



**Rose Kennedy Greenway Board of Directors Meeting
Tuesday, March 22, 2022 – 5:30 pm**

Meeting Minutes

This meeting was available by Zoom conferencing due to suspension of the provision of the Open Meeting Law requiring an in-person quorum by an order signed by Governor Charles Baker on March 12, 2020 due to COVID-19.

Board Members Present: Alli Achtmeyer, Hilina Ajakaiye, Matt Conti, Robertstone Goodridge, Kirsten Hoffman, Doug Husid, Deniz Johnson, Karen Johnson, Susanne Lavoie, Rebecca Lee, Jenny Morse, Linda See, John Shea, Brad Snyder

Board Members Not Present: Conor Finley, Yvonne García, Rosalind Gorin, Thomas O'Brien, Kim Sherman Stamler, Carmine Guarino

Conservancy Staff Present: Keelin Caldwell, Chris Cook, Tracey Cooke, David Dalena, Colin Keane, Lanie Kropp, Rachel Lake, Audrey Lopez, Sheila Novak, Eileen Ong, Abigale Parker, Alex Rogers Pittman, Robert Stigberg

Invited Guests Present: Allison Cree, Gwen Cochran Hadden, David Kelleher

Members of the Public Present: N/A

Open Session

Greenway Board Chair Doug Husid called the meeting to order in Open Session with a quorum present via Zoom at 5:36pm.

1. Husid welcomed everyone to the meeting and asked the Board about their comfort levels with in person or hybrid meeting schedules.
2. Alli Achtmeyer joined at 5:39
3. John Shea asked whether there is a legal requirement to meet in person, and Executive Director Chris Cook shared that the Board is compliant with the public meeting law in Boston. Kate Fichter expressed concern about the difficulty to execute hybrid meetings, and Shea shared some options for tech that could help make hybrid meetings more

effective. Husid emphasized how important connecting as a Board is. He expressed interest in asking everyone to make commitments to being in person to a set number of meetings each year if the Board proceeds with a hybrid style.

4. Hilina Ajakaiye joined at 5:43
5. Husid called for a motion to approve the minutes from the December 14th, 2021 meeting of the Board of Directors. **Upon a motion made by Bradley Snyder and seconded by Rebecca Lee, the minutes were unanimously approved.**
6. Karen Johnson joined at 5:46
7. Director of Maintenance and Capital Bob Stigberg reported on the Climate Resiliency Procurement Recommendation focused on replacing two hatches with flood proof hatches. He shared that the cost will be around \$88K. **Rebecca Lee made a motion to approve, and the vote was unanimously in favor.**
8. Cook reminded the Board that in their last meeting, they approved the use of reserves in 2022. However, the actual surplus from 2021 was about five times what it was estimated to be in early December, largely due to a very good final quarter for Earned Income, increased year-end philanthropy, vacancies in staffing, and rollover from capital funds. Cook explained that this increased surplus means The Conservancy will likely not need to use the reserves in 2022, however it does not change the budget for the year. He shared the Conservancy's plan to use philanthropic efforts and earned income to make up for the decreased federal support in 2022, and Husid highlighted the impact of the relationship with the Greenway Business Improvement District (BID), who have gone above and beyond with operating support.
9. Linda See left at 5:50 and rejoined at 5:52.
10. Husid introduced Auditors Dave Kelleher and Allison Cree. Kelleher introduced himself as the Conservancy's engagement counselor and shared the executive summary put together by the auditors, management, and FARMC. Cree shared the required communications, Kelleher shared the Financial Statement Highlights. He noted that there is a good mix of operating and capital revenue and explained the potential associated with PPP and ERTC loans in 2022. He also highlighted a \$500K increase in earned income from 2020 to 2021 with the Carousel accounting for the largest portion of that increase. Kelleher also highlighted the Conservancy's strong percentage of operating expenses that are program-related, and the \$31.4 million increase in total assets. He addressed plans for capital improvements and funds that are restricted to those projected, and shared committed future funding from MassDOT, the BID, City of Boston, and the CPA grant. In response to a question from Karen Johnson, Kelleher shared that the current reserves would allow the Conservancy to run at full capacity for 7-8 months, putting the Conservancy in the estimated top 20% of organizations of a similar size. Kelleher concluded by sharing that coming out of the past two years \$400K in the positive is a testament to the organization.
11. Abigale Parker joined at 6:19.
12. Kelleher and Cree left the meeting at 6:22.

- 13. Husid called for a vote to approve the audited financial statements. Upon a motion made by Karen Johnson and seconded by Matt Conti, the vote passed unanimously.**
14. Husid introduced Director of Development Alex Rogers Pittman. Rogers Pittman provided an update on fundraising, including the goal to raise \$1.5 million in 2022. She shared that the Conservancy is in a good year to date (YTD) position with respect to this goal, highlighting that all fundraising so far has been for operating funds, not capital. She shared the YTD fundraising amounts by category compared to the YTD goals through March. She highlighted corporate giving, including Citizens' renewal to fund intern salaries, Loomis Sayles' grant to fund Park Rangers, and Amazon's first time grant for the Gala and Dance Program.
15. Rogers Pittman shared updates about the Gala on The Greenway and Glow in the Park, reminding the Board that the honoree will be Mayor Michelle Wu and the event will be co-chaired by Thomas O'Brien and Lisa Murray. She highlighted the new cocktail party style event and gave details about the floor plan and space. She also expressed excitement about Glow, highlighting the impact of co-chairs Conor Finely and Luz Arregoces.
16. Rogers Pittman shared that the Conservancy has raised \$460K towards the Gala sponsorship goal of \$610k. She pointed out sponsors that are increased or new in 2022, commending Chris and the co-chairs for bringing in new sponsors. She shared the list of potential new sponsors, who would collectively bring in an additional \$240K. She shared deadlines for sponsorship benefits and timelines for invitations/ticket sales for both events. Husid also emphasized the success in increasing levels of sponsorships, highlighting the banner benefits as one reason for this.
17. Hilina Ajakaiye left at 6:27
18. Husid introduced Director of Programs and Community Engagement Keelin Caldwell. Caldwell presented on the 2022 Programming Season. She shared the goals of the Programs team, focusing on vibrancy, community, excellence, Diversity, Equity, and Inclusion (DEI) initiatives, and revenue. Caldwell gave a run through of the 2022 programs, including the Carousel which will open for school vacation week, the Somerville Flea Artisan Market, Trillium Beer Garden, and City Winery on the Greenway. Husid asked about the relationships with Trillium and City Winery, and Keelin confirmed that both are still interested in being partners despite the challenges presented by Covid 19.
19. Caldwell also shared the list of events in 2022, highlighting some partners that are returning for the first time after Covid and explaining that there will be more added to the calendar. She also provided updates about the volunteer program, which is in full swing with groups booking project days, and the dance programs, which will culminate in a series of performance weekends.
20. Caldwell introduced Assistant Director of Programs Eileen Ong, who presented on earned income planning. She explained the changes that Covid introduced, and re-emphasized that 2021 was a successful year and optimism for 2022. She shared that there is much early interest in activations and promotions from brands including Dunkin, the US Open, Lexus, and that \$125K is the projected income from these types of activations. She also

shared the list of food trucks for 2022, which has historically been a huge generator of earned income that severely decreased during Covid. She noted that 3 of them are new partners and 65% are owned by people who identify as women or minorities. She concluded with projected carousel numbers, highlighting its success during the pandemic.

21. Ong introduced Associate Curator of Public Art Sheila Novak and Director and Curator of Public Art Audrey Lopez. Lopez shared the Public Art department goals, focusing on making connections between people and art, people and ideas, and people with people, and creating new opportunities and partnerships. Novak shared the details of the plan to deepen the public art's relationship with the public, sharing that they are developing more events and programs to connect people with their public art projects. She shared plans for Artists and Curators in residence and fellowship shaped by a cohort of local artists. Lopez emphasized the collaboration between Public Art, Horticulture, and Programs. She thanked the Greenway Public Art Advisory Group for the efforts in updating goals and structure of the program, and shared plans for new communication strategies centering artists and increasing present and engagement on social media.
22. Lopez presented a map of the Greenway with indications of where art installments will be located in 2022. Novak provided updates about the Year of the Tiger project to be installed and programmed by Cheryl Zi-Wong, and the Year of the Tiger performance series. She also shared about the return of Yu-Wen Wu and Lantern Stories.
23. Novak announced Rob "ProBlak" Gibbs as the muralist in 2022 and expressed how lucky the Greenway is to have him. She shared about his background in helping youth become professional artists and his Breathe Life series in Boston as examples of his work. She noted that he personally has paid attention to every iteration of the mural and that he is excited to get to do his own contribution. Snyder asked about a rendering, and Lopez explained that they made the choice not to share it because it will shift and change as the project unfolds, but she does share that it includes an image of his daughter and themes of afrofuturism, cosmologies, art and music. Snyder asked about scheduling and planning events centered on this narrative and process, and Lopez confirmed that this will be a focus. She shared that Gibbs has a team consisting entirely of seasoned artists from Boston.
24. Husid introduced Gwen Cochran Hadden, who presented on DEI in the Conservancy. She shared the DEI statement, and expressed excitement that it is already being reflected in the work described by Caldwell and Lopez. She explained that the focus areas are work environment, talent management, community, and business processes, and strategies for progressing these goals include DEI workshops, job description review, a guest services guide with staff training. She also emphasized that the Board plays the most crucial role in creating an organization that supports and invests in DEI, and shared best practices in Board DEI focusing on cultivating new Board members who can expand the board's collective cultural awareness and represent the neighborhoods around the Greenway.
25. Cook expressed what DEI in action means to him and the organization, highlighting the reflection of DEI goals into departmental goals and the creation of concrete ways to hold employees accountable to these goals. He highlighted Bob Stigberg and the

maintenance team for their initiative with the Chin Park heat resiliency project, mentioning commendation from Mayor Wu and continued support from the Board on this initiative.

26. Kate Fichter left at 7:07.

27. Cook shared general updates on the Conservancy, including the upcoming BID renewal meeting and its importance. He emphasized the importance of the heat resiliency project and noted that the Conservancy is positioned for funding from significant players in downtown Boston's recovery. He shared that the Conservancy will be participating in the Mayor's welcome back to workers in downtown Boston, and that the Chin Park lighting project is moving forward. Stigberg shared that Parcel 2 is approximately 50% complete.

28. There were no members of the public present for questions.

The Rose Kennedy Greenway Conservancy Board Meeting was adjourned, upon a motion made by Matt Conti and seconded by John Shea, and a unanimous vote in favor was held at 7:40pm.