

File No. 160756

Committee Item No. 3

Board Item No. \_\_\_\_\_

# COMMITTEE/BOARD OF SUPERVISORS

## AGENDA PACKET CONTENTS LIST

Committee: Government Audit and Oversight

Date October 20, 2016

Board of Supervisors Meeting

Date \_\_\_\_\_

### Cmte Board

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| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Resolution                                   |
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| <input type="checkbox"/>            | <input type="checkbox"/> | Legislative Digest                           |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Budget and Legislative Analyst Report        |
| <input type="checkbox"/>            | <input type="checkbox"/> | Youth Commission Report                      |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Introduction Form                            |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/>            | <input type="checkbox"/> | Memorandum of Understanding (MOU)            |
| <input type="checkbox"/>            | <input type="checkbox"/> | Grant Information Form                       |
| <input type="checkbox"/>            | <input type="checkbox"/> | Grant Budget                                 |
| <input type="checkbox"/>            | <input type="checkbox"/> | Subcontract Budget                           |
| <input type="checkbox"/>            | <input type="checkbox"/> | Contract/Agreement                           |
| <input type="checkbox"/>            | <input type="checkbox"/> | Form 126 - Ethics Commission                 |
| <input type="checkbox"/>            | <input type="checkbox"/> | Award Letter                                 |
| <input type="checkbox"/>            | <input type="checkbox"/> | Application                                  |
| <input type="checkbox"/>            | <input type="checkbox"/> | Form 700                                     |
| <input type="checkbox"/>            | <input type="checkbox"/> | Vacancy Notice                               |
| <input type="checkbox"/>            | <input type="checkbox"/> | Information Sheet                            |
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Completed by: Alisa Somera Date October 14, 2016

Completed by: \_\_\_\_\_ Date \_\_\_\_\_

1 [Establish Yerba Buena Gardens Conservancy - Yerba Buena Gardens Operations and  
2 Management]

3 **Resolution establishing a new public benefit civic nonprofit entitled the Yerba Buena**  
4 **Gardens Conservancy to assume long-term operating and management responsibility**  
5 **for Yerba Buena Gardens under a master lease with the City of San Francisco.**

6  
7 WHEREAS, In 1976 Mayor George Moscone embraced a civic vision to combine the  
8 construction of a new Convention Center for the City's vital Visitor Industry with the creation  
9 of a "public gardens" for the everyday enjoyment of all the residents and communities of San  
10 Francisco; and

11 WHEREAS, Four decades later, thanks to the determination of the San Francisco  
12 Redevelopment Agency, community advocates, committed builders, old and new arts  
13 institutions, and many civic stakeholders - and after overcoming obstacles and challenges -  
14 the realization of that Vision, Yerba Buena Gardens, is now nearing full completion; and

15 WHEREAS, The three Blocks of Yerba Buena Gardens are a civic treasure of public  
16 parks, community institutions, and urban amenities cherished by the people of San Francisco;  
17 and

18 WHEREAS, Block One of the Gardens bounded by Market, Mission, Third, and Fourth  
19 Streets includes St. Patrick's Church, Jessie Square, the Jewish Museum, the Mexican  
20 Museum, and Yerba Buena Lane; and

21 WHEREAS, Block Two of the Gardens bounded by Mission, Howard, Third, and Fourth  
22 Streets includes the Esplanade Commons, the Market Luther King Memorial Fountain, the  
23 East Garden, the Yerba Buena Center for the Arts Gallery and Theater, and the Sister City  
24 Gardens; and

1           WHEREAS, Block Three of the Gardens bounded by Howard, Folsom, Third, and  
2 Fourth Streets includes the Playland at the Beach Carousel, the Children's Playground, the  
3 Children's Creativity Center, the Skating/Bowling Center, and the SoMa Childcare Center; and

4           WHEREAS, The Gardens also include several popular cafes and public art works  
5 enjoyed by its visitors, and is adjacent to the busy Metreon Entertainment/Shopping complex;  
6 and

7           WHEREAS, The Gardens host an exceptional range of annual public free events and  
8 celebrations, including the Yerba Buena Gardens Festival performances, the Martin Luther  
9 King Holiday Civic Celebration, and the annual Pistahan Festival; and

10          WHEREAS, The Gardens also host a number of well-coordinated Moscone Convention  
11 Center events each year for the engagement of convention attendees; and

12          WHEREAS, Since its opening in 1992 the Gardens and its many attractions have been  
13 shared and enjoyed by City residents and visitors from around the world, with over 4,000,000  
14 enjoying its many amenities in 2015 alone; and,

15          WHEREAS, The finishing touches of Yerba Buena Gardens are now under  
16 construction, including a new Tot Lot, a new Howard Street Pedestrian Bridge, and additional  
17 improvements that are part of the Moscone Center Expansion Project that will be completed in  
18 2018; and

19          WHEREAS, As required by State Law, the City will assume ownership of all the  
20 Gardens properties and buildings in 2017, and will assume responsibility for the management  
21 and maintenance of the Gardens from the San Francisco Office of Community Improvement  
22 and Infrastructure that point forward; and

23          WHEREAS, The former Redevelopment Agency's agreements with the Marriot Hotel,  
24 the Metreon, the St. Regis Hotel, and Millennium Partners to fund the Gardens annual  
25

1 Maintenance, Operating, and Security costs will continue in effect, now totaling about  
2 \$8,800,000 per year; and

3 WHEREAS, The rental income from the Skating/ Bowling Center, B Restaurant, and  
4 Samovar Tea Lounge also will continue, adding about \$600,000 per year in operating support;  
5 and

6 WHEREAS, These and other revenues provide over \$7,000,000 per year for the  
7 maintenance and operation of the Gardens parks and public amenities; and

8 WHEREAS, These revenues also provide about \$4,000,000 per year for the  
9 maintenance and operation of the Gardens cultural facilities; and

10 WHEREAS, There is about \$13,000,000 in reserves on hand for future operating and  
11 building renovation needs of the Gardens; and

12 WHEREAS, The annual operating support from the City's Moscone Convention Center  
13 of about \$600,000 per year ended in 2015 and needs to be replaced; and

14 WHEREAS, The Gardens is projected to need about \$30,000,000 in capital funding  
15 over the next 30 years for routine renovation of all its building and facilities; now, therefore, be  
16 it

17 RESOLVED, That it is the policy of the City and County of San Francisco that it is now  
18 time to establish a new public benefit civic nonprofit entitled the Yerba Buena Gardens  
19 Conservancy to assume long-term operating and management responsibility for Yerba Buena  
20 Gardens under a master lease with the City and County of San Francisco; and, be it

21 FURTHER RESOLVED, That the Yerba Buena Gardens Conservancy will be governed  
22 by a Board of Directors made up of Gardens stakeholders along with community and civic  
23 leaders, up to half of which will be appointed by the City; and, be it

24 FURTHER RESOLVED, That Yerba Buena Gardens Conservancy will employ its own  
25 small administrative staff and continue to contract for Gardens maintenance, operations,

1 security services, and public event programming as now, subject to annual audit by the City;  
2 and, be it

3 FURTHER RESOLVED, The Yerba Buena Gardens Conservancy will comply with the  
4 Ralph M. Brown Act, the City Sunshine Ordinance, Ethics Commission regulations, the City's  
5 contract bidding procedures, and comply with all the City's labor and human rights policies;  
6 and, be it

7 FURTHER RESOLVED, City Departments will continue to provide essential legal and  
8 technical services to the Yerba Buena Gardens Conservancy as needed, including enforcing  
9 the former Redevelopment Agency's funding agreements for the Gardens annual  
10 Maintenance, Operating, and Security costs; and, be it

11 FURTHER RESOLVED, The Gardens long-range capital improvement funding needs  
12 set forth above shall be addressed as part of the intended Community Facilities Funding  
13 Program of the City's pending Central SoMa Plan, which Plan Area includes Yerba Buena  
14 Gardens; and, be it

15 FURTHER RESOLVED, The Office of Economic and Workforce Development shall  
16 draft such a conceptual Community Facilities Funding Program for public review by  
17 December 31, 2016; and, be it

18 FURTHER RESOLVED, The loss of annual operating support from the Moscone  
19 Convention Center shall be made up from civic resources available for such purposes; and,  
20 be it


21 FURTHER RESOLVED, The City Administrator shall identify the civic resources  
22 potentially available to replace the annual operating support formerly provided by the  
23 Moscone Convention Center by December 31, 2016.  
24  
25

**CITY AND COUNTY OF SAN FRANCISCO**  
**BOARD OF SUPERVISORS**  
**BUDGET AND LEGISLATIVE ANALYST**

1390 Market Street, Suite 1150, San Francisco, CA 94102 (415) 552-9292  
FAX (415) 252-0461

REVISED 10/14/16

October 13, 2016

**TO:** Government Audit and Oversight Committee  
**FROM:** Budget and Legislative Analyst   
**SUBJECT:** October 20, 2016 Government Audit and Oversight Committee Meeting

**TABLE OF CONTENTS**

Item	File	Page
1	16-0558 Grant Agreement – Broadway Sansome Associates, L.P. – Municipal Transportation Authority Rent Subsidies – Not to Exceed \$1,192,320.....	1
3	16-0756 Establish Yerba Buena Gardens Conservancy – Yerba Buena Gardens Operations and Management.....	5

<p><b>Item: 3</b>  <b>File: 16-0756</b>  <i>(Continued from October 6, 2016)</i></p>	<p><b>Departments:</b>                  Office of Community Investment and Infrastructure (OCII)                  City Administrator                  Real Estate Division</p>
<p><b>EXECUTIVE SUMMARY</b></p>	
<p><b>Legislative Objectives</b></p> <ul style="list-style-type: none"> <li>• The proposed resolution would acknowledge the establishment of a new public benefit civic nonprofit entitled the Yerba Buena Gardens Conservancy, created specifically to assume long-term operating and management responsibility for Yerba Buena Gardens under a master lease with the City and County of San Francisco (City).</li> </ul> <p><b>Key Points</b></p> <ul style="list-style-type: none"> <li>• Yerba Buena Gardens, originally conceived as a former Redevelopment Project Area, was constructed with public funds and includes private uses, cultural and recreational facilities and public open spaces on three blocks adjacent to the Moscone Convention Center.</li> <li>• The Office of Community Investment and Infrastructure (OCII) currently owns, maintains and manages Yerba Buena Gardens. Yerba Buena Gardens is anticipated to be transferred from OCII to the City for governmental purposes in 2017.</li> </ul> <p><b>Fiscal Impact</b></p> <ul style="list-style-type: none"> <li>• Yerba Buena Gardens is fully supported currently with annual rental income, primarily through ground leases and other agreements, for the ongoing operations, maintenance and security of the gardens and cultural facilities.</li> <li>• Actual revenues in FY 2014-15 totaled \$13,295,040 and expenses totaled \$8,247,280, resulting in a surplus of \$5,047,760. However, over the next ten years, revenues are projected to decrease, ranging between \$9.6 million to \$11.6 million, with expenses increasing to between \$10.6 million and \$12.8 million.</li> </ul> <p><b>Recommendations</b></p> <ul style="list-style-type: none"> <li>• Approval of the proposed resolution is a policy decision for the Board of Supervisors.</li> <li>• If the Board of Supervisors approves this resolution, amend the proposed resolution to                         <ol style="list-style-type: none"> <li>a. provide guidance to the newly formed nonprofit and the Real Estate Division regarding who will make the appointments, the appointment process and weighting of the Board of Directors positions; and</li> <li>b. amend page 4, lines 11 through 17 to delete the current language and instead state that the Real Estate Division will lead the analysis and recommendations related to Yerba Buena Gardens' long-range capital improvement funding needs and the potential revenues sources to address these needs with such information to be provided to the Board of Supervisors when the master lease is subject to approval in 2017.</li> </ol> </li> </ul>	

## MANDATE STATEMENT

City Charter Section 2.105 states that the Board of Supervisors shall act by written ordinance or resolution, after introduction by a member of the Board of Supervisors.

## BACKGROUND

Yerba Buena Gardens, originally conceived as part of the former Yerba Buena Center Redevelopment Project Area, was constructed with public funds and includes private uses, cultural and recreational facilities and public open spaces on three blocks located above and adjacent to the Moscone Convention Center comprising:

- Block One: between Market, Mission, Third and Fourth Streets includes Jessie Square, the Marriott Hotel, Yerba Buena Lane and retail spaces along both sides of Yerba Buena Lane.
- Block Two: between Mission, Howard, Third and Fourth Streets includes the Esplanade, the Martin Luther King Jr. Memorial Fountain, East Garden, Yerba Buena Center for the Arts Gallery and Theater, the Metreon, two cafes and the Sister City Garden.
- Block Three: between Howard, Folsom, Third and Fourth Streets includes the Children's Creativity Museum, with its historic carousel, a children's garden and playground, the ice skating/bowling center and the SoMa Childcare Center.

A map on the following page shows Yerba Buena Gardens.

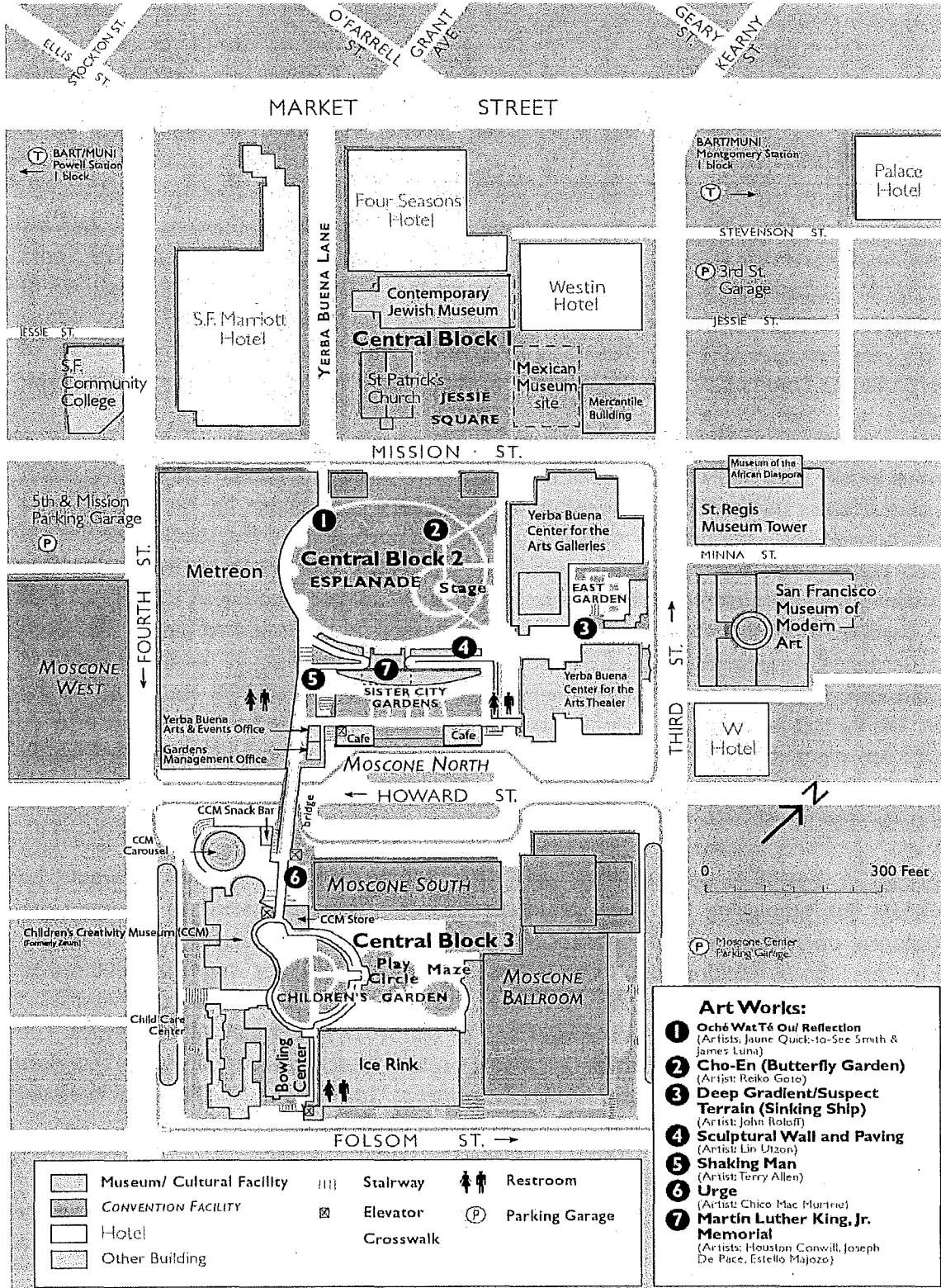
### Changes in Ownership and Management of Yerba Buena Gardens

Yerba Buena Gardens was owned, developed, maintained and managed by the former San Francisco Redevelopment Agency, based on previous federal grants, bonds, land sales, leases and tax increment financing agreements. On January 1, 2011, the Yerba Buena Center Redevelopment Project Area expired, such that tax increment financing for Yerba Buena Gardens is no longer available. In early 2012, the State Legislature dissolved redevelopment agencies in California (AB 26 in 2011 and AB 1484 in 2012). The City's Office of Community Investment and Infrastructure (OCII), as the Successor Agency to the former San Francisco Redevelopment Agency, currently owns, maintains and manages Yerba Buena Gardens. OCII uses third party contractors to operate, manage and maintain the facilities and landscaping.

Under State Redevelopment Dissolution Law, OCII is required to dispose of all properties it owns or leases pursuant to a Long-Range Property Management Plan, approved by the California Department of Finance in December 2015. OCII and the City's Real Estate Division have worked closely with community stakeholders to develop the Property Management Plan for Yerba Buena Gardens. Under this Plan, ownership of Yerba Buena Gardens will be transferred from OCII to the City for governmental purposes as a single, unified set of properties. The Office of the City Administrator has agreed to accept Yerba Buena Gardens to be used for governmental purposes, along with the long-term restricted revenues and related enforceable obligations to continue operating, maintaining and managing Yerba Buena Gardens. This transfer is anticipated to occur in early 2017, subject to Board of Supervisors approval.



# YERBA BUENA GARDENS



**DETAILS OF PROPOSED LEGISLATION**

The proposed resolution would acknowledge the establishment of a new public benefit civic nonprofit entitled the Yerba Buena Gardens Conservancy, created specifically to assume the long-term operating and management responsibility for Yerba Buena Gardens under a master lease with the City and County of San Francisco (City).

Yerba Buena Gardens Conservancy

In accordance with the proposed resolution, the nonprofit Yerba Buena Gardens Conservancy would be governed by a Board of Directors comprised of Yerba Buena Gardens stakeholders and community and civic leaders, up to half of which will be appointed by the City. The Yerba Buena Gardens Conservancy nonprofit was formed on May 3, 2016, with the stated mission of sustaining the integrity and interconnectedness of Yerba Buena Gardens. The Yerba Buena Gardens Conservancy is currently chaired by Ms. Cathy Maupin, existing Executive Director of the Yerba Buena Community Benefit District. The vice-chair is Mr. Sean Jeffries of Millennium Partners.

According to Mr. John Updike, Director of the Real Estate Division, although a draft term sheet for a master lease outlines some provisions for the Board of Directors for the Yerba Buena Gardens Conservancy, the number of Board of Director positions and the specific appointees for each position has not yet been determined. The newly created Yerba Buena Gardens Conservancy will be overseeing the long term operations and management of the City's Yerba Buena Gardens. As noted in the draft term sheet discussed on the following pages, the Yerba Buena Gardens Conservancy Board of Directors would have a maximum 21 members, with not less than 25% appointed by the City Administrator and not less than 20% appointed by the Mayor. The Budget and Legislative Analyst recommends that the Board of Supervisors provide guidance for negotiation purposes to the newly formed nonprofit and the Real Estate Division regarding who will make the appointments, the appointment process and weighting of the Board of Directors positions.

The proposed resolution specifies that the Yerba Buena Gardens Conservancy would be responsible for employing its own administrative staff and continuing to contract for maintenance, operations, security services and public event programming, subject to annual audit by the City. In addition, the Yerba Buena Gardens Conservancy would be required to comply with Brown Act provisions, the City's Sunshine Ordinance, Ethics Commission regulations, City contract bidding procedures and all City labor and human rights policies. The proposed resolution also states that the City would provide legal and technical support services to enforce the former Redevelopment Agency agreements. To provide such City services would require additional operating revenues from Yerba Buena Gardens to cover such costs.

Yerba Buena Capital Improvements

The proposed resolution states that the Yerba Buena Gardens' long-range capital improvement funding needs would be addressed by the City's Office of Economic and Workforce Development (OEWD) in the Community Facilities Funding Program as part of the City's

pending Central SoMa Area Plan, by December 31, 2016. However, according to Mr. Updike, the Real Estate Division will work directly with the City Administrator and the City's Capital Planning Program staff to better understand the Yerba Buena Gardens' long-range capital improvement needs and to propose options for covering these related capital costs. This information would be provided to the Board of Supervisors at the time the master lease is brought to the Board of Supervisors for approval in 2017. Therefore, this resolve clause should be amended to clarify that the Real Estate Division will lead the analysis and recommendations related to Yerba Buena Gardens' long-range capital improvement funding needs and the potential revenue sources to address these needs.

#### Annual Operating Support

The proposed resolution also states that the loss of annual operating support from the Moscone Convention Center would be replaced with City resources, to be identified by the City Administrator by December 31, 2016. Mr. Updike advises that the Moscone Convention Center annual operating support were annual lease payments that ended in 2015 when the City repaid the outstanding bonds, the lease was terminated, and that portion of the property was transferred to the City. Mr. Ken Bukowski, the Deputy City Administrator advises that the City Administrator's Office has not committed to replacing this income stream since the replacement of this income would require additional General Fund support.

#### Term Sheet for Master Lease

Mr. Updike advises that he is currently working with the Yerba Buena Gardens Conservancy on a draft master lease that would contain the following main provisions from an approved term sheet between the City as landlord and Yerba Buena Gardens Conservancy as tenant, to operate and manage Yerba Buena Gardens. Mr. Updike states that such a master lease with the Yerba Buena Gardens Conservancy would be requested as a sole source award, in the best interests of the City, given the Yerba Buena Gardens Conservancy stakeholder representation and relationship with the City. Such a master lease between the City and the Yerba Buena Gardens Conservancy would be subject to separate future Board of Supervisors approval.

- Term: 45 years, or through September 1, 2061.
- Rent: \$1 per year payable by Yerba Buena Gardens Conservancy to the City.
- Permitted Uses: charitable/civic and cultural purposes, with net income solely to operate, maintain and secure property (excluding capital improvements) in a first class condition, consistent with deed restrictions and enforceable obligations.
- Subleases: Permitted with City consent, consistent with master lease.
- Funding: City will transfer balance of Yerba Buena Gardens funds, including reserve accounts, to tenant, for operation, maintenance, capital and security. These funds have various restrictions based on previous contractual obligations and requirements. Tenant will receive funding, including base rent, participation rent, Garden, Maintenance, Operations and Security (GMOS) and/or developer extractions from Marriott Hotel, Millennium/Four Season, Metreon, St. Regis, Samovar Tea Lounge, B Restaurant, other

operating leases (ice rink, bowling) and 706 Mission, when built. Tenant may obtain financing and indebtedness with these funds to repay.

- **City Responsibilities:** City responsible at its sole cost for all substructure costs including maintenance, operations, repairs, upgrades or expansion. City responsible for maintenance and repair of all utilities. City will undertake to secure funding for capital improvements to maintain substructure in first class condition.
- **Public Financing Authority (PFA):** City will consider establishing a PFA and Enhanced Infrastructure Financing District to fund construction and rehabilitation of public facilities.
- **Tenant Organization:** Not-for-profit California Corporation with Board of Directors of a maximum 21 members. Executive Director and appropriate support staff. No less than 25% of Board of Directors appointed by the City Administrator and no less than 20% appointed by the Mayor, and at least one of these appointees must serve on the Executive Committee of the Board of Directors. By-laws of the corporation will guide selection of remaining Board of Directors, however must be legitimate stakeholders of Yerba Buena Gardens.

#### **FISCAL IMPACT**

As noted above, as of January 1, 2011 tax increment financing for Yerba Buena Gardens ended. In addition, the lease payments made by Moscone Convention Center to OCII, which flowed to Yerba Buena Gardens ended in 2015. However, the former Redevelopment Agency entered into long-term leases (up to 90 years) for most of the land within the Yerba Buena Gardens, which are still in effect.

As a result, Yerba Buena Gardens, which is a combination of private commercial and retail properties and public cultural and recreational facilities, gardens, plazas, and open spaces, receive annual rental income, primarily through ground leases and other agreements, to fully support the ongoing cultural facilities and gardens. However, all of these funds are restricted revenues and can only be used for maintenance, operations and security of Yerba Buena Gardens as well as for funding the cultural facilities and programming activities.

As shown in the Attachment, provided by OCII as of June 13, 2016, Yerba Buena Gardens actual revenues in FY 2014-15 totaled \$13,295,040 and expenses totaled \$8,247,280, resulting in a surplus of \$5,047,760. This surplus was added to the existing cash balance of \$8,573,253, for a total available balance to be carried forward of \$13,621,013. This cash balance can be used for capital improvements and/or to fund shortfalls in annual operating costs.

However, as shown in the Attachment, over the next ten years, revenues are projected to decrease, ranging between \$9.6 million to \$11.6 million, with expenses ranging between \$10.6 million and \$12.8 million. The reduction in revenues is primarily attributed to the loss of Moscone Convention Center lease payments. The increase in expenditures is primarily

attributed to annual growth in operating expenses coupled with large projected increases in capital expenditures.

Ten year capital costs are estimated at approximately \$30 million. However, Mr. Updike advises that the long term capital budget for Yerba Buena Gardens is currently under review. The City's Capital Planning Committee and staff, working with the Real Estate Division and the City Administrator, need to more carefully vet the assumptions regarding capital repair and replacement and identify revenue sources to fund capital needs at Yerba Buena Gardens. This capital funding review must be part of a larger financial analysis to be incorporated into the master lease provisions between the City and the Yerba Buena Gardens Conservancy. As noted above, the Real Estate Division will provide the results of this capital financial analysis and recommendations for funding capital improvements to the Board of Supervisors in 2017 when the master lease is subject to approval.

It should be noted that the Marriott Hotel and Metreon, together contribute approximately 88% of Yerba Buena Gardens annual operating revenues. In addition, annual revenues will vary with the economy, as various leases are based on a percentage of room and beverage sales. As shown in the Attachment, Yerba Buena Gardens also relies on Gardens Maintenance, Operations and Security (GMOS) charges to various tenants, which are projected to increase with cost of living adjustments annually. In addition, the Attachment does not account for any future Yerba Buena Gardens Conservancy costs, which may result.

#### **POLICY CONSIDERATION**

Pursuant to Redevelopment Dissolution Law and the Property Management Plan for Yerba Buena Gardens, OCII is required to transfer Yerba Buena Gardens properties to the City for governmental purposes. The City's Office of the City Administrator has agreed to accept Yerba Buena Gardens to be used for governmental purposes (parks, recreation, cultural facilities), including the restricted long-term revenues, capital and operating reserve accounts and numerous related enforceable obligations and agreements. These long term agreements require the continued operation, maintenance, security and funding of open space first, and the funding of cultural operations second, at Yerba Buena Gardens. Since the transfer of Yerba Buena Gardens from OCII to the City is specified for governmental purposes, the transfer price would be \$0. Mr. Updike advises that this transfer is anticipated to occur in early 2017.

The actual conditions of the property transfer from OCII to the City are not the subject of this resolution, which would be included in a future resolution, subject to approval by the Board of Supervisors in early 2017. Similarly, the proposed resolution would not approve the long-term master lease between the City and the new nonprofit Yerba Buena Gardens Conservancy, which would also be subject to future Board of Supervisors approval in 2017. Rather, the proposed resolution would approve the policy to establish a new public benefit civic nonprofit entitled the Yerba Buena Gardens Conservancy, created specifically to assume the long-term operating and management responsibility for Yerba Buena Gardens under a master lease with the City. As a result, such a master lease with the Yerba Buena Gardens Conservancy would be awarded as a sole source award with the City.

**RECOMMENDATIONS**

1. Approval of the proposed resolution is a policy decision for the Board of Supervisors.
2. If the Board of Supervisors approves this resolution, amend the proposed resolution to
  - a. provide guidance to the newly formed nonprofit and the Real Estate Division regarding who will make the appointments, the appointment process and weighting of the Board of Directors positions; and
  - b. amend page 4, lines 11 through 17 to delete the current language and instead state that the Real Estate Division will lead the analysis and recommendations related to Yerba Buena Gardens' long-range capital improvement funding needs and the potential revenues sources to address these needs with such information to be provided to the Board of Supervisors when the master lease is subject to approval in 2017.

**Yerba Buena Gardens Cash Flow Projections FY 2014/15 through FY 2025/26\***

Cash Account Index Code CIYBGO TH

	Annual Projections										
	Actual FY 2014/15 <sup>(a)</sup>	Year 1 FY 2015/16 <sup>(a)</sup>	Year 2 FY 2016/17 <sup>(a)</sup>	Year 3 FY 2017/18	Year 4 FY 2018/19	Year 5 FY 2019/20	Year 6 FY 2020/21	Year 7 FY 2021/22	Year 8 FY 2022/23	Year 9 FY 2023/24	Year 10 FY 2024/25
<b>Revenues</b>											
Boxed Foods (CB-2 East Café) - Rent	\$ 88,029	\$ 88,032	\$ 60,449	\$ 93,393	\$ 96,195	\$ 99,081	\$ 102,053	\$ 105,115	\$ 108,268	\$ 111,516	\$ 114,862
Boxed Food (CB-2 East Café) - GMOS <sup>(a)</sup>	11,381	11,381	11,528	11,874	11,875	12,231	12,598	12,976	13,365	13,766	14,179
Marriott Hotel Lease - Minimum Rent	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Marriott Hotel Lease - Percentage Rent <sup>(a)</sup>	5,514,485	5,129,014	5,231,369	5,335,770	5,442,260	5,550,880	5,661,672	5,774,680	5,889,948	6,007,521	6,127,446
Metreon (CB-2 Retail Lease) - Minimum Rent	958,151	958,151	958,151	958,151	958,151	1,101,874	1,101,874	1,101,874	1,101,874	1,101,874	1,267,155
Metreon (CB-2 Retail Lease) - Percentage Rent	0	0	0	0	0	0	0	0	0	0	0
Metreon (CB-2 Retail Lease) Retail Lease - GMOS <sup>(a)</sup>	757,860	773,017	788,477	804,247	820,332	836,739	853,473	870,543	887,954	905,713	923,827
Four Seasons (CB-1 Retail Lease) - Minimum Rent <sup>(a)</sup>	82,078	82,078	82,078	82,078	82,078	94,399	106,713	106,713	106,713	106,713	106,713
Four Seasons (CB-1 Retail Lease) - Percentage Rent <sup>(a)</sup>	10,532	23,000	23,460	23,929	24,408	24,896	25,394	25,902	26,420	26,948	27,487
Four Seasons (CB-1 Retail Lease) - GMOS <sup>(a)</sup>	191,503	201,182	205,206	209,310	213,496	217,766	222,121	226,564	231,095	235,717	240,431
Moscone Center 1988 Project Lease Revenue <sup>(a)</sup>	3,480,000	-	-	-	-	-	-	-	-	-	-
Samovar Tea Lounge CB-2 West Café - Rent	85,976	88,555	59,037	91,212	93,948	96,767	99,670	102,660	105,740	108,912	112,179
Samovar Tea Lounge CB-2 West Café - GMOS <sup>(a)</sup>	10,610	10,610	10,747	11,069	11,401	11,744	12,096	12,459	12,832	13,217	13,614
St. Regis Hotel (EB-2A) - GMOS <sup>(a)</sup>	184,415	189,520	193,310	197,177	201,120	205,143	209,245	213,430	217,699	222,053	226,494
VSC Sports, Inc. (Ice Rink & Bowling Center) - Rent <sup>(a)(d)</sup>	392,854	395,000	402,900	410,958	419,177	427,561	436,112	444,834	453,731	462,805	472,062
VSC Sublease: Mo's Grill - Rent + Percentage Rent <sup>(a)</sup>	13,583	-	-	-	-	-	-	-	-	-	-
VSC Sublease: Pin Up Diner - Rent <sup>(a)</sup>	13,583	31,740	31,740	43,704	43,704	44,578	45,470	46,379	47,307	48,253	49,218
VSC Sublease: Pin Up Diner - Percentage (TBD-Tenant to provide)	-	-	-	-	-	-	-	-	-	-	-
706 Mission - GMOS Payment	0	0	0	0	130,000	265,200	270,504	275,914	281,432	287,061	292,802
One-time Fees/Payments <sup>(a)</sup>	0	0	1,000,000	0	0	0	0	0	0	0	0
Estimated Interest Earnings on Cash Accounts (TBD-to be provided at a later date)	-	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000
<b>Total Revenues</b>	<b>\$ 13,295,040</b>	<b>\$ 9,611,280</b>	<b>\$ 10,688,452</b>	<b>\$ 9,902,872</b>	<b>\$ 10,190,467</b>	<b>\$ 10,631,170</b>	<b>\$ 10,788,995</b>	<b>\$ 10,950,041</b>	<b>\$ 11,114,377</b>	<b>\$ 11,282,069</b>	<b>\$ 11,618,469</b>
<i>Percentage Change in Revenues</i>	-	-28%	11%	-7%	3%	4%	1%	1%	2%	2%	3%
<b>Expenses</b>											
Yerba Gardens Operations (MJM) <sup>(a)</sup>	\$ 3,390,661	\$ 3,780,000	\$ 4,150,000	\$ 4,274,500	\$ 4,402,735	\$ 4,534,817	\$ 4,670,862	\$ 4,810,987	\$ 4,955,317	\$ 5,103,977	\$ 5,257,096
Yerba Gardens Capital (MJM) <sup>(a)</sup>	631,895	3,960,000	4,200,000	3,149,781	2,148,477	2,721,698	1,480,136	1,222,674	1,265,590	2,053,463	1,345,588
Yerba Buena CBD (Payments to Public Agencies)	67,746	86,806	88,542	90,313	92,119	93,962	95,841	97,758	99,713	101,707	103,741
Yerba Buena Arts & Events	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Yerba Buena Center for the Arts	3,330,000	3,330,000	3,330,000	3,330,000	3,330,000	3,330,000	3,330,000	3,330,000	3,330,000	3,330,000	3,330,000
Yerba Buena Children's Creativity Museum	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Legal Fees <sup>(a)</sup>	0	40,000	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671
Property Insurance <sup>(a)</sup>	69,640	68,806	70,182	72,288	74,456	76,690	78,991	81,360	83,801	86,315	88,905
Staff Costs <sup>(a)</sup>	82,338	106,631	298,416	307,368	316,590	326,087	335,870	345,946	356,324	367,014	378,024
<b>Total Expenses</b>	<b>\$ 8,247,280</b>	<b>\$ 12,047,243</b>	<b>\$ 12,852,140</b>	<b>\$ 11,940,450</b>	<b>\$ 11,081,813</b>	<b>\$ 11,801,963</b>	<b>\$ 10,711,719</b>	<b>\$ 10,610,096</b>	<b>\$ 10,813,507</b>	<b>\$ 11,766,671</b>	<b>\$ 11,229,025</b>
<i>Percentage Change in Expenses</i>	-	46%	7%	-7%	-7%	6%	-9%	-1%	2%	9%	-5%
<b>Revenues less Expenses-Surplus/(Deficit)</b>											
Revenue less Expenses	\$ -5,047,760	\$ (2,435,963)	\$ (2,163,689)	\$ (2,037,578)	\$ (891,346)	\$ (1,170,792)	\$ 77,276	\$ 339,945	\$ 300,870	\$ (484,601)	\$ 389,444
Cash balance Carried Forward from previous fiscal year	8,573,253	13,621,013	11,185,050	9,021,361	6,983,784	6,092,438	4,921,645	4,998,921	5,338,866	5,639,736	5,155,134
<b>Year-End Cash Balance</b>	<b>\$ 13,621,013</b>	<b>\$ 11,185,050</b>	<b>\$ 9,021,361</b>	<b>\$ 6,983,784</b>	<b>\$ 6,092,438</b>	<b>\$ 4,921,645</b>	<b>\$ 4,998,921</b>	<b>\$ 5,338,866</b>	<b>\$ 5,639,736</b>	<b>\$ 5,155,134</b>	<b>\$ 5,544,578</b>
* Refer to Notes Worksheet for Definitions/Footnotes (a)-(k); Consumer Price Index (CPI):	2%	3%									
NOTE: The worksheet above reflects cash. Amounts authorized for capital expenditures but not spent in a given fiscal year are not reflected above. Unspent capital funds carry over to the next fiscal year, and are subtracted from the next fiscal year's available cash. See example below:											
<b>Calculation of Capital Funds Authorized but not Spent</b>		FY 2014/15									
Capital budget authorization		2,950,058									
Less actual capital expenditures		631,895									
<b>Balance of capital appropriations authorized but not spent in FY 2014/15</b>		<b>2,318,163</b>									
<b>Effective Year-End Cash Balance</b>			FY 2015/16								
Projected cash balance as of end of FY 2015/16 as shown above			\$ 11,185,050								
Less: Balance of capital appropriations authorized but not spent in fiscal 6/30/15			(2,318,163)								
<b>Effective cash balance as of 6/30/16</b>			<b>\$ 8,866,887</b>								

RECEIVED VIA EMAIL  
10/04/2016  
(PACKET OF SUPPORT  
LETTERS)

September 16, 2016

Supervisor Jane Kim  
Supervisor Aaron Peskin  
Supervisor London Breed  
Supervisor Norman Yee  
Clerk Erica Major  
The Government Audit and Oversight Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Dear Supervisors,

As a contributing business to the maintenance of Yerba Buena Gardens, by agreement with the Redevelopment Agency ("RDA"), we are thrilled that our community stakeholders are taking the necessary steps to form a new management entity, The Yerba Buena Gardens Conservancy ("YBGC"), to maintain this vital asset in our neighborhood.

The non-profit status of YBGC will allow enhanced financial stability by actively seeking donations, grants and other subsidies available to it. These new anticipated revenue streams, in addition to the current income from rents and RDA agreements, will assure the long-term success of the Garden's operation and first-class maintenance of its infrastructure.

I urge you to support the resolution to create The Yerba Buena Gardens Conservancy to oversee and manage Yerba Buena Gardens. Thank you in advance for your consideration.

Sincerely,

ST. REGIS SAN FRANCISCO



Toni Knorr  
General Manager

**ST REGIS**  
SAN FRANCISCO





October 4, 2016

Supervisor Jane Kim  
Supervisor Aaron Peskin  
Supervisor London Breed  
Supervisor Norman Yee  
Clerk Erica Major  
The Government Audit and Oversight Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Dear Supervisors,

I urge you to support The Yerba Buena Gardens Conservancy resolution. YBCA is one of the nation's most innovative contemporary art centers in the heart of San Francisco's cultural district serving an ever-evolving community. The Conservancy model provides a range of benefits that would sustain Yerba Buena Gardens as a model for how to create, improve and manage an inclusive public urban space. These benefits include:

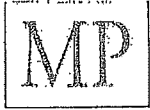
- A proven community-based management structure aligned with public benefit goals: The governing body is a Board of Directors of a cross-section of Garden's stakeholders, community members and civic leaders, with the City appointing up to half its members.
- Additional oversight by the City as landlord, auditor and technical advisor.
- Cost efficiencies and elimination of the need for City services, as it does now, by contracting for maintenance, operations and security services and by having a small administrative staff to manage operations.
- New revenue streams add financial stability; a nonprofit allows for private donations, government subsidies, foundation grants and other sources. These funds would be in addition to existing income generated by RDA agreements from multiple sources, such as Metreon, Marriott, Millennium Partners and others, and tenant revenue.

Today, Yerba Buena Gardens provides substantial public benefit that should be managed by a community-based model. More than four million visit annually. It serves as a major economic engine for the City. It is an active, safe and popular community resource with an exceptional range of free public events and celebrations, cafes, and public art. A new family play area, new Howard Street Pedestrian Bridge and other improvements resulting from the Moscone Expansion Project, along with the construction of the Mexican Museum, only will enhance the Gardens as a community resource.

I urge you to support the resolution to create The Yerba Buena Gardens Conservancy. Thank you for your consideration.

Sincerely,

Deborah Cullinan  
Chief Executive Officer



MILLENNIUM PARTNERS

735 Market Street | Suite 302  
San Francisco, California | 94103  
Tel 415.593.1100 | Fax 415.989.3339

October 4, 2016

Supervisor Jane Kim  
Supervisor Aaron Peskin  
Supervisor London Breed  
Supervisor Norman Yee  
Clerk Erica Major  
The Government Audit and Oversight Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Re: Support for the Resolution to create The Yerba Buena Gardens Conservancy

Dear Supervisors,

Millennium Partners is in strong support of the Resolution being brought before you to create the Yerba Buena Gardens Conservancy. Millennium Partners has been a stakeholder in the Yerba Buena Gardens for over two decades. With the transition of the Gardens from OCII to the City, Millennium Partners has participated in the community input process and believes that the Conservancy is in the best interest for the future of Yerba Buena Gardens. This input process has been years in the making and has taken in the perspective from all the many stakeholders and users for the Gardens.

The Yerba Buena Gardens Conservancy ensures a community-based model that supports Yerba Buena and creates a strong partnership between the City of San Francisco and the Yerba Buena community.

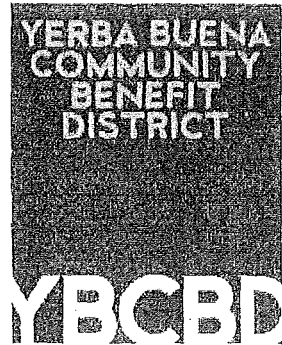
Millennium Partners urges you to support the Resolution to create the Yerba Buena Conservancy.

Respectfully,

Sean Jeffries

August 26, 2016

Supervisor Jane Kim  
City Hall, Room 244  
1 Dr. Carlton B. Goodlett Place.  
San Francisco, CA 94102-4689



Dear Supervisor Kim,

On behalf of the Yerba Buena Community Benefit District Board of Directors, I urge you to support the resolution to create The Yerba Buena Gardens Conservancy to oversee and manage Yerba Buena Gardens. Thanks to the dedication of the San Francisco Redevelopment Agency, community advocates, committed builders, old and new arts organizations, and many civic stakeholders, the vision embraced by Mayor George Moscone in 1976 is a resounding success.

The Conservancy model provides a range of benefits that would sustain Yerba Buena Gardens as a model for how to create, improve and manage an inclusive public urban space. These benefits include:

- A proven community-based management structure aligned with public benefit goals: The governing body is a Board of Directors of a cross-section of Garden's stakeholders, community members and civic leaders, with the City appointing up to half its members.
- Additional oversight by the City as landlord, auditor and technical advisor.
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Today, Yerba Buena Gardens provides substantial public benefit that should be managed by a community-based model. More than four million visit annually. It serves as a major economic engine for the City. It is an active, safe and popular community resource with an exceptional range of free public events and celebrations, cafes, and public art. A new family play area, new Howard Street Pedestrian Bridge and other improvements resulting from the Moscone Expansion Project, along with the construction of the Mexican Museum, only will enhance the Gardens as a community resource.

The formation of a new nonprofit to oversee the remarkable Yerba Buena Gardens will ensure its long-term success. I urge you to support the resolution to create The Yerba Buena Gardens Conservancy. Thank you for your consideration.

Sincerely,

Lance Burwell, St. Regis Hotel & Residences  
YBCBD Board Chair

Cathy Maupin  
YBCBD Executive Director

September 6, 2016

Supervisor Jane Kim  
Supervisor John Avalos  
Supervisor David Campos  
Clerk Erica Major  
The Public Safety and Neighborhood Services Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Dear Supervisors,

I urge you to support the resolution to create The Yerba Buena Gardens Conservancy to oversee and manage Yerba Buena Gardens. Thanks to the dedication of the San Francisco Redevelopment Agency, community advocates, committed builders, old and new arts organizations, and many civic stakeholders, the vision embraced by Mayor George Moscone in 1976 is a resounding success.

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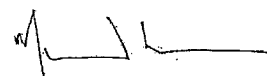
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The formation of a new nonprofit to oversee the remarkable Yerba Buena Gardens will ensure its long-term success. I urge you to support the resolution to create The Yerba Buena Gardens Conservancy. Thank you for your consideration.



Linda Harrison  
Executive Director, MoAD



Michael Warr  
Deputy Director, MoAD



**SPUR**

San Francisco | San Jose | Oakland

August 17, 2016

Supervisor Jane Kim  
Supervisor John Avalos  
Supervisor David Campos  
Clerk Erica Major  
The Public Safety and Neighborhood Services Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Dear Supervisors,

We urge you to support the resolution to create The Yerba Buena Gardens Conservancy to oversee and manage Yerba Buena Gardens.

The Conservancy model provides a range of benefits that would sustain Yerba Buena Gardens as a model for how to create, improve and manage an inclusive public urban space. These benefits include:

- A proven community-based management structure aligned with public benefit goals, with a governing body comprising a cross-section of Garden's stakeholders, community members and civic leaders, with the City appointing up to half its members.
- Additional oversight by the City as landlord, auditor and technical advisor.
- New revenue streams to add financial stability, allowing for private donations, government subsidies, foundation grants and other sources. These funds would be in addition to existing income generated by RDA agreements from multiple sources, such as Metreon, Marriott, Millennium Partners and others and tenant revenue.

Today, Yerba Buena Gardens provides substantial public benefit, including benefit to our staff and visitors, that would be well managed by a community-based model and that would ensure its long-term success. We urge you to support the resolution to create The Yerba Buena Gardens Conservancy.

Regards,

Lawrence Li  
Administrative Director

September 18, 2016

Supervisor Jane Kim  
Supervisor Aaron Peskin  
Supervisor London Breed  
Supervisor Norman Yee  
Clerk Erica Major  
The Government Audit and Oversight Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Dear Supervisors,

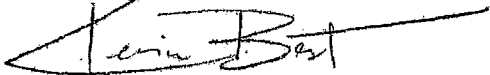
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The formation of a new nonprofit to oversee the remarkable Yerba Buena Gardens will ensure its long-term success. I urge you to support the resolution to create The Yerba Buena Gardens Conservancy. Thank you for your consideration.



Kevin Best

The Pin Up All-Star Diner - Yerba Buena Gardens  
772 Folsom St.  
San Francisco, CA 94107

September 18, 2016

Supervisor Jane Kim  
Supervisor Aaron Peskin  
Supervisor London Breed  
Supervisor Norman Yee  
Clerk Erica Major  
The Government Audit and Oversight Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Dear Supervisors,

I urge you to support the resolution to create The Yerba Buena Gardens Conservancy to oversee and manage Yerba Buena Gardens. Thanks to the dedication of the San Francisco Redevelopment Agency, community advocates, committed builders, old and new arts organizations, and many civic stakeholders, the vision embraced by Mayor George Moscone in 1976 is a resounding success.

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The formation of a new nonprofit to oversee the remarkable Yerba Buena Gardens will ensure its long-term success. I urge you to support the resolution to create The Yerba Buena Gardens Conservancy. Thank you for your consideration.

  
Misty Rasche

B Restaurant & Bar - Yerba Buena Gardens  
720 Howard St.  
San Francisco, CA 94103

YERBA BUENA  
GARDENS  
FESTIVAL  
SAN FRANCISCO

September 22, 2016

Supervisor Aaron Peskin  
Supervisor London Breed  
Supervisor Norman Yee  
Government Audit & Oversight Committee  
San Francisco Board of Supervisors  
City Hall, Room 263  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Dear GAO Committee of the San Francisco Board of Supervisors,

We, the Board of Yerba Buena Arts & Events (aka Yerba Buena Gardens Festival), urge you to support the resolution to create The Yerba Buena Gardens Conservancy to oversee and manage Yerba Buena Gardens. Thanks to the dedication of the San Francisco Redevelopment Agency, community advocates, committed builders, old and new arts organizations, and many civic stakeholders, the vision embraced by Mayor George Moscone in 1976 is a resounding success.

The Conservancy model provides a range of benefits that would sustain Yerba Buena Gardens as a model for how to create, improve and manage an inclusive public urban space. These benefits include:

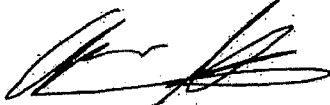
- A proven community-based management structure aligned with public benefit goals: The governing body is a Board of Directors of a cross-section of Gardens stakeholders, community members and civic leaders, with the City appointing up to half its members.
- Additional oversight by the City as landlord, auditor and technical advisor.
- Cost efficiencies and elimination of the the need for City services, by contracting for maintenance, operations and security services as the City does now, and by having a small administrative staff to manage operations.
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range of free public events and celebrations, cafes, and public art. A new family play area resulting from the Moscone Expansion Project, along with the construction of the Mexican Museum, only will enhance the Gardens as a community resource.

The formation of a new nonprofit to oversee the remarkable Yerba Buena Gardens will ensure its long-term success. We therefore urge you to support the resolution to create The Yerba Buena Gardens Conservancy. Thank you for your consideration.



Aaron Grizzell  
Board President  
Yerba Buena Arts & Events



870 Market Street Suite 452 San Francisco, CA 94102 415 362-2500  
[Carolyn@marketstreetassociation.org](mailto:Carolyn@marketstreetassociation.org)

September 26, 2016

Supervisor Jane Kim  
Supervisor Aaron Peskin  
Supervisor London Breed  
Supervisor Norman Yee  
Clerk Erica Major  
The government Audit and Oversight Committee  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

Dear Supervisors,

I understand that a resolution to create The Yerba Buena Gardens Conservancy will be before your committee soon. This Conservancy will oversee and manage Yerba Buena Gardens.

As an organization that worked closely with the Redevelopment Agency, community advocates and civic stakeholders on the Yerba Buena Project area I understand the importance of a managing organization.

The Yerba Buena Gardens provides the neighborhood and the City an important open, public urban space. The adjacent cafes, art galleries, public art and entertainment spaces enhance the area as community resource.

The Conservancy will operate by a community-based model ensuring all voices are heard and local issues addressed. The City will appoint up to half of the members of the governing body with the remaining seats filled by the Garden's stakeholders, community members and civic leaders.

I urge you to support the formation of this nonprofit Conservancy to help ensure the long term success of this vital area.

Thank you for your consideration.

Sincerely,

Carolyn Diamond  
Executive Director



In Association with the Smithsonian Institution

September 30, 2016

Supervisor Aaron Peskin, Chairman  
Supervisor Norman Yee  
President London Breed  
Government Audit & Oversight Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Dear Chairman Peskin, President Breed and Supervisor Yee:

On behalf of the staff and Board of Trustees of the Mexican Museum, we write in strong support of the Resolution before you to create The Yerba Buena Gardens Conservancy to oversee and manage the Yerba Buena Gardens. We urge you to please pass and adopt the Resolution.

The efforts to bring the Resolution before you is thanks to the incredible hard work and coordination of many local stakeholders, including but not limited to former San Francisco Redevelopment Agency (now OCII/Successor Agency), community advocates, committed builders, well established and new arts organizations, and many civic stakeholders. Yerba Buena Gardens is one of the most successful redevelopment projects in the country.

As proposed, the Conservancy model will be an excellent tool to sustain the Yerba Buena Gardens and to create, improve and manage a public urban space like our beloved gardens. We strongly support the private-public board governance model to include local stakeholders and City appointed members. We want to mention and recognize the excellent work of Mr. John Updike, Director of the City's Department of Real Estate as well as Mr. John Elberling, President of TODCO for his community leadership.

With respect to the Board leadership, we urge that diversity be a key consideration and hereby volunteer to have a representative of the Mexican Museum to serve on the board, and express strong support for a similar seat for our sister organizations, MoAD and the Contemporary Jewish Museum.

As one of the City's economic engines through the amazing mix of small businesses, hotels, and arts and cultural programming, the Yerba Buena Gardens is truly an important component of our great City.

Based on the foregoing, we strongly urge you to adopt the Resolution to create the Yerba Buena Gardens Conservancy.

Respectfully,

Andrew M. Kluger  
Chairman, The Mexican Museum

## **ONE HAWTHORNE OWNERS ASSOCIATION**

1 Hawthorne Street, San Francisco, CA 94105 415.778.8771

September 30, 2016

Supervisor Jane Kim  
Supervisor Aaron Peskin  
Supervisor London Breed  
Supervisor Norman Yee  
Clerk Erica Major  
The Government Audit and Oversight Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Dear Supervisors,

On behalf of the 165 homeowners and 300+ residents at One Hawthorne, we urge you to support the resolution to create The Yerba Buena Gardens Conservancy to oversee and manage Yerba Buena Gardens. Thanks to the dedication of the San Francisco Redevelopment Agency, community advocates, committed builders, old and new arts organizations, and many civic stakeholders, the vision embraced by Mayor George Moscone in 1976 is a resounding success.

The Conservancy model provides a range of benefits that would sustain Yerba Buena Gardens as a model for how to create, improve and manage an inclusive public urban space. These benefits include:

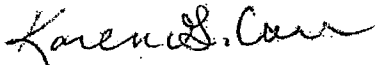
- A proven community-based management structure aligned with public benefit goals: The governing body is a Board of Directors of a cross-section of Garden's stakeholders, community members and civic leaders, with the City appointing up to half its members.
- Additional oversight by the City as landlord, auditor and technical advisor.
- Cost efficiencies and elimination of the the need for City services, as it does now, by contracting for maintenance, operations and security services and by having a small administrative staff to manage operations.
- New revenue streams add financial stability; a nonprofit allows for private donations, government subsidies, foundation grants and other sources. These funds would be in addition to existing income generated by RDA agreements from multiple sources, such as Metreon, Marriott, Millennium Partners and others, and tenant revenue.

Today, Yerba Buena Gardens provides substantial public benefit that should be managed by a community-based model. More than four million visit annually. It serves as a major economic engine for the City. It is an active, safe and popular community resource with an exceptional range of free public

events and celebrations, cafes, and public art. A new family play area, new Howard Street Pedestrian Bridge and other improvements resulting from the Moscone Expansion Project, along with the construction of the Mexican Museum, only will enhance the Gardens as a community resource.

The formation of a new nonprofit to oversee the remarkable Yerba Buena Gardens will ensure its long-term success. I urge you to support the resolution to create The Yerba Buena Gardens Conservancy.

Thank you for your consideration.

A handwritten signature in cursive script that reads "Karen G. Carr".

Karen G. Carr

Association Manager

On behalf of One Hawthorne Owners Association

Board of Directors



**Board of Directors**

October 3, 2016

Bill Rusitzky  
*Chair*  
THX Ltd.

Supervisor London Breed  
Supervisor Aaron Peskin  
Supervisor Norman Yee  
Government, Audit and Oversight Committee  
City Hall, Room 250  
San Francisco, CA 94102

Andy Proehl  
*Vice Chair*  
Meltwater Group

Sunita Mohanty  
*Secretary*  
The Primary School

Dear Supervisors,

Jon Deane  
*Treasurer*  
Chan Zuckerberg Initiative

I am writing today in support of the resolution for the Yerba Buena Gardens Conservancy to oversee and manage Yerba Buena Gardens. It has been my privilege to work with the many organizations in this neighborhood who have come together to further the vision of an active arts and community district in this area.

Amy Sezak  
*At-large Executive Committee*  
BI

Supporting the Conservancy provides a range of benefits that would continue Yerba Buena Gardens as model for the creation and management an inclusive public urban space. More than four million people visit this area every year. The number of visitors to the Children's Creativity Museum and the LeRoy King Creativity Carousel is over 150,000 each year and growing.

Nate Chang  
CreditSuisse

Yumi Clark  
Capital One

A new Howard Street pedestrian Bridge, a redesigned plaza entrance near the Carousel, and other improvements resulting from the Moscone Expansion Project will enhance the Gardens as a community resource. I urge you to support the resolution to create the Yerba Buena Gardens Conservancy and secure the future of this wonderful San Francisco treasure.

Rhiana Maidenberg  
Sunnyside Elementary

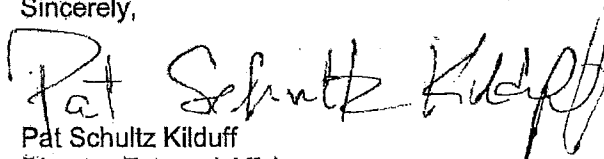
Danielle Merida  
Task Rabbit

Sincerely,

Melissa Rich  
InterSchola

Mala Sharma  
Adobe

Paul Smith  
Bain & Company

  
Pat Schultz Kilduff  
Director External Affairs

Executive Director  
Carol Tang, Ph.D.



October 3, 2016

**Board of Directors**

Bill Rusitzky  
*Chair*  
THX Ltd.

Andy Proehl  
*Vice Chair*  
Meltwater Group

Sunita Mohanty  
*Secretary*  
The Primary School

Jon Deane  
*Treasurer*  
Chan Zuckerberg Initiative

Amy Sezak  
*At-large Executive Committee*  
8f

Nate Chang  
Credit Suisse

Yumi Clark  
Capital One

Rhiana Maidenberg  
Sunnyside Elementary

Danielle Merida  
Task Rabbit

Melissa Rich  
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Mala Sharma  
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Paul Smith  
Bain & Company

Executive Director  
Carol Tang, Ph.D.

Supervisor London Breed  
Supervisor Aaron Peskin  
Supervisor Norman Yee  
Government, Audit and Oversight Committee  
City Hall, Room 250  
San Francisco, CA 94102

Dear Supervisors,

As the Executive Director of the Children's Creativity Museum, I am writing today in support of the resolution for the Yerba Buena Gardens Conservancy to oversee and manage Yerba Buena Gardens. As an organization committed to serving children and families, we have benefited greatly from the community spirit and partnerships with both non-profit and private organizations in this neighborhood. I have seen us work together in a myriad of ways to further the vision of an active arts and community district in SOMA and the Conservancy will allow us to continue this work collectively.

The Conservancy would provide a range of benefits that would sustain Yerba Buena Gardens as model for how to create, improve and manage an inclusive public urban space. More than four million people visit this area every year. The number of visitors to the Children's Creativity Museum, the Creativity Theater, and the LeRoy King Creativity Carousel is over 150,000 annually and growing each year. Through field trip scholarships and free admission to families with EBT cards, the Children's Creativity Museum has strived to make Yerba Buena Gardens a family destination for all and the Conservancy would help us meet our passion for bringing enriching educational experiences to all children and families.

We are looking forward to the completion of the Moscone Center Expansion Project which will bring a new Howard Street pedestrian bridge, a redesigned plaza entrance near the LeRoy King Carousel, and other improvements resulting in a more accessible and attractive Gardens. I urge you to support the resolution to create the Yerba Buena Gardens Conservancy and secure the future of this unique San Francisco community resource.

Sincerely,

Carol Tang

Tax ID #94-3178735



**Board of Directors**      September 29, 2016

Bill Rusitzky      Supervisor London Breed  
*Chair*      Supervisor Aaron Peskin  
THX Ltd.      Supervisor Norman Yee  
Government, Audit and Oversight Committee  
Andy Proehl      City Hall, Room 250  
*Vice Chair*      1 Dr. Carlton B. Goodlett Place  
Meltwater Group      San Francisco, CA 94102-4689

Sunita Mohanty  
*Secretary*  
The Primary School

Dear Supervisors,

Jon Deane  
*Treasurer*  
Chan Zuckerberg Initiative

Amy Sezak  
*At-Large*  
81

Yumi Clark  
Capital One

Nate Chang  
CreditSuisse

Rhiana Maidenberg  
Sunnyside Elementary

Danielle Merida  
Task Rabbit

Linda Pfatteicher  
Squire Patton Boggs

Melissa Rich  
InterSchola(past)

Mala Sharma  
Adobe

Paul Smith  
Bain & Company

Executive Director  
Carol Tang, Ph.D

Tax ID #94-3178735

The Board of Directors of the Children's Creativity Museum supports the resolution to create The Yerba Buena Gardens Conservancy to oversee and manage Yerba Buena Gardens. Thanks to the dedication of the San Francisco Redevelopment Agency, the Office of Community Infrastructure and Investment, community advocates, committed builders, arts and cultural organizations, and many civic stakeholders, the vision embraced by Mayor George Moscone in 1976 is a resounding success.

The Conservancy model provides a range of benefits that would sustain Yerba Buena Gardens as a model for how to create, improve and manage an inclusive public urban space. These benefits include:

- A proven community-based management structure aligned with public benefit goals;
- Proposed governing body is a Board of Directors of a cross-section of Garden's stakeholders, community members and civic leaders, with the City appointing up to half its members.
- Additional oversight by the City as landlord, auditor and technical advisor.
- Cost efficiencies and elimination of the need for City services, as it does now, by contracting for maintenance, operations and security services and by having a small administrative staff to manage operations.
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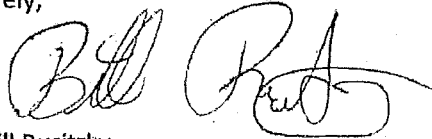
Today, Yerba Buena Gardens provides substantial public benefit that should be managed by a community-based model. More than four million people visit every year. The number of visitors to the Children's Creativity Museum and LeRoy King



Creativity Carousel has grown significantly. The Gardens serve as a major economic engine for the City. It is an active, safe and popular community resource with an exceptional range of free public events and celebrations, cafes, and public art.

A new family play area, new Howard Street Pedestrian Bridge, redesigned plaza around the Carousel and other improvements resulting from the Moscone Expansion Project, along with the construction of the Mexican Museum, only will enhance the Gardens as a community resource. The formation of a new nonprofit to oversee the remarkable Yerba Buena Gardens will ensure its long-term success. I urge you to support the resolution to create The Yerba Buena Gardens Conservancy. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Bill Rusitzky". The signature is written in a cursive style with a large initial "B" and a long horizontal stroke at the end.

Mr. Bill Rusitzky  
Board Chair

October 4, 2016

Supervisor Jane Kim  
Supervisor Aaron Peskin  
Supervisor London Breed  
Supervisor Norman Yee  
Clerk Erica Major  
The Government Audit and Oversight Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102-4689

Dear Supervisors,

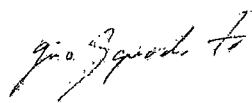
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The formation of a new nonprofit to oversee the remarkable Yerba Buena Gardens will ensure its long-term success. I urge you to support the resolution to create The Yerba Buena Gardens Conservancy. Thank you for your consideration.



Gino Squadrito  
LaserCom Design  
Yerba Buena Gardens Festival Board Member

9/6/2016

To: Supervisor Jane Kim, Supervisor John Avalos, and Supervisor David Campos  
Clerk Erica Major  
The Public Safety and Neighborhood Services Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Dear Supervisors,

We are writing to you urging your support for the resolution to create The Yerba Buena Gardens Conservancy to oversee and manage The Yerba Buena Gardens. Thanks to the dedication of the San Francisco Redevelopment Agency, community advocates, committed builders, old and new arts organizations, and many civic stakeholders, the vision embraced by Mayor George Moscone in 1976 is a resounding success.

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Michael Paikin, President  
Bert Blanchette, Vice President  
Yerba Buena Ice Skating & Bowling Center

9/6/2016

To: Supervisor Jane Kim, Supervisor John Avalos, and Supervisor David Campos  
Clerk Erica Major  
The Public Safety and Neighborhood Services Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

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Bob Versman  
Yerba Buena Bowling Center  
Manager

9/6/2016

To: Supervisor Jane Kim, Supervisor John Avalos, and Supervisor David Campos  
Clerk Erica Major  
The Public Safety and Neighborhood Services Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Dear Supervisors,

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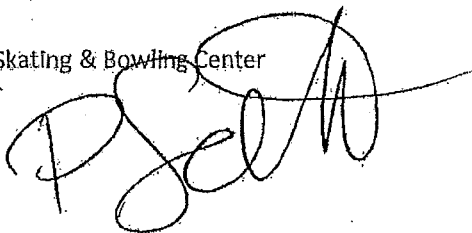
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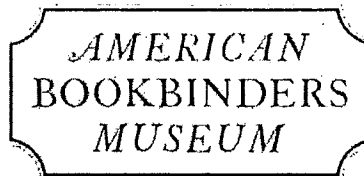
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The formation of a new nonprofit to oversee the remarkable Yerba Buena Gardens will ensure its long-term success. I urge you to support the resolution to create The Yerba Buena Gardens Conservancy. Thank you for your consideration.

Paige C. Scott  
Yerba Buena Ice Skating & Bowling Center  
General Manager





4 August, 2016

Supervisor Jane Kim  
Supervisor John Avalos  
Supervisor David Campos  
Clerk Erica Major  
The Public Safety and Neighborhood Services Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Dear Supervisors:

I urge you to support the resolution to create the Yerba Buena Gardens Conservancy, to oversee and manage Yerba Buena Gardens. Thanks to the dedication of the San Francisco Redevelopment Agency, community advocates, committed builders, old and new arts organizations, and many civic stakeholders, the vision embraced by Mayor George Moscone in 1976 is a resounding success.

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On a personal note: when my family relocated to San Francisco 13 years ago, Yerba Buena Gardens became a welcome play and activity space for us. My daughters played in the children's area; skated at the Yerba Buena rink; and one later became a teen "City-Guide" at the Children's Creativity Museum.

I am convinced that the Conservancy plan has the best chance of ensuring the Yerba Buena Gardens' long-term success as an urban oasis, visitor draw, and economic engine. I urge you to support the resolution to create the Yerba Buena Gardens Conservancy.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Robins', with a long horizontal flourish extending to the right.

Madeleine Robins  
Operations Manager  
The American Bookbinders Museum

October 5, 2016

Supervisor Jane Kim  
Supervisor Aaron Peskin  
Supervisor London Breed  
Supervisor Norman Yee  
Clerk Erica Major  
The Government Audit and Oversight Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

RECEIVED  
SAN FRANCISCO  
2016 OCT 11 PM 3:52  
BY AK

Dear Supervisors,

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The formation of a new nonprofit to oversee the remarkable Yerba Buena Gardens will ensure its long-term success. I urge you to support the resolution to create The Yerba Buena Gardens Conservancy. Thank you for your consideration.

Respectfully,

*Menalyn Cornejo, CCAM*

Association Manager | The Montgomery Owners Association  
74 New Montgomery, First floor | San Francisco, CA 94105  
p: 415.227.9472 | f: 415.227.9473 | e: [management@themontgomerysf.com](mailto:management@themontgomerysf.com)  
Professionally managed by MRM

CC: Cathy Maupin -President of the Conservancy Board of Directors





**South of Market Child Care, Inc.**  
**Administration**  
790 Folsom Street  
San Francisco, CA 94107  
Phone: 415.820.3500  
Fax: 415.820.3501  
somacc@somacc.org  
www.somacc.org

**Yerba Buena Gardens**  
**Child Development Center**  
790 Folsom Street  
San Francisco, CA 94107  
Phone: 415.820.3500  
Fax: 415.820.3501

**Judith Baker**  
**Child Development Center**  
685 Natoma Street  
San Francisco, CA 94103  
Phone: 415.487.0389  
Fax: 415.487.0387

**South of Market**  
**Family Resource Center**  
790 Folsom Street  
San Francisco, CA 94107  
Phone: 415.820.3508  
Fax: 415.820.3501

**Board Members**  
Susan Ghanbarpour, Chairperson  
Mark Johnson, Vice Chairperson  
Wendy Aitken, Treasurer  
Kihlon Golden  
David McKenzie  
Judith Baker  
Molly Reisman  
Ajay Sharma

**Executive Director**  
Noushin Mofakham  
noushin@somacc.org

September 20, 2016

Supervisor Jane Kim  
Supervisor John Avalos  
Supervisor David Campos  
Clerk Erica Major  
The Public Safety and Neighborhood Services Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

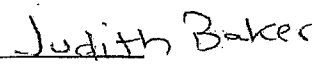
Dear Supervisors,

I urge you to support the resolution to create The Yerba Buena Gardens Conservancy to oversee and manage Yerba Buena Gardens which includes the Yerba Buena Gardens Child Development Center (YBG CDC), where I serve as a board member. YBG CDC has been providing quality early care and education, and family resources programs to many families living and working in the community since 1998.

The Conservancy model provides a range of benefits that would sustain Yerba Buena Gardens as a model for how to create, improve and manage an inclusive public urban space. It will also reassure the continuation and sustainability of the programs at YBG CDC under a proven community-based management structure aligned with public benefit goals and nonprofit governance.

The formation of a new nonprofit to oversee the remarkable Yerba Buena Gardens will ensure its long-term success. I urge you to support the resolution to create The Yerba Buena Gardens Conservancy. Thank you for your consideration.

  
\_\_\_\_\_  
**Board Member**

  
**Yerba Buena Gardens Child Development Center**  
**South of Market Child Care, Inc.**



September 20, 2016

Supervisor Jane Kim  
Supervisor John Avalos  
Supervisor David Campos  
Clerk Erica Major  
The Public Safety and Neighborhood Services Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

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790 Folsom Street  
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Fax: 415.487.0387

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790 Folsom Street  
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Phone: 415.820.3508  
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**Executive Director**  
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Yerba Buena Gardens Child Development Center  
South of Market Child Care, Inc.



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www.somacc.org

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September 20, 2016

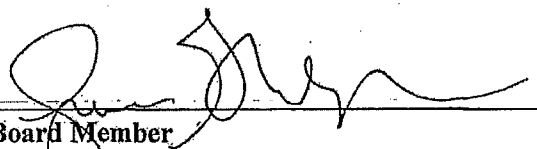
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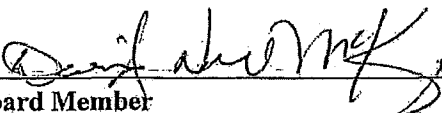
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To: Supervisor Jane Kim, Supervisor John Avalos, and Supervisor David Campos  
Clerk Erica Major  
The Public Safety and Neighborhood Services Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
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Dear Supervisors,

We are writing to you urging your support for the resolution to create The Yerba Buena Gardens Conservancy to oversee and manage The Yerba Buena Gardens. Thanks to the dedication of the San Francisco Redevelopment Agency, community advocates, committed builders, old and new arts organizations, and many civic stakeholders, the vision embraced by Mayor George Moscone in 1976 is a resounding success.

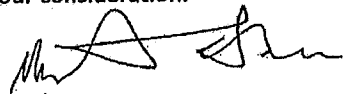
The Conservancy model provides a range of benefits that would sustain Yerba Buena Gardens as a model for how to create, improve and manage an inclusive public urban space. These benefits include:

- A proven community-based management structure aligned with public benefit goals: The governing body is a Board of Directors of a cross-section of Garden's stakeholders, community members and civic leaders, with the City appointing up to half its members.
- Additional oversight by the City as landlord, auditor and technical advisor.
- Cost efficiencies and elimination of the the need for City services, as it does now, by contracting for maintenance, operations and security services and by having a small administrative staff to manage operations.
- New revenue streams add financial stability; a nonprofit allows for private donations, government subsidies, foundation grants and other sources. These funds would be in addition to existing income generated by RDA agreements from multiple sources, such as Metreon, Marriott, Millennium Partners and others, and tenant revenue.

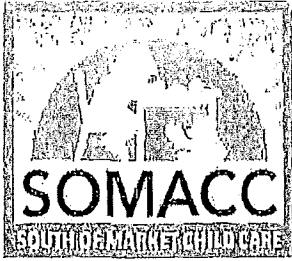
Today, Yerba Buena Gardens provides substantial public benefit that should be managed by a community-based model. More than four million visit annually. It serves as a major economic engine for the City. It is an active, safe and popular community resource with an exceptional range of free public events and celebrations, cafes, recreational ice skating & bowling for citizens of all ages and public art. A new family play area, new Howard Street Pedestrian Bridge and other improvements resulting from the Moscone Expansion Project, along with the construction of the Mexican Museum, only will enhance the Gardens as a community resource.

The formation of a new nonprofit to oversee the remarkable Yerba Buena Gardens will ensure its long-term success. I urge you to support the resolution to create The Yerba Buena Gardens Conservancy. Thank you for your consideration.

Regards,



Mackenzie (Vaillancourt) Inferrera  
Coach San Francisco Tremors Synchronized Skating Team of Yerba Buena Ice Skating and Bowling Center



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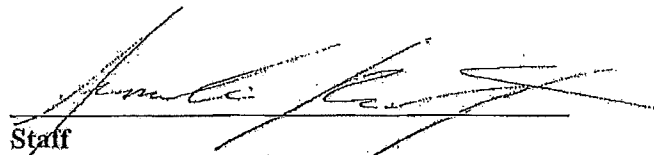
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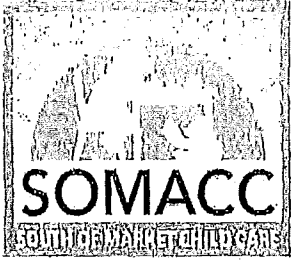
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Amanda Pergnet



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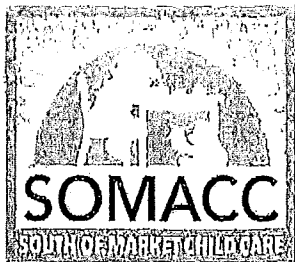
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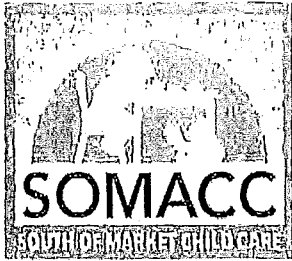
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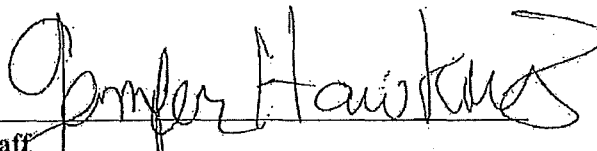
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South of Market Child Care, Inc.



August 15, 2016

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Supervisor John Avalos  
Supervisor David Campos  
Clerk Erica Major  
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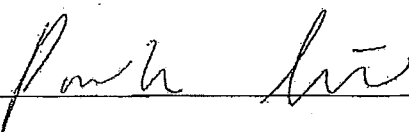
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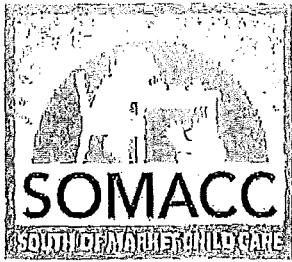
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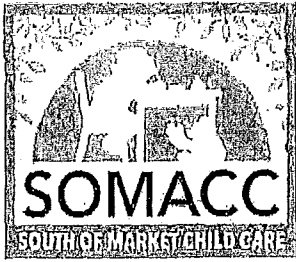
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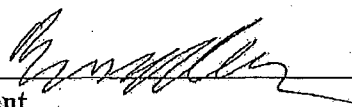
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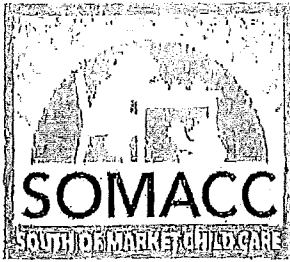
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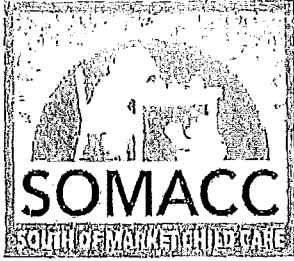
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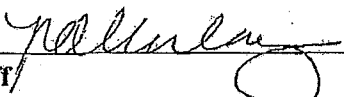
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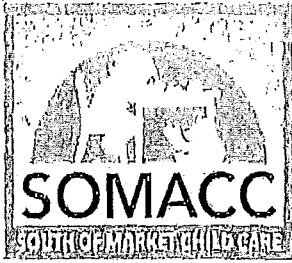
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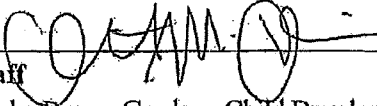
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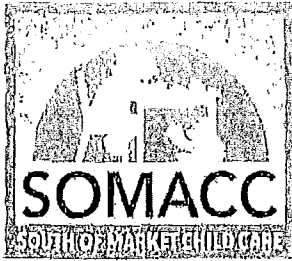
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Kihlon Golden  
David McKenzie  
Judith Baker  
Molly Reisman  
Ajay Sharma

**Executive Director**  
Noushin Mofakham  
noushin@somacc.org

August 15, 2016

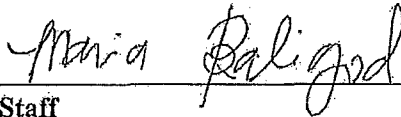
Supervisor Jane Kim  
Supervisor John Avalos  
Supervisor David Campos  
Clerk Erica Major  
The Public Safety and Neighborhood Services Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
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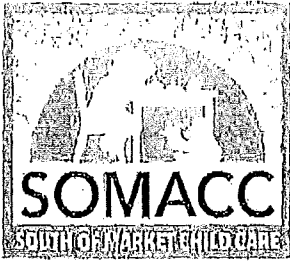
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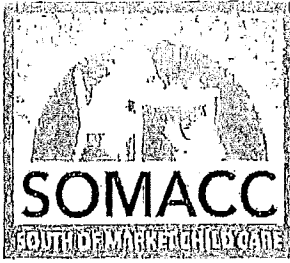
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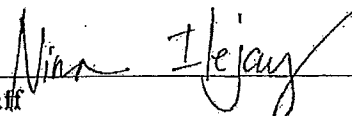
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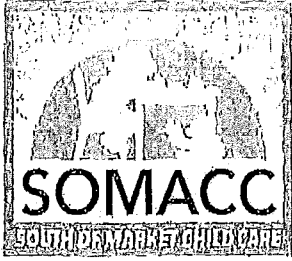
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*Katrina de la Fuente*



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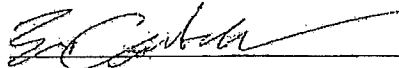
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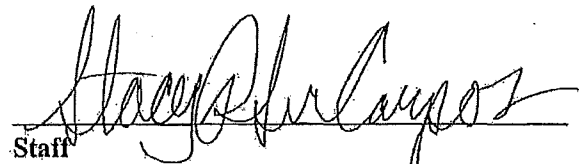
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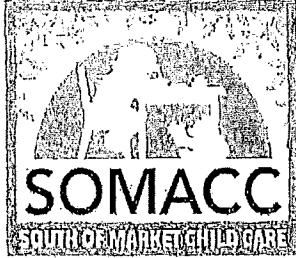
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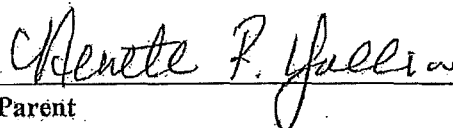
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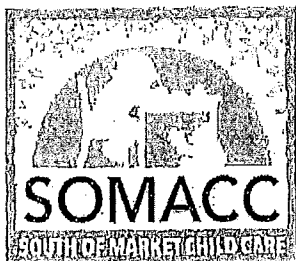
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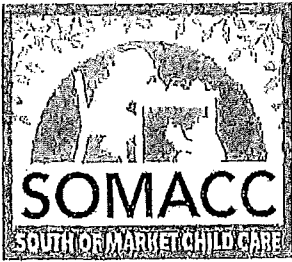
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San Francisco, CA 94102-4689

*South of Market Child Care, Inc.*  
**Administration**  
790 Folsom Street  
San Francisco, CA 94107  
Phone: 415.820.3500  
Fax: 415.820.3501  
somacc@somacc.org  
www.somacc.org

*Yerba Buena Gardens*  
**Child Development Center**  
790 Folsom Street  
San Francisco, CA 94107  
Phone: 415.820.3500  
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685 Natoma Street  
San Francisco, CA 94103  
Phone: 415.487.0389  
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Ajay Sharma

**Executive Director**  
Noushin Mofakham  
noushin@somacc.org

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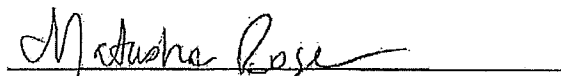
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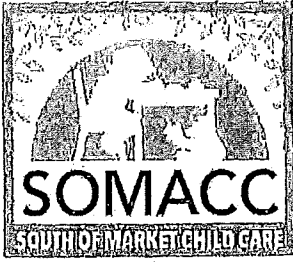
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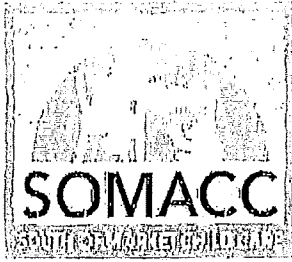
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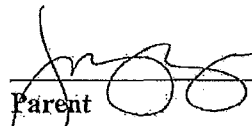
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8-15-16  
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Parent  
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MARY JOAN IGNACIO



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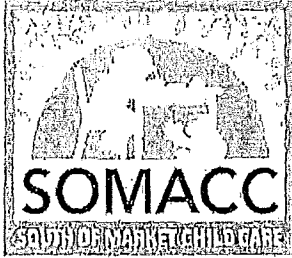
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Kihlon Golden  
David McKenzie  
Judith Baker  
Molly Reisman  
Ajay Sharma

*Executive Director*  
Noushin Mofakham  
noushin@somacc.org

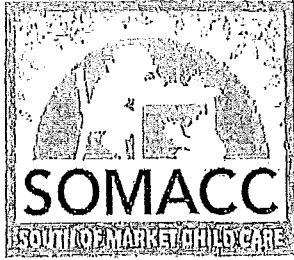
Dear Supervisors,

I urge you to support the resolution to create The Yerba Buena Gardens Conservancy to oversee and manage Yerba Buena Gardens where my child's school, the Yerba Buena Gardens Child Development Center (YBG CDC), is located. YBG CDC has been providing quality early care and education, and family resources programs to many families living and working in the community since 1998.

The Conservancy model provides a range of benefits that would sustain Yerba Buena Gardens as a model for how to create, improve and manage an inclusive public urban space. It will also reassure the continuation and sustainability of the programs at YBG CDC under a proven community-based management structure aligned with public benefit goals and nonprofit governance.

The formation of a new nonprofit to oversee the remarkable Yerba Buena Gardens will ensure its long-term success. I urge you to support the resolution to create The Yerba Buena Gardens Conservancy. Thank you for your consideration.

Parent  
Yerba Buena Gardens Child Development Center  
South of Market Child Care, Inc.



August 15, 2016

Supervisor Jane Kim  
Supervisor John Avalos  
Supervisor David Campos  
Clerk Erica Major  
The Public Safety and Neighborhood Services Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

*South of Market Child Care, Inc.  
Administration*  
790 Folsom Street  
San Francisco, CA 94107  
Phone: 415.820.3500  
Fax: 415.820.3501  
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www.somacc.org

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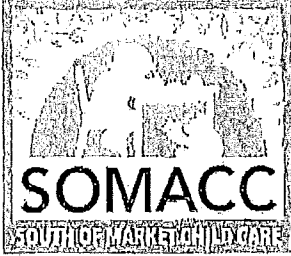
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August 15, 2016

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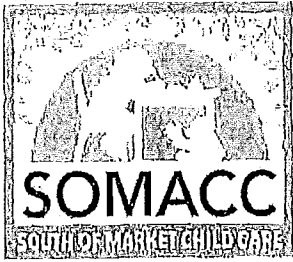
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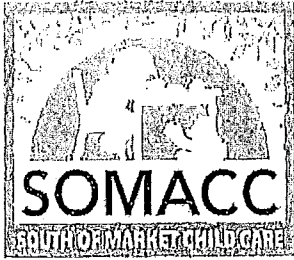
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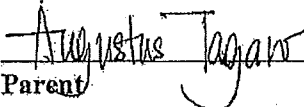
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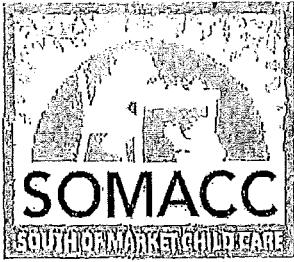
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August 15, 2016

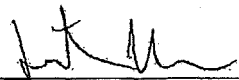
Supervisor Jane Kim  
Supervisor John Avalos  
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Clerk Erica Major  
The Public Safety and Neighborhood Services Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Dear Supervisors,

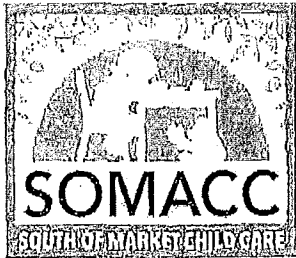
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 JONATHAN HARSH

**Parent**  
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August 15, 2016

Supervisor Jane Kim  
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The Public Safety and Neighborhood Services Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
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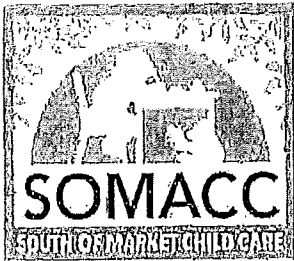
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The formation of a new nonprofit to oversee the remarkable Yerba Buena Gardens will ensure its long-term success. I urge you to support the resolution to create The Yerba Buena Gardens Conservancy. Thank you for your consideration.

Parent

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August 15, 2016

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**Executive Director**  
Noushin Mofakham  
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Parent  
Yerba Buena Gardens Child Development Center  
South of Market Child Care, Inc.



September 20, 2016

Supervisor Jane Kim  
Supervisor John Avalos  
Supervisor David Campos  
Clerk Erica Major  
The Public Safety and Neighborhood Services Committee  
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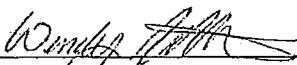
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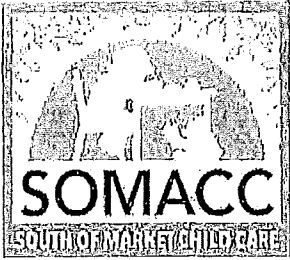
Dear Supervisors,

I urge you to support the resolution to create The Yerba Buena Gardens Conservancy to oversee and manage Yerba Buena Gardens which includes the Yerba Buena Gardens Child Development Center (YBG CDC), where I serve as a board member. YBG CDC has been providing quality early care and education, and family resources programs to many families living and working in the community since 1998.

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**Board Member**  
Yerba Buena Gardens Child Development Center  
South of Market Child Care, Inc.



August 15, 2016

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Parent  
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August 15, 2016

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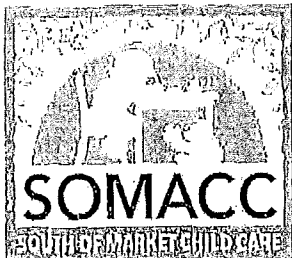
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*A. Kapadia*

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San Francisco, CA 94107  
Phone: 415.820.3500  
Fax: 415.820.3501  
somacc@somacc.org  
www.somacc.org

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*Board Members*  
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Wendy Aitken, Treasurer  
Kihlon Golden  
David McKenzie  
Judith Baker  
Molly Reisman  
Ajay Sharma

*Executive Director*  
Noushin Mofakham  
noushin@somacc.org

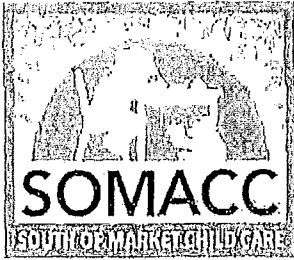
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**Executive Director**  
Noushin Mofakham  
noushin@somacc.org

August 15, 2016

Supervisor Jane Kim  
Supervisor John Avalos  
Supervisor David Campos  
Clerk Erica Major  
The Public Safety and Neighborhood Services Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

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August 15, 2016

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August 15, 2016

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The Public Safety and Neighborhood Services Committee  
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Parent

Yerba Buena Gardens Child Development Center  
South of Market Child Care, Inc.



August 15, 2016

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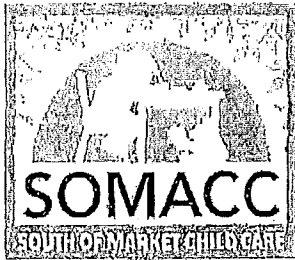
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August 15, 2016

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South of Market Child Care, Inc.



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Parent Ann Chen  
Yerba Buena Gardens Child Development Center  
South of Market Child Care, Inc.



August 15, 2016

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Supervisor David Campos  
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The Public Safety and Neighborhood Services Committee  
City Hall, Room 250  
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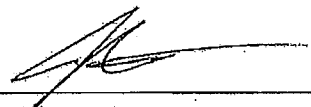
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Parent  
Yerba Buena Gardens Child Development Center  
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Jason Curbitson





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QUENNIE CACAYORIN

Parent

Yerba Buena Gardens Child Development Center  
South of Market Child Care, Inc.



MILLENNIUM PARTNERS  
 735 Market Street | Suite 302  
 San Francisco, California | 94103  
 Tel 415.593.1100 | Fax 415.989.3339

100756  
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 Opagc

October 4, 2016

Supervisor Jane Kim  
 Supervisor Aaron Peskin  
 Supervisor London Breed  
 Supervisor Norman Yee  
 Clerk Erica Major  
 The Government Audit and Oversight Committee  
 City Hall, Room 250  
 1 Dr. Carlton B. Goodlett Place  
 San Francisco, CA 94102-4689

RECEIVED  
 BOARD OF SUPERVISORS  
 SAN FRANCISCO  
 2016 OCT -4 PM 4:37  
 BY [Signature]

Re: Support for the Resolution to create The Yerba Buena Gardens Conservancy

Dear Supervisors,

Millennium Partners is in strong support of the Resolution being brought before you to create the Yerba Buena Gardens Conservancy. Millennium Partners has been a stakeholder in the Yerba Buena Gardens for over two decades. With the transition of the Gardens from OCII to the City, Millennium Partners has participated in the community input process and believes that the Conservancy is in the best interest for the future of Yerba Buena Gardens. This input process has been years in the making and has taken in the perspective from all the many stakeholders and users for the Gardens.

The Yerba Buena Gardens Conservancy ensures a community-based model that supports Yerba Buena and creates a strong partnership between the City of San Francisco and the Yerba Buena community.

Millennium Partners urges you to support the Resolution to create the Yerba Buena Conservancy.

Respectfully,

[Signature]  
 Sean Jeffries

**ONE HAWTHORNE OWNERS ASSOCIATION**

1 Hawthorne Street, San Francisco, CA 94105 415.778.8771

160756  
RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2016 OCT -5 PM 2:30  
AZ

September 30, 2016

Supervisor Jane Kim  
Supervisor Aaron Peskin  
Supervisor London Breed  
Supervisor Norman Yee  
Clerk Erica Major  
The Government Audit and Oversight Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

Dear Supervisors,

On behalf of the 165 homeowners and 300+ residents at One Hawthorne, we urge you to support the resolution to create The Yerba Buena Gardens Conservancy to oversee and manage Yerba Buena Gardens. Thanks to the dedication of the San Francisco Redevelopment Agency, community advocates, committed builders, old and new arts organizations, and many civic stakeholders, the vision embraced by Mayor George Moscone in 1976 is a resounding success.

The Conservancy model provides a range of benefits that would sustain Yerba Buena Gardens as a model for how to create, improve and manage an inclusive public urban space. These benefits include:

- A proven community-based management structure aligned with public benefit goals: The governing body is a Board of Directors of a cross-section of Garden's stakeholders, community members and civic leaders, with the City appointing up to half its members.
- Additional oversight by the City as landlord, auditor and technical advisor.
- Cost efficiencies and elimination of the the need for City services, as it does now, by contracting for maintenance, operations and security services and by having a small administrative staff to manage operations.
- New revenue streams add financial stability; a nonprofit allows for private donations, government subsidies, foundation grants and other sources. These funds would be in addition to existing income generated by RDA agreements from multiple sources, such as Metreon, Marriott, Millennium Partners and others, and tenant revenue.

Today, Yerba Buena Gardens provides substantial public benefit that should be managed by a community-based model. More than four million visit annually. It serves as a major economic engine for the City. It is an active, safe and popular community resource with an exceptional range of free public

events and celebrations, cafes, and public art. A new family play area, new Howard Street Pedestrian Bridge and other improvements resulting from the Moscone Expansion Project, along with the construction of the Mexican Museum, only will enhance the Gardens as a community resource.

The formation of a new nonprofit to oversee the remarkable Yerba Buena Gardens will ensure its long-term success. I urge you to support the resolution to create The Yerba Buena Gardens Conservancy.

Thank you for your consideration.

A handwritten signature in cursive script that reads "Karen G. Carr".

Karen G. Carr

Association Manager

On behalf of One Hawthorne Owners Association

Board of Directors



DOUG HOUSLEY  
GENERAL MANAGER

September 30, 2016

Supervisor Jane Kim  
Supervisor Aaron Peskin  
Supervisor London Breed  
Supervisor Norman Yee  
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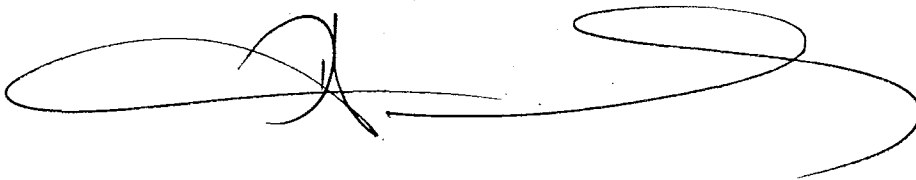
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SAN FRANCISCO  
2016 OCT -4 PM 2:31  
AK

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A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke extending to the right.

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 BOARD OF SUPERVISORS  
 SAN FRANCISCO  
 2016 SEP -8 PM 2:57  
 BY ZMB

KILROY REALTY CORPORATION

September 8, 2016

360 Third St., Suite 105  
 San Francisco, CA 94107

415 778 7736 PHONE

Supervisor Jane Kim  
 Supervisor John Avalos  
 Supervisor David Campos  
 Clerk Erica Major  
 The Public Safety and Neighborhood Services Committee  
 City Hall, Room 250  
 1 Dr. Carlton B. Goodlett Place  
 San Francisco, CA 94102-4689

Dear Supervisors,

I urge you to support the resolution to create The Yerba Buena Gardens Conservancy to oversee and manage Yerba Buena Gardens. Thanks to the dedication of the San Francisco Redevelopment Agency, community advocates, committed builders, old and new arts organizations, and many civic stakeholders, the vision embraced by Mayor George Moscone in 1976 is a resounding success.

The Conservancy model provides a range of benefits that would sustain Yerba Buena Gardens as a model for how to create, improve and manage an inclusive public urban space. These benefits include:

- A proven community-based management structure aligned with public benefit goals: The governing body is a Board of Directors of a cross-section of Garden's stakeholders, community members and civic leaders, with the City appointing up to half its members.
- Additional oversight by the City as landlord, auditor and technical advisor.
- Cost efficiencies and elimination of the need for City services, as it does now, by contracting for maintenance, operations and security services and by having a small administrative staff to manage operations.
- New revenue streams add financial stability; a nonprofit allows for private donations, government subsidies, foundation grants and other sources. These funds would be in addition to existing income generated by RDA agreements from multiple sources, such as Metreon, Marriott, Millennium Partners and others, and tenant revenue.

Today, Yerba Buena Gardens provides substantial public benefit that should be managed by a community-based model. More than four million visit annually. It serves as a major economic engine for the City. It is an active, safe and popular community resource with an exceptional range of free public events and celebrations, cafes, and public art. A new family play area, new Howard Street Pedestrian Bridge and other improvements resulting from the Moscone Expansion Project, along with the construction of the Mexican

Museum, only will enhance the Gardens as a community resource.

The formation of a new nonprofit to oversee the remarkable Yerba Buena Gardens will ensure its long-term success. I urge you to support the resolution to create The Yerba Buena Gardens Conservancy. Thank you for your consideration.

Sincerely,



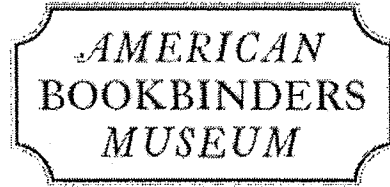
Gail Ringer  
Asset Manager

Cc: Sarah MacIntyre, Kilroy Realty Corporation  
Rick Buziak, Kilroy Realty Corporation



File 166756

GAO, CPAS  
Members, Clerk



4 August, 2016

Supervisor Jane Kim  
Supervisor John Avalos  
Supervisor David Campos  
Clerk Erica Major  
The Public Safety and Neighborhood Services Committee  
City Hall, Room 250  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102-4689

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2016 AUG - 8 PM 1:03  
BY [Signature]

Dear Supervisors:

I urge you to support the resolution to create the Yerba Buena Gardens Conservancy, to oversee and manage Yerba Buena Gardens. Thanks to the dedication of the San Francisco Redevelopment Agency, community advocates, committed builders, old and new arts organizations, and many civic stakeholders, the vision embraced by Mayor George Moscone in 1976 is a resounding success.

The Conservancy model provides a range of benefits that would sustain Yerba Buena Gardens as a model for how to create, improve, and manage an inclusive urban public space. These benefits include:

- A proven community-based management structure aligned with public-benefit goals: The governing body is a Board of Directors composed of a cross-section of the Gardens' stakeholders, community members, and civic leaders, with the City appointing up to half its members.
- Additional oversight by the City as landlord, auditor, and technical advisor.
- Cost efficiencies and elimination of the need for City services, as is the current situation, by contracting for maintenance, operations, and security services, and by having a small administrative staff to manage operations.
- New revenue streams adding financial stability; a non-profit allows for private donations, government subsidies, foundation grants, and other sources. These funds would be in addition to existing income generated by RDA agreements from sources such as Metreon, Marriott, Millennium Partners, and others, and from tenant revenue.

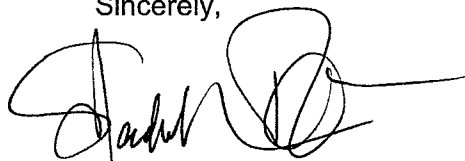
Today, Yerba Buena Gardens provides substantial public benefit that should be managed via a community-based model. More than four million visit the Gardens annually. It serves as a major

economic engine for the City. It is an active, safe, and, and popular community resource with an exceptional range of free public events and celebrations, cafes, and public art. A new family play area, new Howard Street Pedestrian Bridge, and other improvements resulting from the Moscone Expansion Project, along with the construction of the Mexican Museum, will only enhance the Gardens as a community resource.

On a personal note: when my family relocated to San Francisco 13 years ago, Yerba Buena Gardens became a welcome play and activity space for us. My daughters played in the children's area; skated at the Yerba Buena rink; and one later became a teen "City-Guide" at the Children's Creativity Museum.

I am convinced that the Conservancy plan has the best chance of ensuring the Yerba Buena Gardens' long-term success as an urban oasis, visitor draw, and economic engine. I urge you to support the resolution to create the Yerba Buena Gardens Conservancy.

Sincerely,

A handwritten signature in black ink, appearing to read "Madeleine Robins", with a long horizontal flourish extending to the right.

Madeleine Robins  
Operations Manager  
The American Bookbinders Museum

BOARD of SUPERVISORS



City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco 94102-4689  
Tel. No. 554-5184  
Fax No. 554-5163  
TDD/TTY No. 554-5227

## MEMORANDUM

TO: Ben Rosenfield, City Controller, Office of the Controller  
Todd Rufo, Director, Office of Economic and Workforce Development  
LeeAnn Pelham, Executive Director, Ethics Commission

FROM: Erica Major, Assistant Clerk, Public Safety and Neighborhood Services  
Committee, Board of Supervisors

DATE: July 6, 2016

SUBJECT: LEGISLATION INTRODUCED

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The Board of Supervisors' Public Safety and Neighborhood Services Committee has received the following proposed legislation, introduced by Supervisor Kim on June 28, 2016:

**File No. 160756**

**Resolution establishing a new public benefit civic nonprofit entitled the Yerba Buena Gardens Conservancy to assume long-term operating and management responsibility for Yerba Buena Gardens under a master lease with the City of San Francisco.**

If you have any comments or reports to be included with the file, please forward them to me at the Board of Supervisors, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102.

c:

Todd Rydstrom, Office of the Controller  
Ken Rich, Office of Economic and Workforce Development  
Lisa Pagan, Office of Economic and Workforce Development  
Shaista Shaikh, Ethics Commission

President, District 5  
BOARD of SUPERVISORS



City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco 94102-4689  
Tel. No. 554-7630  
Fax No. 554-7634  
TDD/TTY No. 544-5227

BOS 11, O&B, Leg Dep.  
Dep. CA, PSNS, GAC  
Mayor's office

London Breed

**PRESIDENTIAL ACTION**

Date: 7/14/2016

To: Angela Calvillo, Clerk of the Board of Supervisors

Madam Clerk,

Pursuant to Board Rules, I am hereby:

Waiving 30-Day Rule (Board Rule No. 3.23)

File No. \_\_\_\_\_ (Primary Sponsor)

Title. \_\_\_\_\_

Transferring (Board Rule No. 3.3)

File No. 160756 Kim  
(Primary Sponsor)

Title. Establish Yerba Buena Gardens Conservancy

From: Public Safety & Neighborhood Services Committee

To: Government Audit & Oversight Committee

Assigning Temporary Committee Appointment (Board Rule No. 3.1)

Supervisor \_\_\_\_\_

Replacing Supervisor \_\_\_\_\_

For: \_\_\_\_\_ Meeting  
(Date) (Committee)

BY: [Signature]  
2016 JUL 14 PM 2:23  
BOARD OF SUPERVISORS  
SAN FRANCISCO

*London Breed*

London Breed, President  
Board of Supervisors

Print Form

# Introduction Form

By a Member of the Board of Supervisors or the Mayor

Time stamp  
or meeting date

I hereby submit the following item for introduction (select only one):

- 1. For reference to Committee. (An Ordinance, Resolution, Motion, or Charter Amendment)
- 2. Request for next printed agenda Without Reference to Committee. *to PENS please.*
- 3. Request for hearing on a subject matter at Committee.
- 4. Request for letter beginning "Supervisor [ ] inquires"
- 5. City Attorney request.
- 6. Call File No. [ ] from Committee.
- 7. Budget Analyst request (attach written motion).
- 8. Substitute Legislation File No. [ ]
- 9. Reactivate File No. [ ]
- 10. Question(s) submitted for Mayoral Appearance before the BOS on [ ]

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

- Small Business Commission
- Youth Commission
- Ethics Commission
- Planning Commission
- Building Inspection Commission

**Note: For the Imperative Agenda (a resolution not on the printed agenda), use a Imperative Form.**

**Sponsor(s):**

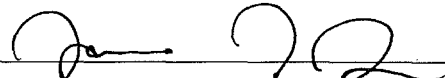
Supervisor Kim

**Subject:**

Resolution establishing a new public benefit civic nonprofit Yerba Buena Gardens Conservancy to assume long-term operating and management responsibility for Yerba Buena Gardens under a master lease with the City of San Francisco.

**The text is listed below or attached:**

See attached.

Signature of Sponsoring Supervisor: 

For Clerk's Use Only:

