Dear Friend of Randall’s Island Park,

Thank you for your interest in Randall’s Island Park. As Co-Chairs of the Randall’s Island Park Alliance (RIPA) Board of Trustees, we invite you to enjoy our 2013-2014 Review.

RIPA’s continued success in reaching our goals comes through the great work and generosity of our many partners and supporters – a true Alliance in support of the Park’s programs, fields, facilities and natural areas. You will find in the following pages photos and acknowledgements of the many local program partners, donors, volunteers, elected officials and City and State agencies who have helped to bring us to this point. We are especially grateful to the New York City Department of Parks & Recreation for extraordinary support and guidance throughout our successful partnership of more than 20 years.

Following its recent transformation, Randall’s Island Park’s visibility continues to grow, and more and more New Yorkers are visiting its shores. Our fellow Board Members, challenged and inspired by what the Park can be, continue to contribute countless hours and crucial support. In 2014 the Board undertook a comprehensive plan for improvement and expansion of our free public programs. Visits to the Island have nearly doubled in recent years, to approximately 3 million! We expect our increased free programming will continue to expand our universe of visitors and friends.

Many thanks to these millions of fans who visit and who compliment the Park through positive feedback on our social media, sharing photos and observations, and who help us to grow our Alliance every day.

Randall’s Island Park is looking better than ever, and our RIPA team is working to care for this fabulous resource and to develop creative, responsive Park programs for all New Yorkers. On behalf of the Randall’s Island Park Alliance and all who enjoy the Island, thank you for supporting our efforts.

Jerry Goldman
Nancy Neff
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### Randall’s Island Park Alliance
#### Board of Trustees
as of September 2015

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nancy F. Neff and</td>
<td>Co-Chairs</td>
</tr>
<tr>
<td>Jerome L. Goldman</td>
<td></td>
</tr>
<tr>
<td>Tim Barefield</td>
<td>Treasurer</td>
</tr>
<tr>
<td>Aimee Boden**</td>
<td>President</td>
</tr>
<tr>
<td>Gale Brewer**</td>
<td>Manhattan Borough President</td>
</tr>
<tr>
<td>Karen D. Cohen</td>
<td>President Emerita &amp; Founder</td>
</tr>
<tr>
<td>Richard J. Davis</td>
<td>Chair Emeritus</td>
</tr>
<tr>
<td>Richard B. Gross</td>
<td>Secretary</td>
</tr>
<tr>
<td>Mitchell Silver**</td>
<td>Commissioner, NYC Parks &amp; Recreation</td>
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<tr>
<td>Michael Boxer</td>
<td></td>
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<tr>
<td>Michael Chang</td>
<td></td>
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<tr>
<td>Rodney Cohen</td>
<td></td>
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<tr>
<td>Susan Danilow</td>
<td></td>
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<tr>
<td>David Dishy</td>
<td></td>
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<td>Lucy Fato</td>
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</tr>
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<td>Andrea Feirstein</td>
<td></td>
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<tr>
<td>Ramon Gonzalez</td>
<td></td>
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<tr>
<td>Justin H. Green</td>
<td></td>
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<tr>
<td>Mark I. Greene</td>
<td></td>
</tr>
<tr>
<td>Sunil Gulati</td>
<td></td>
</tr>
<tr>
<td>Courtney Hall*</td>
<td></td>
</tr>
<tr>
<td>Justin G. Hamill*</td>
<td></td>
</tr>
<tr>
<td>Dean Landis</td>
<td></td>
</tr>
<tr>
<td>Richard J. Mack</td>
<td></td>
</tr>
<tr>
<td>Peter J. Madonia</td>
<td></td>
</tr>
<tr>
<td>Jay Mantz</td>
<td></td>
</tr>
<tr>
<td>Jon May*</td>
<td></td>
</tr>
<tr>
<td>Leslie Myers</td>
<td></td>
</tr>
<tr>
<td>Bradford R. Peck</td>
<td></td>
</tr>
<tr>
<td>Carol Perry</td>
<td></td>
</tr>
<tr>
<td>Bimla Picot</td>
<td></td>
</tr>
<tr>
<td>Dana Reed</td>
<td></td>
</tr>
<tr>
<td>Stephen Rich</td>
<td></td>
</tr>
<tr>
<td>Patricia W. Shifke</td>
<td></td>
</tr>
</tbody>
</table>

*Mayoral Appointee
**Ex Officio
Randall’s Island Park
Senior Staff

Aimee Boden*  
RIPA President & Park Administrator

Daeman Di Stefano  
Chief Financial Officer

Christopher Girgenti  
Natural Areas Manager

Jesse Gubert  
Public Programs Manager

Deborah Maher  
Vice President & General Counsel

Phyllis Odessey  
Director of Horticulture

Eric Peterson**  
Deputy Park Administrator

Christopher Rodriguez  
Icahn Stadium Manager

David Salerno**  
Concessions & Events Manager

EunYoung Sebazco  
Horticulture Manager

Paula Stein  
Director of Development

Nicholas Storrs  
Urban Farm Manager

Deborah Unger  
Director of Turf

Louis Vazquez  
Director of Sports

Anne Wilson  
Senior Director of Planning

*Joint RIPA and NYC Parks Department Staff

**NYC Parks Department Staff
President’s Introduction

Each time RIPA issues a Review, I marvel at how full the past couple of years have been. If you know Randall’s Island Park, you know that in recent years it has been transformed - through the commitment of our many friends and allies - into an increasingly remarkable resource for New York City.

Toward facilitating such growth, RIPA has focused on key goals outlined in our 2012 Strategic Plan, working to increase outreach, broaden support, expand volunteerism, improve access and develop creative Park programming. Organizational capacity-building has been necessary in reaching these goals, and RIPA has increased both administrative and on-Island staff, as we work to maintain the Park’s rebuilt fields, restored natural areas and excellent facilities.

With this support, RIPA has greatly expanded our communications and outreach, through both printed and web-based materials. Park volunteerism has expanded, and in 2014 RIPA adopted nearby Thomas Jefferson Park in East Harlem, providing field, turf and horticultural expertise, labor, materials, programs and support. In terms of access, in 2013 RIPA developed a comprehensive Wayfinding Plan, and in 2014 travel to and through the Park was transformed through installation of new maps, directional signs and destination banners. We celebrated our 20th year of free summer youth camp, and greatly expanded free weekend public programming. The result of this work is that the Island is now enjoyed by more people than ever, with an increase from 1.7 million to 3 million annual visitors in recent years.

In 2014, as the RIPA Board and staff realized how much usage had grown, it seemed necessary to develop a clear map or outline for continued programmatic expansion, going forward. RIPA retained Wellspring Consulting to assist in developing a strategy and plan for future programming, and formed a Planning Team - a group of dedicated Board Members, staff and stakeholders who undertook a comprehensive process of research, evaluation and planning. In the following pages, you will find the results of that process – a blueprint for reconfiguration and expansion of RIPA’s public programs in coming years.

If you have yet to visit Randall’s Island, I invite you to join the Park’s millions of friends; if you are already a fan, please look for new ways to join our Alliance!

Aimee Boden
Park Programming: Looking Forward

RIPA’s Mission Statement
The Randall’s Island Park Alliance works with the City and local communities to provide an innovative and exciting destination through a wide range of sports venues, cultural events and environmental exploration. As the dedicated steward of Randall’s Island Park, the Alliance sustains, maintains, develops and programs the Park to support the wellbeing of all New Yorkers.

RIPA Programming Goals
In fulfillment of our mission, in response to the needs of local communities, and to make the most of the Park’s unique resources, RIPA has established several key programming goals for the future.

- Greater involvement of local communities
- A greater number of “casual” visitors
- Increased excitement about Randall’s Island
- A range of new offerings
- Signature events
- A focus on what we do best
Key Categories

Going forward, RIPA will expand its programming efforts in several key categories.

<table>
<thead>
<tr>
<th>DROP-IN ACTIVITIES</th>
<th>Offer regularly-occurring, healthy drop-in activities, leading to an increase in participation by the neighboring communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>FREE PUBLIC EVENTS</td>
<td>Add and expand free activities oriented toward fun and education, geared to local communities, including large signature events to showcase the Island and support smaller programs</td>
</tr>
<tr>
<td>YOUTH PROGRAMS</td>
<td>Reconfigure the youth programs to better meet the needs of the community and to maximize our impact</td>
</tr>
<tr>
<td>VOLUNTEER OPPORTUNITIES</td>
<td>Expand both the number and the roles of volunteers, to increasingly support public programs</td>
</tr>
<tr>
<td>UNSTRUCTURED RECREATION</td>
<td>Increase unstructured recreational use of the park</td>
</tr>
<tr>
<td>INCREASED COMMUNICATION</td>
<td>Communicate regularly with nearby communities to listen to, and understand, local needs and share our identity and offerings</td>
</tr>
</tbody>
</table>
Drop-In Activities

Drop-in activities are especially valuable because they draw local community members, cultivate commitment, don’t overtax staff, and utilize unique Park resources.

Regularly-occurring, dependable drop-in offerings are what community representatives believe will draw nearby visitors to the Park.

The repetitive nature of these events, such as weekly exploration days, fitness classes and nature walks creates committed Park goers, potential donors, possible volunteers, and enthusiastic ambassadors of the Park to their communities.

Small events don’t tax administrative staff in the way that larger events do.

These offerings are closely tied to the unique ecosystem of the Park and represent creative use of its distinctive features.
Free Public Events

RIPA will continue to expand free public programs at the Park, from drop-in activities to larger signature events.

Signature Events

- Cherry Blossom Festival
- Birding Bonanza
- FLOW Opening Day
- The Great Randall’s Island Treasure Hunt
- Get Hooked!
- Harvest Festival

Urban Farm Exploration Days
Natural Areas Exploration Days
Waterfront Garden Tours
Wildflower Meadow Tours
FLOW Outdoor Art Exhibition Tours
Wetlands Tours
Outdoor Movie Nights
Icahn Stadium Open Run Nights
Youth Programs

RIPA’s analysis of our youth programs showed that our focus should be on in-school educational field trips as well as weekend and summer recreational programming, and should make creative use of the Park’s remarkable resources to support wellbeing and a healthy lifestyle. As we move forward, RIPA will continue to expand the following free public programs for children.

Urban Farm Program
The Randall’s Island Urban Farm provides school-based programs to over 2,000 children each year, offering hands-on learning experiences focused on organic gardening and the preparation of healthy nutritious meals.

Waterfront Stewardship Program
The Waterfront Stewardship Program teaches children about wetland ecology and enables them to experience nature through hands-on learning. During in-school and after-school field trips, each year early 3,500 students explore the Park’s restored salt marsh or freshwater wetlands guided by a RIPA naturalist.

Jesse Owens Track & Field Program
The Jesse Owens Track & Field Program is an instructional program for young people that aims at inspiring and motivating ongoing participation in the sport.

Tennis Program
Tennis classes are offered in partnership with Sportime through school-based programs.

RIPA Summer Camp
RIPA offers a five-week summer program that utilizes the various destinations and facilities available on Randall’s Island to create an active, educational and fun-filled Island experience for thousands of local children. Enrollment is available through local community-based organizations.
### Volunteer Opportunities

Expanding volunteer programs will benefit Randall’s Island Park.

<table>
<thead>
<tr>
<th>Volunteer Program</th>
<th>Benefit to the Park</th>
<th>RIPA Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate volunteer events</td>
<td>Awareness and relationship-building with the corporate community</td>
<td>Ensure that corporate volunteers learn about the Park and become ongoing stewards</td>
</tr>
<tr>
<td>Large group single-time events (more than 25 people)</td>
<td>Labor – accomplishing tasks that staff can’t do alone</td>
<td>Engage people in tasks that require a large group effort and celebrate their success when the work is finished</td>
</tr>
<tr>
<td>Individuals or small groups (under 25 people) - unskilled and not ongoing</td>
<td>Some labor, as well as exposure to the Park</td>
<td>Cultivate these individuals to be ongoing visitors, stewards and/or supporters, and require a commitment of more than one visit</td>
</tr>
<tr>
<td>Ongoing volunteer programs (daily, weekly or monthly)</td>
<td>Skilled labor – ongoing maintenance and educational support, possibly to include office tasks</td>
<td>Cultivate a group of volunteer partners whom RIPA certifies to run programs; recognize and celebrate them for their ongoing commitment and contribution to the Park</td>
</tr>
</tbody>
</table>
Unstructured Recreation

Randall’s Island Park comprises 330 acres of publicly-accessible parkland, including both permitted playing fields and large swaths of green lawns, natural areas, and over nine miles of waterfront pathways with expansive views along the surrounding rivers. RIPA will continue to work to foster independent, creative interaction with these resources by New Yorkers, and especially by residents of adjacent communities. The goal is that these visitors can engage in a range of fun, healthy activities at the Park – even when RIPA staff are not guiding any scheduled public activities.

- Island-wide pedestrian and bicycle pathway system
- Living Shoreline Recreation Area
- Picnic areas
- Launch sites for small water craft
- Fishing sites
- Circuit training course
- Interpretive and historic signage
- Maps, field guides, apps and mobile-friendly sites to guide independent visits
  - Running Maps
  - Biking Maps
  - Historic Tour Maps
  - Waterfront Field Guide
  - Urban Farm Field Guide
  - Gardens and Wildflower Meadows Guide
Increased Communication

RIPA will continue to expand our communications and outreach, with a focus on neighboring communities.
Over the fall of 2014, a Planning Team of RIPA Board Members and senior management staff – including our Co-Chairs and President – undertook a comprehensive review of public programming at Randall’s Island Park, facilitated by Wellspring Consulting.

**Park Programming: The Planning Process**

- Interviews with staff and Board Members
- Interviews with community representatives
- Review of RIPA’s financials, program brochures, program final reports, and 2012 Strategic Plan
- Review of current programming, including participant numbers, program capacity, program budgets and volunteer programs
- Research into public offerings, visitor numbers, and volunteer programs at other NYC parks
- Weekly calls, Planning Team meetings and interim full Board call to review project scope, progress and data
- Final presentation of plan for approval at full Board Meeting
Key Findings

The planning process unveiled several key findings.

The number of Park visitors has nearly doubled over the last five years.

The Alliance’s programming has also vastly expanded, but with little corresponding increase in RIPA’s program budget.

Community representatives speak glowingly about the Park and the value it provides.

Representatives want to see community members using the Park more.

Community representatives recommend regularly-occurring drop-in activities related to fitness and the outdoors, as well as offerings which allow people to experience the Park “on their own,” in addition to larger public events.
Randall’s Island Park visitation has nearly doubled between 2009 and 2014.
RIPA’s programs grew exponentially between 2011 and 2014, with little corresponding increase in budget and staff.

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2014</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(before 2012 Strategic Plan)</td>
<td>(3 years later)</td>
<td></td>
</tr>
<tr>
<td>Number of participants in youth programs</td>
<td>7,600</td>
<td>13,700</td>
<td>80%</td>
</tr>
<tr>
<td>Number of free drop-in events</td>
<td>1</td>
<td>15</td>
<td>15X</td>
</tr>
<tr>
<td>Budget for programming</td>
<td>520K</td>
<td>640K</td>
<td>23%</td>
</tr>
<tr>
<td>Administrative staff headcount</td>
<td>13</td>
<td>17</td>
<td>31%</td>
</tr>
</tbody>
</table>
Community representatives speak glowingly about the Park and the value it provides.

“The Park offers a **major opportunity** for the community.”

“[RIPA is] making **great inroads** into getting our youth to the Park.”

“People who go, **love it!**”

“The Park **offers so much**!”

“The **Park is great**. I want to make sure as much of the community and city is utilizing the facilities as possible.”
Community representatives want to see community members using the Park more.

“We don’t have much *access to green space.*”

“Our community faces a number of *health challenges* – asthma, childhood obesity. *We need a place for people to run around.*”

“Our kids are so ‘*denatured*’– they need to see a carrot being pulled from the ground... exercise, the ability to walk on grass.”

“We have to get our *people moving and healthier*. Get people to the Island, get them exposed, then people might say ‘I didn’t know this was here’.”
Key Recommendations

Based on RIPA’s research and interviews with local community representatives, the new programming plan includes several key recommendations - which inform key goals for future programming, as outlined in this Review.

While Randall’s Island has limited access points, it is RIPA’s mission to improve access and raise awareness of the Park’s many resources.

Based on recent studies, people in the nearby communities need more unstructured open space.

Community representatives tell us that local people would benefit from exercising more, learning about nature and the outdoors, and generally using the Park more.

Community representatives suggest attracting local users through new non-permitted offerings and drop-in activities.

There is some room for new weekend public events of limited size, and some existing large public events can be expanded or substituted.

RIPA’s staff capacity must be increased to allow for program expansion.

RIPA should replace or reconfigure some of its existing programs with an emphasis on weekends, to focus more on families.
Financials

Statement of Activities
For the years ended December 31, 2014 and 2013

Revenues, investment income, and other support 2014 2013
Grants and contributions $2,364,150 $2,068,087
Fundraising events (net income) 1,241,276 1,096,161
In-kind support 98,115 103,115
Concession and park revenue 4,903,514 4,628,699
Investment income 10,575 9,593
Total revenues, investment income and other support $8,617,630 $7,905,655

Total Revenues, Investment Income, and Other Support for 2014

- Concession and park revenue 57%
- Grants and contributions 27%
- Fundraising events 14%
- In-kind support and investment income 2%

Expenses 2014 2013
Capital projects, maintenance and improvement of parkland, Icahn Stadium, and other programming expenses $6,250,656 $5,478,191
Management and general 736,359 785,055
Fundraising and related expenses 553,067 632,048
Total expenses $7,540,082 $6,895,294
Change in Net Assets $1,077,548 $1,010,361
Net Assets at Beginning of Year $4,806,174 $3,795,813
Net Assets at End of Year $5,883,722 $4,806,174

Total Expenses for 2014

- Capital projects, maintenance and improvement of parkland, Icahn Stadium, and other programming expenses 83%
- Management and general 7%
- Fundraising and related expenses 10%

NOTES:
The financial information in this report was derived from RIPA's audited financial statements. These are available on our website, www.randallsisland.org, or upon request by writing to RIPA, Attention: Daeman Di Stefano, 24 West 61st Street, 4th Floor, New York, NY 10023 or by writing to the NYS Charities Bureau at 120 Broadway, New York, NY 10271.

RIPA's staff works to secure and manage a variety of capital funds from government agencies and private sources for the restoration and development of Randall’s Island. The capital funds which are a result of this significant investment in time and resources are not reflected in this financial report. Capital improvements developed through public funding secured by the Alliance are ongoing, and include waterfront pathways, environmental restoration, seawall reconstruction, infrastructure, access improvements and sports fields development.
Balance Sheet
For the years ended December 31, 2014 and 2013

ASSETS

<table>
<thead>
<tr>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 6,070,455</td>
</tr>
<tr>
<td>Contributions and license revenue receivable</td>
<td>269,841</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>104,374</td>
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<td>Prepaid expenses - City of New York/Parks and Recreation</td>
<td>162,991</td>
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<tr>
<td><strong>Total assets</strong></td>
<td><strong>$ 6,607,661</strong></td>
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LIABILITIES

<table>
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<tr>
<th>2014</th>
<th>2013</th>
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</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$ 177,855</td>
</tr>
<tr>
<td>Due to Randall's Island Field Groups, LLC</td>
<td>400,000</td>
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<tr>
<td>Deferred events revenue</td>
<td>146,084</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$ 723,939</strong></td>
</tr>
</tbody>
</table>

NET ASSETS

<table>
<thead>
<tr>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td></td>
</tr>
<tr>
<td>Operating</td>
<td>$ 4,612,484</td>
</tr>
<tr>
<td>Board designated reserve fund</td>
<td>1,046,238</td>
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<tr>
<td><strong>Total unrestricted</strong></td>
<td><strong>$ 5,658,722</strong></td>
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<tr>
<td>Temporarily restricted</td>
<td>225,000</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>5,883,722</td>
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</tbody>
</table>

**Total Liabilities and Net Assets**

<table>
<thead>
<tr>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>$ 6,607,661</strong></td>
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</tbody>
</table>

Statements of Cash Flows
For the years ended December 31, 2014 and 2013

**Cash Flow From Operating Activities**

<table>
<thead>
<tr>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>$ 1,077,548</td>
</tr>
</tbody>
</table>

**Changes in operating assets and liabilities:**

<table>
<thead>
<tr>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Increase) decrease in assets:</td>
<td></td>
</tr>
<tr>
<td>Contributions and license revenue receivable</td>
<td>$ 42,128</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>(7,934)</td>
</tr>
<tr>
<td>Prepaid expenses - City of New York/Parks and Recreation</td>
<td>(27,469)</td>
</tr>
<tr>
<td>Increase (decrease) in liabilities:</td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>(102,519)</td>
</tr>
<tr>
<td>Deferred events revenue</td>
<td>(247,500)</td>
</tr>
<tr>
<td><strong>Net Cash Provided by Operating Activities</strong></td>
<td>734,254</td>
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</tbody>
</table>

Net Increase in Cash and Cash Equivalents

<table>
<thead>
<tr>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>734,254</td>
<td>1,001,190</td>
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</table>

Cash and cash equivalents - beginning of year

<table>
<thead>
<tr>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,336,201</td>
<td>4,335,011</td>
</tr>
</tbody>
</table>

**Cash and cash equivalents - End of year**

<table>
<thead>
<tr>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$ 6,070,455</strong></td>
<td><strong>$ 5,336,201</strong></td>
</tr>
</tbody>
</table>
RIPA Supporters

RIPA thanks and acknowledges all of our 2013 and 2014 contributors whose gifts made our continuing efforts in improving Randall’s Island Park and its sports, youth and education programming possible.* We are so glad to have you on our team.

All Stars
The Allen-Stevenson School
The Brearley School
The Browning School
The Buckley School
The Chapin School
Collegiate School
Columbia Grammar & Preparatory School
Convent of the Sacred Heart
The Dalton School
EZ Festivals LLC
Goldman Sachs & Co.
Mindy & Jonathan Gray
Helping Hand Foundation
Christine & Richard Mack
The Nightingale-Barnford School
Nike, Inc.
Saint David’s School
The Spence School
St. Bernard’s School
The Town School
Trevor Day School
Trinity School

Champions
Avon Products, Inc.
Katryn & Timothy Barefield
Stacy Bash-Polley
Con Edison
Dwight School
The Hewitt School
Manhattan Soccer Club
Marymount School of New York
NY Stars Premier
Rose Family Foundation
Turner Broadcasting System, Inc.
United Nations International School
Yorkville Youth Athletic Association
Zog Sports

MVPs
Bloomberg Philanthropies
Melissa & Michael Boxer
Colgate-Palmolive Company
Cravath, Swaine & Moore LLP
Jenny & Justin Green
Jane & Mark Greene
Mara & Dean Landis
Manhattan Youth Baseball
Jennifer & Jay Mantz
Juliana & Jon May
National Fish and Wildlife Foundation
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