



Yerba Buena Community Benefit District – Mid-Year Report

July-December 2020

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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 2020-2021 fiscal year.

It goes without saying that the start of fiscal year 2020-2021 has been unlike any other. The neighborhood continues to be impacted by the Coronavirus pandemic. Cultural institutions remain closed and instead of hosting conventions, the Moscone Center is home to the City's Emergency Operations Center and a homeless shelter. And the convention center will soon become a mass vaccination site. A number of restaurants constructed outdoor dining areas thanks to Shared Spaces permits. Many have remained open throughout the pandemic for take-out and delivery while others have made the decision to remain closed until pedestrian traffic increases. Still other restaurants and small businesses, many long-time Yerba Buena institutions, have closed permanently. Yerba Buena Gardens remains open and a welcome respite for house-bound neighborhood residents. Its importance to the health of the neighborhood has been elevated during the pandemic.

In spite of the pandemic, 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 three ad hoc committees (Audit, Nominating, and Small Business Support). The Small Business Support Committee was formed in July 2020 to determine the best way to support small businesses during the uncertain and changing circumstances created by the pandemic. The Nominating Committee recently completed its work of bringing three (3) new institutions onto the YCBCD Board of Directors. New board officers and committee chairs were also recently elected. The YCBCD Board of Directors also approved a resolution allowing a one-year extension of board terms to provide stable leadership in the time of a pandemic. We also continue to encourage non-board participation on committees and working groups, involving more than 16 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. We made changes to our Community Benefit Fund by suspending regular grant-making and instead provided funding to nonprofits headquartered in Yerba Buena to help them adapt their operations. We created a Small Business Support Committee to develop a framework to support small businesses during the pandemic and administer the program. To date we've supported 22 small businesses with grants, free PPE, promotional videos, and connection to City resources. Additional highlights for the first half of the fiscal year include the launch of a safety and security survey to surface community concerns and inform potential changes to our safety programming; installation of art on all Yerba Buena Bigbelly receptacles; creation of a COVID-19 resource webpage for consolidated pandemic-related information and resources; serving in leadership roles on key neighborhood projects including The Yerba Buena Gardens Conservancy and the Minna-Natoma Art Corridor Project; redesign of the YCBCD website, www.ycbcd.org, to be launched in the first quarter of 2021, securing another unmodified opinion for our most recent audit; and awarding \$161,500 in grants to community organizations and small businesses to aid them in adapting operations.

We know that much will need to be done after the pandemic and as we figure out the new normal. We look forward to working in partnership with the City of San Francisco and neighborhood constituents to welcome back conventioners and workers with a focus on continuing 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 2020-2021 fiscal year are outlined below.

Management & Operations

- Board & Staff
 - Elected three (3) new board members in January 2021; renewed terms of three (3) current board members, and elected new officers and committee chairs.
 - Approved a resolution allowing a one-year extension of board terms to provide stable leadership in the time of a pandemic.
 - Board elections occurred at the YBCBD Annual Meeting on January 19, 2021. All property owners received invitations to the Annual Meeting and public turnout was good considering it was a Zoom meeting. Rodney Fong, the President and CEO of the San Francisco Chamber of Commerce and Co-Chair of the Economic Recovery Task Force was our guest speaker. He shared information on the Task Force report and answered questions from the board and the community.
 - We hosted numerous board presentations and discussions concerning topics such as the Civil Grand Jury report on The Moscone Center, the BART canopy project, and congestion pricing.
 - Continued to stay abreast of new developments in the neighborhood and their overall impact.
 - YBCBD Staff continue to be involved in leadership positions with many community and City organizations, including The Yerba Buena Gardens Conservancy, 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.
- Finance and Fund Development
 - Completed the eleventh organizational annual audit and received an unmodified opinion.
 - Expanded membership of the Finance Committee.
 - Conducted a review of organizational investments.
 - Conducted a review of organizational insurance.
 - Prepared five-year budget projections.

Cleaning & Streetscape Improvements

- Neighborhood Cleanliness
 - Adjusted focus and hours of service to fit the changing needs as a result of the COVID-19 pandemic, including the addition of sanitizing high-touch surfaces such as trash cans, benches, and crosswalk signal buttons.
 - Worked with the service provider to provide personal protective equipment for the street team.
 - Worked with the Office of Economic and Workforce Development to secure donations of personal protective equipment for the street team.
 - Updated and upgraded the YBCBD Assist app to the new District Report app for the public to use when reporting cleaning issues to our dispatch center.
 - Established a safety and security working group to evaluate how the organization's current safety and security program meets neighborhood needs.
 - Provided support to local merchants experiencing graffiti on boarded doors and windows, or broken glass and other cleaning issues related to civil unrest.
 - Started attending weekly meetings with the Healthy Streets Operation Center (HSOC) to inform the City of street conditions in Yerba Buena.
 - Secured a supplemental contract to perform additional cleaning services for a construction project just to the west of our district boundaries.
 - Updated the storage facility for Clean Team carts and supplies for easier access.
 - YBCBD 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 trash items to the City for removal.

- Streetscape Improvements
 - In collaboration with the Services and Marketing committees, installed new art on all 22 Bigbelly receptacles throughout the district.
 - Awarded the first Public Realm Improvement Matching Grant to the Academy of Art University to install student work on the plywood window coverings at both of their New Montgomery locations for temporary display and public enjoyment.
 - Continued working 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, and hosted a key stakeholder meeting for feedback and input from constituents located along the project corridor.
 - Continued to work with the Folsom Street Improvement project team to plan the incorporation of YBCBD benches and bike racks, and to include a YBCBD graphic crosswalk along with corridor.
 - Provided funding for the Yerba Buena Gardens Lawn Art project, which works with local artists to create artful social distancing designs in the Yerba Buena Gardens as a means of encouraging safe outdoor recreation and engagement.

- Provided YBCBD benches to the 706 Mission project.
- Continued to survey street amenities such as security cameras, street and sidewalk lighting, public seating, seating, benches, and bike racks.

Safety & Security

▪ Neighborhood Safety

- Maintained the 12 daily hours of our SFPD Bike Patrol Officer with a focus on addressing quality of life issues.
- 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, District Report, 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

- Developed communication channels for Yerba Buena small businesses to keep them posted on pandemic resources.
- Produced and distributed two (2) quarterly newsletters, mailed to property owners and delivered to apartment buildings in the neighborhood.
- Produced six (6) monthly e-newsletters of both YBCBD and neighborhood events and activities to 650 subscribers.
- Recognized individuals and organizations for their contributions to the Yerba Buena neighborhood through the fourth annual Yerba Buena Community Excellence Awards.
- Continue to distribute “Welcome Packets” to new residents and businesses.

▪ Neighborhood Identity and Branding

- Undertook a redesign of the YBCBD website, www.ycbcd.org. The new site is expected to launch in the 2nd quarter of 2021.
- Worked with the Services and Streets & Public Spaces committees to install artistic wraps on all 22 Bigbelly receptacles.
- Continued to update and market the neighborhood website, www.visityerbabuena.org.
- Created new dispatch cards with a special emphasis on the updated and newly designed mobile app for reporting clean and safe issues, District Report.

- Neighborhood Events and Connections
 - Worked with Yerba Buena small businesses to create individually produced videos to help reach a wider audience of patrons.
 - Ramped up efforts to promote the online offerings of neighborhood cultural institutions and other nonprofits.
- Community Benefit Fund
 - In response to the Coronavirus pandemic, the fund was restructured to provide grants to nonprofits headquartered in the neighborhood with budgets of \$5M or less in support of their efforts to respond to the pandemic.
 - Made six (6) pandemic grants totaling \$90,000 to neighborhood nonprofits.
 - Purchased personal protective equipment (single-use disposable masks and hand sanitizer) to provide free of charge to neighborhood nonprofits.
- Small Business Support
 - The YCBCD Board of Directors created a new committee to develop a framework to support small businesses in Yerba Buena in response to the pandemic.
 - The committee was seated with one representative from each YCBCD committee and allocated \$56,000.
 - By the end of 2020, 22 grants total \$53,500 were made.
 - Grantees include restaurants, bars/nightclubs, retail, recreation, and small personal services companies.
 - Purchased personal protective equipment (single-use disposable masks and hand sanitizer) to provide free to charge to neighborhood businesses.
 - Also developed a small property protection program to provide reimbursements for steps taken to protect property, i.e. plywood, cameras, security personnel, etc.

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
 - Vision Zero Coalition

Statistical Summary of Services Provided – July 1, 2020 to November 30, 2020

We've seen a significant increase in graffiti throughout the neighborhood since the start of the pandemic. We've also seen an uptick in the number of people sleeping on our streets. Conversely, we've seen a significant decline in the number of social service referrals made due to the impacts of the pandemic on available services.

- Cleaning Services Provided – 16,491
- Public Safety Services Provided – 2,872
- Pounds of Trash Removed – 191,250
- Graffiti and Stickers Removed – 3,091
- Social Service Referrals – 10*
- Street Population Average Monthly Count – 37
- Linear Frontage Steam Cleaned – 6,839,006
- Commercial Vacancies as of January 28, 2021 – 32 commercial/retail vacancies (up from 14 in 2020); data gathered from 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 28, 2021					
	Address	Use	Vacant Square Feet	Former Use	Owner
1	619 Market Street	Commercial/Restaurant	Unknown	Buckhorn Grill	Unknown
2	685 Market St	Commercial/Retail	12,232	Jeffrey's Toys	Brookfield Office Properties, Inc.
3	711 Market St	Commercial/Retail	Unknown	Seven Eleven	Tbj Investments
4	602 Mission Street	Commercial/Restaurant	Unknown	Archive Kitchen	Unknown
5	625 Mission Street	Commercial/Retail	Unknown	Specialty's	Unknown
6	637 Mission Street	Commercial/Retail	Unknown	Walgreen's	Unknown
7	647 Mission Street	Commercial/Retail	23,760	Steinway Pianos	Paul Perdue
8	680 Mission Street	Commercial/Retail	Unknown	Fleet Feet Sports	Marriott Corporation
9	692 Mission Street	Commercial/Restaurant	Unknown	Peet's	Related
10	814 Mission Street	Commercial/Restaurant	Unknown	Tokyo Express	Unknown
11	817 Mission Street	Commercial/Retail	Unknown	Unknown	SFMTA – 5 th and Mission Garage
12	28 2 nd Street	Commercial/Restaurant	Unknown	Mehfil Indian Restaurant	Unknown
13	54 2 nd Street	Commercial/Restaurant	Unknown	Sunrise Deli	
14	62 2 nd Street	Commercial/Retail	1,300	B&M Mei Sing Restaurant	Benny and Mo Ying Lee Trust
15	86 2 nd Street	Commercial/Restaurant	Unknown	Bar/Nightclub	Unknown
16	198 2 nd St	Commercial/Restaurant	Unknown	Umbria	Unknown
17	90 New Montgomery	Commercial/Retail	Unknown	Papyrus	Unknown
18	116 New Montgomery	Commercial/Retail	Unknown	Walgreen's	Unknown
19	121 New Montgomery	Commercial/Restaurant	Unknown	K-Asian Korean Food	Unknown
20	126 New Montgomery	Commercial/Restaurant	Unknown	Chipotle	Unknown

Commercial/Retail Vacancies in Yerba Buena - as of January 28, 2021					
	Address	Use	Vacant Square Feet	Former Use	Owner
21	140 New Montgomery	Commercial/Restaurant	Unknown	Tru Normand	Unknown
22	141 New Montgomery	Commercial/Retail	Unknown	Blick Art Materials	Unknown
23	5 3 rd Street	Commercial/Retail	Unknown	T-Mobile	Hearst Corporation
24	11 3 rd Street	Commercial/Restaurant	Unknown	Subway	Hearst Corporation
25	428 3 rd Street	Commercial/Retail	Unknown	Rayko	Robert Grisson
26	165 4 th Street	Commercial/Retail	Unknown	Chronicle Books	Starwood Properties
27	250 4 th Street	Commercial/Hotel	Unknown	Virgin Hotel	Virgin
28	67 5 th Street	Commercial/Restaurant	Unknown	Café Venue	Unknown
29	365 5 th Street	Commercial/Retail	Unknown	Multiple service businesses	Unknown
30	893-895 Folsom Street	Mixed Use/Retail	8,254	Elite Audio Systems	Market Street Property Management
31	681 Harrison Street	Light Industrial	2,645	Unknown	John Zappettini
32	685 Harrison Street	Mixed Use/Retail	Unknown	Coletta Gelato	Unknown
		Known Retail Vacant Square Feet	60,191		

Summary Financial Data

We do not expect any significant deviations from our approved FY21 annual budget.

	Actuals thru 12.31.20	Year-To-Date Budget
REVENUE		
Assessments	\$ 3,141,486.00	\$ 3,141,486.00
Fundraising	\$ 26,025.00	\$ 86,391.00
Interest Income	\$ 1,583.00	\$ 9,000.00
Carryover from Previous Years	\$.00	\$ 516,598.00
TOTAL REVENUE	\$ 3,169,094.00	\$ 3,753,475.00
EXPENSE		
Management & Operations	\$ 236,011.00	\$ 253,796.00
Cleaning & Streetscape Improvements	\$ 618,814.00	\$ 703,781.00
Safety & Security	\$ 637,781.00	\$ 764,541.00
Branding, Activation & Marketing	\$ 170,671.00	\$ 235,651.00
TOTAL EXPENSE	\$ 1,663,277.00	\$ 1,957,769.00
NET GAIN/(LOSS)	\$ 1,505,817.00	\$ 1,795,706.00

Financial Notes

Revenue

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

Expense

- Management & Operations
 - Expenses are running slightly lower than projected for a few reasons. Office supplies and office equipment are down significantly because staff are working from home. Legal costs have also been less than expected at this point in the year. We expect to be close to budget by the end of the fiscal year.
- Cleaning & Streetscape Improvements
 - Expenses are lower than projected due to pandemic related delays on streetscape projects and the challenge of maintaining full staffing of our clean team. We expect both to rebound in the second half of the year. We project to be close to budget by the end of the fiscal year.
- Safety & Security
 - Expenses are lower than projected due to challenges maintaining full staffing of our community guides along with challenges filling all our SFPD 10B shifts. We project to be close to budget by the end of the fiscal year.

- Branding, Activation & Marketing
 - Expenses are under budget as a result of fewer events than projected, and other activities being curtailed because the pandemic has lasted longer than anticipated. We expect to be close to budget by the end of the year.

Carryover Status

- We began Fiscal Year 2021 with a carryover balance of \$4.7 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 FY21 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. The YBCBD meets monthly with Streetplus 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 2020, we adjusted the daily hours of our Bike Patrol Officer. Officers work either 12 or 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 2021

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 FY21.
 - Prepare the FY22 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.
- Other
 - Staff projected to return to the office in mid-2021.
 - Restart the search for new office space for the administrative team.
 - 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

- Open an improved Annie North Plaza, in partnership with neighboring property owners
- Install Yerba Buena bike racks and benches, and a graphic crosswalk at part of the Folsom Street Improvement Project.
- Begin construction of a new Dog Spot pet relief area at the corner of 3rd and Folsom streets in partnership with Moscone Center and the Yerba Buena Gardens Conservancy.
- 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 to work on integration of new software with Streetplus for better reporting options and refined field operations.
- Review and adjust clean and safe services around the Moscone Center, as needed.

Safety & Security

- Distribute a Safety Survey to understand neighborhood needs and adjust services if necessary.
- 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

- Launch a redesigned and updated YBCBD website, www.ycbcd.org.
- Finalize a new marketing plan to help guide and prioritize future activities.
- Finalize a Bigbelly video highlighting the artists and new artistic wraps.

- Plan the opening event for the new Annie North Plaza.
- Restart our Hidden San Francisco monthly guided walking tour of the district.
- Continue to grow a greater presence on social media.
- Begin planning for Yerba Buena Night, tentatively scheduled for October 9, 2021.