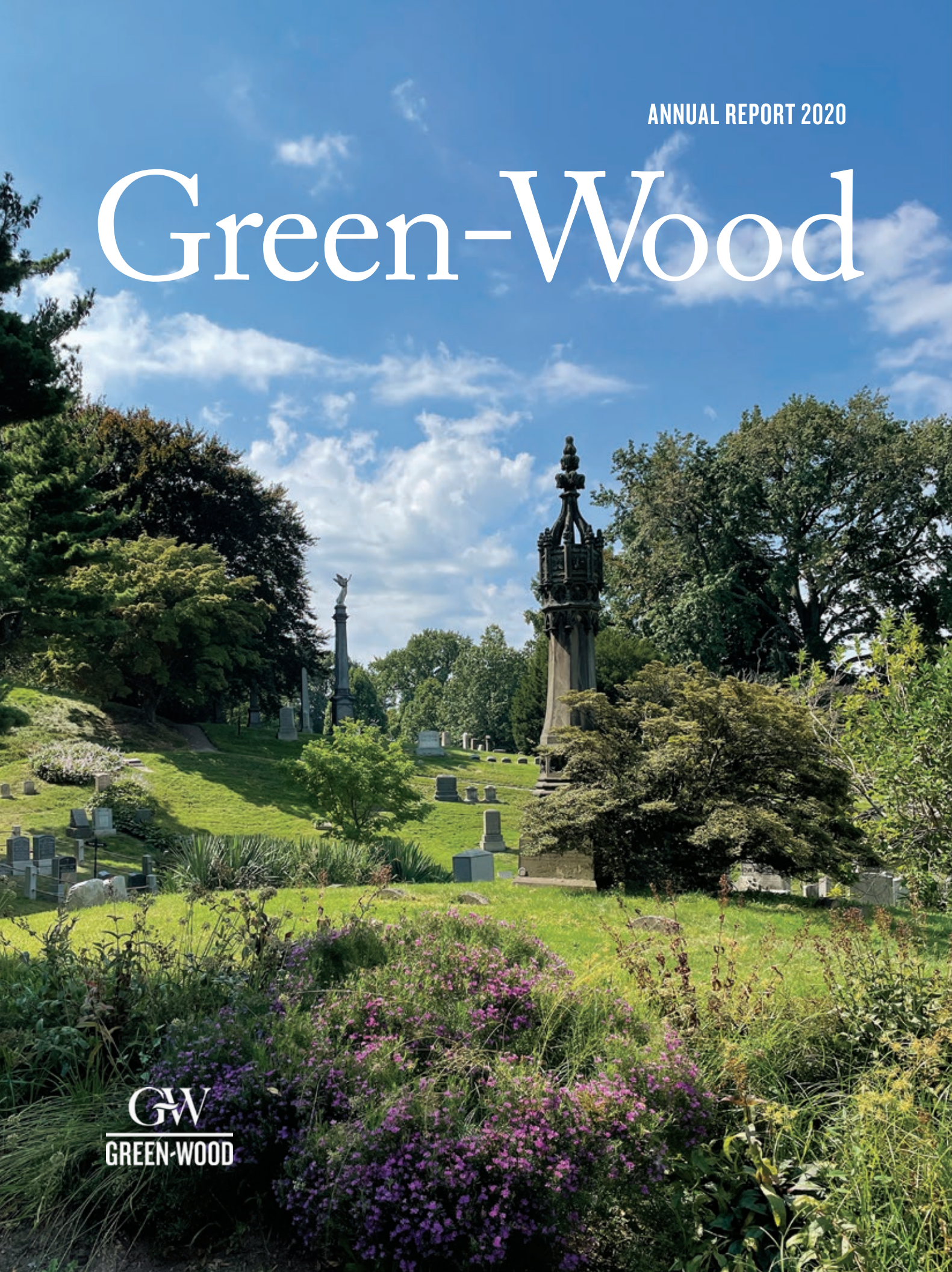


ANNUAL REPORT 2020

Green-Wood



GW
GREEN-WOOD

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Green-Wood is a living cemetery that brings people closer to the world as it is and was, by memorializing the dead and bringing to life the art, history, and natural beauty of New York City.

Established in 1838, The Green-Wood Cemetery, a National Historic Landmark, is recognized as one of the world's most beautiful cemeteries. As the permanent residence of over 570,000 individuals, Green-Wood's magnificent grounds, grand architecture, and world-class statuary have made it a destination for nearly 600,000 visitors in 2020, including national and international tourists, New Yorkers, and Brooklynites. At the same time, Green-Wood is also an outdoor museum, an arboretum, and a repository of history. Throughout the year, it offers innovative programs in arts and culture, nature and the environment, education, workforce development, restoration, and scholarly research.



Left: EVAN RABECK Right: JAMES SALZANO, Courtesy of The New York Landmarks Conservancy

Richard J. Moylan



Sometimes courage is the quiet voice at the end of the day saying, ‘I will try again tomorrow.’

—Mary Anne Radmacher, author (b.1957)

This single sentiment — one of quiet courage and perseverance — was the guiding force at The Green-Wood Cemetery in 2020. Over the course of the year we were challenged like never before in all aspects of our operations. As the virus took hold of New York City and the devastating extent of the pandemic became clear, every member of Green-Wood’s staff was affected, some personally, all professionally. Yet even at the height of the devastation, our staff pressed on, knowing that the next day might bring more challenges.

It is in this spirit that I am pleased to submit The Green-Wood Cemetery Annual Report for the calendar year 2020 to our Lot Owners and other stakeholders.

Green-Wood’s essential workers, so-called “Last Responders,” our crematory operators and gravediggers, were put to the test like never before. They worked backbreaking shifts simply to keep pace with the overwhelming number of cremations and burials. For nearly three months, the crematory operated seven days a week, for 18-hours each day in order to keep up with the demand. The numbers tell a bleak story. In 2020, Green-Wood experienced a 22 percent increase in interments. Cremations rose 29 percent from the previous year. Despite their crushing workload, cemetery operations staff never wavered from their solemn obligation to our families.

While New York was on lockdown, our important work continued. Green-Wood made strides in fulfilling its three-year Strategic Plan, adopted by our Trustees in 2019. Dedicated areas for the scattering and memorialization of cremated bodies have been identified, planning is underway for green burial lots in Cedar Dell, and cremation memorialization spaces are being designed near the Fort Hamilton Parkway Entrance.

As the steward of this impressive landscape and thriving Living Collection, Green-Wood also embraces the care of its built environment with equal commitment. Despite New York State on PAUSE (the governor’s

Financial information for The Green-Wood Cemetery and The Green-Wood Historic Fund for 2020 appear in the “Financial Review” section. More detailed statements from which these were abstracted, together with certification of our Certified Public Accountants, were filed with the Division of Cemeteries of the Department of State of the State of New York on March 31, 2021.

March 2020 executive order to close all non-essential, in-office personnel functions), the restoration of our Historic Chapel was completed this summer. A replica of the original limestone cross, damaged by lightning nearly a hundred years ago, now rests atop the Chapel. The stained glass windows designed by the Willet Studios of Philadelphia were all removed and expertly restored. The results are stunning and will be enjoyed by generations to come.

The interior renovation of the Fort Hamilton Residence was completed in November. Structural improvements making the Fort Hamilton Gatehouse ADA accessible have begun and will be completed next summer. Restoration of the Weir Greenhouse has been delayed until 2021 and groundbreaking on our Education and Welcome Center is anticipated for the fall of 2022.

Green-Wood’s role as an important greenspace was never more evident than in 2020. When our neighbors in the communities near our Fort Hamilton, Sunset Park, and Prospect Park West entrances asked us to expand our hours so they could have a safe and peaceful retreat from the chaos, we did exactly that. Beginning on April 1st, we opened all four of our entrances seven days a week and welcomed a record-breaking 590,577 visitors by year’s end. This was an impressive 74 percent increase over the previous year’s total. Thanks to the help of a newly recruited volunteer corps, known as “Green-Wood Ambassadors,” we ensured that our visitors abided by Cemetery rules, including social distancing protocols.

When Green-Wood’s in-person events were canceled, the Historic Fund programming staff pivoted and developed unique digital offerings via Zoom. We brought together our own in-house experts with national authorities to explore diverse topics in history, death education and cross-cultural rituals, the Cemetery’s natural environment, and preservation. This online programming is helping us build a strong base of new supporters for the future. Our 478 acres of outdoor space also allowed us to create unique and safe performing arts events. Over the course of the year, we welcomed more than 9,000 attendees via Zoom and on-site, a notable achievement given the pandemic, but still a dramatic reduction of 67 percent fewer than in 2019.

We will not soon forget 2020. Through it all, I am very grateful to and proud of my Green-Wood colleagues. I look forward to 2021, as we continue to strengthen our role as an important center for art, history, nature, and education — and above all, as we continue to serve our families with compassion and dignity as we have since 1838.



Peter W. Davidson



When an institution is as old as Green-Wood, it has seen a lot of history.

Since the Cemetery was founded in 1838, America has experienced the Civil War, two world wars, and epidemics of cholera, influenza, polio, and AIDS. As a cemetery, Green-Wood is a timeless marker to them all and reminds us that, although a tragedy can be national or even global, ultimately its impact is personal. In 2020, Green-Wood met a new chapter. The onset of the novel coronavirus, as you'll read in this report, presented new and acute challenges for everyone at Green-Wood. I am exceptionally proud of their unwavering commitment — especially our operations and administrative team — to the families of those who lost loved ones.

This year also reminded us that we are stewards of this beautiful, sacred site. The strategic plan we created for its future in 2019 served as an important roadmap for us. We stayed the course. Our board and staff understood, perhaps in 2020 more than ever before, that Green-Wood serves both the dead and the living. You'll read in these pages of the hundreds of thousands of Brooklynites who found solace exploring Green-Wood's historic landscape. The four tenets of our plan — sustainability, financial stability, public engagement, and infrastructure — are designed to ensure Green-Wood is here for future generations. Toward that end, we welcomed two new members to our board in 2020, Krystyna Houser and Adrian Benepe, who have joined our Trustees in ensuring a strong future for Green-Wood.

I thank you for your interest in Green-Wood. Our members, donors, and fans, like you, are critical to our continued growth. As a 182-year-old institution, Green-Wood has the unique combination of wisdom that comes with age and the youthful energy from our visitors, fans, and up-and-coming young staff members. I invite you to join us and be a part of this wonderful institution.

A Year in COVID-19

“I’ve worked at Green-Wood for almost twenty years, but nothing prepared me for 2020. I have never been more proud, exhausted, but also inspired by the dedication of our team here at the Cemetery.”

Eric Barna
Vice President of Operations

Green-Wood responded quickly on March 22, 2020 when New York State on PAUSE was implemented by executive order of the governor. While many worked from home, those providing essential services worked on premises. The Green-Wood Cemetery staff were among the so-called “last responders,” reporting for work.

The Cemetery implemented a “Half-Staff Policy” for its union workforce and operations management team beginning March 23rd. Eric Barna, vice president of operations, divided the Cemetery’s 96-employee workforce equally into an “A Team” and a “B Team.” Each team rotated their schedules to minimize any potential contact between the two teams, should an employee contract COVID-19. The system was in place through June 22nd, when Cemetery workers resumed their regular schedules. The majority of Cemetery officers worked full-time, on premises.

Horticulture and restoration projects were temporarily halted and union personnel in these areas were reassigned to the Grave Department. With special permission from the New York City’s Department of Environmental Protection (DEP), the Crematory operated seven days a week, necessitating many to work overtime to keep up with demand. At the height of the pandemic, administrative staff were booking cremations six weeks out. In addition, there was an increased demand for traditional burials from the previous year.

Green-Wood implemented strict safety protocols to avoid the spread of COVID-19: social distancing, mask wearing, hand washing/hand sanitizing, and additional cleaning of common areas. Offices were closed to all but those conducting funerary business. Signage was placed at all entrances and volunteer Ambassadors were stationed across the Cemetery to remind visitors of safety protocols.

Non-essential staff members alternated telecommuting with working on site to reduce the number of people in communal office spaces. This included members of the Department of Design and Landscape, Historic Fund, and Finance. Meetings were conducted on virtual platforms.

January 21

First confirmed COVID-19 case in the U.S.

March 7

NYS Governor Andrew Cuomo declares a state of emergency

March 11

Green-Wood holds first-ever virtual Board of Trustees meeting

March 13

President of the United States declares a national emergency; The Green-Wood Historic Fund cancels all scheduled on-site programs

March 18

Green-Wood receives a petition signed by 125 residents living near the Fort Hamilton Parkway Entrance to open this entrance daily

March 22

NYS on PAUSE Program begins, all non-essential workers must stay home; Cemetery workers are declared essential; Green-Wood issues "Essential Credentials" to its staff; Green-Wood institutes a Half-Staff Policy

March 24

Green-Wood limits all funeral services to ten family members or fewer and suspends cremation witnessing

March 28

Governor Cuomo halts all nonessential construction sites in NYS, leading to further delays on the Greenhouse and Fort Hamilton restoration projects

March 31

NYC passes 1,000 COVID-19 deaths

April 1

Green-Wood opens all entrances 7 days a week; DEP permits crematoriums to extend their operations to 24 hours per day, 7 days a week; Green-Wood debuts virtual programming with "Death Cafe for Anxious Times" on Zoom

April 7

"Green-Wood from Home" premieres on IGTV; Green-Wood adds a list of digital resources for independent learning to its education web page

April 15

Governor Cuomo mandates face coverings in public places

May 2

Green-Wood launches its volunteer Ambassador Program

May 4

Green-Wood seasonal workers return, with new safety protocols in place

May 19

Green-Wood's Education Department begins hosting virtual school programs

May 20

Naming the Lost, a community memorial to victims of COVID-19, is installed at Green-Wood's Main Entrance

May 27

U.S. COVID-19 deaths pass 100,000

September 19

Green-Wood hosts its first on-site program since March. *A Lament for Troubled Times* is performed atop the Hill of Graves

October 1

Green-Wood hosts *Moonrise*, its first socially distanced gala, with extensive safety protocols in place. More than 200 attend

October 28

New York tops a half-million confirmed COVID-19 cases

November 13

Green-Wood tours resume with "After Hours" walking tours

December 14

The U.S. administers its first COVID-19 vaccine

December 31

NYS reports 30,040 total deaths from COVID-19 in 2020



Update: Green-Wood's Strategic Plan 2020–2022

On September 19, 2019, Green-Wood's Board of Trustees adopted a comprehensive Strategic Plan, prepared by an ad-hoc committee of the board and staff, as a way to direct the organization's goals for the three-year period from 2020 to 2022. The plan presents the inseparable interests of The Green-Wood Cemetery and The Green-Wood Historic Fund, setting forth a combined mission, vision, and key objectives for Green-Wood as it looks toward the future.

Green-Wood officially launched the Plan in 2020, despite the onset of COVID-19. Founded in 1838, Green-Wood has never wavered from its founding principle: to serve as a space for connecting with nature, viewing beautiful art and architecture, and remembering the past. At the same time, Green-Wood is in the midst of a transformation into a vibrant cultural destination. The plan that evolved charts a path to the future that builds on organizational strengths and ensures that growth adheres to the evolving needs of Green-Wood's many constituencies.

Mission

Green-Wood is a living cemetery that brings people closer to the world as it is and was, by memorializing the dead and bringing to life the art, history, and natural beauty of New York City.

Vision

Green-Wood seeks to be at once an operating cemetery and an essential cultural institution that showcases the art, history, and natural beauty of America's past, present and future, providing leadership in historic preservation, environmental stewardship, open-space programming, and education to a broad and ever-growing audience.

1 Sustainability & Stewardship

Steward Green-Wood's physical assets to ensure the long-term health of its monuments, landscape, flora, and fauna.

2 Financial Stability

Ensure Green-Wood's long-term financial security.

3 Public Engagement & Social Impact

Leverage Green-Wood's cultural, historical, and natural assets to expand and deepen its engagement with audiences and enhance its social and environmental impact.

4 Infrastructure

Strengthen Green-Wood's physical and institutional infrastructure to support a thriving organization that embodies both an active cemetery and a leading cultural institution.

Sustainability & Stewardship

Green-Wood is a place of many assets: 478 acres of landscape that supports an array of wildlife; 576,566 permanent residents (and

counting); hundreds of thousands of monuments; 7,983 trees and shrubs; exceptional biodiversity; and more than 3,000 cubic feet of archival records. Maintaining the integrity of Green-Wood's built environment and monuments, as well as its natural environment, and preserving them for the future is a key priority. This objective has Green-Wood implementing guidelines for design, preservation, environmental research, and landscaping practices.



WILD BEES

Surveying Green-Wood's Pollinators

A four-year bee survey conducted at Green-Wood by Hymenoptera (bee) specialists Sarah Kornbluth and Parker Gambino from the American Museum of Natural History concluded this year. The survey, which sought to tell us more about the bee species at Green-Wood, collected specimens using traps systematically placed throughout areas with a high density of flowering trees and gardens. An impressive 64 species

of bees (77 if you count their cousins, wasps) were surveyed. Overwhelmingly, the most observed bees were sweat bees of the Halictidae family (tiny, solitary ground-nesting bees).

The survey was conducted in tandem with Green-Wood's ongoing research in urban grasslands, which in part seeks to promote pollinator populations through habitat support. The collected data will serve as an indicator of how well the newly-introduced plantings and grassland management strategies are supporting pollinators.



RETHINKING URBAN GRASSLANDS

Creating Sustainable Landscape Practices

Green-Wood made further strides in its Urban Grasslands initiative, which seeks to preserve and enhance the resiliency of urban greenspaces through data-driven, responsive land management practices. The research was initiated in 2017 in partnership with the College of Agricultural Life Sciences at Cornell University. Data collection continued this year, as Green-Wood monitored the efficiency of its mowing fleet and evaluated different seed mixes in trial beds. Forty acres of landscape were managed as meadows.

In February, the project was featured in *Arnoldia*, the publication of the Arnold Arboretum of Harvard University. In July, the research inspired a public service announcement released by Brooklyn Borough President Eric L. Adams. Supporting the goal of creating an environmentally-conscious urban landscape through sustainable practices, Adams urged Brooklynites to contribute by reducing their own use of gas-powered lawn mowers and leaf blowers.



TROPICAL STORM ISAIAS

Green-Wood's Restoration and Horticulture Teams Respond

On August 5th, Green-Wood was hit by tropical storm Isaias, a Category 1 hurricane. As winds reached 70mph, many of Green-Wood's mature trees were damaged or uprooted, taking down several monuments with them.

A total of forty-five trees were lost and maintenance was required on more than 100 damaged trees. Cumulatively, over 700 tons of wood waste were generated. Wood chips were made available for free to community members and the horticulture team began to salvage and store large logs from the felled trees in hopes of using the timber for future projects.

Green-Wood's restoration team worked on fifteen monuments affected by the storm, which needed to be either reset, repaired, or both. This included the massive obelisk of the Penman family that was reset with the use of a crane, funded by the New York Landmarks Conservancy.



MAUSOLEUM RESTORATION

Preserving Two Architectural Gems

In 2020, just as Green-Wood's Department of Restoration and Preservation geared up to welcome a new class of students to the Bridge to Crafts Careers program, the rise in COVID-19 cases and concerns for safety put a halt to the annual workforce development program. The Chauncey mausoleum (Lot Nos. 1017/20 Section 94), better known as the "Prisoner's Vault," a reference to the Tuckahoe Marble used in construction, which was quarried near Sing Sing prison, was already scaffolded and ready for attention. Neela K. Wickremasinghe, The Robert A. and Elizabeth Rohn Jeffe Director of Restoration, and her crew, Gustavo Padilla and Antonio Carrasquillo, took on the challenge themselves, providing a top-to-bottom restoration of the massive structure. The mausoleum was steam cleaned, joints were replaced, marble was patched, and damaged or lost structural pieces were replaced with cast replicas. The project was completed in November.

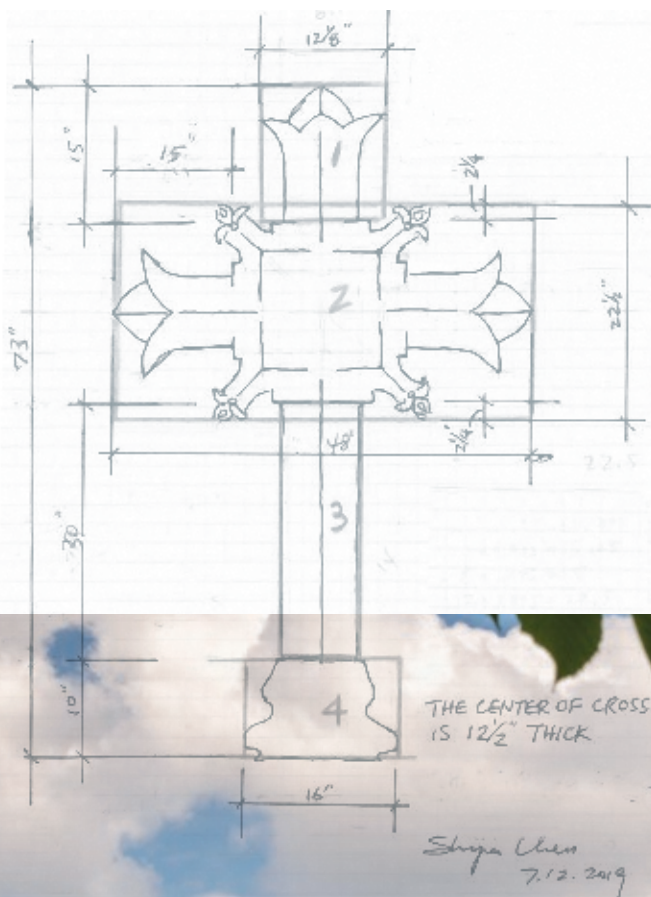
It was one of two major mausoleum restoration projects completed this year. The second was the Gilman mausoleum (Lot Nos. 3228/31 Section 81), which Neela worked on independently in the spring when her team members were called upon to perform essential work for Cemetery operations. In May, the process was shared on Green-Wood's social media channels (Facebook and Instagram @historicgreenwood) in celebration of Historic Preservation Month.

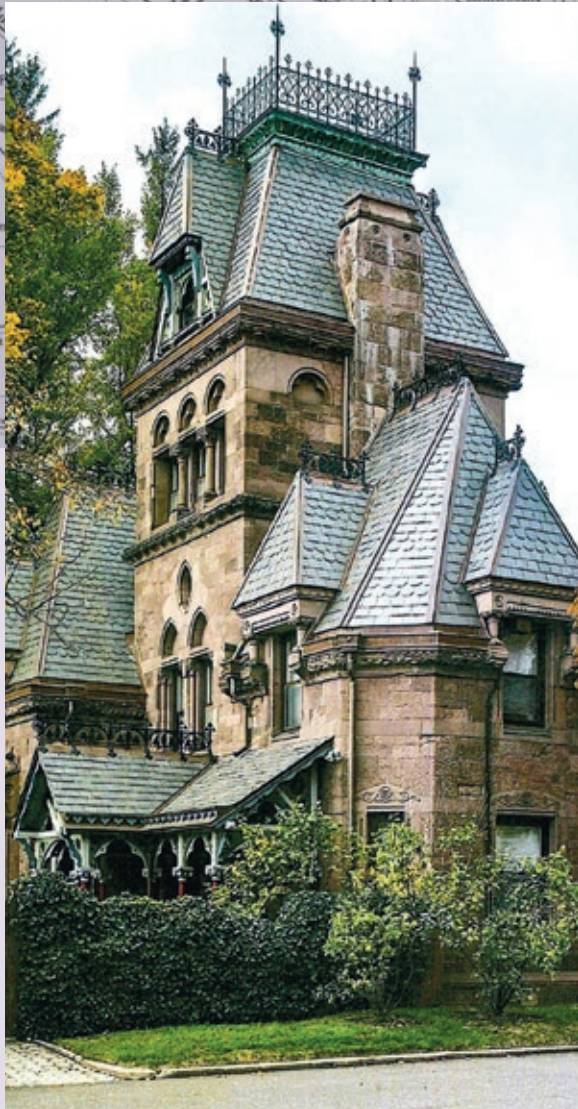
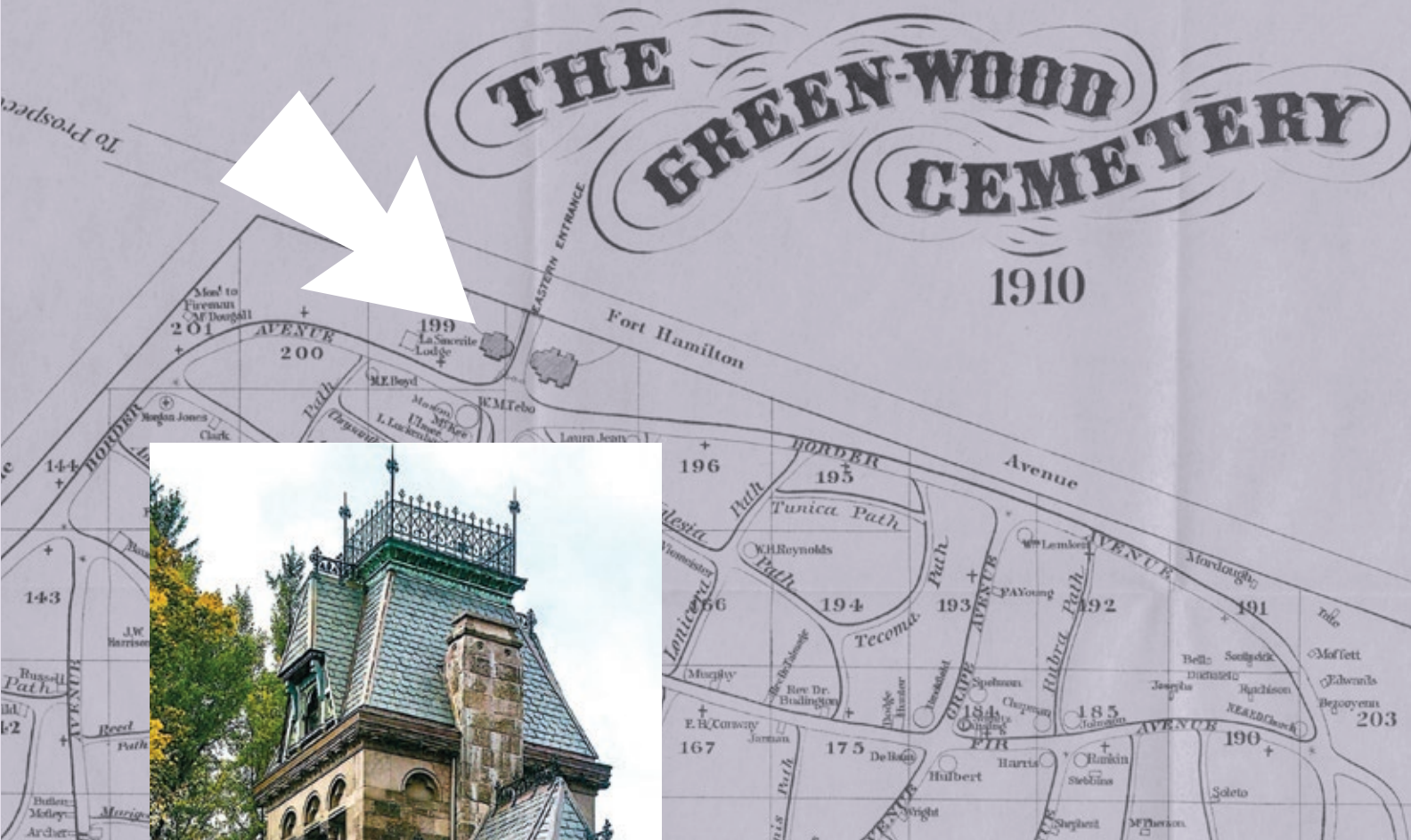


RESTORATION OF THE HISTORIC CHAPEL

Preserving an Iconic Green-Wood Landmark

The massive restoration of Green-Wood's landmarked Historic Chapel was completed this year. Designed by Warren & Wetmore in the Gothic Revival style and completed in 1913, the iconic structure has served as a site for memorial services, funerals, exhibitions, public programs, and private events, as well as a place of respite for visitors. The project included masonry restoration, cleaning, and repair as well as restoration of the stained glass, designed by the Willet Studios of Philadelphia. Green-Wood consulted with Walter B. Melvin Architects and stained-glass specialist Julie Sloan on the project. Work was completed by West New York Restoration and Northeast Stained Glass. The cross atop the Chapel dome, long lost due to lightning, was replaced with a limestone replica, carved by B&H Art in Architecture. The pews were replaced with stackable chairs designed by Luke Hughes, which provide flexibility for public programs.





RENOVATIONS AT THE FORT HAMILTON ENTRANCE

Improvements to the Residence and Gatehouse

The 1876 Fort Hamilton Residence and Gatehouse, located at the Fort Hamilton Parkway Entrance, underwent renovations overseen by architect Joshua Brandfonbrener. The Gothic Revival structures, designed by Richard M. Upjohn, were designated as New York City Landmarks in 2016. An interior renovation of the Residence, which included new windows, was completed in November. Joseph Charap, director of horticulture and curator, now occupies the Fort Hamilton Residence with his family. On December 8, 2020, the Landmarks Preservation Commission (LPC) approved Green-Wood's request to make the Gatehouse ADA-compliant and barrier-free with the addition of an accessible ramp and bathrooms, as well as a new office space. The LPC also approved Brandfonbrener's design for a new wrought iron fence enclosure, making the yard of the Residence smaller. In doing so, the Cemetery will gain additional space for memorialization near this new fence. This project is expected to be completed in summer 2021.

Financial Stability

As Green-Wood looks toward the future, it must prepare financially for changes to come. It is estimated that by 2030, Green-Wood will exhaust its available land for burial, its most significant source of earned revenue. In response, Green-Wood aims to proactively develop new business lines and grow existing sources of earned revenue, increase its fundraising infrastructure and yield, and optimize its endowment.

EXPANDING SERVICES

New Options for Memorialization

Green-Wood made further progress toward the creation of alternative memorialization options. This is an increasingly necessary endeavor as land for traditional burials diminishes. Projects include varied options for disposition, including green burials, inurnment in niches, and the scattering of cremated bodies.

Winter Walk at Locust Grove, a winding boardwalk over a rain garden, was completed in January and will be used as a site for the scattering of cremated bodies. Other scattering sites in development include: a garden atop Bay Grove Hill, where there are dramatic views of the New York Harbor and Lower Manhattan; Dell Water, a lush hillside with a pond; and Rosewood, along Fourth Avenue near the Sunset Park Entrance.

Dell Water was identified as an ideal site for the creation of hillside niches and scattering opportunities. In 2020, a year-long study of hydraulics was undertaken

and Phyto Studio was named as the landscape designer for this area. Wolf Landscape Architecture was named the designer for the new Rosewood development, which will also include memorial niches and scattering options, as well as opportunities for engraved memorial plaques on a communal wall.

The highly anticipated Cedar Dell project has also made headway. The Reformed Dutch Church purchased Cedar Dell (Lots 12512/56 Section 53/72) on September 22, 1860 from the Cemetery and more than 150 years later, Green-Wood repurchased many of the unused graves from the Church. Nelson Byrd Woltz Landscape Architects were selected to design a new plan for the area. The design, which was approved December 9th, takes into account the continuation of event programming and includes green burial and memorialization options.





GREEN-WOOD AMBASSADORS

Volunteers Contribute During Surge in Visitorship

Green-Wood initiated an all-new volunteer “Ambassador” program in May. As visitorship rose amid the pandemic, it became clear that more eyes were needed on the grounds to actively remind visitors of the Cemetery’s rules and best practices. At the same time, neighbors and friends who suddenly had extra time on their hands were eager for ways to support Green-Wood and get involved. What arose was a cadre of loyal Green-Wood fans who volunteered their time to assist in visitor services and public programs. By the end of the year, more than 300 people had participated in the program, which will now become part of Green-Wood’s regular programming.





Left: GABRIELLE GATTO; Inset: BRITTANY DICKINSON Right: MAIKE SCHULZ

MOONRISE

A Reinvention of the Annual Gala

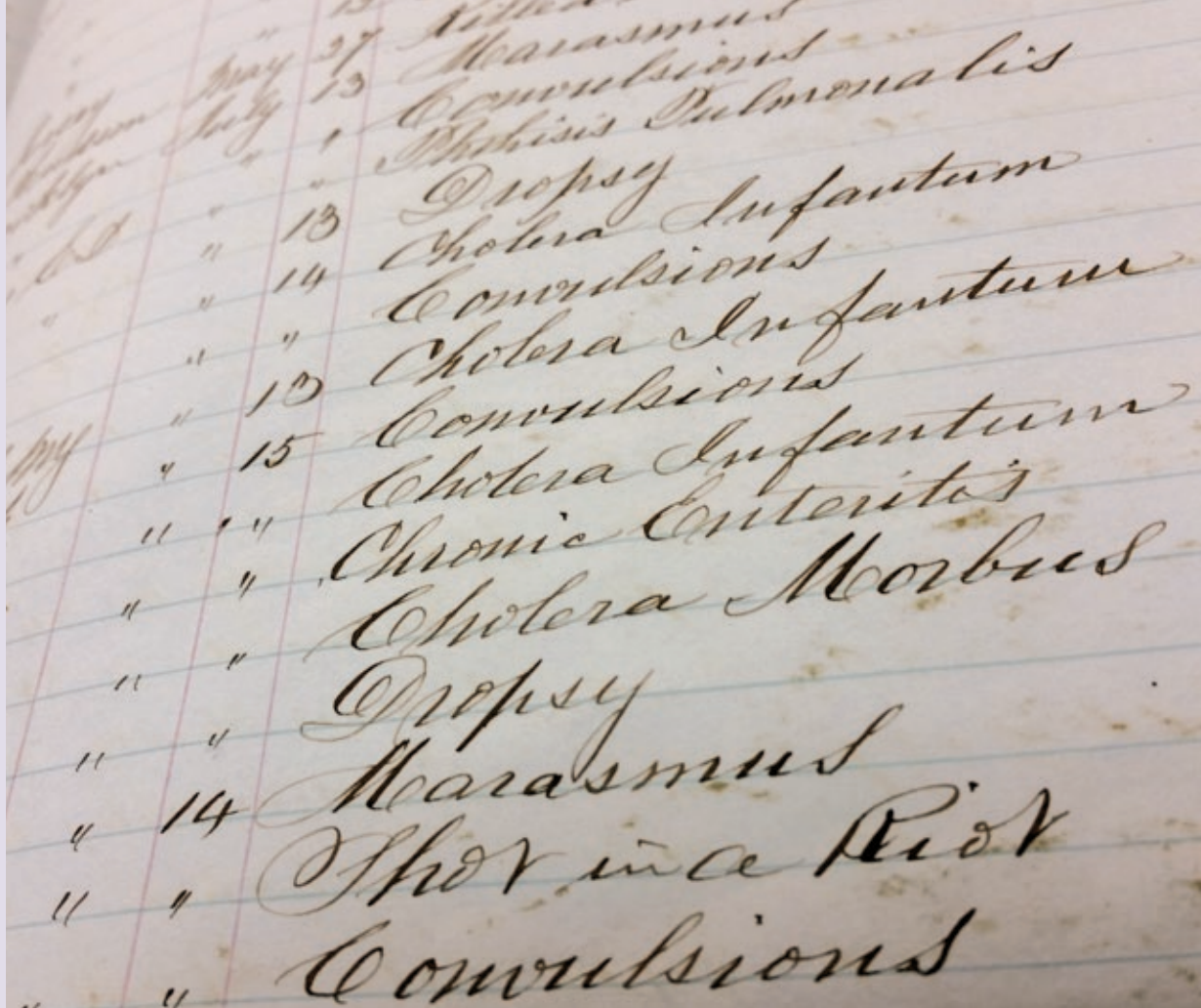
Every fall, Green-Wood hosts its most important fundraiser of the year: the annual gala. Rather than cancel the event and accept the loss of much-needed funding, the usual program was reinvented to ensure the safety of all staff and attendees. The result was Moonrise, a socially distanced, roving outdoor event that captured the magic of Green-Wood with a variety of performances and experiences staged throughout the Cemetery. The event was so successful with more than 200 in attendance that it will be repeated in 2021.

Public Engagement & Social Impact



In recent years, Green-Wood has experienced exceptional audience growth. This was driven in part by innovative programs in art, history, and the natural environment drawing eager new audiences, as well as by an openness to casual visitors exploring its landscape and seeking a place of respite from the city. As Green-Wood grows its reputation as a cultural institution, it will continue to hone its portfolio of programs, enhance the overall visitor experience, and engage thoughtfully with its neighboring — and virtual — communities.





ALL GATES OPEN

Welcoming Visitors Daily

For nearly two centuries, Green-Wood has been a peaceful oasis. When COVID-19 hit New York City, many were required to stay home from work and parks became overcrowded. More people than ever sought out the Cemetery's 478 acres for a respite from the challenges of 2020.

On April 1st, Green-Wood made the unprecedented decision to open all four of its entrances to the public seven days a week. That means that the Fort Hamilton Parkway Entrance and Prospect Park West Entrance, usually open only on weekends, now cater to pedestrians for 8 hours daily. It was an opportunity for Green-Wood to further expand its role in the community by providing neighbors with access to outdoor space where they could safely take a walk and connect with nature, all while social distancing.

The community response was amazing, as Green-Wood was flooded with messages of gratitude for increased accessibility to the space. As a result, Green-Wood welcomed 590,577 visitors in 2020, up from 332,446 in 2019.

GONE BUT NOT FORGOTTEN

NEH Grant Provides Public Access to Burial Records

Green-Wood was awarded a prestigious Humanities Collections and Reference Resources grant by the National Endowment for the Humanities (NEH) in April. The grant will enable the creation of a digitized and searchable database of the hand written records of interments at the Cemetery in its first century of operation.

The \$144,490 award will fund the transcription of every record in the Burial Registry, a sixty-volume record group with detailed information of every burial — 438,180 in total — that took place at Green-Wood between 1840 and 1937. Entries feature demographic and interment information on each permanent resident, including address, cause of death, age at death, marital status, and more. The transcribed records will be available on Green-Wood's website to experienced researchers and the general public for the very first time.

EXPANDED SOCIAL MEDIA OFFERINGS

Engaging Videos Presented on Instagram and Facebook

Green-Wood noticed a significant rise in engagement via social media platforms. In fact, Green-Wood's Instagram account had a 73% increase in followers in 2020 alone. And because many could not travel to the grounds, Green-Wood introduced new virtual experiences. "Green-Wood From Home," was presented on Instagram and Facebook via @historicgreenwood, short videos providing an inside look at some of Green-Wood's magnificent memorials and permanent residents. "Music for Anxious Times" aired performances in diverse music styles including classical, folk, and jazz. These were filmed on site in Green-Wood's Catacombs.



VIRTUAL PUBLIC PROGRAMS

Connecting with Audiences Near and Far

Following the cancellation of all in-person programs, Green-Wood quickly adapted to a virtual platform. It began with the popular “Death Cafe,” allowing timely conversations on death and loss. New virtual series were also introduced. “History Happy Hour” paired fascinating topics in Green-Wood’s history with cocktail recommendations. “Zooming in on History” explored diverse historical topics connected to the Cemetery with Green-Wood Historian Jeff Richman and special guests. “Zooming in on Nature” welcomed scientists and specialists to discuss the Cemetery’s natural environment. “Death & Us” brought together a myriad of voices to explore how diverse communities mourn and commemorate the dead. All virtual series will continue beyond 2020.

DÍA DE LOS MUERTOS

Remembering the Lost Through Art and Community

In celebration of Día de los Muertos (Day of the Dead), Brooklyn based artist Scherezade Garcia was commissioned to design a community altar. Titled *Corona Altar* and on view in the Historic Chapel from October 23rd to November 1st, the altar was dedicated to victims of COVID-19. The central image of the Statue of Liberty, an iconic symbol of New York City, was painted in a cinnamon hue to evoke the immigrant communities in the metropolitan area who have been disproportionately affected by the pandemic. Thousands visited the altar, lighting candles in honor of the departed and leaving behind personal offerings, including flowers, photographs, and snacks, among other tokens of affection.





A BODY IN A CEMETERY

A Performance by Eiko Otake

In late September, internationally-acclaimed artist Eiko Otake presented *A Body in a Cemetery*, a live, place-inspired performance set in Green-Wood's Cedar Dell. As New York City was still in the midst of the COVID-19 pandemic, the performance provided an unusual opportunity for visitors to engage with the arts in a venue that was entirely outdoors, socially distanced, and safe. Presented in partnership with Pioneer Works, a cultural arts center located in Red Hook, Otake's movements drew inspiration from the aging monuments and timeless landscape of the Cemetery. It was a reflection on death and loss in a very timely moment. Lauded in the press, the performance has been nominated for a Bessie Award for exceptional achievement by independent and dance artists in New York City.

USER-FRIENDLY VIRTUAL EXPERIENCES

Green-Wood's Website and Mobile App

Green-Wood unveiled a new website design in November, a change aimed to create a more user-friendly experience and increased access to Green-Wood's digital assets. In addition to the content from Green-Wood's previous website, the new version includes increased content specific to history, nature, and education, enabling people to navigate based on their interests. And the entire format is more mobile-friendly. An updated version of the Green-Wood mobile app, with easy-to-use navigational features on the digital map as well as additional sites of interest, was released this year.



TO AMERICA

An Immersive After-Dark Performance

Green-Wood presented *To America*, an immersive music experience reflecting on the past, present, and future of American history. Curated by Death of Classical founder Andrew Ousley and Green-Wood's Director of Public Programs Harry J. Weil, the performances were presented in partnership with The Harlem Chamber Players. The production was inspired by the poetry of James Weldon Johnson (1871–1938), who is buried at Green-Wood and best known for his anthem "Lift Every Voice and Sing." Participants were led through the Cemetery to encounter performances of music, poetry, and dance set among the monuments.



VIGIL

A Sound Installation

From September 21st through October 19th, artist Leigh Davis's site-specific sound installation *Vigil* brought the ancient art of bedside singing to the Historic Chapel. At a time when people were contending with individual and collective loss, *Vigil* provided a contemplative space for visitors to sit with others in grief, remember those who have passed, and process their emotions through music.

“Students, teachers and families needed Green-Wood more than ever—we just had to get creative in sharing it with them.”

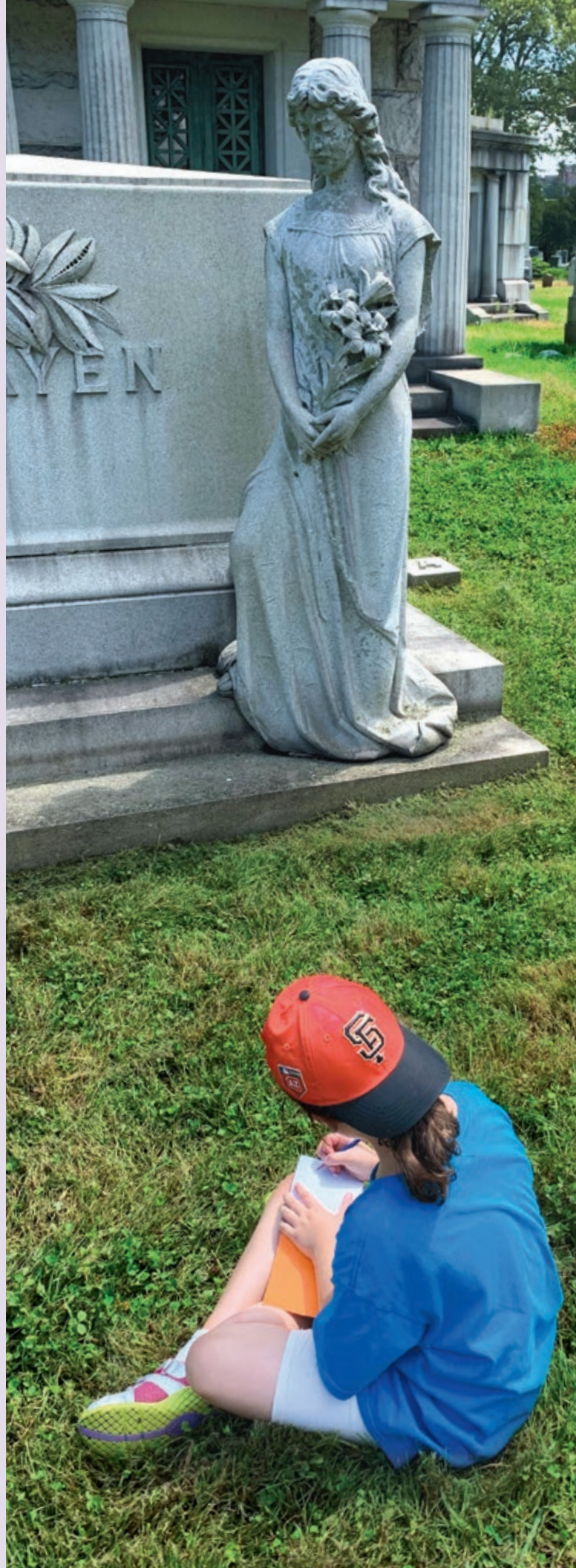
Rachel Walman
Director of Education

SCHOOL PROGRAMS

Educational Experiences for Distance Learning

In March, as New York City schools began transitioning to remote learning, Green-Wood’s Education Department was presented with a challenge: how to continue to serve students, teachers, and families amid uncertain times. Green-Wood expanded its school program offerings to meet their needs. In-person programs were halted and Green-Wood adapted 14 lessons to a virtual platform, enabling students to tune in from their own homes. Resources for independent learning were also made available for free on the Green-Wood website and at the Cemetery’s entrances, including nature scavenger hunts, lessons in architectural styles, and a tour of the Freedom Lots. The digital resources page was visited 3,216 times and more than 300 scavenger hunts were given out to families onsite in 2020.

Educational programming in 2020 was supported by a three-year grant of \$150,000 awarded by The Institute for Museum and Library Services (October 2018–September 2021) and a two-year grant of \$300,000 from the Booth Ferris Foundation (July 2019–June 2021).



Infrastructure

Green-Wood embodies both an active cemetery and an emerging cultural institution. It strives to ensure that its staffing, governance, and systems reflect the best practices of both and mutually reinforce one another as they work toward a shared mission.



Green-Wood welcomed two new Trustees in 2020: Krystyna Houser and Adrian Benepe.

Krystyna Houser has built and managed many businesses over the years. She runs a private real estate investment firm and is currently working on a multi-book publishing deal in the wellness industry. Houser also works as an activist and philanthropist, serving on the boards of several not-for-profits, including the Brooklyn Botanic Garden. She was elected March 11th to the Trustee Class of 2024.

Adrian Benepe was recently elected as the Brooklyn Botanic Garden's (BBG) new president and CEO. A leader in the world of parks, gardens, and green spaces, Benepe has led a variety of government and nonprofit organizations committed to expanding access to green spaces and to preserving urban plant communities and habitats. Born and raised in New York, Benepe served as the city's Parks Commissioner from 2002 to 2012 and for the last eight years, as senior vice president of the Trust for Public Land. Benepe's appointment continues the tradition of the president of BBG joining the Board. He was elected December 9th to the Trustee Class of 2023.

GREEN-WOOD'S NEWEST TRUSTEES

Esteemed Additions to the Board

Trustees of Green-Wood enjoy the unique dual role of overseeing the operations of a not-for-profit cemetery corporation and the growth of its educational, cultural, historical, and environmental organization, The Green-Wood Historic Fund, Inc.



THE GREEN-WOOD HISTORIC FUND BY-LAWS

Proposed Changes Adopted by Trustees

Changes to The Green-Wood Historic Fund By-Laws were approved by the Trustees on March 11th. The Historic Fund By-Laws, which were adopted in 1997, now conform to recent amendments to the Not-for-Profit Corporation Law. Green-Wood is grateful to long-time Trustee, Earl D. Weiner, for sharing his expertise and navigating Green-Wood through this important project.

DEVELOPING AND CARING FOR GROWING COLLECTIONS

Adopting a Collections & Exhibitions Management Policy

On March 11th, Trustees adopted the The Green-Wood Historic Fund Collections and Exhibitions Management Policy, a document that governs the use and care of the Collections in furtherance of Green-Wood's mission as a cultural institution. The document was developed over several years and carefully reviewed by the Collections and Exhibitions Committee.

The Policy outlines the purpose and scope of the Collections as well as how they are cared for and utilized, both by Green-Wood and outside parties. It will provide the foundation for how all activities pertaining to Collections and Exhibitions are handled.



**THE YEAR
IN REVIEW
2020**

Visitors and Engagement

590,577

Visitors to the grounds

171

School programs

1,281

Participants

137

Public programs

9,485

Program attendees

2,943

App Downloads

361,579

Website visitors

34,658

Social media
followers on
Instagram, Facebook,
and Twitter



ARTIST IN RESIDENCE

Green-Wood selected its first artist in residence, charged with creating a body of work inspired by the Cemetery. Ceramic artist Heidi Lau will be on site in the Fort Hamilton Gatehouse beginning January 2021.

Horticulture and Wildlife

204
Trees planted

110
Trees adopted

27
Tree species added to the Living Collection

169
Total trees removed

43
Acres restored to managed meadow

64
Wild bee species surveyed



GOOD LUCK, MIKE PATTERSON

After serving as the security guard at Green-Wood's Main Entrance Arch for over a decade, Mike Patterson moved on to new adventures. His friendly smile will be missed.

Women and the Vote SUFFRAGISTS at GREEN-WOOD



SELF-GUIDED TOUR OF SUFFRAGISTS

In honor of Election Day on November 3rd, Green-Wood released a self-guided walking tour featuring final resting places of nineteen notable suffragists interred at Green-Wood, available online or on site.



DEATH BECOMES HER

Green-Wood partnered with BRIC, a leading arts and media institution in Brooklyn, for *Death Becomes Her* in early 2020. The exhibition, curated by Green-Wood's Harry Weil and Jenny Gerow of BRIC, explored how death and the grieving process impact the living.



CAIRNS

Green-Wood served as the site for *Cairns*, a meditative soundwalk created by artist Gelsey Bell that leads listeners on a guided walk through the Cemetery to the grave of Susan Smith McKinney Steward. It was presented in partnership with Here Arts and received critical acclaim in *The New York Times* and the *New Yorker*.



NAMING THE LOST

The cast iron fence near Green-Wood's Main Entrance served as the backdrop for a community memorial dedicated to victims of COVID-19. It was one of five sites across NYC chosen by a group of artists impacted by COVID-19 to honor their loved ones by "Naming the Lost."

Cemetery Services

1,492

Burials, bringing total interments since Cemetery inception to 576,566, an increase of 21.5% from 2019

4,306

Cremations performed, a 29.2% increase from 2019

171

Entombments in community mausoleums versus 126 in 2019

1,894

Lots, single graves, urn sites, niches, and crypts purchased, representing 2.6% less than 2019

38

New Perpetual Care accounts deposited by lot owners, bringing the total to 13,666



CHAPEL MEADOW EXPANDED

The Chapel Meadow, designed by Larry Weaner and Associates, was expanded by 3,600 square feet along the sloped banks of Central Avenue between Bayside and Landscape Avenues. Some of the species planted are St. Johns wort, Virginia rose, butterflyweed, white beardtongue, narrowleaf ironweed, and fragrant asters.



NEELA K. WICKREMESINGHE HONORED

Green-Wood's own Neela Wickremesinghe, The Robert A. and Elizabeth Rohn Jeffe Director of Restoration, was honored by *Crain's New York Business* as one of their Notable LGBTQ Leaders and Executives 2020.

Restoration and Preservation

24

Monuments repaired

80+

Monuments reset

1

Bronze waxed

2

Mausoleums cleaned and restored

2

Stained glass restored



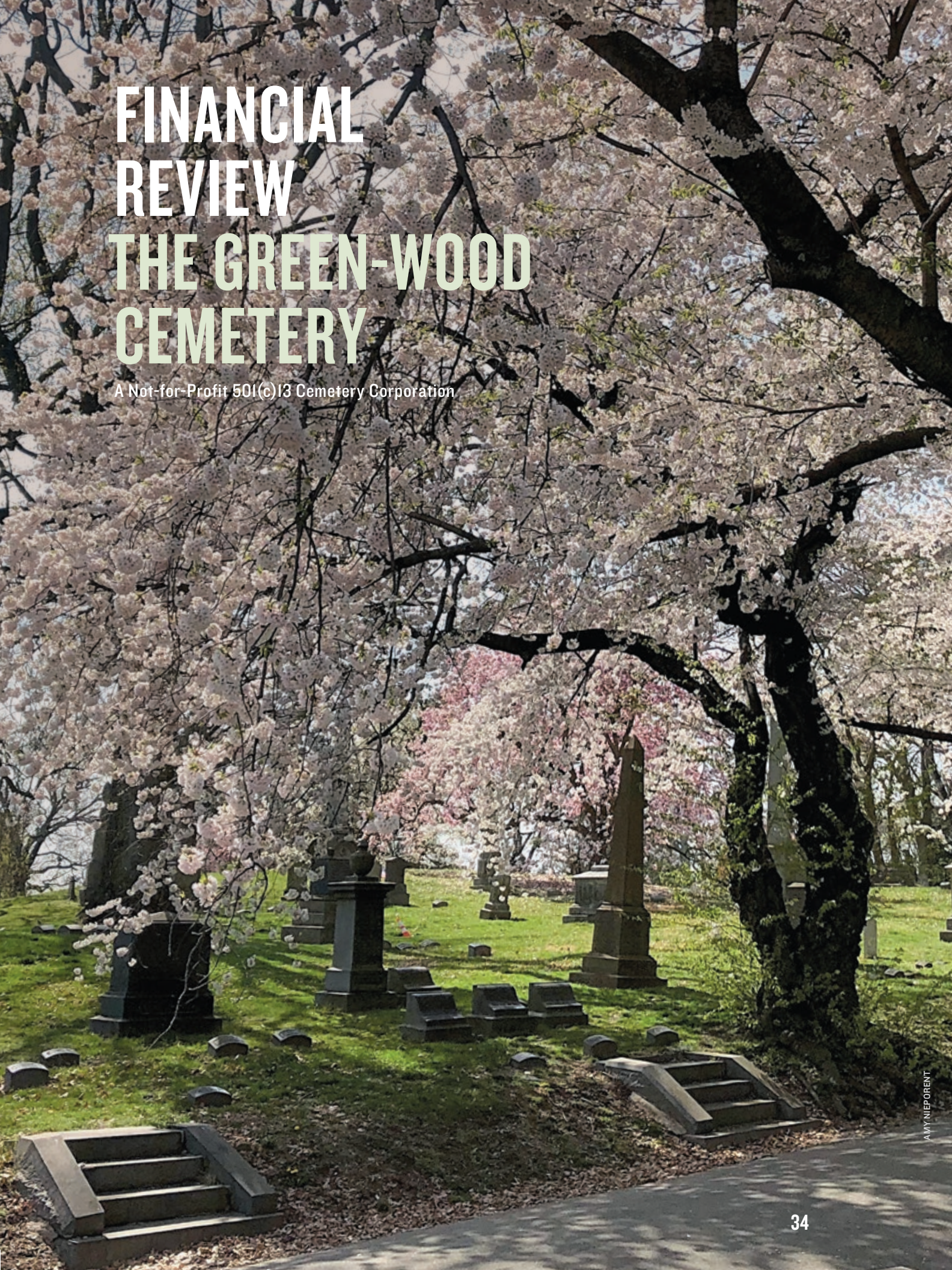
A LAMENT FOR TROUBLED TIMES

A series of socially distanced concerts featuring the Harlem Chamber Players were situated atop the Hill of Graves in September.



THE GREEN-WOOD TROLLEY

A second trolley was delivered in March and its caboose, which provides additional seating, is under construction. This new trolley was supported with funding from Brooklyn Borough President Eric Adams and the New York City Council. It will allow Green-Wood to expand its tour offerings.



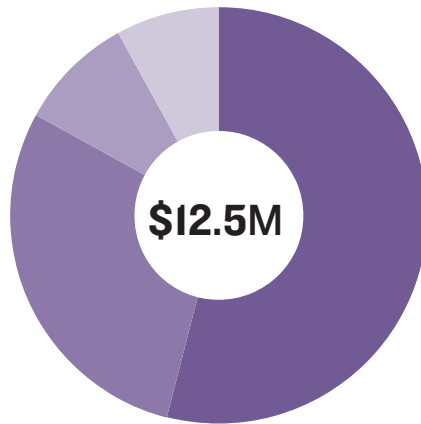
FINANCIAL REVIEW THE GREEN-WOOD CEMETERY

A Not-for-Profit 501(c)13 Cemetery Corporation

The Cemetery continues to provide dignified and courteous service to families as it has for the past 182 years.

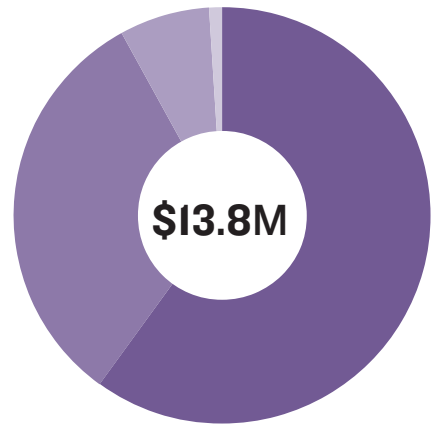
REVENUE

2019



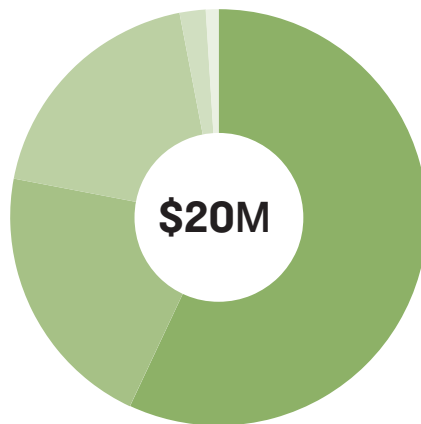
■ Net Sales	54%
■ Service Fees	29%
■ Contributions	9%
■ Special events	8%

2020

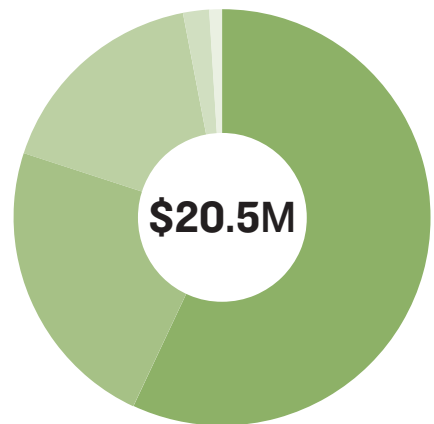


■ Net Sales	60%
■ Service Fees	32%
■ Contributions	7%
■ Special events	1%

EXPENSES



■ Payroll	57%
■ General Admin	21%
■ Maintenance	19%
■ Crematory	2%
■ Mausoleum	1%



■ Payroll	57%
■ General Admin	23%
■ Maintenance	17%
■ Crematory	2%
■ Mausoleum	1%

For a copy of The Green-Wood Cemetery's Forms 990 for the year ended 2020, please contact the Executive Office at 718-788-7850.

FINANCIAL REVIEW THE GREEN-WOOD HISTORIC FUND

A Not-for-Profit 501(c)(3) Organization

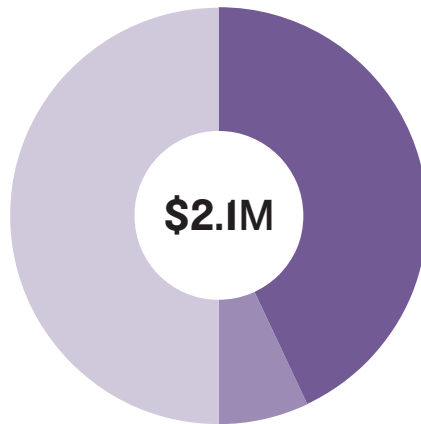
HERE RESTS IN PLACE
AND IN THE HOPE
OF A GLORIOUS RESURRECTION
THE BODY OF OUR SON
JACOB FRED. COTTLEN
DIED JANUARY 29 1862
AGED 19 YEARS.
*The Lord gave and the
Lord hath taken away,
Blessed be the name of the Lord
for he ordereth all things well.
I sleep in Jesus peaceful and rest,
When waiting to see resurrected to
To face you and your dear loved ones
That inhabit the glorious world.*

Small, rounded gravestone with faint inscriptions.

The Green-Wood Historic Fund, launched in 1997, is among New York City's major cultural and community institutions.

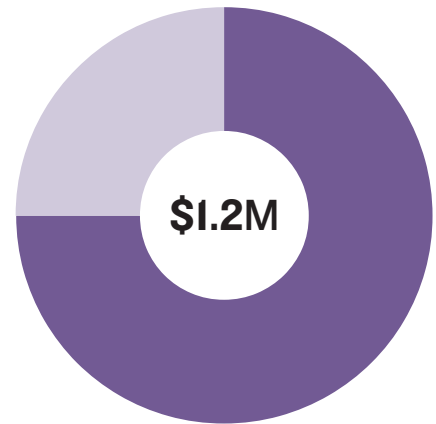
REVENUE

2019



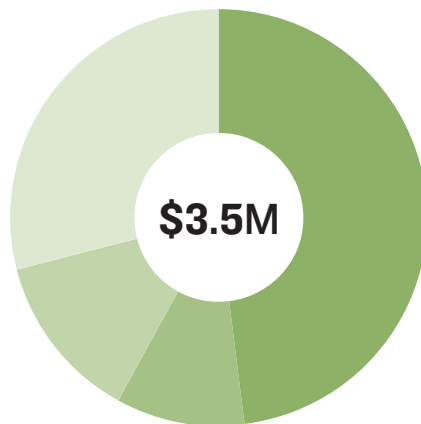
■ Contributions	43%
■ GWC Support	7%
■ Programs/Other	50%

2020

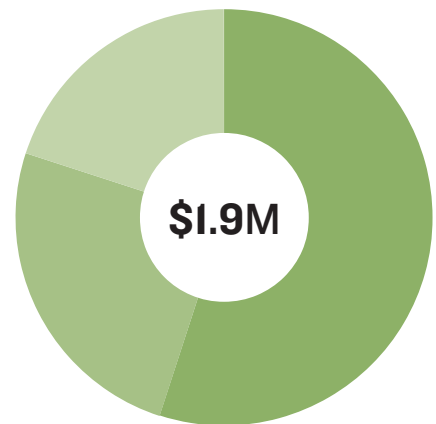


■ Contributions	75%
■ Programs/Other	25%

EXPENSES



■ Programs	48%
■ Administration	10%
■ Fundraising	13%
■ Capital	29%



■ Programs	55%
■ Administration	25%
■ Fundraising	20%

For a copy of The Green-Wood Historic Fund Inc.'s Form 990 financial statement for the year ended 2020, please contact the Executive Office at 718 788-7850



**DONORS TO
THE GREEN-WOOD
HISTORIC FUND**

Thank you!

The Green-Wood Historic Fund gratefully acknowledges the support of these individuals, corporations, foundations, and government agencies. It is because of the commitment and generosity of thousands of members and other donors, too numerous to list here, that Green-Wood can fulfill its mission.



CORPORATE SUPPORT

About the Work
Archigrafika
Architecture Research Office
BrightView
Cozen O'Connor
Featherstonhaugh, Wiley & Clyne
Fitting Tribute Funeral Services
Intera USA
Jurek Park Slope Funeral Home
Mondrian Investment Partners
Plan A Advisors
Regan Agency
Remote Managed Services
Statewide Oil and Heating Company
Supreme Memorials
The Saghir Lewis Team, Compass
Walter B. Melvin Architects

FOUNDATIONS & ORGANIZATIONS

Booth Ferris Foundation
Cecily and David Murphy Majerus
Foundation
Charina Foundation
Fullgraf Foundation
The Gladys Kriebel Delmas
Foundation
The Greenwood Trust
The McWhelan Fund
Merck Foundation
The New York Community Trust
The New York Landmarks
Conservancy

GOVERNMENT

Institute of Museum and
Library Services
National Endowment for the Arts
National Endowment for the
Humanities
New York City Department of
Cultural Affairs
New York State Parks Recreation &
Historic Preservation
New York State Council for the Arts
New York State Department of
Environmental Conservation
United States Forest Service

INDIVIDUALS

\$10,000+
Anonymous (2)
C. Payson Coleman, Jr.
Peter W. Davidson
Krystyna Houser

Kathy Kermian-Leicht & Eric Leicht
Hugh O'Kane, Jr. & Patricia O'Kane
Jim Rossman & Eliza Rossman
Carla P. Shen
Theodore P. Shen & Mary Jo M. Shen
Alexandra O. Sweeney &
Patrick J. Sweeney
Earl D. Weiner

\$2,500 TO \$9,999

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Constance L. Christensen
Benjamin P. Feldman
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Senta Fleisher
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Bruce Horten & Aaron Lieber
Michel Langlais de Langlade
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Allan B. Smith
Galen C. Thomas, Esq. &
Michael Weiser
Mark Weintraub & Sivia Weintraub
Betsy Witten
Rudy Wynter

\$1,000 TO \$2,499

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Cynthia Alano
Lark-Marie Antón Menchini &
Daniel Menchini
Morton Ballen & Andres Freyre
Evelyn M. Berenbroick
Emma Bloomberg &
Jeremiah Kittredge
Michelle Burke
Jennifer Camper
Becky Carpenter
Pauline Chen
Valorie M. Chin
Michael Daglian
Kim Davis
Ruth Edebohls
Leslie Feder & Garrick Leonard
Cristina Flaschen & Thomas Flaschen
Emily Fleisher
Nicole Francis
Matilda Garrido
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Margaret Heilbrun
Andrea Knutson
Hildy Kuryk

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Toni Martucci
Hilary Mason
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Angelina Riccardi
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Tatiana Serafin
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Nina Urban
Patricia S. Voight & Rachel Wolff
Samuel G. White
Carol Willis & Mark Willis
Melissa Wohlgemuth & Matt Howard
Theresa H. Wozunk

\$500 TO \$999

Deborah Alden
Lisa W. Alpert
Chris Andre
Ruth Arberman & Jeffrey Arberman
Angela Azzolino
William T. Baker, Jr. & Bayard Baker
Mia Banwart

Eric Barna
Brian Beirne
Kristin Bennett
John Bierwirth & Jane Bierwirth
Thomas V. G. Brown
Lois A. Burke
Bruce I. Chadwick
Robert Craig
Steven Curcio
Sara Durkacs
Barbara Eidinger
Catherine Falzone
Thomas J. Fisher
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Maggie Gerrity
Mickey Greaves
Julia F. Hale
Judy He
Seth Kamil & Tracy Kamil
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Benny Landriscina
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Daina Lyons
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Marie Manuto-Brown
Tracy McGovern
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Alina Mogilyanskaya

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Matthew Nickerson
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Robert Schriver
Ingrid Schwarz
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Olivia Song
Ilona Struzik
Cynthia Sutliff
Timothy L. Thompson
Joseph Williams
Catherine Witherwax
Anthony C. Wood

The gifts listed above were made during the 2020 fiscal year.

For more information on how to support The Green-Wood Historic Fund, please contact Vice President of Development and Programming Lisa Alpert at lisa_alpert@green-wood.com

PROGRAM PARTNERS

Green-Wood is grateful to have collaborated with the following organizations for programs and initiatives in 2020.

Bindlestiff Family Cirkus
BRIC
Cornell University, College of Agriculture and Life Sciences
Death of Classical
four/four presents [PD1]
Harlem Chamber Players
International Masonry Institute
The Moth
New York City Department of Education
New York State Department of Environmental Conservation
Opportunities for a Better Tomorrow
Pioneer Works
Rooftop Films
Trees NY

United States Department of Agriculture, Animal and Plant Health Inspection Service
United States Department of Agriculture, Natural Resources Conservation Service
United States Forest Service
Urban Soils Institute
World Monuments Fund

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 Lisa Alpert
 Eric Barna
 Ramiro Barreto, Jr.
 Arlene Bascom
 Sonia Bennett
 Frank Bernardini
 Christina Bickford
 Jimmy Bolbat
 Joseph Buccinna
 Antonio Carrasquillo
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 Kestutis Demereckas
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 Wieslaw Kurzyna
 Gema LaBocchetta
 Maria Landro
 Sam Lee
 Stacy Locke
 James Loiacono
 Cipriano Lopez
 Jaiwantie "Taren" Mahadeo
 Joseph Maida
 James A. Martinez
 Marissa Martinez
 Lesek "Lester" Masajada
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 Ali K. Meawad
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 Stanislaw Wasyk
 Harry J. Weil
 Sarah Wells
 Neela K. Wickremesinghe
 Ryszard Wyzga





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