



RoseKennedyGreenway.org

FY15B Results, FY16 Goals & Budget

FARMC Meeting, December 8, 2015
Board Meeting, December 10, 2015

Overview of key matters

FY16 is the first fiscal year to be calendar year

FY15 was 18-months (July 1, 2014 - Dec 31, 2015)

FY14 and prior fiscal years were July 1 – June 30

Larger operating budget reflects programmatic changes of past 2 years:

Public Art, Ranger, and Volunteer programs

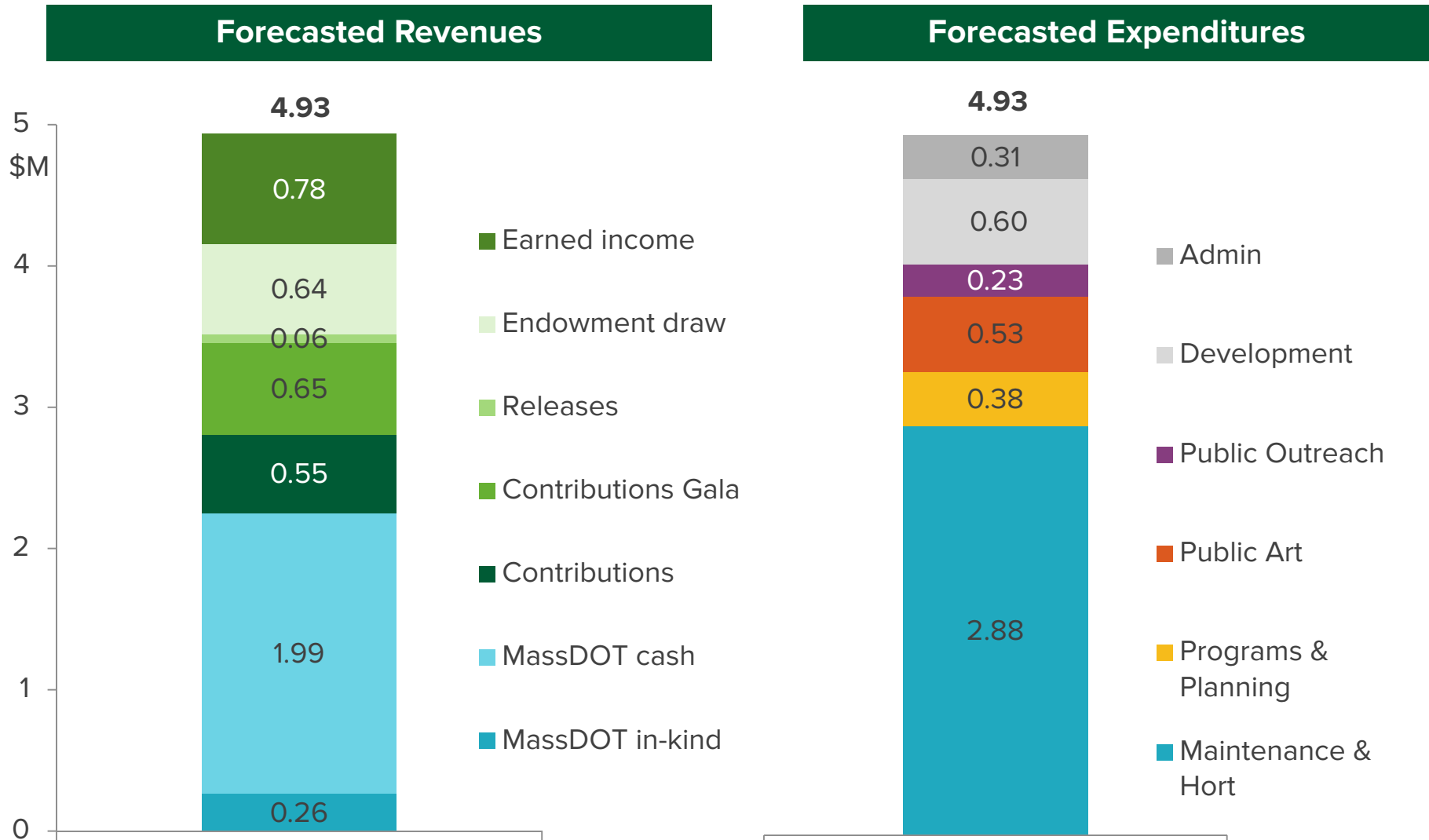
Care for 17 acres of Greenway + AHP + Fed

Significant capital expenditures anticipated

Abutter conversations ongoing but no additional funding reflected in budget

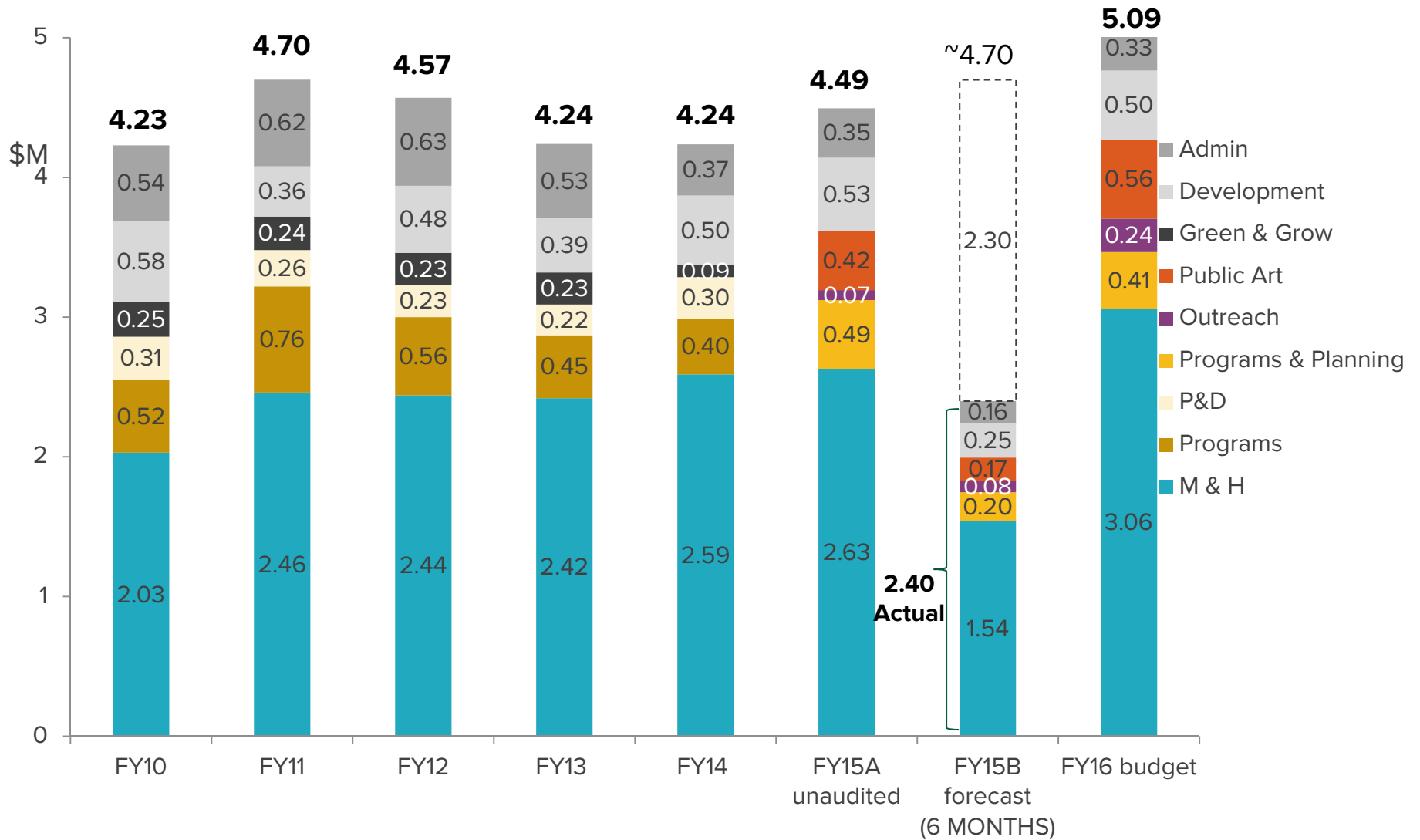
No Greenway capital reserve; Carousel reserve is growing

Proposed FY16 operating budget



Including cash+in-kind; excludes \$303k depreciation expense, a majority of which relates to the fully-funded carousel

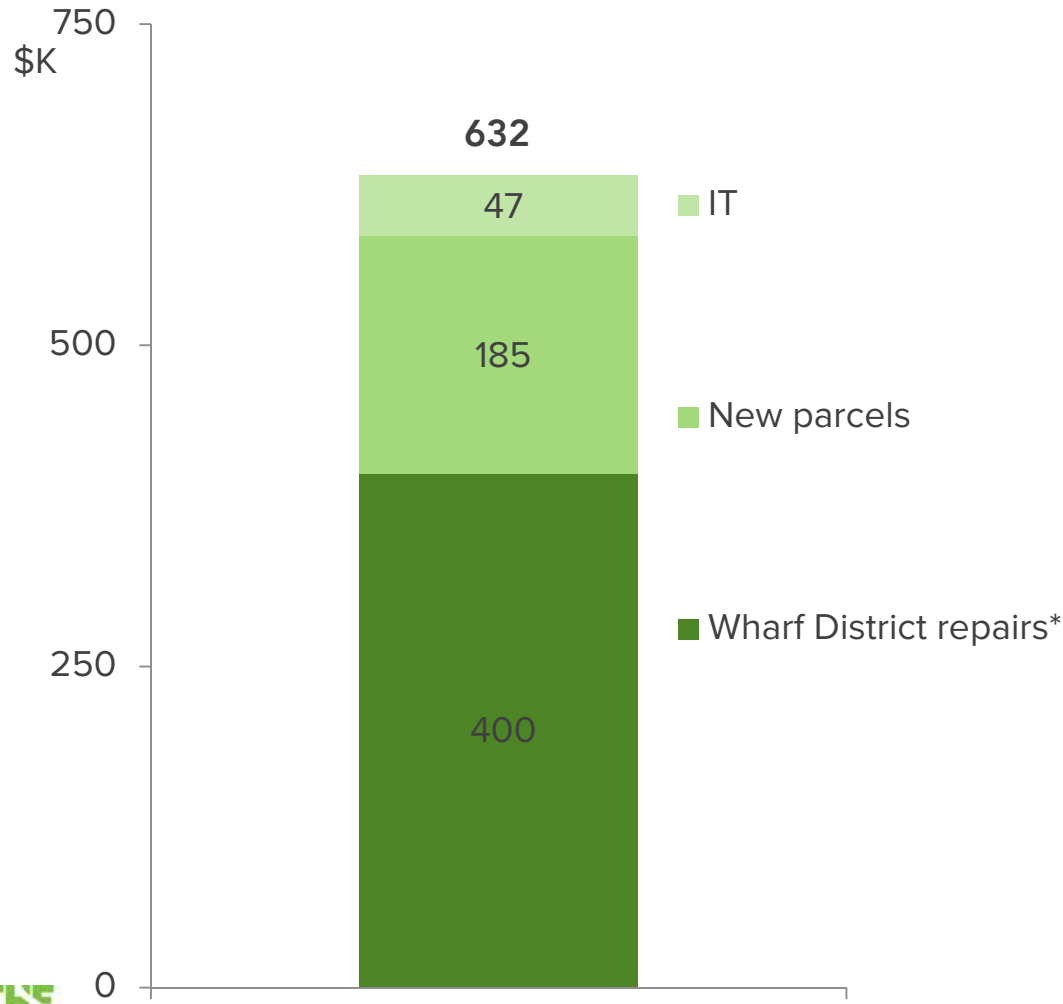
FY10 – FY16 recurring operating expenses



* For comparison to FY10-FY14 audited financials, Gala expenses are netted out & depreciation is included
 * FY15A&B doesn't include non-recurring expenditures for capital, new parcel repairs, and Echelman sculpture
 * FY15B annualized to \$4.7M for comparability, taking into account seasonal variances

Proposed FY16 capital expenditures

Forecasted Expenditures



* As fundraising permits

Capital revenues

IT: will proceed regardless of fundraising; \$50K grant in progress

New parcel repairs and improvements: funded; MassDOT \$185K

Wharf: dependent on fundraising; ~\$400K asks currently pending & ~\$100K additional anticipated

No Greenway capital reserve; Carousel reserve is growing

Results for FY15B (7.1.15 – 12.31.15)

FY15B Goals, as presented July 2015:

*FY15B
results*

Beauty

Maintain Greenway and contracted properties at highest level
Complete North End repairs and improvements
Begin care of and improvements on new lease parcels

✓
✓
✓

Vibrancy

Host 300 free events in 2015
Launch Art Ambassador tours
Install new contemporary mural on Greenway Wall at Dewey Sq. Park
Request proposals for 2016 Chinatown zodiac public art installation
Plan for winter market attraction

✓
✓
✓
✓
-

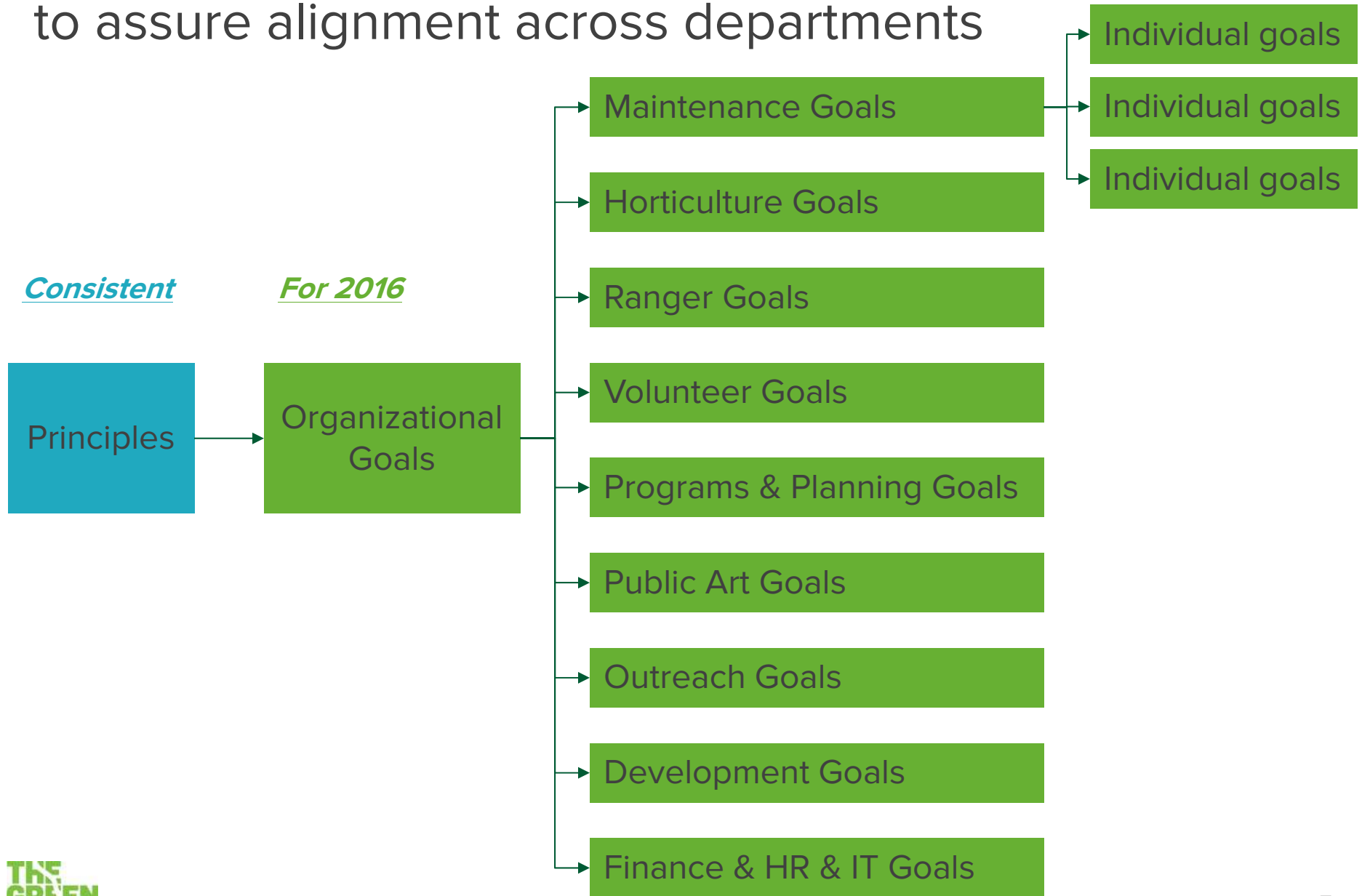
And more!

Deinstall Janet Echelman aerial sculpture
Welcome the opening of Boston Public Market & One Greenway
Increase understanding and appreciation of The Greenway
Complete fiscal year change

✓
✓
✓
-



New internal goal-setting process to assure alignment across departments



Organizational Principles

Principles

Maintain and improve the beautiful and welcoming Greenway

Curate innovative park experiences

Build understanding and engagement across diverse audiences

Increase and diversify funding

2016 Organizational Goals ("FY16 Statement of Activities and Goals")

Maintain and improve the beautiful and welcoming Greenway

- Continue existing high-quality care for Greenway, AHP, Fed
- Complete initial improvements to new parcels and plan for additional work
- Address in-park human service challenges by deepening relationships
- Improve operational facilities

Curate innovative park experiences

- Maintain 1.2M tracked attendance, plus increase evening/winter activation
- Build on public art momentum in 2016 and develop plan through 2018, including "next big thing"
- Systematically improve collaboration and coordination among departments

Build understanding and engagement across diverse audiences

- Improve in-park messaging [incl. ambassadorship]
- Develop standards and processes for owned media and for free media (e.g., listings)
- Develop media relationships and secure media sponsors
- Deepen community connections, especially in Chinatown

Increase and diversify funding

- Deepen relationships and support from individual donors
- Launch new earned income initiatives
- Make progress toward significantly greater abutter support
- Secure additional funding for capital repairs

Illustrative 2016 Departmental Goals: Maintenance

Continue advocating for the construction of a Maintenance Facility.

Incorporate reparations and maintenance of new parcels that were added to our leased property in 2015.

Restore hardscape assets in the Wharf District as funding allows. This includes:

- Replace 29 step lights on P15

- Resurface the light blades & pencil light poles

- Fix Wharf benches (resurface metal components & replace wood slats as needed)

- Install skate deterrents on the P15 stage

- Restore mechanical components of Harbor Fog

- Procure/refurbish new trash/recycling barrels

Inventory all Greenway technology, make remotely accessible, and train maintenance staff.

Collaborate on planning for public art and programs to assure that Maintenance ramifications are understood and accommodated.