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1	Executive Director- WV First Foundation				62500.00

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**Commodity Line Comments:** Thank you for inviting Ter Molen Watkins & Brandt to respond to your request for proposal for an Executive Director search. We would be honored to be selected to fill this incredibly important role. Our fee to conduct this search on behalf of the West Virginia First Foundation is \$62,500. A detailed budget is attached as part of our proposal submission. This fee includes our work, candidate travel, job posting, and miscellaneous expenses. We thank you, again, for the invitation to submit this proposal and look forward to hearing from you.

**Extended Description:**

Executive Director position for the non-profit organization - WV First Foundation

\*Vendors must enter a lump sum, grand total amount as better described in Section 4 of the specifications.

Ter Molen Watkins & Brandt LLC

Proposal for Executive Search

West Virginia First Foundation

*West Virginia First Foundation*



May 24, 2023

*Learn more about us at [www.twbfundraising.com](http://www.twbfundraising.com)*

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## Overview

Thank you for considering Ter Molen Watkins & Brandt (TW&B) as your firm to conduct a search for an Executive Director of the West Virginia First Foundation.

The newly formed West Virginia First Foundation will distribute settlement funds from lawsuits against opioid makers and distributors. “We can expand treatment, we can provide evidence-based substance use prevention through this foundation,” Attorney General Patrick Morrisey said during a live stream of the bill’s signing. “We’ll actually help ensure that the laws in our state are better enforced. We know that the opioid epidemic has been one of the great challenges of our time, we know that there’s been a lot of senseless death,” Morrisey said. “The bill being signed today marks a tremendous point in time in our effort to fight back against this terrible crisis.”

As West Virginia First Foundation marks its inauguration, filling the Executive Director position will be a critical first step to developing the strategy and tactics to support the foundation’s mission. As a leader, the Executive Director will collaborate with West Virginia’s government officials, partner with an eleven-person board, and build out the Foundation’s staff.

Our goal for any executive search is to find the ideal candidates who have both the requisite experience and a passion for your mission. Early discovery conversations with key West Virginia leaders will help us to develop a clear understanding of the position. We will then develop a position description that reflects the Foundation’s mission, vision, values, culture, and expectations.

The market for experienced nonprofit leaders is highly competitive. It is no longer possible to simply post a position and wait for qualified candidates to apply. Interestingly, many skilled and currently employed executives are casually searching for new positions. Potential candidates seek opportunities with the right fit, mission alignment, and personal lifestyle considerations.

The TW&B process applies our years of personal hiring experience along with conducting formal searches and our own experiences as nonprofit leaders. Our active search for qualified candidates will begin as we craft a compelling description, post the position on a variety of platforms, and proactively reach out to our networks for referrals. We will be creative as we consider who might be a good fit for West Virginia First Foundation. The right candidate is not always the obvious one.

As experts in identifying nonprofit leaders, TW&B is honored to share this proposal for consulting services.

## The TW&B Consultants: Qualifications & Experience

The consulting team we have assembled for West Virginia First Foundation, TW&B Senior Vice President Amy Funk and Vice President Caroline Older, brings deep professional experience in executive search at all levels of nonprofit leadership. Amy has filled multiple leadership positions at GiGi's Playhouse, including an Executive Director role, and recently completed a search for the Civic Consulting Alliance's new Development Director. Caroline brings firsthand experience as an Executive Director and recently filled a Vice President of Resource Development at IFF, a Midwest Community Development Financial Institution. Both Caroline and Amy have worked with a large number of nonprofit organizations and not only have a passion for this type of mission but have a deep understanding of the kind of person that it takes to be effective in an executive leadership role.

### **Amy Funk, Senior Vice President**



Amy brings over two decades of high energy, results-driven nonprofit leadership to her clients. She helps nonprofits refine their mission driven storytelling, maximize their revenue, and ensure that the right people are in place for capacity building. She has provided counsel to organizations with budgets ranging from \$1.2 to \$40 million in the performing arts, healthcare, and human services fields. Recent clients include the International Peace Garden, YMCA of Metropolitan Washington, and Meals on Wheels Foundation of Northern Illinois. Mentoring development professionals is a key passion, and she leads the Annual Fellows Program of the Development Leadership Consortium, which introduces new development professionals to the Chicago philanthropic community. She also serves on the Association of Fundraising Professionals Chicago Board of Directors.

### **Caroline Older, Vice President**



Caroline Older is a strategic and collaborative consultant who engages teams, boards, and community partners to enable clients to achieve their organizational goals. Caroline has 11 years of nonprofit executive director experience across three organizations. She holds deep skillsets in executive search, strategic planning, program development, coaching & mentoring, and board development. Additionally, she has a strong network of nonprofit leaders from the East Coast to the Midwest. Recent clients include IFF, FACETS, Children's Discovery Museum, Hyde Park School of Dance, and Rapid City Arts Council.

## Our Approach and Process

Considering the current challenges to nonprofits and the overall job market, recruiting the right nonprofit executive is incredibly important. Our approach to search is hands-on, with a multi-step process designed to find a fundraising leader who is not just *a good fit*, but rather someone who is *the right fit* for your organization.

### 1. Defining Your Compelling Position

We will begin our engagement with interviews to gain a better understanding of the role the Executive Director needs to fulfill. These conversations will help us define specific tasks, clear expectations, “must have” and “preferred” qualifications, and other details. But perhaps more importantly, they will help us understand the overarching impact this position has on the West Virginia First Foundation and its vision for the future. In this stage, we will review the compensation range and discuss benefits packages.

### 2. Marketing the Position

Once we have developed the set of responsibilities, expectations, and requirements, we will write a compelling position description designed to give potential candidates a sense of the opportunities offered by the role, an understanding of West Virginia First Foundation, and what they can expect from the working environment. The position description will go further than a traditional “job description”: it is intended to engage high-level candidates to thoughtfully consider how their skills might match West Virginia First Foundation’s needs. We want applicants to feel excitement at the chance to use their skills to further your mission.

Using our network of contacts, we will distribute the position announcement widely at a regional and national level with a focus on Charleston, West Virginia, and the greater mid-Atlantic area. We will utilize social media, especially LinkedIn, to promote this job opportunity. We will also recommend methods for distributing these materials through organizations like the Association of Fundraising Professionals (AFP), NPO.net, and local fundraising organizations such as Philanthropy West Virginia.

Our proactive outreach is where we can make the most progress toward finding a well-rounded fit for West Virginia First Foundation. In addition to broader postings, TW&B will distribute the position through the firm’s extensive network of contacts and will draw upon our colleagues’ networks as well as our own in order to solicit referrals, nominations, and individual expressions of interest. In particular, the Development Leadership Consortium (an organization founded by our firm that provides continuing education to early nonprofit professionals) now has over 500 alumni across the nation that our firm can leverage in the search. This portion of the search also includes reaching out directly to potential prospects who may not be actively searching for a new position.

### **3. Detailed Candidate Screening**

As prospective candidates are identified, we will conduct initial phone conversations to discuss the applicant's experience, interest, and expectations, provide information about the position in greater detail, gather additional and clarifying information from the applicant, collect our initial impressions, and ensure that candidates have each of the "must have" qualifications listed in the position description.

Following phone screenings, we will meet with viable candidates either in person or via Zoom (based on your preferred method) to conduct a comprehensive interview with a detailed interview guide intended to uncover the nature and depth of their experience and ascertain whether they are a "fit" for the Foundation. This process ensures that each candidate is well informed about West Virginia First Foundation, its mission, and goals prior to meeting with government officials and board members.

After these in-depth interviews, we will conduct comprehensive reference checks on finalists and provide you with a detailed brief for each candidate. Our intention is to present you with multiple qualified candidates for the Executive Director role. In order to speed the process, we will conduct screening, interviews, and candidate briefs on a rolling basis. We will continue to field inquiries and vet candidates until the position is filled.

### **4. Final Interviews**

For candidates you deem appropriate for the next round of interviews, we will help schedule these longer, in person interviews as well as provide additional briefings to help you define areas of focus for the interview and create an interview guide or rubric. If specific questions arise during these interviews, we will conduct additional reference checks. During this final review we will be in appropriate contact with the candidates to keep them apprised of the process and to ensure their continued interest.

Once you are ready to make an offer, we will be available to provide counsel on structuring the compensation packages and conducting compensation negotiations. West Virginia First Foundation will be responsible for making the actual offer and negotiating terms of employment.

After a candidate has accepted your employment offer, we will notify applicants who were not selected.

### **5. Quarterly Check In**

As part of our commitment to a successful, long-term fit for both the candidate and the organization, we conduct quarterly Zoom conference calls with the client and the placed candidates for the year after our services conclude. We find that this helps to identify any early issues and ensures a stronger placement.

## Project Timeline and Fee

Searches of this nature can take time and can last from four to six months. We recognize how important it is to fill this position quickly, but even more important is to fill the Executive Director position with the best candidate. We will work diligently to complete the process in as timely a manner as possible.

Once we begin marketing the position description and contacting professionals in our networks, we intend to begin presenting you with viable prospects within 6-8 weeks. As a part of our process, we will maintain regular contact sending you weekly search updates via email to keep you fully apprised of our progress. We are comfortable conducting the search virtually.

<b>Executive Search</b>	
<b>TW&amp;B Fee</b>	<ol style="list-style-type: none"> <li>1. Conduct initial meetings</li> <li>2. Draft position description</li> <li>3. Disseminate position description</li> <li>4. Conduct prospecting calls</li> <li>5. Conduct initial candidate screenings</li> <li>6. Conduct initial interviews</li> <li>7. Prepare West Virginia government officials for final interviews</li> <li>8. Support salary negotiation with successful candidate</li> <li>9. Notify unsuccessful candidates</li> </ol>
	<b>\$45,000</b>
<b>Candidate Travel</b>	<ul style="list-style-type: none"> <li>• 2 nights in a hotel</li> <li>• Round trip flight</li> <li>• Transportation</li> <li>• Includes all rounds of interviews</li> <li>• Contingency for one additional candidate</li> </ul>
	<b>\$13,500</b>
<b>Other Fees</b>	<ul style="list-style-type: none"> <li>• Job posting</li> <li>• Boosted post on LinkedIn</li> <li>• Report Production/miscellaneous expenses</li> </ul>
	<b>\$4,000</b>
<b>Total Fee</b>	<b>\$62,500</b>

Our fee to conduct this search on behalf of West Virginia First Foundation is \$62,500. A detailed budget is attached as part of our proposal submission. We will invoice in three equal installments: one at the signing of the search agreement, one after 60 days, and will present the final invoice upon the successful completion of the search.

Should the selected candidate leave the employment of West Virginia First Foundation within the first six months for any reason other than disability or death, TW&B will conduct a second search for the position at no additional charge except for expenses.

## About Ter Molen Watkins & Brandt

The result of a merger between two Chicago-area consulting firms in 2003, Ter Molen Watkins & Brandt offers clients depth and breadth of experience in all facets of not-for-profit work. Members of the consulting team have served in leadership roles in nearly every nonprofit sub-sector, including at local and national social service and advocacy agencies, universities and colleges, major health care institutions, arts agencies, and at many of the largest and most distinguished cultural institutions in the country. Our consultants average over 20 years of experience. While based in Chicago, we serve clients all over the country.

All TW&B clients work directly with one or more senior consultants—there are no junior associates added to project teams. Our expertise and perspectives are drawn from first-hand, front-line experience, and we bring empathy to our work that lets us build true partnerships with our clients. Our philosophy is to position clients to continue to succeed long after our engagement is concluded, and our goal is to provide highly tailored solutions that build on clients' strengths.

We believe the best way to demonstrate our success in client service is to reach out to our references. By connecting with other non-profit professionals who have shared the same goals and had the same challenges, you can learn firsthand how TW&B has helped similar organizations advance.

Our firm would be delighted to help fill this incredibly vital position for the West Virginia First Foundation. We thank you, again, for the invitation to submit this proposal and look forward to hearing from you.

## Recent Searches

### **Eleanor Perrone Toriski**

*Chief Operating Officer*

Civic Consulting Alliance

Email: [eperronatoriski@ccachicago.org](mailto:eperronatoriski@ccachicago.org)

Position filled: Development Director



### **Heather Graves**

*Chief Development Officer*

Marklund

Phone: 630-593-5479

Email: [hgraves@marklund.org](mailto:hgraves@marklund.org)

Positions filled: Annual Fund Manager, Director of Corporate and Foundation Relations



### **Jose Cerda**

*Chief of Staff*

IFF

Phone: 312-404-4633

Email: [jcerda@iff.org](mailto:jcerda@iff.org)

Position Filled: Vice President of Resource Development



## Estimated Fees for Executive Search

Expenses	Amount	Notes	Duration	Total
<b>Flights</b>				
Candidate 1 (in-person interview)	\$700	round trip	2 nights	\$700
Candidate 2 (in-person interview)	\$700	round trip	2 nights	\$700
Candidate 3 (in-person interview)	\$700	round trip	2 nights	\$700
Candidate 1 (second interview)	\$700	round trip	2 nights	\$700
Candidate 1 (third interview)	\$700	round trip	2 nights	\$700
Candidate 1 (final interview)	\$700	round trip	2 nights	\$700
<b>Hotel</b>				
Candidate 1 (in-person interview)	\$150	per night	2 nights	\$300
Candidate 2 (in-person interview)	\$150	per night	2 nights	\$300
Candidate 3 (in-person interview)	\$150	per night	2 nights	\$300
Candidate 1 (second interview)	\$150	per night	2 nights	\$300
Candidate 1 (third interview)	\$150	per night	2 nights	\$300
Candidate 1 (final interview)	\$150	per night	2 nights	\$300
<b>Transportation</b>				
Candidate 1 (in-person interview)	\$50	per day	2 days	\$100
Candidate 2 (in-person interview)	\$50	per day	2 days	\$100
Candidate 3 (in-person interview)	\$50	per day	2 days	\$100
Candidate 1 (second interview)	\$50	per day	2 days	\$100
Candidate 1 (third interview)	\$50	per day	2 days	\$100
Candidate 1 (final interview)	\$50	per day	2 days	\$100
<b>Meals</b>				
Candidate 1 (in-person interview)	\$75	per day	2 days	\$150
Candidate 2 (in-person interview)	\$75	per day	2 days	\$150
Candidate 3 (in-person interview)	\$75	per day	2 days	\$150
Candidate 1 (second interview)	\$75	per day	2 days	\$150
Candidate 1 (third interview)	\$75	per day	2 days	\$150
Candidate 1 (final interview)	\$75	per day	2 days	\$150
Additional 4th candidate, if needed	\$1,500	per trip	4 trips	\$6,000
<b>Total Travel</b>				<b>\$13,500</b>

<b>Job Posting</b>				
AFP National	\$700			\$700
AFP Local (several markets)	\$1,000	5 markets \$200/post		\$1,000
Chronicle of Philanthropy	\$413			\$413
LinkedIn Boost	\$1,000			\$1,000
LinkedIn Recruiter	\$200			\$200
<b>Miscellaneous</b>				
Report production	\$100			\$100
Printing	\$100			\$100
Additional hotel/transportation/meal if needed	\$500			\$500
<b>Total Other Fees</b>				<b>\$4,000</b>

**Total Travel, Other Fees, plus TWB Fee**

**\$62,500**