



QUINCY SQUARE OPERATIONS AND ACTIVATION GUIDE

CONTENTS

INTRODUCTION	1
ACTIVATION	2
STAFFING	3
EVENT SCHEDULING	4
STREET CLOSURES AND PERMITTING	6
EVENT SETUP AND BREAKDOWN	8
PROGRAMMING PARTNERS	9
PUBLIC MEETING	11
PROGRAMMING EQUIPMENT	15
ANTICIPATED BUDGET	18
MARKETING	21
MARKETING BEST PRACTICES	22
OPERATIONS	24
RESPONSIBILITIES AND BEST PRACTICES	25
OPERATIONS BUDGET	30

INTRODUCTION

BRV was hired by the City of Bremerton in October 2023 to consult on Quincy Square, including programming implementation guidance, operational guidance, and budgeting, and to participate in public and stakeholder meetings. We also put together recommendations for a streamlined special event permitting process, which would allow Quincy Square to be an asset to downtown as a vibrant and welcoming environment that exhibits and exemplifies local talent and culture.

The City, in collaboration with the community, has undertaken a revitalization project in downtown Bremerton that will transform 4th Street from Washington Avenue to Pacific Avenue. The 5 million dollar project, called Quincy Square, will be constructed in 2024. Named in honor of music legend Quincy Jones, the new street will be an active plaza focused on amenities, including seating, art, and a small stage. The street will be close to vehicular traffic for special events. The goal for Quincy Square is to provide a superb amenity to those who live, work, and play in and around Bremerton. It is set up to be an exemplary public outdoor room that a downtown area can offer.



*Photo of existing wayfinding map on 4th Street
The “you are here” icon highlights how central Quincy Square will be in the downtown core.*



ACTIVATION

By partnering with local and regional organizations, non-profits, and small businesses for programs, the programming on-site will showcase the rich cultural and community offerings distinct to Bremerton.

STAFFING

In an activated public space, BRV recommends dedicated staff to manage and execute public programs. There should be one contact for the public for program planning, permitting, and private events. A non-profit foundation could be established to fill the role. The City of Bremerton will continue to oversee event permitting, with the foundation being the “middle-person” and the point of contact for the public and event organizers. Final approval for all activities in the square should go through the city, but the public will only interact with the foundation staff.

The foundation should be developed with community input to inform its leadership structure, mission statement, and charter. Initially the foundation may need significant financial support from the City of Bremerton, but can strive to establish sustainable funding sources through donations and grants.

The foundation staff will be responsible for planning, developing, managing, and overseeing the execution of Quincy Square’s programming, events, and marketing, as well as the execution of sponsorship activations. This will involve dividing their time between an office and being onsite. They will oversee the programming budget, liaise with programming partners, and develop new programming seasons. They will also manage the programming calendar on Quincy Square’s website, printed collateral, and social media to promote its programming and events.

When onsite with a public program, staff members in charge should keep in mind that they are the “public face” of Quincy Square, greeting visitors and answering questions. As representatives, they should be informative and helpful by explaining the square’s schedule of events and offerings. In addition to supervising programs, they should track program attendance and general visitor counts, take pictures, and record their observations, including weather conditions. Collecting and tracking this data over time allows the management team to see trends, make better decisions about programming as time goes on, understand the economic impact of programming, and utilize data for fundraising and grant funding purposes.

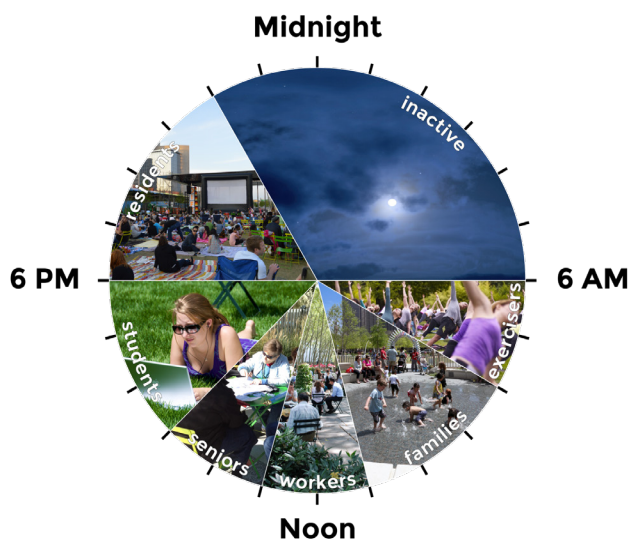


Staff training at Church St. Park, Nashville, TN

EVENT SCHEDULING

Programming regularly recurring, free, and open-to-the-public events of various scales helps build a sense of place and community in a public space. By filling the spaces collectively with distinct activities and amenities year-round, the hope is to draw visitors who might not otherwise have come by tailoring offerings to them. By programming with different events categories, and during all four seasons, we can appeal to many different kinds of people during the times that work for them. BRV supports the idea of a weekly street shutdown as a starting point for activating Quincy Square. BRV typically recommends focusing on frequent, small-scale programming for urban parks. Because Quincy Square is a functional street, it may be challenging to establish frequently recurring small-scale programs. However, outside of the street closures, a handful of monthly or weekly programs could be a great addition to the activation at Quincy Square.

This can be done successfully by creating partnerships with the local creative and business communities to activate the site. Programming partnerships benefit the public space by providing free or low-cost programming, while the partner benefits from marketing exposure for their business or furthering their organization's mission. Developing long-term and robust programming partnerships requires dedicated programming staff to cultivate and manage these relationships and to operate and execute the programming. The foundation will include dedicated staff to develop, plan, market, and implement all programming, activations, and events.



Think about the time of use from each demographic when planning programs.

BRV has developed a mock calendar to demonstrate the feasibility of organizing a diverse range of events in a manner that streamlines the permitting process. The mock calendar, detailed in the subsequent budget section, breaks a monthly calendar into two weeks with a set theme and two weeks open to uniquely curated events for the season. Two to three series could be created as year-round monthly events. Establishing events as year-long series will give visitors a chance to have a dependable event to go to. Simultaneously, these anchored signature events will establish Quincy Square's brand.

Themes can change each month to enable the event to stay fresh. In the mock calendar example, these events are First Fridays and Quincy Square Live. Each month, Quincy Square Live is shown to change the type of music the event will focus on. Food and drink vendors should be part of this event too. First Fridays' Quincy Square Creating Community event could leverage the existing First Friday event sponsored by the Downtown Business Association and consistently feature a collective of local creators or alternatively focus on a different type of workshop each month, rotating through partners. Examples include screen printing in January, card making in February, and painting in March. The goal would be for these year-round events to have the same layout each month and be under one permit for each event.

The calendar also accommodates local community-driven events and special monthly events organized by the foundation, such as Quincy Jones' Birthday or Make Music Day. These varied events will each have their own permit; however, those the foundation leads can be planned and submitted in advance to launch either a yearly calendar at once or a season calendar twice a year.

On top of the street closure programs, there may be an opportunity to bring small programs on the sidewalk. BRV has highlighted Quincy Square's "VIP Lounge" section as a nice gathering place that could host a variety of monthly activities, from history talks and spoken word events to game nights, chess meet-ups, music lessons, and more, enriching the square's cultural offerings.



Cultural Performance at Salesforce park, San Francisco, CA

STREET CLOSURES & PERMITTING

As part of our scope, BRV reviewed the current permitting process for the City of Bremerton in the context of Quincy Square. Overall, the permit process is efficient. It is helpful that so much information is available to interested parties up front. This allows for fewer questions. Other cities oversimplify the initial document, creating much more back and forth with event planners. The current process enables permit applicants to consider their needs as they plan their events. How the information is presented online needs to be updated. Currently, individual attachments are listed as links on the website, which makes it unclear what is needed. An online form that is more user-friendly with all the information together would be best.

The electrical section of the special event permit is not relevant to Quincy Square and a supplemental electrical form specific to Quincy Square would be helpful. After the renovation, there will be ample electrical outlets throughout Quincy Square. These should be available for events and laid out on a map for event planners to see locations and capacity details. If additional city staff will be needed to access the electrical outlets, more information should be included to understand what situations would require additional staff and the cost.

It would also be helpful to list average price ranges for the extra equipment that may be needed, such as police rates, portalets, barricades, and trash bins, even if they are not ordered through the city. This will put everything in one place and allow permit applicants to understand their budget needs and not waste time going through the permitting process when they do not have enough funds to execute their desired vision.

Lastly, the neighborhood outreach section is complicated with the need for signatures and objections. It needs to be clarified as to what happens when someone marks that they object to an event. This should be reviewed for Quincy Square and can perhaps be simplified to be a checklist to inform the neighbors of an event of a specific size.

Outside of First Fridays, Saturdays will be the best day of the week to allow for street closures. This will be less disruptive to traffic, workers, and businesses nearby with long setup and breakdown hours that will likely be needed. Hosting events on Saturdays will allow for a family-friendly atmosphere and give the most flexibility to event times.

We recommend the foundation meet with the city to understand the requirements and permits for larger events to take place. It will be best to start these conversations early, but initial conversations with programming partners may need to happen first so that logistical needs are understood for each program and event. As the foundation creates its seasonal (summer/winter) or yearly event schedule, it can settle on themes and list out the local businesses ahead of time for the events.

Agreements with programming partners should include specifics on scheduling, marketing, weather, payment, park rules, insurance needs, unloading and storage plans, as well as other provisions your legal counsel, risk management, and advisers recommend. These agreements should be drafted by your legal counsel, and be as short and straightforward as possible to not discourage small businesses and non-profits from partnering. An event leader should be required from the requesting organization. This leader will be the point of contact for the foundation to get the permits, agreements, and event logistics coordination.



Double dutch at Gefen Park, Jacksonville, FL

EVENT SETUP & BREAKDOWN

When planning staff coverage for events, it's important to account for the time needed for both setting up and breaking down the event. This includes allocating time for staff to gather the necessary equipment. Programs like crafts and pop-up musical performances will need at least an hour for both setup and breakdown. Simple meetups will likely need about 30 minutes. Therefore, an hour-long craft program will be a two-hour time commitment, and so forth. It is best to have staff around during class to help if anything unpredictable happens, but they can also work on other small tasks. Larger events and events that require street closures will need extra assistance for tasks such as posting signs to manage parking closures. A volunteer program may be necessary to have in place if the event setup and breakdown at Quincy Square frequently involves heavy or complicated objects. When collaborating with partners for events, it is crucial the partner provides the necessary staff. While foundation staff can offer assistance, agreements with third parties should clearly state that the execution of the event shouldn't depend solely on foundation or city staff. For programs operated by a partner or outside instructor, the foundation staff members should ensure all equipment is set up and broken down and that the program runs smoothly.



Food trucks at Klyde Warren Park, Dallas, TX

PROGRAMMING PARTNERS

Working with programming partners allows for the expansion of capabilities and offerings to the public. This makes the public space a platform for economic development in the surrounding community. Programming partnerships benefit the public space by providing free or low-cost programming, while the partner benefits from marketing exposure for their business or furthering their organization's mission. Benefits to the programming partner should be thought through when Quincy Square staff are reaching out. They may have a goal or mission that will align with bringing programming to the public, which will mutually benefit both parties.

Below are prompts to consider when deciding what programs, and thus local partners, management would like to bring to Quincy Square.

What is there already? Add programming that will not compete with what is already offered; or give an opportunity to programming that may need to expand into other/larger areas.

Who is already visiting? What will be beneficial to those who are using the space?

Who is not visiting? What programs can be added to attract new demographics?

What will work? What is practical within the space?

What is the purpose? Does this programming/partner meet the goals of Quincy Square's mission?

What is distinctive? Think about the event or what makes Quincy Square itself distinctive.

What time of day are you trying to fill? Specific programs will be best at certain times, and specific demographics will be more likely to attend at certain times.

On the following page we have compiled a list of possible programming partners for Quincy Square.

KITSAP HISTORY MUSEUM
PUGET SOUND NAVY MUSEUM
THE GAME WIZARD AND BLUE SKY
HOBBIES
WEST SOUND CHESS CLUB
LOCATION SKATE SHOP
KRISTIN LOPEZ
YMCA
DOG DAYS BREWING
GASTRO PUP
ALOHA PET MOBILE GROOMING
PAWS OF BREMERTON
KITSAP HUMANE SOCIETY
OUTER CHILD POETRY / DOWNTOWN
BREMERTON POETS & WRITERS
BALLAST BOOK COMPANY
KITSAP REGIONAL LIBRARY
KITSAP PRIDE
FUNFLICKS
THE SOURCE (AT THE ADMIRAL THEATRE)
ENOCH CITY ARTS STUDIO
FINGERS DUKE
FLOWERS D'AMOUR
PAUL'S FLOWERS
EASTERN WIND GLASS
KITSAP ART CENTER
GALLERY Q4
COLLECTIVE VISIONS GALLERY
PIER SIX PRESS
BREMERTON DANCE CENTER
NORTHWEST SCHOOL OF DANCE
NAACP
LIVING ARTS HERITAGE
MARVIN WILLIAMS CENTER
TEN MAN BRASS BAND

MUSIC DISCOVERY CENTER
ADMIRAL THEATRE
JUST FOR KICKS SCHOOL OF DANCE
OLEAJE FLAMENCO
ROXY THEATRE
TED BROWN MUSIC
MUSIC MATTERS FOUNDATION
BOOMHOUSE STUDIOS
BLACK CONSTELLATION COLLECTIVE
CRANE CITY MUSIC
BIGFOOT'S HOUSE OF VINYL AND MORE
MEGAN AND HEIDI MUSIC
BREMERTON WESTSOUND SYMPHONY
EAST BLUE
MALO CASTRO
NAVY BAND NORTHWEST
WEPA!
OUR HOUSE JAZZ QUARTET
DANNY WELSH
GATSBY GANG JAZZ BAND
THE HIGHSTEPPERS
MARIACHI MONARCAS
200 TRIO
RANGER AND THE "RE-ARRANGERS"
THE CHANCELLORS
THE APOLLO TRIO
COPASTETIC
KLYNTEL
BREMERTON CREATIVE DISTRICT
BREMERTON ARTS COMMISSION
OLYMPIC COLLEGE
WAYZGOOSE
EARSHOT JAZZ
DOWNTOWN BUSINESS ASSOCIATION
GROOVE KITCHEN BAND

PUBLIC MEETING

BRV participated in a public meeting led by the City of Bremerton on February 8th, 2024. Public feedback was collected with interactive boards created by BRV. The responses are shown below.

What are the top three categories you would like to see at Quincy Square?

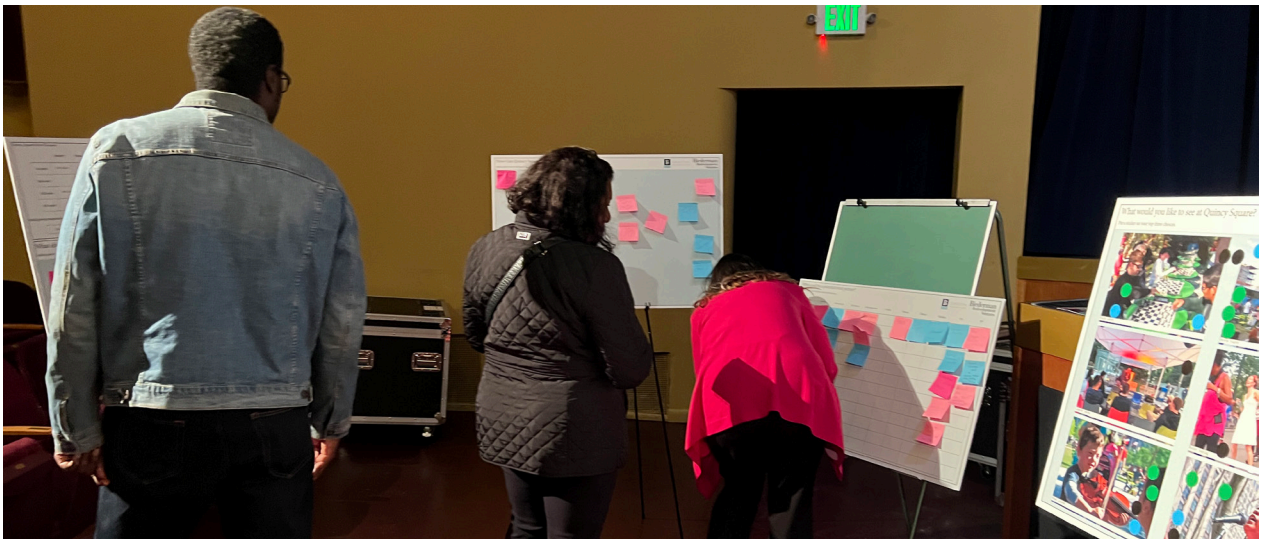
Food Events	23
Local Community Events	20
Live Music	14
Movie Nights	12
Craft Workshops	9
Activities for Pets	8
History	8
Spoken Word / Poetry	8
Activities for Children	7
Board Games	5
Music Lessons	5
Dance Lessons	4
Holiday Events	3
Fitness	2
Dance Performance	2
Comedy Shows	1
Roller Skating	1



Feb. 8, 2024 Public Meeting

Who could be a potential event partner?

More high class variety restaurants
Bremerton Brewfest
Kitsap Humane Society
Downtown Bremerton Association
Specialty boutiques
Jeff Scott, owner of Dog Days
Area non-profits
Local brewers
Goal of having conventions/meetings in Quincy Square
DBA
Modern Dance
Krampus
Bremerton Council
KRL (Literature)
Music Discovery Center
Admiral Theatre
Kitsap PRIDE
NAACP Unit 1134 Bremerton
CVG (art gallery)
Local schools/MUMS & BHS Bands
Marvin Williams Center
Collective Visions (art shows)
GalleryQ4
Continue to Honor 1st Friday Art Walk
Indigenous Community
YMCA
Grumble & Wine



Feb. 8, 2024 Public Meeting

How can Quincy Square honor Quincy Jones?

Relocate and find a better support for homeless

A music festival in his name

Brass and Jazz

Make Music Day

Children's entertainment

Mural

Brass, Jazz, Blues concerts

Grand opening festival

Homeless support in housing will help this project unite high class, mid class, low class, homeless class come together and honor Quincy Jones



Feb. 8, 2024 Public Meeting

What else would you like to see at Quincy Square?

Business scavenger hunt or mystery weekend (like Whidbey has) to attract visitors
Live music in street (Jeff Scott, owner of Dog Days)
Antique Car Shows
Grumble & Wine host Mon. Happy Hour
Permanent chess boards
Close Quincy Square to cars permanently (another person put "YES!")
More parking
Pride
Good communication advance notice of closure and events during and after construction!
Outdoor beer garden
Youth activities day
Farmer's market (3 votes for this in addition)
Night parties activities
Childrens museum on 4th or music discovery
2nd Saturday movie night in summer
Bridge Blast weekend
controlled lighting
National beer day
More restaurants
Open mic night
Preparation for world cup 2026
Black Berry festival
Rebrand parking garage for Quincy Square
Standing weekend closure
Outdoor concerts in summer
National wine day
Weekly food trucks
Young adult parties to meet others (18+ year olds)
Local band concerts
Planetarium and or astronomy club star parties
First Night Roxy NYE
Highlight Q's Piano at the museum
Busking
Makers Market
Community partner led events (not producer led)

PROGRAMMING EQUIPMENT

The programming equipment list covers operational items that should be ordered to proceed with the proposed programming. Storage of approximately 400 sq ft will be needed. This list is based on successful items from multiple projects.

Outside of this list, an amenity station may be fitting for Quincy Square in the future. Having a cart with games and crafts will add another level of activation. Seasonality can be added to the station with holiday-specific activities. Below is some information on the vendors and the cost of a cart that can stay outdoors. With this cart, the supplies are stored underneath. We suggest storing supplies in containers before placing them underneath for rain protection. An amenity station is a low-cost way to add family-friendly fun on a regular basis. There will need to be a yearly budget to refresh the cart, depending on what supplies are used.

With a regular volume of use, items such as flatbed carts, lighting trusses, extension cords, amenity carts, folding tables, pop-up tents, A-frames, and sound system speakers should have a life expectancy of about ten years. Sign holders, sandbags, lights, mics, and mic stands may begin breaking down close to 5 years of age. Wireless speakers usually have a life expectancy of 3 years with high use. In our experience, wireless headsets have a life expectancy of a year.

Amenity Cart	\$4,600	https://cart-king.com/wp-content/uploads/2019/02/EZ-CART_2019.pdf
Amenity Cart Cover & Wrap (<i>Wrap will need to be installed</i>)	\$2,000	https://cart-king.com/carts-kiosks-sale/
Amenity Cart Supplies	\$2,000	Yearly budget

QUINCY SQUARE OPERATIONS AND ACTIVATION GUIDE

Stanchions	\$160	12	\$1,920	https://www.uline.com/Product/Detail/H-1742BL/Crowd-Control/Crowd-Control-Post-with-Retractable-Belt-Black-7-1-2?model=H-1742BL&RootChecked=yes
Custom Stanchion Signage (area closed)	\$112	6	\$672	https://www.displays2go.com/P-24847/Stanchion-Blue-Printed-Belt?st=Category&cid=29473
First Aid Kit	\$110	1	\$110	https://fsastore.com/large-smart-compliance-first-aid-cabinet-275-pcs/24474.html
Counters	\$11	2	\$22	https://www.staples.com/Cosco-Hand-Tally-Counter-1-9999/product_891312?ci_sku=891312&KPID=891312&cid=PS:GS:SBD:PLA:Facilities&gclid=CjwKCAiAgvKQbBbEiwAaPQw3GvWkoWAVPmW_y88cl7PpECoDss-aQLj7SDjXuzLSzDu-K1V-HdRoC81cQAvD_BwE
Surge Protectors	\$40	3	\$120	https://www.amazon.com/CRST-10-Outlet-Protector-15-Foot-10-Outlet/dp/B07C1KXC61/ref=sscin_16_pa_sp_search_themati_c_sspa?content-id=amzn1.sym.a2e12efe-e275-4efd-81b9-095fa9ad91f6&ad=US&pf_rd_p=2e275-4efd-81b9-095fa9ad91f6&pf_rd_r=G0KJEZ9KGKJGS26TAV1N&qid=1698167579&sbo=RZvfv%2F%2FHxDP%2BO5021pAnsA%3D%3D&spreffix=outdoor+surge%2Caps%2C234&sr=1-3-364cf978-ce2a-480a-9bb0-bdb96faa0f61-spons&sp_csd=d2lkZ2V0TmFtZT1zeF9zZWYy2hdGhlbWFiOaWM&pse=1
Sound System: Mixer	\$625	1	\$625	https://www.sweetwater.com/store/detail/MG16XU--yamaha-mg16xu-16-channel-mixer-with-usb-and-fx
Sound System: Subwoofer	\$3,000	2	\$6,000	https://www.sweetwater.com/store/detail/KL181--qsc-kl181-1000w-18-inch-powered-subwoofer
Sound System: Monitors	\$850	3	\$2,550	https://www.sweetwater.com/store/detail/K8.2--qsc-k8.2-2000w-8-inch-powered-speaker
Sound System: Speakers	\$1,000	4	\$4,000	https://www.sweetwater.com/store/detail/K12.2--qsc-k12.2-2000w-12-inch-powered-speaker
Speaker bags	\$100	3	\$300	https://www.sweetwater.com/store/detail/K8Tote--qsc-k8-tote
Speaker bags	\$130	4	\$520	https://www.sweetwater.com/store/detail/K12Tote--qsc-k12-tote
Audio Rack with casters	\$700	1	\$700	https://www.sweetwater.com/store/detail/FZ1316WDLX--odyssey-fz1316wdlx
Sound System: Misc	\$3,000	1	\$3,000	(4-6) microphones, cables, (6) mic and (2-4) speaker stands
Guitar Amp	\$660	1	\$660	https://www.sweetwater.com/store/detail/LoudBoxArtBT--fishman-loudbox-artist-blutetooth-120-watt-1x8-inch-acoustic-combo-amp-with-tweeter-and-blutetooth
Storage Bins (6)	\$52	1	\$52	https://www.walmart.com/ip/Sterilite-66-Qt-Latch-Box-Stadium-Blue/711933680
Markers, Pens, Tape, etc	\$50	1	\$50	
Event Trash Bins	\$99	4	\$396	https://www.amazon.com/Bankers-Box-Corrugated-Containers-7320101/dp/B00QPZL371/ref=sr_1_7?dib=eyJ2ljoiaMSJ9.oef_y_HTTcmIsA8TZQgB1EUAKpF8qQ4o7KAQcJ4fGfSkMfW6cNH8qrVrsLKQzAhPv6ZXI7qBHCdNK51TnuuNnPOaSR3cDPt6uixCwCAHeVQBwL3g9kyfBMA3ct3enMMaH9hBi39xzn7D-2A3kfmJnpj5VHjfsWfacXiqMRpx2ZJ8rcO1YPaQk6L1CK5efWITfFwAf_zdn8HctM0Gstat5ZAl3f_sKjBhHxstspK0ZVH1u5BsspSnoEdUQPojTXm9dYvQRhkp0_ZGcTuyPth65MKF
Trash Bags	\$58	1	\$58	https://www.amazon.com/ToughBag-Trash-Bags-Gallon-Count/dp/B0BM9WZT1/ref=pd_bxgy_img_d_scl_1/136-6401614-1499538?pd_rd_w=GGtct&content-id=amzn1.sym.9713b09e-9eac-42a7-88bb-ecfe516a6b92&pf_rd_p=9713b09e-9eac-42a7-88bb-ecfe516a6b92&pf_rd_r=XZK8TAG6XAV3GR6f1CJA&pd_r_d_wg=sjVe0&pd_rd_r=a7e282c6-2a04-4586-bbb1-27cec691960c&pd_rd_i=B013H112DL&th=1
Barricade Covers	\$90	6	\$540	https://www.crowdcontrolwarehouse.com/collections/steel-barricades-jacket-covers/products/custom-print-heavy-duty-barricade-jacket-covers-angry-bull-barricades
Barricades	\$100	6	\$600	https://www.crowdcontrolwarehouse.com/products/barricade-in-a-box-2?currency=USD&variant=39864468373598&stkn=261316d8e5ec&gclid=CjwKCAiA_tunBhAUeivAvxkgTg1.5XzqzbOgUllw1vHYrXrJtWufz0aio35swMhAIZzK_Y2leX0QzrzoCE_4QAvD_BwE
Shelving for storage room	\$150	1	\$150	https://www.amazon.com/REIBILI-72-Adjustable-40-17-8/dp/B0B554GRKY/ref=sscin_14_pa_sp_search_thematic_sspa?content-id=amzn1.sym.1e86ab1a-a73c-4131-85f1-15bd92ae152d%3Aamzn1.sym.1e86ab1a-a73c-4131-85f1-15bd92ae152d&ad=US&pf_rd_p=2e275-4efd-81b9-095fa9ad91f6&pf_rd_r=G0KJEZ9KGKJGS26TAV1N&qid=1698167579&sbo=RZvfv%2F%2FHxDP%2BO5021pAnsA%3D%3D&spreffix=shelving%2Caps%2C217&sr=1-2-364cf978-ce2a-480a-9bb0-bdb96faa0f61-spons&sp_csd=d2lkZ2V0TmFtZT1zeF9zZWYy2hdGhlbWFiOaWM&pse=1
Dance Floor Mat (24'x24')	\$5,300	1	\$5,300	https://www.eventdecorirect.com/catalog/maple-snaplock-dance-floor-set-easy-assembly-portable-with-edging-transport-cart-36-x-36-tiles-p-24517.html?refsrc=24520&nosto=productpage-nosto-1
\$41,768 TOTAL				

ANTICIPATED BUDGET

BRV created a mock calendar to review permitting processes and develop a helpful high-level budget. The first chart shows this original mock calendar of potential monthly and weekly events throughout the year. The second chart shows adjustments made after reviewing community feedback during the February 8, 2024, public meeting. In this chart, there is a slight change in categories to reflect the community's desires.

Weekly Street Closure Plan:

Version one: Original

	January	February	March	April	May	June
1st week	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community
2nd week	Quincy Square Live: Local Showcase (Singer/songwriter)	Quincy Square Live: Hip-Hop Night	Quincy Square Live: Bluegrass Night	Quincy Square Live: Dance Party Night	Quincy Square Live: Salsa Night	Quincy Square Live: Blues Night
3rd week	MLK Day Celebration	Black History Month Celebration	Quincy Jones Birthday Bash (14) or St. Patrick's Day (17)	Dance-a-thon: Dance lessons, Zumba, Dance Performances	Block Long Comedy Show	Juneteenth Celebration (19) or Make Music Day (21)
4th week					Armed Forces Day / Lion's Club Breakfast	

VIP Lounge Programming:

Monthly: History happy hour

Monthly: Spoken Word / Poetry reading

Monthly: Game Night or Chess Meet-up

Monthly: Music Lessons

Weekly Series: Performing Arts Classes

Weekly Street Closure Plan:

Version two: After Public Meeting

	January	February	March	April	May	June
1st week - Fridays	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community
2nd week - Saturdays	Farmer's Market	Farmer's Market	Farmer's Market	Farmer's Market	Farmer's Market	Farmer's Market
	Quincy Square Live: Local Showcase (Singer/songwriter)	Quincy Square Live: Hip Hop Night	Quincy Square Live: Bluegrass Night	Quincy Square Live: Dance Party Night	Quincy Square Live: Salsa Night	Quincy Square Live: Blues Night
3rd week - Saturdays	MLK Day Celebration	Black History Month Celebration	Quincy Jones Birthday Bash (14) or St. Patrick's Day (17)	Quincy Square Dog Take Over	Dance-a-thon: Dance lessons, Zumba, Dance Performances	Juneteenth Celebration (19) or Make Music Day (21)
4th week - Saturdays				Spring Sidewalk Sale & pop-ups	Armed Forces Day / Lion's Club Breakfast	Pride Event

VIP Lounge Programming:

Monthly: History happy hour

Monthly: Spoken Word / Poetry reading

Monthly: Game Night or Chess Meet-up

Monthly: Music Lessons

Weekly Series: Performing Arts Classes

QUINCY SQUARE OPERATIONS AND ACTIVATION GUIDE



Bollywood class at Salesforce park, San Francisco, CA

July	August	September	October	November	December
First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community
Quincy Square Live: Island Night	Quincy Square Live: Brass Night	Quincy Square Live: Swing Night	Quincy Square Live: Soul/Groove Night	Quincy Square Live: Jazz Night	Quincy Square Live: Holiday Night
Kid's Mural Festival	Location Skate Competition	Quincy Square Dog Take Over	Street Flick: Outdoor Movie	Roxy Theater Battle of the Bands	Krampus/Longest Night
Summer Nights: Vinyl Djing / Roller Skate Nights	Summer Nights: Vinyl Djing / Roller Skate Nights	Summer Nights: Vinyl Djing / Roller Skate Nights	Trick or Treat		NYE at the Roxy

July	August	September	October	November	December
First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community	First Friday - Quincy Square's Creating Community
Farmer's Market	Farmer's Market	Farmer's Market	Farmer's Market	Farmer's Market	Farmer's Market
Quincy Square Live: Island Night	Quincy Square Live: Brass Night	Quincy Square Live: Swing Night	Quincy Square Live: Soul/Groove Night	Quincy Square Live: Jazz Night	Quincy Square Live: Holiday Night
Kid's Mural Festival	Vinyl Djing / Roller Skate Night	Quincy Square Dog Take Over	Street Flick: Outdoor Movie	Street Flick: Outdoor Movie	Krampus/Longest Night
			Trick or Treat	Roxy Theater Battle of the Bands	NYE at the Roxy

QUINCY SQUARE OPERATIONS AND ACTIVATION GUIDE

Below is a high-level breakdown of the cost of the proposed events. The actual cost of each event will depend on the details of the events and partner costs. Each event has the potential to become a sponsored event. Pricing for third-party and already-established events was not included.

	First Friday - Quincy Square's Creating Community	Farmer's Market	Quincy Square Live	MLK Day Celebration
Per Occurrence	Workshop #1 \$400 - \$1,000 Workshop #2 \$400 - \$1,000 Workshop #3 \$400 - \$1,000 Marketing \$250 Portable Toilets \$300-\$500 Security \$40-\$100 hr Electrical \$0	Marketing \$40 Portable Toilets \$300-\$750 Security \$40-\$100 hr Electrical \$0	Band #1 \$150 - \$1,500 Band #2 \$150 - \$1,500 Band #3 \$150 - \$1,500 Marketing \$250 Portable Toilets \$300-\$750 Security \$40-\$100 hr Electrical \$0	Activity \$300-\$700 Community Partners \$0 Entertainment \$300 - \$1,500 Marketing \$200 Portable Toilets \$300-\$500 Security \$40-\$100 hr Electrical \$0
One-time fee	Street Closure \$0 Special Event Fee \$100 Fire Department \$100	Street Closure \$0 Special Event Fee \$100 Fire Department \$100	Street Closure \$0 Special Event Fee \$100 Fire Department \$100	Street Closure \$0 Special Event Fee \$100 Fire Department \$100
Notes	<i>workshops cost if free to the public</i>	<i>receive vendor fee as revenue</i>	<i>F&B vendors could pay fee as revenue</i>	

	Black History Month Celebration	Quincy Jones Birthday Bash (14) or St. Patrick's Day (17)	Quincy Square Dog Take Over	Dance-a-thon: Dance lessons, Zumba, Dance Performances
Per Occurrence	Activity \$300-\$700 Community Partners \$0 Entertainment \$300 - \$1,500 Marketing \$200 Portable Toilets \$300-\$500 Security \$40-\$100 hr Electrical \$0	Activity \$300-\$700 Community Partners \$0 Band \$150 - \$1,500 Marketing \$250 Portable Toilets \$300-\$500 Security \$40-\$100 hr Electrical \$0	Pop-up amenities \$200-\$600 Band \$150 - \$1,500 Community Partners \$0 Marketing \$100 Portable Toilets \$300-\$500 Security \$40-\$100 hr Electrical \$0	Dance Lesson \$800 - \$1,200 Zumba Class \$50-\$200 Performances \$400 - \$1,000 Marketing \$250 Portable Toilets \$300-\$500 Security \$40-\$100 hr Electrical \$0
One-time fee	Street Closure \$0 Special Event Fee \$100 Fire Department \$100	Street Closure \$0 Special Event Fee \$100 Fire Department \$100	Street Closure \$0 Special Event Fee \$100 Fire Department \$100	Street Closure \$0 Special Event Fee \$100 Fire Department \$100
Notes				

	Juneteenth Celebration (19) or Make Music Day (21)	Kid's Mural Festival	Vinyl DJing / Roller Skate Night	Quincy Square Dog Take Over
Per Occurrence	Band \$150 - \$1,500 Entertainment \$300 - \$1,500 Marketing \$250 Portable Toilets \$300-\$500 Security \$40-\$100 hr Electrical \$0	Artist \$400 - \$1,000 Supplies \$500 - \$1,500 Community Partners \$0 Marketing \$250 Portable Toilets \$300-\$500 Security \$40-\$100 hr Electrical \$0	DJ \$300 - \$800 Skate Rink \$3000-\$7,500 Marketing \$250 Portable Toilets \$300-\$750 Security \$40-\$100 hr Electrical \$0	Pop-up amenities \$200-\$600 Band \$150 - \$1,500 Community Partners \$0 Marketing \$100 Portable Toilets \$300-\$500 Security \$40-\$100 hr Electrical \$0
One-time fee	Street Closure \$0 Special Event Fee \$100 Fire Department \$100	Street Closure \$0 Special Event Fee \$100 Fire Department \$100	Street Closure \$0 Special Event Fee \$100 Fire Department \$100	Street Closure \$0 Special Event Fee \$100 Fire Department \$100
Notes			<i>Could charge a fee to public</i>	

	Street Flick: Outdoor Movie	Street Flick: Outdoor Movie	Spring Sidewalk Sale & pop-ups	Third Party - No cost
Per Occurrence	Screen Rental \$1,000-\$1,200 Movie Rental \$300-\$500 Activity \$300-\$700 Marketing \$150 Portable Toilets \$300-\$750 Security \$40-\$100 hr Electrical \$0	Screen Rental \$1,000-\$1,200 Movie Rental \$300-\$500 Activity \$300-\$700 Marketing \$150 Portable Toilets \$300-\$750 Security \$40-\$100 hr Electrical \$0	Marketing \$250 Portable Toilets \$300-\$750 Security \$40-\$100 hr Electrical \$0	Armed Forces Day Pride Event Lion's Club Breakfast Roxy Battle of the Bands NYE at the Roxy Trick or Treat Krampus/Longest Night
One-time fee	Street Closure \$0 Special Event Fee \$100 Fire Department \$100	Street Closure \$0 Special Event Fee \$100 Fire Department \$100	Street Closure \$0 Special Event Fee \$100 Fire Department \$100	
Notes	<i>F&B vendors could pay fee as revenue</i>	<i>F&B vendors could pay fee as revenue</i>		<i>Revenue from event rental + fees</i>



MARKETING

With Quincy Square being an active street, having a strong brand and marketing presence will allow for more brand development, increase chances of sponsorships, and set Quincy Square up to become a loved local community space.

MARKETING BEST PRACTICES

Overall

- Develop a consistent brand – the voice and look of posts for all platforms for Quincy Square.
- Aim for the brand voice to be very human, authentic, and inviting.
- Share the story and connection to community / what do we offer and what do we do.
- If a newsletter is created, make sure it is consistently sent out – monthly is recommended.
- State goals and objectives early on.
- Share a cohesive narrative to show all that can be done in the area (example: have lunch here, take a class here, then...).
- Claim Yelp, Google, and TripAdvisor pages for Quincy Square.
- Develop “evergreen” content that can be posted intermittently - horticulture, history, etc.
- Post on social media daily if possible or multiple times a week.
- Develop in-kind Media partnerships.
- Get the Quincy Square listed in outlets other than internal.
- Work with City and State marketing/tourism agencies.

Website

- Quincy Square should have its own website.
- A calendar should make it easy to see all events and times for the day in question.
- The calendar should be set up to link to individual events. This makes it easy to promote through other sites and send out information about one particular event.
- Large events or special features such as brochures and maps should have their own tabs on the home page and lead to their own landing pages.
- Information on event space rentals and fees need a landing page with clear information and directions for those wanting to rent the space.
- Show current weather in Bremerton.
- First section of the Quincy Square’s landing page should not be too busy.
- Social media outlets should be linked on the website.
- Clear tabs to find other sections of website that are helpful.

Social Media

- Tools such as Hootsuite can be used for scheduling.
- Quincy Square’s social media presence needs to be consistent, sustained, and full of photos and videos of Quincy Square and its programming.
- Consider creative contests with programming partners to mutually boost audience sizes.
- The staff member responsible for the park’s social media accounts should engage with

- visitors through the various platforms, as well as promote the programming partners.
- Leverage programming partners' followership by tagging them and resharing their park-related content.
 - Paid social media ads can also be a worthwhile investment in the first few years. It is inexpensive and can deliver very specific messages to a targeted audience.
 - Study which platforms provide the highest engagement rates and adjust posting schedules and frequency based on those rates.
 - Use live action videos/photos of activities.
 - Respond to ALL comments and tag the commenters – this includes positive and negative reviews.
 - For negative reviews - keep the tone neutral and if the situation requires resolution, invite the reviewer to contact the team via phone or email so that the team can help (try to take it to a private 1:1 conversation by offering help).
 - Post a variety of photos with people in them.
 - Repost news stories and publicity that mention Quincy Square.
 - Start promoting two weeks in advance for larger events or a new season of programming. For standard programming, post the day before and day of if possible. This could show a summary of the day's programs.
 - Cancellation notices on social media are helpful. This is best done with stories, so cancellation posts do not live permanently on the grid or feed.
 - Repost from other visitors - can be added to stories.
 - Create Facebook events for park programming, at minimum for larger events such as silent disco and movie nights.
 - Use social media for surveys but make sure they are quick and fun. Use prizes or reposts as incentives.
 - Tag partners on all social media accounts.
 - Keep descriptions brief (a sentence), when possible, for posts on Instagram and Facebook.



Photography class at Salesforce park, San Francisco, CA



OPERATIONS

Having superbly operated and maintained facilities is the backbone of any great public space. If the operations and maintenance teams show a high level of fastidious attention to the space, the public will follow and also treat the park with care and respect.

RESPONSIBILITIES AND BEST PRACTICES

BRV believes that maintaining public spaces to the highest standards will be noticeable to visitors and will increase Quincy Square's popularity and interest from outside funding sources. In the charts below, BRV has detailed tasks and divided responsibilities based on the assumption that Quincy Square will be managed by a Foundation organization that will work with the City of Bremerton to keep Quincy Square at a high level of cleanliness.

Task	Frequency	Category	Staff
Pick up litter	Weekly / Continuously during events	Sanitation	Manager
Empty trash & recycling cans	Weekly / Continuously during events	Sanitation	Manager
Wipe furniture & musical play equipment	2 x monthly	Sanitation	Manager
Remove graffiti/scratchiti/stickers	Weekly	Sanitation	Manager
Check restrooms (toilet paper, soap)	Event days	Sanitation	Manager
Deploy and store programming equipment in storage	Event days	Programming	Manager
Oversee programs including setup and breakdown	Event days	Programming	Manager
Attendance count	2 x daily on event days	Programming	Manager
Place programming signage	Update as needed	Programming	Manager
Prepare electrical receptacles for programming	Event days	Engineering	City
Empty and clean buckets, supplies, cleaning tools	Weekly	Sanitation	Manager
Remove gum/gum spots	Quarterly or as needed	Sanitation	City
Remove weeds	Quarterly or as needed	Horticulture	City
Remove debris from paths	Weekly	Horticulture	City
Clean & organize interior of admin & storage areas	Quarterly	Sanitation	Manager
Clean all light fixtures	Quarterly	Sanitation	City
Hose out trash/recycling can interiors	Quarterly	Sanitation	Manager
Clean exterior/tops of trash/recycling cans	Quarterly	Sanitation	City
Clean wheeled trash cans/tilt carts/dumpsters	Quarterly	Sanitation	Manager
Observational report by horticulturist	2 x yearly	Horticulture	City
Powerwash/Scrub ground surfaces	Quarterly or as needed	Sanitation	City
Pest Management	Quarterly or as needed	Horticulture	City
Water management assessment	Monthly	Horticulture	City
Pruning trees and hedges	Quarterly	Horticulture	City
Replace plants	As needed	Horticulture	City

	City of Bremerton	Quincy Square Foundation
Sanitation, landscaping, and maintenance		
Supervision of on-site staff		X
Weekly inspection		X
Litter sweeping/pick-up		X
Empty garbage cans		X
Provide and service dumpsters	X	X
Safety surface cleaning		X
Gardening tasks	X	
Irrigation system management	X	
Graffiti removal	X	X
Light bulb/ballast replacement	X	
Musical play equipment inspection	X	
Musical play equipment repair	X	
Musical play equipment parts/materials	X	
Capital plant repair	X	
Annual operating plan		X
Security		
Event security presence		X
Programming, events, and marketing		
Programming development		X
Programming partner relationship management		X
Employment, supervision of staff		X
Event intake and proposal evaluation		X
Event fee negotiation		X
Final event approval	X	X
City permitting and street closures	X	X
Event management		X
Production of printed collateral		X
Social media account management		X
Annual programming plan		X

Rules and Security

An abbreviated version of rules should be posted visibly around Quincy Square to help regulate the public use and provide clear expectations as to which activities and behaviors are acceptable and which are not.

The rules should then be enforced by the city and foundation. The Quincy Square rules should include posted and enforced hours of operations, which will help prevent overnight camping, crime, and vandalism late at night. The rules should also include a reference for the need to obtain a permit for certain gatherings and activities.



Event security staff will be unarmed and the Bremerton Police Department should be called in for criminal activity and make periodic, unscheduled visits for good measure. The security staff is also not there to badger or hassle patrons, though the security staff enforces rules and insures a safe experience for everyone. Everyone will be welcomed and treated with respect and will be allowed to use the square, as long as all individuals respect the rules that have been set out. The goal is to make the public realm welcoming and comfortable for all populations and members of the public, including the elderly and young children for all hours of the day and night.

Quincy Square Foundation Staff

Janitorial and sanitation issues in the public realm are often caused by a shortage of staff, having only one shift of staff, lack of resources, or a cumbersome process for addressing issues as they arise.

Public restrooms and portable toilets should be kept clean, functioning, and welcoming. They should be stocked with toilet paper and soap and have appropriate levels of lighting. Cleaned restrooms enormously affect perceptions of the public realm, making it inviting to all patrons.



Trash and recycling cans should be located at regular intervals throughout the street on event days so that visitors do not have any trouble finding the receptacle. Trash and recycling should be emptied once they are full and taken to a designated collection point.

There should be a streamlined process to address maintenance issues, one that is not burdened with many levels of command or requiring excess paperwork. Staff should be able to fix small problems promptly and effectively upon observation of an issue. Furnishings and other items need to be checked frequently and repaired upon the first sign of an issue. This will ensure broken items do not get worse and more difficult to fix. Fixing them right away also shows the public that furnishings and facilities in Quincy Square are cared for and looked after. The foundation manager will oversee the city's third-party contractors to take care of larger maintenance and repair needs.

Landscape/Tree Maintenance and Management

Trees and understory require attention on an on-going basis. The landscape maintenance crew should have demonstrated experience in maintenance of public landscape projects of similar size and scope, with owner references, and demonstrated experience with integrated pest management, pest control, soils, fertilizers, and plant identification.



Assuming proper installation, trees and understory will need annual inspection by a certified arborist/horticulturists to ensure proper growth. Pruning weak branches and shaping tree crowns will help sustain long-term health, growth, and appearance.

The crew should check tree rootball moisture and shrub and groundcover surrounding soil moisture regularly and adjust watering cycles accordingly. The crew should also keep watering records for all site trees and perform a yearly water audit to track the amount of water applied. With this information, the crew can determine appropriate water application for site trees after the three-year establishment period ends, in consultation with a certified arborist's review of tree health on the site. Irrigation systems will need frequent inspection and cleaning to ensure the system is running properly. During the first year of installation, paying close attention to the newly planted landscaping is essential. After this period, healthy trees and plants will not need as much oversight.

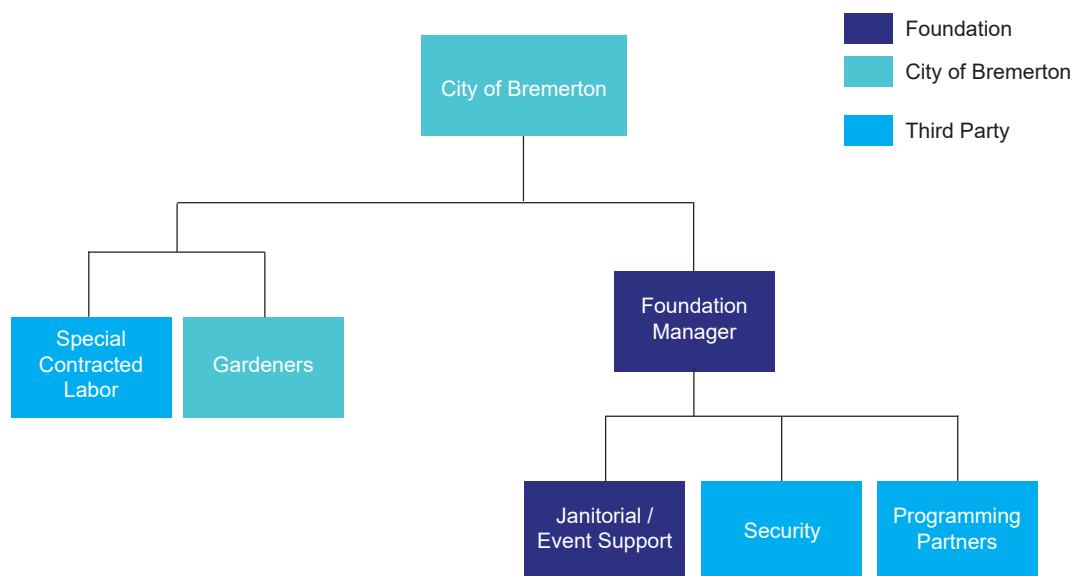
Crews should weed planted areas frequently, maintain the depth of mulch to reduce evaporation and inhibit weed growth, and apply fertilizers as needed. Crews will employ principles of Integrated Pest Management to prevent plant pests and diseases.

During major repairs, trees and plant materials should be protected with fences or other barriers to prevent damage. Heavy equipment should not be left or stored under the branches of trees, as this can cause root damage.

OPERATIONS BUDGET

BRV has developed two budget scenarios for Quincy Square's management. The first scenario, referred to as the high level budget, envisions the establishment of a foundation to oversee Quincy Square. The second, or low level budget, outlines the costs associated with the City of Bremerton employing an individual to coordinate third-party events at Quincy Square. In this latter scenario, it is anticipated that the responsibilities of the manager would be significantly reduced compared to those of a full-time position. To truly benefit the residents and enhance the city's capacity, BRV recommends the establishment of a foundation to manage Quincy Square. This approach would allow marketing and community engagement to be prioritized.

SUGGESTED ORG CHART WITH FOUNDATION



OPERATING EXPENSES

ESTIMATED EXPENSE BUDGET SUMMARY - High Level (Foundation is established)

Department	Amount	Notes
Janitorial/event support	\$ 8,320	Assumed contracted out when needed for events. \$20/hr for an estimated 8 hours a week, year-round
Security	\$ 31,200	Assumed contracted out when needed for events. \$50/hr for an estimated 12 hours a week, year-round
Regular maintenance and repair	\$ -	Assumed to be taken care of by the City. Amenity replacement and major capital repair: \$22,000. Regular maintenance and repair: \$16,000
Horticulture	\$ -	Assumed to be taken care of by the City.
Programming/events	\$ 180,000	Program and event costs based off mock calendar; higher side of estimates & choosing to do all.
General/administrative	\$ 81,000	Includes full-time Manager (\$60K) and an allowance for office supplies/misc items (\$3K). Salary is fully loaded (1.3x salary). This position is to be the main contact for the public and events happening at Quincy Square, as discussed in the activation plan.
Internal administration of event permits and foundation oversight	\$ -	Assumed to be provided by the City. 3 hours per event for permit review (assumes foundation submits complete permit packages that need little review) 30 hours per year for foundation oversight (invoice review, board meeting attendance, contract review and renewals) \$12,000
Utilities (electric and water)	\$ -	Assumed to be provided by the City. \$120 per month electrical, no water broken out
Waste removal	\$ 3,000	Allowance.
Misc/Contingency	\$ 3,000	Allowance.
Total	\$ 306,520	

Assumptions:

1. Expenses do not include general liability insurance.
2. Administrative fee does not include a management fee.

QUINCY SQUARE OPERATIONS AND ACTIVATION GUIDE

ESTIMATED EXPENSE BUDGET SUMMARY - City Costs (Foundation is established)

Department	Amount	Notes
Regular maintenance and repair	\$ 16,000	Based on task list and hours estimate; assume work completed by parks staff
Amenity replacement and major repair (Capital)	\$ 22,000	Annualized fund
Horticulture		Based on landscape contract (facilities lead)
Internal administration of event permits and foundation oversight	\$ 12,000	3 hours per event for permit review (assumes foundation submits complete permit packages that need little review) 30 hours per year for foundation oversight (invoice review, board meeting attendance, contract review and renewals)
Utilities (electric and water)	\$ 1,440	\$120 per month electrical, no water broken out
Total	\$ 51,440	

Task	Annual Hours	Extended Cost (parks service specialist rate @ \$52 hour)	Notes
Electrical for events	96	\$ 4,896	4 events per month, two hours per event (quick turn out but may require weekend time to turn on/shut off equipment)
Gum removal	12	\$ 612	1 hour per month
Weed removal	12	\$ 612	1 hour per month
Sidewalk cleaning (leaf blowing)	52	\$ 2,652	1 hour per week
Clean light fixtures @ canopy	24	\$ 1,224	1 time per year - 3ppl, one full day
Power wash surfaces	20	\$ 1,020	1 person, 4 hours, 5 times per year
Misc repair and call out	96	\$ 4,896	
Total		\$ 15,912	

	Original Cost	Annualized Cost (original cost/# of years before replacement required)	
20 year replacements	\$ 230,000.00	\$ 11,500	
10 year replacements	\$ 20,000.00	\$ 2,000	
5 year replacements	\$ 20,000.00	\$ 4,000	
landscape replacement	\$ 22,500.00	\$ 4,500	
Total		\$ 22,000	

ESTIMATED EXPENSE BUDGET SUMMARY - Low Level (Internal City Staff)

Department	Amount	Notes
Janitorial/Event Support	\$ -	Role is covered by on-site Programming/Event Staff
Security	\$ 31,200	Assumed contracted out when needed for events. \$50/hr for an estimated 12 hours a week, year-round
Maintenance and repair	\$ 38,000	Amenity replacement and major capital repair: \$22,000 Regular maintenance and repair: \$16,000
Horticulture	\$ -	Based on landscape contract (facilities lead)
Programming/events	\$ 70,000	City staff. Program support for partner sponsored events, First Fridays, and a second smaller monthly event series.
General/administrative	\$ 48,700	City Staff. Includes part-time Manager (\$35K) and an allowance for office supplies/misc items (\$2K). Salary is fully loaded (1.3x salary). This position will be to implement events. However, the City of Bremerton will oversee all marketing, permitting, and event communications aspects.
Internal administration of event permits	\$ 10,800	3 hours per event for permit review (assumes foundation submits complete permit packages that need little review)
Utilities (electric and water)	\$ 1,440	\$120 per month electrical, no water broken out
Waste removal	\$ 1,500	Allowance.
Misc/Contingency	\$ 3,000	Allowance.
Total	\$ 204,640	

Assumptions:

1. Expenses do not include general liability insurance.
2. Administrative fee does not include a management fee.