

GLEN ECHO PARK PARTNERSHIP FOR ARTS AND CULTURE, INC.  
BOARD OF DIRECTORS  
MINUTES OF July 8, 2020

Present: *Bonnie Casper, Peter Freeman, Chris Fromboluti, Polly Hahn, Dan Hanlon, Les Mardiks (via phone 703-929-0465), Mara Mayor, Martha Morris, Neeraj Mistry, Samir Paul, Willem Polak, Ana Rasmussen, Irena Savakova, Frankie Stankovic, Susan Stern, Mike Zangwill*

Absent: *Ken Hartman*

Guests: *Greg Grant, Shulman Rogers General Counsel (via phone) Rose Hacking, representing Councilmember Andrew Friedson David Greenbaum, member Master Planning Committee*

Staff: *Katey Boerner, Debbie Mueller, Jenni Cloud, Emily Rogers*

1. President Bonnie Casper called the meeting to order at 7:07pm.
2. Approval of Minutes—**VOTE: The minutes from the June 2020 meeting were approved unanimously.**
3. Treasurer's Report – Dan Hanlon  
Finances remain as reported at the last Board Meeting.
4. President's Report – Bonnie Casper  
Rose Hacking provided an update on the County Council's Education & Culture Committee. According to the update, Councilmembers Rice and Glass put forth a proposal for \$3M in emergency funding for arts organizations and \$250k for individual artists that will be managed by the Arts and Humanities Council of Montgomery County (AHCMC). This proposal was passed by the full County Council. The County Council also approved capital grant funding for the Arcade Building's renovation project in FY21. We anticipate that the County will need to implement budget cuts. The State is putting in level funding for the Maryland State Arts Council despite overall budget cuts.  
  
Emily Rogers provided an update on the Carousel. The security alarm is now installed, tested, and operational. The National Park Service (NPS) is completing smaller repairs to the door and window while waiting for the contractor to undertake larger repairs due to the vandalism. NPS expects to complete all vandalism repairs by the end of September 2020.
5. Board Governance – Martha Morris  
Recruitment – July 8 was the deadline for the County appointee application process. We should get word from the County on the candidates in the next few weeks.

Board Evaluations – Of the Board, 14 completed the individual performance survey; 17 completed the overall Board performance survey. Overall, the survey results were positive, especially with regard to the organization's response to COVID. Board members noted deficiencies in their ability to raise funds, recruit new Board members, and understand the financials. The report on the survey results is available on Dropbox. Suggestions included the need to take another look at the strategic

plan and the need for diversity training for Board members. Katey, Bonnie, and Martha will develop plan to assign tasks to Board Committees.

Bonnie would like Board members to specify their preferences with regards to Committee assignments so that she can finalize Committees.

6. Innovation Task Force – Susan Stern

The Task Force received 10 responses with 17 ideas from the internal group (Board, staff, resident organizations/artists).

The Task Force revised the process to include two options – Concept Note and Suggestion Box – for the external group (students and email subscribers). As of July 8, we received 9 responses to full survey and 13 people provided suggestions.

The Task Force will meet soon and determine timeline for reporting back to the Board. Some ideas are very feasible for immediate implementation; other ideas will take more long-range planning. There is the need to consider budget/costs for ideas; most are not costly. Overall, people are looking forward to coming back to the Park and they are very accepting of social distancing and other requirements.

The Task Force will share any ideas that might impact Master Planning with Chris Fromboluti.

Overall, the process is a combination of seeking ideas and implementing a review process that includes financial considerations and organizational priorities.

7. Master Planning Committee – Chris Fromboluti

The draft Power Point document was reviewed. It will ultimately serve two purposes – 1) to wrap-up in visual format what the Committee has been working on; 2) to have a document that we can show to explain our plans. The Board needs to approve the basic report before GEPPAC can share it with County, State, NPS, Town of Glen Echo, Bannockburn, etc.

The Power Point presentation includes several sections: introduction, mission/vision, history, GEPPAC community served, program strengths (might add environmental component), and needs for facility improvements to enable resident groups to meet demand for programs and to introduce new techniques while still preserving the Park’s “magical” atmosphere.

Short-term priority improvements include:

- Ballroom – replace dance floor, add HVAC, and use second floor space
- Crystal Pool – possibly outdoor amphitheater or enclosed building; use space under the pool with views of the Potomac and connect to the Ballroom
- Maintenance pen – given the slope of the ground, we could design a 3-story building with 50k sq. ft. of flex space for programs above and service area below
- Pottery – major need for larger, improved space;
- walkways – install pavers to replace blacktop paths for improved drainage and aesthetics

In the new 10-yr agreement, NPS approved that we can develop the areas where buildings are proposed. However, NPS has limited staff to do reviews. There is a need for the Ballroom

improvements to better preserve the historic building. The Committee will look into providing case studies of similar historic buildings with contemporary HVAC.

Longer-term projects include many of the ideas that came from the University of Maryland project.

The intent of the PowerPoint is to develop an integrated plan that is informed by landscape, history, and finances and to build a case that is deliberate for why we need the space and the impact on programs and services for the community. We will need to add talking points to substantiate why we are proposing these plan – to meet cooperator needs, ADA accessibility, energy efficiency, etc. There is the need for better visuals for proposed buildings and what exactly would go in each of these buildings.

Willem Polak indicated the Town of Glen Echo would like to incorporate a new traffic plan to access the main parking lot that does not go through Oxford Blvd.

Chris noted that it would be great if we could get the 29 Ride-On Bus to stop right in front of the Park rather than in the traffic circle.

As a next step toward finalizing the presentation, the committee is seeking comments and suggestions from Board Members. These should be emailed to Chris.

#### 8. Old Business/New Business

Bonnie will send form for Executive Director evaluation to all Board Members.

Meeting was adjourned 8:33pm. Next meeting will take place in September.

GLEN ECHO PARK PARTNERSHIP FOR ARTS AND CULTURE, INC.  
BOARD OF DIRECTORS  
MINUTES OF July 22, 2020  
(Emergency Meeting)

Present: *Bonnie Casper, Peter Freeman, Chris Fromboluti, Polly Hahn, Dan Hanlon, Les Mardiks (via phone), Mara Mayor, Martha Morris, Neeraj Mistry, Willem Polak, Ana Rasmussen, Frankie Stankovic, Susan Stern, Mike Zangwill*

Absent: *Ken Hartman, Rose Hacking, Samir Paul, Irena Savakova*

Guests: *Greg Grant, Shulman Rogers General Counsel*

Staff: *Katey Boerner, Debbie Mueller*

1. President Bonnie Casper called the meeting to order at 7:00pm.

The meeting was called to discuss the consulting proposal from Susan Kelly for Development Strategy services that would commence in September of 2020 if approved by the Board of Directors.

A discussion took place about the proposal put forth by Bonnie Casper on behalf of both the Executive Committee and the Fundraising Committee to hire Susan Kelly for a fee of \$33,000. Please see memorandum from Bonnie Casper regarding the recommendation. Susan Kelly scope of work includes:

**1. Internal Review**

An internal review is paramount to assessing current fundraising operations, infrastructure, systems and revenue. This review will include:

- Meet with key staff and/or Board leaders to discuss organizational history, opportunities for funding
- Review key fundraising materials including appeal letters, proposals, event documents, etc.
- Analyze organizational systems and infrastructure including database, website, marketing tools, etc.
- Review staff member and Board roles and responsibilities as they relate to fundraising
- Review revenue reports and activities related to past fundraising activities and their outcomes

**2. Stakeholder Feedback**

Gathering candid feedback from key members of GEPPAC's donor community and its full Board of Directors is a vital component in understanding the donor perspective and future fundraising focus areas. This feedback initiative will use separate online surveys to gather feedback on fundraising from (1) Board of Directors, (2) GEEPAC donor community. Based on the feedback provided through surveys, KS will:

- Analyze notes to identify key themes
- Develop charts and graphs to effectively depict stakeholder feedback
- Direct quotes will be used in the final report but not attributable to a particular respondent

**3. Prospect Research**

Existing donors must be maximized, and new donors must be identified to grow charitable revenue for GEPPAC. Prospect research activities will include:

- Research up to three similar nonprofits to identify their fundraising structure, staffing model, donors
- Research potential foundation and corporate funders based on programmatic and geographic match
- Conduct a wealth screening on up to 10,000 individual names in GEPPAC databases to identify those with mid and major level gift potential (additional names can be screened for an incremental fee)

#### **DELIVERABLES**

- **Development Plan Memo:** an overview of the internal review and stakeholder feedback findings bolstered by graphs and quotes, recommendations for messaging/materials/systems, key fundraising growth strategies by donor type, campaign planning recommendations, staff and Board training recommendations and other important findings.
- **Development Work Plan:** an Excel-based work plan for a 12-month period that will guide all fundraising activities by organizing month by month tasks that need to be accomplished in order to build the philanthropic program and execute the fundraising strategies developed.
- **Master Prospect Chart:** an Excel-based prospect chart that includes tiered (priority) donor prospects identified from wealth screening, similar organization donors, funder research and other prospects identified through stakeholder feedback leadership conversations.

#### **4. Fundraising Counsel & Implementation Assistance**

Provide up to 20 hours of fundraising counsel and/or implementation assistance based on fundraising priorities. KS will work with GEPPAC to prioritize the task list. Examples of assistance include:

- Providing guidance on future campaign-related needs
- Assisting with the database selection
- Developing strategies and materials for donor and prospect outreach
- Providing a Board/Development Committee training to increase fundraising engagement
- Serving as a coach and trainer for key staff

Bonnie explained that Susan's work would be separate from the regular staff efforts. The Board would be involved and work on the follow-up with prospective donors and divide up the prospects for follow up. We are looking for ways to increase fundraising. We are still in the red for next year. This proposal has gone before the development committee twice; three consultants were interviewed and she was selected last year then we had to postpone. Executive Committee has met and supports going forward now.

Dan Hanlon was asked by Neeraj Mistry to provide a financial outlook on what monies are available to cover the consultant. There are not additional funds available and the FY21 budget is projected to have a significant loss due to COVID situation. Our cash on hand is \$1.8M we have obligations of \$1.7M against this at this time. We do have an SBA loan of \$150k; part of this could be allocated to this if the Board feels there is a return.

Dan Hanlon stated that 2022 looks to be bleak; we will need a game plan; he stated that an expectation might be that if we invest \$30k we can yield \$200k – average expectation is 5-10 X your investment.

Bonnie indicated there may not be a dollar for dollar return – this is a strategy to take a new approach to fundraising and activate the board. **We do not know what the return will be.** 4 months – strategy/develop donors, then train the board.

Mike Zangwill voice objections as we have hired consultants in the past and this is a significant amount of money at a difficult time – not certain the return is there and what we are getting for the money.

Neeraj Mistry congratulated the staff for the raising of almost \$1m dollars this past year (plus PPP loan which will become a grant). Neeraj stated we need to build a pipeline of donors/donors in hand for big projects. Do we want \$200k to be raised? Build strategy of new donors, lay groundwork for the future. Neeraj voiced concerns about the investment and the cuts that took place to staffing already so far. Concerned the funds are not there to pay for this and need longer term approach.

Martha Morris stated that Master Planning needs \$500k for their plan and are not sure where this would come from.

Ana Rasmussen voiced concerns that this is an extremely competitive and difficult time for fundraising – she is aware of the challenges other arts organizations are facing in getting the long-time donors to support them at this time as the needs are so great. She felt the timing is not good for hiring someone.

Frankie Stankovic voiced the Fundraising Committee’s support for this contract to help us achieve fundraising goals. Polly Hahn stated that the committee fully supported this contract and will be working with the consultant.

**Willem Polak spoke about providing a reference for Susan who was interviewed for the capital campaign for the Fort Dupont Ice Rink downtown which used to be owned by the NPS but now is property of DC Government. He spoke highly of her qualifications.**

**Mike Zangwill asked how can we fundraise for large gifts from the private sector when our hands are tied (by NPS restrictions on sponsorship)? We cannot offer any corporate advertising or naming rights." Then Willem Polak responded that he was able to get naming rights at Ft. Dupont and that is/was federal property (although now owned or managed by Washington DC).**

Les Mardiks voiced support for the consultant to help us raise needed funds in the immediate future.

Board members all discussed the requirement that they personally engage in fundraising proactively when the results of the work are complete.

Pete Freeman expressed that the Board needs “something to do” as this COVID time period has us more or less on hold – the Board can become more active fundraising.

Mara Mayor indicated there is much more competition for fundraising; everyone is drawing from the same well.

Bonnie indicated this is the time to get someone to take the reigns on the private sector and the staff will handle public sector. Katey clarified that staff are handling large amount of private sector giving as we conduct membership and year end appeals and support the gala in addition to the many public grants we pursue. Bonnie clarified this would be new donations and new donors.

Katey Boerner spoke about the need to budget staff time for this – there will be additional cost in staff support; some recommendations will come forward as a result that may incur other expenses. We need to be realistic about the true costs. Staff are short-handed now and will have limited time to support this. Bonnie stated staff are always stretched thin so timing isn’t the issue. The contract would not start

until September which may give some relief as over the summer in particular numerous staff have had hours (and pay) cut or are being required to take vacations.

**VOTE: APPROVED**

**A vote was called resulting in 10 to 3 approval of the contract expenditure and authorizing the Executive Committee to proceed.** Three votes against were Neeraj Mistry, Ana Rasmussen, and Mike Zangwill. The remainder of the Board voted yes.

The meeting was adjourned at 8 pm

GLEN ECHO PARK PARTNERSHIP FOR ARTS AND CULTURE, INC.  
BOARD OF DIRECTORS  
MINUTES OF September 9, 2020

Present: *Bonnie Casper, Peter Freeman, Chris Fromboluti, Polly Hahn, Dan Hanlon, Les Mardiks, Mara Mayor, Neeraj Mistry, Martha Morris, Samir Paul, Willem Polak, Ana Rasmussen, Frankie Stankovic, Susan Stern, Mike Zangwill*

Absent: *Ken Hartman, Irena Savakova*

Guests: Greg Grant, Shulman Rogers General Counsel  
Rose Hacking, representing Councilmember Andrew Friedson  
Susan Kelly, Kelly Strategies

Staff: Katey Boerner, Ama Mills-Robertson, Debbie Mueller, Jenni Cloud, Emily Rogers

1. President Bonnie Casper called the meeting to order at 7:06 pm.
2. Approval of Minutes—**VOTE: The minutes from the July 22, 2020 meeting were approved unanimously.**
3. Fundraising Consultant Introduction – Bonnie Casper  
Bonnie introduced Susan Kelly of Kelly Strategies, the fundraising consultant that the Board approved to hire. Susan will conduct a series of stakeholder surveys, provide prospect research, review the Partnership's current fundraising practices to draft a fundraising memo, and contract a wealth screening of the Partnership's existing donor and student list.
4. COVID and Staff Updates – Katey Boerner  
The Park is slowly reactivating with Pottery holding some in-person classes; galleries reopened over Labor Day weekend; and the Park hosted a successful outdoor art marketplace event. The Park's studios are active with private/semi-private classes and lessons. Montgomery County is not yet entering Phase 3.

Ama Mills-Robertson provided an update on programs. We successfully launched online registration and approximately 200 classes are available for the fall. We will produce a separate catalog for the winter session. Registration day revenue for fall 2020 was \$120k with over 400 seats sold; comparisons to past years is difficult as fall/winter registration was combined -- \$232k comparison to 2019. We hope that the winter session will be on par with the past. [See program report for further information.]

We had a soft reopening of the Partnership galleries last Friday. The first outdoor marketplace event took place on Saturday, September 6 and attracted approximately 250 visitors. We plan to have a second outdoor marketplace on October 17. [See program report for more details.]

Jenni Cloud provided an update on marketing. The Partnership now has an online digital catalog that includes full-color hyperlinks with more photos, no page limits, and no printing and distribution costs. Also, the catalog is on a platform that provides analytical data so we can track statistics. The digital catalog also makes it easier for patrons to convert to sales and link to our website. As expected, there was a drop in website traffic from mid to late June. Pre-Covid website visits were 30,000/month; we are just now starting to see 800-1000 visits/day – comparable to pre-Covid rates.

Emily Rogers provided an update on the carousel. Repairs are ongoing; damaged panels will be reinstalled next week as well as work will continue on the other damaged areas. These repairs are on-track to be completed by September 21. The band organ is scheduled to return on September 30. The security system has been installed and tested to ensure that it functions properly.



The virtual Summer Concert Series concluded at the end of August. Views of the weekly concerts ranged from 100 to 500 per event. We will launch “Live from the Spanish Ballroom” featuring performances by bands that normally play during the social dances every Friday evening at 7:30 pm from September 18 through October 23. These events will be on YouTube and Facebook Live.

Debbie Mueller provided an update on fundraising. Overall, FY20 exceeded budget goals as we received individual donations in response to several emergency relief campaigns and secured emergency relief grants, including PPP, PHEG, SBA, and allowances to reallocate approximately \$54k in restricted grants to general operations from the Maryland Heritage Areas Authority (MHAA).

5. Treasurer’s Report – Dan Hanlon

Financial statements show the Partnership ended FY20 without a deficit. This was a tremendous effort by staff to maintain funding as well as to reduce expenses. For FY21, we will review the budget on a quarterly basis. We expect that we will be drawing on reserves. The budget projects Phase 3 in the last quarter. At present, expenses are in-line with the budget. The winter months will be financially challenging as cold weather will limit outdoor activities.

The FY20 audit is scheduled to take place in October.

Maryland Heritage Authorities awarded the Partnership a \$20k grant to support Carousel centennial activities. **VOTE: Board voted in favor of accepting the conditions of the grant pending review by our general counsel.**

6. President’s Report – Bonnie Casper

Bonnie attended the outdoor marketplace event on Saturday and noted that there was good social distancing and all participants were wearing masks. During the event, she met the new director of the Puppet Co. and was pleased to learn that she has lots of new programming ideas, including tie-in to the 100<sup>th</sup> anniversary of the carousel. Bonnie suggested staffing a Membership table during the outdoor marketplace event scheduled for October 17.

Regarding committee assignments, Bonnie requested that Board Members email her if they would like to change committees. Online interviews are underway for Board candidates that applied through the County process. Samir Paul is applying to be reappointed.

Beginning in October, a Task Force of the Board will look at a short-term focus for a revised plan to create a strategic framework for the next two years.

7. Innovation Task Force – Susan Stern

The Task Force received a total of 27 proposals (internal and external – general public and students) and after review of all proposals, placed them into two categories – most worthy/strategic importance vs. proposals that could be forwarded/implemented by resident groups or staff.

The top four proposals included:

- Archival inventory – materials in library and private collections; may have a thematic approach in terms of Civil Rights
- Art Therapy program in partnership with a local university
- Mini-proposals about diversity/equity/inclusion/access
- Use of Crystal Pool space – forwarded to Master Planning Committee

The Task Force will take a closer look at these top four proposals to determine financial feasibility, mission centeredness, space considerations, etc. [See committee report for further details.]

8. Facilities Committee – Dan Hanlon

The Committee has not met but plans are underway to merge the Facilities Committee and the Master Planning Committee to meet together.

9. Master Planning – Chris Fromboluti

Chris will coordinate with Dan/Emily to schedule a meeting in late September.

10. Old Business/New Business

Martha Morris reminded Board members to complete the Conflict of Interest form and return to her via email.

Katey provided an update on resident groups. Adventure Theatre MTC will not reopen until next June. The Puppet Co. is using this time of closure to reorganize as they transition to new leadership. We will meet later with our social dance partner organizations to revisit how to move forward when we enter Phase 3. Visual arts students want to remain online. We are collecting rent from resident partners according to their activity level. The Washington Revels will be renting the 3rd floor of the Arcade Building for office/costume space through May as a regular tenant.

Next Board Meeting will take place on Wednesday, November 11.

Meeting was adjourned 8:30 pm.

GLEN ECHO PARK PARTNERSHIP FOR ARTS AND CULTURE, INC.  
BOARD OF DIRECTORS  
MINUTES OF November 11, 2020

Present: *Bonnie Casper, Pete Freeman, Chris Fromboluti, David Greenbaum, Polly Hahn, Dan Hanlon, Ken Hartman, Ronda Keys, Les Mardiks, Mara Mayor, Martha Morris, Samir Paul, Willem Polak, Ana Rasmussen, Irena Savakova, Susan Stern, Mike Zangwill*

Absent: *Neeraj Mistry, Frankie Stankovic*

Guests: Greg Grant, Shulman Rogers General Counsel  
Rose Hacking, representing Councilmember Andrew Friedson

Staff: Katey Boerner, Ama Mills-Robertson, Debbie Mueller, Jenni Cloud, Emily Rogers

1. President Bonnie Casper called the meeting to order at 7:06pm.
2. Approval of Minutes—**VOTE: The minutes from the September 9 meeting were approved unanimously.**
3. Update on the County Executive's Order – Ken Hartman  
COVID case count over 200 per day; Executive order will limit capacity to 25% occupancy for restaurants, retail, etc.; intended to reduce opportunities for the virus to spread. The State of Maryland reduced capacity from 75% to 50%.

Katey – the impact of the latest County Executive's Order on the Park is not substantial; none of our in-person classes hit the capacity limits for gatherings; in-person Pottery classes and some dance classes have very small number of students.

Katey encouraged everyone to attend the virtual artist talk tomorrow night featuring African-American artist Preston Sampson – his works are featured in the Stone Tower Gallery. Our "Live from the Spanish Ballroom" series has been a way for the Partnership to reach out to our dance community. Both children's theaters remain closed at least through June. Silverworks also remains closed. Our social dance events are still suspended and may take the longest time for people to feel safe to return to this type of activity.

We have had a challenge with vandalism/graffiti by teenagers. We have installed surveillance cameras and we are working on ways to restrict access to roofs of the Arcade Building. The County is helping with some security on the weekends. Park Police has been responsive to the degree that they can be. Vandalism to the carousel from back in April has now been repaired and the band organ is back in place. The carousel fire alarm system is operable, but still being tested, and the carousel's burglar alarm is operable. We are collecting some rentals income from the Washington Revels for their use of the third-floor classrooms in the Arcade Building. We will launch a new website in the coming weeks and continue to produce digital catalogs for classes. As expected, we are seeing a decline in total revenue since we our activity level is approximately 30% of what we would normally offer.

Rose Hacking (for Councilmember Andrew Friedson) – nothing further to add; Rose took Katey's feedback on the status and needs of the Park's arts groups to Councilmember Friedson.

Ama Mills Robertson – update on education and exhibition programs: we are working closely with our partners who continue to provide a wide range of classes for our students – the majority are virtual. We will continue to see virtual classes well into 2021 even after in-person classes resume. During the fall session (Sept-Nov), we offered 231 classes. For the winter session (Dec-Feb), we are offering slightly over 200 classes. In 2019, we offered a total of 600 courses for fall and winter total. This year,

we do have some exciting new classes – Metropolitan Ballet Theatre will offer an adult ballet class; Puppet Co. will do a Valentines Day themed puppet making workshop. Feedback has been positive on the digital catalog format and we will continue to produce catalogs in this format rather than printed catalogs. Exhibitions update: galleries reopened to the public in September. We currently have shows featuring local artists and an NPS exhibition in the Park View Gallery. We will present the annual Holiday Art Show (open weekends from Nov. 21-Jan 3) in the Popcorn and Stone Tower Galleries featuring unique gifts by resident partners/instructors and select local artists. Our online art marketplace will also feature holiday gifts to reach a wide audience. The outdoor art market events in Sept and Oct were successful with beautiful weather and revenue generated for our artists. We will continue virtual artist talks – the next one will take place at 6pm on Nov. 12 with Preston Samson. We have received a lot of positive feedback from students and we are looking ahead to spring and summer with our partners, especially for camps, despite uncertainty of COVID.

Debbie Mueller – Fundraising update: Year End Appeal is coming up. We are asking Board to update/enhance their contact lists. Staff can prepare hard copies of letters for Board to write personal notes or we can scan letters for Board to email to their contacts.

Katey mentioned that we received a \$20k grant from the Maryland Heritage Areas Authority (MHAA) to support Carousel centennial activities. We are collaborating with Montgomery History and Story Tapestries for virtual lectures and an oral history component. We will host a recognition event with a ribbon cutting ceremony. We hope to open the Carousel in May with limited ridership and build some fundraising opportunities around the 100<sup>th</sup> anniversary.

4. Treasurer's Report – Dan Hanlon

The Partnership is moving along according to our plan/budget. Dan complimented the staff for their phenomenal level of effort despite reduced staff and salary cuts. The organization is in good shape financially right now. We have strong goals to advance fundraising efforts to support master planning concepts. We expect that spring and summer could be tough financially. We do have cash reserves, but hopefully we won't have to use this resource. Hopefully emergency funding and possibly the renewal of PPP will help with revenue shortfalls. The carousel anniversary fundraising campaign could also help.

5. Presidents Report – Bonnie

Diversity, Equity, Inclusion (DEI) Taskforce: this is a focus for the organization. We initiated the Scholarship and Transportation Fund to serve low-income youth. From a County Arts Council perspective, all grantees are asked to develop a DEI policy to have something that we can reference. Bonnie will name a DEI Taskforce– please let Bonnie know if you are interested in serving; Katey is looking at best practices in the arts for DEI planning and policies. We will implement a DEI policy with plans and measures to track. Martha Morris will lead the taskforce; this effort will probably include diversity training for the Board. Of course, we will keep in mind the Glen Echo Amusement Park's segregation history as part of the discussion and our commitment to be an active part of the community.

Strategic Planning effort: typically, strategic plans extend for 3-5 years with an operating plan in the interim years. COVID has expedited the thought process to create a new plan with an eye toward where the organization will be after COVID. Martha Morris will chair this taskforce with Susan Stern, Ana Rasmussen, Bonnie, Katey, and Ama. A new strategic plan should be helpful with fundraising with some components related to outcomes from the October 2019 Board Retreat and committee work. Hopefully, the plan will be more streamlined than our current plan. We would like to discuss the draft plan via a power point presentation to the full Board in December. Also in December, fundraising consultant Susan Kelly will present her report.

Bonnie thanked Mike Zangwill who contributed to the Year End Appeal and for his fundraising efforts on behalf of the Partnership through the Bannockburn Civic Association.

Bonnie noted that the Development Committee was previously focused on events, primarily the Gala. We will be restructuring the Committee's focus based on Susan Kelly's advice. One component of this is to fuse together members and donors which would potentially enable us to bring in more donations. In terms of events, we will plan some type of virtual event in spring.

6. Innovation Task Force – Susan Stern

The Innovation Taskforce met on Nov. 4. The Taskforce is focused on three top proposals to take further – each proposal will be presented to the Board as a briefing document in January: 1. DEI – range of activities – some will be taken up by the DEI Taskforce; 2. art therapy program; 3. archival program looking at the Park's history. The Taskforce is looking at feasibility, cost, capacity, and alignment with the Park's mission.

7. Old Business/New Business  
none

8. Executive Session at 8:12pm

GLEN ECHO PARK PARTNERSHIP FOR ARTS AND CULTURE, INC.  
BOARD OF DIRECTORS  
MINUTES OF January 13, 2021

Present: *Bonnie Casper, Pete Freeman, Chris Fromboluti, David Greenbaum, Dan Hanlon, Ken Hartman, Les Mardiks, Mara Mayor, Martha Morris, Samir Paul, Willem Polak, Ana Rasmussen, Susan Stern, Frankie Stankovic, Mike Zangwill*

Absent: *Polly Hahn, Ronda Keys, Neeraj Mistry, Irena Savakova*

Staff: *Katey Boerner, Jenni Cloud, Ama Mills-Robertson, Debbie Mueller, Emily Rogers*

Guests: *Greg Grant, Shulman Rogers General Counsel, Rose Hacking, presenting Councilmember Andrew Friedson*

1. President Bonnie Casper called the meeting to order at 7:04pm.
2. Approval of Minutes—**VOTE: The minutes from the November 2020 meeting were approved unanimously.**

3. President's Report – Bonnie Casper

After discussion with the Executive Committee, Bonnie suggested that Board Members could make personal donations to the Tommy Raskin Fund (in honor of Congressman Jamie Raskin's son) if they were interested, but were asked to mention that they are with the Glen Echo Park Partnership. Ana Rasmussen recommended dedicating a white oak tree in Tommy's memory due to its value to the ecosystem and its longevity of 500 years. It was also suggested we could invite the family to come to a dedication ceremony and post a plaque or ground tag that would not be considered permanent due to NPS regulations.

**VOTE: Motion to dedicate a tree in memory of Tommy Raskin was approved unanimously.**

**VOTE: Consent item – Corporate resolution approved for SBA Economic Injury Disaster Loan**

4. Treasurer's Report – Dan Hanlon

Dan congratulated staff for their successful fundraising efforts to ensure financial stability for the first half of FY21. Katey noted that financials through the end of November are positive, projecting ahead of breaking even at the end of December (halfway through fiscal year), especially with recent tourism grant funds as part of COVID relief support from the State and County. We are evaluating whether to apply for the second round of PPP or the Shuttered Venue grant opportunity. The fourth quarter will likely have lower revenue than budgeted, as many activities will not resume until the summer. We will conduct a Carousel Anniversary fundraising campaign to earn revenue that normally would have come in through a spring gala, which is not taking place due to COVID. The organization's expenses are running higher than expected but still considerably reduced from the prior year. Income from small rentals is doing well due to the efforts of Laura Doyle. We are collecting rent from resident groups that are using their spaces. However, the theater groups and dance programs are not operating or generating income/rent.

5. Strategic Plan – Martha Morris

Martha reviewed a PowerPoint of the Strategic Plan; this document was first shared with the Board in November 2020. A Board Task Force updated and revised the plan to take into consideration the current circumstances of the pandemic. The plan includes aspirations as well as some efforts that are already underway. The mission statement has not changed. The vision components are similar to those of the Master Plan document for facilities upgrades. Value statements highlight ways for how we work together and how we work with the public. The 3- to 5-year plan is organized with strategies and tactics that are specific for each vision bullet. The plan includes a new focus on virtual programming and emphasis on engaging diverse audiences (DEI – diversity, equity, and inclusion).

The strategic plan calls for development of a DEI Plan and Policies. Tasks and goals within the strategic plan include continued work on master planning and strengthening our relationships with the County and NPS. Fundraising remains extremely important, especially for the long term to support further development of a Master Plan for the park. We are also looking at succession planning and implementing ideas identified by the Innovation Task Force. We acknowledge the importance of innovation and will continue to support the resident programs as well as come up with new ideas ourselves.

**VOTE: Motion to accept the Strategic Plan was approved unanimously.**

5. Diversity Equity Inclusion Planning – Katey Boerner

We are working with a pro bono consultant from COMPASS who was made available through the Cafritz Foundation to its grantees. Initial work focused on GEPPAC via a survey to stakeholders, including staff, Board, and partner organizations. Bonnie asked Board Members to let her know if they would like to serve on this Task Force with Martha, Bonnie, Samir, and Katey. The Board will establish a Committee.

6. Executive Director's Report – Katey Boerner

We have been lucky with the mild winter as we are still able to use outdoor areas for pottery classes, Irish step dancing, yoga, and other programs. We are grateful to the County for providing security after 5 pm daily. We are planning for summer programs, continuing with exhibitions, and working on Carousel Anniversary activities. We were delighted to receive the Maryland State Arts Council's 2021 Heritage Award for the Carousel. Beginning in February, we will launch the anniversary celebration with virtual activities and we are hoping that we can operate the Carousel in the spring (traditionally, the Carousel season extends from May through September). Ken Hartman noted that the daily COVID case rates and hospitalizations are still extremely high and the vaccination process is very slow.

Ama Mills-Robertson provided a program overview. During the winter session (Dec.-Feb.) we are offering approximately 200 classes; registration for the spring session opens on Feb. 2 and we are projecting to offer approximately 200 classes. Enrollment is significantly lower – less than half – for fall and winter sessions compared to 2019. We are considering offering hybrid summer camps or providing a structure that allows for “pods” of students to be together. We will host a Virtual Gallery Tour on Jan. 23 at 11:30 am for the Stone Tower Gallery solo exhibition. The Holiday Art Show did fairly well for sales as well as the online marketplace. We will resume the “Live from the Spanish Ballroom” series of virtual performances in February in collaboration with dance groups.

Emily Rogers provided an update on facilities. The Partnership is keeping up with maintenance tasks and waiting on the County for the contract to begin restoration work on the Arcade Building. We are working on the Global BioHazard Advisory Council certification process through Visit Montgomery so that the public will feel safe about coming to the Park.

7. Fundraising Report – Bonnie Casper

Debbie Mueller provided an update on the Year End Appeal (YEA). To date, we have raised approximately \$90,000 (plus an additional \$6,350 in pass through grants to partner organizations) compared to \$91,480 from YEA 2019. We appreciate the support of Board Members who helped with personal contributions as well as outreach to their contacts. This campaign has been very successful, especially considering that a number of major YEA donors gave approximately \$19,500 in April/May during our Covid campaigns – funding that was counted toward FY20 rather than FY21. Covid relief grants for FY21 total approximately \$400,000, including \$85,000 from the County Covid Relief Fund for Arts Organizations, \$100,000 from a State tourism relief grant, and \$125,000 from County tourism relief.

Bonnie provided an update on the Fundraising Committee Meeting and efforts to develop sponsorship benefits for the Carousel Anniversary fundraising campaign.

The Fundraising Committee is also considering the best use of Susan Kelly's consultant hours and possibly using those hours to provide training for Committee members to work on messaging, an elevator speech, and briefing document or packet of materials to share with prospects. Committee members would subsequently serve as mentors for other Board Members. Ana Rasmussen suggested that the training include people on the Master Planning Committee. Bonnie will add Martha, Dan, Pete, David, and Ana to

the training. The list will be sent to the Board to see if they know anyone who was identified they can help approach for funding.

8. Governance Committee – Martha Morris

The Governance Committee met in November to discuss new members for the Board. Katey will update the matrix/profile of existing Board Members. There will be two vacancies (neither are County appointed slots) – Ana’s term expires on June 30, 2021 and Neeraj Mistry has moved to South Africa and will formally resign from the Board. While the Board usually votes on new members in June, the bylaws state that we can add Board Members at any time. Martha asked the Board to put forth strong candidates.

9. Facilities Committee – Dan Hanlon

Dan noted that plans are underway to begin work to clean/restore/replant the decaying fountain and surrounding area adjacent to the Irish Inn. Also, the Committee is working to prioritize some smaller facilities projects and identify possible corporate sponsors. For example, the Committee is discussing temporary options to improve the Crystal Pool space. Pottery and Glassworks both need more space.

Ana Rasmussen reported that Bannockburn resident Barbara Martin has raised \$25,000 through fundraisers in honor of a friend who passed away who had worked for NPS. Town of Glen Echo resident Bevan Shimizu (Shimizu Landscaping) will partner on the landscaping design. Clearing the area will take place in late January; planting is slated for April.

10. Master Planning Committee – Chris Fromboluti

Chris will present the Master Plan at the March Board meeting. Once approved, we can share the Master Plan with Montgomery County representatives including County Councilmember Andrew Friedson, and other Councilmembers and then engage representatives from NPS and neighboring towns.

11. Innovation Task Force – Susan Stern

There will be a special Board Meeting on February 10 for the Innovation Task Force presentation. Susan will share the briefing document in advance.

12. Old Business/New Business -- none

Meeting adjourned 8:43pm



GLEN ECHO PARK PARTNERSHIP FOR ARTS AND CULTURE, INC.  
BOARD OF DIRECTORS  
MINUTES OF February 10, 2021

Present: *Bonnie Casper, Pete Freeman, Chris Fromboluti, David Greenbaum, Polly Hahn, Dan Hanlon, Ken Hartman, Les Mardiks, Mara Mayor, Martha Morris, Willem Polak, Ana Rasmussen, Irena Savakova Susan Stern, Frankie Stankovic, Mike Zangwill*

Absent: *Ronda Keys, Samir Paul*

Staff: *Katey Boerner, Jenni Cloud, Ama Mills-Robertson, Debbie Mueller, Emily Rogers*

Guests: *Greg Grant, Shulman Rogers General Counsel  
Rose Hacking, presenting Councilmember Andrew Friedson*

1. President Bonnie Casper called the meeting to order at 7:07pm.
2. Approval of Minutes—**VOTE: The minutes from the January 2021 meeting were approved unanimously.**
3. Innovation Task Force Presentation – Susan Stern  
Susan expressed thanks to Task Force members – current and past members – staff, and Blair Winston for PowerPoint. Susan then reviewed the Task Force's background and timeline, including: the concept note that was sent out to internal and external groups to solicit innovation ideas; and the review process for the 23 responses that were narrowed down to three ideas and were then evaluated based on the Park's vision and mission and financial feasibility. This presentation is offered to the full Board to get their feedback.

Diversity, Equity, and Inclusion (DEI) Programming -- Mara Mayor/Debbie Mueller

This proposal looks at opportunities to further efforts to engage DEI audiences in our programs, a major organizational priority as per our strategic plan. We recently launched an upgraded website that offers the capability to translate information into several languages. Also, videos posted on our social media platforms provide the option to include captions. The Partnership should consider making printed materials available in both English and Spanish. The Partnership should review current efforts for our own programs as well as the Park's resident and non-resident partner organizations (including dance) to reach diverse audiences (racial, cultural, financial, LGBTQ, geographic, etc.) – this could provide the Partnership with opportunities for further outreach and collaboration. We hope to complete the Visitor Survey that was put on hold last spring due to the pandemic. The Scholarship and Transportation Fund is an important resource that we will continue to build and enables us to provide discounted or free opportunities to low income families and schools. We will continue to highlight diverse performers and artists through exhibitions, summer concerts, and the social dance program as well as through the annual Washington Folk Festival and other free family programs.

Art Therapy – Katey Boerner/Ama Mills-Robertson

The original contact person for this proposal was Neeraj Mistry – even though he has resigned from the Board, he has offered to provide assistance through his connections with Georgetown. Several years ago, the ArtGlass Center engaged a group of three veterans in classes that served as a therapeutic means for them to deal with post-traumatic stress disorder. This proposal is looking for opportunities for the Partnership to formalize and pursue art therapy or wellness programs within existing offerings or as a stand alone program. There is a need for mental health support particularly now in the wake of the pandemic as this type of service would assist people with healing and bringing our community together through the arts. The Partnership would seek a partner(s) with mental health expertise to provide expert guidance and possibly partner on site. We also need to consider the need for a dedicated space within the Park that affords privacy. The program could provide group art experiences, rather than one-on-one therapy, and it would not necessarily target veterans if that population is best served elsewhere – this could be targeted more toward youth and/or general public as an integral part of our offerings. This is an opportunity for outreach to new audiences and

participants and complements the DEI proposal. We want to make sure that we create a welcoming and safe space and provide opportunities for access and inclusion around mental health and wellness. This type of programming would broaden our reach, demonstrate a tangible impact, and open new potential to raise funds.

#### Archiving Glen Echo Park's History – Martha Morris/Ana Rasmussen

Capturing the Park's history is critical to establishing the importance and visibility of the Park – including the Chautauqua, amusement park era, Civil Rights protests, carousel history, and the establishment of GEP Partnership. This will help in our strategic goal to have the Park serve as a national model. In addition, the history archive will help with the case for a future capital campaign. The Town of Glen Echo collaborated with Montgomery History to uncover unique stories within its documents, including stories that relate to the Park. While we are not sure what the product will be – possibly a database that could lead to publications and exhibitions – such a big project might require the Partnership to contract an expert to design a plan for how to approach this. We may want to consider collaborating with Montgomery History. We might also reach out to local colleges/universities to engage a graduate student as this project would serve as a great opportunity to conduct research with primary resources.

#### Questions/Discussion:

--Mike Zangwill's contact Anthony Hyatt is a music therapist; Hyatt donated the totem pole and he is very devoted to the Park

--Frankie Stankovic noted that DEI is very relevant and she likes the idea of offering scholarships to needy youth for virtual classes; she is involved with N Street Village, a women's shelter that serves diverse and struggling women who might benefit from scholarships to attend a class – possibly consider a collaboration that could also link to the wellness/therapy value of the arts

--Bonnie Casper noted that we are currently working with a pro-bono consultant on DEI and will consider how to integrate innovation proposals with what the consultant is doing for us

--Pete Freeman suggested that we look at what other art groups are doing in these areas to learn more about best practices; Susan responded that the Task Force did some research on regional and national programs for reference

--Bonnie Casper mentioned that one of the outcomes from the October 2019 Board Retreat was the creation of a list of potential partners; we should refer to this list as a starting point for each one of these projects

--Greg Grant noted that George Mason University has a program in art therapy

--David Greenbaum noted that we should ensure that these proposals are aligned with our strategic plan. Also, in order for the Partnership and the Park to grow to national stature, we need to consider ways to differentiate ourselves and our programs. David also knows of a group that uses knitting as art therapy.

--Martha noted that DEI links directly to strategic plan; art therapy also reflects the strategic goal to understand our audiences and make sure that we serve them

--Susan concluded that the Task Force will reflect on these comments and plan next steps

4. President's Report – Bonnie Casper – no updates at this time – follow up with fundraising consultant on board training is planned.

5. Carousel Anniversary Schedule/Fundraising – Jenni Cloud

Jenni announced that we will be launching the celebration of the 100<sup>th</sup> anniversary of the carousel with a live event on Feb. 18. She first drew attention to the playful yet sophisticated artwork by Joseph Craig English (obtained by Bonnie Casper and past president Rachelle Cherol) that serves as the basis for the branding for the 100<sup>th</sup> anniversary – and she thanked Bonnie for connecting us with the artist. The Partnership has planned several events and activities from mid-February through September, including virtual lectures, family programs, social media campaigns and contests, carousel art exhibitions, fundraising campaign, and more. To date we have over 100 RSVPs for the launch event on Thursday, Feb. 18. This event will feature recorded messages from U.S. Senator Van Hollen, U.S. Congressman Raskin, Maryland State Delegate Korman, Montgomery County Councilmember Friedson as well as live greetings from Bonnie, Katey, and philanthropist and past Board President Carol Trawick. Margo Reid, another past Board President, is providing pro-bono

assistance with the launch event. Another component of the centennial celebration is the Carousel Stories project in collaboration with Story Tapestries to produce three short videos that will premier over the summer – we have a form on our website for members of the public to share their carousel memories and we will select some to contact for filming. We will present virtual lectures in collaboration with Montgomery History. We are developing family programming – working on both virtual and hands-on options. Bonnie suggested that we engage the German Ambassador during the anniversary in some way. Jenni noted that former Board Member Phil Fabrizio is photographing carousel animals pro-bono. We will present carousel-themed art exhibitions and produce carousel merchandise – tote bags, coloring books, face masks, t-shirts, signed posters, etc. – that we will make available in our galleries and through our online art marketplace. We are talking with the Maryland State Arts Council about ways to leverage the state Heritage Award. We will launch a fundraising campaign and hope that Board Members will help with this effort – sponsorship materials are available on our website and we hope to review the fundraising campaign at the next Board Meeting.

6. Board Governance – Martha Morris

In March, the Committee will start reviewing potential candidates to join the Board. Martha will send out an email to current Board with a form to solicit nominations. We are especially looking for diverse candidates and fundraising experience would be very helpful. Neeraj Mistry has formally resigned from the Board.

7. Old Business/New Business – next meeting will be on Wednesday, March 10

Meeting adjourned 8:38pm

GLEN ECHO PARK PARTNERSHIP FOR ARTS AND CULTURE, INC.  
BOARD OF DIRECTORS  
MINUTES OF March 10, 2021

Present: Bonnie Casper, Pete Freeman, Chris Fromboluti, David Greenbaum, Polly Hahn, Dan Hanlon, Ken Hartman, Ronda Keys, Les Mardiks, Mara Mayor, Martha Morris, Samir Paul, Ana Rasmussen, Susan Stern, Frankie Stankovic, Mike Zangwill

Absent: Willem Polak, Irena Savakova

Staff: Katey Boerner, Jenni Cloud, Ama Mills-Robertson, Debbie Mueller, Emily Rogers

Guests: Greg Grant, Shulman Rogers General Counsel  
Rose Hacking, representing Councilmember Andrew Friedson  
Cheryl Vance, COMPASS Consultant on Diversity, Equity, and Inclusion (DEI)  
David Dise, Director, Department of General Services, Montgomery County

1. President Bonnie Casper called the meeting to order at 7:03 pm.
2. Approval of Minutes—**VOTE: The minutes from the February 10, 2021 meeting were approved unanimously.**
3. Financial Report – Dan Hanlon  
Katey Boerner informed the Board that we applied for second round of the Payroll Protection Plan (PPP); it is likely to be the same amount as first round, approximately \$222k. We are still waiting on forgiveness for the first PPP. It is possible to apply for both the PPP and the Shuttered Venue Operators Grant (SVOG). However, funding awarded is based on a combined total and the majority of revenue losses must be tied to performances/ticket sales, so it may not make sense for us to pursue SVOG. We have some money coming in from cooperator rent and facility rentals but not much income from other areas.

Ken Hartman provided an update – Governor Hogan nullified all county orders; new orders will go into effect on Friday from the Montgomery County Council. The County will likely maintain the status quo for social gatherings until something more detailed can be worked out next week. Covid cases still remain high.

4. DEI Report – Cheryl Vance, COMPASS Consultant  
Cheryl Vance met with the DEI Task Force to review outcomes from the completed DEI survey and present recommendations for starting the long process of DEI work. Survey project gathered data from Board, staff, partners, and community members to see where the organization stands.

Recommendations include:

- a. Create a DEI Committee to include Board Members, staff, partners, and community members. The Committee Chair will report on progress during Board Meetings. Several partner organizations are in the same position of wanting to start a plan so this is good timing to collaborate. The Committee should develop hopes and goals and concrete actions to track. Cheryl provided the Phillips Collection's DEI policy as an example that does not have concrete goals. Mara Mayor asked Cheryl to provide positive examples that Katey can share with the Board.

- b. Create a communications plan to share goals and ways that people can see that we are making progress toward these goals. This could include a webpage on our website and an email and/or social media campaign to announce our DEI goals and provide updates to the public. She suggested that we add photos of Board and staff to our website to show diversity. Another suggestion would be to create a DEI slide presentation to share internally when onboarding new staff, Board Members, or partners.
- c. Provide DEI training for Board Members, staff, and partners. Cheryl provided some resources that offer free DEI trainings. This is an opportunity for the Partnership to bring resources to the Park and strengthen our partnerships.

Overall, the survey responses did not raise any red flags. Surprisingly, 20% of respondents were unaware of the Park's Civil Rights history. Feedback was very positive that respondents felt included and welcome. Mara Mayor noted that we may need to focus on attracting a more diverse participant base.

#### 5. Master Planning Presentation – Chris Fromboluti

David Dise, Montgomery County Department of General Services, attended the Board Meeting specifically for this presentation.

Each Member of the Master Planning Task Force participated in the presentation.

Martha Morris spoke about the value of the Park and its programs for the local community, DC metro area, and nationally.

Ana Rasmussen spoke about the Park's unique history.

Dan Hanlon talked about the range of current programs at the Park and opportunities where we can strengthen and grow.

Chris Fromboluti addressed the need for improvements to facilities, traffic, parking, the on-site experience, and energy efficiency. Specifically, there are four under-utilized properties: Spanish Ballroom, Yurts, Crystal Pool ruin, and the maintenance loading/storage area. He noted the need to enclose/centralize utilities. He identified the need to address areas of the Park that are not ADA accessible – slopes too steep for wheelchair access. Also, to improve accessibility to the Park, he suggested moving the bus stop to the front of the GEP neon sign.

Priority improvements:

Spanish Ballroom: needs a new wood dancefloor – based on recommendations of a recent assessment report. If we can get NPS approval, it would make sense to install an HVAC system during the same time as installing floor. This would increase the ability to use the Ballroom year-round. Also, we should make use of the Ballroom's vacant second floor (approx. 2000 sq. ft. of unused space).

Pottery Yurts: replace the outdoor kiln and storage and rebuild using same footprint for yurts.

Crystal Pool area: install outdoor amphitheater with terraced seats; could install a building below ground.

Maintenance area: lower grade so we could put a three-story building in that location without exceeding building height restrictions. NPS designated this area as buildable.

Secondary Projects: expand Arcade Building toward MacArthur Blvd; replace Stables with a new building; upgrade the Caretaker's Cottage – original building had a second floor; add a second bridge from the main parking lot to enter into the Park near the Ballroom; remove the NPS building that crowds the Carousel; replace the Hall of Mirrors.

Landscape Projects: MacArthur Blvd; replace the pavement in the central area around Carousel with permeable ground covering and more plants; create a dance court between the Ballroom and BCP.

The Park currently consists of approximately 82,000 sq. ft. of space. The suggested improvements could double the square feet of usable space at the Park.

David Greenbaum summarized that we need to raise seed money to develop a full master plan that includes economic impact, attendance projections, business plan, etc. (estimated 6 month duration at cost of \$500k-\$750k).

David Dise commented that this is a very impressive and ambitious plan. This is a fantastic approach to turn GEP into a modern amenity. The fundamental concern is what GEP and the County envision Glen Echo Park to be as opposed to NPS's vision. The biggest challenge is helping NPS see how the Park can be very true to its history, architecture, and value as a historic property while becoming a greater attraction and destination. The County would not want to invest a lot of money in the plan until we have at least a nod from NPS that they are willing to entertain this vision. Key points to emphasize are equity/accessibility and environmental/sustainability. We also need to think about how we are going to raise funding for these improvements.

Ken Hartman identified the need to roll out a communications plan to approach/appeal to NPS, especially given their role as preservationists.

Rose Hacking said she will talk to Councilmember Andrew Friedson; David Dise offered to talk with Councilmember Friedson.

Bonnie Casper will try to set up a follow-up meeting; she invited Board Members to send their comments to Chris for further discussion with the Task Force.

6. Board Governance – Martha Morris

Martha encouraged Board Members to provide nominations for new Board Members by March 15. We have two slots to fill. Board Members were asked to keep in mind that we are looking to enhance the Board's diversity and skills in marketing and fundraising.

7. Executive Director Report – Katey Boerner

Bonnie Casper is still trying to schedule the date for the fundraising training with Susan Kelly; Katey Boerner will set-up DEI training for the Board at a future date.

The staff is working on the Carousel Anniversary activities and events, including the fundraising campaign and media partnerships.

Jenni Cloud provided an update on Carousel activities/events, which have been very successful to date with 810 views on various platforms with more than 1700 additional views after original broadcasts.

We are planning a ribbon-cutting ceremony on May 1. We are sending invitations to select VIPs. This event will be livestreamed and the recording will be available on our website.

The Park is gearing up for summer and gradually coming out of COVID; we will have in-person camps that will use outdoor areas. The Park recently hosted Leadership Montgomery events.

Katey noted that we continue to have issues with teenagers acting irresponsibly at the Park, especially as the weather is getting warmer, despite added security.

Ama Mills-Robertson provided an update on exhibitions.

8. Old Business/New Business – next meeting will be on Wednesday, May 12, 2021

Meeting adjourned 8:45pm

GLEN ECHO PARK PARTNERSHIP FOR ARTS AND CULTURE, INC.  
BOARD OF DIRECTORS  
MINUTES OF May 12, 2021

Present: *Bonnie Casper, Pete Freeman, Chris Fromboluti, Polly Hahn,  
Dan Hanlon, Ken Hartman, Ronda Keys, Les Mardiks, Mara Mayor, Martha Morris, Samir Paul,  
Willem Polak, Irena Savakova, Frankie Stankovic, Mike Zangwill*

Absent: *David Greenbaum, Ana Rasmussen, Susan Stern*

Staff: *Katey Boerner, Jenni Cloud, Ama Mills-Robertson, Debbie Mueller, Emily Rogers*

Guests: *Greg Grant, Shulman Rogers General Counsel  
Matt Higgins, representing Councilmember Andrew Friedson  
Dia Costello, new Mayor of the Town of Glen Echo*

1. President Bonnie Casper called the meeting to order at 7:05 pm. She introduced Matt Higgins, new representative for Councilmember Andrew Friedson, and Dia Costello, new Mayor of the Town of Glen Echo (the Town needs to formally approve her appointment to the GEPP Board in June),
2. Approval of Minutes—**VOTE: The minutes from the March 10, 2021 meeting were approved unanimously.**
3. Financial Report – Dan Hanlon  
The Finance Committee reviewed the financial status of the Partnership. Overall, the organization is in good shape for the next couple of quarters, but the second and third quarters of the next fiscal year will be more challenging.

Katey provided overview of the following documents:

FY20 Audit – There were no negative findings from the auditor; the Finance Committee has reviewed the audit and there were no specific questions. The audit includes a comparison to the prior fiscal year. The big change from the prior year is tuition money that we hold, which declined during COVID. Also, we are holding the SBA COVID relief loan of \$150,000; we have not used these funds and could turn the loan back. The Partnership is in the black by \$86,000 as of 3-31-21. The Payroll Protection Plan (PPP) helped us tremendously with the bottom line for FY20. One new format this year is that the audit shows columns for different program areas. Restricted funds are listed separately.

Form 990 – The Finance Committee has reviewed the Form 990 and the organization will file this on May 15.

**VOTE: The Board voted unanimously to approve the FY20 audit.**

Draft FY22 Budget – The Board will vote on the FY22 budget at the June meeting; Katey reviewed and noted that the quarter by quarter budget format is due to the continued impact of COVID. We will know more in the fall as COVID requirements change. We do not expect revenue to reach pre-COVID levels but we are anticipating that there will continue to be relief grants (county, state, and possibly federal). Even as restrictions change, it will take the Park a while to ramp back up. For

example, camps through the first part of FY22 are already planned and rentals need to book with longer lead time, so changes in restrictions will not have an immediate effect. We are not planning to resume the parent/child program at this time and we are assuming that social dances will not begin until fall and possibly not resume full capacity until Spring 2022. Also, we will have limited carousel revenue as we are currently operating at only at 25% -50% capacity. For staffing, we have assumed level pay – no increases, with interns and support staff over the summer and some additional cleaning and security costs. There is a \$20,000 placeholder in the budget for Diversity, Equity, and Inclusion (DEI) and Innovation Task Force work. As mentioned, we will end FY21 in the black and these funds will go towards FY22, but we might have to dip into cash reserves.

#### 4. President's Report – Bonnie Casper

Carousel Ribbon Cutting Ceremony – Bonnie thanked staff for their work and Board Members who attended; the event could not have gone better. This was the first in-person event for many of the elected officials and they were so happy to see everybody on such a beautiful day for such a special occasion. Everyone enjoyed riding the carousel. We read a proclamation from Senator Chris Van Hollen; Congressman Jamie Raskin and Montgomery County Executive Marc Elrich were among the speakers. Mara Mayor said that she watched the livestream of the event and it was wonderful to see the support from all levels (federal, state, county).

Fundraising update – The carousel campaign has raised about \$104,000; we would like to raise an additional \$50,000. Bonnie encouraged Board Members to contribute if they are able and help with reaching out to their contacts. As an update on the Fundraising Training for the Board, Susan Kelly is putting together more items for us, including an elevator speech, timeline, and to-do list to help with tracking.

Bonnie asked Ken Hartman to report on recent conversations with NPS. Ken and David Dise talked with NPS Superintendent Charles Cuvelier. NPS is interested in major site improvements. Overall, Ken and David felt that more discussion with the NPS is needed for the Ballroom floor project. We need another meeting to talk about structure for the master plan and capital projects as well as water management (upgrade storm water management). We should emphasize the issue of HVAC/humidity control in Ballroom as part of the floor discussion.

There are new Department of Interior rules on gatherings and indoor capacity at all National Parks and we are not sure if these apply to us. NPS understands that Glen Echo Park is different and that we are following the County's COVID guidelines. Montgomery County representatives have requested that the Superintendent submit a wavier that the NPS Regional Director can approve to enable the Park to continue to follow County guidelines/rules related to COVID for public gatherings, masks, etc.

#### 5. Board Governance – Martha Morris

Martha noted that Neeraj Mistry resigned in March 2021 and Ana Rasmussen's term on the Board ends in June 2021.

Officer Nominations for vote during June 9 Board Meeting:

Willem Polak – He will fill an At Large slot and continue on the Board as outgoing Mayor of the Town of Glen Echo.

Heather Hanson-Rivas – She adds to our under 40 demographic. She is a Wells Fargo advisor with financial background and plays cello; she is part of a family that has been supporting the Park for a number of years. She has a young family and is a Kensington resident.



Dia Costello – She is the new Mayor of the Town of Glen Echo – upon official approval of the Town.

Renewals:

Dan Hanlon – will renew for 3 years.

Pete Freeman – will not renew; will go off the Board at the end of June.

Susan Stern – will not renew; will go off the Board at the end of June.

Polly Hahn – will go off the Board.

We can continue to review other candidates and hold Board votes at any time during the year as per our revised By Laws.

Officer Slate:

Martha Morris – President

Chris Fromboluti – Vice President

Frankie Stankovic – Secretary

Dan Hanlon – Treasurer

David Greenbaum – At Large

Bonnie Casper will remain on the Board as past President

A new traffic light is planned at the Clara Barton Parkway. Ken will ask when that will become active.

Governance – Board questionnaire will go out in June.

6. Master Planning Task Force – Chris Fromboluti

Chris reported on a recent meeting with David Dise and Ken Hartman. He suggested that we change the name from Master Planning to Planning Committee and that this should be a permanent Committee rather than task force. Also, the Master Plan presentation should be called the Park Enhancement Plan and focus more on needed improvements and downplay the Spanish Ballroom capital improvements. He is hoping to schedule a meeting with Charles Cuvelier soon but we need to follow Ken and David's lead before we can set up a meeting with Charles.

7. Executive Director's Report – Katey Boerner

Facility Rentals: These are starting to pick-up; more activity is happening at the Park. We are working on some outdoor performances and some hybrid virtual/in-person activities. We are waiting for County guidance on when the office can reopen. Social dances are still on hold.

Education Programs: Ama Mills-Robertson provided an update. We will present in-person and virtual summer camps. We launched a new class registration system this spring with better features and capability, such as running concurrent semesters/session. We are offering 78 camps (majority in-person) and we have almost 300 camp registrations to date. In addition, we have 150 summer classes. The new system allows people to make a wish list before registration officially opens, allowing students to preview classes in advance. Frankie Stankovic mentioned that she registered for classes but did not get an option to add Membership before completing her transaction. Ama noted that we are still working on marrying development and class registration functions.

Facilities: Emily Rogers reported that the carousel season has begun and we are offering online ticket sales for the first time. Tickets are \$5 per person for a four-hour time block. Ticketholders get a wristband and they can ride as many times as possible during that time slot. Half of the animals

are blocked-off to ensure social distancing. We sold-out online ticket sales during the first two full weekends of the carousel season; there are a limited number of tickets available in-person. Visitors have been very understanding of new procedures. We are currently at 25% capacity – 15 people per ride; 300 tickets per day; open rain or shine, but the carousel stops running during thunderstorms. Emily also reported that we finally received our \$112,000 capital grant and will begin work on restoring the exterior of the Arcade Building.

Marketing: Katey extended thanks to Jenni Cloud for her excellent work on PR for all of the carousel anniversary activities. Jenni provided an update on combined TV and media for the ribbon-cutting event. Coverage has helped to sell out tickets. The full livestream of the ribbon-cutting ceremony is on YouTube. Also, we have a Heritage Montgomery mini-grant to produce a highlights video of the ribbon-cutting event that will include greetings from attendees who did not have speaking rolls during the program. We will continue our free carousel story time program this Saturday. We are also producing a video tour of carousel exhibition with the guest curator. The first carousel family day will take place on May 22 with free craft activities (pre-registration to limit attendance) and a special mural project in collaboration with Future History Now and engaging low-income youth in partnership with Community Bridges and Identity. We will produce a video of this project as well. Jenni reported a boost in web traffic around April 30-May 1 to 1,000 visitors per day – similar to pre-COVID levels.

8. Old Business/New Business – next meeting will be on Wednesday, June 9, 2021  
Dan Hanlon acknowledge and thanked Emily for her work on the carousel.

Meeting adjourned 8:45 pm

GLEN ECHO PARK PARTNERSHIP FOR ARTS AND CULTURE, INC.  
BOARD OF DIRECTORS  
MINUTES OF JUNE 9, 2021

Present: *Bonnie Casper, Pete Freeman, Chris Fromboluti, David Greenbaum, Polly Hahn, Dan Hanlon, Ken Hartman, Ronda Keys, Les Mardiks, Mara Mayor, Martha Morris, Samir Paul, Willem Polak, Ana Rasmussen, Irena Savakova, Frankie Stankovic, Susan Stern, Mike Zangwill*

Absent: *none*

Staff present: *Katey Boerner, Jenni Cloud, Ama Mills-Robertson, Debbie Mueller, Emily Rogers*

1. President Bonnie Casper called the meeting to order at 7:04pm. In-person Board Meeting with Ronda and Mara on Zoom.
2. Approval of Minutes—**VOTE: The minutes from the May 12, 2021 meeting were approved unanimously.**
3. Financial Report – Dan Hanlon  
The Finance Committee has reviewed the FY20 audit. Katey provided an update that overall we will end FY21 in the black. Next year things will ramp up and we will do our best to project outcomes – anticipating a rough first 6 months of FY22. The Committee is recommending approval of the FY22 budget.

**VOTE: The Board approved the FY22 budget unanimously.**

4. President's Report – Bonnie Casper  
–Fundraising Update – to date, we have raised \$107k in support of the Carousel Campaign

Bonnie is working with consultant Susan Kelly to provide next steps recommendations for the actions over the coming three months. The Board will need to take on more responsibility for fundraising. Bonnie, Martha, and staff will work through the steps and determine how they will get done. The Development Committee would like to plan an in-person event in the fall. With elections next year, our events provide an opportunity for candidates to come to the Park and see their constituents. Bonnie would like to focus on reaching out to organizations identified during the fall 2019 Board Retreat for new collaborations. Ana Rasmussen noted an opportunity for collaboration as she shared the catalog of Raya Bodnarchuk's exhibition at American University's Katzen Art Center. Raya was one of the first resident artists at Glen Echo Park and she is a Glen Echo Town resident.

Carousel VIP Days will take place in the Bumper Car Pavilion on June 10 and June 11. This is a great opportunity for Board Members to come for an hour and thank donors.

5. Board Governance – Martha Morris

Action Item: Elect FY22 Board Members

Willem Polak – current Board representative for the Town of Glen Echo will join the Board as Dia Costello was elected Town Mayor and will serve as the new Board representative for the Town

Heather Hanson-Rivas – financial advisor; Rotary Member; young mother; music background; part of family that donates to the Park.

**VOTE: Board voted unanimously to approve election of new Board Members – both will begin 3 year terms July 1, 2021.**

Action Item: Elect FY22 Board Officers

President – Martha Morris

Vice President – Chris Fromboluti

Secretary – Frankie Stankovic

Treasurer – Dan Hanlon

At-Large – David Greenbaum

Past President – Bonnie Casper

**VOTE: Board voted unanimously to approve the slate of Board officers for FY22.**

Board Survey will be distributed online shortly via Survey Monkey. Martha will talk with each Board Member about their interest in committee assignments before the fall.

6. Innovation Task Force – Susan Stern

--Since Susan Stern is going off the Board, she wanted to provide a summary to bring some sort of closure to her work. Back in February, the Board reviewed the top three projects that were the outcomes of the innovation survey and initial review of the Committee. These projects focused on DEI, the Park's history, and art therapy/wellness (listed in priority order). The Committee's full report is in Dropbox with recommendations for next steps. The Partnership's plans to provide Spanish translations for materials, such as the Summer Concert Series rack card and the Carousel information sheet are excellent steps toward DEI, along with the Scholarship & Transportation Fund that provides assistance for low-income youth to participate in the Park's programs. There is a \$20k placeholder in FY22 budget for DEI and Innovation Task Force work. Susan thanked everyone for their work on the Task Force and she offered to serve on the DEI Advisory Committee.

7. Executive Director Report – Katey Boerner

Operations and Carousel Anniversary Update – Emily Rogers

Arcade Building – work is underway on the roof, cleaning and repairing stucco, and painting.

Carousel – \$5 wristband for online Carousel ticket sales is working well. This system was implemented to limit the number of riders due to the pandemic as we were only allowed 25% capacity at the beginning of the Carousel season in May. For June, we are at 50% capacity and we will be open at full capacity in July. However, without children's theater performances so far

this summer, we do not have the same level of ridership. [Note: outdoor performances for Adventure Theatre MTC will begin in July. No Puppet Theatre performances this summer.] Overall, the Carousel is operating well and the band organ will get tuned in a couple of weeks.

Carousel Anniversary activities – Carousel mural collaboration with Future History Now on May 22 was very successful. We collaborated with Community Bridges and Identity to identify low-income teen participants for the mural project. Jenni secured great press coverage for this event, both TV and WTOP. We are working to produce the video that will be available on our website. Also on May 22, we presented the first Carousel family day with free craft activities; the next family day, a chalk art event, will be on June 19 – it will feature three chalk artists and families can pre-register for a free space to create their own chalk art at the Park. The July event will be presented in collaboration with the Washington Conservatory of Music. In August, we will present a two-day Band Organ Rally. For September, we are still planning performances and craft activities to celebrate the last day of the Carousel's centennial season. We are collaborating with Story Tapestries to capture oral histories. The next lecture in our virtual series will take place on July 14 featuring Durward Center who will talk about our Wurlitzer band organ. [The lecture will be available online afterwards as are the others.] The final virtual lecture will take place on August 11 and will feature Rosa Patton who will share details about the conservation and preservation of the Carousel. We recently produced a Carousel brochure written by carousel historian Barbara Fah Charles that is available on our website and we will have printed copies available at the Park. The brochure covers the Carousel's history and provides some fun facts, such as how many light bulbs are on the Carousel.

Education Programs and Exhibitions Update – Ama Mills-Robertson

Summer Camp: Staff are working to welcome summer campers back to the Park – camp sessions begin on June 21 and extend through August 27. We are not offering after-care. Since many of the campers are not eligible to be vaccinated, COVID safety protocols include 3ft social distance; masks are required indoors; campers must stay in their group, even in playground. We are seeing an uptick in camp enrollment, but not at 2019 levels because we are offering fewer camps with fewer slots.

Exhibitions: The Popcorn Gallery features work by 20 pottery students and sales are strong. There is a solo show in the Stone Tower Gallery curated by Robert Devers and sales are also doing well. Staff are starting to plan for the Labor Day Art Show (LDAS); we are pleased to welcome our new LDAS intern, Ava Dennis, a rising senior at American University. The call for artwork will go out next week. This will be the 50<sup>th</sup> anniversary LDAS, which should have been in 2020 but was cancelled due to COVID.

Marketing Highlights – Jenni Cloud

Social media and website engagement have increased over the last couple of months, reaching close to pre-pandemic levels even though dances and children's theater have not resumed. Bonnie stated that she heard on the radio that Glen Echo Park was mentioned in a segment talking about history.

COVID Recovery – Katey Boerner

We are in conversations with dance presenter partner organizations to plan for reopening social dances. We are planning to have an open dance day in the Bumper Car Pavilion during Labor Day Weekend to launch restarting dances. We are surveying the dance groups to see if they even want to restart as many are volunteer groups. Donor John Hanson has generously offered to cover the cost of the live bands for the Labor Day open dance day. The Puppet Co. is planning to reopen with a Halloween-themed show. Adventure Theatre MTC is building an outdoor stage and will have outdoor performances this summer and then indoor performances beginning in the fall. Resident groups will go back to paying full rent in July. Yellow Barn will probably do a hybrid of in-person and virtual classes. The parent/child program will not resume this year. We are starting to get rental bookings. Katey thanked the staff for their hard work. Martha thanked Katey for her leadership.

Awards for Outgoing Board Members – Bonnie Casper

Bonnie thanked the Board for all of the work on master plan, strategic plan, innovation, DEI, and work with the fundraising consultant. The Board accomplished a great deal, despite COVID.

Bonnie recognized those leaving the Board – Ana Rasmussen, Susan Stern, Pete Freeman, and Polly Hahn. The Partnership will deliver a framed print to each of them in appreciation of their volunteer service.

Martha presented Bonnie with an appreciation award as the outgoing Board President – a blown glass piece made by Paul Swartwood – Glassworks.

Meeting was adjourned at 8:10pm.