

Request for Proposals

EXECUTIVE SEARCH

Responses due Friday, October 16, 2020 at 3pm

I. KEY INFORMATION FOR RESPONDENTS

A. INVITATION

The Rose Kennedy Greenway Conservancy (“Conservancy”) is requesting proposals for executive search services (“Respondent”) as it seeks to fill the role of Executive Director. The Conservancy Board of Directors has established a Search Committee to oversee and manage the Executive Director search process.

As [recently announced](#), the current Executive Director, Jesse Brackenbury, has been named President and CEO of The Statue of Liberty and Ellis Island Foundation in New York. Brackenbury, who joined the Conservancy in 2009 and has led the organization since 2013, will remain with the Conservancy until April 2021 to assist with the search and transition to a new leader.

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B. OVERVIEW OF THE CONSERVANCY

The Greenway (www.rosekennedygreenway.org) is the contemporary public park in the heart of Boston that welcomes millions of visitors annually to gather, play, unwind, and explore. Construction of The Greenway was completed in 2008 as part of the Central Artery/Tunnel Project (the “Big Dig”), when the Massachusetts Department of Transportation sunk an elevated highway underground and developed a park on top. The linear park reconnects downtown to the waterfront and historic neighborhoods from Chinatown to the North End, providing green space that is essential to everyone who shares our city.

The Greenway Conservancy was established as an independently incorporated non-profit organization in 2004 to guide the emerging park’s development and raise funds for an endowment and park operations. For 10+ years since the park opened, the Conservancy has been responsible for the management and care of The Greenway through an agreement with the Massachusetts Department of Transportation. In 2018, the Greenway Conservancy, the Commonwealth of Massachusetts, the City of Boston, and property owners abutting The Greenway negotiated a Business Improvement District (BID) to support the Greenway Conservancy’s care of the park. The majority of the public park’s annual budget is generously provided by private sources.

The Greenway has utterly transformed the way millions of residents and visitors experience Downtown Boston. Boston is now a more beautiful, green, and vibrant city because of the Conservancy’s innovative approach to organic horticulture. The Conservancy has elevated public art in Boston by capturing the imaginations of residents and visitors with its award-winning exhibitions. Its food trucks, drinkeries, markets, festivals, and rich array of programming showcase the excellence, diversity, and

ingenuity of our city's artisans and entrepreneurs. The Conservancy has raised the standard of excellence for public spaces in Boston and throughout the country.

The Conservancy, with a \$5-6M annual operating budget and ~35 FTEs, is a steward for the public park and places a premium on operating transparently. All of the Conservancy's Annual Reports, audited financials, tax filings, and other key documents can be found at rosekennedygreenway.org/documents.

C. SCOPE OF SERVICES

The Conservancy seeks the assistance of an executive search firm to perform services that will include the following:

- Collaborate with the Search Committee, expected to consist of four Board members and one former Board member. The Committee will be staffed by the current Executive Director.
- Solicit input from the Search Committee, current Executive Director, senior staff, other staff as appropriate, and selected stakeholders through group meetings and/or interviews to understand the role, responsibilities, professional and personal qualifications, and appropriate experience needed for a successful Executive Director.
- Develop a comprehensive job description.
- Develop a recruitment strategy, process and timetable for completion of the assignment, in consultation with Search Committee members.
- Source candidates through a variety of channels to ensure a highly-qualified diverse national pool of candidates.
- Assess candidates' professional and personal qualifications and recommend potential candidates for interview, providing written reports of each to the Search Committee.
- Work closely with the Search Committee to ensure a rigorous interview process. Coordinate candidate schedules and participation in interviews. Debrief the Search Committee following each candidate interview.
- Provide thorough reference and background checks of finalist.
- Assist in the negotiation process with the finalist selected.
- Notify applicants not selected.

D. RFP PROCESS AND KEY DATES

Please email one electronic copy of your response to info@rosekennedygreenway.org by Friday, October 16, 2020 at 3pm with "Executive Search RFP submission" in the subject line.

Anticipated RFP Schedule:

- Friday, October 2: RFP emailed out and posted on the Conservancy website

- Friday, October 9, 2PM: Any clarifying RFP questions due via email
- Wednesday, October 14: Answers posted on Conservancy website
- **Friday, October 16, 3PM: RFP submissions due**
- October 19 - October 30: Evaluation and select Respondent interviews
- Monday, November 2: Firm selection and notification to Respondents

II. APPLICATION

Please provide the following information in a single electronic document:

- Firm and staffing information
 - Name of firm, address, and other key contact information.
 - Information about the involvement of women and minorities in firm ownership and leadership.
 - Resumes/bios for each individual who will be providing services under this assignment, along with description of the role each will play in the search process. Identify the primary contact for this assignment and the individual who is authorized to negotiate and enter into a contractual agreement.
- Qualifications & Experience
 - Statement of firm qualifications for this specific search (e.g., number of years in the executive search business, leadership experience, company structure, industry and geographical knowledge and expertise)
 - Details of comparable searches for non-profits or quasi-public organizations responsible for parks and public spaces
 - Specific examples of successes in delivering a diverse slate of candidates in an executive search.
 - Lessons learned from a search you conducted that was not successful.
- Approach
 - Plan for performing the services required for this engagement.
 - Description of engagement of external stakeholders.
 - Strategies for developing an inclusive, diverse pool of applicants.
- Cost & timetable
 - Include all proposed costs required for completion of this search, specifying fixed and variable costs, and terms and conditions of your proposed payment plan.
 - Provide an anticipated timeline of deliverables based on services performed.
 - If your firm offers a performance guarantee, describe the conditions under which the guarantee applies and specify what the guarantee entails.
- References
 - List of at least three clients who have utilized the firm for executive search services; include a contact name/number/email and description of the services your firm provided.

III. ADDITIONAL INFORMATION ON RESPONDENT SELECTION

The Conservancy reserves the right to reject any or all responses if it determines that such action is in the best interest of the Conservancy. The Conservancy reserves the right to modify, suspend or cancel this procurement at any time at its sole discretion. Responses which do not meet basic requirements or those which fail to meet minimum standards on any single evaluation criteria may be disqualified. In addition, the Conservancy may reject any response that contains contingencies, additions not called for, omissions, errors, or irregularities of any kind; provided, however, that the Conservancy reserves the right to waive any and all informalities or irregularities, and may elect to accept any omitted materials or information subsequent to submission.

The Conservancy will have no obligation to treat any information submitted to it in response as proprietary or confidential, and information submitted to the Conservancy may be subject to disclosure pursuant to the Massachusetts Public Records Law. The Conservancy will have the right to use all or portions of the Respondent's submittal and accompanying information as it considers necessary or desirable in connection with the project in question. By the submission of the required information and materials, the Respondent grants to the Conservancy an unrestricted license to use such information and materials in connection with such project.

After receipt of proposals, the Conservancy may, at its discretion, interview one or more Respondents, during which time such Respondent will have the opportunity to present its proposal and respond to questions; no statement by a Conservancy representative at any such interview is binding on the Conservancy. The Conservancy reserves the right to award final contracts on the basis of initial offers received, without discussions or requests for best and final offers. Selection of a Respondent does not imply that every element of that proposal has been accepted.

The Respondent's proposal in response to this RFP will be incorporated into a final contract between the Conservancy and the selected Respondent. If a Respondent is selected but proves unable to meet requirements necessary for contract signing, the Conservancy reserves the right to select another Respondent. Respondents not selected within this RFP process may be engaged for future opportunities that arise.