



The Future of Balboa Park: Keeping Balboa Park Magnificent in its Second Century

**A Report from the Balboa Park Task Force Submitted
to the Mayor & Council of the City of San Diego**

**Regarding the Formation of a New Public Benefit
Non-Profit Corporation & the Creation of a
Public Private Partnership with the
City of San Diego to Assist with Funding,
Management and Governance of Balboa Park**

Adopted By The Balboa Park Task Force, April 19, 2010

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A Report of the Balboa Park Task Force to the Mayor and Council of the City of San Diego

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I. EXECUTIVE SUMMARY

On December 18, 2008, the Balboa Park Committee (“**BPC**”) adopted a report to the Mayor and City Council in which it recommended that the City of San Diego further study and consider formation of a new public benefit, non-profit entity (“**New Entity**”) to assist the City with governance, fund-raising and management of Balboa Park through a contractual agreement with the City. The BPC also recommended that the Mayor and City Council support a second phase of this effort by creating a Balboa Park Task Force to further refine the BPC recommendations. As a result of the BPC recommendation, the Balboa Park Task Force was appointed and held its first meeting October 19, 2009.

Through the next several months of deliberations, the Balboa Park Task Force (“**BPTF**”) developed, and now recommends, the following tasks for establishing the New Entity:

1. Form the New Entity as a new, public benefit corporation qualifying as a tax-exempt non-profit organization under Section 501(c)(3) of the Federal Internal Revenue Code.
2. Structure the New Entity so that it is independently governed and independently staffed.
3. Appoint an “Organizing Committee” to form the New Entity and become the nucleus of the first Board of Directors (“**Board**”).
4. Establish a relatively large Board with diverse representation across a broad range of factors and geographic regions.
5. Begin with fundraising and working toward a broad range of park activities which may include planning, capital improvements and maintenance.
6. Define the New Entity's role and relationship to the City in a Memorandum of Understanding (“**MOU**”) with the City.
7. Require the New Entity to demonstrate fundraising capability, ability to implement projects in the park and cooperative leadership while working with the City, other park stakeholders and the general public.
8. As far as reasonably possible to accomplish its goals, the New Entity should operate in an open and transparent manner to allow regular public access and establish credibility, while recognizing that some items, such as personnel, legal and donor matters, require confidentiality.

These tasks and other details are more specifically explained and described throughout this report.

II. BACKGROUND

A. Mission and Charter

1. The BPTF was appointed by the Mayor and held its first meeting on October 19, 2009. The stated mission of the BPTF is to make determinations and recommendations to the Mayor and City Council on:
 - a. How the New Entity should be structured to work most effectively in a contractually defined public-private partnership with the City to provide effective park governance, management and fundraising opportunities.
 - b. Which City Charter, Municipal Code, City Council Policies and Procedures provisions may need to be amended to implement the recommended public-private partnership, with suggestions on possible amendments?
 - c. What actions will be necessary to create the New Entity, determine the membership of the initial Board and implement the BPC recommendation, as summarized above.
 - d. Such other issues as the BPTF deems appropriate.
2. The stated scope of work for the BPTF expressly required that the following points relevant to its Mission be considered:
 - a. Key Management Issues: What should be the relationship between the New Entity and the City of San Diego (“External Relationships”)? Should the “head” of the New Entity be a City employee or be solely under the direction of the New Entity?
 - b. Key Governance Issue: What should be the “Internal Relationships” between existing park organizations/stakeholders and the New Entity?
 - c. Key Policy and Documentation Issues:
 - i. Issue Spotting Documentation: What policy issues might need to be addressed and resolved during a negotiation to define the contractual relationship between the New Entity and the City?
 - ii. City Code, City Policies and City Charter sections review to identify which might require amending and recommend changes.
 - d. How should the New Entity be structured internally? Identify make-up of an initial Board of Directors and the tasks necessary to create the New Entity.
3. The BPTF appointed two working subcommittees to specifically address these matters: the Board Development/Structure Subcommittee (“**BDSS**”) and the Relationships Subcommittee (“**RS**”). These subcommittees were tasked to make recommendations to the BPTF on all of the above items. The BDSS was tasked with

developing recommendations on how the New Entity would be structured and what legal documents and materials would be needed to create the New Entity. The RS was specifically tasked with developing recommendations on how to create complementary but not conflicting relationships between: existing Park stakeholder groups; the New Entity and other stakeholder groups; and the New Entity and the City.

4. As background material and information the BPTF and the Subcommittees reviewed and considered available resource materials on the Park and the governance, maintenance and funding issues related to the Park. These included the following reports: Keeping Balboa Park Magnificent in its Second Century, August 2006; Soul of San Diego: Keeping Balboa Park Magnificent in its Second Century, January 2008; Balboa Park Cultural Partnership: Helping to build a framework for the successful governance of Balboa Park, October 16, 2008; The Future of Balboa Park: Funding, Management & Governance, Balboa Park Committee Report, December 18, 2008; and Governing Urban Park Conservancies, A Review of Board Structure and Roles at Six Major City Park Conservancies, October, 2009.

B. General Conclusions

1. The BPTF recommends the formation of a New Entity. A general description of the concept is described in the following sections.
 - a. A New Entity would be formed as a new private, non-profit, public-benefit corporation under California law qualifying as a tax exempt nonprofit organization under Section 501(c)(3) of the Federal Internal Revenue Code.
 - b. It would be structured so that it is independently governed with formalized input from the City. It would be a new and unique organization devoted primarily to raising funds for projects in the Park and spending those funds under a plan approved by the City.
 - c. The New Entity's mission would focus on carrying out the contractual obligations outlined in the MOU between the New Entity and the City of San Diego.
 - d. Funds raised by the New Entity are not intended to replace the City of San Diego financial responsibilities for the Park.
 - e. The New Entity would be formed by an Organizing Committee nominated by the Mayor.
 - f. Its Board would be relatively large with diverse representation across a broad range of factors and a broad geographic region, and would include city representation through appointed or ex-officio positions (serving by way of their position or office held, but being non-voting and advisory only).
 - g. The New Entity would be governed in its day-to-day operations by an Executive Committee and would have a variety of well defined working committees focused on fund raising and the needs of the organization and the Park.

- h. Though the New Entity will likely start with modest goals, it would ultimately be involved in a broad range of parkland activities ranging from planning through capital construction to maintenance and would contract with the City through a MOU to define the roles and responsibilities between the City and the New Entity. The appropriate “modest beginning” for the New Entity would be to prove itself capable in the following manner:
 - i. Show capability to raise funds with an emphasis on new sources of funding for the Park.
 - ii. Carefully select limited initial projects within its jurisdiction and capabilities.
 - iii. Show leadership in working formally and informally with the City of San Diego, other stakeholders and the general public.
2. The New Entity should engage a greater base of support for the Park through the inclusion of representatives from the City, County and region at large, as well as the business and tourism industry.
3. The MOU should allow the New Entity to work directly on City-approved projects in the Park in ways not presently possible for existing organizations. Donors interested in funding such City-approved projects, who may have been reluctant to provide funds directly to the City, may be much more willing to provide funds to a well managed non-profit public benefit corporation.
4. The City of San Diego will retain ultimate control, authority and ownership of Balboa Park. The New Entity would not own any parkland nor would it hold any permanent easements on it. The New Entity would raise money independent of the City but spend it under a plan of action that is mutually agreed upon through the MOU with the City.
5. The New Entity would be bound by the Balboa Park Master and Precise Plans and would play a role in Plan updates. It should provide visibility to Park stakeholders and the general public as to the contents of these plans.
6. The New Entity’s purview for funding projects will be the entire Park, including the outer reaches of the Park that have been traditionally overlooked in improvement cycles and funding. These areas represent great potential and opportunity.

III. NEW ENTITY CREATION, STRUCTURE AND START-UP

A. New Entity Formation and Start Up Process

1. BPTF Actions:
 - a. Prepare draft recommendations for composition of the Organizing Committee (“Organizing Committee”) of the New Entity to be appointed by Mayor/City Council. (See Composition of Organizing Committee below.)
 - b. Prepare draft list of initial tasks for the Organizing Committee to implement to effect New Entity formation and start up. (See Initial Tasks for Organizing Committee below.)
 - c. Prepare draft recommendation for composition of the Permanent Board (“**Board**”) of the New Entity and committee structure. (See Composition and Structure of Permanent Board below.)
 - d. Prepare draft list of critical issues to be addressed in the MOU between the New Entity and the City. (See Appendix A.)
 - e. Prepare draft recommendations for creating complementary but not conflicting relationships between the New Entity and existing park stakeholder groups, other stakeholder groups and the City.
2. City/Mayor/City Council Actions:
 - a. City requests that the City Attorney’s office review and determine necessary changes to the City Charter, City Council Policies and/or Municipal Code.
 - b. Based on the “Organizing Committee Composition Required Elements” recommended by the BPTF, the Organizing Committee for the New Entity is identified, recruited and appointed by the Mayor/City Council.
3. Organizing Committee/Initial Board Actions (Timeline approximately 6-months):
 - a. Organizing Committee retains independent counsel to finalize formation of the New Entity as a valid California nonprofit, public benefit corporation meeting the tax-exempt status requirements of Section 501(c)(3) of the Internal Revenue Code and to prepare and finalize all other legally required formational documents (e.g. Articles of Incorporation, by-laws, etc.) The by-laws should reflect the Board and committee structure described below.
 - b. New Entity is formed with the Organizing Committee members named as the Initial Board.
 - c. Prior to obtaining 501(c)(3) status, the Organizing Committee may opt to obtain a fiscal agent during this interim period.

- d. Initial Board prepares start-up budget entailing formation and start-up costs for the first 12 to 18 Months of operation.
- e. Initial Board secures “pledges” for the New Entity for funding the start-up budget.
- f. Initial Board reviews and supplements as needed the “List of Critical Issues” to be addressed in the MOU.
- g. Initial Board creates a Mission Statement for the New Entity.
- h. Initial Board develops a “Conflict of Interest” policy for Board members.
- i. Initial Board retains independent counsel to negotiate and finalize the MOU with the City.
- j. Initial Board recruits an Executive Director (and thereafter other necessary staff) and new Board members as required to create a Permanent Board of the New Entity.
- k. Initial Board develops short-term and long-term timelines for New Entity operations and fundraising.

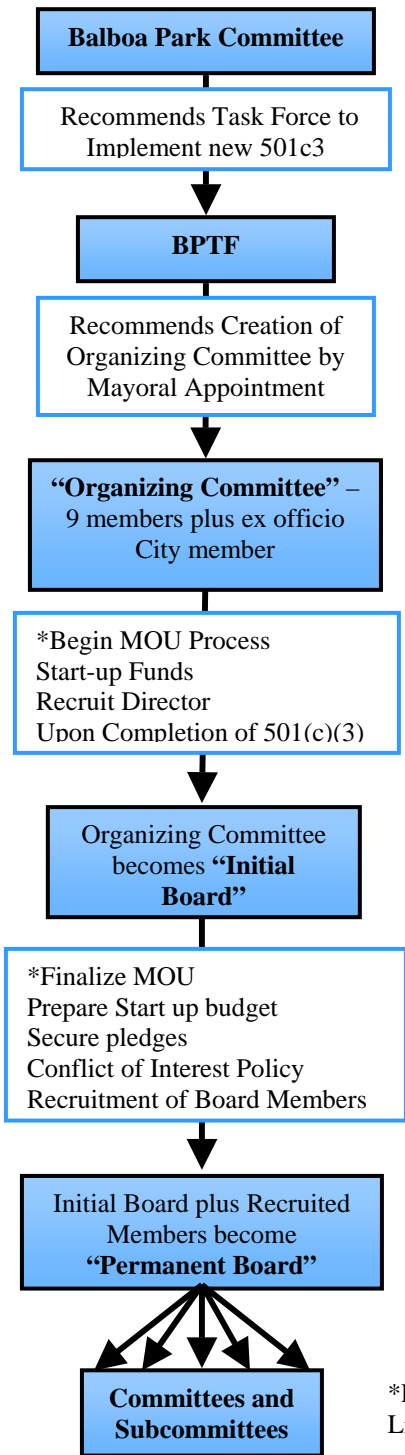
B. Organizing Committee/Initial Board

- 1. Organizing Committee should be limited to a manageable number of members; BPTF recommends no more than nine members plus the non-voting, ex-officio City official.
- 2. Organizing Committee should include individuals with expertise in a variety of subject areas specific to the task.
- 3. Individuals considered for appointment to the Organizing Committee should possess one or more of the following characteristics, experience or expertise:
 - a. Finance and/or accounting experience
 - b. Legal expertise
 - c. Non-profit or business leadership experience
 - d. Development/fund raising experience
 - e. Management/recruiting experience (Human Resources)
 - f. Board of Directors (“Board”) recruitment and development ability (name recognition)

- g. Knowledge of community: local and global representation
- h. Demonstrated interest/commitment to Balboa Park
- i. A representative from the City of San Diego (non-voting ex-officio)

C. Composition Of Permanent Board And Committee Structure For New Entity

1. Individuals considered for the Board should possess one or more of the following characteristics, experience or expertise:
 - a. All of the experience, characteristics and expertise in the categories listed for the Organizing Committee/Initial Board cited in III. B. 3 above.
 - b. Representation of stakeholder organizations currently operating in the Park, City and County government and the general public; geographically including the County of San Diego and other cities in the County. (Government representatives would be non-voting ex-officio.)
 - c. State and Federal representatives (non-voting ex-officio)
 - d. National advisor such as from the St. Louis Forest Park Forever Board of Directors or other group (non-voting, ex-officio).
 - e. Tourism industry representative
 - f. Historic Preservation background and experience applying the Secretary Of Interior Standards
 - g. Educator (local/regional colleges or university leadership)
 - h. Ethnic, cultural and other diversity
 - i. Time, talent and treasure



*Partial List

Board Evolution

2. Board Size:
 - a. It is assumed that the Board will start small (at least the size of the Initial Board) and grow as needed based on the progress and activities of the New Entity. It is noted in the report on Governing Urban Park Conservancies A Review of Board Structure and Roles at Six Major City Park Conservancies prepared for The Legler Benbough Foundation, San Diego, California by The Trust for Public Land's Center for City Park Excellence, Washington, D.C., that the Boards of park conservancies are generally large, averaging 47 Board members for the six conservancies studied, and all have executive committees made up of Board officers varying in size from 4-15 that are directly involved in day to day operations.
 - b. The size of the Board will be determined and adjusted, from time to time, by the then acting Board of the New Entity based on its assessment of its operational needs, the need for a diverse Board committed to the Park and the availability of qualified persons to fill positions on the Board.
3. Suggested Committee Structure and Duties of the Permanent Board's Executive Committee:
 - a. Short Term (0-12 months)
 - i. Members: Board Chair, Vice Chair, Treasurer, Secretary and Committee Chairs
 - ii. Recruit and hire Executive Director and support staff
 - iii. Provide feedback to the Executive Director on key staff hires
 - b. Long Term (12+ months)
 - i. Conduct annual performance review of Executive Director
 - ii. Recruit and hire Executive Director as needed
 - iii. Oversee strategic planning process
 - iv. Establish an Audit Committee on an annual basis
 - v. Work with Executive Director on developing and implementing a 5 (Reviewed Annually), 25 and 50 Year Strategic Vision Plan
 - vi. Act on behalf of the Board

4. The Following Subcommittees And Duties Are Further Suggested:
 - a. Board Governance Committee
 - i. Develop structure for the governance of the organization
 1. Executive Committee
 2. Board of Directors
 3. Develop expectations for each group
 - ii. Develop subcommittee structure
 - iii. Ongoing Board Governance Committee activities
 1. By-laws
 2. Contractual relationship with the City
 3. Board recruitment
 4. Board training
 5. Review and maintain Committee structure
 6. Review and maintain Board expectations and job descriptions
 - b. Development Committee
 - i. Work with Staff on creating and executing a Development Plan
 1. Local, regional, state and national target markets
 2. Private and public sources
 3. Membership Program
 4. Major gifts
 5. Capital Projects
 6. Endowment
 7. Planned giving
 - ii. Coordinate with other Balboa Park Entities regarding fundraising activities.
 - iii. Work with staff on cultivating major donors, foundations and corporate giving.

- c. Finance and Administration Committee
 - i. Prepare and review budgets (capital and operating)
 - 1. Annual budget
 - 2. 1-5 Year Forecast
 - ii. Review financial statements on a monthly basis
 - iii. Provide oversight on Human Resource activities
 - iv. Provide oversight on all contracts
- d. Marketing and Communications Committee
 - i. Short Term (0-12 months) - Manage public relations and public affairs activities
 - ii. Long Term (12+ months)
 - 1. Develop and execute a Marketing and Communications Plan
 - 2. Develop and execute a community outreach/awareness campaign
 - 3. Establish a speaker's bureau
- e. Project Management Committee
 - i. Short Term (0-12 months)
 - 1. Work with the Parks & Recreation Department to set priorities for deploying funds
 - 2. Work with Balboa Park stakeholders to set priorities for deploying funds
 - ii. Long Term (12+ months)
 - 1. Provide coordination and project management input.
 - 2. Develop ongoing projects budget
 - 3. Provide oversight on major projects
 - 4. Volunteer and event coordination
 - 5. Programming and funding to recruit, train and deploy Park volunteers

- f. Audit Committee
 - i. Select auditors
 - ii. Conduct annual audit of New Entity financial operations
 - iii. Report at least annually to Board

IV. RELATIONSHIPS

A. The New Entity's Relationship with the City of San Diego

1. The New Entity would have a formal agreement in the form of an MOU with the City that clearly delineates the responsibility of each party.
2. The New Entity would not own any parkland nor would it hold any permanent easements on it; the land continues to remain in the ownership of the City and the City retains ultimate authority over Balboa Park.
3. The New Entity would have the ability to raise money independent of the City of San Diego and spend it under a plan of action that is coordinated and mutually agreed upon with the City.
4. The City may have representation on the Entity's Board as ex officio, nonvoting members and they could come from the following:
 - a. Office of the Mayor
 - b. City Council (particularly Council District that includes Balboa Park)
 - c. Director of the Park and Recreation Department
5. The New Entity would work with the City on issues, projects and policies in Balboa Park. The relationship would evolve over time and through renegotiation of the MOU, but the New Entity would need to gain experience and the trust of the greater community before some of these responsibilities could be implemented.
6. The New Entity may evolve as a consistent point of contact with the City in Park-related matters, representing the interests of the general public and not other Park organizations or leaseholds unless requested to do so and agreed to by the New Entity.
 - a. The relationship between the Mayor and the head of the New Entity should be a two-way street, and this relationship should be formalized in its MOU with the City, with the New Entity receiving periodic rights of direct access to the Mayor and other key City officials including, but not limited to, the City Councilmember in which the Park resides.

- b. The New Entity shall play an advisory role and act as point of contact with the City in assisting with establishing priorities among various Park needs and proposals, (whether the source for such proposals is public, private or recommended by the New Entity itself).
 - c. The City shall consult with the New Entity on matters of importance to the Park such as project selection, prioritization, special event permits, Requests for Qualifications or Proposals, real estate utilization reviews, etc.
7. The relationship with the City’s Park and Recreation Department, other City Departments and ancillary entities, including but not limited to the Balboa Park Committee, should be clearly defined in the MOU, providing for an open and direct means of communication.
 8. The New Entity would advocate for improvements in the Park’s current governance (what City Departments govern the Park today, what are the annual costs incurred to run the Park, etc.) and work with the City to establish such improvements.
 - a. The New Entity could set itself apart by leveraging its relationship with the City and the County, knowledge of park needs and understanding of land use documents to assist other organizations. The New Entity could help expedite projects and approvals related to the Park.
 - b. In response to the question of whether the “head” of the New Entity be a City Employee - the New Entity’s CEO should be an employee of the New Entity and not the City of San Diego.

B. Relationships With Existing Park Stakeholders

1. The New Entity will not replace any currently established group working within Balboa Park but would work to form cooperative relationships.
 - a. In order to enhance the success of the New Entity, existing groups with their various charters should be invited to work collaboratively with the New Entity.
 - b. Numerous organizations have provided important support to the Park over the years; some of these have focused on fund-raising; some have initiated projects or served a watch-dog function, while others have provided opportunities for cultural experiences, recreation and passive enjoyment of the Park. These groups should provide input and play an important role with the New Entity and their successes should be respected and emulated.
 - c. Ideally, any project initiated by a stakeholder would be shared during the early stages with the New Entity in order to obtain a recommendation and potential financial support from the New Entity as a possible fund-raising partner with a stakeholder.

2. There are a number of stakeholders who have played a critical role in the Park's success and will continue to do so in the future. In order to be successful, the New Entity must work closely with these organizations. The New Entity must prove itself capable, show respect for and engage with other, established groups in the Park.
3. The New Entity should be encouraged to develop a formal relationship with the County of San Diego.
4. The New Entity should be encouraged to develop a relationship with Balboa Naval Hospital, potentially leading to benefits for both.
5. The New Entity must provide opportunities for inclusion of existing groups. Some of these groups may, for example, be represented on the New Entity's Board or through participation at the Subcommittee level.
6. When including individuals who represent other, existing groups on the Board of the New Entity, caution should be exercised to ensure no conflict of interest. Members of the Board of the New Entity should not serve as representatives of any one constituency, but rather serve for the equitable, collective benefit of all of Balboa Park.

C. Vision of Relationships Between the New Entity and the General Public and Stakeholders Outside the Park

1. The New Entity should be encouraged to make a priority of building a formal Balboa Park volunteer program and solicit support from the public region-wide. This could include a "Volunteer Coordination Plan" to increase volunteer utilization in the Park.
2. The New Entity should work to improve relationships between Park management and neighboring communities. This could also include mutual interest groups such as the Friends of Canyons.
3. The New Entity should develop mechanisms to keep the wider community informed of its activities including but not limited to items in Section IV.E.

D. Improved Financing of Balboa Park through Outreach to Potential Donors

1. A clear and accountable donation process for overall Park needs and projects would be made available to donors, currently not available through the City of San Diego.
2. The New Entity shall be structured to ensure donors are comfortable that donated monies are spent appropriately.

E. Transparency Requirements

1. Requirements should be drafted into the charter documents for the New Entity (the Articles of Incorporation or Bylaws, LLC Agreement, MOU or similar documents). For example:
 - a. Board Agendas for public meetings shall be published in advance.
 - b. Board Minutes of public meetings shall be available for public access.
 - c. Website shall include questions/comment page for the public.
 - d. Bylaws shall be made available to the public in hardcopy or through its website.
 - e. Board shall schedule a minimum of two meetings a year for the purpose of reporting on activities, as appropriate, and for seeking input from the general public.
 - f. Annual Audits by a qualified CPA firm shall be conducted and made available to the public on their website upon completion.
 - g. Annual Reports shall be produced with highlights from the Annual Audit and made available in hardcopy and on its website.
 - h. Tax Form 990 shall be on file and made available to the public through its website.
2. Certain Board discussions shall be conducted in a confidential manner, these include but are not limited to:
 - a. Strategic Planning for donor outreach and development
 - b. Meetings with donors
 - c. A donor who requests to donate anonymously
 - d. Legal Issues and Contracts
 - e. Personnel Issues
3. Certain areas of particular importance to the public such as park planning and project design should be made available.
 - a. The process by which each item is made public will be contingent on the various types of activities the New Entity may engage in.
 - b. Topics discussed in closed Board meetings may include subject matters that are not expressly confidential and should be made public.

- c. These items could be extracted from closed Board Meeting Minutes or in some other format for posting on the website.
- d. These topics may include but are not limited to:
 - i. Project prioritizations
 - ii. Project selection
 - iii. Project design
 - iv. Projects that fall under CP 600-33 provisions
 - v. Updates to Balboa Park land use documents, including but not limited to Master and Precise Plans

V. FOUNDATIONAL INFORMATION RECOMMENDATIONS: The New Entity will need basic information that does not currently exist for Balboa Park to assist in fulfilling its Mission. The BPTF suggests the following items be considered as appropriate: Existing Conditions Report, Physical Needs Assessment, Facility Utilization Review, Project Priorities List, Financing Plan, copies of Leases and related Agreements for all Balboa Park Tenancies.

VI. REVIEW OF CITY OF SAN DIEGO REGULATORY DOCUMENTS

A. Background: The BPTF was asked to review City Charter Sections, Municipal Code, City Council Policies and Procedures and identify items that might impact the New Entity or may require referral to the City Attorney for further analysis in order to implement the New Entity.

B. Recommendations: The following are the provisions with brief explanations that the BPTF recommends the Mayor and City Council refer to the City Attorney for future review:

1. City Charter

- a. Article V Section 55.2 Mission Bay Park and Regional Parks Improvement Fund: This section deals with the distribution of funds to Balboa Park and other City regional parks from the San Diego Regional Parks Improvement Fund which is wholly or partially derived from excess Mission Bay Park Lease Revenues.
- b. Article VII Section 94 Contracts: This section deals with the awarding of contracts for various forms of public works, a required bidding process and award to lowest bidder and Purchasing Agent involvement.

2. Municipal Code

a. Chapter 2 Article 2

- i. Division 2 Section 22.0229 Preparation of Annual Budget: Mission Bay Park and other Regional Park Improvements: This section implements Charter Section 55.2 – Mission Bay Park and Regional Parks Improvement Fund. The comments for that Charter provision (above) apply for this Code section.
- ii. Division 40 Section 22.4000 Special Events : This Code section lays out the authority, requirements and procedures for obtaining special event permits from the City. Scheduling and coordinating special events in Balboa Park is a role that has been suggested that a New Entity might undertake. This section is only relevant to the extent that a New Entity and an implementing Agreement seeks to modify or set up a special events coordination or scheduling process different from the existing.

b. Chapter 2 Article 6

- i. Division 00 Section 26.15 Endowment Board: The City Attorney must determine whether the authority, operations, practices and (anticipated) disbursement of funds to be provided for in an Agreement would differ from or could supersede the provisions of this Section or needs to be recognized or authorized by this or a new ordinance.
- ii. Division 00 Section 26.30 Park and Recreation Board: The City will need to decide whether it is appropriate to amend this Section to clarify the relationship of the New Entity with the Park and Recreation Board and Balboa Park Committee.

3. City Council Policies

- a. CP 000-40 Marketing Partnership Policy: This policy describes the policy and procedures for marketing and sponsorship programs with the City. The New Entity must be aware of these provisions if it seeks to develop a marketing/sponsorship program as a part of its work.
- b. CP 600-33 Community Notification and Input for City-Wide Park Development Projects: If the New Entity seeks the right to initiate and construct projects, the City should clarify how it will require conformance with this Policy.
- c. CP 700-07 Park Development by Non-City Funds: This Policy requires that when the City contributes funds for park development or improvement, the development will be administered by the City. To the extent the New Entity proposes and the City agrees to allowing the New Entity to fund, implement and administer projects even with some City contribution of funds, the Policy will require review by the City Attorney.

VII. BIBLIOGRAPHY: Items are available at: <http://www.sandiego.gov/Park-and-recreation/general-info/brc.shtml>.

1. Helping to Build the Framework for the Successful Governance of Balboa Park, presented to the Balboa Park Committee October 16, 2008, prepared by the Balboa Park Cultural Partnership,
2. Governing Urban Park Conservancies, A Review of Board Structure and Roles at Six Major City Park Conservancies, prepared by the Trust for Public Land, October, 2009.
3. Keeping Balboa Park Magnificent in its Second Century: A look at Management, Fundraising and Private Partnership at Five Other Major U.S. City Parks, prepared by the Trust for Public Land, Center for City Park Excellence August 2006
4. Sustaining the Glory, Forest Park Forever Strategic Plan 2009-2013, prepared by Forest Park Forever, January 26, 2009
5. The Future of Balboa Park: Funding, Management & Governance: Balboa Park Committee Report & Appendices, December 18, 2008
6. The Soul of San Diego: Keeping Balboa Park Magnificent in its Second Century, prepared by the Trust for Public Land, Center for City Park Excellence January 2008

Appendix A: Elements In Memo Of Understanding

1. The New Entity will be an independent California non-profit public benefit corporation qualified as a tax exempt 501(c)(3) organization under the Internal Revenue Code.
 - A. The New Entity will have sole responsibility for its governance.
 - B. The New Entity will operate in a transparent, open and inclusive manner.
 - C. The New Entity will have fiduciary responsibilities consistent with those normally applicable to a California non-profit public benefit corporation.
2. City shall maintain ownership and ultimate control of Park, but contract with the New Entity to perform specified functions and projects
3. The New Entity will raise funds (private and public) for its own operation and to fund programs and projects in concert with the City.
4. Funds acquired by the New Entity are not intended to supplant the City's funding obligations within the park. The City should at minimum maintain its current level of funding for the Park.
5. The New Entity will be required to submit annual reports to City on projects and functions it is responsible for performing and to present at minimum annual reports, recommendations and requests for City review and approval of new projects and functions to be undertaken by New Entity.
6. The City will establish a single point of contact (navigator) for the processing of City review and approval of projects proposed by the New Entity.
7. Unless otherwise agreed to by the New Entity, the New Entity will be granted authority by the City to execute projects the New Entity is funding. This would include, for any project proposed by the New Entity and approved by the City, the grant to the New Entity of a right of entry permit giving the New Entity full control over the execution of the project, including the hiring, monitoring, and enforcement of accountability for all vendors and resources required for project execution, whether by City or outside contractors.
8. The MOU will be an organic document changing over time as the circumstances change. Park stakeholders and the general public should recognize that the New Entity and its projects will start small and grow with New Entity experience and demonstrated expertise.
9. The scope of the MOU will be affected by the final agreed-upon mission of the New Entity and negotiations with the City. It was noted in the report Keeping Balboa Park Magnificent In Its Second Century, August 2006, that all conservancies reviewed have undertaken (or are undertaking) some form of master planning with the cities retaining all right and authority to review, modify, reject and approve any plans proposed by the conservancy groups, that all the conservancies are raising funds for capital projects, that few of the conservancies had

maintenance and management as their original mission but most have moved (or are moving) in this direction after undertaking capital improvement projects, and that there is no standard way between the cities and the conservancies to carry out (fund or manage) capital projects.

- 10.** Further, in the report Governing Urban Park Conservancies, A Review of Board Structure and Roles at Six Major City Park Conservancies, October 2009, it is noted that in all cases there is an MOU between the City and the conservancy entity and that all conservancies have their own bank accounts into which they deposit all their donations and from which they pay expenses. City and conservancy funds are never commingled.
- 11.** The City, prior to the issuance of any permits for special events or other similar occasions in Balboa Park, will notify and consult with the New Entity about the issuance of such permits.

Appendix B: Balboa Park Fund Task Force Members

Robert ‘Bob’ Ames

A lifelong resident of San Diego, Bob has practiced as an attorney at his law firm, DLA Piper (formerly known as Gray, Cary, Ames & Frye) for the past 45 years. He is currently a member of the Board of Trustees for the Timken Museum of Art and for the Thomas Jefferson School of Law. Bob received a BA in Economics from Pomona College and an MBA and LLB from Stanford University. He served two years as a First Lieutenant in the U.S. Infantry, and is listed in *The Best Lawyers in America*.

Laurie Burgett

For the past 13 years Laurie has held multiple management positions at Solar Turbines, Inc. and is currently the manager of World Wide Service Parts Procurement and Planning. She currently serves on the Balboa Park Committee and the Greater Golden Hill Planning Committee. Past volunteer work includes serving as a trustee on the Centro Cultural De La Raza and the San Diego Zoo Expansion Stakeholder Working Group. Laurie is a graduate of San Diego State University with a BS in Mechanical Engineering.

Ronald ‘Ron’ Buckley

Following a career working for the City of San Diego as a Senior Planner, which included a lengthy stint with the Historical Resources Board, Ron is now a consultant for zoning, land use and processing of development projects for Ronald L. Buckley Consulting. He is a member of the National Trust for Historic Preservation, Save Our Heritage Organization, and the University Heights Community Association, among others. Ronald received a BA in history from San Diego State University, and an MPA in public administration from San Diego State University.

Carol Littlejohn Chang

Carol Chang moved to San Diego in 1996 after retiring as Associate Dean of UCSF School of Dentistry. She currently serves as immediate past President and Board member of the San Diego Women’s Foundation, as a Trustee on the UCSD Foundation Board and Chair of its Development Committee, Board member of UCSD Moores Cancer Center, and as Vice President and member of the Board of Trustees at the Reuben H Fleet Science Center. In 2005 Carol was honored as a Woman of Dedication by the Salvation Army. She has a BA from Azusa Pacific University as well as an MPH from UC Berkeley.

Bruce Coons

Bruce Coons is the Executive Director of *Save Our Heritage Organization*. He oversees six historic buildings in Old Town, two of which are museums, and the recently re-opened Marston House Museum and Gardens in Balboa Park. Bruce is also an authority on San Diego history, architectural historian and historic design consultant specializing in period restoration for over 25 years. He attended the University of San Diego and United States International University.

Berit Nielsen Durler

Berit Durler is an experienced professional in major real estate development and lending in which she has worked for over 20 years. She currently works as a consultant to nonprofits focusing on charitable real estate gifts and was previously Executive Director of the San Diego Charitable Real Estate Foundation and is currently a Board Member of San Diego Hospice. Her career included time as the Chief Operating Officer for The Tom Hom Group, as well as the UCSD Extended Studies and Public Programs. Berit is currently Chairman/President of the Board of Trustees of the Zoological Society of San Diego, and Chair of the Governance Committee of the San Diego Women's Foundation. She received a BS from UCLA and an MS in Business Administration from San Diego State University.

Raymond G. Ellis

Ray Ellis is the principal of Ellis & Associates, LLC, and manages the activities of the Ellis Family Foundation. He was the founder, principal shareholder, and Chief Executive Officer of MC Direct for 14 years. He is currently serves on the Board of Second Chance and holds positions of leadership on the Boards of San Diego Social Venture Partners, the San Diego City Employees' Retirement System and the Parker Foundation. Ray received a BA in history from Christopher Newport University, and an MBA from Pepperdine University.

Aurelia Flores

Aurelia Flores is Senior Counsel, Intellectual Property for SAIC. She currently serves as a member of the Board of Trustees at the San Diego Museum of Art, and is a member of several local and national Hispanic organizations. Aurelia is the creator and founder of PowerfulLatinas.com, an online resource for networking and inspiration among Latina women. She received a BA from Colorado College, and a JD from Stanford Law School. After law school, Aurelia was awarded a post-graduate Fulbright Fellowship to study in Mexico City.

Vicki Granowitz

Vicki Granowitz is a retired psychotherapist having worked in private practice for 16 years. As a volunteer, she currently serves on the City of San Diego Park and Recreation Board, as Chair of the Balboa Park Committee, the Greater North Park Community Planning Committee Board, the Park and Recreation Open Space Canyons Advisory Committee among others. Past volunteer service included the SDSU Library Facilities Strategic Planning Committee, the Sierra Club Canyons Campaign Steering Committee, the Citywide Canyon-Sewer Maintenance Task Force and the North Park Community Association Board. Vicki received a BA and MSW from San Diego State University.

Chuck Hellerich

Chuck Hellerich is a former Managing Partner of Luce Forward where he focused on transactional business and real estate matters, including real estate financing transactions, the representation of owners, tenants, leasing and purchase and other sales transactions. He serves on a variety of boards including the American Bar Association, the San Diego County Bar Association, the Downtown San Diego Rotary, Save Our Heritage Organization, and the Sidney Kimmel Cancer Center. Chuck received a BS and MS in mechanical engineering from the University of Nebraska and a JD from the University of Southern California.

Dale Hess

Dale Hess served as Executive Vice President for the San Francisco Convention and Visitors Bureau and was with the organization for 33 years after holding positions in Hilton Hotels and with a major international tour operator. He is founder of the Western Association of Convention and Visitors Bureau and currently serves as Chairman of the Board of Directors of Coming Home in San Francisco. He served for ten years on the Board of the Golden Gate National Parks Conservancy and as a Trustee and Treasure for San Francisco's Committee to Save the Cable Cars. Dale is a graduate of the Milton Hershey School, Boston University School of Communications and the Institute for Organization Management at the University of Santa Clara.

Dea Hurston

Dea Hurston is an arts advocate and arts supporter who serves San Diego as a member of the City of San Diego Commission for Arts and Culture. A former teacher and businesswoman, Dea also serves on the advisory boards of San Diego Repertory Theatre, Common Ground Theatre, Mo'olelo Theatre, Mainly Mozart and Vista Hill. Her commitment to mentoring female artists, artists of color and organizations that are lead by women as well as sharing her expertise in the areas of fundraising, board development, audience development, educational outreach, and issues of diversity culminated in 2006 when she received the Salvation Army's Woman of Dedication Award. She has a degree in education from Concordia College.

John Lomac

John Lomac has worked in San Diego as a Lifeguard II with the City of San Diego, a real estate broker, and was the Executive Vice President of the San Diego Association of Realtors from 1998-2005. He is currently co-chair of the Mission Hills Town Council's Business Enhancement Committee, a board member of the San Diego Presidio Park Council, and C3. John received a BA in Political Science and History from San Diego State University, an MA in Political Science from the University California Los Angeles, and a secondary school teaching credential from San Diego State University

Paul I. Meyer

A graduate of Harvard College and Harvard Law School, Paul Meyer is a retired partner of Latham & Watkins LLP. Before settling in San Diego, Paul served three years on active duty as a Captain in the US Marine Corps Reserve. A former President of the Board of the Old Globe Theatre, the La Jolla Chamber Music Society and the American Jewish Committee, Paul is also a member of the Board of the San Diego Foundation and a member of the Foundation's Arts and Culture Working Group. He is currently Chair of the San Diego Charitable Real Estate Fund. Paul is a member of the American College of Real Estate Lawyers and has repeatedly been named as one of *The Best Lawyers in America*.

Gonzalo Rojas

Gonzalo Rojas has spent over thirty years in higher education and has extensive experience in student academic preparation, college access, affordability, and retention and success. He was the former Director for the Office of Collaborative Programs and College of Education at San Diego State University. Gonzalo is currently Chair of the College: Making it Happen statewide task force and a member of the Coordinating Committee of the Chicano/Latino Inter-Segmental Convocation. He serves on the Board of the Sweetwater Education Foundation, is a member of the South Bay Forum as well as a former Trustee of the Promise Charter School and has extensive experience with community and grass-roots organizing. Gonzalo received a BA in history from UCLA in 1968, an MS in education from UCLA. He completed doctoral coursework at SDSU and Claremont Graduate School.

Dalouge (Douglas) Smith

Dalouge Smith has served as President and CEO of the San Diego Youth Symphony and Conservatory since 2005. He was previously Associate Director of Mainly Mozart San Diego, and production stage manager at Lamb's Players Theatre in Coronado. Dalouge is the author of the arts advocacy blog "Dog Days" at the national website artsjournal.com. He currently serves on the boards of the Balboa Park Cultural Partnership and Balboa Park Central. In 2007, Dalouge received the 1st Annual Herbert G. Klein Visionary Award for Exemplary Leadership from LEAD San Diego and was also named one of San Diego Metropolitan Magazine's 2006 "40 Under 40" young leaders. Dalouge is a graduate of UCLA where he earned a BA in World Arts and Cultures.

Judith 'Judy' Swink

Judy Swink had a 40 year career in Library Science including universities, various branches of the San Diego Public Library and as Resource Librarian for the Serra Cooperative Library System. She later developed a subspecialty as a researcher and editor, translating two journals written in French by an early homesteader in the Julian area then researching his family history. She has been active in the Mission Beach Town Council and the Save the Coaster Committee. Judy participated in the development of the *2002 Sea World Master Plan* and the *1994 Mission Bay Park Master Plan*. She has been a member of the Mission Bay Park Committee since 1994. Since 1993, Judy has been a volunteer with the San Dieguito River Valley Regional Park. Judy has been a Board Member of C3 and she currently chairs the C3 Parks & Open Space Committee. Judy earned a BA in French from Roanoke College (VA) and a Master of Library Science degree from Catholic University of America.

Appendix C: Balboa Park Fund Task Force Agendas

PUBLIC NOTICE AGENDA

**BALBOA PARK TASK FORCE (BPTF) ON THE
FUTURE OF BALBOA PARK: FUND RAISING, MANAGEMENT & GOVERNANCE
MONDAY, OCTOBER 19, 2009
6:00 P.M.
BALBOA PARK CLUB, SANTA FE ROOM
SAN DIEGO, CA 92101**

Committee Members: IF YOU ARE UNABLE TO ATTEND THIS COMMITTEE MEETING, PLEASE CONTACT VICKI GRANOWITZ AT (619) 584-1203.

CALL TO ORDER

PUBLIC COMMENTS (Each speaker will be limited to three minutes (3 min.) and is not debatable.)

CHAIRPERSON'S REPORT – Vicki Granowitz
The Brown Act

WORKSHOP ITEMS

1. Member Introductions (Maximum 2 Minutes per Member in the Following Areas)
 - a. Occupation/Volunteer Experience
 - b. Experience, Representation or Expertise Consistent with areas identified in Balboa Park Committee Report on the Future of Balboa Park, Section 6, pg 26
 - c. Connection to Balboa Park if Any
2. Pass out BPTF Background Materials
3. How we got here:
 - a. Timeline
 - b. Overview 1st Phase Reports & Conclusions
4. Review BPTF Mission Statement
5. Review & amend, if necessary, BPTF Scope of Work
6. Management Matrix Report
7. Discuss Potential Need for Subcommittees
8. Next Steps

ADJOURNMENT

Notice of Next Two Balboa Park Task Force Meeting:

**Monday, November 16, 2009
Monday, December 21, 2009
6:00 P.M.
Balboa Park Club Santa Fe Room
San Diego, CA 92101**

Balboa Park Task Force Materials are available at:

<http://www.balboapark.org> or <http://www.sandiego.gov/park-and-recreation/general-info/brc.shtml>

Directions and map sites are available at:

www.sandiego.gov/park-and-recreation/parks/balboa/facilities.shtml

For more information please contact:

Vicki Granowitz, Chair of the Balboa Park Committee at (619) 584-1203

**PUBLIC NOTICE
AGENDA**

**BALBOA PARK TASK FORCE (BPTF) ON THE
FUTURE OF BALBOA PARK: FUND RAISING, MANAGEMENT & GOVERNANCE
MONDAY, NOVEMBER 16, 2009
6:00 P.M.
BALBOA PARK CLUB, SANTA FE ROOM
SAN DIEGO, CA 92101**

Committee Members: IF YOU ARE UNABLE TO ATTEND THIS COMMITTEE MEETING, PLEASE CONTACT VICKI GRANOWITZ AT (619) 584-1203.

CALL TO ORDER

MEMBER INTRODUCTIONS

PUBLIC COMMENTS (Each speaker will be limited to three minutes (3 min.) and is not debatable.)

CHAIRPERSON'S REPORT – Vicki Granowitz

1. Handouts
 - a. Forest Park Forever Strategic Plan 2009-2013
 - b. Governing Urban Park Conservancies
2. Objectives

INFORMATION ITEM

1. **Stacey LoMedico, City of San Diego Park and Recreation Department Director:** Comments on Balboa Park Committee's Recommendations for a new Non Profit for Funding Raising, Management & Governance:

WORKSHOP ITEMS

1. Questions &/or discussion of BPTF Materials from Oct meeting
2. Review & Adopt a Scope of Work
3. Formalize Subcommittees
4. Next Steps

ADJOURNMENT

Notice of Next Two Balboa Park Task Force Meeting:

**Monday, December 21, 2009
6:00 P.M.
Balboa Park Club Santa Fe Room
San Diego, CA 92101**

Balboa Park Task Force Materials are available at:

<http://www.balboapark.org> or <http://www.sandiego.gov/park-and-recreation/general-info/brc.shtml>

Directions and map sites are available at:

www.sandiego.gov/park-and-recreation/parks/balboa/facilities.shtml

For more information please contact:

Vicki Granowitz, Chair of the Balboa Park Committee at (619) 584-1203

**PUBLIC NOTICE
WORKSHOP AGENDA**

**BALBOA PARK TASK FORCE (BPTF) ON THE
FUTURE OF BALBOA PARK: FUND RAISING, MANAGEMENT & GOVERNANCE
MONDAY, DECEMBER 21, 2009
6:00 P.M.
BALBOA PARK CLUB, SANTA FE ROOM
SAN DIEGO, CA 92101**

Committee Members: IF YOU ARE UNABLE TO ATTEND THIS COMMITTEE MEETING, PLEASE CONTACT VICKI GRANOWITZ AT (619) 584-1203.

CALL TO ORDER

APPROVAL NOVEMBER 16, 2009 NOTES

PUBLIC COMMENTS (Each speaker will be limited to three minutes (3 min.) and is not debatable.)

CHAIRPERSON'S REPORT – Vicki Granowitz

WORKSHOP

1. Committee Members Comments/Questions
2. Identify Volunteers to Review City Documents
 - a. City Charter
 - b. Muni Code
 - c. Council Policies
3. Subcommittee Reports & Committee Discussion
 - d. Relationships – Laurie Burgett
 - e. Board Development – Judy Swink/Ray Ellis
4. Next Steps

ADJOURNMENT

Notice of Next Two Balboa Park Task Force Meeting:

**Monday, January 18, 2009
Monday, February 15, 2009
6:00 P.M.
Reuben H Fleet Science Center
Community Room
San Diego, CA 92101**

Balboa Park Task Force Materials are available at:

<http://www.balboapark.org> or <http://www.sandiego.gov/park-and-recreation/general-info/brc.shtml>

Directions and map sites are available at:

www.sandiego.gov/park-and-recreation/parks/balboa/facilities.shtml

For more information please contact:

Vicki Granowitz, Chair of the Balboa Park Committee at (619) 584-1203

**PUBLIC NOTICE
WORKSHOP AGENDA**

**BALBOA PARK TASK FORCE (BPTF) ON THE
FUTURE OF BALBOA PARK: FUND RAISING, MANAGEMENT & GOVERNANCE
MONDAY, JANUARY 18, 2010**

6:00 P.M.

**REUBEN H FLEET SCIENCE CENTER: COMMUNITY ROOM
1875 EL PRADO, BALBOA PARK (OFF PARK BLVD)**

Committee Members: IF YOU ARE UNABLE TO ATTEND THIS COMMITTEE MEETING, PLEASE CONTACT VICKI GRANOWITZ AT (619) 584-1203.

CALL TO ORDER

APPROVAL November 16 & December 21, 2009 BPTF NOTES

PUBLIC COMMENTS (Each speaker will be limited to three minutes (3 min.) and is not debatable.)

CHAIRPERSON'S REPORT – Vicki Granowitz

WORKSHOP

1. Committee Members Comments/Questions
2. Update on Review of:
 - a. Council Policies
 - b. Muni Code
3. Subcommittee Reports & Committee Discussion
 - a. Relationships – Laurie Burgett
 - b. Board Development – Chuck Hellerich
4. Next Steps

ADJOURNMENT

Notice of Next Two Balboa Park Task Force Meeting:

**Monday, February 15, 2010, 6:00 P.M.
Reuben H Fleet Science Center
Community Room
Monday, March 15, 2010, 6 P.M.
Balboa Park Club Santa Fe Room**

Balboa Park Task Force Materials are available at:

<http://www.balboapark.org> or <http://www.sandiego.gov/park-and-recreation/general-info/brc.shtml>

Directions and map sites are available at:

www.sandiego.gov/park-and-recreation/parks/balboa/facilities.shtml

For more information please contact:

Vicki Granowitz, Chair of the Balboa Park Committee at (619) 584-1203

**PUBLIC NOTICE
WORKSHOP AGENDA**

**BALBOA PARK TASK FORCE (BPTF) ON THE
FUTURE OF BALBOA PARK: FUND RAISING, MANAGEMENT & GOVERNANCE
MONDAY FEBRUARY 15, 2010
6:00 P.M. TO 8:00 P.M.**

**REUBEN H FLEET SCIENCE CENTER: COMMUNITY ROOM
1875 EL PRADO, BALBOA PARK (OFF PARK BLVD AT PARKING LOT AT BACK OF BUILDING)**

Committee Members: IF YOU ARE UNABLE TO ATTEND THIS COMMITTEE MEETING, PLEASE CONTACT VICKI GRANOWITZ AT (619) 584-1203.

CALL TO ORDER

APPROVAL January 18, 2009 BPTF NOTES

PUBLIC COMMENTS (Each speaker will be limited to three minutes (3 min.) and is not debatable.)

CHAIRPERSON'S REPORT – Vicki Granowitz

WORKSHOP

1. Discussion of Findings/Recommendations For Report

- a. How should the New Entity be structured internally? Identify make-up of an initial Board of Directors and the tasks necessary to create the new entity
- b. What should be the relationship be between the New Entity and the City of San Diego Should the “head” of the New Entity be a City employee or be solely under the direction of the New Entity?
- c. What should be the “Internal Relationships” between existing park organizations/stakeholders and the new entity
- d. What policy issues might need to be addressed and resolved during a negotiation to define the contractual relationship between the New Entity’s public-private partnership with the City? ;
- e. Muni Code, City Policies and City Charter sections review Working Group. Identify which might require amending and recommend changes.

2. Next Steps

ADJOURNMENT

Notice of Next Two Balboa Park Task Force Meeting:

**Monday, March 15, 2010, 6:00 P.M.
Monday, April 19, 2010, 6 P.M.
Balboa Park Club Santa Fe Room**

Balboa Park Task Force Materials are available at:

<http://www.balboapark.org> or <http://www.sandiego.gov/park-and-recreation/general-info/brc.shtml>

Directions and map sites are available at:

www.sandiego.gov/park-and-recreation/parks/balboa/facilities.shtml

For more information please contact:

Vicki Granowitz, Chair of the Balboa Park Committee at (619) 584-1203

**PUBLIC NOTICE
WORKSHOP AGENDA**

**BALBOA PARK TASK FORCE (BPTF) ON THE
FUTURE OF BALBOA PARK: FUND RAISING, MANAGEMENT & GOVERNANCE
MONDAY MARCH 15, 2010
6:00 P.M. TO 8:00 P.M.
BALBOA PARK CLUB, SANTA FE ROOM
SAN DIEGO, CA 92101**

Committee Members: IF YOU ARE UNABLE TO ATTEND THIS COMMITTEE MEETING, PLEASE CONTACT VICKI GRANOWITZ AT (619) 584-1203.

CALL TO ORDER

APPROVAL February 15, 2010 BPTF NOTES

PUBLIC COMMENTS (Each speaker will be limited to three minutes (3 min.) and is not debatable.)

CHAIRPERSON'S REPORT – Vicki Granowitz

WORKSHOP

- 1. Draft Final Report**
 - a. Format
 - b. Executive Summary
 - c. New Entity Creation, Structure and Start-Up
 - d. Relationship
 - e. Foundational Information Recommendations
 - f. Review of City of San Diego Foundation Documents
- 2. Next Steps**

ADJOURNMENT

**Notice of Next Balboa Park Task Force Meeting if Necessary: Monday, April 19, 2010, 6:00 PM
Balboa Park Club Santa Fe Room**

Balboa Park Task Force Materials are available at:

<http://www.balboapark.org> or <http://www.sandiego.gov/park-and-recreation/general-info/brc.shtml>

Directions and map sites are available at:

www.sandiego.gov/park-and-recreation/parks/balboa/facilities.shtml

For more information please contact:

Vicki Granowitz, Chair of the Balboa Park Committee at (619) 584-1203

**PUBLIC NOTICE
WORKSHOP AGENDA**

**BALBOA PARK TASK FORCE (BPTF) ON THE
FUTURE OF BALBOA PARK: FUND RAISING, MANAGEMENT & GOVERNANCE
MONDAY APRIL 19, 2010
6:00 P.M. TO 8:00 P.M.
BALBOA PARK CLUB, SANTA FE ROOM
SAN DIEGO, CA 92101**

Committee Members: IF YOU ARE UNABLE TO ATTEND THIS COMMITTEE MEETING, PLEASE CONTACT VICKI GRANOWITZ AT (619) 584-1203.

CALL TO ORDER

Article II.

APPROVAL March 15, 2010 BPTF NOTES

PUBLIC COMMENTS (Each speaker will be limited to three minutes (3 min.) and is not debatable.)

CHAIRPERSON'S REPORT – Vicki Granowitz

ACTION ITEMS

Adoption

401. Balboa Park Task Force Report on the Future of Balboa Park: Funding, Management & Governance to the City of San Diego Mayor and Council

ADJOURNMENT

**Notice of Next Balboa Park Task Force Meeting if Necessary: Monday, May 17, 2010, 6:00 PM
Balboa Park Club Santa Fe Room**

Balboa Park Task Force Materials are available at:

<http://www.balboapark.org> or <http://www.sandiego.gov/park-and-recreation/general-info/brc.shtml>

Directions and map sites are available at:

www.sandiego.gov/park-and-recreation/parks/balboa/facilities.shtml

For more information please contact:

Vicki Granowitz, Chair of the Balboa Park Committee at (619) 584-1203

Appendix D: Balboa Park Fund Task Force Notes

NOTES

of the Monday, October 19, 2009 meeting

BALBOA PARK TASK FORCE (BPTF) ON THE FUTURE OF BALBOA PARK: FUND RAISING, MANAGEMENT & GOVERNANCE

Meeting held at:

Balboa Park Club, Santa Fe Room
2150 Pan American Road
San Diego, CA 92101

Mailing address is:

Balboa Park Administration
2125 Park Boulevard MS39
San Diego, CA 92101-4792

ATTENDANCE

Members Present

Vicki Granowitz Chair of BPTF	Dale Hess Chuck Hellerich
Ron Buckley	John Lomac
Laurie Burgett	Paul Meyer
Bruce Coons	Gonzalo Rojas
Ray Ellis	Dalouge Smith
Aurelia Flores	Judy Swink

Members Absent

Robert (Bob) Ames Vice Chair
Carol Chang
Berit Durler
Dea Hurston

Staff Present

Beth Swersie (note-taker)

CALL TO ORDER

- Chairperson Granowitz called the meeting to order at 6:01 p.m.

PUBLIC COMMENTS

- Councilmember Todd Gloria thanked the members for their participation on the Task Force and spoke of bringing more focus, participation and resources to a community vision of the Park. He acknowledged the continuing efforts of Chairperson Granowitz.
- CM Gloria introduced his representative to Balboa Park, Stephen Hill.

CHAIRPERSON'S REPORT – Vicki Granowitz

- Chairperson (CP) Granowitz reminded attendees and participants that these meetings are public and subject to Brown Act (BA) requirements of notification and open meetings.
- The CP assured attendees that the Balboa Park Committee (BPC) and the Balboa Park Task Force (BPTF) are not recommending privatization of the Park; that is not an option. The city will retain control over the Park and its policies.
- The BPTF is advisory to the Mayor and City Council.
- There will be many opportunities for the public to make comments.
- The BPTF's package of information includes a sheet on access to open meetings and the Brown Act: see pages 1 to 7 of www.firstamendmentcoalition.org/Brown_Act.pdf.
- Agendas will be posted 72 hrs in advance on the TF website: <http://www.sandiego.gov/Park-and-recreation/general-info/bptf.shtml>.
- The CP will enforce limits on discussions – no cross-talk or side conversations (which may violate BA). TF members should not use Reply All to email communication from the CP.
- CP will keep TF discussion on topic, and the TF will avoid discussions that are project-specific or beyond its scope.

WORKSHOP ITEMS

1. TF Members introduced themselves, describing their occupation/volunteer experience, their experience, representation or expertise consistent with areas identified in Balboa Park Committee Report on the Future of Balboa Park, Section 6, pg 26, and their connection to Balboa Park. See <http://www.sandiego.gov/Park-and-recreation/pdf/091012bptaskforce.pdf>.

2. BPTF Background Materials are available at <http://www.sandiego.gov/Park-and-recreation/general-info/brc.shtml>.
 - Timeline of Study of Balboa Park’s Fundraising, Management and Governance, October 19, 2009
 - Keeping Balboa Park Magnificent in its Second Century – A Look at Management, Fundraising, and Private Partnerships at Five Other Major U.S. City Parks, August, 2006
 - [Soul of San Diego: Keeping Balboa Park Magnificent in its Second Century - Draft, January, 2008](#)
 - [Balboa Park Cultural Partnership, Helping to build the framework for the successful governance of Balboa Park, presented to the Balboa Park Committee October 16, 2008](#)
 - [The Future of Balboa Park: Funding, Management & Governance, adopted December 18, 2008](#)
 - BPTF Outline
 - Unofficial Balboa Park Organizational Chart
 - Determining the Baseline for Balboa Park: Statement of Work

3. The CP outlined “how we got here”, tracing the process that began in 1998/9 with concerns about roads in public canyons and the Zoo’s plans to expand further into Balboa Park, and culminated most recently in December 2008 with the BPC report The Future of Balboa Park: Funding, Management & Governance. This report recommended a second phase of its effort which is tasked to “lead to the creation of a new public benefit entity, delineate responsibilities and obligations assigned to the City and to the new entity, and broaden public participation in the discussion and decision-making process”.

4. The TF reviewed its [Mission Statement](#):

“With appropriate public input and consideration, the Balboa Park Task Force mission shall be to make determinations and recommendations to the Mayor and City Council on:

 - **How a new, public benefit non-profit entity ("New Entity") should be structured to work most effectively in a contractually defined public-private partnership with the City to provide effective Park governance, management and fundraising opportunities.**
 - **Which City Charter, Municipal Code, Policies and Procedures provisions may need to be amended to implement the recommended public-private partnership, with suggestions on possible amendments.**
 - What actions will be necessary to create the new entity, determine the membership of the initial Board of Directors and implement the BPC recommendation, as summarized above.”

5. Chuck Hellerich of the Balboa Park Cultural Partnership (BPCP) described the process behind the BPCP’s report on “Helping to build the framework for the successful governance of Balboa Park”, which was presented to the Balboa Park Committee October 16, 2008.

The BPCP established a task force of 20 stakeholders in the Park (trustees and some EDs of Park institutions). Its focus was on what is needed for Park as whole. The starting point of their discussion was the set of questions raised in the Soul of San Diego report, made available to the community by the Legler Benbough Foundation, the Parker Foundation and the San Diego Foundation. Issues include the lack of city funds, the lack of clarity regarding authority in the management of the Park and the lack of perception in the general community that there are problems in the Park. The BPCP concluded that there is a need for a new system of governance, management and fundraising for the Park. The report noted several alternatives for more board-based management and governance of the Park: Public Private Partnership (PPP), Joint Powers Agreements (JPA), or a new governing structure.

The BPCP has pledged its support to do what is necessary to support a new governance, management, and funding structure for Park. Its key conclusions were:

- That BP is a local and regional asset and its ownership should always be public.
- The city should continue to operate the Park, but lots can be done to consolidate and streamline management structure.
- A “PPP” is the best structure for this purpose, especially for the funding side. A Non-Profit Public Benefit Entity (PBE) with tax-exempt status would allow for tax-deductible donations.
- The composition of the governing board should reflect the diversity of the stakeholders and users of the Park, and its members should serve for the collective benefit of Park as whole.

- The working relationship between this group and the city will need to evolve over time – start small, build partnerships.
- Capital improvement campaigns and general fundraising efforts should be collaborative.
- Encourage continuation of planning effort, then implementation phase. Mantra: public process.

The CP noted that it is obvious that the city can't pay for all the deferred maintenance and needed improvements and hasn't been the only source of funding for buildings and improvements; the park's institutions and various non-profits have provided assistance as well. Existing leases will be managed as they have been. We are focusing on public areas of Park.

Suggestions were made to bring in Park staff and the City Attorney's office to get their opinions on issues related to creating a PPP, advise the TF if necessary and to familiarize TF members with municipal code, council policy and procedures and to identify policies that are candidates for change and offer draft versions of changes. Some TF members mentioned that the City enters into PPPs on a regular basis and thought it was unnecessary at this time to get an opinion from the City Attorney. Additionally the Balboa Park Committee did a review of Council Policies, the Municipal Code and the City Charter and found no impediments; however the BPTF needs to re-review these documents.

It is possible that a consultant and/or legal expertise may be needed to implement the PPP arrangement, but the TF can accomplish its immediate mission without engaging consultants. The Mayor and Council want guidance regarding the composition and framework of the new entity and the changes in policy and codes that may be needed. The TF should not hamstring the new entity with too much detail. The Council District (Three) may be able to offer assistance.

The entity will be independent, but with contractual arrangement w/City, similar to the Mission Trails organization. The entity will work in parallel with City and help with those functions that the city doesn't do.

6. The TF reviewed its Mission Statement and raised some questions:
 - Can we rephrase the statement and/or state it more succinctly? The CP suggested that the TF leave the mission statement as it is, but that it might edit the scope of work and the deliverables to be more clear.
 - Are we being asked to clean up the organizational chart of the Park? Or to insert new entity into it? The CP said that the org chart is not to be fixed – it just shows problems.
 - What will a new entity do that city is not able to do? Existing non-profits serve their own interests, and it is hoped they will work with new entity. The new entity will not be an umbrella, but a coalition.
 - What will the constituent parts of the new entity be, and what will be its principal function? Should we reach out to other constituents – e.g. other government agencies?
7. The TF discussed some procedural questions:
 - What do we do if we have qs or ideas to discuss? The CP responded that they should be sent to her a week in advance of a BPTF meeting so they can be included in the Agenda as to meet Brown Act 72 hour notice rules.
 - Suggestions regarding deliverables should be sent to the CP.
 - Subcommittees can meet to put together materials for distribution (as long as there are fewer participants than a quorum of the TF).
 - The general public will have access through materials placed online, except for internal work product.
 - Will there be support to help us with questions re entity structure? The CP responded that the three supporting foundations have been and will continue to be helpful, and that the TF has the some analysis in the materials on the CD including a critique provided by New Yorkers for Parks (NYC) and will be receiving an a report by the Trust for Public Lands which will look at the structures in place at five major U.S. city parks.

8. The TF discussed deliverables:
 - The new entity must have abilities and strategies to implement strong fundraising. Should one of the deliverables deal with existing entities and new entities to generate kind of fund-raising that is necessary?
 - The CP suggested that we can come up with questions for next phase. For example: the Tourism/Marketing District was established by a similar process: first a task force, then a transitional board, then the current setup. It is not necessary to solve all of it now.
 - Part of the mission is to set up an entity that the public will be comfortable with for fundraising, but there will also be questions of management and governance. It will be necessary to discuss extensively what stays with the city and what the new entity will do.

9. Recommendations for tasks for next meeting:
 - The CP will send out an email about subcommittees that we should have and poll members about which they want to be on. Get it ready to go after discussion at next mtg.

10. Miscellaneous discussion:
 - The CP defined “management” as the relationship between the city and new entity, who’s in charge, and what are tasks for new entity; “governance” as the relationships among organizations in the Park.
 - The intent is for the PPP to be concerned with everything outside of current contracts and leaseholds, but it can make recommendations for changes in future leases.
 - The CP said that the new entity is to deal with what doesn’t work now. The City is expected to continue to fund at current level (at a minimum).
 - Retired city employee Janet Wood found whatever was available – that became the “conditions report” that is in The Soul of SD.
 - Management and governance will have to be discussed at length – consider whether these are appropriate for new entity. The City’s continued role in land use decisions via the BPC is to be maintained.

ADJOURNMENT

- Chairperson Granowitz adjourned the meeting to order at 8:28 p.m.

Next Balboa Park Task Force Meeting:

6:00 P.M. on Monday, November 16, 2009

Balboa Park Club Santa Fe Room

San Diego, CA 92101

For more information please contact:

Vicki Granowitz, Chair of the Balboa Park Task Force at (619) 584-1203

NOTES - REVISED
of the Monday, November 16, 2009 meeting

**BALBOA PARK TASK FORCE (BPTF) ON THE
FUTURE OF BALBOA PARK: FUND RAISING, MANAGEMENT & GOVERNANCE**

Meeting held at:

Balboa Park Club, Santa Fe Room
2150 Pan American Road
San Diego, CA 92101

Mailing address is:

Balboa Park Administration
2125 Park Boulevard MS39
San Diego, CA 92101-4792

ATTENDANCE

Members Present

Vicki Granowitz, Chair of BPTF	Aurelia Flores Dale Hess
Robert (Bob) Ames, Vice Chair	Chuck Hellerich Dea Hurston
Ron Buckley	John Lomac arrived 6:09
Laurie Burgett	Paul Meyer
Carol Chang	Gonzalo Rojas
Bruce Coons	Dalouge Smith
Berit Durler	Judy Swink
Ray Ellis	

Members Absent

none

Staff Present

Beth Swersie (note-taker)

CALL TO ORDER

- Chairperson Granowitz called the meeting to order at 6:06 p.m.
- Member introductions

PUBLIC COMMENTS

Virginia Silverman expressed disappointment that representation doesn't appear to include other users such as the recreation community, special events users and philanthropic organizations. She fears that focusing on arts and culture stakeholders will overshadow interests of other users. [See Chairperson's Report, second bullet, which addresses this concern.]

Steve Hill, representing CM Todd Gloria, announced several meetings:

- Saturday, November 21, 9 am to Noon, City Council Budget and Finance Committee, Public Budget Forum. Hoover High School, 4474 El Cajon Boulevard.
- Tuesday, November 17, 7 pm, Councilmember Gloria, presentation on the budget, LGBT Community Center, 3909 Centre Street.
- Wednesday, November 18, 6:30 pm, Councilmember Gloria and Councilmember Faulconer, town hall meeting on the planned Mission Hills Hillcrest branch library, Top of the Park Penthouse (Park Manor Suites), 525 Spruce St 7th Floor.
- Saturday, December 12, 10 am to noon, Councilmember Gloria, community coffee to discuss Balboa Park issues and other City related matters, Hall of Champions.

ACCEPTANCE OF NOTES OF OCTOBER BPTF MEETING

No corrections. Judy moved for acceptance, Ron seconded, unanimously accepted.

INFORMATION ITEM

Stacey LoMedico, City of San Diego Park and Recreation Department Director: Comments on Balboa Park Committee's Recommendations for a new Non Profit for Funding Raising, Management & Governance: Q & A

Stacey gave background regarding the funding of the Park & Recreation Department (P&R):

- Funding is primarily from the General Fund via the budget process, which almost funds Police, Fire & Safety, P&R and General Services.
- Enterprise funds provide funding for specific areas of recreation use, e.g. golf courses.
- User fees are charged for special events and certain activities, e.g. swimming. The funds received do not go to the Department specifically, but back to the General Fund.

- With the current \$179 million deficit at the city, all departments have been asked to reduce their budgets by 27%.
- Annual budgets cover day-to-day operations, but not capital improvements or most deferred maintenance.
- The General Fund money that the Department receives is less than it was years ago, but fees have not increased in five years.
- Positions have been reduced; matching funds have been eliminated, special events support (e.g. stage) and administrative services clerical support have been reduced, among others.
- There is no longer a Marketing/PR person, special events person, fundraiser.
- Hours at recreation centers have been reduced from 65 to 40 per week.

Vicki asked for Stacey's perspective on creating another 501(c)3:

- S: this is not the first such study – it is time to get public input and decide on something once and for all. Make it better, create a fundamental structure and do it well. Make recommendations for P&R to review before it goes to the decision makers. Have a strategic plan and a “one-vision focus”. That's what donors want to see.

Vicki noted that P&R staff wasn't supportive at the beginning.

- S: they were misinformed and thought that park services were to be privatized.

Gonzalo asked what Stacey sees as the relationship between P&R and the new entity.

- S: a direct partnership that will work together on a single strategic plan.

There was brief discussion about CIP funding, deferred maintenance, unfunded needs. Vicki said that this task force is to make recommendations about what the new entity is to be involved in.

Chuck asked Stacey how she viewed the role of P&R and the Director of P&R.

- S: the director needs to be intimately involved through the entire process.

Paul described an organic process to get to a partnership between the city and the new entity: the new entity needs to prove itself so that the public trusts it, needs to respect all park users, should select modest projects to prove its stewardship. He asked what Stacey would put first.

- S: would like to see options presented by the task force, would like it to be sensitive to the work of city employees, among other needs is staff to coordinate volunteers – there is only one volunteer coordinator now, but many people would like to volunteer.

Aurelia asked what internal procedures the TF might overlook, and what departments are important.

- S: reiterated the importance of the TF to make recommendations for P&R to review. P&R is a direct service provider and works very closely with Purchasing and other city departments.

Dea referred to Stacey's comment that jobs and programs that had generated funds were lost in the last 10 years. She asked what types of gifts were received and how they were used.

- S: Programs: “adopt-a-park”, matching funds, volunteer involvement and resultant corporate support; Items: dog-poop bag dispensers, benches, park equipment.

Dalouge noted the complexity of research needed for community groups to get information for projects – the number of people and places that need to be consulted. He suggests that the TF build into the new entity an ability to work beyond P&R into the City.

- S: Points of contact are needed, for volunteers, contributors, who know the city and P&R, preferably one person in the entity.

Dalouge asked what capacity P&R has to work with the entity.

- S: P&R doesn't have that capacity due to all the reductions to operations. We have about 300 employees and all of them are already multi-tasking. The Department has lost approximately 181 positions in the last four years.
- Dalouge suggested that the entity would need to fund-raise for a P&R liaison.

John asked about the golf course leases and fees.

- S: The city owns three golf courses (Torrey Pines, Balboa Park and Mission Bay) and has leases at others. The golf courses fund their own capital improvements, maintenance and services from the golf enterprise funds (user fees). No general fund monies go to the golf courses operations.

John asked how the Real Estate Assets Department folds into other structures.

- S: P&R is a client of READ – READ is a service-provider to P&R. For example, Marston House: when the group that had been leasing it turned it back to the city, P&R worked with READ to develop a short-term agreement with an outside provider. P&R does not pay READ for these services.

John asked about revenue sources in the Park.

- S: there are the leases with non-profits, but they are based on the value of the facility to the general public, not necessarily on fair market value. Also, the money doesn't stay in Balboa Park, it goes to the city's General Fund.

Judy noted the need for individuals dedicated to certain tasks. She expressed concern over the loss of institutional memory.

CHAIRPERSON'S REPORT – Vicki Granowitz

- Handouts
 - Forest Park Forever Strategic Plan 2009-2013
 - Governing Urban Park Conservancies
- Vicki noted the variety of backgrounds and expertise of the TF members, that there are members from the park institutions and from the general public including Recreation Councils. She suggested that a part of the work of the TF would be to develop a common language and the ability to understand each other's perspectives in order to work together. She has taken care to have representatives from both institutions and general public on each Subcommittee (see below for composition of subcommittees).
- Vicki reminded the TF of its goals: to forward the recommendations of the BPC in sufficient detail for a level of comfort with the public and the city council, but without giving too many specific directions. The Council will take the TF recommendations and appoint a "Transitional Organizing" Committee, much like with the "Tourism Marketing District" process. Council appointed the members and gave them a year to create a new corporation specific to that industry. This committee would be responsible for the legal process to create the new 501C3 for the Park. Ray asked if the TF could be more aggressive in leading the process. Vicki said yes, but it needs to make sure that recommendations are not project-based.

WORKSHOP ITEMS

- Vicki announced subcommittee chairs, vice chairs and members for the Board Development/Structure Subcommittee and the Relationships Subcommittee:
 - Board Development/Structure Subcommittee (BDSS)
 - Chair: Chuck Hellerich
 - Vice-chair: Judy Swink
 - Members: Ray Ellis, Ron Buckley, Carol Chang, Gonzalo Rojas
 - Relationships Subcommittee (RS)
 - Chair: Laurie Burgett
 - Vice-chair: Paul Meyer
 - Members: John Lomac, Dale Hess, Berit Durler
- The BPC did a preliminary review of Council Policies, Municipal Codes and the City Charter and those who are interested will do a further review of these city documents.
- John asked about the types of relationships to be considered. Vicki suggested they start with the smallest increment.
- Bob suggested looking at "deal points" between a 501(c)(3) and the city (e.g. examples in other cities). Vicki again suggested starting small.
- Paul asked about the TF's responsibility in thinking about the financing of the new entity and of the park in the long term. He mentioned that these entities in other parks had begun as effective fund-raising mechanisms. He asked if the RS should look at relationships with other fund-raising groups and the philanthropic community. Vicki said that this is something the RS should determine.

- Chuck suggested the subcommittees establish a timetable so that they know how much they are going to do.
- Ray said that they would meet at the subcommittee level and come back to the TF to discuss their thoughts.
- Ron asked how soon the subcommittees should come back to discuss their ideas. Vicki said the sooner the better.
- Judy said that issues would formulate themselves in discussions.
- Carol commented that the mix of institution representatives and general public representatives would bring different points of view, some overlapping, and that they will find convergence through discussion.
- Vicki offered assistance to the subcommittees in finding meeting locations and posting the meeting times.
- Ron asked to see lists of park users and interested entities. Vicki said that information is on the CD, in the Jones & Jones Land Use/Park and Circulation Study. The report discusses what can be done in the park with and without a plan amendment.
- Chuck asked if we could have discussions with someone knowledgeable of other cities' park plans. Vicki introduced David Kinney, ED of Balboa Park Central (formerly House of Hospitality). This organization brought out Doug Brodsky from Central Park Conservancy 2 years ago, and last year Forest Park Forever spoke to the Balboa Park Committee on the topic. David offered his assistance. In general, since this has been done and many of the BPTF members heard one or both presentations and have been given the documents from other parks, it is unlikely that other visitors will be brought out at this time.
- Vicki will be working on FAQs for the website, reports to the public, and educating council members.
- Dalouge asked about a timeline, and suggested the subcommittees have their preliminary reports by the January TF meeting. Vicki suggested that the December meeting be for the subcommittees to meet.

ADJOURNMENT

- Chairperson Granowitz adjourned the meeting to order at 7:58 p.m.

Next Balboa Park Task Force Meeting:

6:00 P.M. on Monday, December 21, 2009
 Balboa Park Club Santa Fe Room
 San Diego, CA 92101

For more information please contact:

Vicki Granowitz, Chair of the Balboa Park Task Force at (619) 584-1203

NOTES
of the Monday, December 21, 2009 meeting

**BALBOA PARK TASK FORCE (BPTF) ON THE
FUTURE OF BALBOA PARK: FUND RAISING, MANAGEMENT & GOVERNANCE**

Meeting held at:

Balboa Park Club, Santa Fe Room
2150 Pan American Road
San Diego, CA 92101

Mailing address is:

Balboa Park Administration
2125 Park Boulevard MS39
San Diego, CA 92101-4792

ATTENDANCE

Members Present

Vicki Granowitz, Chair of BPTF	Dale Hess
Robert (Bob) Ames, Vice Chair	Dea Hurston arrives 6:27
Ron Buckley	John Lomac
Laurie Burgett	Paul Meyer
Berit Durler	Gonzalo Rojas leaves 7:18
Ray Ellis	Dalouge Smith
Aurelia Flores	Judy Swink

Members Absent

Carol Chang
Bruce Coons
Chuck Hellerich

Staff Present

Beth Swersie (note-taker)

CALL TO ORDER

- Chairperson Granowitz called the meeting to order at 6:03 p.m.
- Member introductions

CORRECTIONS OF NOTES OF NOVEMBER BPTF MEETING

Aurelia noted several errors in the notes of the discussion with Stacey, and Vicki agreed to ask Stacey to review the discussion notes.

PUBLIC COMMENTS

Cathy O'Leary Cathy asked if we can get more of the public involved, and if there were any way to increase attendance at this meeting. Vicki said that we accept suggestions.

CHAIRPERSON'S REPORT – Vicki Granowitz

No report.

WORKSHOP ITEMS

- There were no "Comments/Questions" from committee members.
- The following volunteers were identified to review city documents:
 - City Charter: Vicki Granowitz
 - Municipal Code: Ron Buckley
 - Council Policies: Bob Ames
- Relationships Subcommittee (RS) Chair Laurie Burgett, reported
 - Met twice, had good discussions, are moving towards consensus

The following represents topics of subcommittee discussion and does not intend to define decisions or conclusions of the subcommittee at this time.

- The new entity must relate with the other stakeholders
- What will be the constituency of the new entity?
- Private, non-profit public benefit, 501c(3)
- With a formal agreement to define the relationship with the City and P&R
- Independently governed, CEO & staff employed by the entity
- Periodic interaction with Mayor and other officials
- Maintain a holistic view of the Park
- Bound by Park Charter and plans
- Act as voice of Park, advisory at first

- Prove itself to gain more authority
- Two-way single point of contact
- Work closely with existing organizations
- Some will have representation on the entity
- Others will have voices through public forums
- Open, transparent, public input
- Potential to work closely with Balboa Park Cultural Partnership
- Balboa Park Committee is advisory now, entity may one day take this role
- Emphasize capability to raise funds, especially from new sources
- Project management oversight on new projects, within its expertise
- Initial focus might be on volunteer program, Master Plan update, and Park project priority list
- Additional staff needs: Directors of Development and of Volunteers
- Entity will not handle operational issues at first
- Leverage its position and knowledge to expedite projects thru the city process

TF members' comments:

- John suggested considering how projects can be expedited when funds come in.
- Paul stated that the subcommittee has spent a lot of time on the public input aspect, that the entity in its infancy needs to prove itself and must engage public and stakeholders. That two timeframes must be considered for how the entity will look: at the outset, and in the future.
- Dale quotes the BPC report's statement that "serious doubts exist re current park management" – and questions how we will achieve a well-managed effort.
- Board Development Subcommittee (BD) Vice-chair Judy Swink, reported
 - Met once, discussed specific structures for governance of new entity.
 - Ray prepared an outline.
 - Two meetings are scheduled for early January.

The following represents topics of subcommittee discussion and does not intend to define decisions or conclusions of the subcommittee at this time.

- Thinking in terms of what the subcommittee needs to do so that the new entity can start out with an outline
- May draft recommendations for composition of membership and subcommittees
- Seek pledges to underwrite 12 to 18 months startup budget
- Ask City Attorney to review draft documents and possible code/policy changes
- Retain independent counsel to draft bylaws, MOU
- Consider what should be in bylaws

Possible Committees of the new entity:

- Executive Committee (EC): officers, how many members. The EC is to recruit and hire and do performance evaluations of Executive Director, establish an audit committee, draft short- and long-term strategic plans
- Board Governance Committee: to develop the structure (EC, BOD, Advisory Board, etc) and expectations of each part, to finalize committee structure, review bylaws, maintain contact with city, recruit board members and provide board training
- Development Committee: membership program, major gifts, capital projects, planned giving program, endowment fund
- Finance/Administration Committee: prepare and review annual budgets, make one- and five-year forecasts, provide HR services, oversee contracts
- Marketing/Communications Committee: plan marketing activities, outreach efforts, public speaker program
- Project Management Committee: work with P&R about using funds, selecting projects
- Volunteer/Events Committee: recruit, train and coordinate volunteers, assist in special events coordination

TF members' comments:

- Ray: there is a lot of alignment between the two subcommittees, needs to be a discussion on deliverables from each. The new entity must have the authority and ability to deploy resources if it is to raise funds and produce tangible results.
- Bob: concerned about donor stakeholders not represented on TF, and the "open meeting requirements of the Brown Act (BA) – many do not want their philanthropy discussed in public.

- Vicki: it is NOT the case that the BA requires that every single bit of business be discussed in public – exceptions are made for employee issues and some financial matters, and subcommittees may meet privately.
- Judy: doesn't envision donor discussions being held in a public forum, but the board of the entity will have meetings that will require public notice.
- Bob: other board actions may require disclosure of donor names, e.g. naming rights. This should be considered in the creation of the entity's charter.
- Judy: negotiations may be held privately.
- Berit: echoes Bob's concerns, address the issue early as to where the public is invited.
- Aurelia: need flexibility – the BA has limitations.
- Paul: it was not the view of the subcommittee that the BA in its entirety should apply to the new entity. Build into the charter those portions of the BA necessary for public comfort – a selective degree of transparency – e.g. agendas, financial statements.
- Judy: perhaps drop reference to the BA since the entity is NOT subject to the BA. Build in the elements of the BA that are helpful without handicapping the entity.
- Laurie: important that existing organizations and other interested parties know what the entity is doing in order to gain their trust.
- Dalouge: what is to be the degree of specificity of what this TF submits? Framework? very specific? Develop the bylaws of the entity? The more detail we provide, the more there might be to be unraveled by the entity.
- Vicki: how would D have the subcommittee narrow its thoughts?
- Dalouge: example from Youth Symphony regarding Board Development – develop a profile of skills and broad communities (not specific organizations) from which to draw members; re Relationships – describe the elements of the working relationships sought, not create the actual agreements.
- Ray: it's a fine line to balance between having a flexible/nimble framework, and having enough detail to set up something workable.
- Judy: categories and representations vs. specific people/groups
- Bob: there is some overlap – need a rough draft charter from each subcommittee for the TF to review and determine the assignment of overlapping tasks.

- General discussion
 - Vicki: some of the subcommittee info has gotten far afield. It would be helpful to stick with scope of work – relationship with entity and city, outside groups, inside groups; need to identify primary tasks necessary, don't want to over burden the initial Board, need focus on 6 month tasks, 12 month tasks; start with less, maybe meet with city staff see if we are going in the right direction?
 - Laurie: we are still in discussion mode – these are exploratory thoughts, not a report.
 - Ron: Single point of contact idea – perhaps other organizations/stakeholders will go through the new entity. There are major issues and minor issues. There are not many “shovel-ready” projects – need environmental reviews that take time. If the Master Plan is updated, a master environmental document can cover broader issues. Donors often want statues, not in sync with the park being a National Historic Landmark. If the entity takes on event scheduling and special permits, it needs to follow the same process as does the city. Regarding donations and public scrutiny, there are differences between handling major improvements and ongoing maintenance: if a donation is general (for precise plan implementation), the donor designation/recognition isn't an issue, but if for parking structure, the project is the issue - scrutiny is not on the giver but the project.
 - Gonzalo leaves at 7:18 p.m.
 - Vicki: existing fund raising groups need to be respected, involved, will provide continuity, as private groups there is no mandate for them to be open to the public. The BPC and the Recreation Council are land use advisory bodies created by City Ordinance, unlike fund raising groups. The new entity must be different from existing fundraising groups, otherwise just creating more of what already exists and does not meet the needs of the Park as outlined in the BPC Report. Need to figure out: What doesn't work with the other groups? no formal relationship with the city regarding public parts of the Park; no requirements for openness; projects not necessarily what the public would want. Think small, think incremental; think in terms of immediate goals, then mid-range goals (1–5 years).
 - Ron: concerned that if we just give Council general ideas, it won't act. Rather, be more specific so that they have something to address.

- Vicki: Council is different from when Ron worked for the City and it is impossible to know everything they will be interested in and risk giving too much info and creating confusion. BPTF needs to give Council baseline info, and it will be up to us to make sure they know it's a priority.
- Dale: we refer to a near-term reality and a long-term vision – entity first as a support group, later as support and management.
- Vicki: “graduated responsibility” (per CM Todd Gloria)
- Judy: need to caution about talking about big projects – land use decisions remain with the City; e.g. role in event management – city reviews applications and makes decisions, entity involved after that.
- Vicki: So there may be a programmatic EIR done, which could expedite the application process.
- Ron: this will analyze the impacts in a big picture, all issues in major developments.
- Paul: The great interest in BP creates lots of detail discussion; very optimistic about what has been done; midcourse correction due. Offers this guidance – focus on framework (vs. detail); don't underestimate the importance of fundraising; tie subcommittee reports to scope of work; break reports into short term and longer term issues; pay attention to the added value to be provided by the entity; two subcommittees should communicate before the next meeting.

ADJOURNMENT

- Chairperson Granowitz adjourned the meeting to order at 7:38 p.m.

Next Balboa Park Task Force Meeting:

6:00 P.M. on Monday, January 18, 2009

Reuben H. Fleet Science Center Community Room, San Diego, CA 92101

For more information please contact:

Vicki Granowitz, Chair of the Balboa Park Task Force at (619) 584-1203

NOTES
of the Monday, January 18, 2009 meeting

**BALBOA PARK TASK FORCE (BPTF) ON THE
FUTURE OF BALBOA PARK: FUND RAISING, MANAGEMENT & GOVERNANCE**

Meeting held at:

Reuben H. Fleet Science Center
Community Room
San Diego, CA 92101

Mailing address is:

Balboa Park Administration
2125 Park Boulevard MS39
San Diego, CA 92101-4792

ATTENDANCE

Members Present

Vicki Granowitz, Chair of BPTF	Chuck Hellerich
Robert (Bob) Ames, Vice Chair	Berit Durler
Ron Buckley	Ray Ellis
Laurie Burgett	Dale Hess
Carol Chang	John Lomac
Bruce Coons arrived 6:22	Paul Meyer
	Gonzalo Rojas
	Dalouge Smith
	Judy Swink

Members Absent

Aurelia Flores
Dea Hurston

Staff Present

Beth Swersie (note-taker)

CALL TO ORDER

- Chairperson Granowitz called the meeting to order at 6:05 p.m.

CORRECTIONS OF NOTES OF NOVEMBER BPTF MEETING

November 16th minutes approved (Berit/Carol).
December 21st minutes approved (Berit/Judy, Chuck abstained)

PUBLIC COMMENTS

None

CHAIRPERSON'S REPORT – Vicki Granowitz

No report.

WORKSHOP ITEMS

- Ron Buckley: Update on Review of City Charter, Municipal Code, Council Policies that might be relevant to the establishment of this entity. [The following is a preliminary overview of relevant items. A more complete report will follow.]
 - Municipal Code
 - Preparation of Annual Budget
This is also a Charter section (see Charter Section 55.2 below).
Regards the distribution of funds to Balboa Park and other City regional parks from the San Diego Regional Parks Improvement Fund which is wholly or partially derived from excess Mission Bay Park Lease Revenues
 - Special events
This will need to be addressed if the entity undertakes the scheduling and coordination of special events.
 - City Endowment Board - how does this apply to a new entity?
 - Park & Recreation Board and Balboa Park Committee - how does this apply?
 - Council policies
 - 000-40 Marketing Partnership Policy
 - 600-33 Community Notification & Input for City-Wide Park Development Projects
 - 700-07 Park Development by Non-City Funds
 - 700-24 Balboa Park Architectural Standards – this should have been amended or repealed upon the adoption of the BP Precise Plan.

- City charter – not desirable to amend – process requires 2/3 approval of the voters
 - Section 94 Contracts – requires bidding process and purchasing agent involvement. Will need city attorney recommendations as to whether this applies to this entity’s implement/contracting work is subject to these provisions.
 - Special taxes, environmental growth fund, others – not particularly germane

Dale – asked if the policy re: lease revenues from Mission Bay Park says anything about income at BP?

Ron – no, nothing specific about BP. Charter Section 55.2 says that a certain amount of lease revenues in the Mission Bay Park go to BP deferred maintenance and capital improvement.

- Relationships Subcommittee (RS) Chair Laurie Burgett reported.
 - Laurie presented the Subcommittee’s Draft Report – see attached document.
 - Notes about the Report:
 - The report was based on discussion, boiled down notes, simplified.
 - Some mbrs not at all meetings
 - 4.1.3 – “in the spirit of the Brown Act” is controversial
 - Input from other committee mbrs
 - Berit – concern about conflict of interest — it’s critical that representatives from organizations in the park think of themselves as representatives of ALL of BP, not just as a stakeholder in a particular organization. Must be able to set aside loyalty to a particular organization. There should be a COI statement signed by all members, leave organization involvement at the door.
 - Ron – re 3.1.5 “change to an approval authority over time”?
 - LB – the ability to comment on projects may turn into authority to approve, but the entity needs to prove itself first.
 - Paul – after we hear both reports and match them to deliverables, we will end up with recommendations and statements of principles, e.g. that ownership/discretionary decisions remain with/at the city. The city will learn about entity as projects are assigned under its initial MOU, subsequent MOUs, start small organizing volunteers; maybe at some later date, entity entirely funds and manages something, it may take on approval authority. Are we seeking approval authority in areas people would think should be with city?
 - Gonzalo – we can’t anticipate projects, maybe in the future, the entity can relieve the city of some authority.
 - Paul – have a section on inviolable principles, make clear approval authority is relevant to particular projects the entity is asked to undertake
 - Gonzalo – should we say where to locate entity – e.g. in park, in city? Nice to have in park, maybe not necessary.
 - Vicki – we’ll come back to this.
 - Judy – should be explicit statement that city will retain all land use decision making authority.
 - Chuck – perhaps we’ve jumped down the road with the mission of the entity – gnarly issue – what is the role to start with? the more governance, the more BA application. Discussion has gone beyond formation to startup functions. #1 function is fundraising. Does city even want to download governance? Fundraising function needs large private element.
 - John – page 2 - what was thinking of subcommittee re relationship with county?
 - Laurie – there is no relationship now,
 - John – this is about money, county residents use park.
- Board Development/Structure Subcommittee (BD) Chair Chuck Hellerich, reported.
 - Chuck presented the Subcommittee’s Draft Report on the New Entity board/Committee Structure – see attached document.
 - Notes about the Report
 - Chuck – composition of the proposed board is driven by users of park – spread out over broader region.
 - Dale – there was considerable discussion of Short-term ST vs. Long-Term LT -- ST support, LT management.

- Ron – the admin/liason capacity of the organization needed to meet what is requested of it would increase overhead expenses.
- Input from other committee mbrs
- Bruce – how to manage such a large board?
- Chuck – other boards are as big as 75 – we took a rough average. Will need a strong Executive committee to manage between meetings, need committee structure. Executive committee – no size specified, depends on what organizing board establishes
- John – who hires ED?
- Ray – probably organizing board (vs. executive committee)
- Project management – when the board identifies project/tasks to undertake, this committee is to coordinate/manage.
- Ray – funding organization vs. operational organization? Carol helped us get on point – from beginning funding with tight set of outcomes to go back to donors with these successes, e.g. work with city to fund a program to recruit, train, etc, volunteers. Be a well-managed funding organization.
- Gonzalo – is the “down the road” expectation that it becomes more of a managing entity?
- Chuck – that brings us to next element – **MOU** (last page of subcommittee report)
 - should be reviewed regularly as scope of activity increases.
 - Element #4 – we don’t want the city backing away from its current obligation of maintenance efforts.
 - Summary at bottom – notes that other conservancies undertake some form of master planning.
 - Own bank accts, no commingling of city/entity funds
- Judy – organizing board is very ST, e.g. 6 months to a year, mbrs of organizing bd may or may not continue on full board – probably not, depending on skills.
- Dale – management of capital improvement projects – e.g. funder may demand that project be managed by entity, other requirements to assure the private funder that project will happen.
- Ray – there will be a formal agreement, flexibility in MOU to allow that arrangement
- Chuck – do you staff up to manage capital improvement projects? Funding needs to be available to do that. Some projects can be implemented without staffing up.
- Carol - how much management should full board engage in? e.g. volunteer recruitment – do we want to be responsible for running volunteers? Distracting and diversionary. Tell city this is a value, donor will give \$, city to come back with plan. Later maybe we will be doing these things, but not at beginning.
- Bruce – address in MOU
- Paul – brilliant report. Principal area of question – full board and its large size – should size of final board be approached with flexibility – e.g. let organizing board recommend size? Considering projects to be undertaking. Organizing board drafting bylaws. X to Y # of mbrs. Will we keep 45 mbrs engaged at start? Can we evolve to larger size?
- Carol – should committee members be on board? Smaller board, bring in committee members not seated on board.
- Paul – attraction of large board – raising money – engage donors immediately? Maybe advisory board that adds to privacy of potential donors? Many don’t want to go to monthly mtgs. Leave it to organizing board to decide.
- Chuck – what we say is recommendation to organizing board.
- Ray – best practices from many other boards, talent-driven rather than placeholders.
- Vicki – how do we make this different? E.g. her biggest concern was that the public is not left out of decision making, then, fundraising side.
- Vicki - wants it to succeed. We need donor side. New entity, subcommittee for fundraising – too simplistic? Is it possible we need two entities – one: governing board (public, policy, strategy, governance), second: supporting board = fundraising board. Governing board identifies priorities, Fundraisers do fundraising. Gets done in hospitals, two kinds of boards.
- Berit – concern re BA, public organization, involvement in Fundraising (FR). Example: hospital models – two boards – main does govern/etc, foundation board responsible for Fundraising. Public input is very important to feel part of process.
- Separate 501c3, mission to raise money. Allows major funders who won’t sit thru public hearings to raise funds.
- Vicki – how is this different from other boards – it need large amounts of money raised.

- Gonzalo – doesn't know big-money people. Two boards = trouble. Have one bd with FR within it.
- Berit – functions are very different. ED, President of Governing Board would also be on Foundation board; many people would be on the board with commitment to raising money.
- Carol – to set up one board will be complex, setting up two, really hard. Hospital board not analogous, private, no BA/transparency requirements. Fundraisers want to have control over money, not to be in public eye. Need to manage process within one board.
- Vicki – wants to be fair – experience in BP – decision-making made outside of general public. Wants process to be very public. Was focused on that. Hearing that there are privacy vs. BA issues.
- Bob Ames – scenario – wins lotto, high act of civic virtue – wants legacy – goes to 501c3 – gives \$\$\$ - wants to re-name plaza after him – chair would say ridiculous – someone else may be able to talk to donor to get better outcome – need way to have these conversations out of public view without imperiling msn of organization. Vicki's methodology – governing organization (major decisions, out in open, transparent), another vehicle not subject to public scrutiny to raise money.
- Ray – those are multi-mill\$ (hosp) – this org needs to operate transparently and publicly. BA impairs/limits properly vetting some issues (e.g. pension bd). Don't even mention BA, not necessary.
- Chuck – reiterate that very few of these organizations start out with governance issues, they start out with funding, may evolve into governance.
- Laurie – structure shown can work – need governance/visioning/strategic planning to direct funding priorities. Transparency there. Remove words “in spirit of BA”. This dovetails well with Relationships Committee ideas.
- Paul – disagrees. Both subcommittees have paid attn to new entity. Vicki's question reminded him that this is public/private partnership. Committees have been fleshing out private part because public part exists already. Let city know that.
- What doesn't work for Paul – we are not like a hospital district – no public board – city/BPC is public part. BPC as public forum - new entity is private part. Do we need public side of new entity? Our report needs to recognize that public is well represented by city/BPC.
- Bruce – re Paul's first subject – there should be a decision-making board and an advisory board – 40 people too big to get through a mtg. – board needs to be light on its feet, make quick decisions. Large boards can't make decisions in a timely manner.
- Dalouge – master plan/precise plan – successful conservancies have those tools and adhere to them strongly – so public interest has been addressed. If those plans need to be updated, need to get city to do that, so we can do fund-raising.
- D – In terms of this as a fund-raising entity – what is difference between this and others that already exist? Are we duplicating something that is already going on? Why a NEW entity?
- D – Ideally this entity has management of the projects it is funding.
- D – Not clearly articulated: how is initial organizing board is seated? We need to be explicit about this or there could be problems. Organizing board should decide size and scope of work of full board.
- John – importance of master plan. City is behind game in implementation of MP because of funding issue. This is a fundraising mission – transparency – can't be done as in past – public side – organizing committee. Needs to do more work before going to 45 people. Look more at organizing committee – and what is new entity going to do when they raise money?
- Next Steps
 - Vicki- where from here?
 - Judy – at next TF mtg – more focused discussions on subjects raised tonight. What other tasks should organizing committee undertake before moving on to full board. Concept of two entities. If there were two entities – Fundraising committee would fund projects that have come from govern board. Donors might come in with projects, but would have to go to board. Or go to BPC for discussion.

- Paul – three assignments as he sees it:
 - 1 – brief new section proposed with commentary about why our new entity is different? What will it bring to table?
 - 2 – one page starter sheet – how public input will remain critical part of Park project planning process
 - 3 – ask two subcommittee chairs to merge reports – overlapping ideas –
- Berit – concern about comfort of donors – but this group is public/private so subject to BA?
- Vicki – initial bd will be subject, but next entity would not because not created by legislative body.
- Chuck/Laurie/Dalouge will work on combining reports
- Judy – good to have non-committee person working on that.
- Judy – this to lead to responsibility of organizing board to set up scope of full board.

ADJOURNMENT

- Chairperson Granowitz adjourned the meeting to order at 8:07 p.m.

Next Balboa Park Task Force Meeting:

Monday, February 15, 2010, 6:00 P.M.

Reuben H. Fleet Science Center Community Room, San Diego, CA 92101

For more information please contact:

Vicki Granowitz, Chair of the Balboa Park Task Force at (619) 584-1203

NOTES
of the Monday, February 15, 2010 meeting

**BALBOA PARK TASK FORCE (BPTF) ON THE
FUTURE OF BALBOA PARK: FUND RAISING, MANAGEMENT & GOVERNANCE**

Meeting held at:

Reuben H Fleet Science Center
Community Room
1875 El Prado, Balboa Park (off Park Blvd at Parking
Lot at back of Building)

Mailing address is:

Balboa Park Administration
2125 Park Boulevard MS39
San Diego, CA 92101-4792

ATTENDANCE

Members Present

Vicki Granowitz, Chair of BPTF	Aurelia Flores Arrived 6:34
Robert (Bob) Ames, Vice Chair	Chuck Hellerich
Ron Buckley	Dea Hurston
Laurie Burgett	John Lomac
Carol Chang	Paul Meyer
Berit Durler	Gonzalo Rojas
Ray Ellis	Dalouge Smith
	Judy Swink

Members Absent

Bruce Coons
Dale Hess

Staff Present

Beth Swersie (note-taker)

CALL TO ORDER

- Chairperson Granowitz called the meeting to order at 6:05 p.m.

ACCEPTANCE OF NOTES OF JANUARY BPTF MEETING

No corrections. Berit moved for acceptance, Carol seconded, unanimously accepted.

PUBLIC COMMENTS – None

CHAIRPERSON'S REPORT – Vicki Granowitz.

WORKSHOP

1. Discussion of Findings/Recommendations For Report

- Chuck – example: Forest Lawn Conservancy – 25 member advisory board to advise on policy, planning issues, public input process. Accommodates donor privacy.
 - Bob – Central Park conservancy agreement fulfills landlord functions such as leasing, maintenance, usually held by city.
 - Chuck – scope of responsibility of the non-profit – specifically didn't want to be part of leasing and maintenance functions.
 - Ron – wants to temper some of the language - e.g. re governance, maintenance. Public input – general public needs some way to solicit support of the entity.
 - Vdg – suggests the TF work thru document vs. deal with new issues
 - Vdg – first, what to call things
 - Paul –instead of “governance”, say “carrying out its contractual obligations”?
 - Carol – could also say that instead of “maintaining, enhancing, restoring”
 - Gonzalo – no, “carrying out its contractual obligations” is not clear, use of those words “maintaining, enhancing, restoring, governing” IS clear
- a. How should the New Entity be structured internally? Identify make-up of an initial Board of Directors and the tasks necessary to create the new entity**
- Vdg – start with **II. NEW ENTITY CREATION, etc.**
 - Chuck – “Organizing Committee” – city is driving process, Organizing Committee is to be appointed by the mayor. It will take the first steps to get the non-profit formed and operating.

- Need people who can bring talent/expertise to get organization running. Organizing Committee will probably be the first BOD, hire ED, recruit full board.
- Ron – **II.A.2.b.** “Organizing Committee Composition Required Elements” – is that correctly phrased? **YES.**
 - Paul – questioned **II.A.1.e. (a)**: is it relationships “between the NE and a, b, c” OR “among a, b and c”?
 - Chuck – yes, correct (a) to read “between NE and existing park stakeholder groups”.
 - Judy in **II.A.2.b.**: put “Organizing Committee Composition Required Elements” in quotation marks to set it off as a phrase.
 - Vdg – is everyone ok with **II.A.1.**? **YES.**
 - Vdg – is everyone ok with **II.A.2.**? **YES.**
 - Chuck – summary of **II.A.3. – Organizing Committee/Initial Board Actions** – chronological, linear.
 - Ron – initial group recruiting others, do we need to develop a list, get direction re projects, programs to attract interest of those to serve, donate?
 - Vdg – there is a list
 - Dalouge – re **II.A.3. and II B.3.** – both are lists of initial tasks for Organizing Committee – can they be combined?
 - Vdg – there are other places also,
 - Laurie – yes we can consolidate them.
 - Dalouge – re initial tasks, keep funds separate from city, what are the mechanics? They will need fiscal sponsor, or to be sure that they can establish accounts prior to being 501c3.
 - Ray – can find a fiscal agent in interim
 - Chuck – when can they establish accounts? add “to arrange fiscal agent if needed”?
 - VDG **II.A.3.** is now ok.
 - Gonzalo – refer to final group as “permanent board”?
 - Judy – looked up online, common term, even though’ it rotates after establishment
 - Vdg – **ok? Yes**
 - Dalouge – switch references to full board, then organizing board?
 - Berit – likes it as it is, vdg also.
 - Ray – organizing board → permanent board – it’s a sequence
 - Dalouge – not finding one place of concise list of actions of permanent board
 - Judy – some of that will be determined by the organizing/Initial Board
 - Laurie – composition and structure right now.
 - John – how does the Organizing Committee transition to the Initial Board?
 - Chuck – Organizing Committee is appointed, it establishes the entity, recruits members; it ends at the appointment of the Initial Board.
 - Chuck – **II.B.** Organizing Committee: characteristics, size, initial tasks are really of Organizing Committee/Initial Board
 - Paul – f/up on Dalouge’s comment re **II.B.3.** – initial tasks of Organizing Committee – include a “needs assessment”? I think at most, should be to identify initial projects to be considered.
 - Chuck – some kind of needs assessment for MOU
 - Paul – for Initial Board (vs. permanent board) – move this out of initial tasks for Organizing Committee and into section for initial tasks for full board
 - Ron – same for “prioritize/identify timeline and costs for needs assessment”?
 - Vdg – call it Organizing Committee? Vs organizing board
 - Ray – the trigger is 501c3 – Organizing Committee becomes Initial Board
 - Carol – rolling along, need to do this in sequence
 - Ron – when do we move beyond Organizing Committee? To bringing on 20 more board members? After MOU?
 - Vdg – wait, let’s back up
 - Judy – clarify: Organizing Committee, then 501c3, then Initial Board, need to separate the two. Organizing committee achieves certain ends (e.g. 501c3), then it becomes the Initial Board, independent of city decisions for next steps. Some of the earlier steps need to be moved to Initial Board.
 - Vdg – say somewhere that there is Organizing Committee/501c3/Initial Board

- Chuck – there are host of issues re board size, composition, need to evolve – start with 9 (good size) – organize themselves enough to recruit board members and funds to entity. How far can WE go to define that? These issues will be determined by the board: define projects, who they are, where their funding comes from.
- Ron – council will ask when we go to full board?
- Ray – hard to get 45-member board until the Initial Board hammers out its tasks.
- Vdg – council members and staff want to have something up/running by end of year.
- Judy – permanent board will want final say on MOU and operating budget – start developing them
- John – MOUs are evolving items – takes long time to get reviewed by city atty. Start asap,
- Chuck – **II.C.**
- Berit – in **last bullet of II.C.1.**, eliminate “minimum of 2 of 3”
- Chuck – leave metrics requirements up to future board, some potential members don’t have money
- Berit – leave it silent
- Vdg – **ok, take out parenthetic part**
- John – national advisors? Is this typical?
- Ray – lends credibility on national level
- Judy – perspective of someone outside, not local, can be valuable
- Chuck – board size – removed number from earlier discussion – to be determined by entity, start small, then grow as needed.
- Vdg – change acting board to permanent board
- Chuck – committee structure of permanent board
- Dalouge – comment on section – extremely detailed, prescriptive vs. general guidelines to this point – this presupposes things that should be determined by organizing board. Perhaps change to list of suggested committees in appendix, vs. in body.
- Carol – show these as what could happen, not what must happen
- Chuck – important to lay out for public and city what entity will look like, properly structured. Detail describes what could be a very functional entity.
- Carol – address it by calling it a suggestion rather than a prescription.
- Judy – not to take it out – shows what we’re aiming for – say ‘suggested new structure’, even vs. recommended. So layperson can see it, many skip appendix.
- Berit – just list appropriate committees, not tasks
- Gonzalo – keep all specific info, say suggested
- Judy – keep all specific info for everyone to understand – for broader public
- Vdg – ask Ray his thoughts
- Ray – more info, better keyed, easier more effective for next group. “suggested” in #3, “recommended standing committees”
- Bob – add subdivision under executive committee – make it clear that the executive committee has authority of the board – “if board is not available, the executive committee has authority to act in place of the board”
- Chuck – that would be in bylaws
- John – is Organizing Committee tasked with hiring ED, or Initial Board?
- Chuck – one of first tasks of Organizing Committee – recruiting to start immediately
- Judy – IRS provides 18-month organizing process
- Carol – separate out Organizing Committee, Initial Board,
- Gonzalo – how quickly will funds be generated? May have to wait til funds raised.
- Laurie – executive committee – always responsible for hiring ED.
- Paul – new ED will sign employment contract, leave job/city, seems obvious that corporation needs to exist, therefore permanent board needs to exist, so there can be a binding contract
- Bob – also has funds
- Paul – permanent board needs to sign contract, inconsistency in current draft, Organizing Committee starts process by looking for candidates, but need existing 501c3 with permanent board to enact contract.
- Ray – recruiting process will be long one, start in Organizing Committee, Initial Board to permanent board is a process, not overnight, overlap of initial/permanent board during hiring of ED.

- Paul – Organizing Committee = Initial Board = first permanent board?
 - Judy – use language to differentiate between initial and permanent bd
 - Laurie – city appoints Organizing Committee, articles/501c3 ---
 - Paul – initial permanent board
 - Vdg – we’ll work this out, let’s move on
 - Dalouge – are we using an appendix to list details of committee structure?
 - Vdg – no, using phrase “recommended”
 - Aurelia – so much detail?
 - Dalouge – no list of recommended priorities for permanent board.
 - Bob – that’s the prerogative of permanent board – difficulty recruiting bdmbrs – leave to permanent board
 - Dalouge – need some language re purpose of the permanent board.
 - Vdg – the standing committees outline priorities
- b. What should be the relationship between the New Entity and the City of San Diego. Should the “head” of the New Entity be a City employee or be solely under the direction of the New Entity?**
- c. What should be the “Internal Relationships” between existing park organizations/stakeholders and the new entity?**
- Starting at **III. RELATIONSHIPS, etc.**
 - Judy – **III.A.1.a.** – include that the formal agreement is an MOU
 - Gonzalo – **III.b.1.a. first bullet:** “there is no assurance that this New Entity will be successful” change to “in order to ensure the success of the New Entity”
 - Paul – **III.A.1.e.** – “this relationship could change to an approval authority over time”. Rather: “this relationship may EVOLVE”, but the approval authority wouldn’t be transferred.
 - Bob – coordination of events, seems there is potential at some time that issuance of permits become responsibility of this entity. Is this “approval authority”?
 - Laurie – this relationship will evolve over time by use of MOUs etc. (e.g. operational, decisions)
 - Vdg – leave it in or take it out – “approval authority”
 - Chuck – board is not just advisory.
 - Vdg – wait to see if covered elsewhere
 - Dalouge – **III.A.1.f.** – specifically acknowledge Balboa Park Committee somewhere; 2nd – in this section or in MOU piece: “single point of contact”, 3rd – access to City Council, Mayor, P&R, no mention of entity’s reporting responsibility to city here and on **Elements in MOU.**
 - Laurie - correct, it was not addressed
 - Gonzalo – supposed to relieve city of some functions, need some language that one function is a single point of contact in both directions.
 - Vdg – over time, yes. Adding single pt of contact with city, with public.
 - Paul – new entity should NOT be single point of contact now – it would be disrespectful of existing groups, maybe later with track record. Suggest it be called a regular point of contact
 - Judy – replace single point, two way?
 - Paul – new entity should try to represent broad park community
 - Ron – stakeholders – general – who?
 - Judy – users
 - Paul – language could be read to mean that the BPCP is yesterday’s news, we are the only point of contact.
 - Chuck/vdg – that was never the intent
 - Ray – new entity needs to have a point of contact at city
 - Berit – **III.A.1.f.iii.** – ‘should’ vs. ‘shall’ – makes it stronger, with expectations between city/entity
 - ?? – included leases?
 - Laurie – that is sensitive
 - Vdg - not include leases, maybe agreements
 - John – shy away from management for five years, stick to fundraising at first – city has different ways of getting revenues.
 - Laurie – should entity have input re use of buildings coming up for lease?

- Vdg – utilization vs. ?
 - Berit – this is positive in that this is the organization that leases go through – cover somewhere that as leases come up for renewal they be treated equitably – should entity be involved?
 - David Kinney (BPCP) mission of new entity – fundraising – crucial – not mission, but how it achieves its mission – go back to stated mission of TF
 - Berit – this could be an organization that might assist in equitable treatment
 - Chuck – **III.A.1.h.** – advocate for improvements in governance - put it here?
 - Ron – entity stands as advocate vs. city
 - Chuck – same is true re leases
 - Judy – REA does negotiations for leases, but there is a public interest in knowing about leases under discussion – this could be a forum for discussion – opportunity for general public to know about them. Way to approach without intruding in process.
 - Gonzalo – encourage a process
 - Vdg – leases are a big issue that we could get stuck in. Maybe eventually, but not immediately
 - Laurie – all it says is that the city will consult with entity re leases
 - Vdg – premature
 - Carol – move on to **section B**, will come back to these
 - Ron – attempt to create overarching vision – conflicts with what BP Committee does
 - Vdg – this much confusion – trying to do too many things. BPC came about because part of 600.33 process, vs. this group – can’t resolve all park peeves with this now.
 - Judy – leave out leases, approach later
 - Carol – vision statement - Internal relations: we took out “there is no assurance, etc.”
 - Dalouge – **second bullet in III.B.1.a.** – insert opportunities for cultural enjoyment.
 - Carol – **III.B.1.b.** number of stakeholders – ok
 - Bob – **III.B.1.c.** – expressly state what areas of activity are not part of public process
 - Vdg – noted, later discussion
 - Bob – annual report – annual audit data – redundancy – every 501c3 files form 990, which includes that stuff.
 - Vdg – need more discussion re what’s posted, not posted.
 - Ron – **III.B.1.e.** – projects initiated by stakeholder to be presented to new entity.
 - Gonzalo – this is for open, public areas of park?
 - Vdg – yes
 - Dalouge – problem is anyone can bring projects to city – no coordination
 - Carol – **III.B.2.** vision between New Entity and stakeholders outside Park
 - Dalouge – add “advocacy”
 - Bob – **III.B.3.a.** – last word – “spent judiciously” vs. “appropriately”
 - Laurie – people don’t give money to city because they don’t think it will be spent appropriately.
 - Ron – **III.B.3.b.** – revenue streams?
 - Laurie – example: a concession that doesn’t exist today,
 - Carol – grants
 - Dalouge – **III.B.2.b.** – relationships with neighboring communities
 - Carol – “friend-building”
- d. **What policy issues might need to be addressed and resolved during a negotiation to define the contractual relationship between the New Entity’s public-private partnership with the City?**
- Paul – Appendix A: Elements in Memo of Understanding, #4: Can we establish a formula for maintenance efforts by city?
 - Vdg – that has been debated.
 - Chuck – new entity can ask what they want, city can say no.

- e. **Muni Code, City Policies and City Charter sections review Working Group. Identify which might require amending and recommend changes.**
 - Ron distributed an updated report, which was not discussed this meeting.

2. Next Steps – Draft Report to be revised.

ADJOURNMENT

- Chairperson Granowitz adjourned the meeting at 8:11 p.m.

Next Balboa Park Task Force Meeting:

6:00 P.M. on Monday, March 15, 2010

Balboa Park Club Santa Fe Room

San Diego, CA 92101

For more information please contact:

Vicki Granowitz, Chair of the Balboa Park Task Force at (619) 584-1203

NOTES

of the Monday, March 15, 2010 meeting

BALBOA PARK TASK FORCE (BPTF) ON THE FUTURE OF BALBOA PARK: FUND RAISING, MANAGEMENT & GOVERNANCE

Meeting held at:

Balboa Park Club
Santa Fe Room
San Diego, CA 92101

Mailing address is:

Balboa Park Administration
2125 Park Boulevard MS39
San Diego, CA 92101-4792

ATTENDANCE

Members Present

Vicki Granowitz, Chair of BPTF	Aurelia Flores Chuck Hellerich
Robert (Bob) Ames, Vice Chair	Dale Hess Dea Hurston
Ron Buckley	John Lomac
Laurie Burgett Left at 7:34	Paul Meyer Gonzalo Rojas
Carol Chang	Dalouge Smith Arrived 6:42
Bruce Coons	Judy Swink
Berit Durler	
Ray Ellis	

Members Absent

None

(i) Staff Present

Beth Swersie (note-taker)

CALL TO ORDER

Chairperson Granowitz called the meeting to order at 6:05 p.m.

ACCEPTANCE OF NOTES OF FEBRUARY BPTF MEETING

No corrections. Judy moved for acceptance, Carol seconded, unanimously accepted.

PUBLIC COMMENTS – None

CHAIRPERSON’S REPORT – Vicki Granowitz

- This will not be the final meeting; we need to calendar the report for “adoption” in April. We have not briefed the Mayor or Todd; waiting for other actions by elected officials, try to get media coverage for last meeting. Hopefully, the last meeting will be short.
- Need to start doing briefings for city council members, some know, some new, need to educate. If TF members have personal relationships with council members, it would be good.
- Gonzalo – will there be an official presentation (? PowerPoint) for the briefings? Vdg will work on something, good idea. Talking points, not PowerPoint.

WORKSHOP

1. Draft Final Report

a. Format

b. Executive Summary

Page 1, item 5: There was discussion about whether or not to include “governance” as a goal towards which to work, among the others listed. [NOTE – The note keeper had a small problem with her laptop during the early part of this discussion and lost some specific comments from TF members. However, comments included reference to the language in the task/title set for this TF (as support for inclusion of the term), and concerns about limiting the activities of the Entity.]

- About 5 minutes of discussion that was not saved.
- Gonzalo – it should be included to be complete, for the future.
- Ron – initially “sounding board” for changes to operations of the park, not necessarily taking on making the changes.
- Paul – the TF has gone to pains to emphasize that discretionary decisions remain with the City. My concern is that if we use the term “governance” that it will need a lengthy discussion of the meaning of

the term and how a private entity takes on “governance” issues. To make clear that these powers remain with the city, we should shy away from naming it.

- Laurie – maybe with a different word? “Leadership”?
- Vicki – the initial focus is fundraising. “Governance” means different things to different people.
- Berit – if we are not addressing “governance”, then the title of the report should change.
- Bruce – “may or may not include”, as Judy suggested.
- Carol – yes, add the indefinite “may” and add other activities also.
- Dea – don’t limit the Entity to “modest goals”. The Initial board will be people who can get things done and can raise money. The Entity should be part of LARGE goals.
- Judy – open with a clear statement that “the entity will begin with fundraising AND (instead of “but”) work toward a broad range of park activities which may include ...”.
- Vicki – add “governance”? NO
- Bob – the word is a minefield. Use a less emphatic term – “coordinating”?
- Judy gave the wording to Vicki.

c. Background

- John – remove question mark at end of 1.b.
- Ray – email typos to vdg, let’s look at content here.
- John – Page 4 II.B.3. “responsibly managed” – this is going to the city – this is derogatory – we should remove this.
- Vdg – should we change it? YES, by consensus
- Ron – II.B. General conclusions – language re “would” or “should”.
- Aurelia – Page 4 II.B.4. – re money – allude to ability to spend it on projects.
- Chuck – the vision is that the MOU will address issue – can change with time and circumstances – part of job for NE is to make sure it has power to raise funds for project via MOU. Donors must know the Entity has authority to do projects.
- Vdg – “process is onerous” – can’t start project without going through the process.
- Bruce – levels of approval, some normal, some strange – DSD, Historic Resources, then Parks, then offered to city, then unions have to decline before you can go outside city.
- Judy – we don’t need to address that level of detail.
- Aurelia – “pre-approved plan of action according to MOU” – refer back to MOU – sense of relationship being built – differently than before.
- John – phrasing: subject to agreed-upon MOU?
- Chuck – plan of action ...
- Vdg – this level of detail is not necessary. It is clear that there will be an MOU.
- Laurie – clarification – since politics and players change.
- Vdg – process/Dev Services – not much change, pretty stable.
- Chuck – plan of action will be thru the MOU.
- Carol – see B.1.g.
- Judy – in B.4. “This means the city would retain...”. There are several places that mention that land use decisions remain with the city. Can we delete that sentence?
- Vdg – disagree – people will look for a statement that the city will retain control – policy document, not legal document.
- Ron –B.5. “plan updates”?
- Laurie – master plan – someone needs to update the long-term vision.
- Vdg – 1st sentence is important part.
- Chuck – liked that the group be part of it.
- Ron – this should concentrate on fundraising.
- Judy – future options.
- Vdg – okay as currently written? YES (everyone except Ron and John)
- Bruce – some words are not good ones – will email vdg.

d. New Entity Creation, Structure and Start-Up

- Judy – several points are in both sections – will work with vdg.
- Pg 7?
- Bruce – add that Initial Board should have someone with historic preservation experience, specifically with Secretary of Interior standards.
- Vdg – added tourism industry
- Arts & culture? ok

- Board size – no changes
- Committees – Executive Committee is definite, others are “suggested”
- Bob – page 8, 4.iii.7. strategic planning as part of Governance Committee? Executive Committee usually reserves strategic planning – suggest moving it up to EC section.
- Judy agrees.
- Vdg – moving it to 3b.
- Anything else re committees? No.

e. Relationships

- John – IV.A.4.a. should be “office of Mayor” not “the Mayor”.
- John, IV.A.5. – “gain trust of public” – weasel language
- All for out, except Paul.
- John – IV.A.6. “with time and experience would act as point of contact” – should be immediately – delete “time and experience”.
- Vdg – balance competence, confidence.
- Judy – these sentences will not be reassuring to those who are already distrustful.
- Chuck – leave it in.
- Judy – “would become” instead of “with time and experience would act as”?
- John – delete “time and experience”.
- Carol – language issue
- Judy “the NE would act as a consistent point of contact”
- Ron – “representing the general public” – public probably won’t think this group will represent them.
- Judy – “a” consistent point of contact vs. “the” point of contact.
- Gonzalo – “will evolve”.
- Berit – call for straw vote.
- John’s suggestion – eliminate “with time and experience” – majority agreed.
- Chuck – change words? “NE may evolve into the consistent point of contact”.
- Vote – majority agreed.
- Bruce – vs. general public – “interests of general public” – ok.
- Judy – Internal “Relations” vs. “Relationships”.
- Vicki – Section E – re-written with assistance from Ray – Transparency Requirements.
- Judy – more clear and sequential.
- Vdg – clarify confidential vs. public info.
- Dalouge – Item 2.
- Vdg – this will change
- Bob – Item 3 – “certain areas of particular importance to public” – see next page.

f. Foundational Information Recommendations

- Bob – add item F – Lease info on existing tenancies in park – so they can avoid bumping into contractual arrangements with city.
- Judy – these are public.
- Chuck – this section looks like it needs filling in – need more info on each item? Brief description?
- Laurie – get info from other docs?
- Chuck – put A thru F in single line?
- Judy likes list.
- Bruce – flesh out a little.
- Dalouge – simple description would be helpful.
- Vdg – send me the suggestions.

g. Review of City of San Diego Foundation Documents

- Chuck – “foundation documents” – what does that mean?
- Substitute “regulatory” for “foundation”? Agreed
- No comments

h. Bibliography – needs work

i. MOU

- Bob – item 11 – city will notify NE on use permits,
- Paul – policy question – item 4 “current level of funding” – if we suggest to city that the park funding never drop below current level – if we ask for that, we should discuss it more fully and make it more clear what that level is.
- Ron – this is “ideal”

- Bob - #4 was troubling to me for other reasons – when city thinks in terms of its maintenance obligations in the park – it thinks of its contractual obligations with individual lessees. Include in discussion funding supplied to tenants under lease obligations. Ambivalent re how much city provides for general infrastructure (vs. maintenance).
- Gonzalo – this is to make sure that funds raised by NE will not supplant funds provided by city already.
- Judy – discussed at length in subcommittee.
- Bob – clarify “maintenance”,
- Judy – will not reduce current level of funding for park,
- Bruce – what does this mean? Percentage of budget, x number of dollars?
- Vdg – says city must continue to take care of the park at current level of funding,
- Carol – we need words that say “don’t use this fundraising to forgive city obligation”.
- Dalouge – mention in body as well as in MOU? – add to key findings/general conclusions – agreed
- Ron – #6 “single pt of contact” – sounds good but experience is that there is a process, not just one person.
- Vdg – Dev Services has a project manager.
- Ron – Project Managers (PMs) have no approval authority – just point of contact – #6 says approval.
- Vdg – point of contact can tell status of approval.
- Dalouge – Stacey was asked if P&R has resources to assign a Point of Contact – no money .
- Vdg – real entitlement process resides in other departments, but there is no standard process.
- Dalouge – are we asking for a navigator? Yes.
- Ron – is that redundant if P&R is ex officio on board?
- Vdg – need process to be clear.
- #7 –
- Judy – jumps right into project management, which *may* occur down the line.
- Ray – donors want to see that.
- Ray – communicate that these are deal points.
- John – Can we ask city to fund Organizing Committee because it has to come up with funds for an attorney – where else will it come from?
- Vdg – City doesn’t have money, our only staff here is vdg and note taker.
- Chuck – don’t rule out getting funding.
- Vdg – good to ask, but don’t count on it, there is no money
- Chuck – if we are forming a private entity to raise money, we should be able to raise money for what we’re doing.
- Ray – don’t want strings attached to money – got to go private
- Judy – one task of Organizing Committee is to seek funding
- Bob – there are sources of seed money.

2. Next Steps

- a. Send vdg your edits and changes.
- b. David Kinney – as representative of BPCP, he commends the TF for the work done – a well-crafted report.
- c. David Kinney – Comment on “governance” – this will be an important role – there is a lack of real governance in park – the NE needs to be involved, whether or not the word is included in document.
- d. Judy – NE will need to feel its way towards this.

ADJOURNMENT

- Chairperson Granowitz adjourned the meeting at 7:46 p.m.

Next Balboa Park Task Force Meeting:

6:00 P.M. on Monday, April 19, 2010
 Balboa Park Club Santa Fe Room
 San Diego, CA 92101

For more information please contact:

Vicki Granowitz, Chair of the Balboa Park Task Force at (619) 584-1203.

NOTES
OF THE MONDAY, APRIL 19, 2010 MEETING

**BALBOA PARK TASK FORCE (BPTF) ON THE
FUTURE OF BALBOA PARK: FUND RAISING, MANAGEMENT & GOVERNANCE**

Meeting held at:

Balboa Park Club
Santa Fe Room
San Diego, CA 92101

Mailing address is:

Balboa Park Administration
2125 Park Boulevard MS39
San Diego, CA 92101-4792

ATTENDANCE

Members Present

Vicki Granowitz, Chair of BPTF	Aurelia Flores arrived 6:14 Chuck Hellerich
Robert (Bob) Ames Vice Chair	Dale Hess Dea Hurston
Ron Buckley	John Lomac
Laurie Burgett	Paul Meyer
Carol Chang	Gonzalo Rojas
Bruce Coons	Dalouge Smith arrived 6:08
Berit Durler	Judy Swink
Ray Ellis	

Members Absent

none

Staff Present

Beth Swersie (note-taker)

CALL TO ORDER

Chairperson Granowitz called the meeting to order at 6:05 p.m.

ACCEPTANCE OF NOTES OF MARCH BPTF MEETING

No corrections. Bob moved for acceptance, Carol seconded, unanimously accepted.

PUBLIC COMMENTS

Virginia Silverman

Ms. Silverman thanks committee, appreciates their volunteer service, thanks Vicki. Wishes she could support outcome, but has doubts, re non-profits, poor history, ethical problems, best of intentions, but often their missions took second place to other goals. Ms. Silverman emphasizes that BP is a public park owned by citizens. Quotes Letter to Editor, 2001*, re concerns about park - 1989 Master Plan, delicate balance of interests, public desire for open space, museums/zoo/other attractions want unfettered growth. 1989 plan tried to get attractions to stay in their footprint. MP has been underfunded, council has let institutions expand. There has been too much influence of museums. Park belongs to the public.

*Judy believes this was a 1991 letter, at the end of a long, contentious MP process. Vicki thinks the 2001 copy may be a reprint. Judy will send copy to anyone who wants it.

CHAIRPERSON'S REPORT – Vicki Granowitz

Vicki defers the Chair's report to after the Action Item.

ACTION ITEMS

Adoption

401. Balboa Park Task Force Report on the Future of Balboa Park: Funding, Management & Governance to the City of San Diego Mayor and Council

- Some changes came to Vicki prior to meeting – e.g. “meeting notes”, vs. “notes”, a typo on Bob’s bio.

- Dalouge - page 14, IV.E.2.d. - Add “and contracts” to “legal issues” - agreed.
- Paul - page 4, II.B.4. - re “easements” - when capital projects are run, temporary access easements are often granted. Would like to change this to “any permanent easements”. Also on page 11, IV.A.2.
Dalouge – what about “right of entry permit”?
Paul – no, most likely it would be a “temporary construction easement”
All agreed.
- Paul - page 18, Appendix A, #7 - “projects it is funding” vs. #3 other projects “in concert with the City” not to be executed by entity.
Judy - change “will” to “may be”?
Vicki - in #3 add “in concert with city and/or other non-profits”?
Paul - # 7 - we don’t want to insist that the entity execute all projects it funds. It may be years before it takes on its own projects.
Ray – the intent is that the New Entity would execute projects, perhaps through city process, through contractors. This doesn’t preclude city from executing as long as NE is directing.
Dalouge - makes it explicit that NE will do projects. What Paul is suggesting weakens expectation that NE will manage projects
Paul - start # 7 with “unless otherwise agreed by the NE”
Vicki - so it is not absolute, if NE doesn’t want to execute a project. Donors want projects to stay w/NE
All agreed.
Dea - is this agreement w/city or NE
VDG - NE
John - NE can do what it wants, via the MOU.
Chuck - not “anything”, it still must negotiate thru MOU with City. This is a blueprint for the process. NE needs ability to execute in order to raise money. Larger projects may require participation/assistance from city re bonds, etc.
Judy - fund-raising would be in closed discussion, project details will be done in public eye, approvals thru government process. External opportunity for control.
Vicki - larger projects regardless who initiates, have to follow Council Policy 600-33 (public process and transparency).
- Judy - Ron and she discussed some clarifications:
--Page 1 Executive Summary, second paragraph introduction to #s 1-8 - “the following criteria for establishing the NE” change to “the following steps for establishing the work of the NE”. All agreed. Also change “criteria” to “steps” in final sentence.
--Page 2 II.A.1.b. - add “City Council” before “Policies and Procedures”.
--Page 3 II.B.1.a, b, c - “would” to “should”.
Paul doesn’t consider this change necessary.
Chuck ditto
Judy - OK, leave as “would”
--Page 4 II.B.2. - add to “inclusion of representatives” the words “on the board, of citizens” from the City, etc.
Vicki - but we’ve talked about reps from the agencies, voting or non-voting. Maybe add “and citizens”?
Vicki - two issues - broad representation by public, and representation from agencies.
Bob - item says agencies will designate representatives.
Judy –“from ... county or region at large”, but not designated.
Paul - can of worms - reads it and sees no mention of board - it talks about engaging base of support. Perhaps by subcommittee participation. Not a demand or requirement - general statement to engage others. Reluctant to turn it into board member requirements.
Chuck - vague, meant to encourage participation of various representatives. Likes it the way it is.
Vicki - doesn’t want to change.
Judy - OK, leave as is.
- Dale - page 15 section V last sentence - add “agreements” with Leases?
Chuck - what kinds of agreements are there?

Dale - giving rights of use
Paul - "leases and related agreements"
All agreed.

- Judy – page 15 VI.A. - insert "City Council" before "Policies and Procedures"
Vdg - all "City"
Judy - "Policies and Procedures" are specifically City Council
- Ron – Board Evolution chart on page 7 – placement in timetable of "Finalize MOU"
Vdg - OK as is, timetable is by task. Council will ask for more time if needed. General agreement.
Berit - once MOU is finalized, does it go back to City Council for approval?
Vdg - MOU is finalized at Council.
Berit - is it assumed that it goes to MOU in "Finalize MOU"?
Vdg - timetable is just to understand when boards change phase.
Dalouge – change to "Finalize MOU with the City"?
Ron - are you going back to Council when you become the Permanent Board?
Dalouge - once it is a 501c3, it is independent.
Chuck - unfortunate use of term Permanent Board.
Ray - some of the items of Permanent Board will happen before MOU is approved.
Judy - move "Finalize MOU" to last line in that box?
Vdg - some of this is picky stuff but we don't have time - has to go to Stacey tomorrow.

Vdg - polls each for consensus.
All are in consensus.

MOTION: That the committee approve the report with modifications as per discussions this evening (identified above) and prepare it for submittal to the Mayor and City Council. Swink/Ames 17-0-0 Approved unanimously.

CHAIRPERSON'S REPORT – Vicki Granowitz

Vicki is aware, after BPC and BPTF processes, of one thing that happens for fund-raising groups for public part of park: they don't have experience with the City's process or how to work with the public, they move ahead without understanding that process. Someone gets concerned or the City finds out the group is moving forward - "we didn't know anything about this, we didn't have the opportunity to participate or they neglected to follow City process. This causes the fund raising group to back up and/or start over. However, this NE will have members who have experience in these types of City process and knows hoe to work with the public. This will streamline process. There is a frustration - sometimes true - that the city is hard to work with - but experienced people know when there is a run-around and when the process has not been followed.

Last week, I went to two meetings:

1. Chuck gave report - re meeting with the presidents of the Presidents of the Parker, San Diego, and Legler-Benbough Foundations:
We met for an hour - good mtg – they had read our report - liked it, had concerns about getting it started, had questions re intent. We explained to their satisfaction. Thinks they will be very supportive.
Dalouge - will they help support the plan?

V - thinks so. e.g. Pete Ellsworth has track record for doing good works in Balboa Park and in the 4th District. Thinks he will talk to Councilmember Young about the NE.

2. Ray – re meeting with Mayor Sanders and Councilmember Gloria and their staffs. Stacey also attended.
Vicki summarized and suggested a process for working it through the city, Mayor and CM very agreeable.

Vicki put together a timeline - wasn't sure what subcommittee would consider it – now it is decided it will go to Rules. When Stacey gets report she will put together the staff report, and it will go to Rules, maybe in early May, then to Council in June. Last year Council decided everything goes to subcommittee first, then goes on docket as a

Consent Items unless pulled by councilmember. Mayor and Todd asked for names for 9 member Organizing Committee. Chuck, Ray and Vicki will take suggestions and put together list for Mayor/Todd.

Paul - since we first met on October 19th, we've learned a lot. Reflecting on main points - what Vicki suggested is a key pt: - that we're creating an entity that represents every part of the park. If the NE is approved there will be a strong publicly- funded leadership voice for the Park in its entirety - this is what's special about what we're proposing.

Vdg - come to council to say this!

Bruce – acknowledges Ms. Silverman's concern about NE becoming concerned about protecting itself.

Judy – it is essential that citizens outside NE pay attention and make noise if it slides off mission. Need leap of faith, but need to make sure it's done the way it was intended.

Vicki - thanks TF members. TF worked well - learned to share language, create common areas of understanding, learned a lot. Told mayor what an amazing experience the TF was. The next phase needs to be chaired by someone with NP experience. Hope that some of you will put your names in the hat.

Dalouge - one more phase - political phase - realize this is election year, some councilmembers leaving. This group of TF members must remain engaged thru this phase - we know it most deeply, know its potential. Go to meetings with your councilmembers, go to council hearings. TF members have the clout of experience. This next phase is critical.

Vicki - request to council to accept the report (not approve) – to support the effort. The more supporters that show up, the harder it is for council to withhold acceptance. Vicki will be setting up meetings with councilmembers.

Ray - point is well taken - share with people in our spheres of influence, ask them to make calls also. There will be informal communication regarding process.

Vicki - sent copy to union contacts also: The Labor Council, Local 127, MEA. Met with two of them after the BPC phase. Sent request to U/T to do a story and posting meeting announcement in the UT. Gave interview to Uptown News which is doing a story.

Chuck - thanks to Vicki and Laurie for incredible job as well as Beth for doing a great job with the Notes.

ADJOURNMENT

- Chairperson Granowitz adjourned the meeting at 7:22 p.m.

For more information please contact:

Vicki Granowitz, Chair of the Balboa Park Task Force at (619) 584-1203.
