



**YERBA BUENA  
COMMUNITY  
BENEFIT  
DISTRICT**

**YBCBD**

ANNUAL REPORT FY 2020-2021

Dear Friends and Neighbors,

The 2020-2021 fiscal year was a see-saw of shut downs and openings, hope and uncertainty, and of being suspended somewhere in between. While the pandemic has tested our fortitude, it also has validated our commitment to Yerba Buena. Throughout it all, the YBCBD adapted to what came next in support of its businesses, residents and cultural arts community.

Moscone Center typified this manic year as it was used as an emergency response center for the City, a shelter for the homeless, and a vaccination site. In the absence of conventions, office workers and tourists, our neighborhood businesses and local merchants fought for their survival. In response, the YBCBD continued to offer grants through our Small Business Support Committee — helping them to address pandemic-related issues, protect their properties, provide masks to guests, and more. Our Community Benefit Fund provided grants to nonprofits headquartered in Yerba Buena. As more businesses and community services were allowed to open, we marketed and promoted them. For example, in summer 2021, we held Yerba Buena Day to welcome people back to the neighborhood and highlight arts and cultural offerings.

As San Francisco's primary cultural district, it has never been more important than during this crisis to reinforce our shared creativity and resilience. Among the many efforts we supported were the Yerba Buena Gardens Lawn Art project to encourage safe outdoor engagement, the installation of "Filipino Heroes" art in the windows of Balay Kreative on Mission Street, and art by local artists on Bigbelly waste receptacles throughout the neighborhood.

The YBCBD's core clean and safe services continued with pandemic protections in place for our teams. YBCBD Community Guides continued daily work to check in with neighborhood merchants and businesses through the incremental reopening of the economy, report areas that need to be cleaned, assist Clean Team colleagues in disinfecting high-touch public surfaces, and serve as additional sets of eyes for the community to report safety issues. Our Clean Team removed hundreds of graffiti tags, hundreds of thousands of pounds of trash, and swept and steam

cleaned our sidewalks. After conducting a neighborhood survey on safety concerns, we adjusted the hours and responsibilities of the YCBCD-funded SFPD Bike Patrol Officer to respond to community requests.

As we move forward in 2021-2022, we will continue providing core services, supporting businesses, nonprofits and cultural organizations in relevant ways, and adapting to new conditions. The YCBCD plans to open Annie Street North Plaza and new dog spots, install a graphic crosswalk as part of the Folsom Streetscape Improvement Project, and begin implementation of the Minna-Natoma Art Corridor Project in partnership with the City and SFMOMA. We will launch a campaign promoting neighborhood cultural, dining, shopping and other offerings. We will install bike racks with designs that celebrate Filipino Culture, launch a pilot program involving secure bike parking pods in partnership with SFMTA, and begin a self-guided public art walking tour. Also with SFMTA, we are working on ways to ensure that curbsides work for pedestrians, bikers, ride share companies and other businesses. Of course, we will remain flexible in how we support nonprofits and small businesses, and partner with diverse organizations to advance the neighborhood's well-being.

Thank you to our Board of Directors, committees, staff, exceptional field teams, and to all who participate in making a difference in our neighborhood. Our topsy-turvy pandemic ride continues, but we are determined to meet the challenges ahead and to work each day to improve the quality of life in Yerba Buena.



Sincerely,

A handwritten signature in blue ink that reads "Lisa Kirvin". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Lisa Kirvin,

Chair, YCBCD Board of Directors

# SERVICES

## WHAT WE DO + WHERE

Every day, our organization dedicates itself to help make Yerba Buena — San Francisco’s cultural hub — a thriving and vibrant downtown neighborhood. To sustain that goal, our district must be clean, safe, and welcoming.

Since 2008, we’ve been working with our volunteer Board of Directors, committees and community partners on ways to improve Yerba Buena, and in 2015 district property owners renewed our services for 15 more years. The YBCBD’s services focus on cleaning, safety, marketing, events, and more. Our Clean Team scours our streets, sidewalks and public spaces. Trained Community Guides assist residents, visitors and people in need, as well as keeping an eye on areas in need of cleaning or reporting safety issues. A YBCBD-funded SFPD Bike Patrol Officer keeps us safer and our Social Service Specialist helps our street population find services.

Our services and programs stretch from Second to Fifth and Market to Perry streets, serving a neighborhood that residents share with world-class museums, convention space, public gardens, educational institutions, and exceptional dining, shopping and entertainment.

## SPECIFIC SERVICES AND PROGRAMS

**CLEAN TEAM.** Our team sweeps and steam-cleans sidewalks, removes graffiti, picks up litter, and responds to immediate neighborhood cleaning needs every day 6 a.m.-9 p.m.

**SFPD BIKE OFFICER.** On top of existing police services, the YBCBD funds an SFPD Bike Patrol Officer to keep us safer – 10-12 hours a day, 7 days a week.

**COMMUNITY GUIDES.** Our Guides not only assist people in the neighborhood by directing visitors to local businesses, they contact our dispatcher to have areas cleaned and report safety issues, and help those in need — every day, 6 a.m.- 10 p.m.

**SOCIAL SERVICES SPECIALIST.** Our specialist compassionately connects people living on our neighborhood streets to available services. For example, the specialist makes and escorts people to appointments.

**MARKETING & EVENTS.** We promote Yerba Buena with websites, events, social media, street banners, and more in support of neighborhood businesses and organizations.

**COMMUNITY BENEFIT FUND.** We give grants to neighborhood nonprofits that support family programs, public art projects and cultural exhibits, and public safety.

**PUBLIC REALM IMPROVEMENTS.** We fund and advocate for streetscape projects – large and small — to improve our public spaces.

**SMALL BUSINESS SUPPORT.** In response to the pandemic, we created a fund to help small, ground-level, neighborhood storefront businesses.

**HELP KEEP YERBA BUENA CLEAN.** Anyone can report neighborhood cleanliness and non-emergency issues to the YBCBD's dispatcher by calling (415) 543-9223, texting (415) 559-1362, or emailing [dispatch@ybcbd.org](mailto:dispatch@ybcbd.org).



**YBCA'S "THE MONUMENT AS LIVING MEMORY"**

# 2020-2021 HIGHLIGHTS

## CLEAN + SAFE

- Continued daily work to address graffiti, sweeping and steam cleaning sidewalks, cleaning and weeding tree wells, painting poles and mail boxes, monitoring public trash receptacles, and reporting large items to the City for removal. (CSI)\*
- Placed an emphasis on cleaning high-touch surfaces throughout the neighborhood to help limit the spread of COVID 19. (CSI)
- Conducted a Safety & Security Survey to gather input from neighborhood constituents on their safety concerns and requested services. Data was analyzed and resulted in changes to the YCBCD Safety Program, including adjusting the SFPD Bike Patrol Officer's hours and responsibilities, reinstating the Social Service Specialist position to work with the neighborhood street population, and launching a new workflow management software to manage and track all service requests. (SS)
- Worked with our SFPD Bike Patrol Officer seven days a week to address quality of life issues. (SS)
- Continued work by our Community Guides to check-in daily with merchants and businesses through the incremental reopening of the economy, report areas that need to be cleaned, assist Clean Team colleagues in disinfecting high-touch public surfaces, and serve as additional sets of eyes to report safety issues. (SS)

- Provided supplemental revenue-generating cleaning services to the 5M development just outside the YCBCD boundaries. (CSI)

## PANDEMIC SUPPORT FOR SMALL BUSINESSES, ARTS + NONPROFITS

- Provided grants to support small businesses and nonprofits totalling \$130,000 to defray pandemic related costs. (BAM)
- Provided single-use disposable masks and hand sanitizer free of charge to businesses and nonprofits in the neighborhood. (SS)
- Provided funding for the Yerba Buena Gardens Lawn Art project to create artful social distancing designs in the Gardens to encourage safe outdoor engagement. (CSI)

## PROMOTING BUSINESSES, ARTS + CULTURE

- Installed new art on all 13 Bigbelly receptacles throughout the district. (CSI)
- Hosted Yerba Buena Day in summer 2021 to highlight arts and culture and welcome people back to the neighborhood. (BAM)
- Supported the installation of "Filipino Heroes" art in the windows of Balay Kreative on Mission Street. (CSI)

\*

CSI – Cleaning and Streetscape Improvements  
SS – Safety and Security  
BAM – Branding, Activation, and Marketing  
M&O – Management and Operations

## IMPROVING STREETSCAPES

- Continued working with the Planning Department, Public Works, SFMOMA, and a diversity of community stakeholders on the Minna-Natoma Art Corridor Project that will connect Yerba Buena and the Salesforce Transit Center along Natoma and Minna streets. (CSI)
- Replenished SFMTA with a supply of 50 YBCBD-designed bike racks to install along newly improved bike corridors and at community-requested locations. (CSI)
- Commissioned an artist to design a graphic crosswalk to be included in the Folsom Streetscape Improvement Project. (CSI)

## COLLABORATION + ADVOCACY

- Supported public art, community engagement, streetscape improvements, and public safety enhancements through the YBCBD Community Benefit Fund. (BAM)
- Secured grant funding, served as the fiscal sponsor, and played a leading role of the effort to formalize the loose coalition of benefit districts in San Francisco – now officially known as the San Francisco Benefit District Alliance. (M&O)
- Hosted a Residential Town Hall in February 2021 with District 6 Supervisor Matt Haney, SFPD Southern Station Captain Timothy Falvey, and representatives from the District Attorney’s office to discuss safety concerns and answer community questions. (SS)
- Served on advisory panels to promote neighborhood interests including: the SFPD Southern Station Community Police Advisory Board; Yerba Buena Gardens Conservancy Board; Tourism Improvement District Board; Better Market Street Community Advisory Committee; Clean Civil Sidewalks Coalition; CleanSafe365 Coalition; San Francisco Benefit District Alliance; and the Healthy Streets Operation Center (to inform the City of street conditions in Yerba Buena). (M&O)



## FINDING OUR HEART EVEN IN THE DARKEST TIMES

### 2020-2021 HIGHLIGHTS

#### TRASH COLLECTED

# of Bags – 18,850 | Pounds – 471,250

#### GRAFFITI & STICKER REMOVAL – 5,389

**STEAM CLEANING** – 1,704 (includes regularly scheduled cleanings along with steam cleaning and scrub requests)

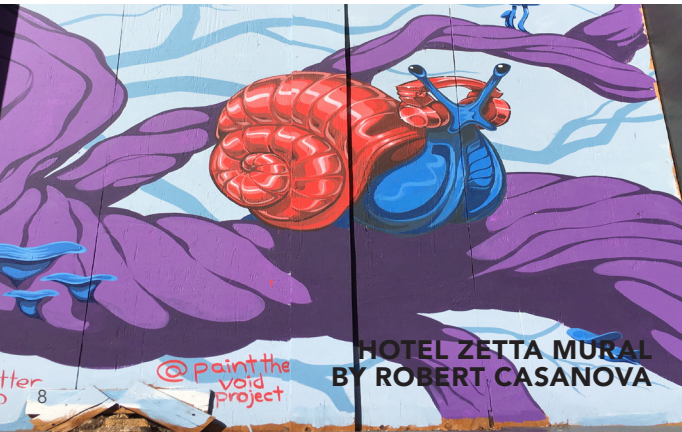
#### PUBLIC CALLS FOR SERVICE

Cleaning – 1,398 | Safety – 654





**ACADEMY OF ART MURAL  
AS PART OF THE YCBCD'S  
MATCHING GRANT PROGRAM**



**HOTEL ZETTA MURAL  
BY ROBERT CASANOVA**



**SCULPTURE AT THE ST. REGIS  
HOTEL AND RESIDENCES**





**2021 YBCBD  
BOARD OF DIRECTORS**



"WE LIVE HERE"  
SOMCAM PUBLIC ART  
OF THE ABAKADA ALPHABET



SIGNS OF RESILIENCE  
AND RESTORATION



# BUDGET + BALANCE SHEET

## JULY 2020–JUNE 2021 ACTUALS

<b>INCOME</b>	<b>ACTUALS</b>	<b>PERCENTAGES</b>	<b>BUDGET</b>	<b>PERCENTAGES</b>	<b>OVER/(UNDER BUDGET)</b>
Assessments	\$3,143,384.00	96.6%	\$3,141,485.86	94%	\$1,898.14
Fundraising/In-Kind	\$109,083.00	3.4%	\$172,781.72	5.2%	\$(63,698.72)
Interest Income	\$675.00	-	\$18,000.00	0.8%	\$(17,325.00)
<b>TOTAL INCOME</b>	<b>\$3,253,142.00</b>	<b>100%</b>	<b>\$3,332,267.58</b>	<b>100%</b>	<b>\$79,125.58</b>

<b>EXPENSES</b>	<b>ACTUALS</b>	<b>PERCENTAGES</b>	<b>BUDGET</b>	<b>PERCENTAGES</b>	<b>OVER/(UNDER BUDGET)</b>
Management & Operations	\$421,042.00	13%	\$550,772.44	12.63%	\$(129,730.44)
Cleaning & Streetscape Improvements	\$1,215,461.00	37.3%	\$1,619,622.98	37.1%	\$(404,161.98)
Safety & Security	\$1,334,893.00	40.93%	\$1,714,983.31	39.23%	\$(380,090.31)
Branding, Activation & Marketing	\$272,877.00	8.36%	\$480,046.21	11%	\$(207,169.21)
Fiscally Sponsored Projects	\$16,500.00	0.41%	-	-	\$16,500.00
Contingency	-	-	-	-	-
<b>TOTAL EXPENSES</b>	<b>\$3,260,773.00</b>	<b>100%</b>	<b>\$4,365,424.94</b>	<b>100%</b>	<b>\$(1,104,651.94)</b>
<b>NET INCOME/(CARRYOVER USED)</b>	<b>\$(7,631.00)</b>		<b>\$(1,033,157.36)</b>		<b>\$1,025,526.36</b>

DISCLOSURE OF PRIVATE DONATIONS: \$1,000 made by Cathy Maupin

## JULY 2020–JUNE 2021 BALANCE SHEET

### ASSETS

Cash in Bank	\$4,742,781.00
Certificates of Deposit	-
A/R, Net	\$11,000
Other	\$273,601
<b>TOTAL ASSETS</b>	<b>\$5,027,382.00</b>

### LIABILITIES

Accounts Payable	\$177,433.00
Other Liabilities	\$116,213.00
<b>TOTAL LIABILITIES</b>	<b>\$293,646.00</b>

### NET ASSETS

Without donor restrictions	\$4,730,286.00
With donor restrictions	\$3,350.00
<b>TOTAL NET ASSETS (CARRYOVER)</b>	<b>\$4,733,736.00</b>

### TOTAL LIABILITIES & NET ASSETS

**\$5,027,382.00**

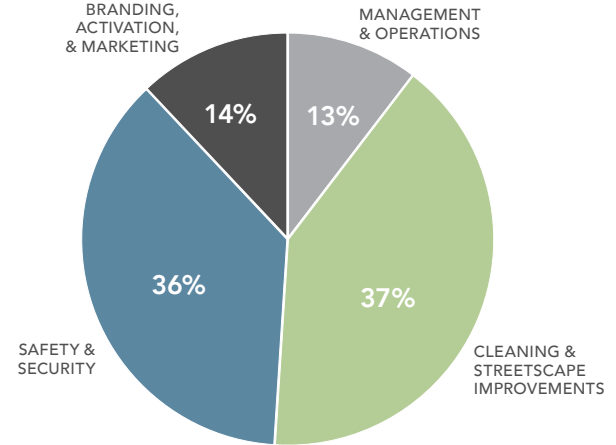
## JULY 2021–JUNE 2022 BUDGET

### INCOME

Assessments	\$3,235,730
Fundraising/In-Kind	\$173,112
Interest Income	\$5,000
Carryover Used	\$1,210,978
<b>TOTAL INCOME</b>	<b>\$4,624,820</b>

### EXPENSES

Management & Operations	\$606,366
Cleaning & Streetscape Improvements	\$1,711,961
Safety & Security	\$1,656,700
Branding, Activation, & Marketing	\$649,793
<b>TOTAL EXPENSES</b>	<b>\$4,624,820</b>



FY2021-2022 BUDGET

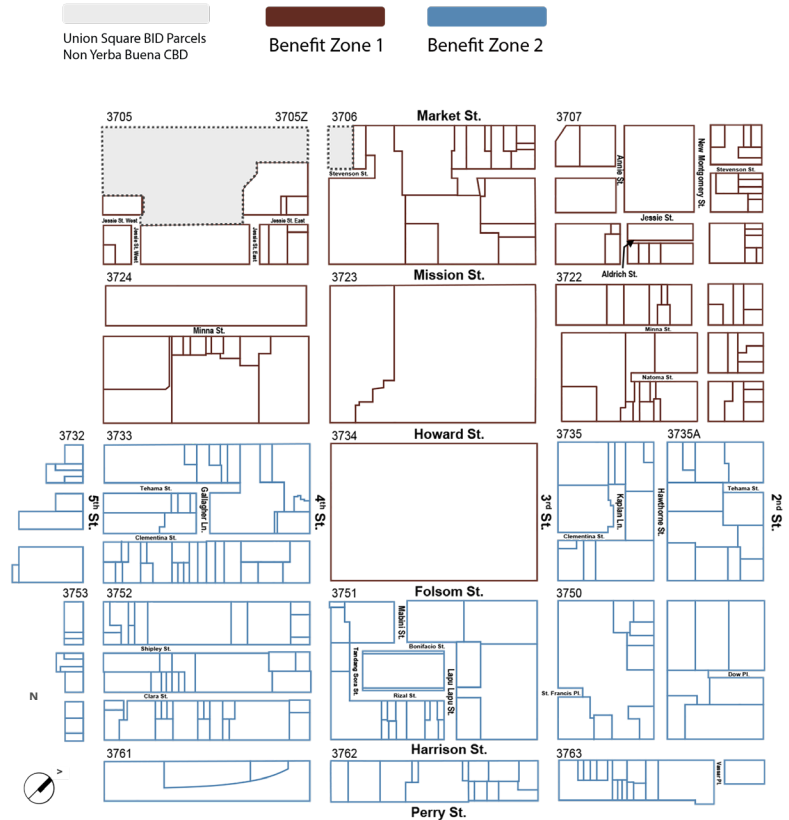
## CARRYOVER

CARRYOVER	AS OF 6.30.21	BUDGETED FOR FY22	BUDGETED FOR FUTURE YEARS
Management & Operations	\$1,397,293.00	\$119,231.00	\$1,278,062.00
Cleaning & Streetscape Improvements	\$2,823,281.00	\$1,034,483.00	\$1,788,798.00
Safety & Security	\$163,693.00	-	\$163,393.00
Branding, Activation, & Marketing	\$106,042.00	\$57,265.00	\$48,777.00
Fiscally Sponsored Projects	\$3,350.00	-	\$3,350.00
Other Projects	-	-	-
Capital Assets	\$240,077.00	-	\$240,077.00
<b>TOTALS</b>	<b>\$4,733,736.00</b>	<b>\$1,210,979.00</b>	<b>\$3,522,757.00</b>

# AREA MAP OF THE YERBA BUENA COMMUNITY BENEFIT DISTRICT

Yerba Buena bustles with world-class museums, shopping, dining, convention space, hotels, and educational institutions. Senior housing blends with live/work lofts and condominiums.

New district boundaries shown were approved as part of the YCBD renewal in 2015. The district includes parcels from Second to Fifth streets and Market to Perry streets. Specific information on YCBD boundaries is in the District Management Plan at [www.YCBD.org](http://www.YCBD.org).





# ASSESSMENT METHODOLOGY AND CALCULATION

The YCBCD is funded through an annual assessment from district property owners. A new methodology for annual assessments was approved as part of the district renewal. The calculation for each property assessment is based on a formula that weighs the benefit of the YCBCD's services for all types of properties in the district.

The formula assigns values to Land Use, Benefit Zone, Linear Street Frontage, and Building Square Footage to determine benefit points for each parcel. The parcel benefit point total is then multiplied by \$9.88 based on the FY20-21 YCBCD Budget to calculate the assessment.

For example, a commercial property (Land Use, 4) in Benefit Zone 1 (Zone Factor, 1.5) that has 50 feet of linear frontage (Linear Frontage, 50) and 5,000 building square footage (Building Factor, 2) would calculate their assessment as follows:

$$[(\text{Linear Frontage} + \text{Building Factor}) \times \text{Zone Factor}] \times \text{Land Use} = \text{Total \# of Benefit Points}$$

$$[(50 + 2) \times 1.5] \times 4 = 300 \text{ Benefit Points}$$

$$300 \times \$9.88 = \$2,964.00 \text{ Total Assessment}$$

As a result, properties like hotels, office buildings, museums and retailers with substantial street frontage, higher volumes of pedestrian traffic and more overall building square footage have different assessments than residential units because they benefit more from the YCBCD's services. Details of the annual assessment calculation are in the District Management Plan at [www.YCBCD.org](http://www.YCBCD.org).



## PHOTO CREDITS

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Cathy Maupin	Constance Cavallas
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Constance Cavallas	Constance Cavallas
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Constance Cavallas	Richard Ciccarone
Page 8	
Constance Cavallas	

## YBCBD BOARD OF DIRECTORS

BOARD CHAIR

**Lisa Kirvin**

Renaissance Entrepreneurship Center

SECRETARY/TREASURER

**Scott Rowitz**, Yerba Buena Gardens Conservancy

## BOARD MEMBERS

**David Allison**, Resident/Owner

**Andrew Bryant**, MJM Management

**John Carrillo**, Park Central Hotel

**Cliff Clark**, The Palace Hotel

**Andrew Bryant**, MJM Management Group\*\*

**Clif Clark**, The Palace Hotel

**William Clements**, Resident/Owner

**Michelle Delaney**, 111 Minna Gallery

**Paul Frentsos**, San Francisco Travel Association

**Katharine Greenbaum**, Children's Creativity Museum

**James Gordon**, St. Regis Hotel & Residences

**Rachel Gordon**, San Francisco Public Works\*\*

**Kerry King**, The Contemporary Jewish Museum

**Lawrence Li**, SPUR

**Tom Maguire**, SFMTA

**Frank Miskus**, Brookfield Properties

**John Noguchi**, Moscone Convention Center

**Tara Patanian**, Resident/Owner

**Jason Phillips**, Patelco Credit Union

**Richard Rendon**, VA Outpatient Clinic

**Adine Varah**, SFMOMA

**Monetta White**, Museum of the African Diaspora

## YBCBD COMMITTEES

Audit, Community Benefit Fund, Executive, Finance, Marketing, Nominating, Services, Small Business Support, Streets & Public Space

## YBCBD STAFF

**Cathy Maupin**, Executive Director

**Constance Cavallas**, Director of Neighborhood Services & Projects

**Richard Ciccicone**, Director of Branding, Activation, and Marketing

**Sophia Cross**, Administrative Manager

## COMMUNITY SUPPORT

The YBCBD would like to thank the individuals and organizations below for their financial contributions and in-kind support.

111 Minna Street Gallery, American Bookbinder's Museum, Brookfield Office Properties, California Historical Society, Children's Creativity Museum, Contemporary Jewish Museum, Hearst Corporation, JMA Ventures, Joyride Pizza, Kyo-ya Hotels & Resorts, MJM Management Group, Cathy Maupin, Mexican Museum, Museum of the African Diaspora, Oren's Hummus, The Palace Hotel, San Francisco Media Company, SFMOMA, SFMTA, The Yerba Buena Gardens Conservancy, Yerba Buena Gardens Festival.

**ENDING THE FISCAL  
YEAR WITH A.C.T.'S  
YOUTH CONSERVATORY  
PERFORMANCE ON THE  
YERBA BUENA GARDENS  
TERRACE**



**YERBA BUENA  
COMMUNITY  
BENEFIT  
DISTRICT**

**YBCBD**

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E [info@ybcbd.org](mailto:info@ybcbd.org)  
W [www.ybcbd.org](http://www.ybcbd.org)

**IMPORTANT NUMBERS AND LETTERS**

**YBCBD DISPATCH:**

There are five ways to report cleanliness and non-emergency safety issues to our dispatcher.

**PHONE:** 415-543-9223  
**EMAIL:** [dispatch@ybcbd.org](mailto:dispatch@ybcbd.org)  
**TEXT:** 415-559-1362  
**ONLINE:** [www.YBCBD.org](http://www.YBCBD.org)

Contact us for non-emergency services, public area cleaning and maintenance issues, and social services outreach.

**EMERGENCY SERVICES:** Call 9-1-1

Learn more about YBCBD programs and services at [www.ybcbd.org](http://www.ybcbd.org) and about neighborhood offerings and happenings at [www.visityerbabuena.org](http://www.visityerbabuena.org).