

March 17, 2008

Hon. Mayor Chuck Reed, Hon. Nora Campos
San José City Hall
200 East Santa Clara Street
San José, CA 95113

Re: Follow up to our Letter of Support for City Memo Titled: *Actions Related to Including Mexican Heritage Corporation*, dated 3/10/08

Mayor Reed and Councilmember Campos,

As we indicated in our letter of support dated March 12, 2008, we are submitting follow up information that we hope will constructively support your efforts regarding Mexican Heritage Plaza. Attached are our thoughts on some of the details of a successful transformation process for the Plaza. We hope you will take these into consideration as you develop your roadmap to arriving at the Coty Staff's preferred Option #2.

We plan on attending your meeting on March 18 to provide our testimony in your deliberations. We look forward to working with you and the community in this process of transformation at MHP.

Sincerely,

Elisa Marina Alvarado, Teatro Vision
Jaime Alvarado
Tamara Alvarado
Anjee Helstrup, MACLA
Raul Lozano, Teatro Vision
Brendan Rawson

Transformation Process for Mexican Heritage Plaza

Option #1 → Option #2
May 2008 - July 2010

- A. May 2008, a convening philanthropic institution is selected to guide the transformation process and serve as fiscal sponsor as needed;
- B. June 2008, City and convening philanthropic institution convene community stakeholders to outline preliminary plans for transformation process and solicit community input;
- C. June 2008, the MHP RAPs and community stakeholders from City's public input process are convened by the City to establish interim guidelines for reactive programming decision-making during transformation period;
- D. July 2008, a Nominations Task Force is established to collect, review and identify the best collection of cross-sector experts to form the Steering Committee. Names will be accepted from all nominators by category.

Suggested categories of experts to compose Steering Committee:

- 2- Philanthropy
 - 2- Community
 - 2- Business/Financial
 - 2- Arts
 - 1 or 2- Nonprofit development/management experts
 - 1 or 2- Academic
 - 1 or 2-Government/Public Sector
- E. September 2008, Recommended Steering Committee shall be submitted to the Board of Directors of the convening philanthropic institution(s) for approval and submitted to the City of San Jose for ratification.
 - F. September 2008 – November 2008, a Steering Committee of 9-13 people is formed to:
 - Initiate a continuing public planning process;
 - Lead the strategic and business planning needed to build a sustainable organization that will meet the original vision of the facility's founders. They would evaluate models and determine best options for:
 - Nature of artistic, educational, and community programming
 - Organizational structure, executive leadership and staffing
 - Facility operations management strategy
 - Sustainable funding model and development plan
 - Contract and oversee interim contract staff (by November 2008) charged with facilitation of the Steering Committee and overseeing needed research to achieve its stated goals

- Contract and oversee interim contract program coordinator to manage reactive programming at MHP and re-establish relationships with community partners (by January 2009) **OR** work closely with City staff continuing in this function;
- G. November 2008 - June 2009, Steering Committee conducts research, develops business model and solicits community input on preferred strategy for long-term operations at MHP
- Steering Committee engages community stakeholders from City's public input process via advisory committees through which it shares information and gathers input on its long-term planning activities
- H. July 2009 – November 2009, Steering Committee
- Selects an operator through RFP process with an existing nonprofit;
 - OR**
 - Establishes a new nonprofit organization to serve as permanent MHP operator.
- I. January 2010 – July 2010, Transition period
- New MHP nonprofit operator assumes role and actively initiates fund development strategies
 - New MHP nonprofit operator continues the interim role established by contract staff to coordinate and expand artistic, educational, and community programming partnerships **OR** City transfers this role to new MHP operator
 - City develops the capacity of new MHP staff to manage the facility and leasing operations **OR** City retains this function permanently
- J. The Steering Committee attributes:
- Will commit to serve for two years. Within that time, this group will identify the best model for operational and artistic excellence and identify an existing organization or develop a new one that will model best practices in effective operations and transparent leadership
 - Will commit to shepherding an effective transition process and oversee the start up plan for this new MHP Operator that will effectively guide and manage the MHP into the future;
 - Members of the Steering Committee may or may not choose to continue as members of an ongoing and permanent board of directors;
 - Will actively engage with community supporters and the City as its activities progress;
 - Will be supported by a knowledgeable, capable, and respected facilitator to guide the transformation process;
 - Will ensure that its meetings will be open to public participation, developing avenues for regular input from stakeholder advisory groups.

Draft Annual Operating Budget

Steering Committee Expenses	\$75,000	Materials, travel, consultants, etc.
Public Engagement Expenses	\$45,000	Materials, translation & interpretation, consultants, etc.
Interim Program Coordinator	\$80,000	Contractor (referenced as sub-bullet under Item E above)
Programming Expenses	\$60,000	Engagement with RAPs and community programming partners (referenced as sub-bullet under Item E above)
Financial Management	\$40,000	Ongoing contracted bookkeeping and monthly CFO services to clean up and set up financial systems and procedures
TOTAL	\$300,000	

We are seeking to secure to \$150,000 in annual commitments toward this process from philanthropic partners. Much like the EHC LifeBuilders collaboration, these charitable supporters very much see the value of investing in the successful transformation of the Mexican Heritage Plaza to achieve its intended purpose.

It is requested that the City match this investment level.

