institutional racism.

**PHASE TWO DELIVERABLE**

✓  *Presentation and facilitation of a meeting or web conference with the Search Committee to consider the top 10 to 12 candidates with identification of the top five to seven for interviews.*

**PHASE THREE:**

**Interview and Selection Process**

- Arrange for a multi-stage interview and selection process which includes the following components:
  - A full day of Round #1 interviews by the Search Committee with five to seven candidates, including a debriefing session to identify two to three finalists. Round #1 interviews focus on candidate experience, in which we drill down into the specific skills, experiences and qualifications identified in the position profile.
  - How we help the search committee evaluate candidates so that each competency is fully discussed: We work closely with the search committee from the first meeting during which we discuss the competencies that are included in the position profile, through the resume review meeting, and during each interview, assiduously discussing and reaching agreement on the importance of each competency. Our team has a unique advantage in these discussions in that our two lead consultants have held similar positions within community development organizations, and truly understand and can explain to the committee the relative importance of each competency. In short, our team has a deep understanding of the role of the CEO in a CDC and within the community, which helps the search committee to analyze the candidates.
  - Reference checks with supervisors, peers and subordinates before the Round #2 interviews. Reference checks are extensive, consisting of over a dozen questions which often take up to an hour of the reference’s time. Both hard skills (housing, finance, other technical areas) and soft skills (leadership, people, communications, etc.) are checked, and conveyed to the search committee along with any subtleties that emerge from the process.

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Finalists “Questions and Answers” sessions with the senior leadership staff and outgoing executive prior to Round #2 interviews, providing senior managers a voice but not a vote in the process.

Involving a diverse set of stakeholders: If desired, we can facilitate additional input from additional staff, supporters or other key stakeholders to provide them a voice but not a vote in the process.

Round #2 interviews with the Search Committee which focus on candidate fit for the specific needs and situation facing Dwelling Place during the next one-to-two years. Finalists will be given detailed information about the organization’s current and future situation immediately after Round #1 interviews in order to complete an assignment that will be presented to the committee at the beginning of the Round #2 interviews. This assignment is intended to draw out from each finalist how they would approach the most critical challenges facing Dwelling Place in their first 12-24 months, in as specific terms as possible. The assignment often is a significant determining factor in the selection process, as it tends to elicit sufficient detailed information about the candidate’s passion for the job, and both technical skills and people skills.

- Develop interview agenda, core interview questions, and detailed candidate rating tools.
- Arrange for Dwelling Place to perform a criminal background check of the finalist prior to board ratification.
- Assist in the salary negotiations with the selected finalist, as requested.
- Support development of the employment contract with the selected candidate by providing guidance on terms and conditions appropriate for Dwelling Place’s current situation.
- Advise the other applicants of the completion of the search.

ADDITIONAL PHASE THREE NOTES

- **How we avoid failure during this process.** We define failure in two ways:

  - A search could fail if there is no candidate that makes it through two rounds of interviews and satisfies the search committee that s/he is indeed qualified to lead the organization. To prevent this from happening, we (a) insure the position profile is truly attractive before posting the position, including attractive compensation, and (b) as early as our initial screening calls with the candidates, we are assessing the strength of the candidate pool. If that pool is weak we can extend the open period for applications as needed, thereby minimizing the possibility of having no qualified finalists. We continue this assessment at each stage of the process, and extend the process as necessary to insure a strong candidate pool.

  - Alternatively, a search could be considered a failure if the new executive does not last a minimum of three years after hire. Using this definition, Third Sector Company’s success rate is over 95%. We attribute this to the lessons we have learned from earlier in our executive search careers. Based on the sheer number of searches we have facilitated and an analysis of which ED’s have “stuck” past the three year success yardstick, we have continuously improved and refined how we rate candidates’ hard skills and soft skills. Simply stated, we know how to evaluate candidates accurately, and how to work effectively with search committees to reach consensus on which candidates to advance.

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PHASE THREE DELIVERABLE

✓ Hiring of a successful candidate who is an excellent fit for Dwelling Place for the specific situation over the next few years using a methodical and transparent process and using support materials that include tailored interview guides, candidate rating tools, reference check summaries, and a pre-employment background check.

PHASE FOUR: Executive Onboarding

- Work with board leadership to plan the announcement, orientation, onboarding and community relationships development processes for the new executive.
- Establish new CEO workplan priorities through conversations between the Board Chair and the new executive, for the executive’s first 12 months.
- Provide a guide for the first-year executive performance evaluation processes. Work with Board Chair and the next executive to reach agreement on first-year evaluation criteria and process, based on workplan.
- Conduct up to three peer mentoring calls (each 30- to 45-minutes in length) early in the new executive’s tenure.

PHASE FOUR DELIVERABLE

✓ Creating a mutually beneficial relationship between the new executive and his or her board leadership focused on work priorities, roles, articulated and realistic expectations and stated executive performance measures.

Proposed Executive Search Timeline

| PHASE ONE - Assessment and Preparation to Launch Search |  |
|--------------------------------------------------------|  |
| Conduct search launch meeting or web conference with Board of Directors and Senior Staff | September 2020 |
| Complete organizational assessment                     | October - November 2020 |
| Finalize position profile, search plan, and preliminary executive priorities | December 2020 |
|                                                        |  |
| PHASE TWO - Recruitment, Outreach and Screening         |  |
| Launch the search                                       | Early January 2021 |
| Conduct recruiting outreach                             | January - February 2021 |
| Receive resumes and initially screen high-potential candidates | January - February 2021 |
| Conduct resume review meeting or web conference with Search Committee to select candidates to be interviewed | March 2021 |

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PHASE THREE - Interview and Selection Process

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<tr>
<th>Event</th>
<th>Timeframe</th>
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<tr>
<td>Round #1 Interviews</td>
<td>March 2021</td>
</tr>
<tr>
<td>Conduct reference checks</td>
<td>March 2021</td>
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<tr>
<td>Round #2 Interviews</td>
<td>April 2021</td>
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<tr>
<td>Ratify Search Committee’s recommendation and finalize offer</td>
<td>April-May 2021</td>
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<tr>
<td>Announce appointment and start date</td>
<td>April-May 2021</td>
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PHASE FOUR - Executive Onboarding

<table>
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<tr>
<th>Event</th>
<th>Timeframe</th>
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<tr>
<td>New Executive start date</td>
<td>July 2021</td>
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<tr>
<td>Facilitate entry conversations and schedule first onboarding call</td>
<td>July 2021</td>
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<tr>
<td>Facilitate executive’s plan for first 90 days</td>
<td>August 2021</td>
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<tr>
<td>Second and third onboarding/check-in calls</td>
<td>August - September 2021</td>
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<tr>
<td>Facilitate executive priorities and performance measurements</td>
<td>September – October 2021</td>
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<td>dialog with Board Chair</td>
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The timeline is a suggested calendar of activities that may or may not represent the actual time necessary to provide Dwelling Place with the deliverables outlined in this proposal. Variables that can affect the timeline include the availability of Search Committee members, the pool of candidates recruited, the notice period that any new executive may need to give his/her previous employer, and the final hiring decision.

**Third Sector Company’s Executive Search Team**

*Dwelling Place will be supported by a team of four professionals headed by Executive Search Practice Lead Jan Glick. Team members include Senior Strategists Heyward Watson, Randy Brinson and Sharon Howe. Jan Glick will be the project manager, serve as Dwelling Place’s primary contact person, and typically co-facilitator of all meetings and interviews in collaboration with the search committee chair. Heyward Watson will also have a high level of engagement with the search committee, including participation in all meetings and interviews.*

**Our Team: Deep Community Development and Human Services Experience**

Our team brings tremendous executive leadership experience within the community development, affordable housing and human service arenas. Our Executive Search team practice lead, Jan Glick and Senior Strategist Heyward Watson have a combined 30+ years’ experience in CEO and other senior executive positions within community development and affordable housing organizations, in addition to their consulting experience with scores of human service organizations. Many of these organizations are listed at [https://www.janglick.com/clients/](https://www.janglick.com/clients/).

**TEAM LEADER – Jan Glick Executive Search Practice Lead**

Jan Glick, principal of Jan Glick & Associates and Executive Search Practice Lead of Third Sector Company, has led over 35 nonprofit CEO searches since 1996 and has been a lead search consultant for other national search firms. Jan will oversee the tasks identified in Third Sector Company’s proposal in concert with the other team members. A nationally recognized nonprofit leader and consultant, Jan has devoted more than 30 years to refining a model approach to facilitate performance improvement for nonprofit and governmental agencies. He specializes in executive leadership transitions, professional development and coaching, strategic and business planning, and organizational restructuring and mergers. Throughout his career, Jan has strengthened ineffective programs and departments, developed new programs and partnerships, and created lasting change and performance improvement for nonprofit organizations.
Jan has deep experience working with community development, affordable housing and human service organizations, having facilitated scores of strategic and business plans, led numerous executive searches for such organizations and also served as Interim CEO of both a CDC and a homeless shelter in Seattle. In fact, when serving as the lead faculty for the Local Initiatives Support Corporation’s Executive Leadership Institute from 2001-2006, Jan used Dwelling Place’s growth and development as a case study while training cohorts of CDC CEOs from across the Midwest. Jan is the author of Nonprofit Turnaround: A Guide for Nonprofit Leaders, Consultants and Funders. His workshops and classes on mergers, turnarounds and executive leadership have received national acclaim. Jan guides clients toward their goals by using research-based methodologies, several of which he has developed, and provides resulted-oriented services in a practical and down-to-earth style. Jan holds a Bachelor of Science degree from Stanford University (Palo Alto, CA). More information about Jan can be found at www.janglick.com.

TEAM MEMBER – Heyward Watson
Senior Strategist for Diversity, Equity, Inclusion and Access (DEIA) and Executive Search
Heyward Watson will serve as a Senior Strategist supporting Jan in all phases of the project. Heyward brings 30 years of experience in executive leadership roles in both the non-profit and for-profit arenas, including expertise as a strategic thinker who has created success operationally, programmatically, and financially throughout his career in the fields of construction finance, project management, human resources management and board leadership. Heyward joined the Third Sector Company team in 2015. Prior to that, he served for five years as Executive Director of Impact Capital, a Community Development Financial Institution (CDFI) that supports low- and moderate-income communities in the Northwest with early capital to get affordable housing and community projects off the ground and attract future investment. At Capitol Hill Housing, he managed 49 buildings with 36 commercial tenants serving over 1,400 residents, overseeing leasing, compliance, and maintenance. Heyward has also led the Fannie Mae Regional Community Partnership Office, directing investments into affordable rental housing and first-time buyers home ownership programs for an office that made investments over a ten-year period totaling $125 Billion in Washington State.

Heyward has served on more than 10 non-profit and state-wide boards and commissions for various community development, affordable housing and social service organizations, and he continues to be involved in Community Development work through his Board Membership in Seattle’s Central Area Collaborative since 2015. Heyward holds a BA in Sociology from the University of Washington and a Master of Science in Business Management from Antioch University Seattle.

TEAM MEMBER – Randy Brinson
Senior Strategist for Succession Planning & Executive Search
Randy Brinson will support Dwelling Place by conducting organizational assessment interviews and supporting candidate screening. Randy has an extensive career in public television, including serving as Vice President and General Manager for Seattle’s PBS television station. Since 2015, Randy has served as a nonprofit management consultant with a wide variety of human services and other nonprofit agencies. Throughout his career, Randy has recruited, secured and managed staff and other key talent critical to the success of major initiatives. Randy has been a part of the Third Sector Company executive search team since early 2017 and has led multiple executive searches. Certified in nonprofit board consulting by BoardSource, he also leads Third Sector Company’s succession planning programs.
TEAM MEMBER – Sharon Howe  
Senior Strategist
Sharon Howe will support the search with outreach, activity coordination support and reference checking. Sharon has an extensive background in community relations and fundraising. She is the former planning giving officer for the Ms. Foundation for Women in Brooklyn, NY and Planned Parenthood in Seattle. She is the former Development Director for the United Nations Population Fund and has been a member of the Third Sector Company administrative leadership team for seven years.

Third Sector Company & Jan Glick & Associates References
The following references are provided to showcase Third Sector Company and Jan Glick & Associates executive search capabilities in engagements similar to Dwelling Place - CDCs, affordable housing, and human service arenas.

- Joe Shaw, Chair of the Board, Neighborworks Lincoln  
  joe@luxcenter.org or (714) 858-0599 (mobile)
- Karla Wenzel, Chair, CEO Recruitment Task Force, Oregon Food Bank  
  Karla.Wenzel@pgn.com or (503) 327-5971 (mobile)
- Bob Cook, Chair of the Executive Search Committee, Pacific Hospital Preservation & Development Authority  
  robert.d.cook@wshfc.org or (206) 669-7711 (mobile)
- Earl Rogers, Chairman of the Board, Frontier Housing  
  earlrogers@windstream.net or (606) 782-1574 (mobile)
- Liz Davis, Past Chair, United Way of Thurston County  
  Lizdavis77@comcast.net or (360) 561-2984 (mobile)

Executive Search Engagement Fees and Guarantee
The professional fees to support the Scope of Work outlined in this proposal equal twenty-eight percent (28%) of the 2021-22 full-time equivalent (FTE) annualized salary for the CEO position.

Upon acceptance of the proposal by Dwelling Place, Third Sector Company will bill for services rendered in the following fashion:

- 7% of the FTE 2021-22 annualized CEO salary upon launch of the search process (Phase One)
- 7% of the FTE 2021-22 annualized CEO salary upon completion of the position profile and posting of the job (Completion of Phase One)
- 7% of the FTE 2021-22 annualized CEO salary upon completion of Round #1 interviews (Mid-Phase Three)
- 7% of the FTE 2021-22 annualized CEO salary upon completion of an accepted offer to the selected candidate (Completion of Phase Three)

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There also will be additional expenses above and beyond the professional services rendered by Third Sector Company related to the following costs:

- Online advertising and job postings (Estimate: $600 to $1200)
- (If status of COVID-19 permits) Travel from Seattle to Grand Rapids for meeting to review the organizational assessment and position profile, plus Round #1 & Round #2 interviews (Estimate: $2,500).
- Finalist pre-employment background check (Estimate $200). Estimate could be higher if the finalist has complex history factors.
- Candidate transportation (Estimate: TBD). For any non-local semi-finalist candidates, we recommend an online interview for Round #1 (Zoom, for example) and in-person interviews if status of COVID-19 permits for Round #2.

All invoices will be sent via e-mail to the CEO Dennis Sturtevant, for processing. Payment is expected within 14 days of invoicing. Failure to make payments could result in Third Sector Company suspending the timeline of activities as outlined in this proposal pending payment.

EXECUTIVE SEARCH GUARANTEE

Third Sector Company agrees that, should the selected candidate’s tenure in the position be 12 months or less from the date of hire, and, for reasons other than personal death or disability of self or immediate family member, and not the result of gross negligence or gross misconduct on the part of either the candidate or the employer, Third Sector Company will conduct a new search free of any professional fees other than out-of-pocket expenses for our efforts. At no time, however, will a refund be given.

Additional Information about Third Sector Company

Founded in 2002, Third Sector Company, Inc. is a unique social enterprise created and mobilized by leading nonprofit executives throughout the Western United States. Its mission statement is “to foster a continuity of professional and voluntary leadership for the nonprofit sectors of the United States and Canada.” Headed by Jeffrey R. Wilcox, CFRE, the former senior vice president of United Way of Greater Los Angeles and Valley of the Sun United Way (Phoenix, AZ), Third Sector Company offers five primary fields of service to advance its mission:

- **Executive Search** to support volunteer executive search committees and boards to facilitate an effective hiring process for their next executive.
- **Professional Nonprofit Interim Chief Executive and Development Leadership** to nonprofit organizations and professional and trade associations.
- **Succession Planning Training and Leadership Continuity Consultations** to help nonprofit organizations and professional and trade associations prepare for vacancies, lower staff attrition rates, and create pipelines of future talent.
- **Executive Performance Planning, Review and Enhancement** which offers a peer-to-peer mentoring approach, independent 360-performance reviews, and executive performance measurement consultations.
- **Leadership Development Training** through Board Chairs Academy and Interim Executives Academy which are offered in multi-session, cohort learning environments.

_______ INITIALS _______
A GUIDE TO THE SELECTION PROCESS: HIRING THE NONPROFIT CHIEF EXECUTIVE
Published by The Third Sector Company, Inc.

The mechanics to hiring the right successor is at the heart of Third Sector Company’s “volunteer-led search” program. Components of the program are outlined in a 110-page manual that Third Sector Company makes available to its customers. The guide includes tools for volunteer-led search which will be modified to the specifications of our customers including interview guides, suggested timelines of activity and suggestions for effective executive transitioning and new executive onboarding.

Additional information about Jan Glick & Associates

Founded in 1996, Jan Glick & Associates helps transform nonprofit organizations and government agencies through major changes. We support you with customized services for executive transitions, partnership development, strategic planning, and performance improvement. JGA helps develop visionary strategies, with hands-on assistance to realize lasting change and sequenced plans that stick, to get the outcomes that public sector organizations are seeking. We also ‘stay the course’, working with you to implement change through “life after the plan.” Jan’s deep experience in change management led to his publication of Nonprofit Turnaround: A Guide for Nonprofit Leaders, Consultants and Funders in 2010.

JGA’s methodologies help you navigate complex change and include:

- Strategic and operational assessments
- Negotiation through change and conflict
- Executive leadership transition and development
- Non-traditional crisis intervention and turnarounds

Our team of consultants each has more than 25 years of nonprofit, public sector, business and management experience. Since 1996, we have worked with over 250 clients, including $200M operations, as well as smaller organizations.

THE FINE PRINT ABOUT THIS AGREEMENT AND OUR BUSINESS RELATIONSHIP

We Agree that Third Sector Company is an Independent Third-Party to your Organization and Your Hiring Process without known Conflicts of Interest. Third Sector Company is an independent contractor and will maintain complete control of and responsibility for its own personnel, methods, and operations. This agreement will not be construed to create a partnership, other joint venture or undertaking of any kind. Neither party is liable for any representation, act or omission of the other Party or has the authority to contractually bind the other Party. Any Fees, expenses or other amounts paid by you to Third Sector Company shall not be considered salary for pension or wage tax purposes and both parties declare there are no other business transactions that exist between either that would constitute a conflict of interest.

_______ INITIALS _______
We Agree that the Hiring Decisions made by you are Wholly Yours. You will Protect Third Sector Company from Harm if Someone Does not Like your Hiring Decision or Hiring Processes. Third Sector Company will provide administrative, training, and consultative services as you request, throughout the hiring process to support recruitment, selection and onboarding of an Executive Director. You agree to hold Third Sector Company completely harmless and free of liability from any action that could result from the hiring decisions made by you and any representatives of your nonprofit organization, in fact or portrayal. You will seek counsel from Third Sector Company that you may or may not choose to follow; however, you assume full responsibility for the decision-making processes and behaviors that accompany the selection process.

We Acknowledge and Respect that what You and Candidates will be Sharing with Third Sector Company is Confidential. While fulfilling the expectations approved in this proposal for engagement, Third Sector Company will encounter information that is either labeled “confidential” or would be considered “confidential” by reasonable persons. Organizational information gleaned from assessments, interviews and conversations shall be shared as directed by the client. Interview questions, rating processes, and scoring processes used to screen candidates on behalf of the client shall be shared as directed by client. Responses to interview questions including notes and transcriptions of conversations with specific candidates will be summarized and provided to the client as professional opinion and counsel to the client. The actual notes and transcripts generated by Third Sector Company during confidential interviews are the sole property of Third Sector Company.

If Something Goes Wrong, We will Proceed Towards Resolution in a Just and Timely Manner using Arbitration as the final stage. You will appoint a single representative to serve as Third Sector Company’s primary contact and official representative during the engagement. The resolution of a conflict, should it ever arise, shall begin with an appropriate intervention and conflict resolution process offered at the direction of the official representative. Should a conflict or perceived infraction occur, that cannot be resolved through a shared process, both parties agree that the ultimate decision shall rest in an arbitration process approved by both parties. Third Sector Company, at no time, shall be responsible for an amount of damages greater than the amounts paid to Third Sector Company by you and your nonprofit organization. Services are being provided on behalf of an organization in the State of Michigan which will be the designated jurisdiction governing this agreement and relationship.

We agree that either party can terminate this agreement if desired. Third Sector Company is acting as a resource and referral enterprise for your volunteer-led search need. Both parties agree the term of this engagement is for the duration of the hiring process. The hiring process begins at the signing of this agreement and its conclusion is defined as the start date by which the hired candidate has reported for service as a legal employee of the nonprofit organization. If, Third Sector Company or you determine, for whatever reason, that Third Sector Company is unable to fulfill its resource and referral role to the satisfaction of either party, this agreement can be terminated with seven days’ notice. Upon termination of the agreement, the notes and files associated with the engagement remain the property of Third Sector Company. The client agrees to pay all fees due for work completed prior to termination.

The client agrees to defend and hold harmless Third Sector Company, its affiliates, employees, officers, representatives or agents from and against all claims, actions, liabilities, losses, fines, costs and expense arising out of or relating to any act, activity, or omissions by you or a referred candidate, or arising from your hiring and subsequent employment of a referred candidate. Third Sector Company’s total liability arising out of this agreement, including without limitation for negligence, shall not exceed the amount you have paid to Third Sector Company pursuant to this agreement. In no event, shall Third Sector Company be liable for any consequential, indirect, special, incidental, or punitive damages regardless of the form of action.

_______ INITIALS _______
Any dispute, claim or controversy arising out of or relating to this Agreement or the breach, termination, enforcement, interpretation or validity thereof, including the determination of the scope or applicability of this agreement to arbitrate, shall be determined by arbitration in Grand Rapids, Michigan before one arbitrator. The arbitration shall be administered by JAMS pursuant to its Streamlined Arbitration Rules and Procedures. Judgment on the Award may be entered in any court having jurisdiction. This clause shall not preclude parties from seeking provisional remedies in aid of arbitration from a court of appropriate jurisdiction. The substantially prevailing party shall be entitled to an award of attorney’s fees and costs.

**AUTHORIZATION & APPROVAL TO EXECUTE**

We, the undersigned representatives of Dwelling Place and Third Sector Company, understand and agree to the terms presenting this proposal for engagement. Everything we have agreed to is wholly outlined and contained in this document. Any changes would require a written amendment signed by both parties.

_________________________    ____________________________
RICH KOGELSCHATZ     JEFFREY R. WILCOX, CFRE
Chair, Executive Search Committee   President and Chief Executive Officer
Dwelling Place
Third Sector Company, Inc.

Date _____________________    Date ________________________

**Dwelling Place**
2900 East Beltline – Suite D
Grand Rapids, Michigan 49525

**THIRD SECTOR COMPANY, INC.**
PO Box 19796 – Queen Anne Station – Seattle, Washington 98109

Third Sector Company operates as a virtual social enterprise California S-Corporation.
Legal Operation of Business is 801 Pine Street – Suite 25C, Seattle, Washington 98101
Washington State Unified Business ID 603-133-591
California Domestic Corporation ID C2734858
Federal Taxpayer Identifying Number 20-2693498
Third Sector Company, Inc. is a Dunn and Bradstreet Registered Corporation (DUNS 078743349)

_______ INITIALS _______