



RoseKennedyGreenway.org

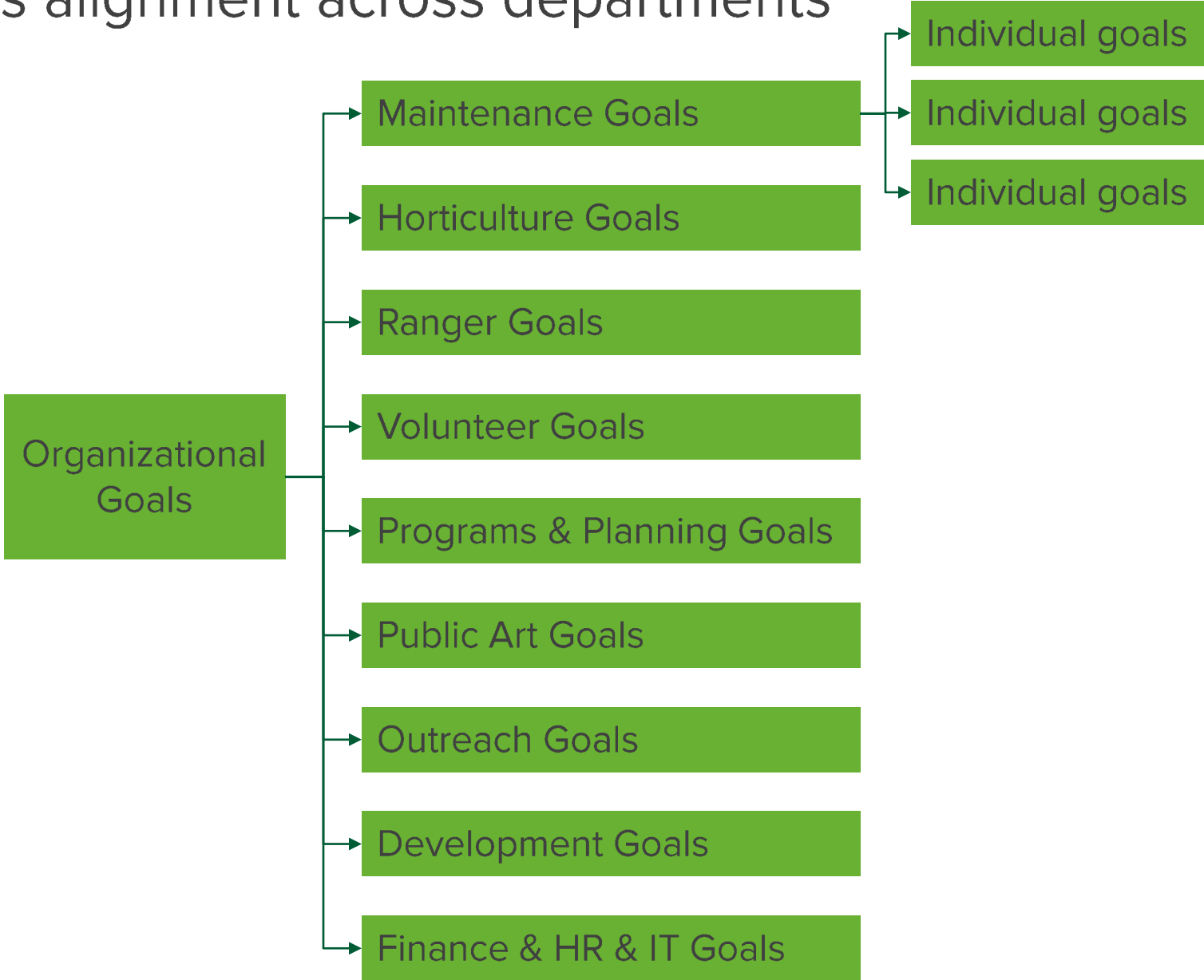
2016 Results, 2017 Goals, & 2017 Six-Month Proposed Budget

Board Meeting, December 13, 2016



2016 Results & 2017 Goals

Annual internal goal-setting process assures alignment across departments



Results for 2016

2016 Goals, as presented December 2015:

2016 Results

Maintain & 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
- Improve in-park messaging [incl. ambassadorship]

✓
 ✓ (ongoing)
 ✓ (ongoing)
 ✓-
 ✓

Curate innovative park experiences

- Maintain 1.2M tracked attendance, plus increase winter activation
- Build on public art momentum in 2016 and develop plan through 2018, including “next big thing”
- Deepen community connections, especially in Chinatown
- Systematically improve collaboration and coordination among departments

✓+ ✓-
 ✓
 ✓ (ongoing)
 ✓

Increase and diversify funding and engagement

- 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
- Develop media relationships and secure media sponsors

✓ (ongoing)
 ✓ (ongoing)
 ✓ (ongoing)
 ✓-
 ✓+

2017 Organizational Goals

Maintain & improve an exceptional Greenway

- Continue high-quality care, with improvements in Chinatown cleanliness
- Prioritize masonry repairs & complete Rings Fountain rehab
- Improve horticulture at P18, NE portal beds, Chinatown triangles
- Address human service challenges through deepened service agency relationships, closer partnership with law enforcement, and redesign of park spaces
- Add in-park interpretive and marketing signage
- Push maintenance facility to 100% design

Foster engaging experiences

- Maintain ~1.4M tracked attendance with focus on diverse, quality events
- Launch winter activation with Upsilon
- Install Playful Perspectives artworks and integrate with Play
- Push new Parcel 2 park through design and into construction

Increase and diversify funding and engagement

- Conclude long-term operating and funding agreements
- Raise+earn cash revenue of **\$TBD** goal (\$2.2M budgeted target)
- Deepen corporate relationships, especially with abutter tenants
- Launch beer garden and merchandising revenue pilots
- Increase total e-followers by 25% to 46K
- Transition to new Development database

2017 Maintenance Goals

1. Improve cleanliness of Chinatown through adjustments of WORK Inc. priorities
2. Restore hardscape assets in the Wharf District. This includes:
 - Clean Rings fountain basin and make repairs to a level that time and weather allows in Spring 2017.
 - Touch up Light Blades, pencil light poles by 8/1/2017.
 - Develop plan and estimate for Rings fog restoration and implement as funding allows
 - Install skate deterrents on the P15 stage, as funding allows
 - Replace 29 step lights on P15, as funding allows
 - Procure/refurbish new trash/recycling barrels, as funding allows
3. Complete remote accessibility of North End and Chinatown fountain controllers by 7/1/2017.
4. Continue to support Public Art installations as staffing transitions to more contracted installations and planned hiring of a new Public Art production/operations seasonal (or intern).
5. Develop five-year vehicle fleet needs assessment by April 1, 2017.
6. Continue advocating for the construction of a Maintenance Facility.

A green-tinted photograph of a city park. In the foreground, several people are hula hooping on a grassy area. In the background, there are modern high-rise buildings and a few tents. The overall scene is lively and urban.

2017 Six-month Proposed Budget

Key 2017 operating revenue parameters

- MassDOT: funding agreement in place for January 1 – June 30
- Endowment draw: ~\$60K in Q1&Q2; remainder of 4.5% draw received in Q3&Q4
- Earned income:
 - Continued growth in Mobile Eats and fee revenue
 - Conservative Carousel projections to allow for weather variance
 - Cost-of-living increase for Fed and AHP contracted care
- Philanthropic contributions:
 - Conservative estimates based on specific prospects
 - Gala net revenues consistent with historical proceeds
 - Significant releases of prior-year donor-restricted revenue

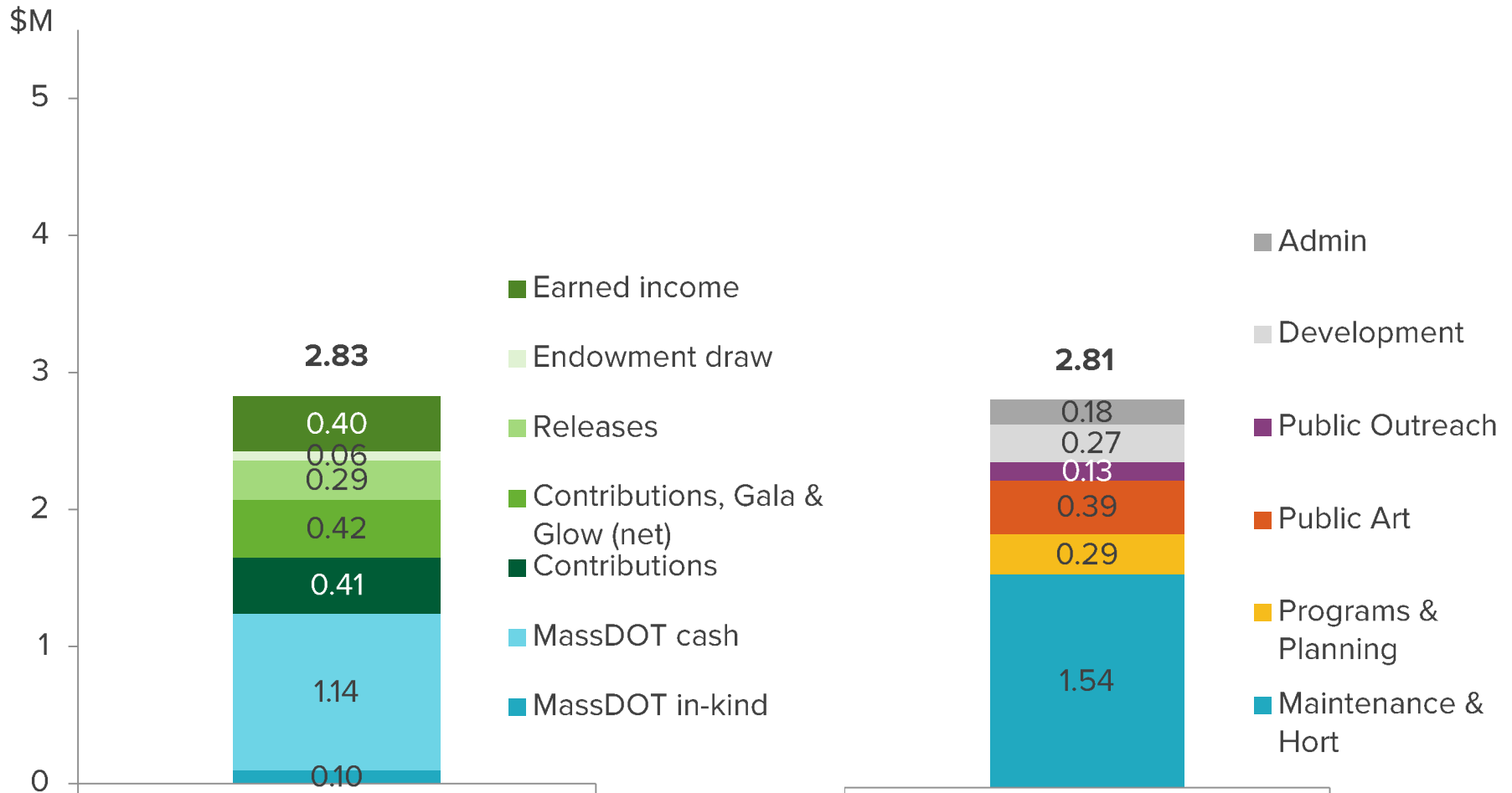
Key 2017 operating expense parameters

- Maintenance & Hort
 - Standard snow removal assumption
 - Contractual cost-of-living increase for WORK Inc.
 - Contracted tree care
- Programs & Planning:
 - Full year of Earned Income Manager
 - Full year of Play Coordinator
- Public Art:
 - Seasonal assistant instead of interns (grant funded)
 - Installations: Year of the Rooster + ~6 Playful Perspectives + ~4 Design Biennial Boston (+ in second half, Greenway Wall mural)
- Outreach:
 - No staffing changes
 - Reduced consultant support
- Admin & Development
 - Full year of new DoD hire

Proposed 2017 six-month operating budget

Forecasted Revenues

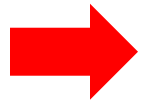
Forecasted Expenses



Including cash+in-kind; excludes \$0.15M depreciation expense, a majority of which relates to fully-funded carousel. \$0.02M variance allocated to carousel capital reserve and IT capital updates.

Proposed 2017 six-month capital plan totals \$0.23M

- \$0.14M new parcel improvements (MassDOT funded in prior period)
- \$0.06M for Wharf horticulture improvements (privately funded in prior period)
- \$0.02M for Chinatown hardscape repairs, dependent on fundraising
- ~\$0.01M in Carousel repairs (funded by reserve)
- ~\$0.01M in IT updates (funded through operations)



No Greenway capital reserve; Carousel reserve is growing

2017 Programs Fee Schedule

2017 Fee Schedule: Base Fees Consistent with 2016

- Application fee
 - \$25 for non-profit organizations
 - \$100 for for-profit organizations
- Sampling & promotional activities space rental (approx. 10'x10' space)
 - Beginning at \$350/hr for Dewey Square Park (*vs. \$325 in 2016*)
 - Beginning at \$275/hr for Wharf and NE (p8, p10, p14, p15, p16, p17, p18) (*vs. \$250 in 2016*)
 - Beginning at \$150/hr for all other parks (*vs. \$250 in 2016*)
 - Volume discounts for duration and footprint (*new*)
 - No charge between the hours of 11pm and 7am with proper security
 - Up to 50% discount per location for events >4 hours and/or >500SF if event provides significant, free public benefit
- Market rev-share
 - 5-15% non-profit organizations
 - 20-25% for-profit organizations
- Furniture moving: \$300 - \$800

2017 Fee Schedule: Penalties and Cleaning

- Programs support staff beyond hours defined in event contract (*new*)
 - \$50/hr for non-profit organizations
 - \$100/hr for for-profit organizations
- Damage and cleaning
 - \$10/SF for lawn replacement (*new*)
 - \$300/hr for cleaning
- Event deposits
 - Credit card information will be collected from third party organizers who have not paid by time of event
 - To be charged if payment not received within 30 days of the event
 - + 5% to cover transaction fees and admin