



Sharing New York
Through the Eyes
of a New Yorker

1992 to 2012

Acknowledgments

Developing this twentieth year history of Big Apple Greeter has been, in nearly all respects, a joyous project. Many wonderful individuals have been willing to share their memories about the past twenty years. In a few cases, such memories had lain quietly for some time, partially obscured by dust, until the project brought them happily to light again.

Only one aspect of the project has been a constant frustration for those of us closely involved, especially for founder Lynn Brooks. That is the absolute inability to recognize and thank each and every person who has played a role in the success of the organization during its first twenty years with anything like the appreciation that we feel. The best we have been able to do is to highlight a small handful of individuals with the hope that they will represent in some small way the countless others who played an equally important role. These include:

Our **permanent staff**, former and current, who have labored year in and year out, through good times and bad, to set the program up, build it into the high quality organization it is today, and keep it running smoothly;

Our **board members**, listed in attached Appendix I, who have provided shrewd guidance and generous support of time and money since the first board was convened in late 1993;

Our incredible **volunteers**, past and present, numbering more than 1,000 at last count, who have defined the unique and wonderful character of the organization through tens of thousands of individual interactions with city visitors from all over the world during the past twenty years;

Our many **benefactors**, including those we have honored through the years (listed in Appendix II), as well as those individuals and organizations whose generous, direct contributions of funds and in kind support have enabled Big Apple Greeter to endure and expand since 1992.

To each and every one of you we extend heartfelt thanks and ask that you accept this document as a very personal tribute to your generous contributions through the last twenty years.

PROLOGUE

By 1992 when Lynn Brooks founded Big Apple Greeter, New York City had actually begun to emerge from the dark and dispiriting days of the nineteen sixties, seventies and eighties, but the world hadn't caught up with that fact. After twenty five years of rising crime, catastrophic



city fiscal problems, dirty streets, and a dysfunctional and graffiti covered transit system, New York's reputation worldwide was at a low point. And evidence to support the general perception wasn't hard to find. Central Park was a mess; Grand Central Terminal was falling apart; fires raged almost nightly in the South Bronx; and Squeegee Men clogged the major entrance points to Manhattan, reinforcing

the idea that visitors were entering a lawless territory when they emerged from one of the city's tunnels or bridges.

Unlike *Barefoot in the Park* and *Breakfast at Tiffany's*, movies that had helped define the perceptions of an earlier era, the popular films of those years portrayed the city as a place where no one would want to visit, let alone live. *Midnight Cowboy* (1969), *The Out of Towners* (1970), *The French Connection* (1971) and *Serpico* (1973) "revealed" the seamy underbelly of a city that, for more than a hundred years previously, had been considered one of the most exciting and glamorous places on earth. And many people accepted the portrayal at face value.

Those born in the last twenty years may not remember, but during the seventies and eighties, New York City was widely considered to be so dirty, dangerous and costly that everyday commerce of all kinds was negatively affected. The city had real difficulties retaining -- let alone attracting -- corporate headquarters, and it even became increasingly difficult to persuade the best and brightest talent to live here and power the academic institutions, medical centers, ad agencies, design firms and banks that have always made the city so vibrant.

Tourism suffered apace along with its many related industries such as retailers, hotels, restaurants, airlines, cultural institutions and theaters. It is little wonder that many city residents of the time will recall hearing tactless strangers -- and even concerned friends and family -- say something like, "How do you live in such an awful place? And why would you **want** to?"

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BACKGROUND AS PRELUDE

Lynn Brooks was truly heartbroken by the reputation that New York City had gradually but inextricably developed during the bad years. At home she heard about the city's fiscal problems and sluggish economy and the hardships they imposed on many of its citizens. When she traveled she heard more unfortunate perceptions of New York, many just simply unfair, echoed in the conversations around her.

Born and raised on the Upper West Side, the child of parents who had both grown up in the city (when it was still possible to enjoy a swim in the Harlem River on hot summer days), her attachment has always been profound. She attended Julia Richmond High School in Manhattan, then dedicated to educating girls only, and moved on to two venerable city institutions, Hunter College and New York University.

Both in her education and through much of her career, Brooks had shown a deep interest in human relations, particularly in fostering understanding among different cultures. She began her career at the National Conference of Christians and Jews working on race relations and civil rights issues, both becoming high profile social issues during those years. In the late eighties, as executive director at the International Center in New York, Inc. she oversaw English language tutoring, orientation to New York City and intercultural activities for foreign students, business people, diplomats, immigrants and refugees. Plus, she had done independent consulting on intercultural issues throughout her career.

A second defining "strand" in Brooks's career had been her interest in and involvement with volunteers. She conceived the idea for and actually founded the Center on Volunteerism at Adelphi University, the first curriculum in the nation to provide educational and support services to the volunteer community. Made possible with a large grant from The Kellogg Foundation, this program helped define a whole new level of professional volunteerism across the country. Later, as executive director at the International Center, she and a staff of ten managed up to 1,000 volunteers, providing essential training to a host of individuals seeking to acclimate to the city.

Now, at age 59, after a successful career with an impressive list of nonprofit organizations and with her family grown, Brooks sought a new

challenge. With no clear next step in mind, only one thing seemed clear to her initially: she wanted to find a meaningful new commitment that wasn't full time -- something that would allow her some personal space for the first time in her life.



Founder Lynn Brooks while she was attending Julia Richmond High School.

THE BIRTH OF AN IDEA

The Big Apple Greeter concept didn't spring to Brooks's mind fully formed. Rather, it seems to have coalesced from an association of ideas, the early support of a few key individuals and, as often happens with big ideas, a little fortunate timing. Initially, Brooks only knew that she wanted to do something meaningful to improve New York City's image around the world -- both because of her own very personal attachment and for practical economic reasons. She also was understandably eager to use her extensive experience working with volunteers.

Drawing on her human relations background, the idea of somehow putting New Yorkers together with people from other cultures had appeal early on. Then, while traveling in Israel with her husband, well known journalist Stan Brooks, she noticed the volunteer "guides" in some hotels who provided strangers with informed, personal insights into their country, one that had had its own image issues through the years.

It occurred to Brooks that a program matching up New Yorkers with visitors from out of town -- visiting business people, students, academics, and perhaps even tourists -- might provide the opportunity for a unique kind of human chemistry, bringing together individuals from different places, demographics and cultures to share an insider's view of the best of New York City.

From the outset, Brooks envisioned making volunteers a core part of her concept -- little wonder given her grounding in this field. Her instinct told her there were many New Yorkers who felt as passionate

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about the city as she did and would jump at the chance to “give back” in a tangible way. This was an important assumption since a large corps of “hosts” would be required if the program was ever going to have a significant impact on the city’s image. What’s more, from the start she felt instinctively that putting these hosts on salary would change the nature of the human interaction she envisioned – even if underwriting could be found to cover the cost.



Brooks with Mayor Rudolph Giuliani and Manhattan Borough President Ruth Messinger, 1994

The question of how to get started was answered unexpectedly. Then-Manhattan Borough President Ruth Messinger agreed to meet with Brooks to discuss her idea. One meeting was enough to bring crucial support. Messinger saw at once that Brooks not only had the beginnings of a creative concept that directly addressed a serious city issue, she also felt that Brooks’s background and personality were exactly what were needed to make the idea a reality.

While providing no salary, Borough President Messinger’s support came in several ways. First, she made it clear that she believed in Brooks personally at a time when Brooks had only her own energy, conviction and drive to rely on. Second, beginning in late 1991, Messinger provided a desk and basic office support services for Brooks, allowing time for the fledgling concept to “incubate.” Third, and, perhaps, most importantly, she helped Brooks identify leading individuals around the city who might

provide funding and other support for the concept, and even allowed Brooks to use her name in approaching them, thereby assuring a more receptive response than Brooks would have received on her own.

Like any entrepreneur, Brooks sent out a lot of letters (on Manhattan Borough President stationery, over Messinger’s name) and began to tailor the specific features of the concept as she received feedback. While Brooks’s intent was never to focus primarily on fostering tourism in the city, it became clear early on that improving the city’s tarnished reputation could eventually help rebuild this important aspect of the city’s flagging economy.

However, this being New York, everyone didn’t think Brooks’s great idea was – well, such a great idea. In fact, on first hearing about a program designed to pair visitors with volunteer New Yorkers at no charge – and one apparently endorsed by the Manhattan Borough President -- the Guides Association of New York, a consortium of individual professional guides who earned their livelihood taking visitors around New York, understandably felt threatened by the new concept. They were not alone.

Once again, Messinger stepped in. She invited Charles Flateman, then president of Gray Line Tours and unofficial representative of the tour and guide industry in New York, to meet with herself and Brooks to discuss the situation. Like Messinger, Flateman recalls that he was immediately impressed by what Brooks was trying to accomplish and, just as importantly, with her passion, energy and persistence.

Together they talked through the ideas behind Brooks’s program, and it became clear that there was little overlap between what it sought to do and the important and well established services offered by guides and tour companies. Brooks was clear that she had no designs on taking their business. To his surprise, Flateman became intrigued with both her and the idea. Ultimately, when the Board was formed, he agreed to join it and provided invaluable insight and counsel given his expertise in the tourist industry.

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THE FIRST GREET

In early 1992 Bob Johnson, the publisher and chief executive officer of Newsday from 1984 to 1994, became aware of the emerging program and offered Brooks an opportunity to actually begin operation. Johnson felt that a gathering of the American Newspaper Publishers Association (ANPA), scheduled to be held at the Waldorf Astoria Hotel in early May, would be a perfect test run for Brooks's nascent program and offered a grant that would provide the necessary funding. Specifically, he agreed to

underwrite six weeks of operation, allowing Brooks just time to scramble together a skeleton paid staff and a competent group of volunteers who might share their New York with the conference attendees and their spouses.

This was a godsend for Brooks, even if it didn't give her much time. But the question of what would happen after the funding ran out certainly loomed on the horizon. Once again, Brooks's passion, energy and persistence came to her aid. She persuaded two young professionals to "bet on the come" and join her in the Borough President's office.

Wendy Pedowitz, whose substantial background working with volunteers was indispensable, began identifying, screening and training volunteers for the upcoming event. Cathy Sidor (then Brashich), with a strong background in the tourism industry, took on the task of clearly defining the "product" experience, identifying likely target audiences and determining how to market the program with, essentially, no marketing budget.

On May 3, 1992 the fledgling corps of volunteers assembled at the Waldorf and conducted a rather timid group of (mostly) spouses on highly personalized visits to neighborhoods of their choice around the city. Big Apple Greeter was up and running. However, the initial grant was exhausted and the tiny group of staff and volunteers was scrambling to ensure that the program had a future.



Original staffers Wendy Pedowitz, left, and Cathy Brashich, around 1993.

SUSTAINABILITY

It was clear that three things were needed if the Big Apple Greeter program was to continue beyond the May 3rd trial greets: ongoing financial support, a dependable corps of volunteers, and a steady stream of interested visitors. Brooks's team, the first in a long line of dedicated supporters who have enabled the organization for over 20 years now, set to work on all three with determination.

Financial Support

Borough President Ruth Messinger and Publisher Bob Johnson had enabled Big Apple Greeter to launch, but more permanent support was immediately necessary. Part of Brooks's vision for the new organization was to keep expenses to a minimum by covering an unusually large share of operational cost through in-kind donations. Office space and services such as phones and electricity were covered by the Borough President; the vast majority of workers, Greeters and office staff alike, were to be volunteers.

Nonetheless, a core of paid staff (including Brooks) was essential to maintain the integrity of the new organization's strategic vision and manage the volunteer force. Plus, a certain level of normal business expenses had to be anticipated if the organization was to expand and become well established. Brooks approached a wide range of businesses that she knew stood to benefit from a burnished image of New York, not just the hotels, restaurants and theaters that had traditionally been associated with tourism. As usual, people found her persuasive -- and tenacious.

Thanks in large part to the close involvement of Joel Epstein, then an executive vice president at Chase Manhattan Bank and Big Apple Greeter's first board chair, Brooks was able to gain access to an amazing array of important business, city and civic leaders. Together, Brooks and Epstein identified potential candidates, many of them senior business executives with a sincere interest in New York whom Epstein knew through Chase or his other activities. Epstein recalls that he worked the phones (and lunches), eventually contacting 25 or 30 potential board members for Brooks and himself to meet with. For a while, he recalls, he saw more of Brooks than he did of his direct reports at Chase.

Brooks and Epstein must have had a persuasive story to tell about Big Apple Greeter. Organizations which provided early support, financial and otherwise, included American Express, Bloomingdale's, Bowne



Brooks with charter board members Peter Insalco, City Guide Magazine, and Elizabeth Baltz, MasterCard International.

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& Company, Chase Manhattan Bank, Delta Airlines, Gray Line Tours, The Greater Harlem Chamber of Commerce, The Hotel Association of New York, Hyatt Hotels, MasterCard, MTA New York City Transit, Rouse Management, Inc. and Tiffany & Company.

When Big Apple Greeter's new Board of Directors first met on December 3, 1993, the impressive talent and support that they managed to attract to the project was as follows:

First Big Apple Greeter Board

- Chair:** Joel Epstein, Executive Vice President, Chase Manhattan Bank
Lynn Brooks, Founder
Elizabeth A. Baltz, Senior Vice President, MasterCard International
Richard Binford, Senior Vice President, New York Convention & Visitors Bureau
Anne Davis, Esq., National Multiple Sclerosis Society
Susan Dessel, Director Community Relations for New York City, AT&T
Gretchen Dykstra, President, Times Square Business Improvement District
Charles J. Flateman, President, Gray Line New York
Adam Friedman, Director, Economic Development, Office of Manhattan Borough President
Bunny Grossinger, Executive Vice President Industry Relations, Encore Marketing International
Peter Insalaco, Publisher and Editor, City Guide Magazine
Virginia Kee, Chair, Chinese American Planning Council
Spike Lee, film producer, director, actor, writer; President, Forty Acres and a Mule
Henrietta Lyle, Director Community Relations, NYC Commission to the U.N.
Joseph Ochs, VP and Group Manager, Rouse Management, Inc. (South Street Seaport)
Matthew J. Scheckner, Executive Director, New York City Sports Commission Foundation, Inc.
Robert Solon, President, Robert Towers Advertising
Hartmut Strauss, Regional Vice President, Hyatt Hotels
Gary Swanson, Marketing Manager, Delta Airlines
Janet Unger, Director International Marketing, Bloomingdale's
Lloyd A. Williams, President, Greater Harlem Chamber of Commerce
Beth Woodward, Greeter
Tim Zagat, Founder & Publisher, Zagat Restaurant Surveys
Ex officio: Ruth Messinger, Manhattan Borough President

Volunteers:

On May 31, 1992, not quite one month after those first Greets were taken out from the Waldorf, the following piece appeared in the old City section of the New York Times:

Travel Advisory

New Yorkers as 'Greeters'

New Yorkers are invited to participate in a grass-roots effort to boost a major New York industry, tourism, by becoming part of a network of volunteers to help visitors feel more welcome. The "Big Apple Greeter" program started this month by Ruth W. Messinger, the Manhattan Borough President, pairs volunteers with out-of-towners.

Organizers of the pilot program say that the greeters will spend two to four hours with a visitor or visiting family, answer their questions and show them not only major sights but also the stores and facilities that give local neighborhoods their special flavor. One goal is to "help mitigate some of the fears and stereotypes that result from a negative image of the city," according to a statement from the Borough President's office, which is staffing the program. The cost of about \$57,000 is being raised from private sources. The program will last through August. Information: Lynn Brooks or Wendy Pedowitz in the Manhattan Borough President's Office, (212) 669-2896.

This piece brought an astounding response, with literally hundreds of New Yorkers choking the phone line included in the article. In fact, Brooks and Pedowitz recall having to purchase an answering machine (this was before voice processing systems were commonplace) to handle the calls. Not only did the positive response provide a sustainable pool of volunteers for screening and eventual deployment. More importantly, it validated Brooks's original instinct regarding the large number of New Yorkers who were passionate about the city and eager to do something to help it through its tough times.

Brooks's previous experience had taught her a lot about what might be accomplished working with – as opposed to merely "using" – volunteers, an important distinction in her eyes. From the start, she

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and Pedowitz set high expectations and developed a basic structure of guidelines and training to help assure that every visitor experience was a positive one, and thereby supported the fundamental objective of the program. They also recognized that, in a city like New York, any successful Greeter program would need to offer a range of language skills and the ability to accommodate special needs visitors.



*Early volunteers
Wolfgang Brade and
Joan Solon.*

It was also soon clear that volunteer talent would play a role in the new organization beyond the Greeter function. Joan Solon, the first volunteer, heard about Big Apple Greeter in a speech by Borough President Messinger and signed up as a Greeter. Soon, however, she was helping out in the office, writing grant proposals, bringing other volunteers on board and laying the groundwork for the fundraising events that would be needed to sustain the program long-term.

What's more, well before there was any hope of hiring a marketing and communications professional to help develop demand for Big Apple Greeter, Joan Solon persuaded her husband Bob, a successful advertising executive, to help develop a logo, brochure and public service print ad for the fledgling organization. Ms. Solon ultimately worked with the program for ten years, ultimately becoming one of the paid staff members.

In the early years, Solon recalls, Pedowitz was a walking Rolodex with somewhere between 400 and 500 volunteers filed neatly in her brain. Having helped select and train each of them, she knew not only their names and faces but, in many cases, their neighborhood specialties and likely availabilities. Plus, before widespread Internet use made the job somewhat easier, Pedowitz kept the network together largely

through her own personal equity, functioning as the connective tissue between the far flung Greeter family and the home office that set up and managed the Greet logistics one-by-one.

Visitors:

For a time, Big Apple Greeter was in the interesting position of having more volunteers than it had visitors. Cathy Sidor set to work on two fronts to remedy this situation. First, based on the experience with the pilot group from the American Newspaper Publishers Association, she took the necessary steps to define logistics for the "Greetings," thereby assuring to the degree possible uniform quality and high visitor satisfaction. The maximum number of people taken out on a Greet, how the Greeter and visitors physically located each other when meeting, the length of the Greet and basic safety and liability guidelines all needed to be developed and passed on to Greeter volunteers as part of the training program that emerged. Visitor feedback was collected and analyzed early on to assure the continuous improvement of the program as it expanded.

Second, Sidor needed to gain access to a steady stream of city visitors if the program was to develop the scale needed to influence attitudes about New York effectively. One early supporter of the concept, Joseph E. Spinnato, was especially helpful in this regard. As president of the Hotel Association of New York City and a board member of the city's Convention & Visitors Bureau, he helped put the Big Apple Greeter team in touch with the right people when few had heard anything about the fledgling idea. He even assembled a meeting of the general managers of his association's hotels to familiarize them with it, which provided an immediate, early source of visitors.



*Brooks holding first promotional
brochure, "Enjoy Time with a
New Yorker."*

Since there was essentially no marketing budget, no advertising was ever purchased to announce the program. However, pro bono ads and articles describing the program appeared in City Guide Magazine thanks to board member Peter Insalaco, in Where Magazine courtesy of board member Merrie Davis and periodically in the New York Times.

Radio and TV public service announcements (PSAs) were (and occasionally still are) aired on 1010 WINS and WCBS Radio and Fox TV Channel 5.

But opportunities for PSAs were necessarily limited, and it was increasingly clear that good old fashioned publicity was the most efficient and impactful way to develop interest in the program – and not incidentally, interest in visiting New York. So, in addition to issuing appropriate press releases periodically, Sidor also kept an eye out for opportunistic press.

One of the most effective tactics Sidor used to establish relationships with the foreign press was providing Greeters for “FAM” or press familiarization trips to New York, often organized in conjunction with the opening or re-opening of a major hotel. Working with the city’s press people, she matched scores of French, Italian, German and English speaking journalists, among others, with a handpicked Greeter who spoke his or her language, for the opening of Le Parker Meridian, the Four Seasons/57th Street, the Hudson, the Fitzpatrick Hotels and the Holiday Inn Chinatown, among others. This led directly to enthusiastic foreign press coverage and helped establish valuable press contacts for the future.

By the time that Carolyn Stone joined the Big Apple staff as associate director in spring 1997, the organization had begun to get some traction in the press, and Stone, with broad experience in tourism marketing including specific experience in selling New York City as a destination, was able to build on the platform developed by Sidor’s hard work.



As the basis for her strategy, Stone started by reinforcing the program’s altruistic mission among tourist industry colleagues -- i.e., broadly improving the city’s reputation as an effective means of promoting economic development on many fronts, including tourism, and especially in lesser known city neighborhoods. She constantly reminded city and business leaders that, by developing more press interest in Big Apple Greeter, the whole city tourist industry was likely to benefit as “a rising tide lifted all boats.”

To that end, she worked to position the organization, with its robust volunteer network, as a valuable resource on the city’s many neighborhoods -- and, uniquely, one that wasn’t selling anything other than New York City neighborhoods. As part of this, she encouraged city press professionals and foreign and domestic journalists alike to approach her for help on obscure or hard to research press ideas.

Initially, a depressing portion of foreign tourists and journalists were intent on seeing close up some of the worst aspects of the city, sometimes, Stone recalls, picturing with satisfaction the bragging rights that their mere survival would earn them back home afterwards. Some wanted to see “Fort Apache,” the beleaguered police station in the Bronx, anticipating gunplay during the visit. Others, including a group of communications students from Siberia, wanted to visit Harlem, expecting to find rampant drug trafficking, terrorists, flagrant racial oppression and abject poverty rather than the vibrant community that their articulate and knowledgeable African American Greeter shared with them.

Others brought a more objective viewpoint. A journalist from Australia, put in touch with Stone by the United States Information Agency, sought a better understanding of race relations in the United States given his home country’s related issues with their indigenous people. He thoughtfully interviewed her and his Greeter for hours as they walked around Harlem and filed a major story in a large circulation Australian newspaper.

Stone also tried more lighthearted approaches to gaining press, such as a worldwide contest that offered – what else? – an all-expenses-paid trip to New York City for the individual who made the best case for New York as the most romantic city in the world. The prize went to a Spanish man who had wooed his wife in New York. When they came to the city, Stone arranged to have Deputy Mayor Fran Reiter award them a key to the city, specially designed by an iconic local artist, Marco, at a ceremony on the Lower East Side, providing press for that often

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overlooked neighborhood as well as for Big Apple Greeter. Journalists around the world picked up that story, too.

Press built steadily. By 2000, millions of impressions had been generated, with universally favorable reports and anecdotes about Big Apple Greeter, its volunteers and the city's many neighborhoods. Exposure included not only countless travel guides, inflight magazines and travel Web sites, but newspaper, radio and TV coverage across the U. S. and in Canada, the U. K., Germany, Spain, Scandinavia and Israel. Big Apple Greeter volunteers and staff opened Good Morning, America with a song, it turned up on the front page of Investor's Business Daily and, even more improbably, appeared on a video monitor at the Kathmandu airport in Nepal.

GROWING UP

Like many organizations, Big Apple Greeter initially had to settle for doing things on the fly just to get up and running. However, Brooks, a consummate professional and inspirational leader and mentor, saw to it that more formal structures were added as needed and always seemed to find just the right resource to help her put her plan into action.

Within the first year, Board member Anne Davis, a well-known community advocate for accessible transit, among other issues, helped develop a formal accessibility program for Big Apple Greeter, generously funded by American Express. Alexander Wood, a wheelchair user and the first access coordinator, saw to it that Greeters received training on how to welcome and respond to the needs of visitors with disabilities effectively and sensitively, developing guidelines not only for wheelchair users but also for hearing- and sight-impaired visitors.

And while it was agreed from the start that Greeters with disabilities would not necessarily be paired with visitors with disabilities, it was a happy coincidence that an early Greet matched a sight-impaired visitor, understandably nervous about an encounter with New York, with a legally blind Greeter who knew all the ropes. This early focus set an important precedent for the organization, which has continued to be reflected in aspects of the program as diverse as Greeter recruitment and training, office design and in its publications, Web site and business cards.

Another early contact and supporter was Lloyd Williams, the president and CEO of the Greater Harlem Chamber of Commerce. First introduced to Brooks by her husband, Stan, whom he had known for many years

as a journalist covering city affairs, Williams immediately recognized that he and Big Apple Greeter shared a fundamental goal: improving awareness of and interest in city neighborhoods beyond central Manhattan, for both visitors from outside the city and for city residents who too seldom strayed out of their own neighborhoods. He heartily endorsed the idea of having ordinary people from these neighborhoods, residents who knew and loved them, act as ambassadors to the visitors Big Apple Greeter attracted. Williams agreed to join the first board and also helped identify the first Greeters from the Harlem Community.



First Access Coordinator Alexander Wood.

In April 1993 a formal mission statement, developed with the help of board member Elizabeth Baltz, was adopted. It was:

To enhance New York City's worldwide image and enrich the New York City experience by connecting visitors with knowledgeable and enthusiastic volunteers.

- *To promote New York City as friendly, inviting, and manageable;*
- *To bolster tourism and foster economic development;*
- *To create opportunities for New Yorkers to show pride in their city and give something back to the city.*

This was expanded into a full strategic plan in February of 1994, also under the guidance of Elizabeth Baltz, assuring that future growth and development were kept on track. In November 1993, the organization's 501(c)(3) Exempt Organization Certificate was approved.

In 1993, Brooks and her growing group of staffers and volunteers were provided with new space on the 20th floor of One Centre Street, the Manhattan Municipal Building, finally vacating the Borough President's office. Despite the building's storied design and extensive capacity, the space provided was quirky to say the least, including within its narrow confines the Manhattan Borough's collection of maps and its cartographer, the Office of the Borough Historian and a large collection

of miscellaneous items placed there for storage. Nonetheless, even if the window blinds didn't always work and suspicious looking wires hung down from the ceiling, it was sufficient to allow the expansion and operational improvements that were taking place in the organization.



Brooks outside the first office, 2035, at One Centre Street.

It also, no doubt, fostered team spirit through an unavoidable proximity of team members to one another.

In spring 1994, Big Apple Greeter staged its first "big time" fundraising event, held on the top floor of the Chase Manhattan Bank building in lower Manhattan, looking out over a glamorous cityscape and the harbor far below. Thomas G. Labrecque, the chairman and CEO of Chase was honored and received an engraved Tiffany crystal figure, the

first of many the retailer has generously provided over the years.

In July of 1994, MTA New York City Transit first authorized free tokens for visitors and Greeters thanks to Jack Lusk, then a senior vice president. This grant reflected MTA's appreciation of the positive introduction Big Apple Greeter was providing to the city's much maligned transit system for city visitors who might otherwise never have ventured onto a subway or bus during their entire stay in New York.

In spring 1996, in anticipation of the 10,000th visitor, Catherine Sidor launched the first visitor contest worldwide, leveraging contacts she had made in the Embassy and Consulate Department press office at the State Department. The contest offered an all-expenses-paid trip to New York (including the services of a Greeter, of course) for the best essay on why the contestant wanted to win the trip and what his dream trip would include. It drew an astounding 8,000 entries in 16 languages from all over the world. A dedicated group of ten or a dozen volunteers spent days (and nights) reviewing the entries before awarding first prize to the



Thomas Labrecque, Chase CEO, at first spring breakfast benefit, April 1994.

Ferguson family of Tacoma, Washington, who arrived in New York on May 11th.

Also in 1996 Brooks made her first "consulting" trip for Big Apple Greeter, to Melbourne, Australia, where there was interest in starting a similar program with volunteer greeters. This provided an early validation that the Big Apple Greeter concept could be extended effectively beyond New York City to a much wider arena.

In February 1998 current executive director Alicia Pierro joined the organization as volunteer coordinator, replacing Wendy Pedowitz, who had originated the position and built the volunteer organization from the ground up. Pierro's first challenge was to fill the vacuum left by Pedowitz's departure, maintain the esprit de corps of the volunteers and continue the high standards of quality Greets that had always been upheld.

In the years that followed, a more formalized program emerged, designed to help maintain the strength and quality of the crucial community of volunteers. This eventually included regular recognition events and



Greeter Outing, Brooklyn Navy Yard, April 2012.

update sessions; a Greeter newsletter; and the weekly, email-based Easy Visit Hotline providing a comprehensive list of visitors seeking Greeters during the upcoming four-week period. It also included periodic Greeter outings, arranged by indefatigable volunteer Bobbie Gold, which allowed Greeters to exchange best practices and learn about city neighborhoods

beyond their own favorites. Largely as a result, the program has enjoyed an impressive volunteer retention rate from year-to-year; roughly 20 active Greeters have continued with the program since its inception 20 years ago.

In 1998 Big Apple Greeter was given the Service to New York Award by the Harlem Visitors & Convention Bureau, acknowledging its work in familiarizing city visitors with that historic and often misunderstood neighborhood.

By 1999 27,141 individual visitors had been greeted since the inception of the program, according to Bill Niles, Big Apple Greeter's official

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The program ... continued to be a magnet for journalists across the U. S. and around the world, attracted by the positive, friendly and quite unique concept of volunteer New Yorkers welcoming visitors to the city they loved.

(volunteer) statistician, with requests for Greets steadily growing as the program became better known. The number of visitors continued to expand steadily in the decade following, surpassing 7,000 per year; eventually requests became so numerous that the program was no longer able to honor all of the requests it received.

In July 1999 the Metropolitan Transportation Authority presented a Community Service Award to Big Apple Greeter acknowledging its dedication in welcoming visitors to New York and enhancing "the reputations of our city and its people" and "building bridges of friendship between strangers, communities and countries."

In May 2000 the Bronx Tourism Council presented Big Apple Greeter with an award commending its support in developing tourism in that borough. In July 2000 Mayor Giuliani and the City Council recognized Big Apple Greeter and its volunteers, commending them for being "wonderful ambassadors for the 'Capital of the World.'"

In April 2001 insurance giant MONY (now part of AXA Financial) named Big Apple Greeter a V.I.P. finalist in their Volunteer Incentive Program, a one-of-a-kind public private partnership which recognized the special contribution made by employed volunteers and the organization's "valuable effort to increase the quality of volunteerism in our community."

By 2002, as the program entered its second decade, it continued to be a magnet for journalists across the U. S. and around the world, attracted by the positive, friendly and quite unique concept of volunteer New Yorkers welcoming visitors to the city they loved. The intriguing insights of Greeters into a seemingly infinite number of city neighborhoods captured the imagination of readers worldwide. The fact that anything so valuable was actually to be had free in New York City continued to amaze.

In 2002, Big Apple Greeter teamed with the Make-a-Wish Foundation of Metro New York and greeted the first of the 129 Make-a-Wish families it has hosted in New York since then. That same year, MONY presented another excellence award, this time for providing flexible volunteer opportunities for people who work full-time.

In 2003 Big Apple Greeter was first evaluated by NYPAS (the New York Philanthropic Advisory Service, part of the Better Business Bureau) and, meeting all standards for charitable solicitation, was included in

The New York State Giving Guide. The first annual report, assembled by long-time board member Don Eugene, was also produced that year.

On May 9, 2003, thanks to the dedication of board member Steve Schnall, a visitor request from Redmond, Washington was entered directly into the organization's proprietary Connects computer system for the first time, eliminating the need for volunteers to laboriously enter by hand the thousands of pages of handwritten visitor requests received each year. An automated Greet validation feature was added in August 2004.

On November 26, 2005, fortunately the Saturday of Thanksgiving weekend when the building was substantially empty, a devastating fire swept through most of the 20th floor in the north wing of One Centre Street where Big Apple Greeter had been located since 1993. While the Greeter offices were not actually consumed in the blaze, it was clear that the whole floor would now need renovation and that Big Apple Greeter would need to be relocated to make room.



Some of the growing collection of neighborhood profiles to be found on the redesigned Web site.

In 2006 the Web site was substantially upgraded to take advantage of new technology and include a far more sophisticated range of information and functionality. On the new site, visitors could, for the first time, request a Greeter or make a donation; prospective volunteers could learn about the program and find out about opportunities best suited to them; and information on key features of the program like accessibility could be easily located. In addition, recent press and news were updated regularly and a growing series of neighborhood profiles and walks was posted to help accommodate city visitors (or residents, for that matter) who didn't have the opportunity to go out with a "live" Greeter.



Associate Director Carolyn Stone and current board chair Chris Boylan atop the Verrazano Narrows Bridge, November 1997.

On February 6, 2007, the current office space on the 23rd floor of One Centre Street opened for business after literally years of discussion, negotiation and planning. The spacious, airy quarters, featuring expansive city views framed by the Corinthian columns that McKim, Mead and White used to ornament the building's crown, were a welcome change as the physical needs of the organization had long outgrown its previous space on the 20th floor. Alicia Pierro, now executive director, was assigned the task of coordinating the move to the new space which went seamlessly.

In 2008 the Greeter for a Day program was formally initiated with Robert Catell, chairman of U. S. National Grid, serving as the first celebrity Greeter. Sixteen other well-known New Yorkers have shared the spotlight since then.

In 2009, the Giant Leap campaign for sustainability (discussed in more detail below) was proposed by founder Lynn Brooks and adopted by the Board.

By the close of 2010 the program had greeted 100,000 people. That year Lynn Brooks was also nominated for a Liberty Medal by the New York Post, an annual award made to "a compassionate, disciplined person whose activities during the past year most improved the quality of life in a borough or neighborhood."

In March 2011 Christopher P. Boylan, former deputy executive director for corporate affairs and communications at the Metropolitan Transportation Authority, and now with the General Contractors Association of New York

and Harris Rand Lusk, generously agreed to assume the Chairmanship of Big Apple Greeter's Board of Directors for the second time in his decade and a half of service on the Board.

TECHNOLOGY

For a number of years after its founding, Big Apple Greeter relied on relatively simple off-the-shelf software to meet its technology needs – or, more frequently, simply did without. Board member Joel Epstein was an early advocate for technology and was able to provide some support and equipment through Chase Bank initially. Then In 1995, custom technology came to the organization thanks to the persistence of Board member Bob Johnson and an early volunteer, Steve Schnall. Technology was, perhaps, the only area of Big Apple Greeter's formation where Brooks was not the visionary.

Web sites were just becoming the latest "must have" communications tool and Johnson and Schnall recognized that, for a small organization with a limited budget and a worldwide audience, a presence on the Web made a lot of sense. Together they convinced Brooks to let them post a homepage for Big Apple Greeter with roughly five attendant pages of static "brochure ware", the gold standard of the time. Further, thanks to globalization technology available through Johnson's then-firm, Bowne & Company, users could access information on the site in multiple languages, smartly acknowledging a truly worldwide audience.

While the small paid staff had access to computers and a volunteer data base by then, all visitor requests still continued to be received in the central office via phone, mail or fax, as they had from the beginning. A paper form was then filled out for each request and these were kept in a loose leaf binder for reference by the office volunteers. To the best of Schnall's memory, email became available around 1997 to staff members (the only ones with computers at that time.) But Executive Director Alicia Pierro recalls that even when she arrived in 1998 technology consisted of a hodgepodge of random PCs and each visitor request still had to be entered onto a paper form.

As new and better computer equipment found its way into the organization in the late nineties, the ability to communicate via email with Greeters and other volunteers was enabled and provided a major step forward, though it meant many older Greeters needed to learn computer skills for the first time, since technology had not been a part of their lives previously.

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The Internet, including social media, has become an increasing part of Big Apple's communications effort during the past few years... Facebook and other social media are used both to enhance community among the Greeter corps and with the visitors they serve.

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The transition has been smooth and productive... with founder and former chief Brooks remaining heavily involved... on a broad array of special projects that will help define the future of the organization.

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The current Connects software program was developed specifically for the organization by John Zimmerman, another generous and creative volunteer, and launched in 1999. This custom-built program increased productivity dramatically. It allowed volunteer coordinators to enter visitor request information into a searchable data base that could then be accessed by multiple individuals seeking to match Greeters with visitors at the same time, something the old loose leaf notebook had made virtually impossible. Connects also provided a searchable data base of expanded Greeter information including language fluency, neighborhood specialties and likely availabilities as well as contact information, significantly facilitating the Greeter-visitor match process.

Another benefit of the Connects technology was that it allowed Bill Niles, a regular volunteer starting in 2002 who had been involved in sophisticated market research throughout his career, to mine the data being collected in the system. Data from Connects, together with that from a new Post Visit Data Base that Niles engineered, could be used to conduct literally dozens of different analyses and reports that helped provide vital feedback on visitor traffic by month, their points of origin and their satisfaction with the program, along with the neighborhoods requested and visited and any Greeter feedback.

The Internet, including social media, has become an increasing part of Big Apple's communications effort during the past few years. A digital version of the annual report and an electronic newsletter make it possible to share information with a far wider audience than previously, enhancing the relationship with friends and supporters around the world. Facebook and other social media are used both to enhance community among the Greeter corps and with the visitors they serve.

In 2009 the organization's growing leverage of social media was dramatically demonstrated when loyal Big Apple Greeter volunteers and friends helped win a \$10,000 prize from Liquidnet's Local Impact Challenge, which provides grants to New York City area non-profits that are strengthening the local community, by executing a digital campaign that generated more postings to their site than any other organization.

With an eye to the future, a new generation of software has been in development for some time with the overall objective of enabling Big Apple Greeter to accommodate both more volunteer Greeters and additional visitors. This initiative, being conducted in partnership with New York University, will also provide remote access and an upgraded volunteer data base. It will hopefully be ready for testing and full scale implementation in 2013.

TRANSITION

On May 17, 2006, Alicia Pierro became executive director of Big Apple Greeter, taking over day-to-day responsibilities from founder Lynn Brooks. Pierro, having spent her career in nonprofit organizations, had been director of volunteers, then deputy director since she joined the organization in February 1998. She was unusually well grounded in all of the program's core areas and believed passionately in both its mission and its founder. Perhaps as a result, the transition has been smooth and productive to an almost unprecedented degree, with founder and former chief Brooks remaining heavily involved but now reporting to Pierro as she works on a broad array of special projects that will help define the future of the organization.



Global Greeter Network annual conference, The Hague, Netherlands, 2009.

The Global Greeter Network

Perhaps the most dynamic and expansive of Brooks's special projects has been the development of the Global Greeter Network, a loose confederation of programs based on the Big Apple Greeter concept that has members across the globe. Brooks's trip to Melbourne in 1996 had identified an interest well beyond New York in providing visitors with the opportunity to meet a local host one-on-one and to see a city through his or her eyes while establishing a uniquely positive relationship. This initiative has essentially built on that interest.

The first Greeter Program Roundtable was held in 2005 with five other programs sending representatives to join Big Apple Greeter. At this assembly, network members agreed to the few general guidelines that would help define their commonality – specifically that, 1) organizations must provide volunteer hosts for visitors at no charge; 2) groups cannot exceed six in number; and 3) visitors and Greeters must use public transportation wherever available and reasonable to do so. Other than that, member programs were encouraged to customize their organizations to suit local circumstances. The organizations would then share information, best practices and media opportunities throughout the year and at an annual meeting, to be held on a geographically rotating basis.

From the original six cities who participated in the 2005 gathering – New York, Chicago, Adelaide, Toronto, Houston and Fairbanks – the

Global Greeter Network has expanded today to include programs in 26 cities on five continents:

- **Africa:** Cote d'Ivoire
- **Australia:** Adelaide and Melbourne
- **Europe and The U.K.:** Athens, Belgrade, Bilbao, Bourgogne, Brighton, Brussels, Kent, Lyon, Marseille, Moscow, Mulhouse, Nantes, Paris, Paris Boulogne, Pas-de-Calais, Subotia, Tarn-Albi, and The Hague
- **North America:** Chicago, Houston, New York City and Toronto
- **South America:** Buenos Aires



Greeter for a Day Robert Lieber, Deputy Mayor, at City Hall with Greeter Karen Brueckner and visitors from London.

Greeter for a Day

A second initiative with which Brooks has been closely associated since her transition began in 2008 when the first “celebrity Greeter” accompanied city visitors on a special tour. The Greeter for a Day program invites business, community, and government leaders to fill a Greeter’s shoes for a few hours and share his or her enthusiasm for New York City and its neighborhoods with appreciative visitors. Since the first in the series by Robert Catell, chairman of U. S. National Grid, an impressive list of well-known city citizens has participated including city council members and other high ranking city officials, members of the press, business leaders, performers and artists. In addition to the positive press generated for New York City, the initiative has also demonstrated that, in at least one respect, high profile New Yorkers are no different than anybody else: they appreciate a chance to express their admiration for their city in a unique and very personal way.



Pierro and Brooks with Fuserna Foundation founder Ariadne Getty.

Giant Leap and the Future

Big Apple Greeter has grown exponentially and enjoyed significant success over twenty years, becoming a much beloved institution in the city and around the world. It has never, however, been able to establish a significant endowment or even identify a consistent, dependable annual revenue stream. Therefore, the third major project that has understandably occupied Brooks’s attention since stepping down as executive director is her effort to assure funding sufficient to maintain the program in the years ahead. Needless to say, for this effort, Brooks teams with Pierro, and the other paid staffers and Board members.

As has been true since its founding, a largely volunteer work force and generous in-kind funding keep the actual cash cost of operating the program to a minimum, but even this small amount has been difficult to raise during the recent economic downturn, meaning the tiny paid staff must work harder than ever to attract funding, grants and donations that are too often smaller than they were five years ago.

In response, several years ago Brooks launched a new initiative designed to bring the compelling story of Big Apple Greeter to a larger audience with the objective of enabling a “giant leap” as she saw it towards establishing sustainable funding. While times are far from propitious for such an effort, Brooks has a good story to tell and has lost none of the tenacity and persuasiveness that enabled her to carry out her vision originally.

Positive early signs of her “leap” include an unusually generous grant from The Fuserna Foundation, founded by noted philanthropist Ariadne Getty in 2010. The foundation partners with a select number of charitable organizations, seeking to revive organizations that are struggling due to financial constraints.

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Brooks [has] launched a new initiative ... with the objective of enabling a “giant leap” towards establishing sustainable funding.

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CONCLUSION

As Board Chair Chris Boylan recently commented, “Big Apple Greeter is truly a magical organization that sprung from a seed in Lynn Brooks’s mind twenty years ago. It would have been difficult to imagine at that time that it would grow into an organization with the international scope and reach that Big Apple Greeter has today. The work of a few hundred volunteers and the tens of thousands of visitors with which they have shared their native or adopted City, has blossomed into many millions of positive impressions of New York from both the press and perhaps more importantly, by word of mouth.”

However, the reason the concept has proved so enduring and successful may not be so hard to understand after all. Then as now, Brooks maintained an expansive, even aspirational view of her fellow human beings. She believes that most people are altruistic when given an opportunity, willing and even eager to support the things they love like their city; that circumstances can and will be made better by people who care; and above all, that individuals from widely different cultures can connect if you put them face-to-face in the right context. Big Apple Greeter was predicated on all of these beliefs and demonstrates them to be true every single day, with a new generation carrying Brooks’s vision forward.

But perhaps the most compelling illustration of Big Apple Greeter’s capacity for generating human connection is best presented in one last reminiscence. On September 11, 2001, not quite ten years after the organization was founded, New York City experienced one of the lowest points in its four hundred year history. The Big Apple Greeter office at One Centre Street received faxes and e-mails from a host of past visitors all over the world expressing both concern for the safety of their Greeter friends and condolences for all that the city was currently enduring. For these good souls at least, Big Apple Greeter was the very heart of the city.

Brooks believes that most people are altruistic... that circumstances can and will be made better... and that individuals from widely different cultures can connect...

APPENDIX 1

BOARD MEMBERS THROUGHOUT BIG APPLE GREETER HISTORY (YEARS SERVED ON BOARD)

| | |
|---|---|
| Ron Altman, Senior Partner, Weissbarth, Altman & Michaelson (1993 – 1998) | Anne M. Davis Esq., NYC Chapter National MS Society (1993 – 2008) |
| Barbara Bailey, Assistant Director of Communications, Workers of America Local 1180’s Retiree Division (Retired) (2005 – present) | Merrie L. Davis, President & Publisher, MVPINNY (1995 – present) |
| Elizabeth A. Baltz, Global Business Development & Management (1993 – present) | Susan Dessel, Director, Community Relations for New York City, AT&T (1993 – 1995) |
| Kamal Bhatia, CFA, Senior VP, Fixed Income and Alternatives, Oppenheimer Funds (2008 – present) | Douglas Durst, President, The Durst Organization (1996 – present) |
| Richard Binford, Senior VP, New York Convention & Visitors Bureau (1993 – 1995) | Gretchen Dykstra, President, Times Square BID (1993 – 1996) |
| Garrett R. Bowden, Managing Partners, TAG Real Estate Partners, LLC (1999 – present) | Wendy Eagan, VP & General Manager, Tiffany & Co. (2005 – 2006) |
| Christopher P. Boylan, Director, Governmental & Strategic Partnerships, General Contractors Association; Director, National Transportation & Infrastructure Practice, Harris Rand Lusk (1997 – present) | Jim Echikson, Director of Sponsorship The League of American Theatres & Producers, Inc. (2006 – 2008) |
| Lynn Brooks, Big Apple Greeter (1993 – present) | Joel L. Epstein, Chairman & CEO, AIG Consumer Finance (Retired) (1993 – present) |
| Tuesday Brooks, President, AJOY Management Enterprise (1997 – 2004) | Don Eugene, Senior Officer, R.H. Macy & Co., Inc. (Retired); Callydus Group LLC (2002 – present) |
| Beth Canavan, Executive VP, Tiffany & Co. (1994 – 2005) | Raoul Felder, Attorney, Raoul Lionel Felder P.C. (1994 – 1998) |
| Tony Carvette, President, Structure Tone (1995 – 1999) | Robert Felsenthal, Associate Publisher, Crain’s New York Business (1998 – 2001) |
| John Clark, Senior VP, Ramirez & Co. (2001 – 2002) | Charles Flateman, President, Gray Line New York (1993 – 1997) |
| Patty Clark, Sr. Advisor to the Aviation Director for External Affairs, The Port Authority of New York & New Jersey (2006 – present) | Doreen Frasca, President, Frasca & Associates, LLC (2003 – 2008) |
| Brian Cooper, Partner, KPMG (1999 – 2001) | Adam Friedman, Executive Director, Industrial Retention Network (1993 – 1998) |
| Patrick W. Condren, President, Patcon Associates, Ltd. (2008 – present) | Daniel Friedman, Vice President, General Services, The Bank of New York Mellon (2007 – 2009) |
| Joe Costabile, Executive Director Strategic Agency Services, Cushman & Wakefield (1994 – 1996) | Carl Gambino, Group Director, S.V.P, Signature Bank (2005 – 2009) |
| Robert F. Crook, Director of Compliance, Loews Corporation (2003 – 2005) | Joe Garcia, CFO, Spanish Broadcasting System (1994 – 1996) |
| Elliott Cuker, President, Cooper Classics, Ltd. (2000) | Joel Gensler, Partner, Eisner LLP (2006 – 2009) |
| Kelly Ann Curtin, Senior Vice President, Membership, NYC & Company (2008 – present) | Arthur Gold, Big Apple Greeter (2005 – 2006) |
| Matthew Daus, Esq., Commissioner, NYC Civil Service Commission; Distinguished Lecturer, CUNY; Partner, Windels Marx Lane & Mittendorf, LLP (2006 – present) | Jill Groce, General Manager, JC Penny Manhattan Mall (2009 – 2011) |
| | Bunny Grossinger, Bunny Grossinger Enterprises, Inc. (1993 – 1998) |

Paul Harnett, VP & General Manager, Columbus Center LLC (1997 – 2005)

Nurite Kahane Hasse, President, JourneyCorp (1994 – 1996)

Susan Hayes, President & CEO, Cauldwell Wingate Company, Inc. (2001 – 2003)

Susan Heilbron, Chairman, Lacey & Heilbron (1995 – 1998)

Scott Herman, VP & General Manager, WINS Radio (1996 – 2003)

Paul Insalaco, President, BF9 Media (1995– present)

Peter Insalaco, President, City Guide (1993 – 1995)

Jose L. Ithier, President, The Bronx Overall Economic Development Corporation (2000 – 2002)

Virginia Kee, Chair, Chinese American Planning Council (1993 – 1997)

Peter Kohlmann, Founder, PeKo Creative (2006 – present)

Daniel Kramer, Partner, Paul, Weiss, Rifkind, Wharton & Garrison (2002 – 2003)

Greg Janoff, General Manager, 1010 WINS Radio (2003 –2009)

Robert Johnson, Chairman & CEO, Bowne & Co., Inc. (1996 – 2000)

Jeffery Lam, Managing Member, Lam Generation, LLC (2007 – 2011)

John Lam, Executive Vice President, HSBC Bank USA (1999 – 2000)

Spike Lee, Chairman, Forty Acres and A Mule Filmworks (1993 – 1997)

Steve Lemson, Director, State Government Affairs, American Express Company (1997 – 2003)

George Lence, President, Nicholas & Lence Communications, LLC (2011 – present)

Thomas G. Lewis, President, Gray Line New York Sightseeing (2002 – present)

Andy Lun, President & Creative Director, TOTO Images, Inc. (1997 – 1999)

Jack Lusk, Managing Director, Harris Rand LLC (1995 – 2005)

Henrietta Lyle, Director, New York Small Business (1993 – 2007)

Dr. Deborah MacFarlane, Vice President, Institutional Development, Thirteen/WNET New York (2005 – 2008)

A. Richard Marks, Chief Operating Officer, Shadow Broadcast Services (1998 – 2000)

Mary McCartney, Director, Corporate Communications, Con Edison (1999 – 2002)

Timothy McGuinness, Senior VP, Sales & Convention Center Expansion, NYC & Company (2007 – 2008)

Diane McNulty, Director of Community Affairs, The New York Times (2000 – present)

Steve Morello, President, NY Convention & Visitors Bureau (1996 – 1998)

Louise Morman, Executive Director, Lockheed Martin Leadership Institute (2000 – present)

Josephine B. Murray, Big Apple Greeter (2005 – 2006)

Cristyne Nicholas, CEO, Nicholas & Lence Communications, LLC (1999 – 2011)

Michael Nissan, Chairman & CEO, Convergence Advisors LLC (1993 – 2002)

Laurie Norris, Intercultural Communications and Editorial Services Consultant (2005 – 2009)

Joseph Ochs, VP & Regional Manager, The Rouse Company, South Street Seaport (1993 – 1996)

C. Kevin O’Donoghue, CPA University Auditor, State University of New York (2001 – 2003)

Laura Osman, Senior Managing Director, Concord International Investments (2008 – 2009)

Kimberley Paparello, Bank of America Securities (2004 – 2006)

Michael Piazzola, V.P. & General Manager, The Rouse Company/General Growth Properties (2003 – 2006)

Alicia Pierro, Big Apple Greeter (2005 – present)

Maria Razumich, Managing Director, The New York Palace (1999 – 2001)

Colleen Roche (2000 – 2001)

David Rothfeld, Esq., Partner, Kane Kessler, P.C. (2004 – present)

Richard Rubenstein, President, Rubenstein Public Relations (1994 – 1998)

Brian T. Rutter, Director, Sales & Marketing Delta Air Lines, Inc. New York (2008 – 2009)

John J. Ruzich, OBE, President & CEO, The TIMM Group, LLC (2002 – present)

Sergio A. Sanchez, Executive Vice President, LBOA/ Partners (2010 – 2011)

Joseph M. Scharfenberger, Executive Vice President, Chase Manhattan Bank (1998 – 2001)

Matt Scheckner, Consultant, Hill & Knowlton (1993 – 1996)

Bennett Schmidt, Director New Business Partnerships, American Express Travel Related Services (1993 – 1996)

Stephen Schnall, Partner, Computer Sciences Corporation (CSC Consulting) (2003 – present)

Rita Schwartz, Director of Government Relations, General Contractors Association of New York (1997)

Kenneth Smith, CPA, Partner, EisnerAmper LLP (2009 – present)

Steven Smith, District Director Sales, NYC, Delta Airlines, Inc. (1995 – 1998)

MJ Snyder, Director of Marketing, Crain’s New York Business (2005 – 2007)

Robert Solon, President, Robert Towers Advertising (1993 – 1998)

Joseph E. Spinnato, President, Hotel Association of New York City, Inc. (1995 – present)

Paul Stevens, Senior Sales Director, Continental Airlines, Inc. (2002 – 2004)

Hartmut Strauss, Regional VP, Hyatt Hotels (1993 – 1995)

Gary Swanson, Marketing Manager, Delta Airlines (1993-1995)

Steve Swenson VP & General Manager, 1010 WINS & WCBS NewsRadio 880 (2009 – 2011)

Vincent J. Tabone, Director of Government Relations, Red Apple Group, Inc. (2008 – present)

Diana L. Taylor, Managing Director, Wolfensohn & Co. (1999 – 2009)

Jonathan Tisch, Chairman & CEO, Loews Hotels (1995 – 2005)

Barbara M. Tomanelli, Executive Assistant to Vice President, MetLife (Retired); Greeter Representative (2005 – present)

Col. Tom Tyrell, Executive Director & CEO, Intrepid Sea-Air-Space Museum (2004 – 2005)

Janet Unger, Director International Marketing, Bloomingdale’s (1993 – 1996)

Horace Webb, Senior Vice President Public Affairs, Con Edison (Retired) (1996 – present)

Samuel N. Wender, Crain’s New York Business (2001 – 2008)

Lloyd Williams, President & CEO, Greater Harlem Chamber of Commerce (1993 – 2001)

Markly Wilson, Director, International Marketing, New York State Division of Tourism (2003 – present)

Virginia C. Wright, Partner, GillWright Group (2000 – 2008)

Beth Woodward, Big Apple Greeter (1993 – 1996)

Mark Wovsaniker, Partner, Ernst & Young LLP (1993 – 1999)

Sharon Yakata, Director Community Affairs, The New York Times (1994 – 1999)

James H. Yates, Sr. Vice President, Marketing & Economic Development, NY Power Authority (2008 – 2010)

Melanie Young, President, M. Young Communications (1998 – 2000)

Tim Zagat, President, Zagat Survey (1993 – 1996)

Ex-Officio Members (Years Served on Board)

Hon. Michael R. Bloomberg, Mayor of the City of New York (2002 – present)

Adolfo Carrión, Jr., Bronx Borough President (2002 – 2009)

Hon. Ruben Diaz Jr., Bronx Borough President (2009 – present)

Fernando Ferrer, Bronx Borough President (1995 – 2002)

C. Virginia Fields, Manhattan Borough President (1998 – 2005)

Howard Golden, Brooklyn Borough President (1996 – 2002)

Hon. Marty Markowitz, Brooklyn Borough President (2002 – present)

Hon. Helen M. Marshall, Queens Borough President (2002 – present)

Ruth Messinger, Manhattan Borough President (1993 – 1998)

Guy Molinari, Staten Island Borough President (1995 – 2002)

Hon. James P. Molinaro, Staten Island Borough President (2002 – present)

Claire Shulman, Queens Borough President (1995 – 2002)

Hon. Scott Stringer, Manhattan Borough President (2006 – present)

APPENDIX 2
HONOREES

CELEBRATE NEW YORK

Past Fall Benefit Honorees & Benefit Chairs

- | | |
|--|---|
| <p>2011 Robert K. Steel – Deputy Mayor of Economic Development, Honoree</p> <p>Christopher O. Ward – Former Executive Director, The Port Authority of New York & New Jersey, Honoree</p> <p>Statue Cruises, Honoree</p> <p>Fuserna Foundation, Benefit Chair</p> <p>2010 Ariadne Getty – Founder, The Fuserna Foundation, Honoree</p> <p>Lynn Brooks – Founder, Big Apple Greeter, Honoree</p> <p>2009 Christine Quinn - Speaker, New York City Council, Honoree</p> <p>Daniel A. Biederman - President, 34th Street Partnership and Bryant Park Corporation, Honoree</p> <p>Dominic Chianese - Actor & Singer, Honoree</p> <p>Peter M. Meyer - President, NYC Market, TD Bank, Benefit Chair</p> <p>Hon. Marty Markowitz – Brooklyn Borough President, Honorary Benefit Chair</p> <p>2008 John Catsimatidis – Chairman & CEO, Red Apple Group, Honoree</p> <p>Charlotte St. Martin – Executive Director, The Broadway League, Honoree</p> <p>Dennis Swanson – President, Fox Television Stations, Honoree</p> <p>2007 Amanda M. Burden – Dir., NYC Dept. of City Planning; Chair, City Planning Comm., Honoree</p> <p>Tim Zagat – Co-Founder, Co-Chair & CEO, Zagat Survey, Benefit Co-Chair</p> <p>Joseph E. Spinnato – President & CEO, Hotel Association of New York, Inc., Benefit Co-Chair</p> <p>2006 Andrew R. Mann - Principal, Gardiner & Theobald, Inc., Honoree</p> <p>Anthony Carvette - President, Structure Tone, Inc., Benefit Chair</p> <p>2005 Katherine Oliver – Comm., NYC Mayor’s Office of Film, Theatre & Broadcasting, Honoree</p> <p>Tom Kane, President and CEO, Viacom Television Stations Group, Benefit Chair</p> | <p>2004 Robert F. Fox, Jr. - Partner, Cook + Fox Architects, Honoree</p> <p>Douglas Durst – President, Durst Organization, Benefit Chair</p> <p>2003 Joseph J. Seymour - Executive Director, Port Authority of New York and New Jersey, Honoree</p> <p>Larry Silverstein - President, Silverstein Properties, Benefit Co-Chair</p> <p>Diana Taylor - Superintendent of Banks, New York State Banking Department, Benefit Co-Chair</p> <p>2002 John M. Vazquez - Sr V. P. & Dir. Global Facilities Services, J.P. Morgan Chase & Co., Honoree</p> <p>2001 Charles J. Maikish - Executive Vice President, J.P. Morgan Chase, Honoree</p> <p>Peter Striano - CEO, Unity Electric, Benefit Chair</p> <p>2000 Brendan Sexton - President, Brendan Sexton & Associates, Honoree</p> <p>Lynn White - Host, WPIX TV Channel 11, Honoree</p> <p>1999 Scott Herman - V.P. & General Manager, 1010 WINS, Honoree</p> <p>Lloyd Williams - President and CEO, Greater Harlem Chamber of Commerce, Honoree</p> <p>1998 Joseph Spinnato - President, Hotel Association of New York City, Inc., Honoree</p> <p>Christopher P. Boylan - Deputy Exec. Dir., Metropolitan Transportation Authority, Benefit Chair</p> <p>1997 Michael Hegarty - Vice Chairman, The Chase Manhattan Corporation, Honoree</p> <p>Anthony M. Carvette - President, Structure Tone, Inc., Benefit Chair</p> <p>1996 Tom Cusick - President, The Fifth Avenue Association, Honoree</p> <p>Anthony M. Carvette - President, Structure Tone, Inc., Benefit Chair</p> <p>1995 Arthur Surin – Sr. V.P., Hilton Hotels Corp., & Managing Dir., NY Hilton & Towers, Honoree</p> |
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ANNIVERSARY RECOGNITION BREAKFAST

Past Spring Benefit Honorees & Benefit Chairs

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| <p>2011 Rachele Friedman – President & Co-CEO, J&R, Honoree</p> <p>Helena Durst – Co-Vice President, The Durst Organization, Co-Chair</p> <p>Ariadne Getty – Founder, Fuserna Foundation, Co-Chair</p> <p>2010 John C. Liu – Comptroller, The City of New York</p> <p>Paul P. Mak – President & CEO, Brooklyn Chinese-American Association</p> <p>Joseph Briller – Greeter of the Year</p> <p>2009 Tiki Barber – Retired NFL Pro-Bowl Running Back, NBC News Correspondent, “Football Night in America” Analyst, Chairman of Tiki Ventures, LLC, Honoree</p> <p>Robert C. Lieber – Deputy Mayor of Economic Development, Honoree</p> <p>2008 William R. DeCota – Aviation Director, The Port Authority of NY & NJ, Honoree</p> <p>Larry Kellner – Chairman & CEO, Continental Airlines, Benefit Chair</p> <p>2007 Tim Tompkins – President, Times Square Alliance, Honoree</p> <p>Michael J. Stengel – Market Vice President & Area General Manager, NYC Marriot Hotels, Benefit Chair</p> <p>2006 Hon. Adolfo Carrion, Jr. – Bronx Borough President, Hon. Marty Markowitz – Brooklyn Borough President, Hon. Helen Marshall – Queens Borough President, Hon. James P. Molinaro – Staten Island Borough President, Hon. Scott Stringer – Manhattan Borough President, Honored Guests</p> <p>2005 Carl Weisbrod - President, The Downtown Alliance, Honoree</p> <p>Bruce Ratner - President & CEO, Forest City Ratner Companies and</p> <p>Thomas Renyi - Chairman and CEO, The Bank of New York Company, Inc., Benefit Co-Chairs</p> <p>2004 Stephen M. Ross - Founder & CEO of The Related Companies, L.P., Honoree</p> <p>Steve Spinola - President, Real Estate Board of New York, BenefitChair</p> | <p>2003 Cristyne L. Nicholas - President & CEO, NYC & Company, Honoree</p> <p>Joseph E. Spinnato - President, Hotel Association of New York City, Inc., BenefitChair 2002</p> <p>Daniel L. Doctoroff - Deputy Mayor for Economic Development & Rebuilding, The City of New York, Honoree</p> <p>2001 Charles A. Gargano - Chairman & Commissioner, Empire State Development Corporation, Honoree</p> <p>Elizabeth A. Baltz - Senior Vice President, MasterCard International, Benefit Chair</p> <p>2000 E. Virgil Conway - Chairman, New York State Metropolitan Transportation Authority, Honoree *</p> <p>1999 Lewis Rudin - Co-Chair, Rudin Management, Honoree</p> <p>Eugene R. McGrath - Chairman & CEO, Consolidated Edison Company of New York, Inc., Benefit Chair</p> <p>1998 Robert R. Kiley - President & CEO, The NYC Partnership / Chamber of Commerce, Honoree</p> <p>Richard F. Syron - Chairman, The American Stock Exchange, Benefit Chair</p> <p>1997 Richard D. Parsons - President, Time Warner, Inc., Honoree</p> <p>Robert R. Kiley - The New York City Partnership, Benefit Chair</p> <p>1996 Douglas Durst - President, The Durst Organization, Honoree</p> <p>Thomas G. Labrecque - Chief Executive Officer, The Chase Manhattan Bank, Benefit Chair</p> <p>1995 William Chaney – Chairman & CEO, Tiffany & Co., Honoree</p> <p>Anthony M. Carvette - President, Structure Tone, Co-Chair</p> <p>Joseph G. Costabile – Sr. Director, Cushman & Wakefield, Inc., CoChair</p> <p>1994 H. Eugene Lockhart - CEO MasterCard International, Honoree</p> <p>Thomas G. Labrecque - Chairman, The Chase Manhattan Bank, Benefit Chair</p> |
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