



Executive Search



Associated Subcontractors of Massachusetts, Inc.

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Executive Director/CEO

Associated Subcontractors of Massachusetts (ASM) has retained Sterling Martin Associates to search for its next Executive Director/CEO. ASM is located in Boston, MA.

Client Overview

Founded in 1950, ASM is a 501(c)(6) trade Association comprising over 350 subcontractors and related industry partners in Massachusetts and bordering states. ASM is the state's only organization that focuses exclusively on subcontractor interests, as well as the only one that represents companies in all of the specialty trades, from site work and steel erection, to HVAC and electrical, to windows, floors and finishes. ASM represents both union and non-union firms, and members range in size from the smallest start-up firms to the largest specialty contractors in the region. For over 65 years, ASM has worked to promote a fair business climate and help subcontractors succeed in a complex and changing industry.

The mission of ASM is to protect the interests of subcontractors and promote professionalism in construction, through education, communication and advocacy. While best known for strong advocacy and legislative success, ASM also provides a wide range of member benefits and services to support the business success of our members, including educational programs, networking events, legal hotline, newsletters, magazine, commercial insurance program and other business resources.

ASM operates with an annual budget of nearly \$1 million, enjoys a strong financial position and is looking to take the organization to the next level. The Association is governed by a 23-member Board of Directors and currently has a three-person staff including the Executive Director/CEO. ASM's offices are located in downtown Boston just a short distance from the Massachusetts State House. In addition, ASM has a long-standing relationship with a law firm that serves as Counsel, and engages the services of a lobbying firm to support its advocacy program.

For more information, please visit www.associatedsubs.com.

Executive Director/CEO

ASM seeks an Executive Director/CEO who can lead the Association and build on its proud legacy in new and creative ways – an Executive Director/CEO who will be motivated to explore innovative approaches and pursue continuous improvement for the organization. ASM seeks a dynamic and visionary individual to lead the Association in building upon its history of success in representing commercial construction subcontractors in the Commonwealth. As ASM has significant growth potential, the organization is seeking a strategic thinker with an entrepreneurial spirit who wants to lead a growing, successful organization.

Specific Duties & Responsibilities

In addition to providing overall Association leadership and serving as the face of the organization, the Executive Director/CEO will be expected to perform the following specific duties and responsibilities:

Governance | Strategy

- Provide guidance to officers, directors, committee chairs, and committee members to enable them to be effective in their roles – including leadership training, financial and other guidance, and administrative support.
- In partnership with the Board of Directors, facilitate a regular strategic planning process to identify long term goals and objectives. Assume primary responsibility for implementation of the plan and for the development of annual operating goals in support of the plan.
- Advise the Board of Directors on Association best practices, as well as legal and regulatory changes affecting Associations. Assure compliance with ASM *Bylaws* and Policies & Procedures and recommend changes, as appropriate, for board approval.
- Keep the president and board of directors fully informed on the condition and operations of the Association and on issues that may affect its well-being and that of the membership.

Advocacy & Legislation

- Serve as ASM's primary advocate and spokesperson on legislative issues, acting to advance legislative proposals favorable to subcontractors and work to defeat others that would be detrimental.
- Have primary responsibility for reviewing, tracking, and reporting on all relevant legislation filed on Beacon Hill.
- Coordinate with ASM Board, Legislative Committee, Counsel, and external lobbyists in determining the Association's official position on legislation and in developing ASM strategy in response.
- Work with Counsel in developing new legislative proposals for ASM or needed legislative amendments.
- Prepare position papers, testify at hearings, and meet with elected officials to advance ASM's position.
- Administer the ASM Political Action Committee (PAC) and take steps to expand support for the PAC.
- Attend and support legislator events, both personally and through the PAC.
- Cultivate effective relationships with other industry and business groups, as appropriate, and coordinate with them on legislation of mutual interest.
- Forge effective relationships with relevant state agencies and administration officials, including the Attorney General, Division of Capital Asset Management and Maintenance (DCAMM), and both

school and university building authorities, to enable ASM to have a voice on administrative and regulatory matters affecting subcontractors.

- Serve as media spokesperson on legislative matters.

Membership

- Oversee staff in developing and implementing effective annual membership recruitment and retention programs designed to achieve and exceed the Association's annual goals.
- Oversee the preparation of all written communications and marketing materials designed for the membership, including recruitment and retention materials and membership literature.
- Conduct a periodic review of ASM's membership database to ensure that membership records are up-to-date and accurate.
- Conduct periodic member satisfaction surveys and take action to implement appropriate changes to better respond to member needs.
- Proactively work to expand the demographic diversity of ASM through a focus on small companies, inclusion of young professionals, and outreach to geographic regions beyond metro Boston.
- Spearhead initiatives to increase member engagement at all levels – from attendance at events, to participation in committees, to service on the Board of Directors.

Programs and Events

- Plan and implement the highest quality membership meetings, educational programs, training, and special events that serve as opportunities for professional development and member networking as well as sources of non-dues revenue.
- Have overall responsibility for program content and oversight of program and event budgeting and all other financial and logistical aspects of event planning and coordination.
- Proactively seek ways to leverage the use of technology to expand the reach of ASM's educational programming.
- Explore opportunities for collaborating with other organizations to develop high quality educational programs designed to expand audience and avoid duplication of effort.
- In collaboration with other educational institutions, manage and grow offerings such as comprehensive business planning and a management training program for company owners and managers.

Industry Relations

- Maintain and foster good relations with specialty trade associations that have a long-standing relationship with ASM.
- Build relationships with major local and regional business associations, as appropriate, and find ways to collaborate on issues of mutual interest.
- Represent ASM at industry networking events, conferences, and tradeshows.
- Represent ASM on the Board and Executive Director's Council of the National Subcontractors Alliance (NSA) and actively participate in NSA conferences and activities.

Marketing & Communications

- Develop content and oversee production of all Association literature and publications and other member/ nonmember communications.
- Assemble content for the Association's magazine, *The Professional Contractor*, and work with the publisher on production and distribution.
- Oversee the expansion of the Association's presence on social media and develop an online forum for member-to-member communication.
- Plan, coordinate and implement a public and media relations program to enhance the image of the Association, construction subcontractors, and the construction industry in general.

Financial Management

- Maintain the financial integrity of ASM, through effective budgeting and financial management of the Association's resources.
- Prepare the Association's annual budget for review and approval by the officers and directors, and produce monthly year-to-date and comparative reports.
- Oversee the Association's financial systems.
- Collaborate with the Association's accountant on the preparation of annual audit, tax returns, and financial statements.
- Provide leadership in developing new initiatives to enhance the financial strength of the Association, focusing on expansion of membership and growth in dues and development of new sources of non-dues revenue.

Administration / Operations

- Oversee the day-to-day administration of the Association and maintain efficient office procedures.
- Hire and supervise administrative support and professional staff for the Association.
- Develop and implement internal employment policies and procedures and conduct performance evaluations.
- Oversee all outside vendors, including payroll administration, benefits administration, and other vendor contracts.

Ideal Background & Experience | Qualities & Characteristics

Qualified candidates for the position will be dynamic, visionary, passionate and mission-driven. The successful candidate will have high level communication skills and will have the capacity to build relationships with members, industry organizations, public officials, state agencies, and other relevant groups. At a minimum, candidates are expected to possess the following skills and credentials:

- Bachelor's degree from an accredited institution of higher education; advanced degree preferred.
- Three to five years of executive-level management experience.
- Strategic thinker with an entrepreneurial spirit, motivated to explore innovative approaches and pursue continuous improvement.
- Experience as a staff member or volunteer in a professional membership association or volunteer-driven organization.
- Certified Association Executive (CAE) designation preferred.
- Interest in business and construction issues; construction industry knowledge and experience a plus.

- Knowledge of the legislative process and advocacy experience a plus.
- Demonstrated understanding of association governance, including leadership development and board management.
- Experience with budgeting and financial stewardship of an organization.
- A track record of growing membership through cultivation of new members and retention of existing members.
- Superior communications skills, both written and oral, and experience with public speaking.
- Experience building coalitions and strategic partnerships to achieve common goals.
- Strong negotiation skills, powers of persuasion, and experience achieving consensus.
- Personal integrity, and commitment to the highest ethical standards in all association activities.
- Strong organizational and time management skills, including the ability to set priorities, delegate responsibilities, and meet deadlines.
- Ability to mentor, motivate and develop an effective staff team.
- Commitment to the highest standards of excellence in performance.

Compensation & Benefits | Availability

ASM offers a competitive compensation and benefits package, commensurate with qualifications and experience.

*Associated Subcontractors of Massachusetts is an equal opportunity employer,
committed to diversity in the workplace.*

To apply, please send a cover letter and current resume to asm@smartinsearch.com. A well-written cover letter, outlining how your experience fits the requirements of the position, will be an important factor in considering your candidacy.

For more information, contact:

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