



March 2026 Board Retreat Meeting Agenda and Resources

Meeting Details

Date: Wednesday, March 25, 2026	Time: 8:30AM- 4:30PM PT	Facilitators: Lyons-Newman Consulting: Belinda Lyons-Newman and Erica Harrell	Location: In-person at the Bank of San Francisco 345 California Street, Suite 1600 (16 th Floor), San Francisco, CA 94104
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<p>Invitees</p> <p>Board members:</p> <ul style="list-style-type: none"> Ken Bukowski, Chair Sarah Dennis Phillips, Board member John Elberling, Board member Kate Faust, Capital Committee Chair Kristen Jacobson, Board member Lawrence Li, Operations & Marketing Committee Chair/Vice Chair Linda Lucero, Board member Sally Oerth, Interim Capital Committee Chair Raquel Redondiez, Board member Jorge Rivas, Board Member Gayle Romasanta, Audit Committee Chair Scott Rowitz, Nominating Committee Chair Prodan Statev, Board member Victor Vazquez, Finance Committee Chair 	<p>Staff:</p> <ul style="list-style-type: none"> Marie Aubry, Finance Manager Vince Bryant-Teasdale, Engineer Matt Chu, Services Manager Leo Diaz, Engineer Angelo Ferreras, Capital Program Manager Seve Ghose, Executive Director Andrew Gillespie, Chief Engineer Devon Katzner, Special Projects Manager Bunny McFadden, Administrative Services Manager Anthony Mellado, Engineer Tony Pellegrini, Operations Manager <p>Cultural Entity Partner Leaders:</p> <ul style="list-style-type: none"> Katharine Greenbaum, Executive Director, Children's Creativity Museum Cristina Ibarra, Managing Director, Yerba Buena Gardens Festival Maricelle Robles, CEO, Yerba Buena Center for the Arts
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<p>Retreat Objectives</p> <ul style="list-style-type: none"> Cultivate our shared commitment to YBGC and get to know each other Agree on YBGC's strategic priorities and build out our new strategic plan Adopt the YBGC board member job description Align on next steps
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<p>Pre-Readings</p> <ul style="list-style-type: none"> This meeting agenda and resources document Overview of the history of YBGC: Planting the Seeds: Our Story YBGC Bylaws Board member job description/agreement (attached) Strategic plan draft (attached)
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<p>Suggested Meeting Agreements</p> <ul style="list-style-type: none"> Keep an open mind Listen with compassion and curiosity Think organizationally – put a strategy hat on Voice disagreements openly, but use "I" statements. Work together to problem-solve; avoid blaming Respect and value the diversity of our backgrounds, perspectives, and experiences Take space and make space Honor time limits (arrive on time, come back from breaks promptly) Practice self-care Consider intent and impact – acknowledge intent but focus on impact Come to meetings prepared Have some fun!

Fist to Five Tool for Decision-Making

- 5 – I strongly agree with this decision and will take a leadership role to implement it
- 4 – I strongly agree with this decision and will actively support the leaders
- 3 – I agree with this decision
- 2 – I have doubts about this decision
- 1 – I disagree with this decision but will go along with it
- 0 – I strongly disagree and would block this decision if I could

Decision Rules

- Recommendations by the working group regarding the board member job description/agreement and strategic plan will be adopted by majority vote of the number of working group members. Minority positions will be recorded.
- Board members and YBGC staff will be consulted and invited to provide input at various stages in the process, including at the beginning and once the working group has developed its draft recommendations.
- Final decisions on adoption of the board member job description/agreement and strategic plan will be made by the full board of directors in accordance with YBGC's bylaws.
- Final decisions on the board retreat agenda will be made by YBGC Executive Director, Seve Ghose, and Board Chair, Ken Bukowski with input from the Working Group and board.

Retreat Agenda

Time	Topic	Presenter(s)	Duration
8:30-8:45 AM	Arrivals and Breakfast	All	15 min
8:45-10:20 AM	Welcome, Groundwork, and State of YBGC	Ken, Seve, Cristina, Gayle, Marie, Tony, Matt	95 min
10:20-10:35 AM	Break	N/A	15 min
10:35-11:15 AM	External Context Presentations	Mari, Katharine, Linda, Ken, Kristen	40 min
11:15-12:30 PM	Develop 5-Year Strategic Pillars, Goals, and Strategies	Bunny, Lawrence, Marie	75 min
12:30-1:15 PM	Lunch	N/A	45 min
1:15-2:45 PM	Further Develop Goals, Strategies, and Key Decisions	All	90 min
2:45-3:00 PM	Break	N/A	15 min
3:00-3:30 PM	Closing and Next Steps	All	30 min
3:30-4:30 PM	Board Development (including Proposed Board Job Description)	[Board member session only] Ken, Scott, Lawrence	60 min