



Yerba Buena Community Benefit District – Mid-Year Report

July-December 2019

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Executive Summary

We are pleased to submit this mid-year report outlining our accomplishments and financial status for the first six months of the 2019-2020 fiscal year.

Our Board of Directors continues to demonstrate outstanding leadership and commitment to the organization. They participate in six standing committees (Executive, Community Benefit Fund, Finance, Marketing, Services, and Streets & Public Space) and two ad hoc committees (Audit and Nominating). The Nominating Committee recently completed its work of bringing five (5) new institutions and two (2) new residents onto the YCBCD Board of Directors. New board officers and committee chairs were also recently elected. We also continue to increase non-board participation on committees and working groups, involving more than 18 community members on various committees and working groups.

The organization continues to work actively to improve the neighborhood and build a strong sense of community. Some of the highlights for the first half of the fiscal year include launching a new matching grant program for property owners and tenants interested in making improvements that contribute to a safer and more inviting public realm; working with international artist JR to install a portion of his *The Chronicles of San Francisco* mural in the neighborhood; breaking ground on the Annie North Plaza project, launching an inventory of street amenities such as security cameras, lights, seating, bike racks, and public open spaces; promoting two staff members and adding a new operations manager; serving in leadership roles on key neighborhood projects including The Yerba Buena Gardens Conservancy and the Natoma Art Corridor Project; redesigning and launching a new neighborhood website, www.visityerbabuena.org, designed specifically for visitors and conventioners; hosting the 9th annual Yerba Buena Night; increasing our SFPD Bike Patrol Officer to 14 hours/day; updating our Clean Team and Community Guide uniforms; securing another unmodified opinion for our most recent audit; and awarding \$78,500 in grants to community organizations to expand public art, build community, enhance public safety, and improve our streetscapes.

While much has been accomplished over the first ten years of our existence – including securing renewal in 2015 for 15 years – much remains to be done. We look forward to working in partnership with the City of San Francisco to improve the quality of life for those who live, work, and visit Yerba Buena.

Status and Progress of Programs

Highlights of our accomplishments for the first six months of the 2019-2020 fiscal year are outlined below.

Management & Operations

- Board & Staff
 - Elected seven (7) new board members in January 2020; renewed terms of two (2) current board members, and elected new officers and committee chairs. Said good-bye to seven (7) board members.

- Board elections occurred at the YCBCD Annual Meeting on January 21, 2020. All property owners received invitations to the Annual Meeting and public turnout was strong. Dr. Anton Nigusse Bland, the Director of Mental Health Reform for the City of San Francisco, was our guest speaker. He shared his research and preliminary recommendations to address the mental health and substance use needs of those living on our streets.
- We hosted numerous board presentations and discussions concerning topics such as the Central Subway Project, Howard-Folsom Improvement Project, new neighborhood businesses, and the Yerba Buena Gardens Conservancy.
- Continued to stay abreast of new developments in the neighborhood and their overall impact.
- YCBCD Staff continue to be involved in leadership positions with many community and City organizations, including The Yerba Buena Gardens Conservancy (a nonprofit formed to oversee and manage Yerba Buena Gardens), Tourism Improvement District, Southern Station Community Police Advisory Board, Better Market Street Community Working Group, CleanSafe365 Coalition, and the Clean and Safe Coalition, just to name a few.
- Produced the eleventh YCBCD Annual Report (FY18-19) with the theme of “Yerba Buena: Discover the Unexpected” and mailed it to all property owners in the district.
- Revised our staffing structure; promoted long-time staff; hired a new Operations Manager; engaged a USF student intern.
- **Finance and Fund Development**
 - Completed the tenth organizational annual audit and received an unmodified opinion.
 - Exceeded our fundraising goal of \$172,785 by \$209,062 (raised \$381,847).
 - Conducted a review of organizational investments.
 - Conducted a review of organizational insurance.
 - Prepared five-year budget projections.

Cleaning & Streetscape Improvements

- **Neighborhood Cleanliness**
 - YCBCD Clean Team continues to work 365 days a year addressing graffiti, sweeping and steam cleaning sidewalks, cleaning and weeding tree wells, painting poles, mail boxes and fire plugs, monitoring public trash receptacles and reporting large items to the City for removal.
 - Continued regular performance walks with the Services Committee to assess the cleanliness of our sidewalks.
 - Partnered with San Francisco Travel to coordinate the efforts of our team with volunteers from the Downtown Streets Team, providing additional cleaning around Moscone Center.
 - Completed a 3-year trend analysis report, analyzing YCBCD services over time to better understand neighborhood issues and create solutions to improve neighborhood safety and cleanliness.

▪ Streetscape Improvements

- Provided four (4) Yerba Buena Benches that were installed as part of the 2nd Street Improvement Project.
- Participated in the Natoma Art Corridor key stakeholder meeting with the Planning Department, Public Works, and a diversity of community stakeholders to discuss a long-term project that will connect Yerba Buena and the Salesforce Transit center along Natoma and Minna streets.
- Worked in collaboration with the Marketing, Services, and Streets committees to select three local artists to produce new graphics to refresh the YBCBD's first nine (9) Bigbellys with colorful art.
- Established a community Matching Grant Program for property owners and tenants interested in making improvements to their buildings that contribute to a safer, more inviting public realm.
- Provided community input for several City improvement projects including the 3rd Street Transit and Safety Project; 4th Street Transit Improvement Project; 5th Street Improvement Project; and the Howard-Folsom Improvement Project.
- Updated the Streets & Public Space Committee structure to include representation from strategic City partner agencies such as the Planning Department, Public Works, and the SFMTA.
- Broke ground on the Annie North Plaza project, in partnership with neighboring property owners and Public Works.
- Worked in partnership with the Marketing Committee to host the YBCBD Activity Hub between 3rd and 4th streets as part of the 2nd Annual Sunday Streets SoMa route.
- Hired an intern to update our inventory of street amenities such as security cameras, lighting, seating, bike racks, and public open spaces.

Safety & Security

▪ Neighborhood Safety

- Increased the daily hours of our SFPD Bike Patrol Officer to 14 hours, with a focus on addressing quality of life issues.
- Continued to work with the Department of Homelessness and Supportive Housing to align the efforts of our Social Services Specialist, who focuses on connecting people living on district streets to available services.
- YBCBD Community Guides continue to work 365 days a year to connect those who need help with services, report areas that need to be cleaned, provide directions and information about the neighborhood, and serve as an additional set of eyes for the community to report safety issues.
- Participated in a neighborhood safety and security group to discuss issues, trends, etc.
- Continued to track community service requests through our mobile app, YBCBD Assist, and other ways to contact Dispatch, including phone, text, email, and on the YBCBD website.

- Participated in the Clean Safe Civil Coalition (San Francisco Travel) and the CleanSafe365 Coalition (Hotel Council) to better advocate and implement solutions to keep the City cleaner and safer.
- Neighborhood Support
 - Attended numerous Homeowners Association meetings and coordinated additional constituent meetings to discuss YBCBD services and address specific concerns.

Branding, Activation & Marketing

- Communications
 - Produced and distributed four (4) quarterly newsletters, mailed to property owners and delivered to apartment buildings in the neighborhood.
 - Produced twelve (12) monthly e-newsletters of both YBCBD and neighborhood events and activities to 650 subscribers.
 - Produced the eleventh YBCBD Annual Report with the theme, *Yerba Buena: Discover the Unexpected*. The report was mailed to all property owners in the district and posted online.
 - In partnership with SFMTA, created bus ads to promote Yerba Buena Night.
 - Recognized individuals and organizations for their contributions to the Yerba Buena neighborhood through the third annual Yerba Buena Community Excellence Awards.
 - Continue to distribute “Welcome Packets” to new residents and businesses.
- Neighborhood Identity and Branding
 - Redesigned and launched a new neighborhood website, www.visityerbabuena.org, designed specifically for visitors and conventioners. With assistance from San Francisco Travel and the Moscone Center, we promoted the new website to conventioners.
 - Continued to update and market the neighborhood website, www.visityerbabuena.org.
 - Designed and installed new street banners with the theme, *Yerba Buena: Colorful to the Core*.
- Neighborhood Events and Connections
 - Produced the 9th Annual Yerba Buena Night on October 12, 2019 – an evening of free music and performance with thousands of people attending.
 - In partnership with Wild SF Tours, hosted monthly walking tours of the neighborhood featuring actors portraying historical figures.
 - Sponsored the second annual *Yerba Buena at the Giants* game for neighborhood residents on April 13, 2019.
 - Helped organize and participated in the second annual Sunday Streets in SoMa. We engaged numerous neighborhood groups to participate, including the 111 Minna Gallery, Children’s Creativity Museum, California Historical Society, the Museum of the African Diaspora, SFMOMA, SPIN, and SPUR. The YBCBD also tabled and engaged with residents and visitors to educate the community about our services and helped organize activities like a petting zoo for kids and a musical performance.

- Community Benefit Fund
 - The YCBCD conducts two grant cycles per year. Grant guidelines and applications were distributed to area nonprofits in both July 2019 and December 2019, and posted on both the YCBCD and neighborhood websites.
 - Funding continues to be targeted for public art projects, greening/streetscape improvements, community engagement, and public safety enhancements.
 - So far this fiscal year a total of \$78,500 has been awarded to eight (8) nonprofit organizations working to improve the neighborhood. Total granted since the inception of the Fund is \$1,522,250 to 44 nonprofit organizations

Other Accomplishments

- Active participation and/or leadership positions with the:
 - The Yerba Buena Gardens Conservancy
 - Better Market Street Community Working Group
 - Clean, Safe, Civil Coalition
 - CleanSafe365 Coalition
 - San Francisco CBD Consortium
 - Southern Station Community Police Advisory Board
 - Tourism Improvement District Board
 - Yerba Buena Alliance
 - Yerba Buena Neighborhood Consortium
 - Vision Zero Coalition

Statistical Summary of Services Provided – July 1, 2019 to November 30, 2019

- Cleaning Services Provided – 14,337
- Public Safety Services Provided – 3,072
- Pounds of Trash Removed – 186,250
- Graffiti and Stickers Removed – 869
- Social Service Referrals – 434
- Street Population Average Monthly Count – 29
- Linear Frontage Steam Cleaned – 3,156,573
- Commercial Vacancies as of January 27, 2020 – 14 commercial/retail vacancies (down from 15 in 2019); data gathered from CoStar and field observations and only includes commercial retail properties with 1,000 or more available square feet.

Commercial/Retail Vacancies in Yerba Buena - as of January 27, 2020					
	Address	Use	Vacant Square Feet	Former Use	Owner
1	685 Market St	Commercial/Retail	12,232	Jeffrey's Toys	Brookfield Office Properties, Inc.
2	711 Market St	Commercial/Retail	Unknown	Seven Eleven	Tbj Investments
3	637 Mission Street	Commercial/Retail	Unknown	Walgreen's	Unknown
4	647 Mission	Commercial/Retail	23,760	Steinway Pianos	Paul Perdue
5	817 Mission St	Commercial/Retail	Unknown	Unknown	SFMTA – 5 th and Mission Garage
6	28 2 nd Street	Commercial/Restaurant	Unknown	Mehfil Indian Restaurant	Unknown
7	62 2 nd Street	Commercial/Retail	1,300	B&M Mei Sing Restaurant	Benny and Mo Ying Lee Trust
8	198 2 nd St	Commercial/Restaurant	Unknown	Umbria	Unknown
9	30 3 rd Street	Commercial/Retail	Unknown	Unknown	26 3 rd Street, LLC
10	428 3 rd Street	Commercial/Retail	Unknown	Rayko	Robert Grisson
11	365 5 th Street	Commercial/Retail	Unknown	Multiple service businesses	Unknown
12	855 Howard St	Commercial/Restaurant	12,000	Buca di Bepo	Yadegar J & V Living Trust
13	893-895 Folsom Street	Mixed Use/Retail	8,254	Elite Audio Systems	Market Street Property Management
14	681 Harrison Street	Light Industrial	2,645	Unknown	John Zappettini
		Known Retail Vacant Square Feet	60,191		

Summary Financial Data

We do not expect any significant deviations from our approved FY20 annual budget.

	Actuals thru 12.31.19	Year-To-Date Budget
REVENUE		
Assessments	\$ 3,141,486.00	\$ 3,141,486.00
Fundraising	\$ 39,433.00	\$ 103,646.00
Interest Income	\$ 14,934.00	\$ 12,000.00
Carryover from Previous Years	\$.00	\$ 663,842.00
TOTAL REVENUE	\$ 3,195,853.00	\$ 3,920,974.00
EXPENSE		
Management & Operations	\$ 192,154.00	\$ 254,450.00
Cleaning & Streetscape Improvements	\$ 478,666.00	\$ 959,502.00
Safety & Security	\$ 648,558.00	\$ 745,867.00
Branding, Activation & Marketing	\$ 268,547.00	\$ 293,287.00
TOTAL EXPENSE	\$ 1,587,925.00	\$ 2,253,106.00
NET GAIN/(LOSS)	\$ 1,608,928.00	\$ 1,667,868.00

Financial Notes

Revenue

- While our non-assessment revenue is low at this point of the year, we fully expect to hit our budget numbers by the end of the fiscal year.

Expense

- Management & Operations
 - Expenses are running slightly lower than projected for a couple of reasons. Both Legal and staff costs are running less than projected. We do not expect this pattern to continue in the second half of the fiscal year.
- Cleaning & Streetscape Improvements
 - Expenses are significantly lower than projected primarily related to Streetscape Improvement projects. We expect significant increases in the 2nd half of the year as we increased wages for our Clean Team and have a number of streetscape projects that are expected to be completed. Additionally, we budgeted for special cleaning projects/requests that have not yet materialized. We are, however, projecting to be close to budget by the end of the fiscal year.
- Safety & Security
 - We are slightly under budget at this point in the fiscal year, however we are projecting to be close to budget by the end of the fiscal year.

- Branding, Activation & Marketing
 - Expenses are slightly under budget though we expect to be close to budget by the end of the year.

Carryover Status

- We began Fiscal Year 2020 with a carryover balance of \$4.8 million.
- In 2019, the YBCBD Board of Directors approved a Reserve Policy that stipulates a minimum goal of eight (8) months of average operating costs in reserve. As calculated for the FY20 fiscal year, that amount is \$2.5 million.
- As part of our budgeting process each year, we develop 5-year budget projections in order to anticipate costs and to monitor carryover.

Description and Status of Each Contract to Provide Programs/Services

Streetplus/MJM Management Group, Inc.

- In December 2015 we signed a five-year agreement with MJM Management Group, Inc. In June 2017, MJM sold part of their business to Streetplus, a national firm, and our MJM agreement was assigned to Streetplus. Terms and conditions of the agreement remained the same, however as part of the transition, MJM remained involved with the YBCBD and Streetplus for a period of two years. Streetplus is a national service provider for CBDs and BIDs with a specialty in urban environments. Streetplus is responsible for providing cleaning and community guide services throughout the district, along with the Social Services Specialist. Services are provided 365 days a year from 6:00am to midnight. The YBCBD meets monthly with Streetplus and MJM to discuss how to continually improve services.

San Francisco Police Department

- The YBCBD contracted with the San Francisco Police Department to engage 10B police officers as of July 1, 2009. In July 2019, we increased the daily hours of our Bike Patrol Officer from 12 to 14 hours a day, 365 days a year. Police officers are on bicycle to better cover the entire neighborhood and work in conjunction with Streetplus and the Community Guides. YBCBD representatives meet monthly with SFPD to discuss issues and how to improve services.

Profile Strategies

- We have worked with Profile Strategies since 2009 on public relations and marketing efforts. They serve as our media expert and contact, are instrumental in developing mailings to property owners, and provide public relations services.

Preview of 2020

Management & Operations

- Board
 - Conduct board officer, committee chair, and new director orientation including training on The Brown Act.
- Finance and Fund Development
 - Prepare mid-year forecast for FY20.
 - Prepare the FY21 budget.
 - Prepare updated 5-year budget projections.
 - Continue to seek funding for organizational initiatives.
 - Meet and exceed our non-assessment revenue requirement.
 - Complete another audit and secure an unmodified opinion.
 - Conduct two funding cycles for the Community Benefit Fund.
 - Monitor all current Benefit Fund grantees and continue with site visits.
- Other
 - Continue active participation and/or leadership roles in the San Francisco CBD Consortium, Better Market Street Community Working Group, Southern Station Community Police Advisory Board, Tourism Improvement District Board, Clean-Safe-Civil Coalition, CleanSafe365 Coalition, and The Yerba Buena Gardens Conservancy.

Cleaning & Streetscape Improvements

- Implement projects stemming from the new Yerba Buena Street Life Plan and continue to obtain community input to prioritize streetscape enhancements in the neighborhood.
- Continue installation of public art throughout the neighborhood.
- Unveil an improved Annie North Plaza as part of a public-private partnership.
- Complete the construction of two new Dog Spot pet relief areas, at the corner of 3rd/Folsom and 4th/Folsom, in partnership with the Moscone Center and The Yerba Buena Gardens Conservancy.
- Install Yerba Buena Benches as part of the 706 Mission residential development.
- Work with Streetplus to update the mobile app, YBCBD Assist.
- Work with Streetplus to integrate a new data reporting system that will help refine field operations.
- Work with Streetplus to evaluate, update, and possibly expand their training program.
- Reconfirm how we approach and address the needs and issues of those living on our streets, clarifying what we can and cannot do.
- Continue quarterly measurements of neighborhood cleanliness.
- Continue posting reports and cleaning schedules on the YBCBD website.

Safety & Security

- Continue to develop and implement initiatives from the new Yerba Buena Street Life Plan to improve the safety of those walking, biking, and driving through the neighborhood, in collaboration with the Streets & Public Space Committee.
- Continue tracking reports through the five (5) ways to access services.

Branding, Activation & Marketing

- Plan and present the tenth annual Yerba Buena Night in 2020 and increase financial support for the event.
- Sponsor another *Yerba Buena at the Giants* game in 2020.
- Plan the opening event for the new Annie North Plaza.
- Plan the opening event for new Bigbelly artistic wraps.
- Plan the opening of the two new Dog Spots.
- Produce a video walking tour of public art in the district.
- Continue our Hidden San Francisco monthly guided walking tour of the district.
- Continue to grow a greater presence on social media.