

**MEMORANDUM**

TO: City of Somerville Search Committee

FROM: Tamar Datan, Senior Advisor, Catherine Seneviratne, Senior Associate, and Andres Marcuse, Associate

RE: Review of the Director of Racial & Social Justice Search Process and Upcoming Concluding Steps

DATE: January 12, 2021

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We have very much enjoyed working in partnership with the City of Somerville's Search Committee for the Director of Racial & Social Justice (DRSJ), and are pleased to provide this recap of our work to date and the final steps ahead.

In early October 2020, the City of Somerville began its partnership with NPAG to search for its first DRSJ. Prior to officially launching the search, NPAG scheduled conversations with members of the Search Committee to better understand how the position came about, how the Search Committee was put together, and to begin gathering names for NPAG's networking process.

NPAG's research team spent mid-October drafting a network building strategy to outline the industry sectors and thought partners that we planned to explore through the search. This document served as a basic roadmap for our initial outreach and we used this document to build a list of individuals who fit into one of three categories: they could offer valuable input on the type of candidate that NPAG should pursue; they could connect NPAG with potential candidates; or they could be candidates for the position themselves. The network strategy yielded a list of 139 individuals, representing the non-profit, academic, government, and private sectors. While this list was being built, NPAG was also working on the position description that would tell the story of the role and lay out the challenges and opportunities that await the new director. The Search Committee subsequently approved the position description, and the search was launched on October 21, 2020. The position was officially posted to the City of Somerville's job board as well as on NPAG's website as well as other outlets.

Following the launch, NPAG began an extensive networking process to gain added perspectives and begin to identify potential candidates. We reached out to the network of 139 individuals, securing referrals and interest, and were able to engage more than 50 individuals in deep conversations. This process yielded insights into the City of Somerville and how the role might impact the city's residents; it also produced multiple candidates. Of the 53 people that were contacted, 15 were residents of Somerville, while the rest were almost all from New England. This networking process lasted from the beginning of November through late December.

As the networking process unfolded, applications began to roll in, both through NPAG's website and through the City of Somerville's job board. A total of 92 applications were received in response to NPAG's outreach as well as job postings. We embarked on the process of reviewing each resume and cover letter that we received in order to identify the best possible candidates to advance through the process. A total of 18 candidates were given in-depth screens; from this group, 8 candidates were screened a second time by another member of our team (an additional three candidates are yet to be screened as they applied late in the process). These two screenings were used to gain a comprehensive picture of the

candidates' life stories and professional experiences which were then presented to the search committee in mid-December, 2020.

In early January, the committee reconvened with NPAG to offer feedback on the candidates that had been presented in December. At this meeting, the search committee chose five candidates to invite for first round interviews – these interviews are scheduled to take place on January 22-23. An additional three candidates could be invited forward following their initial screens. Though this has been a rolling process, the application end date was determined to be January 2, 2021 (the decision was made during the Committee's December meeting), and no other candidates will be considered after the additional three currently going through screening.

The final steps in this search process are as follows:

Dates	City of Somerville	NPAG
Late January	First Round Interviews	Ongoing Cultivation of Candidates  Background Checks on Finalist(s)
Early to Mid-February	Second Round Interviews References	
Late February	Compensation, Offer, & Negotiation	
TBD	Official Start and Onboarding	