

An aerial photograph of a marina with several boats docked at a pier. The water is a deep green color. The boats are of various sizes and colors, including white, blue, and brown. The pier is made of dark wood and has several light poles. The text 'Fisherman's WHARF' is overlaid on the top right of the image, and 'COMMUNITY BENEFIT DISTRICT' is below it. At the bottom, the years '17-18' are overlaid in large, semi-transparent white numbers, and 'Annual Report' is written in orange below them.

Fisherman's WHARF

COMMUNITY BENEFIT DISTRICT

17-18
Annual Report

Dear Fellow Community Member,

As a member of the Fisherman's Wharf Community Benefit District (FWCBD), it has been a wonderful opportunity to watch and experience the evolution and growth of our organization and the great changes it has affected over the past 13 years. It has been an honor to be a part of the Board of Directors and to serve as president over the last year. Our organization has become the community's most powerful advocate and a generator of growth that we did not have before the FWCBD's inception 13 years ago.

The 2017 – 2018 fiscal year has been another exciting and successful year. I want to thank our committed staff members: Troy Campbell, Laura Schaefer, Rachel Brown, Mike Castro and the Ambassador Team, and my fellow board members. I have been very fortunate to serve as president and be a member of the wonderful and diverse community that is Fisherman's Wharf.

Please read through this annual report and discover all that we have accomplished and how we are working to make Fisherman's Wharf an even greater place for our businesses, residents, and visitors. As we approach our FWCBD renewal period, I encourage all members of our community to get involved and support the process that will ensure the continued growth of an organization that has such a profound impact on us all.

Sincerely,
Aline Estournes, FWCBD President

Ambassadors & PIERsafe

The FWCBD's Ambassador Program is a critical program, offering needed support to property owners and merchants. The Ambassadors not only assist visitors with directions and questions, but they also clean and remove graffiti in the district, collect litter, outreach to the district's street population, and aid law enforcement and the Port of San Francisco.

Hospitality Statistics - July 1, 2017 - June 30, 2018

1. Hospitality Assistance	20,572
2. Business Contacts Made	13,928
3. Directions Given	12,708
4. Street Performer Interaction	945
5. Escorts Provided	506
6. Motorists Directions Given	639

Cleaning & District Service Statistics - July 1, 2017 - June 30, 2018

1. Trash Removed (lbs.)	24,860
2. Pan & Broom Block Faces	8,793
3. Graffiti Removed	2,424
4. Graffiti Stickers Removed	2,327
5. Street Furniture Cleaned	1,323
6. Tree Grates Cleaned	1,706
7. Painting Enhancements	959

Safety/Compliance Statistics - July 1, 2017 - June 30, 2018

1. Sit/Lie	2,565
2. Public Disturbance	1,954
3. Drinking in Public	1,792
4. Camping/Sleeping	1,311
5. Illegal Dumping	539

Safety & Security

- » The Executive Director served as Co-Chair for the Central Station's Community Police Advisory Board.
- » Monthly Police Community Meetings attended by the SFPD Central Station Captain, the Assistant District Attorney and the Fisherman's Wharf beat officers.
- » Held our 4th Annual FWCBD Security Summit, which provided the community with resources and education. It also fosters partnerships between SFPD, the District Attorney's Office, local merchants, and private security companies working at the Wharf.
- » Monthly PIERsafe Committee Meetings which focus on Wharf security, safety, and emergency preparedness.
- » Conducted weekly tests of the emergency communications radio network, FISHNet, which is comprised of 18 member businesses in the district.
- » Reprinted and distributed the 2017-2018 Essential Contact Numbers wallet card.
- » Hired off-duty SFPD officers and private security to supplement our beat officers on busy weekends.
- » The FWCBD continued to produce and distribute the "Park Smart" campaign graphics for the citywide initiative to educate visitors not to leave valuables in their cars.
- » Through the efforts of our Ambassadors and continued community participation, the FWCBD worked to get convictions and stay-away orders for the top three criminal offenders at Fisherman's Wharf



Welcome sign at the Hyde Street Cable Car Turnaround

Street Operations, Beautification & Order

- » Completed the year-long Retail Strategy Study in December, paid in part by a grant from the Office of Economic and Workforce Development
 - » Continued our partnership with Carducci & Associates and S.F. Recreation and Parks to approve and implement the design for Joseph Conrad Square.
 - » Maintained and replaced the tree lights at Joseph Conrad Square.
 - » Hung lights on the iconic Fisherman's Wharf Crab Wheel sign for the holiday season.
 - » Created and distributed "Welcome to the Wharf" information packets addressing rules, regulations, marketing opportunities and how to become more involved in the district.
 - » Conducted monthly audit reviews in partnership with DPW and the Port of San Francisco to address streetscape items and cleanliness issues.
 - » Maintained the block-long scrim on the Mason Street fence at the Kirkland Bus Yard.
1. Improve wharf appearance and connectivity
 2. Curate the district's retail
 3. Connect to the Waterfront
 4. Promote the wharf's uniqueness
 5. Enhance the public experience
 6. Better connect with city services and agencies for our street population
 7. Broaden outreach to merchants and community members about resources
 8. Increase security and enforcement
 9. Commitment to increased advocacy
 10. Complete the CBD renewal process in an expedient and effective manner

Homeless Outreach

Convened a Homeless Task Force with the goal of learning from elected officials, non-profit organizations, and industry professionals to better understand key issues in order to make recommendations to the Board of Directors on how the FWCBD can best assist the district's street population.

Strategic Planning

In November of 2017, the FWCBD Board of Directors held a Strategic Planning Meeting. The following goals were unanimously approved and will help guide the organization over the next two years as the advisory committees define strategies to meet each of the goals.

Pedestrian Counts

The FWCBD maintained our Springboard pedestrian and car counting cameras in four locations along Jefferson Street to analyze and monitor the footfall and vehicular traffic in the Wharf. Below are the top 10 days for visitation, based on footfalls,* counted on Jefferson Street between July 1, 2017 and June 30, 2018.

1.	113,760	10/07/17 - Saturday of Fleet Week
2.	110,118	09/03/17 - Sunday, Labor Day Weekend
3.	109,150	07/04/17 - 4th of July Celebration
4.	107,965	07/22/17 - Saturday in July
5.	102,871	08/05/17 - Saturday in August
6.	100,964	09/02/17 - Saturday, Labor Day Weekend
7.	99,781	10/08/17 - Sunday of Fleet Week
8.	99,672	07/29/17 - Saturday in July
9.	98,999	07/15/17 - Saturday in July
10.	98,030	10/21/17 - Wharf Fest Saturday

DISI & Marketing Accomplishments

Events

- » Created a campaign for San Francisco's 50th Anniversary of the Summer of Love. Promotional activities included the production of a seasonal flyer, a website build out, and social media marketing for the seasonal campaign.
- » Sponsorships by the FWCBD were provided to: Fleet Week, 4th of July Celebration, the Taste of Tel-Hi Fundraiser, FWMA Crab Feed Fundraiser, National Night Out, FWMA Golf Tournament, and the Aquarium of the Bay.
- » Produced three Artisan & Craftsman Marketplaces featuring local artists in the Cannery Courtyard.
- » Held public screenings of World Cup Soccer matches in the Cannery Courtyard.
- » Produced the 5th Annual Wharf Fest Event & Chowder Competition. Some highlights from the event include:
 - » The Chowder Competition included 12 local restaurants who competed to win the title of either Judges' Choice or People's Choice Award.
 - » 560 tickets to the competition were sold out in early September.
 - » The FWCBD raised \$5,000 in sponsorship for the event.
 - » The event was filmed for a fall 2018 segment for the show "Culinary Escapes."
- » Hosted four media familiarization tours of Fisherman's Wharf with 40 members of the media. The FAM was extremely successful and resulted in 11 different articles and radio interviews.
- » Partnered with the St. Francis Yacht Club to produce the annual "Holiday Lighted Boat Parade."
- » Partnered with the FWMA on a joint district holiday party.
- » Reprinted and distributed the Fisherman's Wharf Pocket Guide to over 850 locations in California.
- » Ran a half page ad in Via Magazine with a map of the district showing our top 15 attractions and points of interest.
- » Produced and distributed rack cards for the following events: 4th of July, Fleet Week, Merrytime at the Wharf, and the Summer of Love.
- » Tracked over 7,000 articles published about Fisherman's Wharf, that had a reach of 7 million people and an advertising value of \$66 million.
- » Partnered with a reputation management firm to manage and respond to Trip Advisor, Yelp, and Facebook reviews.
- » Created an ongoing nightlife promotional activity, the Bars & Attractions Treasure Hunt at the Wharf, to encourage visitors and locals to explore bars and attractions in the evening time and keep participants in the district for a longer period of time. An estimated 1,500 people participate in the treasure hunt each month.

Advertising, Print & Digital Media

- » Worked with participating Wharf businesses on a full page co-marketing ad in the October, January, and March editions of the Alaska Airlines in-flight magazine.
- » Received a \$120,000 Grant for Google Adwords. This grant allows the FWCBD to create ad campaigns and boost our search ranking on Google, which is our top referral search engine.
- » Partnered with the Ad Roll retargeting advertising platform to continue a first-of-its-kind co-op retargeting program.
- » Launched a nightlife web page and advertising campaign.





Wharf Fest Street Fair 2017

Communications & Other Accomplishments

Newsletters

- » **FWCBDetails** - monthly for FWCBD constituents
- » **Retail Recap** - quarterly for real estate brokers
- » **What's Up Wharf?** - quarterly for consumers
- » **Venue Views & News** - quarterly for travel industry professionals

Social Media & Website

- » VisitFishermansWharf.com 300,000 Annual Users
- » Facebook 43,000+ Likes
- » Twitter 3,500+ Followers
- » Instagram 3,200+ Followers
- » The FWCBD is also the account administrator for the Fisherman's Wharf Yelp & Trip Advisor pages.

- » Continued advocacy, outreach, and support for the Jefferson Street Phase II project, which was awarded a grant and subsequent matching funds from the City of San Francisco. Construction is slated to begin in the spring of 2019.
- » Advocated for extending the Central Subway to the Wharf by partnering with SF NexTstop.
- » Received a grant from OEWD to run a seasonal ambassador program for nearby Lombard Street. This program not only helps this tourist hot spot adjacent to Fisherman's Wharf, but as the program administrator, it also provides additional funds for the FWCBD's Ambassador program.
- » Advocated for the tourism industry through the Clean, Safe and Civil Sidewalk Coalition.
- » Fisherman's Wharf was honored with the Certificate of Excellence from Trip Advisor and a place in the Trip Advisor Hall of Fame due to this being the 5th consecutive year in a row winning this award.
- » Fisherman's Wharf increased from a 3.5 star rating to a 4 star rating on Yelp.
- » Fisherman's Wharf was honored with the Expert's Choice Award from Trip Expert.
- » Hired a videographer to take new aerial photos and drone videography of the district
- » Hired a photographer to take new high-resolution photos of the neighborhood with a millennial and nightlife focus. Images and video were provided to district businesses for their own social media and marketing use (for free).



Millennial & Nighlife Photography

2017/18 Financials

Landside + Portside

	Actual	Budget	Variance	% of Variance
REVENUE				
Assessments - Prior Year Collections	829,226	829,250	-24	0%
Assessments-Landside	708,468	708,500	-32	0%
Assessments-Portside	230,800	230,800	0	0%
Grants - Lombard Visitor Services	236,622	0	236,622	100%
Special Event/Sponsorship	3,212	15,000	-11,788	-79%
Interest Savings/Other	502	0	502	100%
Donated Services	106,768	40,500	66,268	164%
TOTAL REVENUE	1,286,372	994,800	291,572	29%
TOTAL REVENUE + PRIOR YEAR CARRYOVER	2,115,598	1,824,050	291,548	16%
EXPENSE				
Sidewalk, Operations & Beautification	165,541	291,000	-125,459	-43%
District Identity & Streetscape Improvement	663,459	692,000	-28,541	-4%
Administration	195,805	271,200	-75,395	-28%
Special Projects/Lombard	236,622	0	236,622	0%
Donated Services	106,768	51,000	55,768	109%
TOTAL EXPENSES	1,368,196	1,305,200	62,996	5%
2017-2018 CARRYOVER	747,402	518,850	228,552	44%

Landside

	Actual	Budget	Variance	% of Variance
Assessments - Prior Year Collections	649,926	649,950	-24	0%
Assessments-Landside	708,468	708,500	-32	0%
Assessments-Portside	0	0	0	0%
Grants - Lombard Visitor Services	0	0	0	0%
Special Event/Sponsorship	2,409	11,250	-8,841	-79%
Interest Savings/Other	502	0	502	100%
Donated Services	80,076	30,375	49,701	164%
TOTAL REVENUE	791,455	750,125	41,330	6%
TOTAL REVENUE + PRIOR YEAR CARRYOVER	1,441,381	1,400,075	41,306	3%
Sidewalk, Operations & Beautification	165,541	291,000	-125,459	-43%
District Identity & Streetscape Improvement	492,417	519,000	-26,583	-5%
Administration	147,208	203,400	-56,192	-28%
Special Projects/Lombard	0	0	0	0%
Donated Services	80,076	38,250	41,826	109%
TOTAL EXPENSES	885,243	1,051,650	-166,407	-16%
2017-2018 CARRYOVER	556,138	348,425	207,713	60%

Portside

	Actual	Budget	Variance	% of Variance
Assessments - Prior Year Collections	179,300	179,300	0%	0%
Assessments-Landside	0	0	0	0%
Assessments-Portside	230,800	230,800	0	0%
Grants - Lombard Visitor Services	0	0	0	0%
Special Event/Sponsorship	803	3,750	-2,947	-79%
Interest Savings/Other	0	0	0	0%
Donated Services	26,692	10,125	16,567	164%
TOTAL REVENUE	258,295	244,675	13,620	6%
TOTAL REVENUE + PRIOR YEAR CARRYOVER	437,595	423,975	13,620	3%
Sidewalk, Operations & Beautification	0	0	0	0%
District Identity & Streetscape Improvement	171,042	173,000	-1,958	-1%
Administration	48,597	67,800	-19,203	-28%
Special Projects/Lombard	0	0	0	0%
Donated Services	26,692	12,750	13,942	109%
TOTAL EXPENSES	246,331	253,550	-7,219	-3%
2017-2018 CARRYOVER	191,264	170,425	20,839	12%

EXPENSE			
DISI	320,500	0	320,500
SOBO	470,660	132,540	603,200
ADMIN	209,500	58,200	267,700
Donated Services	31,980	9,020	41,000
Contingency / Reserve	72,940	20,880	93,820
TOTAL CARRYOVER	1,105,580	220,640	1,326,220

REVENUE			
Assessments-Prior Year Collections	556,162	191,240	747,402
Assessments	729,400	208,800	938,200
Events/Sponsorships	12,480	3,520	16,000
Grants	19,500	5,500	25,000
Donated Services	31,980	9,020	41,000
TOTAL REVENUE	793,360	226,840	1,020,200
TOTAL REVENUE + PRIOR YEAR CARRYOVER		418,080	1,767,602

2018/19 Budget

	Landside	Portside	Total
BUDGET DISTRIBUTION			
DISI			47%
SOBO			25%
ADMIN			21%
RESERVES			7%

Assessment Methodology

Lombard Street Services

Actual	Budget	Variance	% of Variance
0	0	0	0%
0	0	0	0%
0	0	0	0%
236,622	0	236,622	100%
0	0	0	0%
0	0	0	0%
0	0	0	0%
236,622	0	236,622	100%
236,622	0	236,622	100%
0	0	0	0%
0	0	0	0%
0	0	0	0%
236,622	0	236,622	100%
0	0	0	0%
236,622	0	236,622	100%
0	0	0	0%

The District is funded through an annual assessment, for 15 years, from the property owners for both the land-side and port-side boundaries of the district. The FWCBD Board of Directors increased the Landside Assessments by the CPI of 2.9% for the 2012-2013 fiscal year.

LAND SIDE CBD PROPERTY ASSESSMENTS

For the land side, there are four property variables that are used in determining individual assessments. The factors are:

1. Linear frontage (sidewalk frontage)
2. Land area
3. Entire usable building square footage
4. Building use

There is a total of 2,151,139 square feet in gross lot size, 28,276 feet in linear frontage and 4,486,146 in building square footage. Three benefit zones have been created in the District for calculating assessments.

Benefit Zone 1 includes roughly all parcels north of Bay/North Point, between Polk and Powell to Jefferson. The formula for calculating the assessment is:

\$0.091612 per square foot of lot size
 + \$ 5.4296 per linear foot of lot frontage
 + \$ 0.072168 per square foot (Building Use "A or B") or
 \$ 0.033368 per square foot (Building Use "C-E") or
 \$0.05 per square foot for residential "F")

Note: See chart below for building categories.

Example: A 5,000 square foot lot, with 50 feet of frontage and 4,000 square feet of usable retail or commercial building use:

5,000 x .091612 = \$ 458.06 in lot size
 50 x \$ 5.4296 = \$ 271.48 in linear frontage, and
 4,000 x \$.072168 = \$ 288.67 in bldg sq footage (A or B)
 Total assessment: = \$1,018.21 per year

Benefit Zone 2 includes parcels west of Polk and east of Powell. Benefit Zone 2 parcels are assessed at the same rate as above but without a building factor assessment. The formula for calculating the assessment is:

\$0.091612 per square foot of lot size
 + \$ 5.4296 per linear foot of lot frontage
 = Total Assessment

Benefit Zone 3 includes the ILWU* block bordered by Beach, Mason, Taylor and North Point. Parcels are assessed on the basis of linear frontage only. All residential parcels are assessed \$0.05 per square foot per year. The formula for calculating the assessment is:

\$ 5.4296 per linear foot of lot frontage (ILWU Block) = Total Assessment

* The ILWU is designated as Benefit Zone 3, because of its unique position in the district and was assessed upon its four sides of linear frontage only.

Building Uses In Land Side CBD For Zone 1

BUILDING USE CODE	CATEGORY
A	Retail space, hotels, motels, visitor related
B	Office and Commercial uses, free standing parking structures
C	Industrial/Manufacturing/Distribution
D	Institutional (City, County, public utility, parks, etc.)
E	Church, non-profit, tax-exempt, affordable housing, rent-controlled housing
F	Multi-unit housing, condos, apartments
G	Non-functional building structures

PORT SIDE CBD PROPERTY ASSESSMENTS

The port side is comprised of retail/walk-in, hotel, food and beverage businesses, general motorized land-based tour operators and for-profit parking lots. These businesses are assessed on their annual gross sales as reported to the Port of San Francisco from the previous calendar year. This data is provided to the Port of San Francisco on a monthly basis and is public information. The assessment factor applied to that gross sales figure is .0014%.

Example:
 Gross Sales \$1,000,000 x .0014 = \$1,400 Assessment

Tour operators/tour boat vessels and related businesses (including large and small tour boats and sport fishing boats), are assessed based on the number of passengers per vessel operator or per horse drawn carriage company or per pedi cab company. The assessments range from \$250 to \$2,000.

2017/18 Balance Sheet

CURRENT ASSETS	
Cash	619,871
Assessments receivable	48,654
Grant receivable	108,797
Prepaid expenses	33,641
OFFICE FURNITURE & EQUIPMENT	1,686
INTANGIBLE ASSETS	18,421
TOTAL ASSETS	\$831,070
LIABILITIES & EQUITY	
Accounts Payable	\$83,668
NET ASSETS	
Unrestricted	638,605
Restricted	108,797
TOTAL FUND BALANCE	\$747,402
TOTAL LIABILITIES & FUND BALANCE	\$831,070

2017/18 Budget Distribution

DISI	51%
SOBO	22%
ADMIN	20%
CONTINGENCY RESERVE	7%

The purpose of the Fisherman's Wharf Community Benefit District is to preserve and enhance its vast waterfront landscape and multi-cultural heritage, while integrating modern efficiencies to enrich the experience of visitors from both near and far through Market Research, Brand and Destination Marketing, Sidewalk Operations, Beautification and Order, Traffic and Urban Planning and Emergency Preparedness.



Troy Campbell
Executive Director



Laura Schaefer
Community Programs & Operations Director



Rachel Brown
Marketing & Communications Director



Mike Castro
Operations Manager

17/18 Board of Directors

PRESIDENT:

Aline Estournes, NorthPoint Shopping Center

VICE PRESIDENT:

Sina von Reitzenstein, PIER 39

SECRETARY:

Brandy Marts, The Franciscan Restaurant

TREASURER:

Al Casciato, Bovis Foods

ASST. SECRETARY:

Rodney Fong, The Wax Museum Building

ASST TREASURER:

Gina Alioto-Biagi, F&A Alioto Properties, Nunzio Corp.

IMMEDIATE PAST PRESIDENT:

Jeff Sears, Blazing Saddles

BOARD MEMBERS:

David Berbey, Portco, Inc.

Amy Cacho, Noble House Hotels

John Cannizzaro, Jefferson Building, Inc.

Hagen Choi, Tower Tours

Christopher Christensen, Bay Area Longshoremen's Memorial Assn.

Tom Creedon, Scoma's

Mike Cunningham, Holiday Inn Express

Jacqueline Douglas, Wacky Jacky Sport Fishing

Tom Escher, Red and White Fleet

Brian Huber, MapWest

Paul Miller, Bistro Boudin

Katie Mitchell, Jamestown Properties

Kathy Paver, PIER 39

Frank Rescino, The Lovely Martha Sport Fishing

Anotne Sabella, Sabella Building

Jason Williams, Hotel Zephyr

COMMUNITY REPRESENTATIVES:

Jay Edwards, Port of San Francisco

Lynn Cullivan, San Francisco Maritime N.H.P.

John Tregenza, SFMNHP Association

District Details & Facts

Year Established	2006, for 15 years
Total Assessed Properties	105 Landside
Total Assessed Businesses	56 Portside
Total Square Blocks	30
Geographic Size	143 Acres
Population	5,885
Jobs	8,334
Job Density	59 Jobs / Acre
Hotel Rooms	3200+
Daily Visitation (average)	24,000 people
Peak Visitation	150,000

- » Fisherman's Wharf is the number one destination in San Francisco and PIER 39 is the most visited attraction.
- » Fisherman's Wharf receives over 16 million visitors annually.
- » 25% of visitors to Fisherman's Wharf are Bay Area residents.
- » Approximately \$65.6 million in revenue is generated annually to the City of San Francisco through rents to the Port of San Francisco, payroll, sales, property, hotel and parking taxes.
- » There are 11 parking garages and lots at Fisherman's Wharf that generate approximately \$14.2 million in parking revenue taxes that fund the Port of San Francisco and the MTA.



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 415.673.3530 | info@visitfishermanswharf.com
www.VisitFishermansWharf.com - Visitor Site
www.FWCBD.com - Association Site

BENCHMARK 1: Whether the variance between the budget amounts for each service category was within 10 percentage points from the budget identified in the Management Plan

SELECT CBD/BID	FY 2017-18									
	Management Plan Budget	General Benefit Dollars	Management Plan Assessment Budget	% of Budget	FY 2017-18 Budget	General Benefit Dollars	FY 2017-18 Assessment Budget	% of Budget	Variance	Source
SA 64 - Fisherman's Wharf CBD - Public Rights of Way and Sidewalk Operations	\$ 181,130.00	\$ 9,056.50	\$ 172,073.50	29.09%	\$ 301,264.75	\$ 10,264.75	\$ 291,000.00	26.85%	-2.24%	
SA 64 - Fisherman's Wharf CBD - District Identity and Streetscape Improvements	\$ 255,000.00	\$ 12,750.00	\$ 242,250.00	40.96%	\$ 540,980.50	\$ 21,980.50	\$ 519,000.00	48.21%	7.26%	
SA 64 - Fisherman's Wharf CBD - Administrative and Corporate Operations	\$ 125,000.00	\$ 6,250.00	\$ 118,750.00	20.08%	\$ 209,404.75	\$ 6,004.75	\$ 203,400.00	18.66%	-1.41%	
SA 64 - Fisherman's Wharf CBD - Special Projects	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	
Contingency and Reserves	\$ 61,485.00	\$ 3,074.25	\$ 58,410.75	9.88%	\$ 70,425.00	\$ -	\$ 70,425.00	6.28%	-3.60%	
	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	
	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	
TOTAL	\$ 622,615.00	\$ 31,130.75	\$ 591,484.25	100.00%	\$ 1,122,075.00	\$ 38,250.00	\$ 1,083,825.00	100.00%		

BENCHMARK 2: General Benefit Requirement

5.00%

Revenue Sources	FY 2017-2018 Actuals	% of actuals	Source
Assessment Revenue	\$ 708,468.00		
Total Assessment (Special Benefit) Revenue	\$ 708,468.00	68.91%	
Contributions and Sponsorships	\$ 2,409.00	0.23%	Sponsorship
	\$ 236,622.00	23.02%	Lombard Hill Improvement Assn+ Lombard Street Ambassador Program
Grants			
Donations	\$ 80,076.00	7.79%	
Interest Earned	\$ 502.00	0.05%	
Earned Revenue	\$ -	0.00%	
Other	\$ -	0.00%	
Total Non-Assessment (General Benefit) Revenue	\$ 319,609.00	31.09%	
Total	\$ 1,028,077.00	100.00%	

BENCHMARK 3: Whether the variance between the budget amount and actual expenses within a fiscal year was within 10 percentage points

SELECT CBD/BID	FY 2016-17												
	FY 2017-18 Budget	Amount from Assessment	Amount from General Benefit	% of Budget (Assessment)	% Budget (Total Budget)	Actuals	Amount from Assessment	Amount from General Benefit	% of Actuals (Assessment)	% of Actuals (Total Budget)	Variance (Assessment)	Variance (Total Budget)	Source
SA 64 - Fisherman's Wharf CBD - Public Rights of Way and Sidewalk Operations	\$ 301,264.75	\$ 291,000.00	\$ 10,264.75	26.85%	26.85%	\$ 165,541.33	\$ 165,541.33	\$ -	18.82%	13.84%	-8.03%	-13.01%	
SA 64 - Fisherman's Wharf CBD - District Identity and Streetscape Improvements	\$ 540,980.50	\$ 519,000.00	\$ 21,980.50	47.89%	48.21%	\$ 559,551.77	\$ 495,975.94	\$ 63,575.83	56.39%	46.77%	8.50%	-1.44%	
SA 64 - Fisherman's Wharf CBD - Administrative and Corporate Operations	\$ 209,404.75	\$ 203,400.00	\$ 6,004.75	18.77%	18.66%	\$ 163,708.39	\$ 147,208.39	\$ 16,500.00	16.74%	13.68%	-2.03%	-4.98%	
SA 64 - Fisherman's Wharf CBD - Special Projects	\$ -	\$ -	\$ -	0.00%	0.00%	\$ 236,622.00	\$ -	\$ 236,622.00	0.00%	19.78%	0.00%	19.78%	
Contingency and Reserves	\$ 70,425.00	\$ 70,425.00	\$ -	6.50%	6.28%	\$ 70,846.80	\$ 70,846.80	\$ -	8.05%	5.92%	1.56%	-0.35%	
	\$ -	\$ -	\$ -	0.00%	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	0.00%	0.00%	
	\$ -	\$ -	\$ -	0.00%	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	0.00%	0.00%	
TOTAL	\$ 1,122,075.00	\$ 1,083,825.00	\$ 38,250.00	100.00%	100.00%	\$ 1,196,270.29	\$ 879,572.46	\$ 316,697.83	100.00%	100.00%			

BENCHMARK 4: Whether CBD is indicating the amount of funds to be carried forward into the next fiscal year and designating projects to be spent in current fiscal year

FY 2017-2018 Carryover Disbursement	\$ 556,162.00	Source	Spenddown Timeline
General Benefit Project			
General Benefit Project 1	\$ -		
General Benefit Project 2	\$ -		
General Benefit Project 3	\$ -		
General Benefit Project 4	\$ -		
	\$ -		
	\$ -		
	\$ -		
General Project Total	\$ -		
Special Assessment Project			

SA 64 - Fisherman's Wharf CBD - Public Rights of Way and Sidewalk Operations	\$ 184,619.00		
SA 64 - Fisherman's Wharf CBD - District Identity and Streetscape Improvements	\$ 139,769.00		
SA 64 - Fisherman's Wharf CBD - Administrative and Corporate Operations	\$ 115,587.00		
SA 64 - Fisherman's Wharf CBD - Special Projects	\$ -		
Contingency and Reserves	\$ 116,187.00		
	\$ -		
	\$ -		
Special Project Total	\$ 556,162.00		
Total Designated Amount for FY 2017-18	\$ 556,162.00		

\$ -

BENCHMARK 1: Whether the variance between the budget amounts for each service category was within 10 percentage points from the budget identified in the Management Plan

SELECT CBD/BID	FY 2017-18									
	Management Plan Budget	General Benefit Dollars	Management Plan Assessment Budget	% of Budget	FY 2017-18 Budget	General Benefit Dollars	FY 2017-18 Assessment Budget	% of Budget	Variance	Source
SA 64 - Fisherman's Wharf CBD - Public Rights of Way and Sidewalk Operations	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	
SA 64 - Fisherman's Wharf CBD - District Identity and Streetscape Improvements	\$ 130,979.00	\$ 6,548.95	\$ 124,430.05	70.00%	\$ 182,360.00	\$ 9,360.00	\$ 173,000.00	65.83%	-4.17%	
SA 64 - Fisherman's Wharf CBD - Administrative and Corporate Operations	\$ 37,423.00	\$ 1,871.15	\$ 35,551.85	20.00%	\$ 71,190.00	\$ 3,390.00	\$ 67,800.00	25.70%	5.70%	
SA 64 - Fisherman's Wharf CBD - Special Projects	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	
Contingency and Reserves	\$ 18,711.00	\$ 935.55	\$ 17,775.45	10.00%	\$ 23,475.00	\$ -	\$ 23,475.00	8.47%	-1.53%	
	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	
	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	
TOTAL	\$ 187,113.00	\$ 9,355.65	\$ 177,757.35	100.00%	\$ 277,025.00	\$ 12,750.00	\$ 264,275.00	100.00%		

BENCHMARK 2: General Benefit Requirement

Revenue Sources	FY 2017-2018 Actuals	% of actuals	Source
Assessment Revenue	\$ 230,800.00		
Total Assessment (Special Benefit) Revenue	\$ 230,800.00	89.36%	
Contributions and Sponsorships	\$ 803.00	0.31%	Sponsorship
Grants	\$ -	0.00%	
Donations	\$ 26,692.00	10.33%	
Interest Earned	\$ -	0.00%	
Earned Revenue	\$ -	0.00%	
Other	\$ -	0.00%	
Total Non-Assessment (General Benefit) Revenue	\$ 27,495.00	10.64%	
Total	\$ 258,295.00	100.00%	

BENCHMARK 3: Whether the variance between the budget amount and actual expenses within a fiscal year was within 10 percentage points

SELECT CBD/BID	FY 2017-18												
	FY 2017-18 Budget	Amount from Assessment	Amount from General Benefit	% of Budget (Assessment)	% Budget (Total Budget)	Actuals	Amount from Assessment	Amount from General Benefit	% of Actuals (Assessment)	% of Actuals (Total Budget)	Variance (Assessment)	Variance (Total Budget)	Source
SA 64 - Fisherman's Wharf CBD - Public Rights of Way and Sidewalk Operations	\$ -	\$ -	\$ -	0.00%	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	0.00%	0.00%	
SA 64 - Fisherman's Wharf CBD - District Identity and Streetscape Improvements	\$ 182,360.00	\$ 173,000.00	\$ 9,360.00	65.46%	65.83%	\$ 188,675.36	\$ 167,483.42	\$ 21,191.94	70.03%	70.97%	4.57%	5.14%	
SA 64 - Fisherman's Wharf CBD - Administrative and Corporate Operations	\$ 71,190.00	\$ 67,800.00	\$ 3,390.00	25.66%	25.70%	\$ 54,096.92	\$ 48,596.92	\$ 5,500.00	20.32%	20.35%	-5.34%	-5.35%	
SA 64 - Fisherman's Wharf CBD - Special Projects	\$ -	\$ -	\$ -	0.00%	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	0.00%	0.00%	
Contingency and Reserves	\$ 23,475.00	\$ 23,475.00	\$ -	8.88%	8.47%	\$ 23,080.00	\$ 23,080.00	\$ -	9.65%	8.68%	0.77%	0.21%	
	\$ -	\$ -	\$ -	0.00%	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	0.00%	0.00%	
	\$ -	\$ -	\$ -	0.00%	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	0.00%	0.00%	
TOTAL	\$ 277,025.00	\$ 264,275.00	\$ 12,750.00	100.00%	100.00%	\$ 265,852.28	\$ 239,160.34	\$ 26,691.94	100.00%	100.00%			

BENCHMARK 4: Whether CBD is indicating the amount of funds to be carried forward into the next fiscal year and designating projects to be spent in current fiscal year

FY 2017-2018 Carryover Disbursement	\$ 191,240.00	Source	Spenddown Timeline
General Benefit Project			
General Benefit Project 1	\$ -		
General Benefit Project 2	\$ -		
General Benefit Project 3	\$ -		
General Benefit Project 4	\$ -		
	\$ -		
	\$ -		
	\$ -		
General Project Total	\$ -		
Special Assessment Project			
SA 64 - Fisherman's Wharf CBD - Public Rights of Way and Sidewalk Operations	\$ -		
SA 64 - Fisherman's Wharf CBD - District Identity and Streetscape Improvements	\$ 93,051.00		
SA 64 - Fisherman's Wharf CBD - Administrative and Corporate Operations	\$ 26,863.00		
SA 64 - Fisherman's Wharf CBD - Special Projects	\$ -		
Contingency and Reserves	\$ 71,326.00		
	\$ -		
	\$ -		
Special Project Total	\$ 191,240.00		
Total Designated Amount for FY 2017-18	\$ 191,240.00		