

AGENDA
Nantucket Land Bank Commission
Special Meeting of December 12, 2024
Land Bank Conference Room, 22 Broad Street, Nantucket, MA

CALL TO ORDER: 2:00 P.M.

A. CONVENE IN OPEN SESSION

1. PERSONNEL BUSINESS

- a. Interview Finalist for position of Executive Director of the Nantucket Islands Land Bank – John Winter
- b. Interview Finalist for position of Executive Director of the Nantucket Islands Land Bank – Rachael Freeman
- c. Commission Discussion to Select Top Candidate for Executive Director of the Nantucket Islands Land Bank
- d. Commission Vote to Offer Position to Top Candidate

B. ADJOURNMENT

TO: Nantucket Islands Land Bank Commissioners

FROM: Warren J. Rutherford, President, The Executive Suite



DATE: 5 December 2024

RE: Executive Director Finalist Recommendations

1. The Executive Suite was retained by the Nantucket Islands Land Bank Executive Director Screening Committee 25 September 2024 to recruit an Executive Director.
2. In the course of this recruitment effort the Executive Director job description was updated, and the position was advertised locally and regionally. I contacted 39 individuals with specific expertise in qualifications directly related to land trusts and called each to inquire their interest in the position based on proprietary research methods.
3. I received and evaluated 15 applications for the position.
4. I administered an *Innermetrix ADVanced Insights Profile*[®] assessment to all applicants to determine their decision-making, values, and behavioral strengths. The assessment was specifically designed to evaluate candidate rating for the Executive Director position for 14 specific decision categories ranging from Administrative Management to Self-Starting ability.
5. Selected and conducted screening interviews with 7 applicants. All interviews were conducted through Zoom.
6. I recommended 4 candidates for Screening Committee interviews. The Committee selected and interviewed 3 candidates on December 5 via Zoom.
7. The Screening Committee recommends the Land Bank Commissioners interview 2 candidates on December 12 via Zoom. A summary for each recommended candidate appears below for -
 - 7.1. John Winter, Executive Director, New Canaan Land Trust, New Canaan, CT.
 - 7.2. Rachael Starbuck Freeman, current Interim Executive Director, Nantucket Islands Land Bank, Nantucket, MA.
 - 7.3. Each candidate's résumé and cover letter are attached to this recommendation report.
8. **Next steps** -
 - 8.1. Commission interviews on December 12.
 - 8.2. Candidate selection.
 - 8.3. Negotiation of the employment offer, preparation of the confirmation in writing.

Applicant Summary

Background

During this search process it was important to speak with candidates who have the experience in managing organizations focused on conservation, recreation, and agriculture. The 2 candidates recommended have specific and varied levels of experience in these areas. They have experience in the Northeastern states and are familiar with the unique challenges that land stewardship can pose in our more populated areas. They are good communicators and are passionate in their commitment to land stewardship. Each has specific experiences that can translate well to the Land Bank's leadership requirements.

Candidates

1. John Winter, Executive Director, New Canaan Land Trust, New Canaan, CT.

1.1. John has been a land trust Executive Director for the past 20 years and currently serves as the Executive Director at the New Canaan Land Conservation Trust (“NCLT”). Prior to his Land Trust work he was the Director of Social Responsibility, Keurig Green Mountain, Waterbury, VT; a Community Builder Fellow, U.S. Department of Housing and Urban Development in Burlington, VT; a Senior Research Associate, Sustainable Products and Practices Program, INFORM, Inc., New York, NY; a Senior International Tax Consultant, Price Waterhouse, New York, NY; and a Tax Consultant, Arthur Andersen & Co., New York, NY. He has a B.A. degree in History and Accounting, Muhlenberg College, and a Master of Environmental Management, Natural Resource Economics and Policy, School of the Environment, Duke University.

2. Rachael Starbuck Freeman, current Interim Executive Director, Nantucket Islands Land Bank, Nantucket, MA.

2.1. Rachel has worked at the Nantucket Islands Land Bank for the past 10 years, serving most recently as its Interim Executive Director and previously as its Director of Operational Resources, Director of Environmental and Agricultural Resources, and Environmental Coordinator. Previously she worked as the Owner and Manager of Laurentide Environmental Consulting and as a Research Supervisor at the Nantucket Conservation Foundation. She has an M.S. degree in Plant Biology from the University of New Hampshire and a B.S. degree in Biology from Western State College of Colorado.

John Winter

johnpeterwinter@gmail.com
845-389-2862

November 8, 2024

Warren J. Rutherford
The Executive Suite
wjr@theexecutivesuite.com

Dear Mr. Rutherford:

Please accept my application for the Nantucket Islands Land Bank (“NILB”) Executive Director position as posted on the Connecticut Land Conservation Council Job Board. I wish to be a candidate for this exciting opportunity. This cover letter and attached resume describes my interest and qualifications.

I have been a land trust Executive Director for the past 20 years and currently serve as ED at the New Canaan Land Conservation Trust (“NCLT”). During my land trust career I have worked on fee-simple and conservation easement acquisitions, land trust operations, stewardship, fundraising, governance, finance, outreach, and communications. I have engaged prospect landowners, negotiated purchases and land donations, and secured the legal, financial, and other support needed to close on properties. Together with talented and enthusiastic board members and staff, the land trusts where I have worked have protected more than 10,000 acres of land. Earlier this year, I negotiated and completed the acquisition of NCLT’s new headquarters building.

I have prepared strategic plans, land conservation plans, fundraising plans, and readied land trusts for LTA accreditation and re-accreditation. I managed the re-accreditation of NCLT, which was awarded in August. I have recruited and supervised staff and worked closely with board members including transitioning with nine board presidents; provided orientation and training to new staff and board members; and celebrated the accomplishments and generosity of those who moved on. An earlier career in public accounting immersed me in the “numbers” of non-profit financial management and as a result I am comfortable around budgets, projections, financial statements, and Forms 990 and CHAR500.

I have proposed, managed, and reported on many grants ranging from \$500 mini-grants for land stewardship projects to a \$1.5M government grant to acquire fee-simple and conservation easements to protect public drinking water supplies. I have supervised staff, consultants, and contractors on grants for a wide variety of activities including planning, stewardship projects, and communication tools.

Regarding stewardship, I would manage properties to reflect their management plans, NILB’s goals and priorities for each parcel, and their place in the Nantucket Islands landscape.

Addressing invasive plant and insect species has moved to the forefront in recent years and would be a key part of property stewardship.

Regarding my leadership approach to your current and any future staff, I would seek to lead by example through the personification of NILB's mission and values. I would look to build talent across the organization and encourage cross-training where practical. At the same time, I recognize individual strengths, build upon and celebrate them, and make shortcomings irrelevant with compassion, mentorship, and training. Day-to-day, you would see me putting people first, communicating honestly and transparently, balancing multiple bottom lines, gathering excellence, providing premier services to members and stakeholders, and managing for deliberate growth. I foster a learning climate and espouse the precepts of appreciative inquiry.

I have experience in collaborating with various types of organizations with the goal of better understanding the needs of local communities and engaging people who work and recreate on the land. For example, I have worked closely with young people from schools, scouting programs, and have hosted AmeriCorps staff. At NCLT, this past summer I worked closely with the Future 5 organization, a youth mentoring group, to connect young people in Stamford and New Canaan Connecticut on land stewardship.

I am applying for his position because Nantucket is a beautiful and unique ecosystem and I would like to help conserve it. NILB is doing work with which I am interested and familiar, having led land trusts of similar size and function. I believe I can hit the ground running and continue your fine work.

Thank you for reading this letter describing my qualifications and interests. My resume is below. I would be pleased to answer any questions concerning my background and interests and would welcome the opportunity to discuss the position further. Thank you for your consideration. I look forward to hearing from you.

Sincerely,

John Winter

John Winter

johnpeterwinter@gmail.com
845-389-2862

Employment History

Executive Director, New Canaan Land Trust, New Canaan, CT. 2022 to Present

- Manage all aspects of a non-profit land conservation organization in southwestern Connecticut, including land acquisition, property stewardship, fundraising, operations, and communications.
- Manage \$400K annual budget and \$28.5M in assets.
- Negotiated acquisition of new headquarters facility.

Co-Founder and President, Innovations in Conservation, LLC. Woodstock, NY, 2014 to Present

- Co-founder of consulting and education practice dedicated to minimizing the impacts of the extractive, agricultural, forestry, and fisheries industries on biodiversity and climate change.
- Creating a database and related website promoting conservation trust funds worldwide to assist them in attracting funding and marketing themselves.
- Collaborate with I4C, our non-profit sister organization, for government and foundation supported initiatives in sustainable finance education and training, including designing a new fellowship program for practitioners from protected areas worldwide.

Executive Director, Rensselaer Land Trust, Troy, NY. 2017 to 2022

- Manage all aspects of a non-profit land conservation organization in the capital region of New York, including development, land acquisition, property stewardship, operations, and communications.
- Manage \$100K annual budget and \$1.3M in assets.
- Prepare and implement multi-year strategic plan, fundraising plan, and award-winning land conservation plan.
- Manage \$1.5M NYSDEC Water Quality Improvement Program grant.

Executive Director, Otsego Land Trust, Cooperstown, NY. 2016

- Manage all aspects of non-profit conservation organization in the south central region of New York, including development, land acquisition, property stewardship, operations, and communications.
- Manage \$500K annual budget and \$4.0M in assets.

- Build relationships with individual donors (\$20 to \$20,000), foundations (\$1,000 to \$190,000) businesses (\$100 to \$2,000), government (\$150,000) and allied organizations at various levels.
- Continue transition from a volunteer to a staffed organization with five staff persons.
- Implement strategic plan with goal of service area expansion to create a regional organization.

Founder and President, Social Responsibility Solutions, LLC, Kingston, NY. 2004 to 2014

- Founder and principal of consulting practice on sustainability, social responsibility, and organizational development for businesses, non-profit organizations, educational institutions, and government agencies; manage all aspects of the organization, including client recruitment, project implementation, marketing, communications and administration. Selected clients include:
 - Wildlife Conservation Society, international conservation NGO, for a research study on opportunities for conservation trust funds worldwide to pool administrative, investment management, and training needs;
 - Gordon and Betty Moore Foundation, US-based foundation specializing in conservation philanthropy, for supporting the development of their sustainable finance program by gathering stakeholder perspectives on ways to address biodiversity protection;
 - AHC Group, management consultants to the Fortune 500 for strategic corporate sustainability program development;
 - Empowerment Institute, trainers and consultants on creating social change and personal empowerment for marketing the award-winning book, Social Change 2.0;
 - Root Capital, a non-profit microlending organization for the coffee and cocoa supply chains of major coffee companies; and
 - EcoLogic Development Fund, a non-profit organization specializing in community-based conservation and climate change mitigation in developing countries.

Executive Director, Woodstock Land Conservancy, Woodstock, NY. 2004 to 2013

- Manage all aspects of non-profit land trust in the Catskill Mountains, including land acquisition, stewardship, nature education, fundraising, communications, and administration. WLC has been involved in protecting over 1,000 acres of land.
- Managed transition from all-volunteer to a staffed organization; created policies and procedures for staffing.
- Created outreach and membership function and developed and supervised its activities.
- Created strategic plan, conservation plan, and multi-year budget; increased budget by 6X.
- Built relationships with LTA, other land trusts, allied community organizations, and government at various levels.

Director of Social Responsibility, Keurig Green Mountain, Waterbury, VT. 2001 to 2004

- Managed corporate social responsibility (CSR) program, including formulation and implementation of activities in three major areas: Coffee Supply Chain, Environment, and Community Affairs. Company was ranked 1st in *Business Ethics* magazine 2006 “100 Best Corporate Citizens,” 2nd in 2005, and 5th in 2004. Named by *Progressive Investor* magazine to “Top 20 Sustainable Companies” list in 2004 and 2003.
- Created collaborations with US and developing country organizations to support business and philanthropic objectives for environmental, economic, and social improvements for the coffee supply chain; Worked closely with the organic, fair-trade, and sustainability certification industry to build global supply and demand. Created environmental and social programs for coffee growers.
- Developed internal and external measurement metrics for social responsibility; assisted in preparation of company’s first-ever CSR report; reported on CSR activities to the CEO and Board of Directors; prepared and delivered presentations at domestic and international CSR events.
- Created Environmental Management System; coordinated implementation of EMS and process for ISO 14000 certification; created company-wide energy plan; identified energy efficiency strategies to reduce greenhouse gas (GHG) emissions and reduce expenses; quantified GHG emissions for all facilities and developed opportunities to offset GHGs including wind power as a community development tool for Native American tribes.
- Managed domestic and international philanthropy and employee volunteer program. Served as Administrator of the Green Mountain Coffee Roasters Foundation; formulated and managed the activities and spending of the Foundation, which focused on personal development and training for local citizens groups.

Community Builder Fellow, U.S. Department of Housing and Urban Development, Burlington, VT. 1998 to 2001

- Designed and implemented community outreach activities, including formulating strategies to help local communities attain objectives; served as a point of contact for technical assistance requests; and provided links to other federal, state, and local agencies in areas like brownfields redevelopment, smart growth, and green building.
- Developed partnerships among public, private, and non-profit organizations to obtain and leverage federal, state, corporate, and philanthropic funding.
- Organized HUD’s response to controversial local issues; met with advocacy groups to discuss their issues and concerns; coordinated and facilitated meetings between HUD staff and advocacy group members; served as liaison to elected officials.

Senior Research Associate, Sustainable Products and Practices Program, INFORM, Inc., New York, NY. 1992 to 1998

- Recruited, created, and managed partnerships with New York City businesses to implement environmental management strategies in their facilities; reviewed Department of Sanitation waste prevention implementation programs at 20 businesses.

- Researched and wrote publications for businesses and institutions on reducing the quantity and toxicity of waste generated through waste prevention measures; presented findings to funders at conferences, legislative hearings, and business meetings.
- Designed and coordinated US Environmental Protection Agency-sponsored environmental management training workshop series for businesses.

Senior International Tax Consultant, Price Waterhouse, New York, NY. 1988 to 1990

- Analyzed business and tax transactions to determine effect on current and future global corporate strategies.
- Managed teams of 3 to 6 staff members, including international personnel.

Tax Consultant, Arthur Andersen & Co., New York, NY. 1985 to 1988

- Examined techniques to reduce multinational, federal, state, and local tax liabilities; reviewed and prepared international and domestic corporate tax returns.

Publications

Winter, John P. and Alonso, Anne Marie. *Waste at Work: Prevention Strategies for the Bottom Line*, INFORM, Inc. New York, NY. 1999.

Winter, John P. *et al.* *Purchasing Strategies to Prevent Waste and Save Money*. National Recycling Coalition, Washington, DC. 1999.

Winter, John P. and Azimi, Sharene L. *Less Waste Overnight: A Waste Prevention Guide for the Lodging Industry*. INFORM, Inc. New York, NY. 1996.

Education

Community Builder Fellowship, US Department of Housing and Urban Development and Kennedy School of Government, Harvard University Executive Education Program. 1998.

Master of Environmental Management, Natural Resource Economics and Policy. School of the Environment, Duke University, 1992.

Graduate Study, Business Administration, Leonard N. Stern of Business, New York University 1989 to 1990.

Bachelor of Arts, History and Accounting, Muhlenberg College. 1985.

Life Skills

Trained in permaculture design; Trained in personal empowerment facilitation by the Empowerment Institute; trained in dispute resolution. Completed Dale Carnegie's public speaking course and David Allen's "Getting Things Done" time management course.

References available upon request.

November 2, 2024

Mr. Warren J. Rutherford
The Executive Suite
100 Independence Drive, 7-116
Hyannis, MA 02601

Dear Mr. Rutherford,

I would like to confirm my interest in the Executive Director position at the Nantucket Islands Land Bank ("Land Bank"). This position aligns well with my educational and professional experience, from which I gained expertise in a wide variety of relevant topics. These include, but are not limited to, positive and effective staff management and mentoring, land use planning and project management, real estate acquisitions, community engagement, budgeting, and legal matters including local and state regulatory permitting. The Land Bank's public purpose supports my connection to the Nantucket community and my core belief that access to nature positively impacts health and wellbeing. For these reasons, I am extremely proud to work for, promote, and strive to advance this organization.

Throughout my 10-year tenure at the Land Bank, my role has consistently grown in scope and responsibility. I began as a contract Environmental Consultant, owning and operating my own business while performing habitat monitoring and reporting for environmental permits. This close collaboration led to my acceptance of the role of Environmental Coordinator for the Land Bank, which led to managing a quickly growing team and expanding responsibilities such as project planning and oversight, complex permitting, and resource management. I was honored to be selected by the Staff and Commission as Interim Executive Director and as I assumed this role, the Environmental Department quickly adapted to working independently, I believe due to my capabilities as a mentor.

Looking to the future, the Land Bank must have competent leadership that works closely with the Commission to meet community needs. The Land Bank Staff and Commission's trust in the Executive Director is paramount to the organization's success. I have demonstrated the capacity to actively listen to Staff and Commission priorities, while thinking creatively to accomplish their goals. I continuously strive to build trust and to do the right thing for the Land Bank Commission, the Land Bank staff and the community that supports us with their public dollars. I am a team player who excels at guiding decision making and, when necessary, making unpopular and challenging choices with grace and clear communication.

I am committed to the Land Bank's purpose, the people involved and the many significant contributions the organization has made and will make to our community. Due to my accomplishments, personal attributes, and long-term dedication to the Land Bank and Nantucket Island, I feel I am the ideal candidate for the position of Executive Director. Thank you for your time and consideration.

Sincerely,

Rachael Freeman

Rachael Starbuck Freeman
(617) 901-9370 • rachaelstlosek@gmail.com

Career Goal: EXECUTIVE DIRECTOR
Planning • Staff & Project Management • Policy & Compliance • Communications

PROFESSIONAL SUMMARY

Conservation professional with 20+ years of experience in the field of conservation management and land use planning on Nantucket Island. Capable of leading and coordinating all aspects of planning, construction, operation, and management of public lands. Comprehensive understanding of the Land Bank Act and the Public Lands Preservation Act (Article 97). Proven record of successfully hiring and mentoring more than 40 year-round and seasonal employees.

SKILLS

| | |
|-----------------------|-------------------------------------|
| • MS Programs | • Integrity |
| • ArcGIS/ Trimble GPS | • Mindful Listening & Communication |
| • Project Management | • Growth Mindset |
| • Database Management | • Seeking All-Win Solutions |
| • Public Speaking | • Creative and Strategic Thinking |
| • Firefighter Type 1 | • Problem Solving & Decision Making |

PROFESSIONAL EXPERIENCE

Interim Executive Director

Nantucket Islands Land Bank, Nantucket, MA

August '24 – present

- Ensure and execute Land Bank strategy and direction with staff as determined by the Commission.
- Oversee and effectively manage Land Bank staff, projects, and properties.
- Act as the primary spokesperson and liaison for the Land Bank to be responsive to stakeholder needs.

Key Achievements:

- Effectively stabilized the Land Bank during this transition period with Commission and staff support.
- Negotiated a Purchase & Sale agreement for 41 Jefferson Avenue at a price of \$26 Million.
- Negotiated and received a signed Offer to Purchase the 32 & 34 Hinsdale Road properties, which were in discussion for over 20 years and a top Commission priority for the past 5 years.
- Finalized an Easement Agreement and Amended Settlement Agreement for 8 Wesco Place that was in legal dispute since 2021.

Director of Operational Resources

Nantucket Islands Land Bank, Nantucket, MA

February '24 – August '24

- Directed and supported Land Bank Environmental and Property Management Staff, facilitated collaboration across departments and ensured that job satisfaction and productivity goals were being met.
- Ensured all projects were taken from design through implementation in an efficient, thoughtful and fiscally responsible manner to achieve the best possible product.
- Built relationships with farmers and furthered the Land Bank's agricultural policy in alignment with the Commission's goals.

Key Achievements:

- Supported all Land Bank staff by offering leadership during a time of transition.
- Advocated for listening to and prioritizing the needs of staff and the Commission.

Director of Environmental and Agricultural Resources

Nantucket Islands Land Bank, Nantucket, MA

August '22 – February '24

- Oversaw the Land Bank's Environmental and Agricultural year-round and seasonal staff and assisted with the operation of Land Bank conservation and agricultural properties.
- Assisted with all aspects of public project design and management.
- Performed and managed environmental permitting to ensure compliance.
- Responded to public concerns regarding environmental and property issues.

Key Achievements:

- Grew the capacity of the Environmental Department from two to five people by adding key staff.
- Directed the expansion of the Land Bank's agricultural programming including leading planning initiatives, the creation of policy and licensing land to farmers.
- Continued to emphasize and support the importance of a collaborative relationship between the Property Management and the Environmental Departments during growth.

Environmental Coordinator

Nantucket Islands Land Bank, Nantucket, MA

October '14 – August '22

- Actively supervised year-round environmental staff and participated in the oversight of all environmental aspects of management and operation of Land Bank conservation, recreation, and agricultural properties.
- Performed environmental permitting and ensured compliance.
- Responded to public concerns regarding environmental issues.

Key Achievements:

- Grew the capacity of the Environmental Department from one to three people by adding key staff.
- Increased efficiency by facilitating in-house environmental permitting, monitoring and reporting for state and local regulatory compliance.
- Through education and empowerment, shifted the relationship between the Property Management and Environmental Departments to supportive and collaborative.

Owner and Manager

Laurentide Environmental Consulting, Nantucket, MA

August '10 – December '14

- Contracts included reviewing Conservation Commission applications and working with the Massachusetts Natural Heritage and Endangered Species Program to permit projects in high priority habitat.

Key Achievements:

- Completed habitat surveys and environmental permitting required for the development of the 30-acre Nantucket Disc Golf Course in the Nantucket State Forest.
- Provided local expertise in environmental permitting to assist with the development of affordable housing on a 50-acre site.
- Performed habitat and rare plant surveys of over 150 acres of Nantucket Memorial Airport property to facilitate priority project planning.

Research Supervisor

Nantucket Conservation Foundation, Nantucket, MA

November '05 – September '08

- Supervised year-round and seasonal employees in both field and office settings.
- Designed scientific experiments to answer specific research questions and inform land use and management.

- Performed data analysis using various univariate, multivariate, and spatial analysis techniques and statistical programs.
- Disseminated the results of research to the public through presentations and publications.

Key Achievements:

- Hired and mentored 3 new staff members in the Land Management Department that continue to work at the Nantucket Conservation Foundation today.
- Participated in all aspects of planning and implementing a new Strategic Plan for the organization that shifted the primary focus from acquisition to research and conservation of rare and endangered species and communities.

EDUCATION

Master of Science in Plant Biology: graduated 5/02
University of New Hampshire Durham, NH

Bachelor of Arts, Biology major, Chemistry minor: graduated 12/98
Western State College of Colorado Gunnison, CO

University of Vermont Burlington, VT
Biology major: 1994-1995

SELECTED PUBLICATIONS AND REPORTS:

Poulos, H.M., Freeman, R.S., Karberg, J.M., Beattie K.C., O'Dell D.I. and K.A. Omand (2020) Effects of Mowing and Prescribed Fire on Plant Community Structure and Function in Rare Coastal Sandplains, Nantucket Island, MA, USA. *Environmental Management* 65: 111-121.

Omand, K.A., Karberg, J.M., Beattie K.C., O'Dell D.I. and R.S. Freeman (2014) Soil seed bank in Nantucket's early successional communities: implications for management. *Natural Areas Journal* 34:188-199.

Freeman, R.S., Steinauer, E.M. and S.A. Treanor (2005) The effect of management on the state-listed endangered species *Symphytotrichum concolor* (Asteraceae) on Nantucket Island. Technical report.

Freeman, R.S., Brody, A.K. and C.D. Neefus (2003) Flowering phenology and compensation for herbivory in *Ipomopsis aggregata*. *Oecologia* 136: 394-401.

SELECTED PRESENTATIONS:

Freeman, R.S. (2024) Green Infrastructure on Nantucket: Combining Stormwater Management with Public Park Design. Presentation. Nantucket Land and Water Council Annual State of the Harbor Forum, Great Harbor Yacht Club, Nantucket, MA.

Freeman R.S. (2024) An Evening with AFT and Island Partners, Presentation. Nantucket Atheneum, Nantucket, MA.

Freeman, R.S. (2023) Restoring Lily Pond Park, Presentation. Climate Change Summit, Great Harbor Yacht Club, Nantucket, MA.

Freeman, R.S. (2023) Nature Based Solutions in Planning and Practice. Presentation, Islands Coastal Conference, Nantucket Atheneum, Nantucket, MA.

Freeman, R.S. and C. Martin (2023) A Conversation on Coastal Resilience. Presentation, Nantucket Historical Association Food For Thought Lecture Series, Nantucket Whaling Museum, Nantucket, MA.