

Gina Fromer  
Chair  
Amerika Sanchez  
Vice-Chair  
Karen Chung  
Commissioner  
Susan Murphy  
Commissioner  
Damien Posey  
Commissioner  
Falaofuta Satele  
Commissioner  
Marlene Tran  
Commissioner

# SOUTHEAST COMMUNITY FACILITY COMMISSION CITY and COUNTY of SAN FRANCISCO



London Nicole Breed, Mayor

Emily Pharr  
Executive Director

## DRAFT MINUTES SOUTHEAST COMMUNITY FACILITY COMMISSION REGULAR MEETING SFPUC CITIZENS' ADVISORY COMMITTEE SPECIAL MEETING Wednesday, October 27, 2021 6:00 P.M.

This meeting was held by Teleconference Pursuant to the Governor's Executive Order N-29-20 and the Twelfth Supplement to Mayoral Proclamation Declaring the Existence of a Local Emergency Dated February 25, 2020

1. **Call to Order:** *Commissioner Gina Fromer, Chair* called the meeting to order at 6:01 P.M.

**Southeast Community Facility Commission Roll Call:** *(Vaughn)*

**Present:** *Fromer, Sanchez, Chung, Murphy, Posey, Satele, Tran*

**Citizens' Advisory Committee Roll Call:** *(Ruski Augusto Sa)*

**Present:** *Ekanem, Kott, Algire, Sanders, Nagengast, Garcia, Clary, Williams, Perszyk, Pierce (arr. 6:07 p.m.)*

**Absent:** *Evbuoma, Kight, Pinkston, Sandkulla*

2. **General Public Comment:** None

3. **Welcome and Opening Remarks:** *(Southeast Community Facility Commission Chair, Commissioner Fromer/ Citizens' Advisory Committee Chair, Member Ekanem/ Southeast Community Facility Commission, Executive Director Pharr*

Chair Fromer welcomed everyone and introduced CAC Chair, Anietie Ekanem. She said the purpose of the meeting was to demonstrate the camaraderie between the bodies concerning advocating for long term strategic financial, capital improvement, and business plans that address the new center at 1550 Evans. She said the business plan will help to align the ambitions, objectives, and highlight how they will be achieved.

CAC Chair Anietie Ekanem thanked Chair Fromer and said when 1800 Oakdale was built it was state of the art and it still missed the community benefit goals. He said the current team has worked hard to ensure the mistakes of the past are not repeated and that the community benefit goals originally outlined are delivered. He said he was looking forward to participating in this next generation of community activity that will happen at the center. He noted it was an outcropping of spatial justice, making sure that community spaces belong to the community and get to be utilized by the community to its fullest.

Executive Director Pharr thanked both bodies for coming together to support the SECFC team's work. She said the team was working with AECOM on the development of the business plan as well as other business documents for the new Center. She advised this component of the planning is the framework for the success model, like aligning wants with needs and ensuring there is alignment with our advocacy for resources.

4. **Presentation, Discussion and Possible Action:** Resolution Making Findings to Allow Teleconferenced Meetings Under California Government Code Section 54953(e) - **Southeast Community Facility Commission**

*Gina Fromer, SECFC Chair*

Staff presented the Resolution for adoption.

**Moved:** Chung **Second:** Murphy

**Public Comment:** None

**Ayes:** Fromer, Sanchez, Chung, Murphy, Posey, Satele, Tran

**5. Presentation, Discussion and Possible Action:** Resolution Making Findings to Allow Teleconferenced Meetings Under California Government Code Section 54953(e) – **San Francisco Public Utilities Commission Citizens’ Advisory Committee**

*Anietie Ekanem, SFPUC CAC Chair*

Staff presented the Resolution for adoption.

**Moved:** Pierce **Second:** Garcia

**Public Comment:** None

**Ayes:** Ekanem, Kott, Algire, Sanders, Nagengast, Garcia, Clary, Williams, Perszyk, Pierce

**Absent:** Evbuoma, Kight, Pinkston, Sandkulla

**6. Presentation and Discussion:**

Southeast Community Center at 1550 Evans Update

*Emily Pharr, Executive Director, SECFC, External Affairs*

*Larry Berry, Deputy Director, SECFC, External Affairs*

Director Pharr provided the following updates for 1550 Evans consisting of :

**Construction Timeline** – The construction update is we anticipate completion between January and March 2022. The full opening is anticipated for late spring. Local hire participation is above contractual commitment of 30% and tracking at approximately 41% participation to date. Over 56 workers are from the 94124 community.

**Features of the New Center** – The site is 40,000 square feet with three floors. There will be a café and free Wi-Fi. The expanded childcare center will serve 75 children and there will be 5000 square feet of event space, and an outdoor amphitheater. There will be beautiful pathways with 190 new trees. The nonprofit working spaces are located on the third floor and there are several multipurpose rooms. Along with plenty of parking there is public transit right outside of the door.

Deputy Director Berry provided the updates which consisted of:

**Survey, Programs Framework & Levels of Service** – A survey and several community workshops were conducted in 2020 to get feedback on aspects of the new Center including usage, desired programming, recommendations on events, and naming the Center. He reported the programs framework defines SECC programmatic priorities driven by the mitigation and community input from the 2020 survey. The levels of service define and codify the SECC commitment to service for the new Center. This includes building usage, community engagement, accountability to programming and serving community self-determined needs.

**Campus & Floor Plans** – The first floor includes childcare, a Café, and events space. It includes office space for our core staff as well as a new Alex Pitcher Room and an Amphitheater. The Alex Pitcher Room will be detached unlike the room at 1800 which is attached to the current facility. There will be greenspaces with similar opportunities including dining areas, a children's playground that includes a slide, and ecological features. The second floor will be the primary area of activation for tenants and other community organizations delivering programming. It consists of multipurpose rooms that can be partitioned off into three separate rooms. The third floor will be used for tenant offices and will be considered leased space. There will be spaces for anchor tenants as well as a space where workstations can be rented for smaller nonprofit organizations that do not need a full office space. The third floor will also include a break room and showers.

Director Pharr provided the next updates:

**Artwork at SECC** – More than a million dollars of museum quality public art has been developed by local artist and acquired for the new Center. There are three major installations –

- Plaza Sculpture by Mildred Howard
- Alex Pitcher Room Collage by Kenyatta A.C. Hinkle
- Main Lobby – The Founders by Philip Hua

The Bayview Arts Registry is providing more than 30 pieces of original artwork that will line the hallways and provide a destination space for enjoyment and cultural enrichment.

**Partnership Opportunities** – Director Pharr said SECC Café and RFP was available and the deadline is November 1. There are Long-Term partnership opportunities for anchor tenants and Short-Term agreements for smaller nonprofit organizations.

The childcare provider will make scholarships available to families that may not qualify for Head Start but still need affordable childcare in the community. Lastly, the auxiliary spaces, green spaces, multipurpose rooms, and Alex Pitcher Pavilion will provide opportunities for the community to have wonderful locations to host events that will provide great memories for years to come.

Additional renderings were provided showing the entrance, landscaping, lobby mural, and solar panels.

Questions and Comments from Commissioners and CAC Members:

*Suki Kott (CAC)* Will future joint meetings be held at the new Center?

- SECFC staff responded future meetings would be held at the Center and the CAC is invited to meet in joint meetings or on their own.

*Commissioner Posey* asked if nonprofits and regular tenants will share the same floor and would the fees consist of a sliding scale?

- SECFC staff responded the third floor will be dedicated to leasing anchor tenants that will share resources and schedule their meeting rooms and conference rooms. There will be multipurpose rooms available for scheduling on the 2<sup>nd</sup> floor for small nonprofits that are not tenants. Rents will be affordable and reduced. Our Real Estate Division has evaluated the property values and the numbers being proposed are affordable.

*Anietie Ekanem (CAC Chair)* asked if community groups without a 501©3 designation would be allowed space?

- SECFC staff responded that we are primarily looking at nonprofits and we are accessing through our business plan what it may look like for groups that are not exactly nonprofits. They will have the ability to reserve space for community meetings on the second floor at a reduced cost and we will continue to assess how we can make a model work for some of those groups on the third floor.

*Commissioner Chung* had questions regarding the financial plan, specifically the revenue and operating costs?

- Staff responded the AECOM Consultants would address the financial plan in their presentation which is next on the agenda.

*Anietie Ekanem (CAC Chair)* commented that he is looking forward to the business plan presentation. He noted the Center is a crown jewel of what community benefits can be and although there is a cost to building the new Center it was put in place because of the mitigation associated with the land, the health problems and issues caused by the SFPUC for decades. He noted the money spent building the Center was a drop in the bucket considering the negative effects the plant has had on the community for a very long time.

- Chair Fromer agreed and said the Center would represent families for generations to come and would let the City know that the Bayview will not stand for anything but the best for our community.

*Commissioner Murphy* asked if there would be prioritization for the nonprofits, or would they have to bid for the space?

- Staff responded the process will be a combination of prioritization and bidding. The Commission was reminded of the programs framework that had been approved. Soon core recommendations will be provided with a list of long term and short-term tenants. We are carefully researching to make sure services within the community are not duplicated. The Commission will have the ability to approve our recommendations and make some of their own and that will determine how solicitation of tenants at the new Center are prioritized.

*Anietie Ekanem (CAC Chair)* asked about terminations and what capacity was in place if a tenant is not delivering?

- Staff replied Key Performance Indicators (KPI's) are being developed that will look at how many residents of 94124 are receiving services, how many unduplicated individuals are served, who is receiving continuous services, and additional metrics will be applied. The services that will be provided have unique performance indicators that can be tracked.
- Director Pharr added the KPI's will be tied to the lease so there will be an accountability model that will provide the ability to terminate the lease if agreed upon conditions are not met.

*Chair Fromer* asked if this was the piece that was missing from the lease?

- Director Pharr agreed that it was a big piece that had been missing in the lease, also lease arrangements had been created that historically felt in perpetuity. She noted that creating shorter term lease arrangements provided an opportunity to evaluate performance, capacity, and relevancy of services and not be locked in a 10 to 15- year relationship. Long term will now be defined as 3 to 5 years with evaluation metrics.

Anietie Ekanem (CAC Chair) asked what the escalation process would be for tenant termination?

- Staff said they will return with responses regarding the specifics of building management.

**7. Public Comment:** None.

Public Comment:

Harry Bernstein said the speaker mentioned City College had withdrawn from 1800 Oakdale. He said he asked City College a similar question because there was a statement in a real estate report at the College that SFPUC was planning to shutter 1800 Oakdale permanently. He said they assured him that was not the case and they were staying. Therefore, he wanted to know the basis of the statement that was just made.

- Director Pharr responded it was Hunters Point Family a community-based organization that was relocating and we will continue to partner with them.

Director Pharr presented the 2<sup>nd</sup> half of her presentation which was a brief update of the SFPUC biannual operating budget, as well as a 10-year capital and financial plan for each of the 3 enterprises. The Southeast Facility is a Wastewater asset, but we operate as a part of the External Affairs Bureau. She reported we are currently in fiscal year 21-22 that began July 1<sup>st</sup>. The budget has increased by \$820,000 which is primarily salaries, programming, and program planning. The Director said we are on target to open on time and have a budget in place to support activities.

The Director provided an updated organizational chart which included new positions that would be recruited. Director Pharr advised in addition to what was provided in the budget \$310,000 in add-backs has been secured to support programming and an additional \$100,000 to support programming for the new Center.

Next steps will be to promote hiring opportunities, support programming, budget, and other opportunities at the Center.

Questions and Comments from Commissioners:

Vice-Chair Sanchez had a question regarding add-backs and where they came from?

- Staff responded add-backs are mid-cycle requests for funding and a portion of that funding will support our access program.
- Staff also advised it will be potential funding for the reservation and other systems needed to operate the new Center.
- Director Pharr said when you are in the middle of a budget cycle and you need funding you can make a request for a budget to be added back. It's laymen's way of explaining a mid-cycle request for funding.

Public Comment: None.

**8. Presentation and Discussion:**

1550 Evans Southeast Community Center Business Plan

*Linda Cheu, Vice-President, Economics, AECOM*

Ms. Cheu was joined by her colleague Emily Swimmer and provided an overview of what the business plan is for the Center and where they are in the process. She said it begins with research and thinking about the driving force of all decisions which is the mission and vision, as well as respecting business and revenue models, and operating costs. She noted an activation strategy is needed that can be supported by the business plan and she provided three pillars of the plan:

- Building maintenance
- Effective Operations (Operating hours, rental/booking policies)
- Engaged Community

Ms. Cheu said the operating budget was being built from the ground up looking at industry metrics for operating costs per square foot. She said they also look at the staffing plan, building costs, and programming costs. Next, they look at revenue sources and there are two types –

*Earned Revenue* = Long term tenant leases, Short term tenant leases, Facility rental fees,  
Program/service/class/use fees, Food & beverage

And

*Contributed Revenue* = Public subsidy, Government grants, Foundation grants, Corporate contributions/grants,  
Individual contribution

The average community center generates earned revenue between 20 and 40 percent. Of the overall operating budget 20 to 40 percent will come from revenue like facility rentals and tenant leases. The remaining 60 to 80 percent will come from contributing income and subsidies. Some communities generate a high percentage of revenue and some do not. The ability to pay, equity, demographics, site location and access determine these factors. The indoor/outdoor capabilities of the building increase the space capability and likelihood of use.

Ms. Cheu said developing the business plan will answer key questions regarding operating cost, revenue model, and risk. She reported that AECOM is working with Executive Director Pharr on the staffing plan and organizational chart. The development of the plan is a research-intensive process that looks at historic operations and the vision for the new Center, site analysis, population and demographic analysis, community engagement, benchmarking, and operational planning. These areas will address operating cost and revenue implications.

Ms. Cheu provided their benchmarking process which compared local facilities, public facilities with nonprofit partners, and multi-tenant nonprofit facilities. She reported the team had completed 70% of their research and community engagement, which leaves 30% of the analysis to be completed. She said they will return in a couple of months and present a final report.

Ms. Emily Swimmer provided key themes that are identified in the research phase as follows:  
Transition to community destination with significant activity/ Operating hours/ Security-safety/ Need to properly maintain building & grounds/ Barriers to usage (insurance requirements)/ Programmed vs. informal community usage/ Expansion of SECC role in outreach, marketing, and events/ Cooperating – partnering nonprofit organization/ Tiered and transparent pricing/ Schedule and booking priority/ Tenant selection mix/ Need to support smaller nonprofit and community initiatives/ Café model/ Social enterprise and workforce development/ Role of SFPUC in supporting three pillars.

In closing Ms. Swimmer provided key questions:

- How should success for the SECC be defined and measured?
- What factors are important in developing the revenue/business model?
- What should SFPUC's role be in supporting the Center's ongoing operations?
- Examples of successful community centers from your own experience?
- What is most important to you related to the SECC business model?
- Is there anything else we should consider?

Chair Fromer thanked the representatives from AECOM for the presentation and invited questions and comments from the Commissioners and CAC members:

Questions and Comments from Commissioners and CAC Members:

*Anietie Ekenem (CAC Chair)* said he would like to see where the deltas are in the mitigation agreement because some things just were not done, and it is important to say that in the planning phase. He asked how that would be moved forward?

*Commissioner Murphy* spoke regarding the mitigation and having it aligned. She said the Commission is accountable to the community.

*Commissioner Sanchez, SECFV Vice-Chair* commented that several years ago she attended a CAC meeting and a resolution was passed to prioritize local hiring for SFPUC jobs. She said the SFPUC could support the Center with job opportunities, hiring opportunities on site, a pathway for individuals to get into the wastewater industry specifically.

*Commissioner Fromer, SECFV Chair* agreed and commented that this came up a lot in SECFV meetings and there were attempts to say there were apprenticeships. She thanked Commissioner Sanchez, SECFV Vice-Chair for bringing up the issue.

*Commissioner Chung* had questions regarding the revenue or income source and wondered if the space was only for 94124 residents or if individuals from outside 94124 could use the space? She also requested a dollar amount for the operating costs and asked if the operating costs included the Commission staff?

- Staff Berry responded individuals outside of the 94124 area will be able to reserve space. Regarding the operating costs the dollar amounts are not yet available.
- Director Pharr added the current budget does not include staff salaries.

*Jennifer Clary, (CAC Member)* commented it would be phenomenal to have a physical SFPUC job center.

*Anietie Ekanem (CAC Chair)* commented that each one of the enterprises that generate revenue should contribute to the budget and not Wastewater only. He added that he'd like to understand the full cost of the building and programming in the best-case scenario where everything is running, and people are using the facility. He said there was a need for an executive director to fill in the programming pieces for the community that nonprofits can't write. He said this is something that should be advocated for as part of the plan. He suggested a Certificate of Preference to allow people the ability to rent and go to the top of the line. Specifically, for people that have been displaced.

*Commissioner Murphy* mentioned the African-American Cultural Center in the Fillmore as an example of a successful community center.

*Commissioner Posey* named Booker T. Washington Center as an example of a successful community center.

*Suki Kott (CAC Member)* asked if there was a plan to have someone on staff do fundraising and grant writing for arts, programming, and kids programming?

- Executive Director Pharr responded that is a position that we are looking at bringing on board.

*Suki Kott (CAC Member)* suggested looking at the North Beach swimming pool, library, DiMaggio playground, tennis courts, and basketball courts. She commented on the energetic flow of people and suggested it was a site that should be looked at.

*Commissioner Fromer, SECFV Chair* had a comment regarding what factors are important to developing the revenue business model? She said understanding the vision of what we want the Center to be and diversifying funding streams. She said it is not a nonprofit, but should that arm exist? She noted the projections are important. She said these are important questions and we need buy in from the community, or no one will come if they are not a part of it. They need to know they have a place in a space there, or you will have people who are not from the community accessing the Center.

*Anietie Ekanem (CAC Chair)* had a question regarding a safety plan?

- Executive Director Pharr responded the safety plan is in development. Regarding lighting, the space is well lit and will remain lit through the night. She said we are looking at ways to potentially work with the Ambassadors to provide a safety presence on the property. We will have 24-hour security guards on site. The Director added we have not looked at having a police presence, but we will continue to partner with the police to provide a quick response when needed. She said we are also looking at how the Center could respond to a major community disaster via a response space.
- Staff Berry said the current security will be expanded and we are looking at models for volunteer driven community presence. He read comments from the chat where members of the community expressed their support for the Community Ambassadors and NERT.

*Commissioner Posey* commented that he would be doing a lot of outreach in the coming months.

*Anietie Ekanem (CAC Chair)* asked about faith-based community engagement?

- Staff Berry responded we are doing outreach to engage the faith-based organizations and making sure they are aware of the opportunity. Organizations that are not tenants and are not private will still be able to reserve space. They will be welcomed to activate the space for various events.

*Barklee Sanders (CAC Member)* commented from the chat that NERT was very helpful on Treasure Island with vaccination outreach.

*Commissioner Tran* suggested providing van services to pick up and drop off participants for meetings.

*Executive Director Pharr* thanked everyone for their comments and participation. She thanked the AECOM Consultants for the great job they were doing as they reached out to various segments of the community to be inclusive in the planning process. She said she was looking forward to the finished draft that will be brought back to the Commission and possibly the joint body for review.

*Suki Kott (CAC Member)* commented that faith-based organizations are tax exempt and should not need 501©3 status.

**9. Public Comment:** None.

**10. Discussion for Future Collaboration Between the Southeast Community Facility Commission and the SFPUC Citizens' Advisory Committee** (discussion only)

*Commissioner Fromer, SECF Chair*

*Anietie Ekanem, CAC Chair*

*Chair Fromer* said she was honored the CAC joined us today and she is looking forward to being in the Center together at some point. She acknowledged the amazing work the CAC is doing with the Shipyard and said there is a lot going on in Bayview Hunters Point and District 10. She said she was looking forward to future collaborations and all the questions were on point. She noted new angles and dynamics were elevated and the new Center should be an anchor crown jewel for the community that we can all be proud of. She said the youth that Commissioner Posey works with are excited. Chair Fromer thanked Commissioner Tran and her group for busing over to have lunch.

*Commissioner Tran* thanked Chair Fromer.

*Anietie Ekanem, CAC Chair* said he was ecstatic and thinks this is propelling quickly in the right direction. He thanked Chair Fromer and the Southeast Commission and Staff. He said he would like to continue the collaboration and when the numbers are flushed out he would like to invite AECOM to the CAC or Wastewater meeting to have a deep dive around the numbers and see where they actually end up. He noted the comments of Commissioner Posey and others who said if you are going to make comparisons here are the right ones to compare it to and he agreed that was the right way to go. Chair Ekanem said he would love to provide feedback and input if possible and he said he wants to make sure the effort is not duplicative of other things that are going on in the community. He requested making the KPI's public somewhere in the building so they could be showcased. Chair Ekanem said he was excited about the executive leadership and the confidence of the Commission. He commented we need to level up and be accountable to the community.

Public Comment: None

Staff announced the next SE Facility & Design Advisory Committee meeting will be on November 10<sup>th</sup> because the scheduled date of the 11<sup>th</sup> is Veterans Day. The next regular Southeast Commission meeting will be on November the 17<sup>th</sup> instead of the 24<sup>th</sup> due to the Thanksgiving holiday on the 25<sup>th</sup>.

*Commissioner Murphy* announced the Sunnydale Youth Center will host a Halloween celebration for children featuring a Michael Jackson “Thriller” flash mob. Three after school programs have combined for the event. There will also be bingo, basketball, and make-up artists for face painting. Everyone is invited.

*Commissioner Chung* announced the Global Children’s Foundation bicycle giveaway on December 4th in collaboration with the Police Department. Ten bicycles will be provided to each station in San Francisco.

*Commissioner Fromer, SECFC Chair* suggested providing the information to SECFC staff to be included in the monthly newsletter and forwarding it to Director Sheryl Davis to be included in the Dream Keepers website.

CAC staff announced the next Citizens’ Advisory Committee meeting will take place on November 16<sup>th</sup> from 5:30 to 7:00 p.m. The topic will be Public Power. The discussion will surround SFPUC acquiring PG&E transmission lines. The CEO has extended an invitation to all Commissioners.

*Commissioner Fromer, SECFC Chair* requested the link to the meeting.

CAC staff announced the Wastewater Subcommittee will meet on November 9<sup>th</sup>. The presentation will be about Overflow. The overflow covers the Alemany area and Folsom Street. The Assistant General Manager for Wastewater Enterprise will be making a presentation. The Wastewater Subcommittee also meets on November 23<sup>rd</sup> and that presentation will cover the water enterprise budget and racial equity plan. Everyone is welcomed to attend. CAC staff will provide the link.

*Commissioner Murphy* announced a free ride through San Francisco State University for four years. There are ten slots available and the process is like a raffle. Also, the TikTok challenge for the vaccination anthem is going on until November 1<sup>st</sup>. There will be celebrity judges and three monetary prizes. Flyers will be available through staff.

*Commissioner Posey* introduced his “Us 4 Us” youth lounge which provides a safe-haven for youth. It is located at 734 Innes Avenue.

**11. Adjournment:** The meeting adjourned at 8:01 p.m.

The next meeting of the Southeast Community Facility Commission will be Wednesday, November 17<sup>th</sup>, 2021.

Carla Vaughn, Commission Secretary