

WEBVTT

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00:00:00.030 --> 00:00:01.460

Sonia Banks: If you'll do that, I...

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00:00:04.660 --> 00:00:05.270

Sonia Banks: Thank you.

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00:00:08.050 --> 00:00:09.900

Travis Carley: We won't publish it anywhere, Lisa.

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00:00:10.960 --> 00:00:18.940

Lisa Bransten: I'm not worried about it being published, I'm just worried about it being sunshined, but it's fine. I think it's fine, I'm pretty cautious, and I'm...

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00:00:21.670 --> 00:00:27.230

Travis Carley: Understood. If at any point it's, becomes an ingredient to have it that way, let us know.

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00:00:31.950 --> 00:00:39.759

Travis Carley: Well, thank you, everyone, for gathering here today. Thanks for selecting CCS as your partner, and allowing us to do this work.

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00:00:39.870 --> 00:00:57.780

Travis Carley: we sent the report in advance, of course, and in several buzzin slides. I promise not to read them to you today. We won't make it through all 60, but there are a handful of slides that we want to use as a summary to inspire conversation and to use as a platform.

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00:00:57.920 --> 00:01:09.709

Travis Carley: To, answer any questions and ensure that the group has both a, understanding of our recommendations and the opportunity to,

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00:01:09.950 --> 00:01:15.539

Travis Carley: Ask questions, look for areas of refinement, anything else that you may find necessary.

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00:01:15.570 --> 00:01:33.609

Travis Carley: We'll talk a little bit about just a quick level setting, briefly about methodology, but over the last several months, we've pulled together both qualitative and quantitative research and insights to provide you all with recommendations, findings, and a campaign plan.

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00:01:33.610 --> 00:01:40.410

Travis Carley: To pursue a \$15 million campaign, in support of the Embarcadero Plaza and the,

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00:01:41.110 --> 00:01:45.339

Travis Carley: the new gateway to our city. And, we're excited to talk through that.

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00:01:45.600 --> 00:02:03.039

Travis Carley: Our thoughts were to go through just a high-level overview of findings and campaign readiness, spend some time talking about insights into key messaging, how the story is told, campaign organization and requirements for success, timeline.

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00:02:03.150 --> 00:02:08.160

Travis Carley: And a little bit about the prospect universe as well.

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00:02:08.560 --> 00:02:11.070

Travis Carley: As the highlights we wanted to focus on.

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00:02:11.600 --> 00:02:17.229

Travis Carley: How does that sound as an overview? Any objections? Any thoughts?

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00:02:17.750 --> 00:02:19.580

Travis Carley: Baden, saying no.

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00:02:20.740 --> 00:02:30.920

Travis Carley: If you have any questions, as you go through, or in reading the report, if you have any burning questions, flag them at any time, including now. If this was just a,

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00:02:31.060 --> 00:02:34.079

Travis Carley: a 15-minute Q&A session, it would be time well spent.

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00:02:34.920 --> 00:02:39.809

Travis Carley: But until I hear one of you interrupt us, we'll move forward. Sound good?

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00:02:41.310 --> 00:02:42.150

Travis Carley: Alright.

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00:02:42.790 --> 00:02:50.670

Travis Carley: Talche, would you walk us a little bit through methodology? Just a reminder for those that have been in and out of the process, how we came to our,

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00:02:51.230 --> 00:02:52.460

Travis Carley: Recommendations?

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00:02:52.950 --> 00:02:56.159

Tulshe Chowdhury: Yeah, sounds good. Thank you, Travis, for setting that context.

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00:02:56.270 --> 00:02:57.380

Travis Carley: You got it. So...

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00:02:59.890 --> 00:03:14.369

Tulshe Chowdhury: Awesome, just a quick flow, as Travis mentioned, we will work through the methodology, just a quick snapshot, then we will look at the campaign scorecard, which I shared yesterday in the exec summary, but we will just walk through the findings a little bit.

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00:03:14.510 --> 00:03:28.360

Tulshe Chowdhury: focus on the strengths and the challenges and opportunities, as we heard from the interviewees, and I think the chunk of today's presentation is going to be focused on walking through some of the key recommendations that we have.

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00:03:32.280 --> 00:03:45.639

Tulshe Chowdhury: So, the study focused on six areas, and the entire report is really around this. Feedback on project scope and vision, messaging and case for support, donor perception and feedback, funding strategy and philanthropic alignment.

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00:03:45.640 --> 00:03:55.320

Tulshe Chowdhury: Leadership roles and structures that is needed to support the campaign execution, and finally, the campaign plan that includes partnerships, budget, timeline, staffing, and resources.

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00:03:56.560 --> 00:04:21.549

Tulshe Chowdhury: So, as we know, initially, there was a list of 102 potential candidates for the interviews and surveys, out of which we prioritized 23 bases, the selection criteria that's outlined here, and Sonia conducted 17 interviews, and we received 4 survey responses. So, in total, we have gathered input from 21 individuals who are listed

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00:04:21.550 --> 00:04:22.340

Tulshe Chowdhury: here.

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00:04:25.340 --> 00:04:26.480

Tulshe Chowdhury: Now...

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00:04:26.480 --> 00:04:51.349

Tulshe Chowdhury: Let's look at the campaign readiness scorecard a little bit. So this is really the overview of the campaign's strengths and the areas of growth across key dimensions of fundraising. We have used a simple three-tier scoring system here. More than equipped really means that the project is exceeding expectation in this area. That means there is either a strong infrastructure in place, or the leadership is in place, or there is

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00:04:51.350 --> 00:04:52.959

Tulshe Chowdhury: momentum already.

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00:04:53.030 --> 00:04:59.879

Tulshe Chowdhury: Satisfactory indicates that things are on track, but may still benefit from refinement or reinforcement.

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00:04:59.970 --> 00:05:07.380

Tulshe Chowdhury: And opportunity for advancement really signals a gap or an area that needs improvement or more focused attention.

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00:05:08.100 --> 00:05:21.500

Tulshe Chowdhury: So, first off, the perception of the project, was fantastic. Like, we received overwhelmingly positive responses from

more than 90% of the stakeholders who are really excited about the project.

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00:05:21.500 --> 00:05:38.020

Tulshe Chowdhury: And the catch is that many are still unclear on the broader civic value. They're often asked, is this really the city's priority? And that really tells us that we need to sharpen our messaging around public benefit and why this project is important for San Francisco.

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00:05:38.700 --> 00:05:53.230

Tulshe Chowdhury: Second, programming was mentioned as critical to the mission of this project, so people were keen to know what's exactly going to happen in the park. They referenced programming models in Salesforce Park or Bryan Park, and

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00:05:53.230 --> 00:06:01.059

Tulshe Chowdhury: The takeaway is fairly clear that an articulated, inclusive programming strategy needs to be put in place

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00:06:01.070 --> 00:06:10.949

Tulshe Chowdhury: that reflects the diversity of San Francisco, and something that keeps the space more vibrant for all user groups. Now, this is something that we will elaborate in the slides ahead.

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00:06:12.010 --> 00:06:23.879

Tulshe Chowdhury: The third one was around the campaign priority, while there is definitely philanthropic interest, but there is also the mention of competition for attention and donor fatigue.

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00:06:23.880 --> 00:06:40.830

Tulshe Chowdhury: And several stakeholders did mention that the mayor needs to say that this is the one to invest in. So there is then a clear call for visible political endorsement to elevate this campaign as a top civic priority and instill that donor confidence that is required.

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00:06:42.160 --> 00:07:03.499

Tulshe Chowdhury: With regards to top donor relationships, we know that some donors are intrigued, but others are still unsure about projects' value, and therefore, there is this opportunity to move them from curiosity to commitment through tailored messaging, strategic cultivation, leadership engagement, and again, this is something that

we will speak a little bit more in detail in the slides ahead.

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00:07:04.190 --> 00:07:21.040

Tulshe Chowdhury: With regards to prospect pipeline, we know that this is emerging, and there is a need to deepen it or diversify it. The outreach needs to include institutional, corporate, and individual donors, and there is definitely a need to align our approach with each group's values.

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00:07:21.860 --> 00:07:39.059

Tulshe Chowdhury: With regards to history of significant grants, now, while individual partners who are present here in the room today have a strong track record, the group as a whole really hasn't yet fundraised as a unified team. And again, that gives us an opportunity to come together under a shared strategy.

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00:07:40.320 --> 00:07:57.300

Tulshe Chowdhury: The next is that there is no formal campaign committee yet, and the rules are unclear, and the interviewees emphasize the need for visible champions, and many of them, which is very good news, that many of them offered to lend their support to being part of a committee.

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00:07:57.300 --> 00:08:08.440

Tulshe Chowdhury: And so establishing that leadership structure that has civic, philanthropic, and community voices is going to be super key in providing the needed strategic direction for this project.

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00:08:09.830 --> 00:08:26.500

Tulshe Chowdhury: Coming to resources and staffing, now, to execute the strategy and manage the long-term programming, at least we see one dedicated person across fundraising, communications, and donor engagement to ensure that there is operational readiness and donor stewardship.

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00:08:26.500 --> 00:08:31.649

Tulshe Chowdhury: Again, this is something that we will talk a little bit more in detail as we proceed through the slides.

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00:08:32.080 --> 00:08:51.020

Tulshe Chowdhury: And finally, the case, the big vision. The vision definitely is compelling, iconic civic space, economic driver. These are the things that certainly resonated with the donors, and they are

interested in gaining a more in-depth insight into the long-term vision and the programming of the park.

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00:08:51.240 --> 00:09:00.479

Tulshe Chowdhury: And finally, the case is definitely seen as fundable, so many constantly compared it to Tunnel Tops and Millennium Park. However, they are keen

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00:09:00.640 --> 00:09:05.410

Tulshe Chowdhury: For a more articulated narrative around what does this actually do for the city.

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00:09:09.190 --> 00:09:14.599

Tulshe Chowdhury: Now, we will just... I'll move through these slides very quickly, and...

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00:09:14.600 --> 00:09:32.299

Travis Carley: If we can just back up, I think, I just want to pause, because since that first slide we presented was a summary of readiness. It touched on a lot of things. I just want to pause for questions. Is there anything you'd like to hear more about before we proceed to more detailed findings?

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00:09:34.290 --> 00:09:50.240

Claude Imbault: I just want to... I think what I'm hearing from these high-level... high-level summary is there needs to be a structure, or a more robust structure to facilitate getting towards those results.

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00:09:50.240 --> 00:09:51.450

Travis Carley: No question.

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00:09:51.600 --> 00:10:00.469

Claude Imbault: We're building it, but we're not there yet, and not clear when that structure needs to be in place, if it's a now, or it's a phased approach, and so forth.

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00:10:00.970 --> 00:10:15.690

Travis Carley: We'll talk more about timing, but it's a... it's a prerequisite for fundraising, not an eventual. I think there's certainly things that can move ahead with readiness, but it's gonna have to be something in place sooner than later.

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00:10:15.690 --> 00:10:16.280

Claude Imbault: Okay.

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00:10:16.720 --> 00:10:27.449

Lisa Bransten: And I guess the only other thing I'd add is this seems sort of an unusual project, because we have such a tough timeline, so I'm not sure that, like.

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00:10:27.830 --> 00:10:37.580

Lisa Bransten: there's... I don't know, I... I hadn't really thought about... Putting together a campaign committee.

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00:10:37.730 --> 00:10:41.700

Lisa Bransten: But... and also, there's an unusual structure because of the...

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00:10:42.110 --> 00:10:47.380

Lisa Bransten: interest of the mayor and the mayor's office and the DDC, so it's something.

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00:10:47.380 --> 00:10:47.740

Robbie Silver: that.

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00:10:47.740 --> 00:10:53.639

Lisa Bransten: that we probably will go... I mean, we, you know, we'll go through the findings and then think about as we get through that.

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00:10:54.190 --> 00:10:55.369

Travis Carley: Yeah, understood.

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00:10:56.410 --> 00:11:05.269

Robbie Silver: Yeah, and then Travis, like, kind of what I heard, too, from a... from a vision perspective, you know, it's bold, and people...

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00:11:05.300 --> 00:11:21.339

Robbie Silver: somewhat get the vision, but it's not necessarily a slam dunk in terms of messaging that I think we as project partners are very, very close to and very passionate about, but it's a matter of getting

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00:11:21.410 --> 00:11:26.500

Robbie Silver: The philanthropic community, property owners.

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00:11:26.530 --> 00:11:41.850

Robbie Silver: not just more excited, but just having them have a deep understanding of the long-term impact. And, you know, I... I don't know if Sonya mentioned this, but we are working on a mini economic impact study that'll help bring some data points.

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00:11:41.940 --> 00:11:47.889

Robbie Silver: That's based on other successful parks around the country and how they're managed.

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00:11:48.200 --> 00:12:06.020

Robbie Silver: But to Lisa's point, it is unusual, kind of a public space and the interest of the mayor and the mayor's office, but what I'm also hearing is there's, fundraising fatigue, and people aren't sure what the mayor's

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00:12:06.290 --> 00:12:13.019

Robbie Silver: funding priorities are, and so there's... sounds like there's a need for the mayor and the mayor's office to be explicit

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00:12:13.170 --> 00:12:16.010

Robbie Silver: This is a priority, put your money here.

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00:12:16.120 --> 00:12:23.390

Robbie Silver: And so that, obviously, needs to be, you know, clear with our mayor's office partners.

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00:12:24.020 --> 00:12:27.550

Travis Carley: I think that's right. The degree to which,

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00:12:27.750 --> 00:12:36.910

Travis Carley: The mayor's firmly behind this. Rhetorically and in practice is gonna be important to the magnitude of its success, just as you said.

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00:12:37.180 --> 00:12:42.480

Travis Carley: And that, yeah, I think... I think... Park...

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00:12:42.690 --> 00:12:46.209

Travis Carley: Civic fundraising projects are always a little bit unusual.

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00:12:46.670 --> 00:12:50.350

Travis Carley: In that, they have to...

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00:12:51.220 --> 00:12:55.790

Travis Carley: There isn't, for a new park, a ready-waiting donor set.

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00:12:56.190 --> 00:13:03.330

Travis Carley: So the case has to be made to every donor that this civic investment is one that is,

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00:13:03.680 --> 00:13:16.659

Travis Carley: the right one to make. And no matter how much money a donor has, they still make their decisions carefully. And I think as far as messaging goes, Claude, to just double-click on one of your points.

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00:13:18.470 --> 00:13:27.349

Travis Carley: this is undoubtedly a positive thing. The question of whether or not an individual or a corporate representative is going to invest in it of their own dollars.

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00:13:27.570 --> 00:13:30.479

Travis Carley: I would just sort of put your cynical hat on.

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00:13:30.740 --> 00:13:33.080

Travis Carley: in challenging every claim.

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00:13:33.370 --> 00:13:38.109

Travis Carley: And the last thing I'll mention is that every...

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00:13:38.840 --> 00:13:50.679

Travis Carley: constituency is going to require slightly different messaging. There is not one universal message that's going to resonate, so the customization is going to be very important. Some are going to...

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00:13:50.790 --> 00:13:55.920

Travis Carley: be, excited by a destination that helps

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00:13:56.100 --> 00:14:12.070

Travis Carley: funnel foot traffic and create economic opportunity. Others are going to take, take away the headline of pride in a gateway to the city that they can be proud of, coming out of the ferry building. Each argument's going to be slightly different.

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00:14:17.650 --> 00:14:19.070

Robbie Silver: Hey, Phil, good to see ya.

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00:14:19.240 --> 00:14:22.220

philginsburg: Good to see you guys, too. I'm working on my audio here.

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00:14:22.480 --> 00:14:22.980

Robbie Silver: All good.

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00:14:22.980 --> 00:14:23.710

Travis Carley: Hey, Phil.

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00:14:29.940 --> 00:14:49.860

Tulshe Chowdhury: Okay, and I think, just acknowledging that the long-term vision needs to be well articulated, the point that Claude mentioned. We have a couple of recommendations around measurable outcomes and park maintenance, which were some of the concerns that were raised during the interviews.

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00:14:49.860 --> 00:15:00.379

Tulshe Chowdhury: Then, we have more expansive recommendations around the leadership structures, the urgency and visibility, messaging, themes, etc, which we will just touch upon in just a bit.

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00:15:02.190 --> 00:15:12.110

Tulshe Chowdhury: Now, quickly moving on to some of the strengths and challenges and opportunities that we heard from the interviews. So, with the strengths.

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00:15:12.440 --> 00:15:25.059

Tulshe Chowdhury: It's first important to note that the site is, in fact, a prime real estate. It is widely recognized as iconic and highly visible. It's a natural gathering place for locals and visitors.

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00:15:25.060 --> 00:15:38.459

Tulshe Chowdhury: Second, there is definitely broad interest in the project, so while the campaign committee isn't fully formed yet, we have definitely heard from property owners, civic leaders, and philanthropists who are ready to engage in this project.

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00:15:38.460 --> 00:16:02.849

Tulshe Chowdhury: And third, timing matters. I think everybody in this room agrees that with the Mayor's support and momentum around downtown revitalization, we definitely do have a strategic window to act upon, that is right now. And that there's a shared vision for world-class design, so something on par with Millennium Park or Tunnel Tops with inclusive amenities and public art. This was something that was appealing to donors.

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00:16:02.850 --> 00:16:18.960

Tulshe Chowdhury: And finally, the project's potential for real economic and cultural impact, from boosting small businesses and foot traffic to creating a vibrant space for the community and cultural programming. I think these were the two themes that resonated strongly with the donors.

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00:16:23.010 --> 00:16:47.990

Tulshe Chowdhury: Now, this highlights some of the more nuanced feedback that we heard from the stakeholders. So, first, there is a strong call for clearer programming plans, so people want to see more articulated, thoughtful, community-driven programming that reflects the diversity of downtown users. It was mentioned that what are the programs for families, for seniors, for youth, for cultural communities, for skateboarding community, and all the community groups that exist?

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00:16:47.990 --> 00:16:49.360

Tulshe Chowdhury: exist in downtown.

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00:16:49.820 --> 00:16:55.669

Tulshe Chowdhury: Second, noise and disruption came up as a concern, especially from nearby office tenants.

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00:16:55.670 --> 00:17:12.629

Tulshe Chowdhury: So, the retail environment was widely recognized to be fragile, and people do recognize that several restaurants have already been closed down, so there is a need for a broader activation strategy that supports small businesses and creates, really a destination experience.

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00:17:13.950 --> 00:17:30.969

Tulshe Chowdhury: Fourth, maintenance and stewardship were also on top of the mind. Stakeholders wanted to know how the park will stay clean, how it'll stay safe and vibrant in the long term. There were suggestions around special assessments and community benefit districts that were also thrown in.

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00:17:31.360 --> 00:17:44.320

Tulshe Chowdhury: And finally, there is, concern about the scope and equity. Some feel that the current plan is too focused on the area near BXP's buildings, and misses the chance to improve the broader gateway around Market Street.

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00:17:44.320 --> 00:18:01.270

Tulshe Chowdhury: So this means that there is an opportunity to address the perception, through a clear, compelling narrative around public benefit of this project. And, here, there is also the opportunity to be more transparent about VXP's cash and non-cash contributions to this project.

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00:18:04.880 --> 00:18:18.190

Tulshe Chowdhury: I'll skip through this and quickly move on to some of the messaging themes that were highlighted. So, location was repeatedly referred to as the gateway to the city, eluding the potential of the site.

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00:18:18.230 --> 00:18:39.170

Tulshe Chowdhury: We heard economic revitalization and cultural activation across almost all interviews, so people definitely do believe that these are, in fact, the key value propositions of the project, and therefore, there is a need to be hashed out further, and it's great that the economic report is already in place, because this needs to be backed up by data.

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00:18:39.170 --> 00:18:42.609

Tulshe Chowdhury: The foot traffic, the acres revitalized, etc.

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00:18:43.450 --> 00:19:01.680

Tulshe Chowdhury: Stakeholders also suggested tailored messaging strategies for different kinds of donor groups, institutional funders more focused on community and social impact, individual donors more focused on economic and cultural revitalization, and with businesses focusing more on economic impact and long-term plans.

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00:19:02.060 --> 00:19:17.929

Tulshe Chowdhury: And finally, we heard that the messaging must convey that this is a top priority for this city, exactly to your point, Robbie, that the mayor's voice is certainly seen as critical in establishing this urgency and legitimacy that the donors are seeking.

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00:19:21.840 --> 00:19:25.630

Travis Carley: Let me pause, we talked about some challenges. Yeah, can I... yeah, please.

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00:19:25.920 --> 00:19:28.300

philginsburg: Oh, thanks. Can we go back to the challenge list?

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00:19:33.120 --> 00:19:33.900

Tulshe Chowdhury: Yes.

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00:19:33.900 --> 00:19:39.749

philginsburg: Yeah, so, I mean... After having done this for 16 and a half years,

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00:19:40.170 --> 00:19:56.290

philginsburg: These are the, you know, very typical challenges. They're sometimes extremely, frustrating, but nonetheless, we need to try to address them. So on... on programming, all I recommend that we do

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00:19:56.640 --> 00:20:01.480

philginsburg: is... take a look at Bryant Park, or take a look at Millennium Park, and just...

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00:20:01.760 --> 00:20:04.410

philginsburg: The programming is going to work out just fine.

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00:20:04.660 --> 00:20:11.260

philginsburg: Between what Rec and Park does, we program the hell out of our spaces. All you have to do is look at JFK Promenade.

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00:20:11.270 --> 00:20:27.439

philginsburg: you know, we find the partners. Robbie, I know that you're really eager to help with this. Just for messaging standpoint, just take a look at, you know, either Bryant Park or Millennium Park, copy a schedule, and say, this is the programming we envision. Boom, done.

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00:20:27.460 --> 00:20:30.050

philginsburg: It doesn't really need to be much more than that.

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00:20:30.260 --> 00:20:34.749

philginsburg: To communicate that... to communicate that message, to take that off the table.

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00:20:34.970 --> 00:20:36.420

Travis Carley: That's great.

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00:20:37.670 --> 00:20:43.020

philginsburg: And, you know, the maintenance and stewardship stuff.

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00:20:43.390 --> 00:20:46.430

philginsburg: That particularly can get my goat.

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00:20:47.350 --> 00:20:51.569

philginsburg: Our organization has an incredible track record of

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00:20:51.680 --> 00:21:07.270

philginsburg: maintaining and stewarding and taking care of our properties. A couple of messaging points. One, we're going to do this in part, this is something else we're going to do in partnership with the downtown, CBD, with Robbie's group.

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00:21:07.950 --> 00:21:17.849

philginsburg: So we'll have not just rec and park, but we're gonna have another layer of maintenance and stewardship and safety and security in these spaces.

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00:21:18.430 --> 00:21:23.939

philginsburg: And then another key talking point is, in 2016,

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00:21:24.110 --> 00:21:30.939

philginsburg: San Francisco voters, passed a ballot measure that locks in for Rec and Park

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00:21:31.600 --> 00:21:37.870

philginsburg: A minimum of \$15 million a year for, you know, sort of for deferred maintenance and stewardship.

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00:21:38.700 --> 00:21:51.900

philginsburg: And that has been very successful in some of our other campaigns with, you know, addressing mildly...

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00:21:52.320 --> 00:22:03.729

philginsburg: obnoxious concern that government can't take care of its stuff. So I think between those two, those... those go away. On scope and equity, I think...

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00:22:04.380 --> 00:22:16.539

philginsburg: We may want, in our messaging, to broaden the message here, and start thinking about... use the term embarcadero revitalization.

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00:22:16.840 --> 00:22:24.639

philginsburg: more broadly, and talk about a vision that goes from Sue Bierman to Embarcadero South.

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00:22:25.170 --> 00:22:27.050

philginsburg: Right? Because that's the next...

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00:22:27.400 --> 00:22:33.909

philginsburg: phase. You know, obviously that's not funded, but the vision includes this... it's not just

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00:22:34.390 --> 00:22:36.529

philginsburg: The... the space in front of...

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00:22:36.820 --> 00:22:41.380

philginsburg: Embarcadero 4, or BXP's property. It's a... it is actually...

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00:22:41.820 --> 00:22:49.150

philginsburg: This is the beginning of a re-envisioning of a much broader swath right at the heart of the Embarcadero.

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00:22:51.060 --> 00:22:55.800

philginsburg: And I... so, I mean, I think if we can kind of weave in that message, it can kind of defang the...

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00:22:56.260 --> 00:23:00.110

philginsburg: the, you know, BXP's taking care of its own backyard, and that's it.

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00:23:03.960 --> 00:23:05.859

Travis Carley: Great thoughts. Thank you, Phil.

147

00:23:05.860 --> 00:23:12.400

Robbie Silver: Okay, Travis and Tulshi, can you describe a little bit more of the nuanced, comment about.

148

00:23:12.510 --> 00:23:14.500

philginsburg: Just questioning.

149

00:23:14.500 --> 00:23:19.269

Robbie Silver: BXP's, contribution and wanting more transparency around that.

150

00:23:21.380 --> 00:23:32.080

Tulshe Chowdhury: Yeah, there were some interviewers... sorry, some interviewees who felt that the Project today disproportionately.

151

00:23:32.900 --> 00:23:39.739

Tulshe Chowdhury: favors BXP, given that the renovation is happening adjacent to BXP's buildings?

152

00:23:41.620 --> 00:23:52.070

Tulshe Chowdhury: And therefore, there were suggestions of including

the market street, in the project's scope, or for BXP to increase their share of contributions.

153

00:23:53.490 --> 00:23:53.930

Lisa Bransten: I wouldn't.

154

00:23:53.930 --> 00:24:01.720

Travis Carley: This doesn't... this doesn't make it correct, of course, but it's... it's just a... it's a mistaken perception to address.

155

00:24:02.020 --> 00:24:08.179

Lisa Bransten: I think we can handle that, because I think, first of all, BXP stepped up to do this, right?

156

00:24:08.180 --> 00:24:08.770

Travis Carley: Totally.

157

00:24:08.960 --> 00:24:22.089

Lisa Bransten: Number two, you know, that if BXP steps up to do this, one of the big arguments that we've made for 15 years is that someone steps up to do this, that leaves other funding to do other things.

158

00:24:22.400 --> 00:24:33.829

Lisa Bransten: So, you know, this is important, it's not just for BXP, it's for the whole area, so I... I'm not too worried about that particular one.

159

00:24:34.790 --> 00:24:35.359

Travis Carley: That's great.

160

00:24:35.610 --> 00:24:38.919

Travis Carley: And of course, these challenges of, of,

161

00:24:39.090 --> 00:24:50.810

Travis Carley: of messaging and some of the things that interviewees say doesn't mean that they're unaddressable, of course, but it helps to shape messaging and be aware.

162

00:24:51.340 --> 00:24:57.259

Lisa Bransten: The other thing I'd just add to what Phil was saying

about programming is that,

163

00:24:57.870 --> 00:25:17.199

Lisa Bransten: in addition to the big programming pieces, like, this park is gonna have a fitness core... a fitness area, a playground, and a dog park that are, you know, we know that those things program themselves, number one, and then number two on maintenance, the other thing is.

164

00:25:17.430 --> 00:25:27.729

Lisa Bransten: Phil, you're gonna correct my numbers, because I'm going to get them wrong, but, like, we have maintenance scores for parks across the city that are in the 90s out of 100. So, I mean.

165

00:25:27.730 --> 00:25:28.330

Travis Carley: Beautiful.

166

00:25:28.330 --> 00:25:30.200

Lisa Bransten: We know how to do this.

167

00:25:30.730 --> 00:25:31.620

Travis Carley: Of course.

168

00:25:31.840 --> 00:25:41.210

philginsburg: The other thing... the other, messaging point for us is, Since... 2010.

169

00:25:41.880 --> 00:25:47.310

philginsburg: the Recreation and Park Department has made over.

170

00:25:47.550 --> 00:25:51.169

philginsburg: 1.5 billion, with a B.

171

00:25:51.330 --> 00:25:54.690

philginsburg: dollars of investment in San Francisco's park system.

172

00:25:55.850 --> 00:25:58.429

philginsburg: So we are taking care of our shit.

173

00:25:59.010 --> 00:26:02.109

philginsburg: This is the next... this is just the next one up.

174

00:26:04.280 --> 00:26:07.590

philginsburg: \$1.5 billion.

175

00:26:14.930 --> 00:26:15.820

Travis Carley: really helpful.

176

00:26:16.720 --> 00:26:25.460

Travis Carley: I mean, and this is great to hear, you know, the cumulative confidence and wisdom that address these challenges, but it's going to be important to,

177

00:26:25.460 --> 00:26:37.919

Travis Carley: Incorporated into frequently asked questions, into messaging, and just be aware, as poorly informed as some of these concerns are, that they need to be addressed as part of the donor stewardship.

178

00:26:38.360 --> 00:26:42.040

philginsburg: Of course. And, without, trying to...

179

00:26:42.300 --> 00:26:49.490

philginsburg: kind of over-promising and under-deliver. I absolutely...

180

00:26:49.990 --> 00:26:55.720

philginsburg: pledge to try to stay connected to this project, even after I,

181

00:26:55.900 --> 00:27:01.899

philginsburg: sort of leave the city at the end of the year, so if I can be of helpful... of help.

182

00:27:02.010 --> 00:27:16.540

philginsburg: with... depending upon, you know, the donor, and sort of, you know, reaching out and offering some assurances, or, you know, helping to communicate the message, in an appropriate way, I'd be happy to. I really want to see this happen.

183

00:27:17.220 --> 00:27:18.590

Tulshe Chowdhury: It's amazing. I'm sure...

184

00:27:18.590 --> 00:27:22.840

Travis Carley: I'm sure there's a, campaign committee spot available for you.

185

00:27:22.840 --> 00:27:25.240

philginsburg: Yeah, well, sign me up.

186

00:27:26.020 --> 00:27:26.520

Travis Carley: What?

187

00:27:26.520 --> 00:27:28.330

Robbie Silver: What's your hourly rate, Phil?

188

00:27:29.650 --> 00:27:32.220

philginsburg: It's now... it's now quite cheap, apparently.

189

00:27:33.870 --> 00:27:37.740

Robbie Silver: Thank you, Phil, that You're not... you're not going anywhere, Barb.

190

00:27:37.740 --> 00:27:38.450

philginsburg: No.

191

00:27:38.580 --> 00:27:39.370

philginsburg: I'm not.

192

00:27:39.370 --> 00:27:40.890

Robbie Silver: Okay.

193

00:27:44.730 --> 00:27:56.070

Tulshe Chowdhury: Okay, I guess now, then, we can preview some of the recommendations. So, we have details across each, the case, the long-term vision, the partnerships.

194

00:27:56.070 --> 00:28:10.120

Tulshe Chowdhury: Campaign lead, campaign cabinet, prospect, table of

gifts, benchmarks, timelines, staffing needs, programming roadmap, the budget and community partnerships, so that's... that's quite a bit. However, we can,

195

00:28:10.120 --> 00:28:12.750

Tulshe Chowdhury: Look at just some of those today.

196

00:28:13.140 --> 00:28:13.720

Tulshe Chowdhury: Studying.

197

00:28:13.720 --> 00:28:14.729

Travis Carley: Can I ask...

198

00:28:14.730 --> 00:28:15.050

Tulshe Chowdhury: Yes.

199

00:28:15.050 --> 00:28:16.250

Travis Carley: Tell Sham, sorry to interrupt.

200

00:28:16.250 --> 00:28:16.710

Tulshe Chowdhury: Yes.

201

00:28:16.710 --> 00:28:18.399

Travis Carley: Just to engage the group.

202

00:28:18.520 --> 00:28:30.250

Travis Carley: This is, you know, this study is comprehensive. It touches on each of these 20 areas of recommendation, which is a good thing. It also makes for a difficult presentation.

203

00:28:30.410 --> 00:28:37.200

Travis Carley: We thought to touch on timeline, case and messaging.

204

00:28:37.910 --> 00:28:44.860

Travis Carley: the organization of cabinet, or, or leadership.

205

00:28:45.180 --> 00:28:53.429

Travis Carley: As well as prospects and table of gift, and then finally, serve your staffing needs, and how to resource this.

206

00:28:53.950 --> 00:29:00.849

Travis Carley: From your perspective, are those the ones that you'd want to stop at? Are you happy for us to lead the way, or...

207

00:29:01.220 --> 00:29:03.780

Travis Carley: Are there other things that you're particularly curious about?

208

00:29:03.880 --> 00:29:05.310

Travis Carley: Amidst all of this.

209

00:29:09.910 --> 00:29:15.749

philginsburg: I think this is a good... place to start, I think.

210

00:29:16.540 --> 00:29:18.799

philginsburg: Why don't you guys go through...

211

00:29:19.790 --> 00:29:20.270

philginsburg: The...

212

00:29:20.270 --> 00:29:20.770

Travis Carley: highlights.

213

00:29:20.770 --> 00:29:26.280

philginsburg: three, yeah, I'm looking at these quickly and seeing if there's anything worth,

214

00:29:27.850 --> 00:29:38.300

philginsburg: touching upon, I do think developing a concept, and this is for Lisa, for recognition opportunities, is probably going to be important sooner rather than later. Yep.

215

00:29:38.300 --> 00:29:38.980

Lisa Bransten: We're on that.

216

00:29:38.980 --> 00:29:44.319

philginsburg: And then the other thing that I think it is... worth... Talking about...

217

00:29:45.100 --> 00:29:50.580

philginsburg: Is just making sure that This project has...

218

00:29:50.830 --> 00:29:57.770

philginsburg: the ongoing support that it needs. I think...

219

00:29:57.940 --> 00:30:02.560

philginsburg: you know, we could save a few minutes to discuss Friday mornings.

220

00:30:02.690 --> 00:30:05.260

philginsburg: event, which...

221

00:30:05.580 --> 00:30:10.099

philginsburg: Candidly, guys, I'll... I'll be the heavy here. I don't... I don't think got off to a great start.

222

00:30:11.030 --> 00:30:15.840

philginsburg: I don't think the invite was... Articulate.

223

00:30:16.430 --> 00:30:25.280

philginsburg: and snappy, and I'm concerned about who's actually gonna be in the room. We don't have that many opportunities for these, and when we do them.

224

00:30:25.520 --> 00:30:34.879

philginsburg: we gotta nail them, and I'm not feeling it on this one. So, I don't mean to be cranky pants, but, this is how we push to get better.

225

00:30:35.520 --> 00:30:38.720

philginsburg: So maybe we spend a few minutes talking about that at the end.

226

00:30:42.490 --> 00:30:50.159

Travis Carley: Well, let's jump into some of these summary points.

Telshe, can you just lead us through? And then if anybody sees anything in the report that you want to circle around to, let us know.

227

00:30:53.090 --> 00:30:53.640

philginsburg: Great.

228

00:30:54.500 --> 00:30:58.010

Tulshe Chowdhury: Okay, I think just a quick brief on,

229

00:30:59.230 --> 00:31:23.540

Tulshe Chowdhury: the steps needed to reach the financial goal, we all can agree that the campaign needs to start immediately to leverage the momentum, which is really on our side right now. There is certainly this rare alignment that we're talking about. The civic interest is high, the mayor is supportive, city agencies and the rest of the partners here are engaged, so we need to act immediately. There is also this important tool of

230

00:31:23.540 --> 00:31:31.420

Tulshe Chowdhury: for SFDDC's payment waivers that expires in December, and that gives us a short-term opportunity to engage with the donors.

231

00:31:31.820 --> 00:31:53.699

Tulshe Chowdhury: This also means that we need to first track donor cultivation, we must centralize the campaign leadership, where the multiple partners who are involved, we need to identify who is really clearly accountable for the execution, and there needs to be a dedicated campaign manager, that needs to be in place. We'll just talk about that in a bit.

232

00:31:55.360 --> 00:31:59.909

Tulshe Chowdhury: Now, talking about the case first episode, I know that

233

00:32:00.180 --> 00:32:03.569

Tulshe Chowdhury: This is something of interest, so we have learned that donors...

234

00:32:03.570 --> 00:32:04.040

philginsburg: sheet, can we.

235

00:32:04.040 --> 00:32:04.609

Tulshe Chowdhury: Yes, Mixed.

236

00:32:04.610 --> 00:32:06.999

philginsburg: Ashley, can we, on that first one...

237

00:32:07.000 --> 00:32:07.320

Tulshe Chowdhury: Lisa.

238

00:32:07.320 --> 00:32:17.889

philginsburg: So just something for us to think about, and I know this is more about, you know, the politics and the board and city hall. The six-month, waiver is stupid.

239

00:32:18.130 --> 00:32:34.700

philginsburg: It needs to be longer, because when you bump up against the 6 months, A, we've now created a political opportunity for the Valancourt Fountain folks and the haters to make their voices heard in a political forum.

240

00:32:35.070 --> 00:32:37.320

philginsburg: It creates uncertainty.

241

00:32:38.110 --> 00:32:46.440

philginsburg: For the project, because there will be news coverage linking back to, you know, some of the controversies about the extension of the waiver.

242

00:32:47.540 --> 00:32:56.120

philginsburg: And then, yeah, opportunities for negative media coverage, which makes fundraising more difficult. So I think we really need to push

243

00:32:56.620 --> 00:33:04.200

philginsburg: Campaigns are not 6 months, campaigns are years. So to have to go back to the board every 6 months is not a good way to fundraise.

244

00:33:05.220 --> 00:33:13.529

Lisa Bransten: I agree. The only thing we have got going here, because the... the Rec and Park one has expired, and we let that

245

00:33:13.660 --> 00:33:19.400

Lisa Bransten: happened, because we didn't want to go to the board right now. But the mayor's office...

246

00:33:19.910 --> 00:33:22.450

Lisa Bransten: theirs goes through December, so we're...

247

00:33:22.450 --> 00:33:24.180

philginsburg: Well, but that's not long enough.

248

00:33:24.180 --> 00:33:24.990

Lisa Bransten: No, I know.

249

00:33:25.320 --> 00:33:27.240

philginsburg: We're not gonna raise the money by December, so...

250

00:33:27.240 --> 00:33:31.850

Lisa Bransten: Oh, no, of course not. So, somewhere along the way, we're gonna have to renew that.

251

00:33:31.850 --> 00:33:35.870

philginsburg: Yeah, and by the way, I think we are under some pressure.

252

00:33:36.610 --> 00:33:38.710

philginsburg: To have landed

253

00:33:38.940 --> 00:33:49.089

philginsburg: a key gift or two going into that December process, because otherwise, the story is, well, you had 6 months, you haven't raised a penny. This project is floundering.

254

00:33:50.250 --> 00:33:51.770

philginsburg: That's gonna be the message.

255

00:33:52.150 --> 00:33:53.820

philginsburg: Yeah, but we do have... And that's...

256

00:33:54.120 --> 00:33:58.569

philginsburg: That's not gonna... that's just not gonna help in the... in the... You know, build momentum.

257

00:33:59.130 --> 00:33:59.730

Lisa Bransten: Yup.

258

00:34:05.610 --> 00:34:07.100

philginsburg: Sorry, Walshi.

259

00:34:07.890 --> 00:34:27.360

Tulshe Chowdhury: No worries, we'll just talk about the timeline in a bit. I wanted to first, look at the case for support, and here, want to highlight that there is a need to answer some of the key questions here. First is, who truly benefits from this park, right? How does the park serve the broader downtown community, including workers, residents, tourists, alike?

260

00:34:27.489 --> 00:34:47.300

Tulshe Chowdhury: And why now? So how does this project align with the civic priorities right now that needs to come through in the messaging? How will this park contribute to economic growth, retail activation, tourism, civic pride? They also need to find some space in the messaging. What measurable outcomes can donors expect?

261

00:34:47.300 --> 00:34:54.289

Tulshe Chowdhury: That needs to be addressed, too. And finally, what is the long-term sustainability plan, and who will maintain and program the park?

262

00:34:55.370 --> 00:35:07.979

Tulshe Chowdhury: And here, some compelling messages from the donors were that they do recognize that this is a once-in-a-generation chance to convert an underused land. Donors are drawn to the park,

263

00:35:08.160 --> 00:35:24.050

Tulshe Chowdhury: Because it can drive downtown revitalization, support small businesses, boost tourism, so that needs to be capitalized upon, this interest. And then there is this message about equity and public benefit, and that was spoken about in a couple of different ways.

264

00:35:24.170 --> 00:35:29.790

Tulshe Chowdhury: And, that needs to be addressed through... by ensuring that the program

265

00:35:30.080 --> 00:35:45.750

Tulshe Chowdhury: Yeah, it actually caters to the broad and diverse community. Engaging the community in meaningful ways to either drive some of these initiatives or find a way for them to give feedback into the park amenities and programs is going to be critical as well.

266

00:35:48.580 --> 00:36:12.649

Tulshe Chowdhury: Here are some things around the roles and partnerships. I think the key takeaway is that there needs to be a clear definition of the roles of each partner, whether it's the city, DSFB, or BXP, so I think sharing a short summary of each organization's mission, their role in the project, and how they contribute to the overall goals is gonna be super critical.

267

00:36:14.080 --> 00:36:29.369

Travis Carley: And of course, I'll just add that those are... that definition is important in answering questions and being ready. It's not a headline, compelling message for a case or support, but it's important organizationally to be able to speak to it.

268

00:36:33.620 --> 00:36:41.390

Tulshe Chowdhury: I won't elaborate on the slide, but the long-term vision, so leading with clear, measurable outcome is what we were talking about, acres of.

269

00:36:41.390 --> 00:36:42.490

Travis Carley: Hey, Tulshay.

270

00:36:42.740 --> 00:36:43.180

Tulshe Chowdhury: Yes.

271

00:36:43.180 --> 00:36:49.239

Travis Carley: Your, sorry, your audio just was garbled for just a moment. Can you try again?

272

00:36:49.760 --> 00:36:50.800

Tulshe Chowdhury: Is it better now?

273

00:36:51.100 --> 00:36:51.750

Travis Carley: Yes.

274

00:36:52.110 --> 00:36:52.850

Tulshe Chowdhury: Okay.

275

00:36:53.290 --> 00:37:10.259

Tulshe Chowdhury: Yeah, so leading with clear, measurable outcomes, conveying how the case elements will impact both the direct community and the city at large, clearly articulating what makes this project unique from the rest of the downtown recovery initiatives is also going to be important.

276

00:37:10.260 --> 00:37:28.179

Tulshe Chowdhury: FAQs, clear plan for maintenance programming, and of course, as all of us were mentioning here, that referencing successful parks, Bryan Park, Tunnel Dops, or Millennium Parks, is also going to be important to help the donors visualize the transformation and understand the potential impact.

277

00:37:30.500 --> 00:37:47.010

Tulshe Chowdhury: this is around this urgency and visibility. We want to move on to the leading partner, here a little bit. So, we are recommending that the campaign formally designate a lead partner to manage the fundraising and coordination, and maybe in this case it is

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00:37:47.010 --> 00:37:58.270

Tulshe Chowdhury: downtown SF, which is today the nonprofit that is well-positioned to lead this, role, which means that project management, campaign planning, budgeting, outreach.

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00:37:58.270 --> 00:38:05.710

Tulshe Chowdhury: is gonna be owned by DSFP. It will also include donor briefings, volunteer training, and community engagement.

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00:38:06.590 --> 00:38:13.719

Tulshe Chowdhury: Now, this is going to be super important in making the campaign more focused and efficient.

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00:38:14.640 --> 00:38:33.970

Tulshe Chowdhury: I will move on to Campaign Cabinet. This is something that we have been talking about, but, a voluntary group of 8

to 10 volunteers who are committed in advancing this campaign through a more focused sort of prospect activity. There, they should be ready to participate in cultivation, briefing, solicitation of prospects.

282

00:38:33.970 --> 00:38:44.849

Tulshe Chowdhury: Hosting events, and more importantly, supporting the campaign with a personally significant gift that is in line with their leadership position in the campaign cabinet.

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00:38:45.560 --> 00:38:48.640

Tulshe Chowdhury: And these were just some of the names that were...

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00:38:48.750 --> 00:38:58.460

Tulshe Chowdhury: recommended in the interviews. I think one key point to note is that SFDDC's leadership, name was put forward as campaign lead's position.

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00:38:59.390 --> 00:39:18.569

Tulshe Chowdhury: Which means that the SF leadership... SFDDC's partnership needs to be formalized. They are already actively engaged in fundraising and coordination efforts for revitalization, so they are already playing a key role in building this donor confidence and aligning with the projects with the civic goals.

286

00:39:20.730 --> 00:39:23.190

philginsburg: Yeah. Sorry, I'm thinking about?

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00:39:23.440 --> 00:39:26.690

Tulshe Chowdhury: And just talking about the prospect list, now...

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00:39:26.690 --> 00:39:27.130

philginsburg: do that.

289

00:39:27.130 --> 00:39:52.110

Tulshe Chowdhury: Here, interviewees pointed to real estate owners, individual donors with ties to SF, or a passion for downtown revitalization. And, just wanted to quickly use India Basin as one of the references here, that in India Basin, 75% were individual donors, and about 10% contributions came from businesses. However, one thing to note is that the

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00:39:52.110 --> 00:40:01.419

Tulshe Chowdhury: Executors of these... of many businesses contributed to the project in their independent capacities, and not as representatives of the businesses.

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00:40:01.420 --> 00:40:14.439

Tulshe Chowdhury: So that distinction is key, because we should be mindful of how, when we're creating our top prospect list, where the executives should be identified as individual donors if there is already known philanthropic ties.

292

00:40:14.940 --> 00:40:16.309

Tulshe Chowdhury: And today there is...

293

00:40:16.310 --> 00:40:24.730

philginsburg: Tulsa, your example there, for everybody is sort of Mark Benioff as an individual versus Salesforce Foundation, right? Is that what you're referring to?

294

00:40:24.730 --> 00:40:25.650

Tulshe Chowdhury: That's correct.

295

00:40:25.650 --> 00:40:26.250

philginsburg: Okay.

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00:40:28.640 --> 00:40:44.339

Tulshe Chowdhury: And today, we have compiled a prospect list, which is a crowdsourced list from DSFP, BXP, some names during the conversations with RPD, and CCS's list from India Basin, which is a total of 200 names currently.

297

00:40:44.340 --> 00:41:01.970

Tulshe Chowdhury: And the next step here is for us to qualify these prospects on the basis of ability, affinity, and access to these prospects. However, one thing, again, to note here is what is missing in today's list are the names of board members of the partner organizations which potentially need to be

298

00:41:01.970 --> 00:41:03.080

Tulshe Chowdhury: Added.

299

00:41:08.400 --> 00:41:29.289

Tulshe Chowdhury: And this is something that we wanted to spend a bit of time on, that with these top prospects, it is super important that each prospect has a personalized plan, a personalized cultivation plan, which has tailored messaging, and where we also identify which is the right team to engage with these prospects.

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00:41:29.290 --> 00:41:41.180

Tulshe Chowdhury: So basically, all these questions need to be answered with all the qualified prospects. Who's the prospect? Who's part of the cultivation team? Why should the donor give to this project? And why right now?

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00:41:41.180 --> 00:41:49.220

Tulshe Chowdhury: What'll motivate them to give? What approach might deepen their interest in this project? When to make the ask, and this is super important, right?

302

00:41:49.220 --> 00:41:49.710

philginsburg: Spartans.

303

00:41:49.710 --> 00:42:14.529

Tulshe Chowdhury: We can make the ask only when we know what is the motivation of the donors, once we have identified what are the areas of interest of the potential donors, and once they are, of course, excited about their alignment with the project's vision, and if there has also been an indication of a gift amount. And finally, we hash out how is this ask going to happen, by whom, for what, how much.

304

00:42:14.530 --> 00:42:17.770

Tulshe Chowdhury: And a tailored script for that, needs to be in place.

305

00:42:17.860 --> 00:42:19.390

philginsburg: I wasn't asleep or something.

306

00:42:19.390 --> 00:42:29.340

Tulshe Chowdhury: Here, I will move on to the table of gifts, which is ambitious and realistic. We are proposing 11 gifts in the leadership and coordination.

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00:42:29.340 --> 00:42:30.540

philginsburg: That's not happening anymore.

308

00:42:30.540 --> 00:42:35.439

Tulshe Chowdhury: Gifts. Here, if you see, which is half a million dollar and above.

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00:42:35.990 --> 00:42:42.570

Tulshe Chowdhury: And that totals up to \$13.5 million, and to secure these 11 gifts, we propose.

310

00:42:42.570 --> 00:42:45.700

philginsburg: At least 30... looking at 31 prospects.

311

00:42:45.700 --> 00:42:54.480

Tulshe Chowdhury: 2 prospects in the \$5 million range, 2 in the \$2.5 million range, nine in the \$1 million range, and 18 in the \$500K range.

312

00:42:55.110 --> 00:43:02.790

Tulshe Chowdhury: And then there are the major gifts, which is \$50,000 and above, until... up until 500K, and

313

00:43:03.540 --> 00:43:12.249

Tulshe Chowdhury: That forms the next \$1.9 million. And finally, the community... sorry, the community gifts, which are \$25K and below.

314

00:43:12.260 --> 00:43:15.190

philginsburg: I will pause here.

315

00:43:15.860 --> 00:43:17.670

Tulshe Chowdhury: Check for reactions and thoughts.

316

00:43:20.150 --> 00:43:25.140

philginsburg: this, this looks, this looks right. I mean, this is what we need.

317

00:43:25.640 --> 00:43:29.079

philginsburg: So, I guess we have...

318

00:43:29.700 --> 00:43:35.610

philginsburg: Is BXP already slotted into that 2.5, or is this in addition to BXP's GIF?

319

00:43:37.620 --> 00:43:38.349

Lisa Bransten: in addition.

320

00:43:38.570 --> 00:43:44.250

Lisa Bransten: Because it only adds up to 15. Actually, we need to get it to 16 to make the numbers work.

321

00:43:44.250 --> 00:43:45.810

philginsburg: Wow.

322

00:43:45.810 --> 00:43:49.650

Lisa Bransten: But, it doesn't count the 2.5 from BMX.

323

00:43:49.650 --> 00:43:57.210

philginsburg: Right. Well, and by the way, we don't know what the number... we don't know whether the numbers will work until we have a design and a cost estimate.

324

00:43:57.210 --> 00:44:06.820

Lisa Bransten: That's true. But this is great, because this is what we'll build the donor recognition program off of, is, like, I think the stage is the 5.

325

00:44:07.530 --> 00:44:11.919

Lisa Bransten: And then... We'll spread, sort of, and then we've got...

326

00:44:12.240 --> 00:44:14.860

Lisa Bransten: You know, then we can spread the others around.

327

00:44:14.860 --> 00:44:16.089

philginsburg: This is super...

328

00:44:16.090 --> 00:44:16.580

Lisa Bransten: helpful.

329

00:44:16.580 --> 00:44:20.410

philginsburg: And the stage seems to me to be a potential corporate gift.

330

00:44:21.230 --> 00:44:22.010

philginsburg: Right?

331

00:44:22.340 --> 00:44:22.780

Lisa Bransten: Yoch!

332

00:44:22.780 --> 00:44:23.200

philginsburg: I...

333

00:44:23.200 --> 00:44:23.870

Lisa Bransten: I mean, I'd love to...

334

00:44:23.870 --> 00:44:33.519

philginsburg: I could imagine... I mean, I don't know if we could find a \$5 million corporate gift, but it... the stage... like, this downtown stage feels to me like it could be.

335

00:44:33.600 --> 00:44:36.220

Lisa Bransten: Well, I don't want to get too far into the weeds, because this is an.

336

00:44:36.220 --> 00:44:36.620

philginsburg: I know.

337

00:44:36.620 --> 00:44:50.570

Lisa Bransten: But I do think, like, if we get the mayor... if the mayor says to JP Morgan, this is my priority for you guys, JP Morgan would do the stage. Like, that was the message I got from our interview with Noah.

338

00:44:50.570 --> 00:45:04.330

Lisa Bransten: So, I mean, I do think that, like, that's a question of, like, now that this is done, we need to sit... and we'll get through Friday, and we need to sit in a room and really map this out with the mayor's office so that they see

339

00:45:04.330 --> 00:45:10.570

Lisa Bransten: The exact strategy, and then we're not, like, scattershotting around, but very targeted.

340

00:45:11.390 --> 00:45:24.719

Lisa Bransten: at making asks, because, again, like, I agree with you, Phil. We gotta... we got to get there fast. We have to get... lock something down by December, and then, you know, be on a trajectory to close it out by the spring of next year.

341

00:45:24.720 --> 00:45:25.450

philginsburg: Yeah.

342

00:45:25.840 --> 00:45:29.959

philginsburg: Yeah, we're very vulnerable if we have no momentum going into that.

343

00:45:30.120 --> 00:45:32.300

philginsburg: Renewed public process.

344

00:45:32.380 --> 00:45:33.230

Lisa Bransten: Right.

345

00:45:33.670 --> 00:45:38.119

Lisa Bransten: But I do think, like, we do tentatively have the first 500 to a million.

346

00:45:38.120 --> 00:45:38.510

philginsburg: engagement.

347

00:45:38.510 --> 00:45:44.750

Lisa Bransten: gift coming. Like, we have that donor all excited, so that'll help with momentum, too.

348

00:45:45.080 --> 00:45:45.650

Travis Carley: Great.

349

00:45:52.270 --> 00:45:57.859

Tulshe Chowdhury: And just a quick view of the timeline. Travis, do you want to talk about some of the benchmarks and timelines here?

350

00:45:59.280 --> 00:46:09.180

Travis Carley: Yeah, I think, you know, Phil, a timeline like this will be familiar to you, maybe to others as well. I'm appreciative for your comment that fundraising takes years and not months, unfortunately.

351

00:46:09.180 --> 00:46:33.670

Travis Carley: What we've mapped out here is a two and a half year timeline that acknowledges a couple things. That following this report, there's the need to do some campaign activation, that is, refining the case statement and doing some of the follow-up work outlined as next steps in this report. Early in 2026, that should put you in a position to be able to start raising significant dollars.

352

00:46:33.670 --> 00:46:39.970

Travis Carley: Notwithstanding what's already been said here about early momentum, those that are ready now, and the ability to

353

00:46:40.090 --> 00:46:42.840

Travis Carley: Lock down some of those early gifts.

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00:46:42.840 --> 00:46:43.220

philginsburg: this.

355

00:46:43.220 --> 00:46:44.090

Travis Carley: So.

356

00:46:44.090 --> 00:46:45.590

philginsburg: The way we've organized this.

357

00:46:45.590 --> 00:46:50.750

Travis Carley: timeline is around 3 phases. This is not a high-volume

358

00:46:50.780 --> 00:47:05.940

Travis Carley: exercise. Your campaign is going to succeed, you know, on a couple dozen gifts, but those donors aren't sitting in the wings ready to go. It's going to require conversation, they're going to be difficult to get to, and it's going to be a multi.

359

00:47:05.940 --> 00:47:07.700
philginsburg: meeting cadence.

360
00:47:07.700 --> 00:47:12.110
Travis Carley: So we've allotted here a little more than a year for the largest gifts.

361
00:47:12.210 --> 00:47:30.670
Travis Carley: of seven figures and above, and we have allotted a shorter timeline for some of the smaller gifts before a public announcement is made toward the end of 2027. This is a recommended timeline as you refine it with your own deadlines,

362
00:47:31.450 --> 00:47:40.680
Travis Carley: important milestones, etc. You might find it useful to refine this to meet your needs. We've also included benchmarks along the way.

363
00:47:40.680 --> 00:47:41.130
philginsburg: go on.

364
00:47:41.130 --> 00:47:44.089
Travis Carley: That tracked for that \$15 million overall goal.

365
00:47:44.350 --> 00:47:50.690
Lisa Bransten: Travis, can I stop you? And I'm sorry I didn't have a chance to look at the book before. Yeah.

366
00:47:51.320 --> 00:47:57.489
Lisa Bransten: And just that, like, we need to rebuild this timeline, because we need to be fully...

367
00:47:57.590 --> 00:48:06.199
Lisa Bransten: funded by the end of 2026. That's when we promised bulldozers in the ground, and as a public-private partnership.

368
00:48:06.690 --> 00:48:11.129
Lisa Bransten: Like, we need the funds in hand before we award the contract.

369

00:48:11.130 --> 00:48:13.429
Travis Carley: Well, we need pledges.

370
00:48:14.250 --> 00:48:16.409
Lisa Bransten: Pledges, sorry, but yes, but we can't.

371
00:48:16.410 --> 00:48:25.659
philginsburg: But I... but I... yeah, I... I just... I'm looking at this lease. I know we have promised that. I wonder whether there is a way...

372
00:48:25.970 --> 00:48:32.590
philginsburg: And we don't have our project management team here, and without adding overhead or cost.

373
00:48:32.870 --> 00:48:41.520
philginsburg: But I just... I wonder... I mean, I'm just not... sure, that's fully realistic. And...

374
00:48:42.270 --> 00:48:52.080
philginsburg: you know, I know that is what we've said, and that's, you know, what the mayor's office has pushed for. By the way, some of this will be dictated based on, you know, sort of the...

375
00:48:52.890 --> 00:49:05.450
philginsburg: approval pathway, and the CEQA, and the lawsuits, and all that kind of stuff over the fountain, so we may have more time regardless. But I wonder if we look at that \$8 million benchmark

376
00:49:05.980 --> 00:49:14.260
philginsburg: what does that \$8 million benchmark allow us to do? Like, can we start Something.

377
00:49:14.390 --> 00:49:18.520
philginsburg: You know, knowing that we... have to...

378
00:49:19.230 --> 00:49:23.479
philginsburg: Right. You know, raise the rest to finish it. Because we'll have the 8 private.

379
00:49:23.810 --> 00:49:34.380

philginsburg: And then, theoretically, we would have the 15 public. So that's... 23 of the... You know.

380

00:49:34.630 --> 00:49:45.640

Lisa Bransten: Bill, this is a really good conversation for, like, probably project governance or project delivery, because we're also going back and forth with Aaron about, like, potentially

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00:49:45.640 --> 00:49:55.479

Lisa Bransten: doing some initial piece privately, and then coming in. So, like, how we stage it out will have a big impact on this as well.

382

00:49:55.480 --> 00:50:00.860

philginsburg: Right, so I guess the schedule probably seems to me to be... pretty...

383

00:50:02.410 --> 00:50:07.000

philginsburg: realistic. Now, obviously, if we exceed it, Good for us.

384

00:50:07.000 --> 00:50:16.659

Lisa Bransten: I just do believe that if we really... I mean, I just... the reason I want to push it is I want to create real urgency in the mayor's office, because I think, like.

385

00:50:16.660 --> 00:50:17.250

Travis Carley: That's...

386

00:50:17.250 --> 00:50:20.450

Lisa Bransten: If they're doing their call sheets.

387

00:50:20.710 --> 00:50:30.270

Lisa Bransten: Like, I think they... and they're saying this is their number one, construction priority. I think they can raise the money pretty fast.

388

00:50:31.600 --> 00:50:32.620

Lisa Bransten: And so...

389

00:50:32.620 --> 00:50:33.659

philginsburg: I think I agree with you.

390

00:50:33.780 --> 00:50:37.000

Lisa Bransten: And so we just want to figure out how to create

391

00:50:37.390 --> 00:50:49.579

Lisa Bransten: urgency without making it feel like we missed our goal. So, we'll thread the needle, but I just want to be careful on this timeline, because this is probably the most sensitive piece of the initiative, to me, in some way.

392

00:50:50.210 --> 00:51:02.020

Travis Carley: We're here to serve you. Let me offer two thoughts. One is, it is important to note that I think this is the amount of time it's likely to take.

393

00:51:02.730 --> 00:51:15.199

Travis Carley: for exceeding expectations. I'm all... I'm all for it. I'm not here to tell you what you can't do. But this tracks our experience. We want this group to hear this recommendation so that you know what to expect.

394

00:51:15.550 --> 00:51:23.380

Travis Carley: Now, how... we have a 20-month timeline in our pocket that would match what you're talking about with 2026.

395

00:51:23.710 --> 00:51:32.099

Travis Carley: If you... you just tell us how it's useful for you to have that. We can send that to you as an attachment.

396

00:51:32.100 --> 00:51:46.100

Travis Carley: Or we can put it in here alongside, or we can replace it and send you the realistic timeline on the side. We're happy to follow your guidance on what puts you in the best position to message with the city.

397

00:51:46.510 --> 00:51:51.870

Lisa Bransten: Great. I mean, I think taking my thought, and Phil, I get your

398

00:51:52.520 --> 00:52:07.370

Lisa Bransten: and political guidance, but it's to take the tree of

gifts to the mayor's office and say, like, what do you guys think? Who, you know, go through some targeting with them and see what they think in terms of call sheets and prioritization.

399

00:52:07.370 --> 00:52:11.300

philginsburg: Can you, tra- can you guys...

400

00:52:11.410 --> 00:52:21.659

philginsburg: do one, two versions of this, because I think... Oh, this? Sure. Of the... of the... yeah, so that one, shows...

401

00:52:23.430 --> 00:52:24.180

Travis Carley: months.

402

00:52:25.810 --> 00:52:32.680

philginsburg: Well, one... well, no, one shows us... this idea of...

403

00:52:33.280 --> 00:52:40.399

philginsburg: Doing all of this in 26. And, or at least through, you know, first quarter of 27.

404

00:52:41.240 --> 00:52:44.460

Travis Carley: We can show it. And that's the one that I think we show to the...

405

00:52:44.670 --> 00:52:53.719

philginsburg: We show to the mayor's office, saying that, you know, if you want shovels in the ground, by the end of 26, this is what we have to do.

406

00:52:53.860 --> 00:53:01.299

philginsburg: So I think having one of... you know, just front-loading this, even though we know that this is not CCS's

407

00:53:03.470 --> 00:53:05.980

philginsburg: Sense of how long these things take, but...

408

00:53:06.520 --> 00:53:13.720

philginsburg: you know, we've basically landed on, and Robbie, this is not an excuse for us not to take

409

00:53:13.830 --> 00:53:18.840

philginsburg: and driving the fundraising very seriously. I think that

410

00:53:19.150 --> 00:53:27.479

philginsburg: Yes, we are looking to the mayor's office and the NEDs and the Steeplemans to carry a big lift, but it is a mistake.

411

00:53:27.930 --> 00:53:39.610

philginsburg: for us... for this team to take its foot off the gas, just thinking that Ned and Robbie are gonna... and the mayor are gonna come in and save the day. That is not the right way to go about this.

412

00:53:39.610 --> 00:53:43.389

Robbie Silver: I... I... I totally agree, and that was...

413

00:53:43.710 --> 00:53:45.849

Robbie Silver: Well, we can talk about the...

414

00:53:45.970 --> 00:53:54.259

Robbie Silver: the event for Friday, and the invitation, and the dynamic with the DDC, later, but I totally agree with you.

415

00:53:54.530 --> 00:53:54.920

philginsburg: Okay.

416

00:53:54.920 --> 00:53:57.419

Travis Carley: I have a... oh, yeah, sorry.

417

00:53:57.710 --> 00:53:59.329

philginsburg: Go ahead, no, I'm sorry, Travis, go ahead.

418

00:53:59.560 --> 00:54:11.149

Travis Carley: I have a hard stop, but there's one more point I want to make, if I may, and then Talche can continue answering questions and walking us through. I just want to note the importance, and I know budgets are hard.

419

00:54:11.590 --> 00:54:24.390

Travis Carley: Resourcing is difficult, but you need two things specifically to make this happen. You need somebody who's managing the campaign at all of its volunteers. That's a full-time job.

420

00:54:24.720 --> 00:54:31.629

Travis Carley: And you need somebody, from a staff level that can lead solicitation.

421

00:54:31.850 --> 00:54:39.590

Travis Carley: Just to really boil it down. There are lots of things that need to happen, but raising \$15 billion as a full-time job?

422

00:54:39.800 --> 00:54:42.679

Travis Carley: And somebody on staff

423

00:54:43.280 --> 00:54:51.410

Travis Carley: in the collective partnership needs to be empowered to ask for gifts alongside volunteer partners, members of the mayor's office, etc.

424

00:54:51.880 --> 00:55:00.110

Travis Carley: In that vein, we've... we've offered a pro forma budget for fundraising at 10 cents to raise a dollar.

425

00:55:00.660 --> 00:55:07.469

Travis Carley: You can scale that up or down, but, you know, it would be...

426

00:55:07.470 --> 00:55:25.760

Travis Carley: fairly common at a goal of this size that the overall budget would be close to 10%. It could be 7, it could be 8, most of this is going to be consumed with regard to staffing. Now, if this does all happen in a year, it's going to cost less.

427

00:55:26.410 --> 00:55:32.450

Travis Carley: Right. But just to give you a sense of what is often the cost associated with a... with a campaign.

428

00:55:32.980 --> 00:55:43.869

philginsburg: Right, so this is your \$1.5 million budget, and so this would actually, you know, this is... this is where it gets tricky,

because this actually adds

429

00:55:44.690 --> 00:55:47.789

philginsburg: to the amount we need to raise, right?

430

00:55:47.790 --> 00:56:03.119

Travis Carley: If you bring it... now, if you bring it down, if you start with five, however you slice and dice this, I'm not advocating for a specific budget, you need one human running the campaign, and you need somebody on staff, or recruited two staff.

431

00:56:03.120 --> 00:56:03.730

philginsburg: Very fantastic.

432

00:56:03.730 --> 00:56:09.500

Travis Carley: be in a position where they are asking for gifts, and those are just the two needs that I want to flag.

433

00:56:09.500 --> 00:56:10.190

Lisa Bransten: This is...

434

00:56:10.190 --> 00:56:10.760

philginsburg: some of it.

435

00:56:10.760 --> 00:56:19.979

Lisa Bransten: This is in the budget. It's, like, there's a... I think, I don't have it pulled up, but I think there's a million dollars in the budget for administration.

436

00:56:19.980 --> 00:56:20.840

philginsburg: Okay.

437

00:56:20.840 --> 00:56:36.929

Travis Carley: I think you can work with that. And so... and that's not out of line with the work you have to do. So, I wanted to make that important point before jumping, but Tulshay has all the remaining detail to continue the conversation. I apologize that I have a hard stop.

438

00:56:37.220 --> 00:56:38.550

philginsburg: Thanks, Travis.

439

00:56:38.550 --> 00:56:39.650

Lisa Bransten: Thank you.

440

00:56:42.000 --> 00:56:44.370

philginsburg: Well, basically it is... Yeah?

441

00:56:44.370 --> 00:56:56.270

Tulshe Chowdhury: That's really... okay. That's really it, and then we have, on the recognition opportunities, I think, to recognize that, we had worked on,

442

00:56:56.660 --> 00:57:19.419

Tulshe Chowdhury: Creating a space inventory with Lisa on potentially listing out all the items that can be named and recognized. I think the next steps here would be to develop a recognition policy, donor recognition plan, and to finalize a donor benefit matrix, and the foundational work for that has already been sort of laid out.

443

00:57:22.000 --> 00:57:37.019

Tulshe Chowdhury: And these are just some ideas and thoughts around community partnerships, which also came from the interviews, partnerships with cultural educational institutions, with recreation and wellness groups on the ground, with local businesses and institutions.

444

00:57:37.660 --> 00:57:40.670

Tulshe Chowdhury: Yeah, that's... About it.

445

00:57:42.520 --> 00:57:45.929

philginsburg: This is great. Tosha, you'll share the... you'll share this with the... with the group?

446

00:57:46.360 --> 00:58:04.430

Tulshe Chowdhury: I will share this with the group, along with the list of 200 names that we are seeing as the prospects that it'll require for the qualification, and I have made a note to share another alternate timeline with you that goes on till the first quarter of 2027.

447

00:58:06.550 --> 00:58:07.120
philginsburg: Right.

448
00:58:08.020 --> 00:58:08.760
philginsburg: Great.

449
00:58:09.620 --> 00:58:14.099
philginsburg: That, sooner, rather than later on that, so that we can...

450
00:58:14.560 --> 00:58:15.039
Tulshe Chowdhury: I'm saying, because.

451
00:58:15.040 --> 00:58:16.779
philginsburg: We'll want to bring that to...

452
00:58:17.460 --> 00:58:21.880
philginsburg: frankly, I think what we should do is seize the moment

453
00:58:22.110 --> 00:58:27.089
philginsburg: and ask Robbie, Lisa, for...

454
00:58:27.380 --> 00:58:31.569
philginsburg: Either, it probably won't be before, because it starts early.

455
00:58:32.320 --> 00:58:36.530
philginsburg: to ask for 15 minutes with Ned and David.

456
00:58:37.140 --> 00:58:39.560
philginsburg: Afterwards, and show...

457
00:58:40.570 --> 00:58:44.489
philginsburg: 15 to 30 minutes, depending upon what they can give us, and we should do that today.

458
00:58:44.940 --> 00:58:46.740
philginsburg: And we should show them

459

00:58:47.200 --> 00:59:04.399

philginsburg: an executive summary of this presentation, which might be... and Tolshevi, this is something else you might be able to do for us, if it's not too much trouble. You know, if there were 3 slides, or 4... 3 or 4 pages that we could give to

460

00:59:05.740 --> 00:59:17.949

philginsburg: Ned and David, one of them being the... the timeline, what would they... what, you know, what should those be? Like, we don't need to get them in the weeds on the partnership roles and responsibility conversation.

461

00:59:18.290 --> 00:59:21.989

philginsburg: We don't need to get them in the weeds on whatever, but more about the

462

00:59:22.410 --> 00:59:27.869

philginsburg: How... how we make this project successful with their leadership.

463

00:59:28.720 --> 00:59:34.040

philginsburg: this is what we need from them to hit our marks. And I think we should share that with them on Friday.

464

00:59:35.160 --> 00:59:35.920

philginsburg: Beautiful.

465

00:59:36.760 --> 00:59:37.889

philginsburg: Lisa, you're on mute.

466

00:59:40.530 --> 00:59:48.189

Lisa Bransten: Of course I was. I think we should also share the gift table. I think the timeline and the two most...

467

00:59:48.190 --> 00:59:48.780

philginsburg: Hard sign.

468

00:59:48.780 --> 00:59:49.120

Lisa Bransten: employment.

469

00:59:49.120 --> 00:59:53.350

philginsburg: Yeah, and maybe one or two other slides that, you know, are the...

470

00:59:53.530 --> 01:00:03.979

philginsburg: key takeaways for, you know, call them, you know, for the executive leadership role, which will put them at the top of the pyramid for now. Not in terms of governance, but in terms of fundraising.

471

01:00:05.140 --> 01:00:17.349

Lisa Bransten: And the only other thing, this is a question for you, Phil, but, the DDC did just hire an executive director, who I think starts tomorrow. I don't know if she's coming to the breakfast.

472

01:00:18.110 --> 01:00:19.359

Lisa Bransten: But we should...

473

01:00:19.360 --> 01:00:22.679

philginsburg: Yeah, we should definitely include... include her.

474

01:00:22.680 --> 01:00:23.220

Lisa Bransten: Yeah.

475

01:00:23.220 --> 01:00:23.950

philginsburg: For sure.

476

01:00:24.130 --> 01:00:24.720

Lisa Bransten: Oh.

477

01:00:24.720 --> 01:00:40.919

philginsburg: she'll theoretically be staffing David and Ned, and or steering the decision that, has the DDC made a decision to, to sort of adopt the campaign and or...

478

01:00:41.040 --> 01:00:53.380

philginsburg: Have they committed to giving the first \$15 million they raised generally to this project, or 15 of the first 30 that they raised to this project? I think having them

479

01:00:53.650 --> 01:01:02.039

philginsburg: Actually, be very clear about what their... the DDC's commitment is here is also going to be important.

480

01:01:02.730 --> 01:01:15.690

Lisa Bransten: I think, I mean, just as a start, we haven't even seen the slides they want to share on Friday, but we've asked for them, so I think that will provide some guidance, too. But yes, I'll... and I'll talk to Tyler about it.

481

01:01:15.690 --> 01:01:16.340

philginsburg: Okay.

482

01:01:17.620 --> 01:01:19.220

Lisa Bransten: Alright, I actually need to...

483

01:01:19.220 --> 01:01:21.199

philginsburg: These are the furnace.

484

01:01:21.200 --> 01:01:24.579

Lisa Bransten: Get off too, but thank you, everyone.

485

01:01:25.310 --> 01:01:27.990

Lisa Bransten: Thank you. Super informational.

486

01:01:28.180 --> 01:01:30.139

Robbie Silver: Hey, Phil, do you have a few minutes?

487

01:01:30.140 --> 01:01:31.260

philginsburg: Yeah, sure, sure, sure.

488

01:01:31.260 --> 01:01:32.209

Robbie Silver: Okay, do you want to call me?

489

01:01:32.210 --> 01:01:32.710

philginsburg: Yeah.

490

01:01:32.740 --> 01:01:34.120

Robbie Silver: Yeah, I'll give you a call.

491

01:01:34.120 --> 01:01:35.220

Lisa Bransten: Thanks, everyone.

492

01:01:35.510 --> 01:01:35.860

Molly: Okay.

493

01:01:35.860 --> 01:01:36.760

Lisa Bransten: Everyone, goodbye.

494

01:01:36.760 --> 01:01:37.120

Robbie Silver: Yep.