

## Greenway Conservancy Executive Search RFP Q&A

Q: What is the target compensation for this position? Base? Bonus? Other Compensation/Benefits? Do you anticipate offering a contract and/or change of control?

A: The Board anticipates taking input from the Search Firm to help determine a competitive salary that will attract qualified candidates. It is not anticipated that there will be a variable component to the compensation. The benefits package is very competitive, and currently includes health, dental, short-term and long-term disability insurance, life insurance, commuter benefits, 9 paid holidays, generous paid vacation and sick time, and (vesting at 2 years) IRA matching.

Q: Has the Conservancy benchmarked executive compensation in the past 3 years?

A: Yes. In 2017 and in 2019, a Board working group examined executive director compensation of comparable organizations.

Q: Are you willing to assist in the cost associated with relocating a candidate for this role?

A: Yes.

Q: What is the Board most eager about, and most concerned about, regarding this upcoming search?

A: The Search Committee expects to discuss this with the selected firm.

Q: What defines a successful search, in addition to the actual hire?

A: The Search Committee expects to discuss this with the selected firm. However, at minimum, the search should attract a diverse pool of qualified candidates and conclude with sufficient time for a smooth transition.

Q: What length of overlap, if any, would you like with the current Executive Director?

A: Ideally, the current Executive Director could overlap for a portion of April 2021.

Q: Is there a formal (i.e. written) succession plan already created, or is that something the Board sees being developed as part of the executive search partnership/process?

A: There is not a written succession plan, though staff have begun planning. If you would include this in your services, please detail in your response.

Q: The current Strategic Plan covers 2019-2023. What significant impacts (and/or changes) have been made to the plan in 2020 as a result of all the new issues we are encountering (pandemic, social justice, etc.)?

A: Formal updates have not been made to the [Strategic Business Plan](#). The priorities identified--growing fundraising, executing capital improvements, and focusing on DEI--are currently unchanged, though the implementation timetables will be different. It is expected, however, that a new Executive Director will reexamine, with the Board, the Conservancy's work and priorities.

Q: What is the average turnover rate/tenure history of top executive staff for the Conservancy other than the Executive Director? Which positions of the 35 FTEs work closest with/report directly to the Executive Director?

A: Current reports to the Executive Director (along with their tenures at the Conservancy and time in their current roles) are Bob Stigberg, Director of Maintenance and Capital (11 years at the Conservancy and ~3 years in current role); Alex Rogers Pittman, Director of Development (10 years, 1 year); Lucas Cowan, Public Art Director and Curator (6 years, 6 years); Keelin Caldwell, Director of Programs and Community Engagement (~7 years, ~3 years); Tracey Cooke, Director of Finance and Administration (3 years, 3 years).

Q: Are there any internal or Board candidates?

A: Currently it is not known if there will be internal or Board candidates.

Q: The RFP mentions that the Search Committee will likely be staffed by four Board members and one former board member. Have those specific members been decided yet? Who is the Chair of the Committee? Are there any plans for community and/or stakeholder representation on the Search Committee?

A: The majority of the Greenway Conservancy Board are nominees from community groups, elected officials, oversight agencies, and the Greenway Business Improvement District, so our Board is very representative of the stakeholders. The Search Committee is led by Board Chair Doug Husid. The full Search Committee membership has not yet been finalized.

Q: The RFP states the current ED will staff the Search Committee. Is that role fully defined and anticipated that the current ED will participate in interviews with final candidates? Or will he play more of a coordinating role? We ask as this may change the dynamics of the Board's interaction with candidates.

A: The current ED is currently anticipated to play a coordinating role. The Search Committee looks forward to discussing with the selected firm any additional role that the current ED might play.

Q: Will this search be subject to Massachusetts Open Records laws, in that applicants and/or candidates will need to be publicly announced or reported?

A: The Greenway Conservancy is required to comply with the Massachusetts Public Records Law and Open Meeting Law. The Open Meeting Law states that a screening committee such as the Search Committee may consider or interview applicants in executive session as part of a preliminary screening process. The details of the Search Committee's process will be developed to comply with the Open Meeting Law.

Q: To what extent will proprietary information or intellectual property provided by the firm in its proposal or during the search be made publicly available?

A: As noted above, the Conservancy is subject to the Massachusetts Public Records Law. The Conservancy will review any public records requests that it receives, and respond in compliance with its obligations under the law. The Conservancy's response may include the production of records relating to the search if such records are not exempt from disclosure under the law.