



Deval L. Patrick, Governor
Timothy P. Murray, Lt. Governor
Richard A. Davey, Secretary & CEO



January 31, 2012

Nancy Brennan, Executive Director
Rose Fitzgerald Greenway Conservancy
185 Kneeland Street, 7th Fl.
Boston, MA 02111

Dear Nancy:

Thank you for sending the documents requested last week. On behalf of MassDOT, I appreciate the Conservancy's work as a responsible and engaged steward of the Rose Kennedy Greenway. Consistent with that, I believe we all have an obligation to be as transparent and forthcoming as possible with the public when taxpayer dollars are involved.

As you know, when the Conservancy was established in 2004 to operate and manage the Rose Kennedy Greenway, it was intended to be a self-sustaining entity with the ability to raise private funds. As a non-profit, its funding stream would not be subject to legislative appropriation or political will. As a non-government entity, the conservancy could effectively fundraise, create an endowment and create partnerships with the business community.

I understand you are continuing to work with my staff on a five-year lease extension of the Greenway that would begin in 2014. This moment provides us an opportunity to improve the lease arrangement between MassDOT and the Conservancy, guaranteeing further transparency and setting up the Greenway for financial independence in the future.

While MassDOT and the former Turnpike Authority have supported maintenance and horticulture operations since 2008, I believe it is prudent for the Conservancy to begin to wean itself off government support. In this economic climate, state support for many worthy programs has been subject to cuts and elimination. Furthermore, while financial assistance for the Greenway is currently supported by this Administration, it is unclear what assistance, if any, will be available under new leadership. Together, we need to ensure that adequate resources are available to maintain and program a world class park.

Ten Park Plaza, Suite 3170, Boston, MA 02116
Tel: 617-973-7000, TDD: 617-973-7306
www.mass.gov/massdot

Nancy Brennan
January 31, 2012
Page Two

As we work towards that extension, I believe we can strengthen transparency and accountability at the Greenway Conservancy. As such and as a precondition of signing a lease extension, MassDOT will require the following:

1. The Greenway shall make itself subject to the Commonwealth's open meeting laws and freedom of information act requests.
2. There shall be an independent review of the compensation of the Executive Director and senior staff to verify those salaries are comparable to those at other state-supported non-profits in the region.
3. The Conservancy shall, within six months, submit to MassDOT a business plan that would result in the Conservancy being entirely self-sufficient by the end of the five-year lease extension. That business plan shall assume an annual decrease in state support such that there is zero state support in the final year of the lease extension.

Additionally, MassDOT will be seeking legislation to change the status of the Administration's two board members from ex-officio to voting members with the full rights and responsibilities of other voting members.

Thank you for your cooperation. My staff and I are happy to discuss further or answer any questions.

Sincerely,



Richard A. Davey
Secretary & CEO