San Francisco Public Space Management Study

Report

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Which types of public-private partnerships can meet the management needs of San Francisco public open spaces?

The character of San Francisco can be seen in its myriad public spaces and in the unique ways that we create, care for, and use these places. This report seeks to identify a need and propose a model and a plan to launch a public-private partnership that will elevate our public spaces and the communities that care for them.

Intro

Why? What? Where? Who?

Why are public spaces so important?

PUBLIC SPACES CONNECT US

Parks, plazas, and sidewalks are where we meet, relax, play, and express civic values. Public spaces also serve as a critical asset to low-income families and people living in dense neighborhoods. Public spaces provide the opportunity for people to build community in an increasingly divided city, and well-managed public spaces help to build trust in government. As San Franciscans, we are blessed to have some of the most beautiful public spaces anywhere in the world. It is our responsibility to steward these spaces for now and future generations.

What are the challenges we face?

① SERVICES SPREAD ACROSS JURISDICTIONS

We have unique tools and services — from 311 to parklets — that we improve upon and implement regularly. However, our solutions are often disconnected or spread thin across jurisdictions.

② TRUE ENGAGEMENT IS CHALLENGING

Community engagement too often ends with public comment or project input. It takes ongoing engagement to build relationships to sustain our public spaces.

③ CAPACITY ISN'T EQUAL

We rely on private sector partners to support the creation and management of public spaces at all stages, but the capacity of those partners varies by neighborhood and service-provider.

④ NEW SPACES ARE COMING ONLINE

San Francisco is building new parks and housing throughout the city. It is imperative that we also build the capacity to maintain and program these new open spaces.

⑤ WE'RE HARD ON OUR PUBLIC SPACES

Because of our high pedestrian use and our desire to be inclusive of homeless people, our public spaces experience a lot of wear and tear.

⑥ WE'RE NOT THAT DIFFERENT

Despite segmented services across departments, the challenges faced by different jurisdictions in managing different types of public spaces are actually very similar. There are lessons we can share.

Where do we need help?

SAN FRANCISCO HAS A LOT OF UNIQUE PLACES

San Francisco is home to nearly 20 unique place-types and nearly as many public agencies involved in the creation, care, and activation of these spaces.

From the perspective of the average resident however, the lines between park, plaza, and parklet are less important than the desire that these spaces be clean, safe, and vibrant. In interviewing the volunteers, advocates, and public employees who care for these spaces, it is evident that the similarities in the challenges faced are undeniable.

While we categorize and divide our public spaces into place-types, there are basic needs shared by all.

Organization-types

Who is already helping?

SAN FRANCISCO PUBLIC SPACES HAVE A LOT OF FRIENDS

In the same way that we have categorized our places into a variety of types, there are hundreds of organizations working to improve these spaces. The landscape of public space organizations is complex — from entire city departments, to all-volunteer organizations, to nonprofits — but most are working to improve a specific place-type, or in the case of our special assessment districts a specific geographic area.

In the way that place-types experience many of the same challenges, these organizations, too, face similar organizational challenges when working to provide the services our public spaces need.

FRIENDS OF THE URBAN FOREST

Terminology

Place-types

SIDEWALKS/ BLOCKS

- Sidewalk gardens
- Parklets
- Temporary use/ Pavement to Parks
- Plazas - Transit Plazas, Street Plazas
- Commercial Corridors

COMMUNITY MANAGED OPEN SPACES

- Street Parks
- Traditional community gardens
- POPOS (Privately-owned public open spaces)
- Conservation easements

PARKS

- Regional parks
- Neighborhood parks
- Mini parks

SCHOOL OPEN SPACES

- School yards
- School gardens

POTENTIAL PUBLICLY ACCESSIBLE OPEN SPACES

- Inaccessible outdoor public space (i.e. vacant reservoirs or future housing sites)

Organization-types

Community based organization:
(CBO) an organization with a specific geographic focus, for example a "Friends of" group or a special assessment district

Non-governmental organization:
(NGO) a private nonprofit organization with citywide service-delivery area, for example organizations that focus on parks or schools

Government:
(GOV) any public agencies that either own public space or provide funding for public space improvements (or both)

Other:
Other private stakeholders like for-profit service providers, property developers, and entities involved in public space management

Overview of project and research

UNDERSTANDING THE NEEDS OF PUBLIC SPACE STEWARDS

In 2017, the Office of Economic and Workforce Development contracted Kearstin Krehbiel Consulting to undertake a study to determine whether there may be a need and an opportunity to create a citywide organization to work across multiple types of public spaces and support the government agencies, citywide nonprofits, and grassroots groups that work to improve and manage public spaces in San Francisco. In conjunction with the Planning Department, input from multiple City agencies, and with research assistance from Northern California Community Loan Fund, a scope of work was developed to research within the landscape of those who work and volunteer in public spaces in San Francisco, and to identify and analyze case studies of organizations in other cities that service multiple spaces and their support organizations.

Initially, a list of 70 local leaders from community based organizations (CBO), nonprofit organizations (NGO), and government agencies (GOV) that focus on public space management were selected to participate via interviews and surveys. The final list of prospective interviewees included 46% community based organizations and 38% government agents. Nonprofit leaders and for-profit service providers were also included in the outreach.

Inclusivity

In an effort to welcome participation from leaders of organizations across a spectrum of geographic areas and communities, a list of prospective interviewees and their organizations was compiled to include representation from San Francisco neighborhoods with(in):

· Each Supervisorial District

· 80% of Area Median Income households
· 60% or more of small businesses (20 employees or under)
· 30% or more of non-english speakers
· 15% or more - residents under the age of 18
· New Market Tax Credit severe distress areas

In total, 39 interviews were conducted and 38 surveys were collected.

Research

Interviews. Surveys. Case Studies. Feedback.

What do public space leaders have to say?

DOROTHY EDWARDS/ THE CHRONICLE

SOME SPACES AND GROUPS NEED MORE SUPPORT

Interviews and surveys focused on building a base of knowledge about current conditions and capacity challenges. Questions used in the interviews and surveys collected impressions of the current conditions of various public spaces by place-type and organization-type.

When researching capacity challenges, interviews proved useful in allowing respondents to share details on the reasons for and impacts of particular capacity challenges. These findings are detailed in the following pages.

How are our public spaces doing?

● Great　　● Good　　● Ok　　● Poor/Terrible

4%

28%

20%

48%
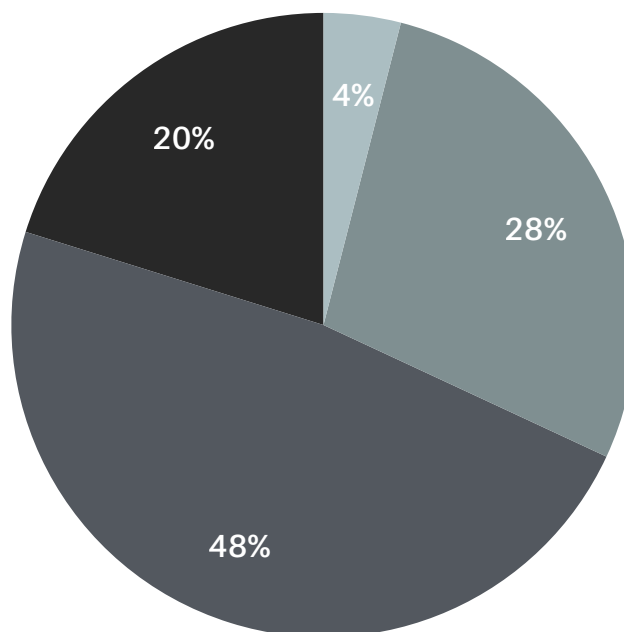
PARKS ARE DOING BETTER, PLAZAS AND SIDEWALKS NEED HELP

While all respondent categories (CBO, NGO, and GOV) gave high marks to regional parks, CBO and NGO respondents rated neighborhood parks slightly lower than their GOV counterparts. Only 4% of respondents rated any public space as great, most of these were POPOs.

According to respondents, the place-type category Sidewalks/ Blocks (sidewalk gardens, parklets, plazas, and commercial corridors) need the most help, with plazas rated as the poorest performing place-type. This corresponds to the challenges posed by the jurisdictional overlaps that are common to this category of place-type.

How well equipped is your org to meet the need?

Significant/ Great   Some/ Ok   None/ Poor
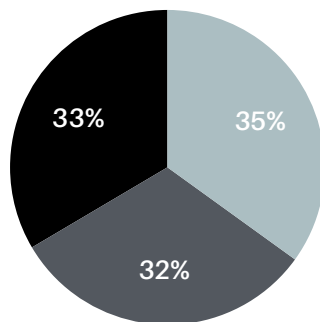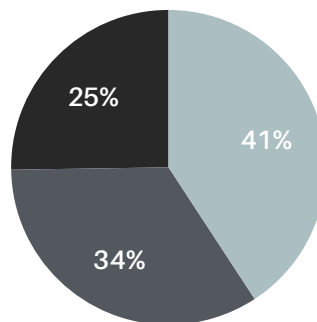
Organizational Experience
- 35%
- 32%
- 33%

Organizational Performance
- 41%
- 34%
- 25%
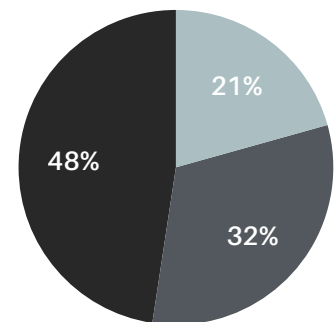
Quality of Available Services
- 21%
- 32%
- 48%

OPPORTUNITIES AND CHALLENGES

When asked about their own organizational performance, all respondent classes (CBO, NGO, GOV) felt they were performing best on Design and Capital improvements. About half of CBO respondents, however, rated their performance lower in this area. Significantly, nearly half of all respondents rated the available level of stewardship services poorly. Available stewardship services with the poorest scores were capital maintenance, funding for operations, cleaning and maintenance.

What are your greatest challenges?

Legend: CBO, NGO, GOV

Chart categories (x-axis): Lack of Leadership, Capacity, Existing Conditions, Bureaucracy

Y-axis: 0%, 50%, 100%
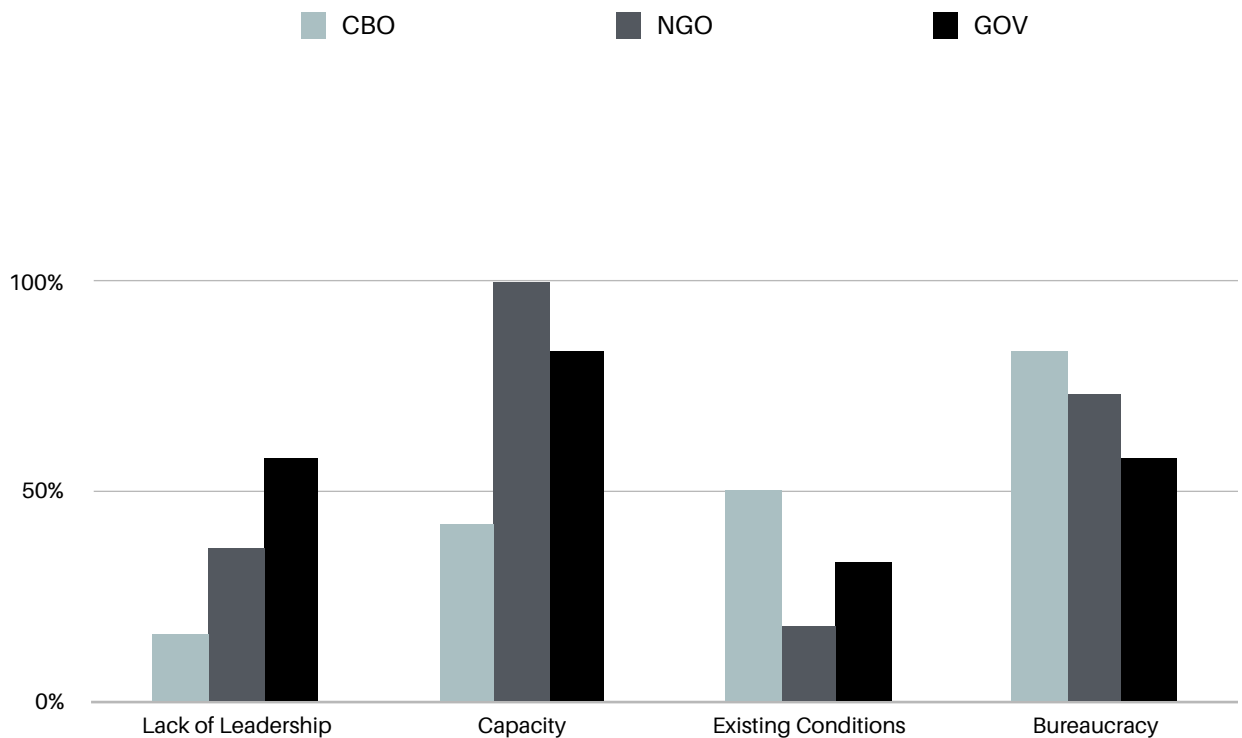
CAPACITY CHALLENGES ARE A KEY CONCERN

Public space leaders were asked about the greatest challenges facing their organization or department and about the most challenging projects to partner on. Capacity issues included funding, cash flow, and staffing concerns. Bureaucratic hurdles most frequently mentioned were contracting, permits, fees, and the city process. When discussing existing conditions, homelessness, crime, gentrification, and cost of living (and its impacts on hiring) were most commonly shared. Jurisdictional conflicts, policy contradictions, politics, lack of evaluation standards, and a lack of direction were mentioned when describing issues contributing to a perceived lack of leadership.

Which services do you wish you were spending more time or money on?

CBO

"I wish that we were spending more on activation."

"67% of our budget is spent on cleaning and safety, we want to get out of the janitorial business. Clean and safe isn't enough, you can go to Walnut Creek for clean and safe. Activation is something that gets people talking and gets people coming back."

NGO

"I wish we had more direct deliverable services."

"I wish we had more time to work on placemaking and workforce development."
-
"I wish we were able to work on more projects that benefit the public realm, more projects that build capacity for neighborhoods."

GOV

"[M]ore spending on new assessment districts."

"My program provides guidance to create an assessment district which provides direct funds for capital improvements"
-
"There is plenty of interest, but there just isn't enough funding for my program."

Which projects are the most challenging to partner on?

CBO

"Activation projects are the most challenging"

NGO

"Multi-year grants with the city are especially difficult."

GOV

"Low-capacity groups are tough to partner with."

"The siloed nature of City departments is a huge obstacle…we need to change the way that the city does this. Why isn't there a Department of Activation? Why can't the city coordinate departments to move your permit through the process?"

"City projects need extra coordination and all grants or contracts are reimbursable. We are effectively providing construction loans to the City." "We spend a significant amount of time on unpaid work because available project management funds are insufficient."

"We put a great deal of expectation on [low-capacity community groups] that they are unequipped to deliver, even though they aspire to solve problems."

-        -

"City's contracting process doesn't allow medium-sized orgs to succeed."

Deep dive on the capacity question

DEFINING AND UNDERSTANDING CAPACITY

What do we mean when we say, "capacity"?

Capacity is often used as a catch-all term for various organizational needs. We'll look to capacity-building researchers to clarify the terminology.

Learning for Action in their March 2017 report: "Point the Way Chicago-area Capacity Building Landscape Study" outlines several areas that together comprise capacity.
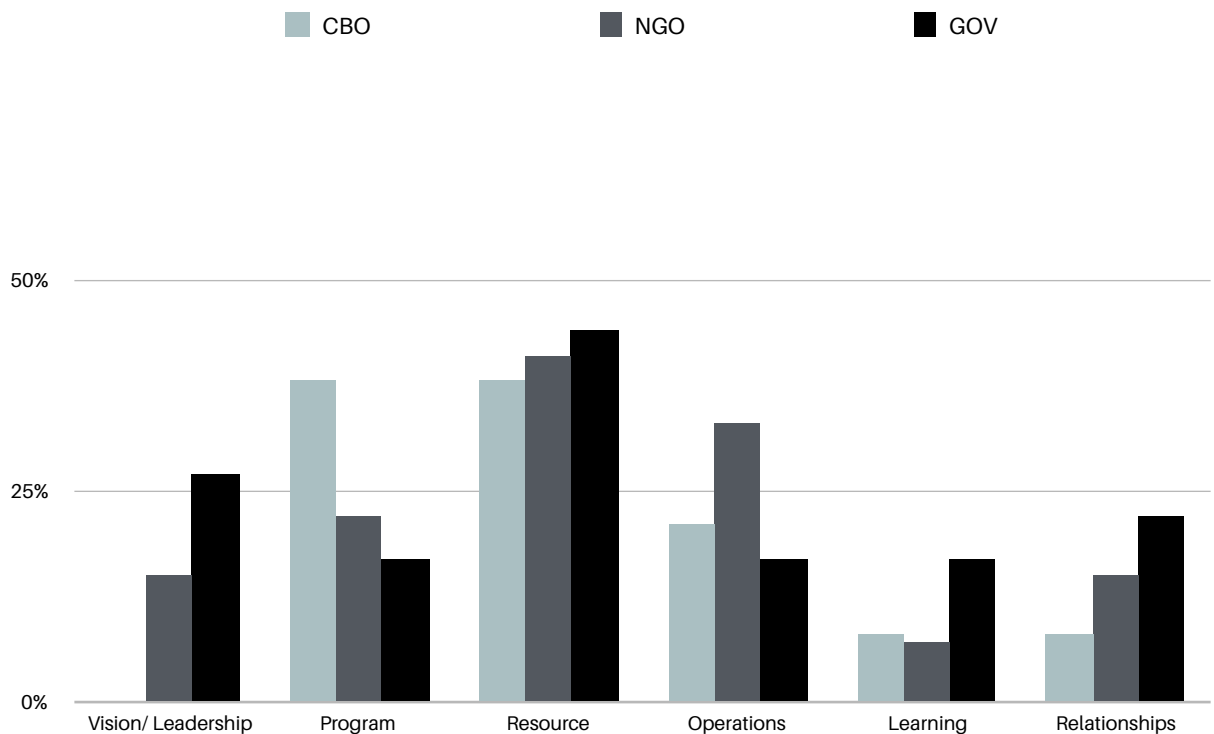
1) **Vision and impact model** - A clear and detailed description of the impact the organization is trying to create, mapped to the set of organizational activities that help produce that impact

2) **Governance and leadership** - A board and staff leadership that have the skills needed to work effectively together in service of the organization's mission;

3) **Program delivery** - Staff, technology, facilities, and other capabilities needed to deliver programs effectively and in fidelity to the impact model;

4) **Resource generation** - A strong funding model to guide resource generation, and the

capabilities to secure resources over time;

5) **Internal operations and management** - Includes technical functions such as IT, financial management, and internal/external communications, plus human resources management and strategic planning;

6) **Evaluation and learning** - Tools, processes, infrastructure, and culture that support continuous program and organizational improvement; and

7) **Strategic relationships** - The ability to nurture and maintain the external relationships necessary for success, including program delivery partners, funding relationships, and political support.

As we look at the specifics when respondents described their capacity needs, these categories are used. In this report, the Vision and Governance categories are combined as they have been used interchangeably.

What necessary capacity do you currently lack?

■ CBO   ■ NGO   ■ GOV

Chart showing percentages (0% to 50%) by category: Vision/ Leadership, Program, Resource, Operations, Learning, Relationships

WHOSE CAPACITY ARE WE TALKING ABOUT?

Respondents to this survey should be seen as representative of the hundreds of community-based organizations, more than 25 government agencies and offices, and more than 10 city-wide nonprofit organizations working to design, build, maintain, and manage San Francisco's public spaces. This report did not focus on input from other important actors in this space, namely private developers, construction companies, local businesses and property owners who also contribute to the management of open space.

WHERE DO WE FEEL CAPACITY GAPS? AND WHAT IS THE IMPACT?

When public space leaders were asked the question, "What necessary capacity do you currently lack?", resource generation (funds and capabilities to raise sustaining funds) was the capacity gap most frequently described by respondents from each sector (CBO, NGO, and GOV). Following that, program delivery and internal operations were the most common capacity gaps.

An important dynamic here is the interplay between resource generation, program delivery, and internal operations.

"We don't have the infrastructure to support our programs, and we don't have the resources to build our infrastructure." NGO respondent

Nonprofit and community based organizations often report the feeling of being stuck in a catch-22. We're all familiar with the stereotype of the under-resourced nonprofit worker who, when tasked with too many jobs, isn't effective in any of them. This phenomenon is common to nonprofit organizations of all types, but among public space management nonprofits, it has real impacts on how time is managed and how resources are deployed.

"No one else knows how to fix [the] computer, so I have to do it because we can't hire an IT person." NGO respondent

Deficiencies in resource generation have direct impacts an organization's ability to operate and deliver programs.

This challenge is exacerbated in San Francisco's public space management organizational landscape, where:
- existing conditions include heavy pedestrian use and a significant homeless population;
- public expectation is for significant local control and involvement in the management of public spaces;
- public infrastructure relies on private sector service-providers for agile, cost-effective services and cross-department coordination, while
- the city grant-making and contracting processes require reimbursement-based invoicing, and
- available public funds under-value the operational, administrative, and project management functions nonprofits perform.

"The available project management funding is unrealistic, and the reimbursement process is challenging." NGO respondent

It is worth noting that even while San Francisco is seeing historic budget growth, departmental capacity gaps were still reported by public employees. This may be due to a lack of resources allocated to specific public space management activities that study participants are engaged with.

City demand for services

(Snapshot of active RFPs reported by Mayor's Office, August 2017)

Department	Program Area	Details	Amounts up to
ADM-CCG	Arts	Neighborhood beautification projects	$900,000
ADM-CCG	Arts	Market Octavia & Eastern N'hoods	$380,000
ADM-CCG	Environment	Watershed Stewardship projects	$300,000
ADM-CCG	Arts	"Living Alleys" Market Octavia Plan	$250,000
ADM-GFTA	Arts	Neighborhood Arts Collaborative	$200,000
MOHCD	Infrastructure and Public Space	Capital/ Public Space Improvements	$6,750,000
OEWD	Economic Development	TBD Mayoral BOS Addbacks	$1,000,000
OEWD	Economic Development	TBD New Programs for 2018	$3,000,000
DPW	Litter Reduction & Workforce	N'hood Clean & WFD: Tenderloin	$650,000
DPW	Litter Reduction & Workforce	N'hood Clean & WFD: Chinatown, NB	$650,000
DPW	Litter Reduction & Workforce	N'hood Clean & WFD: Civic Cte	$100,000
DPW	Summer Youth & YA Employment	Summer Youth Horticulture programs	$540,000
		Total	$14,720,000

Th City is a big client. And other organizations are, too.

At any given moment, the City has millions of dollars allocated for private sector partnerships to build, maintain, and activate our public spaces. Not included in this snapshot are the tens of millions available for contract with other prospective clients like: non-city public landowners, special assessment districts, private developers, construction companies, local businesses, private property owners, and philanthropic funders.

Case Studies:
Organizational and Service models
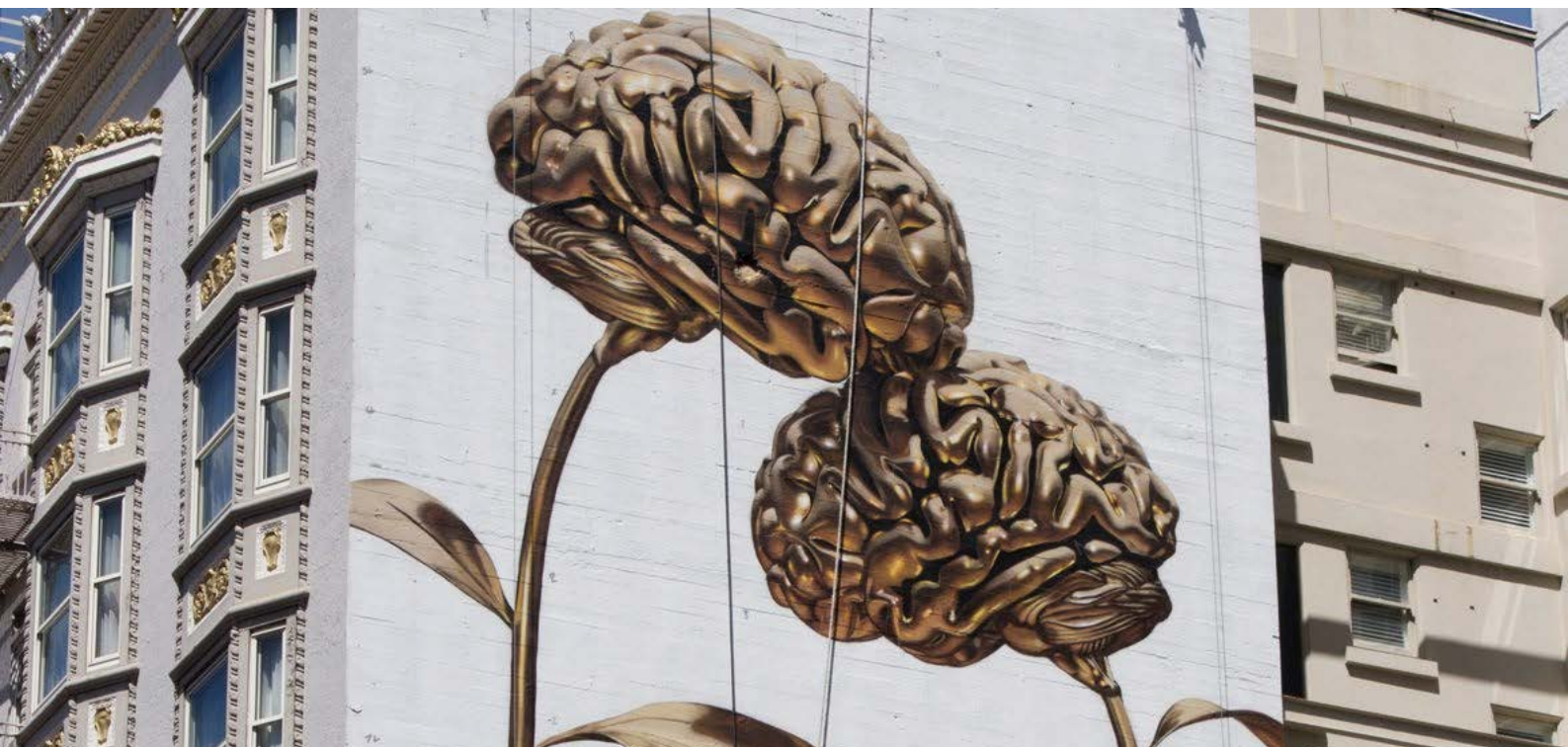
MURAL BY BIP/SF EXAMINER

WHO CAN WE LEARN FROM?

When seeking to identify prospective models relevant to public space management locally, it was important to consider organizations that provide comprehensive services to multiple public place-types across a given city as well as those that provide a single service scaled across multiple public spaces. In this section, we explore six unique models from five US cities. More than forty organizations and programs were identified. The finalists represent the widest range of organizational models. Two services, for cleaning and activation, were also selected for their relevance to San Francisco's particular programmatic needs and opportunities.

Case Study:
Chicago

neighborspace
community-managed open space

ESTABLISHED IN 1996 TO
PRESERVE SMALL COMMUNITY
DEVELOPED GARDENS AND
PARKS

Model: 501c3 (land trust)

Services: Community management, Funding, Insurance, and Technical assistance

Budget: Unknown (under $1MM)

Funding: Government grants

Staff: 5

Under Management: 109 community garden sites located in 33 wards

Governance: City and stakeholder board

Note: This land trust preserves gardens on behalf of community groups protecting against future development. This group also provides community management, liability insurance, and provides additional stewardship support via a mini grant program and technical assistance.

@BCOGARDENS/ TWITTER

Case Study: *Atlanta*

Atlanta BeltLine **+** Atlanta BeltLine Partnership

ESTABLISHED IN 1999 BY ATLANTA DEVELOPMENT AUTHORITY

Model: 501c3 + 501c3

Services: Transportation, Economic Development, Fundraising, Maintenance

Budget: $8MM (ABI), $1MM (Partnership)

Funding: 74% Gov. grants + Assessments; 16% Contributed; 10% Earned

Staff: 38 (ABI); 8 (Partnership)

Under Management: 22-mile trails, streetcar, & parks

Governance: City and stakeholder appointees

Note: In this partnership model, Atlanta BeltLine, Inc (ABI) manages capital planning, design, and implementation, while the Atlanta BeltLine Partnership (ABP) raises funds, and engages the public with programming and outreach in the 45 neighborhoods that are in the service area of this networked space.

MIDTOWN LIFESTYLE

Case Study: *Pittsburgh*

Pittsburgh Parks Conservancy

ESTABLISHED IN 1998 TO RESTORE FOUR REGIONAL PARKS

Model: 501c3

Services: Capital Planning, Education

Budget: $7MM

Funding: 90% Contributed; 10% Earned

Staff: 76 FTE

Under Management: 22 parks, 2 plazas, and several other public open spaces and centers.

Governance: Private 30-person board

Note: This organization provides capital planning support, and community programming. This organization also manages multiple public plazas, gardens and centers - which includes the coordination of facility rentals and permits. This organization also has developed a relationship with the local school district and hosts a variety school programs.

@PITTSBURGHPARKS/ TWITTER

Case Study:
Philadelphia

CENTER CITY DISTRICT + **CENTER CITY DISTRICT FOUNDATION** + **CENTRAL PHILADELPHIA DEVELOPMENT CORPORATION**

ESTABLISHED FROM 1991 TO 2016 TO IMPROVE THE QUALITY OF LIFE AND MAKE DOWNTOWN PHILADELPHIA UNIQUE AND ENGAGING

Model: 501c3 + 501c3 + 501c3

Services: CCD: Cleaning, Safety, Homeless services, Maintenance; CCDF: Capital projects, Programming; CPDC: Real estate development

Budget: $24MM (public space management); $+6.2BB (real estate development)

Funding: 90% Assessments; 5% Earned

Staff: 128 maintenance; 45 community service reps.

Under Management: 233 blocks, 1500 properties

Governance: Private board

Note: Established in phases, these three organizations work together to support the region serving as property developer, capital project provider, property manager, and public space programmer.

R. KENNEDY/ GPTMC

Case Study:
New York City

Ready Willing & Able | The Doe Fund

DOE FUND

ESTABLISHED IN 1990 TO TACKLE THE ROOT CAUSES OF HOMELESSNESS

Model: 501c3

Services: Homeless services, economic development, job training

Budget: $12MM

Funding: 68% Gov; 13% Earned; 12% Contributed

Staff: 307 (graduates)

Under Management: NYC service areas

Governance: Private board

Note: The Doe Fund has three main areas of activity that work together to support formerly incarcerated and homeless people: a transitional work program; supportive and affordable housing; and a social-enterprise program that provides citywide street cleaning services to assessment districts and building owners across NYC.

Case Study:
New York City

Music **Under New York**

ESTABLISHED IN 1985 TO BRING
JOYOUS AND ENGAGING MUSIC
TO THE COMMUTING PUBLIC

Model: Program of city agency
Services: Space activation, Arts
programming
Budget: Unknown
Funding: 0.5 to 1% of a station's
rehabilitation budget
Staff: 8
Under Management: 260 transit stations
Governance: NY MTA public benefit
corporation

Note: Over the last 20 years, this public
program has recruited more than 350
artists who provide daily programming
that has become a signature feature of
New York subways. Each year, the MTA
auditions up-and-coming and established
musicians for their subway roster,
attracting, cultivating, and supporting
local artists.

CREDIT UNKNOWN/ LUCKY CHOPS

Case Studies

Key Findings

MULTI-SITE ORGANIZATIONS OFFER BENEFITS

Multi-site organizations can:

· provide more consistent and equitable service delivery

· scale their operations via diverse funding sources to support their growth

· provide stable business opportunities to local service providers

(programming, maintenance etc.)

· partner with established assessment districts and public entities to

provide support for capital projects, community engagement, advocacy

and management.

City stakeholder feedback

What do city staffers who manage open space think about the concept?

A presentation was delivered to representatives from 10 City agencies on March 15, 2018 to share initial findings from this business planning project and get further feedback. Meeting participants included those agencies that own public space and also those that provide funding for public space improvements (or both). Participants generally agreed that the City's capacity to improve and manage public spaces equitably is limited, and were interested in the establishment of a citywide nonprofit organization to help manage public spaces, particularly in situations where there is no community-based partner at all, or where an informal "friends of" group does not desire to grow into a staffed nonprofit organization such as a CBD. Participants were also interested in the Conservancy for its ability to prevent duplication of services in certain spaces and to provide efficiencies by facilitating the sharing of administrative services, including executive directors.

This is a new idea, are there concerns that come up? Which parts seem most interesting?

SPECIFIC SERVICE INTERESTS

Participants specifically expressed interest in the Conservancy offering the following services:

- "Backbone" or shared administration
- Stakeholder engagement
- City agency coordination for multiple jurisdictions
- Maintain best practices and tools across jurisdictions

CONCERNS ABOUT THE MODEL

Participants expressed the following concerns about the proposed model:

- The range of services it would need to provide is potentially more than a single organization can provide or coordinate among existing providers
- The organization would need to house a great deal of institutional knowledge in order to mitigate risk to the City

Model

Governance. Equity. Benefits. Services.

Defining the model

NONPROFIT + MULTI-SERVICE + MULTI-PLACE-TYPE

What type of organization can support all of San Francisco's unique public spaces?

Research conducted within San Francisco and across major American cities shows an opportunity to create a new type of citywide organization that has three primary features: nonprofit, multi-service, and multi-place type. Many major cities have robust nonprofit organizations or groups of interdependent nonprofits that partner closely with government agencies to manage public spaces. Many of these organizations are highly entrepreneurial and able to leverage different sources of revenue to provide their services. While some of the case examples studied were also multi-service or multi-place type, combining these features into an organization with a citywide focus would make San Francisco's model innovative. These organizations are often called "conservancies," a term used going forward in this report to describe the proposed model.

How can we build the scale that we need, in order to address the public space management challenges that we face?

SCALE

To be successful, a Conservancy must scale to meet the demands of our issue-challenged public spaces and their capacity-challenged network of supporting organizations. For this reason, is important to note the interdependence of the three main characteristics: nonprofit, multi-service, and multi-property type, and how they are vital to the success of the model. By serving across place-types and service-areas, not only will a conservancy be able to support all the needs of a public space, but it will be able to generate the philanthropic dollars and earned income required to sustain its scale.

NONPROFIT

Nonprofit organizations are frequently formed to act as stewards of public space because of their orientation toward the public good, their ability to raise private funds, and their ability to be more agile and adaptive than a government bureaucracy, while still working closely with government. The City of San Francisco's comfort in contracting and grantmaking with nonprofit organizations to deliver services, and its desire to increase equitable servicing of public spaces throughout the city, make the nonprofit model a clear choice.

MULTI-SERVICE

Public spaces need a range of different services, and they also benefit from the strategic curation of services based on place-specific considerations and stakeholder engagement. This is particularly true with the most challenging spaces. A Conservancy might not develop in-house capacity to provide all services, many could be subcontracted. However, it could be structured to assess and identify the needs of a place, then act as a one-stop-shop that deploys a combination of services as needed, and evolves those services over time.

MULTI-PLACE-TYPE

Many different types of places need similar services. Because government and its partners are generally organized by function, these similarities are not always apparent. Working across place-types, even those as distinct as schoolyards and commercial corridors, allows a conservancy to develop expertise in a broad set of tools that various place-types need. Most importantly, however, this feature allows a conservancy to scale to deliver a level of quality and efficiency that community-based or single jurisdiction efforts cannot.

"We need to double our budget to do what is expected of us...It would be great to have a shared centralized back office and go after grants."
CBO respondent

"A lot of organizations are doing similar work...we're all fishing from the same pond...I wish there was a mechanism that allowed us to consolidate our work." NGO respondent

"The way it is now, we tend to spend our money on bureaucracy and all that inefficiency limits our ability to invest in [our mission]. Bureaucracy makes us focus on things that aren't as important or impactful."
NGO respondent

Defining the role

COMPLEMENT AND COORDINATE EXISTING SERVICES

How would a Conservancy fit into our crowded landscape of organizations?

A Conservancy could be a vital service provider for public spaces that have no dedicated or obvious organizational steward, particularly those that fall within jurisdictions not set up to manage public spaces beyond their primary role. An example is the crooked section of Lombard, which is a street and one of the top tourist destinations in San Francisco. This space could benefit from a variety of services that adjacent homeowners and the jurisdictional owners are unequipped to provide.

A Conservancy could also partner with existing organizations already working in public spaces but that would prefer not to, or are unable to build their own capacity and would rather focus on their mission over building administrative or operational infrastructure. The benefits to existing organizations include the following:

FASTER PROJECT DELIVERY

Projects and services could be delivered more quickly to communities in need. A Conservancy could receive a contract for a small capital project, and partner with an existing organization acting as a local expert to inform and guide the project. The partner organization could focus on community input, outreach, and volunteerism, for example, while a Conservancy manages funds, produces designs, procures permits, and contracts for implementation. Having dedicated, experienced project management staff and a portfolio of similar projects will increase efficiency substantially. Larger organizations with comparable capacity might choose to contract with a Conservancy to offer new types of projects and services.

COST-SAVINGS

The services provided by a Conservancy could represent significant cost-savings to existing organizations, especially through the sharing of common administrative and technical services such as hiring a bookkeeper or IT support. Existing groups that partner with a Conservancy could also see staff-time savings from working with a single point of contact. Similarly, the City could also could see cost savings from multi-space contracts negotiated by a Conservancy.

INCREASED SERVICE STANDARDS

A Conservancy could bring the highest quality services to all neighborhoods and increase equity and transparency in service pricing citywide.

Additionally, a certain degree of risk-management could be brought to the entire network by ensuring adequate insurance coverage, and compliance with contracts, employment law, and Generally Accepted Accounting Principles.

OPT-IN

A Conservancy may not be a needed or desired partner for all existing public space organizations, but they will still benefit while not directly accessing its services because a Conservancy could:
- house institutional knowledge and best practices for public spaces,
- create evaluation standards for public spaces, and
- provide contract opportunities to service-providing organizations through a preferred vendor network.

"We need to become more sophisticated. We have to figure out how to get the resources to invest in these things. I wish there were a mechanism that allowed us to access capital to scale and that that capital allowed us the flexibility to invest in what we need." NGO respondent

Star Trek and the Future of the Nonprofit Sector

Vu Lee, Excerpt from Nonprofit Quarterly, November 8, 2017

In Star Trek, there is a Prime Directive that governs Starfleet…Our sector, too, has a Prime Directive. Perhaps is it social justice; perhaps it is just making the community better overall. But the way we are organized does not allow us to achieve that Prime Directive effectively. Every organization is expected to do its own HR, finance, evaluation, communications, IT, fundraising, governance, etc. Meanwhile, we compete with one another for resources, and we often have no idea what other nonprofits are doing. It is incredibly inefficient.

We can use these lessons to implement a better model—let's call it the Community Alliance model—that dispenses completely with the notion that nonprofits must be their own entities, responsible for dozens of highly complex tasks in addition to programming. The nonprofit of the future is defined by shared administrative, operating, and fundraising support that allows each organization significant time and resources to focus on individualized programmatic work as well as collective efforts to address systemic issues.

How can we increase equitable access to services?

PUBLIC SPACE: OUR MOST DEMOCRATIC INSTITUTION

Everyone is welcome and everyone is equal in our public spaces. However this ideal is unfulfilled when access to resources is unequal. It takes time, knowledge, relationships, and often money, to advocate for or privately raise the funds needed for investing in and stewarding public spaces; and those resources are not equitably distributed.

Review of equity models

The Conservancy is our opportunity to achieve collective ideals of equity in our public spaces. This study aims to outline an organizational model that builds community capacity equitably, thus ensuring equal distribution and access to services and tools. While there are many ways an organization might achieve this goal, below are several equity frameworks that a Conservancy might consider.

EQUITY DIRECTIVE

Understanding equity in open space is complex. Often, traditional indicators like area income don't account for the way that that social, cultural, and geographic factors can work together to make places vibrant and accessible to all. Based on analysis of San Francisco, an Equity Directive could be incorporated into the Conservancy's Strategic Plan or Charter.

An Equity Directive could be developed in partnership with a City Department that has the capacity and expertise to conduct research and review existing datasets to provide an analysis of various key indicators, for example:
· Availability and quality of open space
· Housing density
· Other indicators of access to resources.
With this approach, a variety of methods could be tested and progress could be measured against the predefined set of key indicators.

Example: "Opportunity Mapping for Parklets and Plazas," San Francisco Pavement to Parks, 2014
The Planning Department developed an equity framework and mapping methodology for parklets and plazas in 2014. The framework emphasized geographic equity and demographics. This work could be referenced or expanded on to provide direction for a San Francisco Conservancy.

"In reviewing the breadth of literature available on the subject of access to open space, it is evident that definitions of 'access' are more complex than mere geographic proximity to an amenity. Rather, there are many different types of access, many of which are often underexplored in the field of Urban Planning." Gene Stroman, "Opportunity Mapping for Parklets and Plazas", 2014

EQUITY GRANT FUND

Dedicated funds could be raised solely for the improvement of under-resourced communities and places. This method has been implemented to support under-resourced public space management organizations in the outer boroughs of New York City.

Example: OneNYC Plaza Equity Program
Community based organizations fund and provide maintenance and programming for more than 70 public plazas in New York City. Many of these community based organizations struggle with the capacity to meet the demands of these spaces, especially in the historically under-resourced outer boroughs.

In 2015, Mayor de Blasio established a $1.4M fund to: "provide technical assistance and maintenance services to plaza partners. The OneNYC Plaza Equity Program will deliver these services to designated medium and high need plaza partners. Medium and high-need partners are those organizations that have limited organizational capacity, small operating budgets, and lack experience in public space management and the plaza they maintain is located in a neighborhood with an insufficient amount of open space, low to moderate income, and that endures a significant amount of pedestrian traffic adding to the maintenance burden. Using this criterion, NYCDOT has identified 30 plazas that fall in the medium or high need categories."

PAIRED PROJECTS

By working with public and private funders to bundle community projects that serve neighborhoods from affluent and under-resourced areas, funds can be raised to complete both projects - one community might raise a cash match, another might raise in-kind services or volunteer hours. An adopt-a-place program could also be established to seek dedicated funds for under-resourced places.

Example: Chicago Sister Neighborhoods
In 2015, Chicago Treasurer, Kurt Summers launched an initiative to create a peer-to-peer learning initiative to bring community organizations together to leverage resources and share experience.

"We're building bridges between neighborhoods...We know there are opportunities day in and day out. So let's start building the muscle of communities working together." Kurt Summers, City Treasurer, Chicago

SLIDING SCALE

In many industries, service fees are subsidized for customers that meet certain hardship criteria. These reduced prices are accessed via a sliding-scale structure. Many city services, permit fees and private health clinics offer free or sliding-scale services to support qualifying individuals, with associated costs supplemented by public grants or other subsidies. Conservancy operations could be cost-neutral if better resourced clients were charged slightly higher-than-cost fees while less resourced clients, or those in communities of concern, are charged less-than-cost fees.

Example: Recreation and Parks Department, San Francisco
Socio-economic and geographic equity are guiding principles in delivering programs and parks access across all of San Francisco's neighborhoods. For a range of facility, open space and community rooms use fees, Recreation and Park Department offers a discount to non-profit organizations.

WORKFORCE DEVELOPMENT

Public spaces provide an untapped opportunity for workforce development. Many of the services needed to maintain, activate and steward public spaces can provide a platform for individuals entering the workforce, for formerly incarcerated and at-risk populations, and people experiencing homelessness to build skills and join job-training programs.

Example: The NYC Plaza Partnership - the Horticultural Society of New York
The Neighborhood Plaza Program (NPP) provides horticulture, daily sanitation, and technical assistance services for fourteen public plazas, under contract to the Department of Transportation (DOT). Built by the city and managed by local groups, these plazas offer neighborhoods beautiful public spaces that feature moveable tables and chairs, umbrellas, and extensive plantings. In keeping with The Hort's mission, NPP focuses on underserved communities and delivers workforce development training, horticultural care via the GreenTeam, and sanitation services through a partnership with the Association of Community Employment Programs for the Homeless (ACE).

"Using the plazas as a vehicle for transitional employment for crews in a workforce development program gave us a framework for raising seed money. Hosting NPP was a natural fit for The Hort, a very old organization that was known almost exclusively for its flower show up until the 1980s but now operates like a social service agency." Laura Hansen, Executive Director, the Horticultural Society of New York

What are the core services our public spaces and their stewards need?
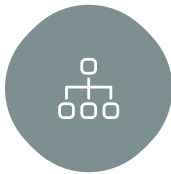
Shared Administration

- Fiscal Sponsor
- Admin support
- Insurance
- Development
- Office space

Cleaning and safety

- Cleaning
- Maintenance
- Landscaping
- Ambassadors
- Security

Activation and programming

- Programming
- Events
- Permits support
- Promotion
- Volunteers

Project plan and implementation

- Strategy
- Fundraising
- Engagement
- Project Mgmt
- Evaluation

THIS, BUT MUCH, MUCH MORE.

Listed above are a few of the many services that community based and nonprofit organizations need when working to improve public spaces. It is worth noting that all of these services are available in some shape or form to organizations in San Francisco, but they are spread across dozens of organizations with varying skills and capacities. Bringing these services under one roof will streamline efforts for public space stewards in all sectors.

How might service packages be structured?

Core service area	Service detail	Select your services
Shared Administration	Fiscal Services/ Fiscal Sponsorship: Financial reporting, Insurance	
	Organizational Development: Strategic Planning, Exec. Support	
	Technical Services: Financial Mgmt, IT services, Web development	
Cleaning and Safety	Cleaning: Power-washing, Special event support, custodial	
	Ambassadors and Security: Information referral, patrols	
	Landscaping: Maintenance, trees, and sidewalk gardens	
Activation and Programming	Permits: encroachment, amplified sound, street closure	
	Events and Programming: performers, equipment rentals	
	Promotion: marketing and outreach	
Project Planning and Implementation	Project Management: Hiring, Contract management, financial oversight	
	Strategy Development: Site assessment and evaluation	
	Stakeholder Engagement: ongoing community outreach	
	Capital Campaign Management: strategy, fundraising	

ADAPTIVE SERVICE PACKAGES, DELIVERED

A Conservancy should offer a range of services to meet the wide-ranging needs of a diverse clientele. Customized service packages can be tailored to clients of all scales - from "Friends of" groups to long-established assessment districts, City departments to existing nonprofit organizations.

Larger groups, such as assessment districts, benefit by sharing administrative functions and service contracts. City departments could benefit by contracting for public space management services. The support provided by a Conservancy could also allow smaller groups to build internal capacity and graduate upward into more-self-sustaining organizations.

Ladder of services for organizational evolution

TODD WARNOCK/DIGITAL VISION/GETTY IMAGES

ADDING ORGANIZATIONAL CAPACITY TO THE NETWORK

A Conservancy could play a role in developing a client organization into a more sustainable community partner, for example:

- a community group wishing to form an assessment district;
- a "Friends of" group seeking fiscal sponsorship, before becoming a 501c3
- an existing nonprofit needing capacity, but lacking in-house technical skills such as grant writing
- an existing assessment district wanting to test then adopt regular services like special events and activation

Launch

Three scenarios. Staffing and budget sketches.

What will it take to get this idea off the ground?

NBC BAY AREA

Seed funding will be required to complete a plan for the Conservancy, test the model, incubate, and then launch an organization. Three Year 1 scenarios are shown in this section. Each scenario is shown with a different possible funding amount — from the most limited scenario, allowing for continued planning, to a modest scenario for planning and the ability to implement pilot projects; and last, a fully-funded start up scenario delivering business planning, pilot projects, and scaling of organizational capacity to implement a fund development model based on a mix of contracts and philanthropy.

Scenario 1:
Keep planning

CONTINUE PLANNING, REFINE MODEL, AND FIND FUNDING

Phase 2 of Business Planning

Overview: With a smaller investment, the models and frameworks presented in this study could be further refined. Prospective leaders and funders could be identified and cultivated.

Investment: Under $200,000

Areas of Focus: Build prospective client support for Conservancy concept, work to identify board leadership, funders, continue to refine the model.

Staffing: None, use project-based consultants.

Expected Outcomes: Prospective board, selected and refined organizational model and fund development plan.

Recommended Structure: N/A

Cost center	Amount	Detail
Personnel	$150,000	Consultant(s) (1.2 FTE)
Other than personnel	$3,000	Materials/ Supplies
	$2,500	Meetings/ Travel
	$10,000	Online and printed materials
Total	$165,500	

Scenario 2:
Partially-funded

CONTINUE PLANNING, FIND FUNDING, TEST THE MODEL

Phase 2 of Business Planning and Proof of Concept

Overview: This level of funding could support consultants or an organizational staff to raise funds and provide project management. Additional project funds would be required, however, to launch a Conservancy and to complete public space improvement projects.

Investment: $250,000 - $500,000 (consider a multi-year grant)

Areas of Focus: Fund development, pilot full-service concept with a project.

Expected Outcomes: Identify advisory board, fund development, go to market plan, proposals for project funds, successful pilot implementation, consultant and service provider contracts signed.

Staffing: None, use contractors and/ or supplement existing organization staffing.

Recommended Structure: Partner with a fiscal sponsor or use restricted grant to partner with existing organization to incubate an initiative.

Cost center	Ask	Raise	Detail
Personnel	$250,000		Staff/ Consultant(s) (2.5 FTE)
Other than personnel		$200,000	Project Costs (pilots)
		$3,000	Meetings/ Travel
		$10,000	Online and printed materials
		$31,950	Fiscal sponsorship fees
Subtotal	$250,000	$244,950	
Total		$494,950	

Scenario 3:
Fully-funded

CONTINUE PLANNING, BUILD TEAMS, PROVE THE MODEL

Phase 2 of Business Planning and Full-Service Delivery

Overview: At this level of funding a new organization could be established, or if partnering with an existing organization, a new multi-year strategic initiative could be launched to appropriately scale that organization through human resources and strategic partnerships. Scaling to provide service-delivery in year 1 is key to short-term business development and long-term fund development potential.

Investment: $2MM-$2.5MM over 2 years

Areas of Focus: Infrastructure and partnership building, refining equity model, go to market planning, marketing services, strategic planning, pilot full-service concept with multiple projects in multiple place-types.

Expected Outcomes: Hiring staff, securing offices, service and partnership agreements, securing clients and contracts, building a board and submitting State and Federal filings, fund development, strategic plan, completion of multiple successful pilot projects.

Recommended Structures:

1. Fiscal sponsorship with plan to establish 501c3, or
2. RFP to established 501c3, or
3. RFP to multiple 501c3s working in partnership with clear division of roles and responsibility.

Scenario 3:
Fully-funded

CONTINUE PLANNING, BUILD TEAMS, PROVE THE MODEL

Phase 2 of Business Planning and Full-Service Delivery Start Up

Cost center	Ask	Detail
Personnel	$100,000	Executive Office
	$125,000	Admin./Operations Department (CAO, HR, IT, IS)
	$200,000	Finance Dept. (CFO, Controller, Acct., Books, Payroll, AR)
	$225,000	Fund Development Department (CDO, Biz Dev, Grants)
	$125,000	Marketing Department (CMO, Web dev, Art, Content)
	$90,000	Special Events and Volunteers Department
	$135,000	Urban Design Team (Planner, Architect, Designer)
	$195,000	Community Service Team (Program Managers)
	$298,750	Fringe (25%)
	$150,000	Service-type Contractors (Cleaning, Events, Ambassadors)
	$40,000	Administrative Contractors (IT, CRM, Web)
Other than personnel	$10,000	SaaS subscriptions (CRM, Website, HR, Accounting)
	$105,000	Occupancy (Rent, furniture, equipment, utilities)
	$300,000	Project Costs (pilots)
	$10,000	Meetings/ Travel
	$10,000	Printing/ Postage
	$317,813	Fiscal sponsorship fees
Total	$2,436,563	

Addenda

Services. Clients. Spaces. Pilots. Continued Business Planning Checklist. Study details. City Stakeholder notes.

Full-service menu

TIERED, BUNDLED, OR ALA CARTE

Which services does your organization or public space need?

Core service area	Service detail		Select your services
Shared Administration	Fiscal Services	Fiscal Sponsorship	
		Grant , contract Management	
		Insurance	
		Gift processing, acknowlegements	
		Financial management, reporting, tax filing, reporting	
	Organizational Development	Executive, Administrative support	
		Strategic planning, Financial planning	
		Fundraising plan development	
	Organizational Support/ Technical Services	Grant writing, reporting	
		IT support	
		Graphic design	
		Web design	
		Marketing / Comms.	
		Stakeholder Engagement	
		Office space	
Cleaning and Safety	Ongoing or one-time	Cleaning	
		Maintenance	
		Ambassador services	
		Landscaping	
		Security, Safety	
Activation	Event Planning and Promotion	Event Planning	
		Community and Volunteer Engagement	
		Promotion	
Project Planning and Implementation	Capital Projects and small improvements	Fundraising plan development	
		Capital campaign management	
		Stakeholder engagement	
		Space assessment, Strategy development	
		Project planning, Project management	
		Evaluation	
Other Stewardship Services	Assessment Districts Formation	Feasability studies	
		Financial development and planning	
		Management plan creation	
	Advocacy	Policy development	
		Campaign planning and management	

List of possible clients

Overview of prospective client organizations

1. **Public Landowners:**
   - Bay Area Rapid Transit
   - Federal (National Parks Service, General Services Agency)
   - Office of Community Investment and Infrastructure
   - San Francisco Department of Public Works
   - San Francisco Port Authority
   - San Francisco Public Utilities Commission
   - San Francisco Real Estate Department
   - San Francisco Recreation and Parks
   - San Francisco Unified School District
   - State of California (Caltrain, Caltrans)

2. **Assessment Districts**
   - Community Benefit Districts
   - Green Benefit Districts
   - Business Improvement Districts
   - Other Assessment District types

3. **Private Landowners**

4. **Private Funders/Intermediaries**
   - Trust for Public Land
   - Other foundations

5. **CBO Grant Recipients of:**
   - Community Challenge Grants/SFGSA
   - Watershed Stewardship Projects/PUC
   - Invest in Neighborhoods Grants/OEWD
   - Neighborhood Arts Clusters, Neighborhood Festivals /GFTA
   - Infrastructure and Public Space Grants/MOHCD

Possible service locations

TARGET SITES

Overview of spaces that might benefit from a Conservancy

District 1
· Park Presidio
· Simple Pleasures Parklet
· Clement & 3rd Parklet
· Cinderella Bakery Parklet
· Geary & Masonic triangular parcel
· Cabrillo & The Great highway open space
· Spreckels Lake (Golden Gate Park)
· Skatin' Place (Golden Gate Park)
· Richmond Branch Library
· Golden Gate Park Senior Center
· Sunday Clement Farmer's Market

District 2
· Marina Safeway
· Surfrider Garden
· Crookedest Street (Lombard Street)

District 3
· Portsmouth Square
· Broadway Tunnel East and West Mini Parks
· Inna Coolbrith Park
· Waverly Place

District 4
· La Playa Park (Sunset)
· Far Out West Community Garden
· Playland at 43rd Ave
· Buchanan Street Mall
· Oak Plaza

District 5
· Alvord Lake (Golden Gate Park)
· The Fillmore Center
· Fillmore & Turk Mini-Park
· Gene Suttle Plaza
· Adah's Stairway
· Buena Vista Park
· Buchanan Street Mall
· Oak Plaza

District 6
· McCoppin Hub
· Market Street
· Turk and Hyde Mini Park
· Agua Vista Park
· Victoria Manalo Draves Park
· New Central SOMA Park
· Civic Center Commons
· Eagle Plaza
· Hallidie Plaza
· Sergeant John Macaulay Park
· The Southern Bayfront (D.10)

District 7
· Laguna Honda Bike Trails
· Forest Hill Extension Triangle Park
· Dewey Circle
· Unity Plaza
· Junipero Serra Green Belt
· West Portal Walkthrough
· Ingleside Terraces Sundial

District 8
· Noe Valley Town Square
· Glen Park Greenway
· Penny Lane / Sussex Street Steps
· Harvey Milk Plaza
· Jane Warner Plaza

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District 9
· 16th and Mission BART station plaza
· 24th and Mission BART station plaza
· Goettingen Stairs
· Mayflower Street
· Carver Street Steps
· Alemany Farms
· Tompkins Stairs
· La Placita on Bartlett Street
· The Hairball (Mission / Potrero / Bayview)
· Jose Coronado Park

District 10
· Mendell Plaza
· Pennsylvania Garden
· Visitacion Valley Greenway
· Palou and Phelps Mini Park
· Islais Creek
· Tunnel Top Park
· Daggett Plaza
· India Basin

District 11
· Jerry Garcia Amphitheatre
· Balboa Park
· Ridge Lane
· Lakeview and Summit Steps
· Kenny Alley
· Ever Upward
· Minerva Median
· Athens Avalon Greenspace
· Broad and Plymouth
· Persia Triangle

Phase 2 Business Planning

Suggestions for launch prep

The preliminary business plan for the Conservancy undertook a series of surveys, interviews, and case study research in order to assess the need for a citywide organization to work across multiple types of public spaces and support the government agencies, citywide nonprofits, and grassroots groups that work to improve and manage public spaces in San Francisco. Local research was drawn from a list of 70 local government agency, citywide nonprofit, and community-based organization leaders working in public space, and an equity framework was utilized to ensure broad representation from among the CBOs and nonprofits contacted. Preliminary findings were then shared with a group of 10 City agencies for additional input, which is documented in the preliminary business plan.

While the research conducted concludes that there is demand for a citywide Conservancy, and yielded a handful of models that can inform its establishment, more planning work is needed in order to establish an organization of this scale and with the expertise need to be a trusted partner to the public sector agencies ultimately responsible for public spaces.

THE FOLLOWING TASKS HAVE BEEN IDENTIFIED AS INTEGRAL TO THE INCUBATION PHASE:

1. City should form an interagency working group to assist with the incubation phase (OEWD, Planning, Public Works, Rec and Park, others TBD) and undertake the following:

· Secure City Department support and identify potential City agency clients,

· Confirm key milestones and deliverables, evaluation metrics for incubation phase

· Identify an organization interested in incubating the Conservancy for a 2-year period. This organization could become the Conservancy or could spin it off as an independent organization or to locate within another organization.

· In conjunction with Incubating Organization, conduct outreach about the Conservancy to potential non-City clients and potential service-providing partners/vendors, including assessment districts, citywide nonprofit organizations, grassroots groups/CBOs, and for-profit service providers.

· In conjunction with Incubating Organization, select pilot project clients and sites.

Phase 2 Business Planning (continued)

Suggestions for launch prep

2. Incubating Organization should hire initial staff and consultant team to undertake the following with strong oversight from the City's interagency working group:

- Scope and secure funding for pilot projects
- Use pilot projects to draft initial MOU and contract templates, service MOUs, fee structures, and other systems the Conservancy will refine and utilize later
- Complete standardized evaluation metrics for pilot projects
- Implement pilot projects and evaluate outcomes
- Complete a 2 year strategic plan for the Conservancy that includes:
    - Governance plan - Form board/bylaws or Advisory Board/Board additions; refine equity framework
    - Services plan - identify which will be in house and which contracted; identification of contractors (i.e. cleaning providers)
    - Staffing and Organizational Capacity Plan – identify contracts and MOUs to extend capacity
    - Budget - include 5 years of projections and fee structure
    - Fundraising and business development plan - identify prospective funders, clients, proposed mix of fundraising v. contracts
    - Raise matching funds

List of organizations and departments invited to participate in this study

Name	Organization
Raquel R. Redondiez	SOMA Pilipinas
Cathy Maupin, Neal Patel	YBCBD
Ani Rivera	Galeria De La Raza
Fran Martin	Visitacion Valley Greenway
Norman Fong, Cindy Wu	Chinatown CDC
info@japantowntaskforce	Japantown Taskforce
Lena Miller	Hunters Point Family
Stephanie Cajina	Excelsior EAG
David Seward	Tenderloin CBD
Joelle Kenealey	OMMRA
Eileen Richardson	Downtown Streets Team
Tracy Everwine	Central Market and Civic
Yukai Ioroi	Balboa Merchants
Al Williams	Bayview Merchants
Barbara Ockel	Bayview Opera House
Carolyn Diamond	Market Street Association
Cynthia Huie	Clement Street Merchants
Deb Nieman	Noe Valley Association
Eric Arguello	Calle 24
Daniel Bergerac	Castro Merchants
Susan Ryan	Playland at 43rd Ave.
Tyra Fennell	Third on 3rd
Alexandra Goldman	TNDC
Andrea Jadwin	Inner Sunset GBD
Andrew Robinson	Rincon Hill CBD
Buffy Maguire	La Playa Plaza
Dan Weaver	Ocean Avenue CBD
Andrea Aiello	Castro CBD
Claude Imbault	Union Square
Sophie	Green Streets Western
Troy Campbell	Fisherman's Wharf CBD
Rich Hillis	Fort Mason
Julie Christensen	Potrero Dogpatch GBD
Amy Cohen	Mayor - OEWD
Christopher Corgas	Mayor - OEWD
Dawn Kamalanathan	RPD
Captain Jason Cherniss	SFPD

Name	Organization
Jeremy Shaw	SF Planning
John Malamut	City Attorney
Krista Cannellakis	Civic Innovation
Larry Stringer	DPW
Richard Whipple	OCEIA
Rick Kurylo	Mayor - OEWD
Robin Abad	SF Planning
Robin Havens	Mayor - OEWD
Sandra Zuniga	Mayor - Fix-It Team
Simon Bertrang	DPW
Crezia Tano	Mayor - OEWD
Emily Cohen	Dept Homelessness
Jason Cherniss	SFPD
Lisa Bransten	RPD
Andres Power	Mayor - Transportation
John Updike	Real Estate
Khan Wong	Grants for the Arts
Lanita Henriquez	City Administrator
Lisa Pagan	Mayor - OEWD
Neil Hrushowy	Planning
Theodore Miller	HOPE SF
Joaquin Torres	Mayor - OEWD
Cassie Hoeprich	Mayor - Fix-It Team
Jonathan Goldberg	DPW
Michael Yarne	Build Public
Shawn Lani	Exploratorium
Deborah Cullinan	YBCA
Marsha Murrington	LISC
Brooke Ray Rivera	Build Public
Christine Gardner	SFPA
Christine Johnson	SPUR
Jack Tse	NCCLF
Drew Becher	SFPA
Jordan Langer	Non Plus Ultra
Andrea Baker	Andrea Baker Consulting
Jim Chappell	Urban Space Expert
Steve Gibson	Urban Place Consulting
Mary McCue	MJM Management
Langwörthy, Biederman	Biederman Redevelopment

Participated in March 15, City Stakeholder Meeting

* Attended

- Grants for the Arts*
- HOPESF
- Mayor's Office*
- Mayor's Office of Housing and Community Development
- Office of Capital Planning*
- Office of Community Investment and Infrastructure*
- Office of Economic and Workforce Development*
- Planning Department*
- Port of San Francisco*
- Public Utilities Commission*
- Public Works*
- Real Estate Division*
- Recreation and Parks*
- SF Arts Commission
- SF Unified School District