

Changes to Q3 Doc sent out 10/6/08

Move to Q3 IV. General Comments & Observation Section last 3 bullets

1. Since the JPAs and Park Districts all need to have Citizen Action Committees or 501c3 and are fairly onerous to set up it would seem best not to start with the most complicated and least flexible options.
2. Starting with the creation of a City / Public / Business Community Partnership does not in anyway preclude creating a JPA or Park District at a latter time.
3. The current fund raising capabilities, management and governance structure for Balboa Park is inadequate.

Q3 Recommendations V & VI collapsed into one section

1. Management and Governance should be expanded through the creation of a new non profit public benefit charity consisting of across section of the general public that represents the diversity of the region and park stakeholders for fund raising, management and governance of Balboa Park in its entirety.
2. The City should retain ultimate authority over the Park, including park policies. Further the City should assure the public that Balboa Park will remain a public park in perpetuity and that privatization will never be allowed.
3. The City of San Diego should maintain at a minimum the current or prior (which ever is higher) level of funding for the Park.
4. This would be realized through a contractually defined agreement that specifies the partnership roles and restrictions between the City of San Diego and the new 501C3 non-profit public benefit entity to insure the public interest is served and protected.
5. As the new organization expands and focuses solely on the management, governance and fund raising for Balboa Park it should be supported and protected from undue political influences.
6. This entity will respect the existing values the public places on established land use, historic and environmental resources. They will take a leadership role in developing policy and process that further clarify community values and take into account the unique nature of Balboa Park.

This entity will value all donations including but not limited to; in-kind, time and money.

7. The Board of Directors of this entity should not serve as representatives of any one constituency, but should serve for the equitable, collective benefit of all of Balboa Park.
8. The new entity should include regularly scheduled audits to be conducted no less than once a year. An Annual Report with financial data along with the audit will be made public. IRS reporting documents will be made easily assessable to interested parties.
9. This new entity would follow steps that have worked successful at similar large-urban parks studied augmented by process that are unique to San Diego and Balboa Park. This entity would focus on the public areas of the park but could be expanded at a later date if necessary.
10. The governance model should be grown in an organic way, which has shown to be successful over time. Successful partnerships between Cities, the Public and the Business Community reviewed, followed this model successfully.
11. Prior to changing management &/or governance existing P&R/City functions in the Park need to be further clarified.
12. The BPC recommends the following initial tasks include:
 - a. Commission Reports/Studies of the following:
 - i. A comprehensive conditions report of Balboa Park and
 - ii. A reporting of actual funds coming into the Park for management, operations and capital improvement projects.
 - iii. A study to ascertain the real cost to run the Park
 - b. Engaging the public in a review and if necessary an update to Balboa Park's Land Use Documents. This would include a Precise Plan for the West Mesa
 - c. Creation of Financing Plan
 - d. Creation of a priority list of projects for the park
 - e. This process would not preclude an individual making a donation for a specific project not currently identified in this or future priority lists.
13. Recommend at this time to only add management functions for what currently doesn't exist within the current management structure of Balboa Park. The first priority would be the creation of a Volunteer Program. This includes a manager for a volunteer program for both fund raising and people who want to donate their time to park projects and facilities

14. If Balboa Park management is changed or expanded, additional responsibility should be assigned incrementally as success is demonstrated. By increasing in this way if the new entity fails City Staff should have limited consequences.
15. Additional management responsibility should only be added in proportion to funds raised for this function.