



**Board of Directors Meeting Agenda  
December 12th, 2018  
8:30 a.m. – 10:30 a.m.**

Executive Session	Leslie 8:30 – 8:40
Minutes of October 17, 2018 Board meeting	Leslie 8:40 – 8:45
Financial Report	Bill, Allan 8:45 – 8:55
Governance Committee Report	Kate 8:55 – 9:00
Questions/Comments on Reports Three Parks, Director's, Development, Communications & Outreach	Leslie 9:00 – 9:30
Updates Hempfest King Memorial Pilot Bathrooms Shaw 54 <sup>th</sup> Cooperative Agreement with Parks Boston Common Master Plan Downtown Planning	Leslie, Liz, Beatrice 9:30 – 10:10
Park Improvement District 50 <sup>th</sup> Anniversary	Leslie 10:10 – 10:15 Leslie, Liz 10:15 – 10:25
Other Business	Leslie 10:25 – 10:30

**MARK YOUR CALENDARS**

Board of Directors Meetings (8:30 a.m.)  
February 6<sup>th</sup>, 2018  
March 28, 2019  
June 5, 2019

Events  
Community Conversation, January 9, 2019  
Annual Meeting, March 28, 2019  
Board and Council Dinner June 5, 2019

## **FRIENDS OF THE PUBLIC GARDEN**

Minutes of the Board of Directors Meeting  
October 17, 2018 8:30 a.m.- 10:30 a.m.

The Board of Directors of the Friends of the Public Garden met at 69 Beacon Street, Boston, on Wednesday, October 17, 2018 at 8:30am.

Members present: Mesdames Adam, Anderson, Burlingame (ex officio), Burns, Corcoran, Cox, Johnson, Moore, Nessen, Quinn, Smith (ex officio), Swanson and Messrs. Albright, Clendaniel, Mead, Taylor, and Zick.

Members absent: Mesdames Achtmeyer, Bordon, Enroth, O’Keeffe, and Mr. Burnes.

Also present were staff members Ms. Vizza, Ms. Halpin, Ms. Abell, Mr. Mulcahy and Mr. TenBarge.

Ms. Adam, Chair, called the meeting to order at 8:30am.

### **Minutes of the June 6, 2018 Board Meeting**

Upon a motion being duly made and seconded, it was unanimously

**VOTED:** to approve the minutes of the June 6, 2018 Board Meeting as amended to reflect that Ms. Moore strongly noted that Tool Shed improvements were necessary.

### **Financial Report**

Mr. Clendaniel referenced the Treasurer’s Report, dated October 17, 2018, which was circulated prior to the meeting. He noted that the endowment is still over \$20million despite the vagaries of the stock market. He also noted that operations are in good shape and that the Friends has received \$300,000 in unexpected gifts from the Pierce Charitable Trust and from Peter Brooke. Regarding the budget, the Friends anticipate a surplus in 2018 which will be transferred to next year’s budget. Though the YTD Parks Care budget is currently projected below target, spending is anticipated to meet budget by the end of the fiscal year. He expressed thanks to all our donors who keep the Friends in such strong financial condition. The budget for the Bathroom Pilot was discussed and it was noted that they have been extremely popular. Mr. Mulcahy reports there were a few start-up glitches but overall the use and maintenance has been pretty smooth. The pilot costs \$55,000 per month and given the size of the Pierce grant, the pilot will be able to operate for three years.

### **Personnel Committee Report**

Ms. Anderson reported on two recommendations on behalf of the Committee.

1. The increase of Mr. TenBerge's role to full time given his expanded duties as Brewer Plaza Coordinator and his increased role in finance management and HR administration.
2. The hiring of a Parks Care Specialist to assist Mr. Mulcahy. The new hire would share the Finance Manager's office.

The Board discussed the Specialist's role and whether or not that hire would reduce the need for specific consultants. However, it was noted that Mr. Mulcahy's current work load is so great that important tasks such as data collection, mapping, and tree inventory are not being done. In addition, the Friends continues to assume more direct responsibility for parks care which will further increase Mr. Mulcahy's work load. Parks care roles and responsibilities will be formally defined in the Friends/Parks Partnership MOA, which needs to be finalized.

The Personnel Committee also reported that TSNE has been hired to review staff salaries of comparable not-for-profits in the Boston area, using data of comparable nonprofits that are similar in size and geographic area to the Friends.

### **Governance Committee Report**

Ms. Quinn reported on behalf of the Committee. Ms. Enroth will serve as the new chair and Ms. Pokorny is rotating off. The Committee thanks Margaret for her service and welcomes Kate back. Suggestions for the Committee are welcome.

Communications & Outreach Committee Charter – given the changes brought about by Winthrop Square advocacy and the need to strengthen the Friends messaging, a revised charter was presented to the Board and was circulated prior to the meeting.

Upon a motion being duly made and seconded, it was unanimously

**VOTED:** to accept the revised Communication & Outreach Committee Charter dated October 17, 2018

Ms. Quinn reported that per our practice of reviewing certain policies annually, two policies were presented to the board for approval.

Upon a motion being duly made and seconded, it was unanimously

**VOTED:** to accept the Whistle Blower Policy  
and

**VOTED:** to accept the Record Retention Policy

Ms. Quinn noted that the Governance Committee has created a Handbook that contains all the governance documentation as well as other information for the Committee Chair and for the office records. This handbook will ensure consistency for current and future chairs and office

management. Many thanks were offered to the Committee members and staff who created this handbook.

### **Public Relations**

Solomon McCown has been under contract to the Friends for nine months at a rate of \$6,500/month. They have been helpful in many ways including providing advice on when to take a back seat and not respond to hot button issues. For example, the Friends remains wary of being cast in the role of an elitist group. As far as building a positive image, SM believes that the reconstruction of the Shaw 54th Memorial will attract national attention, thereby bringing attention to the work of the Friends.

### **50th Anniversary**

The Board discussed possible ideas to use the 50th to celebrate our longevity, which is extraordinary for park organizations. Two proposed legacy projects presented were the renovation of the Public Garden Tool Shed and upgrading the four children's fountains in the Public Garden. Discussion included whether to take on both projects or focus on only one. The Friends should feel confident that whatever approach is chosen, donors will respond to meet the cost. Whatever the decision, the Board and members will have to commit and work to support fundraising efforts. Further suggestions included an information center in a renovated Tool Shed/Gardner's Cottage; the benefit of converting the fountains to water recycling mechanics; including the Common for legacy project ideas, such as creating a sculpture at the site of the former Great Elm, using it as an opportunity to educate the public about trees. Another suggestion was to tie legacy projects to sustainability. Projects could be staggered over time, not necessarily scheduled for the anniversary year. The discussion concluded with a recommendation that two committees be formed: 1) to select the legacy projects and guide the year of events; 2) to fund raise for the project(s).

### **Parks Reports**

In response to query about our elm disease control program, Mr. Mulcahy explained that the goal is to strengthen the health of the trees by such measures as allowing the trees to heal wounds resulting from injection programs and to monitor the beetle activity. Unfortunately we cannot eliminate Dutch elm disease but the loss of the elms can hopefully be slowed.

### **Updates**

- **Hempfest Advocacy** -The Friends has worked to expand the number of stakeholders opposed to duration and management of Hempfest to help strengthen our advocacy with the City; we have increased our communication with the City formally and informally. One result is that that City Council is holding a hearing in November to discuss Hempfest. The Friends and other stakeholders will be represented on the panel and in public testimony.
- Ms. Adam, Ms. Vizza and Mr. Taylor met with representatives from MassCANN, including their lawyers, at their request. The team determined from this meeting, which helped in

formulating what the City Council hearing strategy should be, that it will be best to avoid focusing on minutia, and to instead focus on permit violations and to emphasize that MassCANN does not have the capacity to manage the expanded event. The Boston Hempfest is the second largest such festival in the US. MassCANN did not demonstrate an ability to control their vendors, resulting in many permit violations. Furthermore, the City's enforcement is lax; police do not enforce the park permit. Their role has been reduced to crowd control, and not permit enforcement.

- **King Memorial** – The proponents have rebranded the project as King Boston. The process for the memorial is unclear as King Boston appears to be acting without significant oversight by the City, with the exception of the involvement of the Director of the Art Commission, Karin Goodfellow. The City is working to reassume control of the process, through the regular oversight required by the Boston Landmarks and the Parks Department. According to Chief of Arts and Culture, Kara Jones-Ortega, the City is forming a steering committee to oversee the King Memorial in the Common.
- **Pilot Bathroom** – This project, funded by the Pierce Charitable Trust, has been very successful. The facilities themselves and their management have been effective with a few minor exceptions.
- **Shaw 54th Regiment Memorial project** – The forum that has been planned in association with the restoration of the Memorial has been rescheduled to January. There will be a three-person moderated panel. The Friends has also received \$55,000 gift from the Salah Family Fund.
- **Bartlett Tree Company** – The Friends discontinued use of Bartlett as a contractor after their disappointing testimony in favor of the Winthrop Square development. The Board was asked whether the Friends should resume the relationship as it would be beneficial to have another tree care vendor. Discussion followed. Mr. Mulcahy stated that the Friends parks work benefits from having a large stable of qualified arborists in the parks, and Bartlett was a high quality firm. It was decided to meet with the firm's leaders, and invite them back in to work in the parks, with the understanding that what happened two years ago never happens again.
- **Members' Reception** – Due to the ongoing hotel workers' strike against the Marriott, the Friends is seeking an alternate venue for the event than the Ritz, which is a Marriott property.

### **Executive Session**

At this time, the staff left the meeting and the Board went into Executive Session. The Board was invited to raise any issues they felt needed to be addressed.

There being no other business, Ms. Adam adjourned the meeting.

Respectfully submitted,

Catherine Bordon, Secretary

**FRIENDS OF THE PUBLIC GARDEN****Treasurer's Report for Board of Directors Meeting  
December 12, 2018****2019 Budget Summary dated 12/3/2018****2018 Projected**

Total Operating Income is now forecast to be \$546,500 ahead of budget, largely due to the factors I reported on at the October Board meeting: Sponsored Benches and Trees, the Pierce Trust gift, the Green & White Ball, and bequests. With Operating Expenses projected to be under budget by \$127,900, we anticipate an Operating Surplus of \$712,800. As I described in my October report, much of the underspending is due to projects that could not be completed in 2018 but are budgeted for 2019. We therefore propose, as we did last year, transferring most of the surplus into Temporarily Restricted Funds for use in the following year, 2019, leaving a surplus of \$12,800. We propose that \$700,000 be distributed as follows: \$300,000 to a new Brewer Fountain & Mall Sculpture Lighting Fund, \$100,000 to a new Friends 50th Anniversary Fund, and then \$100,000 each to the Common Fund, the Common & Garden Tree Fund, and the Mall Fund. These distributions will support much of the work set out in the 2019 budget.

In accordance with our policy, Anne Brooke's \$50,000 bequest will be transferred to Endowment (bequests of \$10,000 or above), while Morgan Palmer's bequest of \$6,250 will go to Undesignated Contributions. We believe the Three Historic Parks Endowment is the most suitable one for Anne's bequest and we request your vote of approval.

**Proposed 2019 Budget**

This budget was reviewed by the Finance Committee on October 24 and by the Executive Committee on November 7. Various changes were proposed at each meeting and were incorporated in this version, as well as minor changes in several of the projects for which we now have better estimates. We now seek your vote of approval.

It's an ambitious budget, with expenses up 27% or \$682,800 over our 2018 projections – our first budget over \$3 million. This increase is made possible by the \$700,000 transfer from 2018 and an increase of 8.5% or \$58,000 in our draw from the endowment. Each year on September 30 we calculate the average of our endowment's value, looking at the preceding 12 quarters. Thanks to the new funds for the Lee Endowment and discarding the lower endowment values of three years ago we have this extra money for 2019.

## **Operating Income (pages 5 & 6)**

**Support** – Membership is budgeted to increase \$38,500 or 7%, reflecting the Development staff's best judgment. Other Contributions returns to a figure that we expect to receive and uses a three-year average for Bench and Tree Sponsorships. The decrease in Green & White income in Development Events also reflects a return to more normal levels. Public Programs reflects the need for us to raise an additional \$50,000 for programming in connection with the Shaw Memorial restoration. Revenue returns to average Duckling Day proceeds.

Reflecting all of the above, Total Operating Income is budgeted to drop \$78,800 or 2%.

## **Operating Expenses (pages 7-11)**

**Parks Care** – Significant increases are proposed for all three parks. In the Common (page 7) the lighting of the Brewer Fountain is the biggest increase. This work will require the enlargement of the second fountain vault. There are smaller increases in our normal Tree, Soil & Turf Care and Sculpture conservation work. Having now found a possible sculptor, we once again hope to create a bench out of the large stump facing the Frog Pond. In all expenses will increase by \$34,500 or 7%.

The Garden (page 8) will see an increase of \$155,600 or 38%. The biggest increase (\$100,000) is for design work on the proposed 50<sup>th</sup> anniversary projects (Gardeners' Cottage and the Child sculptures). \$75,000 is for our gradual assumption of full irrigation responsibility, offset by less sculpture work. The Boylston Street Border upgrade has been finished but needs to be maintained. We need to repair the rabbit damage to the rose beds, and the uptick in sponsored benches will require increased expense.

The Mall (page 9) will receive an additional \$224,200, a 77% increase. Most of the money will go for new irrigation controllers (\$104,000) and increased sculpture care and lighting. We also propose master planning for the Kenmore Square block in advance of additional work in future years.

Total Parks Care will thus increase by \$414,200 or 35%, largely made possible by the funds transferred from 2018. A significant amount of the increased staff work necessary for these projects will come from the proposed new Parks Care Specialist.

Public Programs (page 10) is fairly stable with most of the increase, \$76,000, in the proposed programming in conjunction with the Shaw Memorial restoration for which we have already raised \$55,000. This programming will give us a great opportunity to widen our audience.



Communications (page 10) is increasing by \$18,700 or 39% and will go towards more advertising, additional work on the website, and a new brochure. The work of this department will be augmented by the proposed Parks Care Specialist.

Development (page 10) is quite similar to 2018.

### **Administration (page 11)**

Personnel – We propose an increase in salaries of \$15,400 or 3.5% for the staff members. These are based on the performance reviews that Liz conducted and new figures for comparable organizations that we received from our compensation consultant. In addition we will propose an increase in salary for Liz during the executive session that is embedded in this budget. Leslie will share the general tenor of the comments on Liz's performance that she received from those Board members who replied to her questionnaire and the new comparable salary information. The Board will then vote specifically on Liz's salary.

The other changes from 2018 include the proposed new Parks Care Specialist position and the proposed increase to full-time for the part-time Finance Manager. These two will add an additional \$71,800 to the salary total. There will also be increased tax and benefit expenses for the whole staff and the new position of \$26,000.

The new staff position and Steve's upgrade have been carefully reviewed by the Personnel, Finance and Executive Committees. The new and revised position descriptions are included in this budget package. The new Parks Care Specialist is needed to augment Bob's work and accomplish long delayed projects such as GIS mapping and archival work. The Specialist will be expected to work with both the Communications and Development departments to help them bring new parks information to our members and the public as part of our on-going outreach and membership growth. Upgrading the Finance Manager's position to full-time recognizes the growth in our financial complexity and volume. Steve not only manages our finances, he also carries out our important programming at the Brewer Fountain Plaza, which is also increasing in complexity.

Overhead – Of the \$50,800 increase, \$35,000 is for initial event planning for the 50<sup>th</sup> anniversary, a critical need based on our experience with our 40<sup>th</sup> anniversary. We are also increasing our legal and insurance budgets. An ad hoc task force of Frank Mead, Allan Taylor, Liz, Steve and myself had two meetings with our insurance agent to review all of our coverages, and we strongly recommend some significant increases in our coverages as well as adding coverage for cyber security liability. These changes will increase our premiums by \$6,200.

**Friends of the Public Garden**  
**2019 Budget Summary**

12/3/2018

	<b>2018 BUDGET</b>	<b>2018 FORECAST</b>	<b>2019 BUDGET</b>
<b>OPERATING INCOME</b>			
<b>Support</b>			
Membership			
New	\$60,000	\$60,575	\$65,000
Renewals	\$510,000	\$510,924	\$545,000
Total Membership	\$570,000	\$571,499	\$610,000
Other Contributions & Grants	\$322,000	\$795,599	\$337,000
Development Events	\$628,000	\$686,213	\$629,000
Public Programs	\$16,000	\$70,200	\$71,000
<b>Total Support</b>	<b>\$1,536,000</b>	<b>\$2,123,511</b>	<b>\$1,647,000</b>
<b>Revenue</b>	<b>\$79,500</b>	<b>\$88,468</b>	<b>\$78,200</b>
<b>Investment Return Designated for Current Operations</b>	<b>\$686,000</b>	<b>\$686,000</b>	<b>\$744,000</b>
<b>Release of Temporarily Restricted Funds</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$700,000</b>
<b>Transfers to Endowments</b>	<b>\$0</b>	<b>(\$50,000)</b>	<b>\$0</b>
<b>TOTAL OPERATING INCOME</b>	<b>\$2,701,500</b>	<b>\$3,247,979</b>	<b>\$3,169,200</b>
<b>OPERATING EXPENSES</b>			
<b>Parks</b>			
Parks Care			
The Common	\$578,400	\$491,841	\$526,300
The Garden	\$449,300	\$408,730	\$564,300
The Mall	\$300,400	\$292,419	\$516,600
Total Parks Care	\$1,328,100	\$1,192,990	\$1,607,200
Public Programs & Communications	\$230,800	\$223,905	\$327,000
Total Administration	\$427,769	\$435,922	\$509,645
<b>Total Parks</b>	<b>\$1,986,669</b>	<b>\$1,852,817</b>	<b>\$2,443,845</b>
<b>Development</b>			
Total Events	\$130,000	\$125,052	\$131,000
Total Operations	\$30,500	\$31,581	\$28,500
Total Administration	\$330,287	\$336,582	\$393,505
<b>Total Development</b>	<b>\$490,787</b>	<b>\$493,215</b>	<b>\$553,005</b>
<b>Administration</b>			
Total Personnel	\$133,299	\$137,430	\$159,425
Total Overhead	\$52,322	\$51,728	\$61,725
<b>Total Administration</b>	<b>\$185,621</b>	<b>\$189,158</b>	<b>\$221,150</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$2,663,077</b>	<b>\$2,535,190</b>	<b>\$3,218,000</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>\$38,423</b>	<b>\$712,789</b>	<b>(\$48,800)</b>
<b>TRANSFERS TO TEMPORARILY RESTRICTED FUNDS</b>	<b>\$0</b>	<b>(\$700,000)</b>	<b>\$0</b>
<b>NET OPERATING SURPLUS (DEFICIT)</b>	<b>\$38,423</b>	<b>\$12,789</b>	<b>(\$48,800)</b>

**Friends of the Public Garden**

**2019 Budget - Income**

12/3/2018

**Support**

Membership:

	<u>2018 Budget</u>	<u>2018 Forecast</u>	<u>2019 Budget</u>	<u>Comments</u>
New	\$60,000	\$60,575	\$65,000	
Renewals	\$510,000	\$510,924	\$545,000	
Total Membership	\$570,000	\$571,499	\$610,000	7% vs. 2018 forecast

Other Contributions:

Designated

The Common:

Common Canine	\$25,000	\$18,650	\$20,000	Continuation of program
Common Mitigation	\$52,000	\$52,000	\$52,000	Kensington \$25K, Millennium \$17K and BAA \$10K
Common Support	\$0	\$4,000	\$0	Beacon Hill Garden Club and Garden Club of Back Bay in 2018
Total Common	\$77,000	\$74,650	\$72,000	

The Garden:

Ether Fountain	\$0	\$875	\$0	
Garden Mitigation	\$129,000	\$129,304	\$129,000	Heritage \$104K, Kensington \$25K
Garden Support	\$0	\$2,825	\$0	Garden Club of Back Bay in 2018
Total Garden	\$129,000	\$133,004	\$129,000	

The Mall:

Mall Support	\$10,000	\$22,700	\$10,000	Garden Club of Back Bay (\$5K) and Fenway Park grant (\$15K) in 2018
Total Mall	\$10,000	\$22,700	\$10,000	

All Parks:

Henry Lee Fund	\$0	\$100	\$0	
Sponsored Benches	\$30,000	\$80,000	\$40,000	Based upon 3 year average
Sponsored Trees	\$60,000	\$111,125	\$70,000	Based upon 3 year average
Total All Parks	\$90,000	\$191,225	\$110,000	

Total Designated \$306,000 \$421,579 \$321,000 -24% vs. 2018 forecast

Undesignated:

Corporate	\$6,000	\$8,175	\$6,000	Various small contributions
Gifts	\$10,000	\$309,595	\$10,000	Pierce Trust (\$250K) and Peter Brooke (\$50K) in 2018, plus various smaller contributions
Total Undesignated	\$16,000	\$317,770	\$16,000	-95% vs. 2018 forecast

Bequests \$0 \$56,250 \$0 Estates of Anne Brooke (\$50K) and Morgan Palmer (\$6.25K)

Total Other Contributions \$322,000 \$795,599 \$337,000 -58% vs. 2018 forecast

**Friends of the Public Garden****2019 Budget - Income (continued)**

12/3/2018

	<u>2018 Budget</u>	<u>2018 Forecast</u>	<u>2019 Budget</u>	<u>Comments</u>
Development Events:				
Green & White Ball	\$600,000	\$655,618	\$600,000	Similar scale to 2018 (Four Seasons Hotel)
Summer Party	\$25,000	\$26,595	\$25,000	Similar scale to 2018 (Taj Hotel); Cambridge Trust was new sponsor in 2018
Young Friends	\$3,000	\$4,000	\$4,000	Several events with a new December social
<b>Total Development Events</b>	<u>\$628,000</u>	<u>\$686,213</u>	<u>\$629,000</u>	<b>-8% vs. 2018 forecast</b>
Public Programs:				
Brewer Plaza Activities	\$0	\$5,000	\$5,000	New annual event sponsorship - Capitol One in 2018
Making History on the Common	\$16,000	\$10,200	\$16,000	Seeking additional corporate and foundation support in 2019
Shaw/54th Memorial Programming	\$0	\$55,000	\$50,000	Salah Family Foundation in 2018; will partner with other organizations in 2019
<b>Total Public Programs</b>	<u>\$16,000</u>	<u>\$70,200</u>	<u>\$71,000</u>	<b>1% vs. 2018 forecast</b>
<b>Total Support</b>	<b>\$1,536,000</b>	<b>\$2,123,511</b>	<b>\$1,647,000</b>	<b>-22% vs. 2018 forecast</b>
<b>Revenue</b>				
Brewer Plaza Vendors	\$64,000	\$61,810	\$62,000	Two food truck spots
Duckling Day	\$15,000	\$24,195	\$15,000	Weather dependent; similar scale to previous years
Product Sales	\$500	\$2,463	\$1,200	Books, cards, swan boat kits
<b>Total Revenue</b>	<u>\$79,500</u>	<u>\$88,468</u>	<u>\$78,200</u>	<b>-12% vs. 2018 forecast</b>
<b>Investment Return Designated for Operations</b>	<b>\$686,000</b>	<b>\$686,000</b>	<b>\$744,000</b>	Three-year average: 4% of \$17.146 million in 2018 and \$18.590 million in 2019
<b>Release of Temporarily Restricted Funds</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$700,000</b>	Transferred in prior year
<b>Transfers to Endowments</b>	<b>\$0</b>	<b>(\$50,000)</b>		\$50K bequest to Three Historic Parks Endowment
<b>Total Operating Income</b>	<b>\$2,701,500</b>	<b>\$3,247,979</b>	<b>\$3,169,200</b>	<b>-2% vs. 2018 forecast</b>

**Friends of the Public Garden**

**2019 Budget - Parks Care**

12/3/2018

**Parks**

**Parks Care**

**The Common**

Tree, Soil & Turf Care:

Consulting Arborist	\$6,000	\$6,000	\$6,000
Disease Control	\$60,000	\$60,000	\$60,000
Fertilization	\$15,000	\$15,000	\$15,000
Irrigation	\$40,000	\$24,237	\$30,000
Pruning	\$90,000	\$93,841	\$90,000
Soil Improvement	\$75,000	\$79,224	\$90,000
<b>Total Tree, Soil &amp; Turf Care</b>	<b>\$286,000</b>	<b>\$278,302</b>	<b>\$291,000</b>

Norm Helie, Elm Bark Beetle monitoring and soil/plant testing

Contingency for maintenance on all seven systems  
Increase for weekly pruning support during warm season  
Aeration, seeding, soil amendments

Sculpture:

Brewer Fountain Maintenance	\$20,000	\$28,836	\$30,000
Brewer Lighting Design & Construction	\$120,000	\$39,909	\$152,500
Conservation & Maintenance	\$50,100	\$34,846	\$13,000
Consultant	\$7,800	\$7,800	\$7,800
Shaw/54th Memorial	\$50,000	\$66,492	\$0
<b>Total Sculpture</b>	<b>\$247,900</b>	<b>\$177,883</b>	<b>\$203,300</b>

Unanticipated repairs in 2018; Tierney maintenance increase and Daedalus cleaning

Design in 2018 and construction in 2019

Cleaning, lighting, conservation

Sarah Hutt

Reconstruction project in-kind contractor expenses to be drawn from Pierce Trust support

Other:

Common Canine	\$20,000	\$20,000	\$20,000
Sponsored Trees & Plaques	\$17,500	\$14,890	\$5,000
Stump Carving	\$5,000	\$0	\$5,000
Tree Database	\$2,000	\$766	\$2,000
<b>Total Other</b>	<b>\$44,500</b>	<b>\$35,656</b>	<b>\$32,000</b>

Fencing, signage and turf restoration

Planting, care and plaques

Large stump near Frog Pond to be recreated as public art - moved to 2019

Geographic Information System mapping

**Total Common**                      **\$578,400**                      **\$491,841**                      **\$526,300**                      *7% vs. 2018 forecast*

12/3/2018

	<u>2018 Budget</u>	<u>2018 Forecast</u>	<u>2019 Budget</u>	<u>Comments</u>
<b>Parks Care</b>				
<b>The Garden</b>				
Tree, Soil & Turf Care:				
Consulting Arborist	\$6,000	\$6,000	\$6,000	Norm Helie, Elm Bark Beetle monitoring and soil/plant testing
Disease Control	\$45,000	\$45,000	\$45,000	
Fertilization	\$5,000	\$5,000	\$5,000	
Irrigation	\$30,000	\$30,000	\$105,000	Contingency for maintenance (\$30K); install of baseline system in 2019 (\$75K)
Pruning	\$95,000	\$95,000	\$95,000	Increase for weekly pruning support during warm season
Soil Improvement	\$20,000	\$21,076	\$30,000	Increase for adding more tree mulch rings to mature trees
Total Tree, Soil & Turf Care	<u>\$201,000</u>	<u>\$202,076</u>	<u>\$286,000</u>	
Sculpture:				
Conservation & Maintenance	\$76,000	\$58,061	\$26,500	Cleaning, lighting, conservation (Childs Fountains \$7K, Goody Flagpole \$8K)
Consultant	\$7,800	\$7,800	\$7,800	Sarah Hutt
Ether Fountain Maintenance	\$13,000	\$26,940	\$20,000	Tierney maintenance
White Memorial Maintenance	\$6,000	\$12,188	\$15,000	Tierney maintenance plus annual plaza masonry repair
Total Sculpture	<u>\$102,800</u>	<u>\$104,989</u>	<u>\$69,300</u>	
Other:				
Border Brigade	\$1,000	\$600	\$1,000	Supplies (gloves, pruners, kneeling pads, loppers)
Boylston Street Border	\$35,000	\$45,483	\$15,000	Last phase completed in 2018, annual care and maintenance going forward
Friends 50th Anniversary Project (TBD)	\$0	\$0	\$100,000	Design work in 2019 for Gardner's Cottage and Childs Fountains
Geese Control	\$9,000	\$7,200	\$9,000	Contingency - increase due to warmer, longer seasons
Lagoon Island	\$5,000	\$2,468	\$5,000	Annual maintenance and plantings
Litter Pickup	\$0	\$0	\$2,000	Mall Steward will now include Boylston Street Border
Marlborough Street Entrance	\$5,000	\$2,323	\$5,000	Contingency - maintenance and additional plant material
Rose Brigade	\$10,000	\$18,391	\$20,000	Mulch, roses, supplies; increase in 2018 for fencing and in 2019 to replace lost bushes (rabbits)
Sponsored Benches & Plaques	\$15,000	\$15,000	\$30,000	Manufacturing, install, maintenance; possible replacement of Beacon Street benches in 2019
Sponsored Trees & Plaques	\$12,500	\$9,035	\$20,000	Plantings and additional plaques
Tool Shed Feasibility Study	\$50,000	\$0	\$0	Parks study received in late 2018; project may be part of 50th anniversary commemoration in 2020
Tree Database	\$2,000	\$665	\$1,000	Geographic Information System mapping
Tree Labels	\$1,000	\$500	\$1,000	Contingency - field adjustments and replacements
Total Other	<u>\$145,500</u>	<u>\$101,665</u>	<u>\$209,000</u>	
<b>Total Garden</b>	<b>\$449,300</b>	<b>\$408,730</b>	<b>\$564,300</b>	<b>38% vs. 2018 forecast</b>

12/3/2018

	<u>2018 Budget</u>	<u>2018 Forecast</u>	<u>2019 Budget</u>	<u>Comments</u>
<b>Parks Care</b>				
<b>The Mall</b>				
Tree, Soil & Turf Care:				
Consulting Arborist	\$6,000	\$6,000	\$6,000	Norm Helie, Elm Bark Beetle monitoring and soil/plant testing
Disease Control	\$50,000	\$50,000	\$50,000	
Fertilization	\$10,000	\$10,000	\$10,000	
Irrigation	\$30,000	\$20,000	\$134,000	Contingency for maintenance on all blocks (\$30K); new controllers in 2019 (\$104K)
Pruning	\$75,000	\$75,000	\$75,000	Increase for weekly pruning support during warm season
Soil Improvement	\$30,000	\$30,000	\$30,000	Aeration, seeding, soil amendments
<b>Total Tree, Soil &amp; Turf Care</b>	<b>\$201,000</b>	<b>\$191,000</b>	<b>\$305,000</b>	
Sculpture:				
Conservation & Maintenance	\$6,300	\$5,466	\$41,000	Cleaning, lighting, conservation (Collins \$18K, Garrison \$13K)
Consultant	\$7,800	\$7,800	\$7,800	Sarah Hutt
Lighting Design & Construction	\$50,000	\$15,856	\$85,000	Design work for Collins, Garrison and Morison in 2018; construction for Morison in 2019
<b>Total Sculpture</b>	<b>\$64,100</b>	<b>\$29,122</b>	<b>\$133,800</b>	
Other:				
Charlesgate	\$0	\$3,065	\$2,500	Fence and mowing in 2018 and 2019
Kenmore Mall	\$0	\$21,006	\$25,000	Tree planting and fence painting in 2018 (mostly offset by Fenway Park grant); design work in 2019
Litter Pickup	\$8,000	\$8,000	\$8,000	Mall Steward
Sponsored Benches & Plaques	\$15,000	\$15,000	\$20,000	Bench pattern creation in 2018; new bench manufacturing and installation in 2019
Sponsored Trees & Plaques	\$10,000	\$24,107	\$20,000	Planting, care and plaques; success of program and larger trees purchased in 2018
Tree Database	\$1,000	\$166	\$1,000	Geographic Information System mapping
Volunteer Maintenance Program	\$1,300	\$953	\$1,300	Supplies for watering and weeding
<b>Total Other</b>	<b>\$35,300</b>	<b>\$72,297</b>	<b>\$77,800</b>	
<b>Total Mall</b>	<b>\$300,400</b>	<b>\$292,419</b>	<b>\$516,600</b>	<b>77% vs. 2018 forecast</b>
<b>Total Parks Care</b>	<b>\$1,328,100</b>	<b>\$1,192,990</b>	<b>\$1,607,200</b>	<b>35% vs. 2018 forecast</b>

**Friends of the Public Garden**

**2019 Budget - Public Programs, Communications & Development**

12/3/2018

	<u>2018 Budget</u>	<u>2018 Forecast</u>	<u>2019 Budget</u>	<u>Comments</u>
<b>Public Programs</b>				
Brewer Plaza Activities:				
Annual Event	\$0	\$11,681	\$9,000	New annual event inspired by success of Brewer 150 in June
Management Fees	\$36,500	\$36,625	\$36,500	Skating Club of Boston
Newspapers & Magazines	\$2,000	\$1,345	\$1,500	Outdoor "reading room" still popular
Other	\$3,500	\$3,000	\$3,000	Jackets, shirts, piano storage, signage, furniture repairs
Piano Players	\$12,000	\$10,600	\$11,000	Berklee College of Music - weekday lunchtime performances; several rainouts in 2018
Plaza Coordinators	\$22,500	\$22,500	\$24,000	8-9 hours, seven days per week at \$14/hour - raise to \$15/hour in 2019 if seasoned guys return
Plaza Maintenance	\$16,000	\$13,540	\$18,000	Weekly powerwashing, annual paver repairs and lithochroming of Plaza donor names
<b>Total Brewer Plaza Activities</b>	<b>\$92,500</b>	<b>\$99,291</b>	<b>\$103,000</b>	<b>4% vs. 2018 forecast</b>
Duckling Day	\$17,000	\$14,438	\$17,000	Similar scale as in previous years
Holiday Lights in the Common	\$2,500	\$2,500	\$2,500	Annual contribution
Making History on the Common	\$16,000	\$14,828	\$16,000	Similar scale as in previous years
Other Public Programs	\$3,000	\$264	\$1,500	Docents and swan release
Shaw Memorial Programming	\$15,000	\$23,522	\$100,000	In association with reconstruction project; will partner with other organizations
Skating in the Park	\$15,000	\$15,000	\$15,000	School programs (five schools @ \$3K each)
Young Friends	\$4,500	\$5,739	\$5,000	Several events with a new December social
<b>Total Public Programs</b>	<b>\$165,500</b>	<b>\$175,582</b>	<b>\$260,000</b>	<b>48% vs. 2018 forecast</b>
<b>Communications</b>				
Advertising	\$14,500	\$3,371	\$10,000	More posters, signage, brochures, Facebook ads and branded materials in 2019
Annual Review	\$6,500	\$6,500	\$6,500	Year in review
E-Communications	\$2,000	\$2,134	\$2,000	Constant Contact e-news, DropBox photo storage, Hootsuite social media management
Graphic Design	\$3,800	\$2,450	\$2,500	Design services, Canva design program, Adobe Creative Suite
Newsletter	\$3,500	\$3,725	\$4,000	Possible new design
Outreach & Education	\$10,000	\$6,121	\$7,000	Garden app, FoPG chocolates, outreach programs/events
Overview Brochure	\$0	\$0	\$7,000	New brochure design and printing
Video	\$15,000	\$18,800	\$18,000	Multi-purpose (including Green & White); additional filming
Website	\$10,000	\$5,222	\$10,000	Hosting, portal upgrade and modifications
<b>Total Communications</b>	<b>\$65,300</b>	<b>\$48,323</b>	<b>\$67,000</b>	<b>39% vs. 2018 forecast</b>
<b>Development</b>				
Events:				
Cultivation events	\$15,000	\$15,000	\$15,000	Members Reception, Leadership Friends and other events
Green & White Gala	\$100,000	\$93,968	\$100,000	Similar scale to 2018 (Four Seasons Hotel)
Summer Party	\$15,000	\$16,084	\$16,000	Similar scale to 2018 (Taj Hotel)
<b>Total Events</b>	<b>\$130,000</b>	<b>\$125,052</b>	<b>\$131,000</b>	
Operations:				
Credit Card Fees	\$10,000	\$10,063	\$10,000	Increased donations via credit cards will continue
Donor Software	\$6,000	\$6,963	\$4,000	Moved to new system (Bloomerang) in 2018
Mailings	\$13,000	\$13,000	\$13,000	Membership, fundraising
Miscellaneous	\$1,500	\$1,555	\$1,500	Memberships, forums, supplies
<b>Total Operations</b>	<b>\$30,500</b>	<b>\$31,581</b>	<b>\$28,500</b>	
<b>Total Development</b>	<b>\$160,500</b>	<b>\$156,633</b>	<b>\$159,500</b>	<b>2% vs. 2018 forecast</b>



**Friends of the Public Garden**

**2019 Budget - Administration**

12/3/2018

	<u>2018 Budget</u>	<u>2018 Forecast</u>	<u>2019 Budget</u>	<u>Comments</u>
<b>Administration</b>				
Personnel:				
Total Salaries	\$571,890	\$572,381	\$680,000	Please see Treasurer's Report
Contract Labor	\$8,000	\$28,000	\$4,000	Temps filling in after Charlotte and Beth left in 2018; contingency for 2019
Disability & Life Insurance	\$6,000	\$5,000	\$6,000	All employees covered
Health & Dental Insurance	\$30,000	\$35,846	\$52,000	Higher than expected increase; new Comm Assoc joined plans; new Parks Specialist may join in 2019
MBTA Pass Program	\$7,000	\$4,347	\$5,500	Jan, Laura, Rachel and Susan on plan
Non-Exempt Staff Overtime Comp	\$0	\$104	\$0	
Payroll Taxes	\$46,787	\$47,000	\$55,000	Employer contributions for Social Security, Medicare and unemployment
Professional Development	\$8,000	\$6,000	\$8,000	Executive coaching for Liz and tech training for staff; bi-annual national conference in 2019
<b>Total Personnel</b>	<b>\$677,677</b>	<b>\$698,678</b>	<b>\$810,500</b>	<b>16% vs. 2018 forecast</b>
Overhead:				
68 Beacon Co-op Fees	\$50,000	\$53,204	\$48,000	Capital assessment of \$13K in 2018 and possible \$6K in 2019; anticipated fee increase in 2019
Audit/Tax	\$17,500	\$17,865	\$18,000	
Contributions	\$6,000	\$6,000	\$6,000	Boston Parks Advocates, Codman Island, CPA and various small donations
Depreciation	\$10,000	\$10,000	\$10,000	Equipment & furniture; new logoized Brewer Plaza umbrella membranes in 2018
Friends 50th Anniversary Event Planner	\$0	\$0	\$35,000	
HR Consultant	\$2,400	\$4,000	\$1,000	TSNE to update compensation data in 2018 and provide recommendations for 2019
Insurance	\$7,500	\$7,766	\$14,000	D&O, Commercial Package, Workers Comp; additional policies and increased limits for 2019
IT	\$4,000	\$8,000	\$8,000	New server and other assorted projects in 2018; additional projects anticipated for 2019
Legal	\$10,000	\$1,649	\$5,000	Personnel Handbook review in 2018; employment and contract issues on an as needed basis
Legislative Affairs	\$10,000	\$0	\$0	Support not needed in 2018
Meetings	\$20,000	\$20,000	\$20,000	Annual (new venue in 2018), Board, Council, and various committees
Mortgage Interest	\$13,000	\$10,700	\$10,000	Year five of 15-year mortgage of 3.8% on \$250K (originally \$585K)
Office Operations	\$34,000	\$40,000	\$40,000	Cleaning, postage, printing, storage, supplies, telephone, utilities; some areas increased in 2018
Parks Relationship Consultant	\$7,000	\$0	\$6,000	Support with Cooperative Agreement between Parks and Friends
Payroll Processing	\$2,600	\$2,800	\$2,800	Paychex
PR Consultant	\$72,000	\$81,000	\$90,000	Support with visibility and messaging (\$6K/mo. from Jan to June & \$7.5K/mo. from July to Dec)
<b>Total Overhead</b>	<b>\$266,000</b>	<b>\$262,984</b>	<b>\$313,800</b>	<b>19% vs. 2018 forecast</b>
<b>Total Administration</b>	<b>\$943,677</b>	<b>\$961,662</b>	<b>\$1,124,300</b>	<b>17% vs. 2018 forecast</b>
<b>Total Operating Expenses</b>	<b>\$2,663,077</b>	<b>\$2,535,190</b>	<b>\$3,218,000</b>	<b>27% vs. 2018 forecast</b>
<b>Operating Surplus (Deficit)</b>	<b>\$38,423</b>	<b>\$712,789</b>	<b>(\$48,800)</b>	
<b>Transfers to Temporarily Restricted Funds</b>	<b>\$0</b>	<b>(\$700,000)</b>	<b>\$0</b>	<b>2018 operating surplus needed to cover 2019 planned operating expenses</b> <b>Transfers = \$300K to Brewer Fountain &amp; Mall Sculpture Lighting, \$100K to Friends 50th Anniv.,</b> <b>plus \$100K each to Common &amp; Garden Tree Fund, Common Fund and Mall Fund</b>
<b>Net Operating Surplus (Deficit)</b>	<b>\$38,423</b>	<b>\$12,789</b>	<b>(\$48,800)</b>	

**Friends of the Public Garden**  
**Salary Allocation - 2018**

	<u>Programs *</u>	<u>Development</u>	<u>Administration</u>	<u>Total</u>
Communications & Outreach Associate (Jan Trousilek)	70%	20%	10%	100%
Communications & Outreach Director (Susan Abell)	70%	30%	0%	100%
Development Associate (Rachel Hangley)	0%	90%	10%	100%
Development Director (Mary Halpin)	0%	100%	0%	100%
Executive Assistant (Laura Mercure)	40%	0%	60%	100%
Executive Director (Liz Vizza)	50%	25%	25%	100%
Finance Manager & Brewer Liaison (Steve TenBarge)	20%	0%	80%	100%
Project Manager (Bob Mulcahy)	100%	0%	0%	100%
<b>Total Percent Allocation</b>	<b>45.33%</b>	<b>35.00%</b>	<b>19.67%</b>	<b>100%</b>

\* Parks Care, Advocacy & Public Programs

**Friends of the Public Garden****Lee Endowment - Pledges Receivable**

<u>Years</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>Totals</u>
5		\$ 5,000	\$ 5,000	\$ 5,000	\$ 15,000
1	\$ 50,000				\$ 50,000
5	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 80,000
4		\$ 25,000	\$ 25,000		\$ 50,000
4		\$ 10,000	\$ 8,894		\$ 18,894
3		\$ 50,000	\$ 60,000		\$ 110,000
4		\$ 26,105			\$ 26,105
1	\$ 50,000				\$ 50,000
4		\$ 25,000	\$ 25,000		\$ 50,000
3		\$ 10,000			\$ 10,000
<b>Totals</b>	<u>\$ 120,000</u>	<u>\$ 171,105</u>	<u>\$ 143,894</u>	<u>\$ 25,000</u>	<u>\$ 459,999</u>

**Friends of the Public Garden****Recurring Mitigation Payments**

<b><u>Entity</u></b>	<b><u>Start</u></b>	<b><u>End</u></b>	<b><u>Annual Amount</u></b>	<b><u>Total Amount</u></b>	<b><u>Mitigation</u></b>	<b><u>Account</u></b>
Boston Athletic Association (voluntary)	2014		\$ 10,000		Use	Common Mitigation
Heritage on the Garden	1994		\$ 104,000		Development	Garden Mitigation
Kensington (through the BPDA)	2013	2022	\$ 50,000	\$ 500,000	Development	50% Common & 50% Garden Mitigation
Millennium Ritz (through the City of Boston)	2013		\$ 16,667		Development	Common Mitigation
			<b><u>\$ 180,667</u></b>			
Winthrop Square (through the Boston Foundation)	2020	2059	\$ 125,000	\$ 5,000,000	Development	Common, Garden & Mall Mitigation

October 17, 2018

## **Director of Parks Care & Capital Projects**

Working with the Common, Garden, Mall and Parks Committees, the Director of Parks Care & Capital Projects (Director) is responsible for carrying out the annual Friends parks care program approved by the Board, which is designed to carry out the mission of the Friends to care for and renew the horticulture and structural elements in the three parks. The Director reports to the Executive Director and is assisted by the Parks Care Specialist (Specialist). The Director is responsible for managing the work, mentoring, and evaluation of the Specialist and managing the Friends two consultants, the Consulting Arborist/Soil Scientist and the Collections Care Manager. The Director shall carry out additional tasks as assigned by the Executive Director.

Due to the importance of parks care and capital projects to all parts of the organization, maintaining close communication and coordination with both the appropriate staff and volunteers, particularly the Executive Director and the chairs of the four parks committees, as well as appropriate Parks Department personnel, is a vital part of this job.

### **Tree, Shrub, and Turf Programs**

Manage the annual tree, shrub and turf work with the Consulting Arborist.

- Propose annual budgets to the Board working with appropriate staff and the chairs of the relevant parks committees and the Finance Committee.
- Manage the annual contracts for tree and shrub work, including approving the payment of all invoices in accordance with the budget.
- Assist the Consulting Arborist as necessary.
- Coordinate with the Parks Department as necessary.
- Facilitate communication between contractors, the Consulting Arborist and other consultants when necessary.

### **Sculpture Conservation**

Manage the annual sculpture conservation work with the Collections Care Manager

- Propose annual budgets to the Board working with appropriate staff and the chairs of the relevant committees and the Finance Committee.
- Manage the annual contracts for sculpture conservation work, including approving the payment of all invoices in accordance with the budget.
- Assist the Collections Care Manager as necessary.

- Coordinate with the Parks Department as necessary.
- Facilitate communication between contractors, and the Collections Care Manager, and other consultants when necessary.

### Capital Projects

Work with the relevant staff and committee chairs in proposing and detailing all capital projects for the parks. Manage all approved capital projects for the parks.

- Provide oversight, scheduling, and coordination among all parties (contractors, consultants, and appropriate staff & volunteers) and through all phases of work.
- Review drawings and specifications for accuracy and provide feedback to all parties.
- Sign off on the payment of all invoices in accordance with the budget.

October 17, 2018

### **Parks Care Specialist**

The Parks Care Specialist (Specialist) reports to the Director of Parks Care & Capital Projects (Director) and assists the Director as needed in all aspects of the Tree, Turf & Shrub and Sculpture Conservation programs of the Friends.

The Specialist's specific duties include the following:

1. **Horticulture Program**

- Manage the contracted turf care and irrigation programs
- Assist the Director as needed with the tree and shrub program

2. **GIS Database Program**

- Manage and update the data (database) including monthly maintenance records
- Manage the tree label program and integrate data into the tree database
- Integrate the tree and bench sponsorship data and into database
- Expand the database to include other information, including sculpture, benches, turf areas, infrastructure
- Create and update data-based maps as needed – for office display, communication needs, and for on-site use

3. **Development Support**

- Work with the Director of Development in carrying out the tree and bench sponsorship program.

4. **Communications & Outreach Support**

- Assist the Director of Communications & Outreach in providing content for all communications of the Friends, including the website, newsletters and annual reports.
- Support advocacy needs with data and mapping
- Manage the use of Friends signage by contractors and maintain the signage.

5. **Parks Care Volunteer Program**

- Manage the parks care volunteer groups (Rose and Border Brigades), including scheduling, contractor support, equipment, and materials as needed

6. **Archive Program**

- Manage, maintain and improve the Friends archival records relating to parks care, capital projects, and historical information.

- Create, maintain, and expand parks care and parks management reports and publications for use by staff and volunteers.

## **Qualifications**

- A Bachelor's degree in Landscape Architecture, Horticulture, or a closely related field and a minimum of 3-5 years of relevant work experience are required
- Strong technical knowledge of landscape design principles, plant identification, plant selection, and turf & irrigation management
- Proficiency with GIS, AutoCAD, Microsoft Office Suite applications, and Adobe Creative Suite applications
- Excellent administrative, written, and oral communications skills
- Ability to be flexible, maintain a positive attitude, and to work harmoniously in a fast-paced, customer-service oriented, small office environment

The successful candidate will be.....

- Highly organized, collaborative, self-starter with a strong work ethic
- Have an interest in the history, mission and programs of the Friends and a commitment to beautifully maintained and cared for parks



**Friends of the Public Garden**  
**Finance Manager & Brewer Plaza Coordinator**  
Job Description - 2018

**Finance Manager** Working with the Treasurer and the Executive Director the Finance Manager (Manager) is responsible for the accurate and complete accounting of the financial affairs of the Friends. For investment related issues the Manager works with the chair of the Investment Committee as well as the Treasurer and the Executive Director. In accomplishing the following tasks, the Manager is expected to take the initiative, think strategically about all financial issues, and maintain good communication with all relevant staff and Officers and Directors. The Manager is responsible for keeping accurate and complete records of all meetings concerning the following duties.

- I. **Finances** – the Manager is responsible for:
  1. recording and depositing all checks and cash receipts;
  2. recording and reconciling all credit card transactions and direct debits to bank accounts;
  3. managing accounts payable and receivable and cash flow;
  4. ensuring that donations in QuickBooks reconcile with donor database (Bloomerang);
  5. preparing periodic reports for the Treasurer and Executive Director and relevant committees together with explanatory memoranda;
  6. managing the Friends banking relationships and the cash flow among the various accounts to pay budgeted expenses;
  7. working with relevant committees and staff members to prepare a draft of the annual operating budget and a timetable for the budget process for the Executive Director, Board Chair, and Treasurer, together with a forecast of current operations, and subsequently to manage the budget process with the Treasurer as the budget is reviewed by the Finance and Executive Committees, preparing any requested analyses;
  8. preparing year-end financial reports and working with the Friends CPA on the annual audit and Form 990 and Massachusetts PC filings and ensuring that all tax and regulatory filings are made;
  9. assisting the Audit Committee as necessary;
  10. managing vendor relations as directed by the Executive Director;
  11. preparing and distributing all 1099s;

12. preparing materials for the periodic financial controls review by the Treasurer and Executive Director;
13. managing the insurance policies of the Friends;
14. managing the Friends relationship with the 68 Beacon Street cooperative with respect to the Friends payments for the monthly cooperative fee and any capital assessments;
15. preparing special analyses as requested by the Executive Director, Treasurer, or Chair of the Investment Committee; and
16. alerting the Treasurer and Executive Director to any concerns regarding the finances of the Friends.

II. Personnel and Human Relations – the Manager is responsible for:

1. overseeing all payroll matters; and
2. managing the various staff benefit programs.

III. Investments – the Manager is responsible for:

1. monitoring gifts to and sales from the investment account; and
2. assisting the Chair of the Investment Committee with any restructuring of the investment portfolio.

**Brewer Plaza Coordinator**

The Manager also acts as the Brewer Plaza Coordinator on a seasonal basis, and the duties are:

1. Managing the annual RFP process for the two food truck spots on the Plaza;
2. Negotiating the annual agreement with the Plaza Manager, a third-party hired as a contractor by the Friends to manage the day-to-day operations on the Plaza, and managing that relationship throughout the season;
3. Preparing the activation of the Plaza in the spring with the Plaza Manager;
4. Monitoring on a regular basis during the season the activities taking place on the Plaza and dealing with any issues with the Plaza Manager or Parks Department staff as appropriate;
5. Communicating with the Director of Parks Care & Capital Projects regarding any maintenance needs of the Plaza and fountain, and with the Director of Communications & Outreach regarding needs relating to the Friends materials used at the Plaza;
6. Collecting the monthly food truck rent and customer counts plus managing the relationships with the food truck owners and staff; and
7. Working with the Directors of Communications & Outreach and Development to organize and manage a season-opening celebration.