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

- Individual goals
- Individual goals
- Individual goals

Organizational Goals
- Maintenance Goals
- Horticulture Goals
- Ranger Goals
- Volunteer Goals
- Programs & Planning Goals
- Public Art Goals
- Outreach Goals
- Development Goals
- Finance & HR & IT Goals
# Results for 2016

**2016 Goals, as presented December 2015:**

<table>
<thead>
<tr>
<th>Maintain &amp; improve the beautiful and welcoming Greenway</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Continue existing high-quality care for Greenway, AHP, Fed</td>
</tr>
<tr>
<td>• Complete initial improvements to new parcels and plan for additional work</td>
</tr>
<tr>
<td>• Address in-park human service challenges by deepening relationships</td>
</tr>
<tr>
<td>• Improve operational facilities</td>
</tr>
<tr>
<td>• Improve in-park messaging [incl. ambassadorship]</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Curate innovative park experiences</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Maintain 1.2M tracked attendance, plus increase winter activation</td>
</tr>
<tr>
<td>• Build on public art momentum in 2016 and develop plan through 2018, including “next big thing”</td>
</tr>
<tr>
<td>• Deepen community connections, especially in Chinatown</td>
</tr>
<tr>
<td>• Systematically improve collaboration and coordination among departments</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Increase and diversify funding and engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Deepen relationships and support from individual donors</td>
</tr>
<tr>
<td>• Launch new earned income initiatives</td>
</tr>
<tr>
<td>• Make progress toward significantly greater abutter support</td>
</tr>
<tr>
<td>• Secure additional funding for capital repairs</td>
</tr>
<tr>
<td>• Develop media relationships and secure media sponsors</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2016 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓</td>
</tr>
<tr>
<td>✓ (ongoing)</td>
</tr>
<tr>
<td>✓ (ongoing)</td>
</tr>
<tr>
<td>✓ (-)</td>
</tr>
<tr>
<td>✓</td>
</tr>
<tr>
<td>✓ + ✓ -</td>
</tr>
<tr>
<td>✓</td>
</tr>
<tr>
<td>✓ (ongoing)</td>
</tr>
<tr>
<td>✓</td>
</tr>
<tr>
<td>✓ (ongoing)</td>
</tr>
<tr>
<td>✓ (ongoing)</td>
</tr>
<tr>
<td>✓ (-)</td>
</tr>
<tr>
<td>✓ +</td>
</tr>
</tbody>
</table>
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


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.
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**

- **Earned income**: $0.40
- **Endowment draw**: $0.06
- **Releases**: $0.29
- **Contributions, Gala & Glow (net)**: $0.42
- **Contributions**: $0.41
- **MassDOT cash**: $1.14
- **MassDOT in-kind**: $0.10

Total: $2.83

**Forecasted Expenses**

- **Admin**: $0.18
- **Development**: $0.27
- **Public Outreach**: $0.13
- **Public Art**: $0.39
- **Programs & Planning**: $0.29
- **Maintenance & Hort**: $1.54

Total: $2.81

*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