

File No. 101359

Committee Item No. 7  
Board Item No. 28

**COMMITTEE/BOARD OF SUPERVISORS**  
AGENDA PACKET CONTENTS LIST

Committee: Budget and Finance Committee

Date: November 10, 2010

Board of Supervisors Meeting

Date 11/16/10

**Cmte Board**

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input type="checkbox"/>            | Motion                                       |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Resolution                                   |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Ordinance                                    |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Legislative Digest                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Budget Analyst Report                        |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Legislative Analyst Report                   |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Ethics Form 126                              |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Introduction Form (for hearings)             |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/>            | <input type="checkbox"/>            | MOU  |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Grant Information Form                       |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Grant Budget                                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Subcontract Budget                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Contract/Agreement                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Award Letter                                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Application                                  |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Public Correspondence                        |

**OTHER**

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Completed by: Victor Young  
Completed by: Victor Young

Date: November 5, 2010  
Date: 11/2/10

An asterisked item represents the cover sheet to a document that exceeds 25 pages. The complete document is in the file.

32

0011111

1 [Annual Report - Greater Union Square Business Improvement District and Modifying  
2 Management District Plan]

3 **Resolution regarding Greater Union Square Business Improvement District:**  
4 **receiving and approving the District's Annual Report for FY2009-2010 as**  
5 **submitted pursuant to Section 36650 of the Property and Business Improvement**  
6 **District Law of 1994 (California Streets and Highways Code §§36600 *et seq.*) and**  
7 **Section 3.4 of the District's Management Agreement with the City, which includes**  
8 **the District's proposed budget for FY2010-2011; modifying the Management**  
9 **District Plan in accordance with the Annual Report; conforming the Management**  
10 **Agreement to changes in the Management District Plan.**

11  
12 WHEREAS, on June 2, 2009, pursuant to the Property and Business  
13 Improvement District Law of 1994 (California Streets and Highways Code Sections  
14 36600 *et seq.*), as augmented by Article 15 of the San Francisco Business and Tax  
15 Regulations Code, the Board of Supervisors adopted Resolution No. 208-09 "Resolution  
16 of Intention to form the Greater Union Square Business Improvement District (BID)"  
17 ("Resolution of Intention," to re-establish and expand the then-existing Union Square  
18 BID, to be known as the Greater Union Square BID); and,

19 WHEREAS, on July 28, 2009 the Board of Supervisors adopted Resolution  
20 No. 320-09 "Resolution to Establish the Greater Union Square Business Improvement  
21 District" ("Resolution to Establish") for a period of 10 years commencing with fiscal year  
22 2009-2010, which included approval of a Management District Plan dated July 28, 2009  
23 (copy on file with the Clerk of the Board of Supervisors in File No. 090935); and,

24 WHEREAS, on January 26, 2010 the Board of Supervisors adopted Resolution  
25 No. 19-10. "Contract with Owners' Association for Administration/Management of

1 Greater Union Square Business Improvement District," and a Management Agreement  
2 with the nonprofit property owners' association Union Square Business Improvement  
3 District, Inc. was executed accordingly; and,

4 WHEREAS, the nonprofit property owners' association Union Square Business  
5 Improvement District, Inc. has recently passed a Resolution to expand the authorized  
6 number of members on its Board of Directors from 11 to 23, and expand the  
7 composition criteria for its Board members, in order to better represent District members  
8 and better accomplish the District's purpose; and,

9 WHEREAS, the provision of Cleaning and Maintenance services and Public  
10 Safety services to the District has evolved since July 2009 to include additional  
11 personnel and additional hours, including additional hours for the Dispatch Center; and,

12 WHEREAS, modification of the July 28, 2009 Management District Plan is now  
13 proposed, to provide that the authorized number of members on the nonprofit property  
14 owners' association Board of Directors is expanded from 11 to 23, expand the  
15 composition criteria for the Board of Directors, update information about Cleaning and  
16 Maintenance services and Public Safety services provided by the District, and clarify the  
17 assessment methodology for parcels with no direct street frontage, all as shown in the  
18 Revised Management District Plan dated October 2010 that is on file with the Clerk of  
19 the Board of Supervisors in File No. 101359; and,

20 WHEREAS, the current Management Agreement will need to be modified to  
21 conform to these changes in the Management District Plan; now, therefore, be it

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1 RESOLVED, that the Board of Supervisors declares as follows:

2 **Section 1. RECEIPT AND APPROVAL OF THE GREATER UNION SQUARE**  
3 **BUSINESS IMPROVEMENT DISTRICT'S ANNUAL REPORT TO THE CITY.**

4 The Board hereby receives and approves the Greater Union Square Business  
5 Improvement District's Annual Report for District Fiscal Year 2009-2010, that includes  
6 the proposed budget for Fiscal Year 2010-2011.

7 Supporting documents for this Annual Report are on file with the Clerk of the  
8 Board of Supervisors in File No. 101359, and include a transmittal letter and  
9 memorandum report from the City's Office of Economic and Workforce Development  
10 dated October 20, 2010, and documentation from the nonprofit property owners'  
11 association Union Square Business Improvement District, Inc.

12 This Annual Report is submitted pursuant to Section 36650 of the Property and  
13 Business Improvement District Law of 1994 (California Streets and Highways Code  
14 §§36600 *et seq.*), and pursuant to Section 3.4 of the District's Management Contract  
15 with the City (*i.e.*, Section 3.4 of the City's agreement/contract with the nonprofit  
16 property owners' association Union Square Business Improvement District, Inc., for  
17 management and administration of the Greater Union Square Business Improvement  
18 District) which is on file with the Clerk of the Board of Supervisors in File No. 091437 (re  
19 Resolution No. 19-10).

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1           **Section 2.   MODIFICATION OF MANAGEMENT DISTRICT PLAN.**

2           The Management District Plan dated July 28, 2009 that was approved by the  
3 Board of Supervisors as part of the 2009 renewed/expanded establishment of the  
4 District (copy on file with Clerk of the Board of Supervisors in File No. 090935, re  
5 Resolution No. 320-09), is hereby modified in accordance with the Revised  
6 Management District Plan dated October 2010 that is on file with Clerk of the Board of  
7 Supervisors in File No. 101359, to:

- 8           • Update information about Cleaning and Maintenance services, including the  
9           increased number of full-time equivalent workers, increased hours, and a  
10           further description of duties;
- 11          • Update information about Public Safety Services, including increased hours  
12           for uniformed (red jacket with the District logo) Community Service  
13           Ambassadors and for the District's Central Dispatch Center;
- 14          • Clarify the assessment methodology for parcels with no direct street frontage,  
15           by providing that: "Assessor's Parcels that do not have direct street frontage,  
16           as a result of being located on a floor other than the ground floor, will be  
17           assigned Linear Street Footage based upon their portion of the entire  
18           building's assigned Linear Frontage and land use;"
- 19          • Expand the Board of Directors from 11 to 23 members;
- 20          • Expand the composition criteria for the Board of Directors to ensure broad  
21           representation from the District, including the retail, hospitality (*i.e.* hotel and  
22           restaurant) and entertainment industries, service providers, and other  
23           commercial and residential property stake holders.

1           **Section 3. CONFORMING THE DISTRICT'S MANAGEMENT AGREEMENT**  
2 **(CONTRACT) BETWEEN THE CITY AND THE NONPROFIT OWNERS'**  
3 **ASSOCIATION.**

4           The Office of Economic and Workforce Development is hereby authorized to  
5 enter into amendments of the City's "Management Agreement" with the nonprofit  
6 property owners' Greater Union Square Business Improvement District, Inc. dated July  
7 1, 2009, to conform the Management Agreement to the Revised Management District  
8 Plan as approved in Section 2 of this Resolution, above. A copy of the July 1, 2009  
9 Management Agreement is on file with the Clerk of the Board of Supervisors in File No.  
10 091437 (re Resolution No. 19-10).

October 20, 2010

Supervisor David Chiu  
President  
San Francisco Board of Supervisors  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, Ca 94102-4689

Dear Supervisor Chiu,

We are submitting this packet on the Greater Union Square Business Improvement District (GUSBID) for your review. Per their contract with the City, we are requesting that you introduce a resolution to approve the annual report and audit of the Greater Union Square BID for FY 2009-2010 and their organizational budget for FY 2010-2011. We also ask that you schedule a public hearing through the appropriate committee to take testimony on the work of the BID for the past fiscal year.

Included in this packet:

- 1) Draft resolution from the City Attorney
- 2) Memo summarizing the accomplishments of the BID
- 3) Summary and analysis of their financial statements
- 4) Annual Report from FY 2009-2010
- 5) Audit from FY 2009-2010
- 6) GUSBID Management Plan (including red-line changes)

Per their contract with the City, Greater Union Square BID is required to submit the following reports:

- 1) Mid-year report (due January 31<sup>st</sup>, on two quarters of work)
- 2) Annual Report (due July 31<sup>st</sup>, 30 days after the end of fiscal year)
- 3) Unaudited Financial Statements and Budget for the following year (due July 31<sup>st</sup>, 30 days after the end of fiscal year)
- 4) Audit (due September 30<sup>th</sup>, 90 days after the end of fiscal year)

Greater Union Square BID has complied with all of these requirements. Attached please find a memo that summarizes their accomplishments for the past year and a summary and analysis of their financial statements (based on their audit). OEWD staff, with assistance from the Controller's Office, reviewed these financial documents to monitor and report on whether they have complied with the rules per the Property and Business Improvement District Law of 1994, California Streets and Highways Code Sections 36600 Et Seq.; San Francisco's Business and Tax Regulations Code Article 15; the GUSBID management contract with the City; and their Management Plan approved by the Board of Supervisors in 2009.

OEWD's staff report reviewed the following budget related benchmarks for USBID:





- 1) Whether the variance between the budget amounts for each service category was within 10 percentage points from the budget of the previous fiscal year – *GUSBID has met this requirement for the fiscal year covered in this report.*
- 2) Whether one percent of their income came from sources other than assessment revenue – *GUSBID has met this requirement for the fiscal year covered in this report.*
- 3) Whether the variance between budget amount and actual expenses within a fiscal year was within 10 percent – *This analysis is explained on page 4 of the OEWD staff report.*
- 4) Whether the annual budget indicates the amount of funds carried over from the previous fiscal year – *GUSBID has met this requirement for the fiscal year covered in this report.*
- 5) Whether a spending plan for carryover funds was provided in the annual budget – *GUSBID has met this requirement for the fiscal year covered in this report.*

The Board of Supervisors will need to vote on the attached resolution to approve the FY 2009-2010 GUSBID annual report and financial statements as well as their organizational budget for FY 2010-2011.

They are also requesting approval of changes to their Management Plan. The attached copy of the Management Plan includes in red-line their requested changes to the document. The changes include:

- Updating information about their Cleaning and Maintenance and Public Safety services
- Clarifying the assessment methodology for parcels with no direct street frontage
- Expanding the Board of Directors from 11 to 23 members
- Expanding the composition of the Board of Directors to ensure broad representation from the district including the retail, hospitality (i.e. hotel and restaurant) and entertainment industries, service providers and other commercial and residential property stakeholders.

Please contact me anytime at 415-554-6936 for any questions you may have about GUSBID or the materials we have provided.

Thank you for your continuing support of Greater Union Square BID. We look forward to working with you throughout this process.

Sincerely,



Lisa Pagan  
Project Manager  
OEWD Community Benefit District/Business Improvement District  
Technical Assistance Program



**MEMO**

To: SF Board of Supervisors  
From: Lisa Pagan and Trina Villanueva, OEWD  
RE: Greater Union Square Business Improvement District  
Date: October 20, 2010

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The Greater Union Square Business Improvement District (GUSBID) is the oldest BID in San Francisco. The original BID was formed in 1999 and the district included 10 blocks. This BID expired on June 30, 2009.

The new GUSBID expanded and now covers 27 blocks and nearly 3,000 parcels of property. It will be in place for 10 years and is the largest of San Francisco's 10 existing BIDs.

Background

- July 28, 2009, the Board of Supervisors approved the resolution that established the Greater Union Square Business Improvement District for 10 years (Resolution # 320-09).
- January 26, 2010, the Board approved the contract for the administration and management of the Greater Union Square Business Improvement District (Resolution # 19-10).
- The BID received the first installment of assessment funds in February 2010 but began providing increased services to the new expanded BID in January 2010 through funds from a line of credit.

Basic Info about Greater Union Square BID

Year Established – July 2009

Assessments Collected – FY 2009-2010 to FY 2018-2019 (July 1, 2009 to June 30, 2019)

Services Start and End Date -- January 1, 2010 – December 31, 2019

Initial Estimated Annual Budget -- \$3,040,061

Fiscal Year – July 1 – June 30

Executive Director – Linda Mjellem

Name of Nonprofit Entity – Union Square Business Improvement District

Each year the BID is required to submit a mid-year report, an annual report and a CPA Financial Review or Audit. Greater Union Square BID has complied with all of these requirements. Attached please find a memo that summarizes their accomplishments for the past year and a summary and analysis of their financial statements (based on their audit). OEWD staff, with assistance from the Controller's Office, reviewed these financial documents to monitor and report on whether they have complied with the rules per the Property and Business Improvement District Law of 1994, California Streets and Highways Code Sections 36600 Et Seq.; San Francisco's Business and Tax Regulations Code Article 15; the GUSBID management contract with the City; and their Management Plan approved by the Board of Supervisors in 2009.

OEWD's staff report reviewed the following budget related benchmarks for GUSBID:

- 1) Whether the variance between the budget amounts for each service category was within 10 percentage points from the budget of the previous fiscal year – *GUSBID has met this requirement for the fiscal year covered in this report. See Table 1 on page 5.*

- 2) Whether one percent of their income came from sources other than assessment revenue – *GUSBID has met this requirement for the fiscal year covered in this report. See Table 2 on page 6.*
- 3) Whether the variance between budget amount and actual expenses within a fiscal year was within 10 percent – *This analysis is explained on page 4 of this report. See Table 3 on page 7.*
- 4) Whether the annual budget indicates the amount of funds carried over from the previous fiscal year – *GUSBID has met this requirement for the fiscal years covered in this report. See Tables 3 and 4 on pages 7 and 8.*
- 5) Whether a spending plan for carryover funds was provided in the annual budget – *GUSBID has met this requirement for the fiscal years covered in this report. See Tables 3 and 4 on pages 7 and 8.*

### **Summary of Accomplishments and Challenges 2009-2010**

#### **Clean and Safe**

Union Square BID is in compliance with their Management Plan as it relates to their Clean and Safe service area. This program includes sidewalk cleaning and maintenance, the Community Service Ambassadors and SFPD 10B officers and it accounts for approximately 65% of the BID's budget.

GUSBID contracts with MJM Management Group to provide sidewalk cleaning and maintenance as well as the Community Service Ambassador program. Besides the daily sidewalk cleaning, the team provides steam cleaning every two weeks, garbage removal of illegal dumped items, topping off of overflowing garbage cans and graffiti removal as needed. The cleaning team employs twelve people.

There are eight Community Service Ambassadors and they are easily recognizable with their red uniform jackets with the BID's logo. They walk throughout the district providing the public with information, directing them to their destinations and giving out the *Map & Guide to Union Square* brochure. The Ambassadors work 7 days a week – 9am to 11pm Mon-Fri and 10am to 11pm Sat-Sun. The BID also runs a call in hotline from 9am to 9pm 7 days/week and employs two dispatchers.

The BID hires SFPD 10B officers who provide 10 hrs/day (70 hrs/week) of extra security in the district. The officers come from the Tenderloin and Central stations.

#### **Marketing, Advocacy, Beautification and Streetscape Improvements**

This service area comprises approximately 10% of the budget. It includes promoting the district through brochures, an updated website and sponsoring special events; advocating on behalf of Union Square property owners for important city services; beautifying the area with landscaping projects, seasonal décor and holiday lighting; and implementing capital improvements such as additional street furniture and fixtures, way finding signage and other public right of way enhancements.

By taking a \$500,000 line of credit the GUSBID began work in this service area in January prior to the receipt of the BID's first installment of assessment funds. The BID was only able to provide six months of activities in this service area.

The BID has an active Marketing Committee that includes about 50 people (including a few board members and other volunteers). This committee works on projects, promotes the district and partners with other civic and community organizations to increase the visibility of Union Square as a world-class destination. Committee members and BID staff are currently updating their brochure, The Map & Guide

to Union Square, and are working with a design firm on a new logo and redesigned website for the district.

The current BID website, [www.unionsquarebid.com](http://www.unionsquarebid.com), includes all the pertinent information about the organization and their programs, a calendar of events, their Management Plan and Annual Report and meeting schedules.

BID sponsored events include SFJAZZ Summerfest at Union Square, Film Night in the Park and the Holiday Ice Rink. The BID also produces quarterly community outreach receptions, including the most recent Maiden Lane Renaissance Block Party. A grant from OEWD, allowed the BID to produce a series of performance events at Hallidie Plaza through December of this year. A schedule of confirmed, performances and activities at Hallidie Plaza from October through December is available on the BID's website.

The BID's Streetscape Improvement Committee includes about 18-20 people, most of whom are dedicated professionals from the design community and a few board members volunteering their time on several projects. This past fiscal year, the BID focused on landscaping improvements in both Union Square and Hallidie Plaza. They recently gifted plants to the Dept. of Rec and Park for installation in Union Square Park. Currently, the committee is undertaking a very large project of improving the pedestrian experience on Powell Street from Ellis to Geary. BID staff and committee members are currently working with the Planning Department, SFMTA and the Supervisor David Chiu's office to ensure this project comes to fruition.

#### **Management and Operations**

On January 2, 2010, the Board of Directors hired two staff members. As the new expanded BID was ramping up to deliver services to the 27-block area, the organization took out a \$500,000 line of credit. This allowed them to start services before they received their first installment of funds in February 2010.

On February 1, 2010, they leased office space on Geary Street. The Executive Director, Linda Mjellem and Deputy Director, Donna Ficarrotta both come to the BID with a wealth of experience not just working with Union Square property owners and merchants but also experience working in San Francisco city government and other nonprofit organizations.

GUSBID currently has 11 board members but would like to expand to 23 members pending approval of the Board of Supervisors. The expanded board will represent property owners and business owners from retail, hospitality (i.e. hotel and restaurant) and entertainment industries, service providers and other commercial and residential property stakeholders.

Management and Operation costs of the BID comprise approximately 15% of the budget.

#### **CBD Annual Budget Analysis**

The new GUSBID began operations in January 2010 which means they provided services for six months of the fiscal year. As a result, they spent less than their budgeted amounts in each service category. See *Table 3 on page 7.*

#### **FY 2009-2010**

Based on their Audit (year ended June 30, 2010), GUSBID received \$3,000,485 in assessment funds and \$231,633 in non-assessment funds. The BID generated non-assessment revenues through government

grants, contributions, property maintenance services and interest income. As a result, seven percent of their income came from sources other than assessment funds.

They expended \$1,997,676 in programmatic and administrative expenses. Of this, the BID spent:

- 79% went to Clean and Safe programs,
- 3% for Marketing, Advocacy, Beautification and Streetscape Improvements,
- 15% on Management and Operations and
- 3% on Contingency costs.

The BID ended the fiscal year with net assets<sup>1</sup> of \$1, 520,724 and \$1,305,047 in cash available as of June 30, 2010.

As with all CBDs/BIDs, Greater Union Square BID receives a check from the City for the second payment of assessment funds in May. Because they receive these funds towards the end of the fiscal year, there will be carryover funds every year for the next nine years. All CBDs/BIDs are required to spend down their funds when they expire. Otherwise, they will have to return the unspent funds to the property owners.

#### FY 2010-2011

The GUSBID budget for FY 2010-11 is \$3,026,330. The BID budgeted 63% of their projected income for Clean and Safe; 14% for Marketing, Advocacy, Beautification and Streetscape Improvements; 14% for Management and Operations costs; and 9% for Contingency/Reserve. All budget line items (percentage of total budget) are consistent with their Management Plan.

Carryover funds from FY 09-10 totaling \$1,520,725 will be distributed in all service areas during FY 10-11. *See Table 4 on Page 8.*

#### Conclusion

Greater Union Square BID has complied with their contract with the City by submitting all their required documents on time.

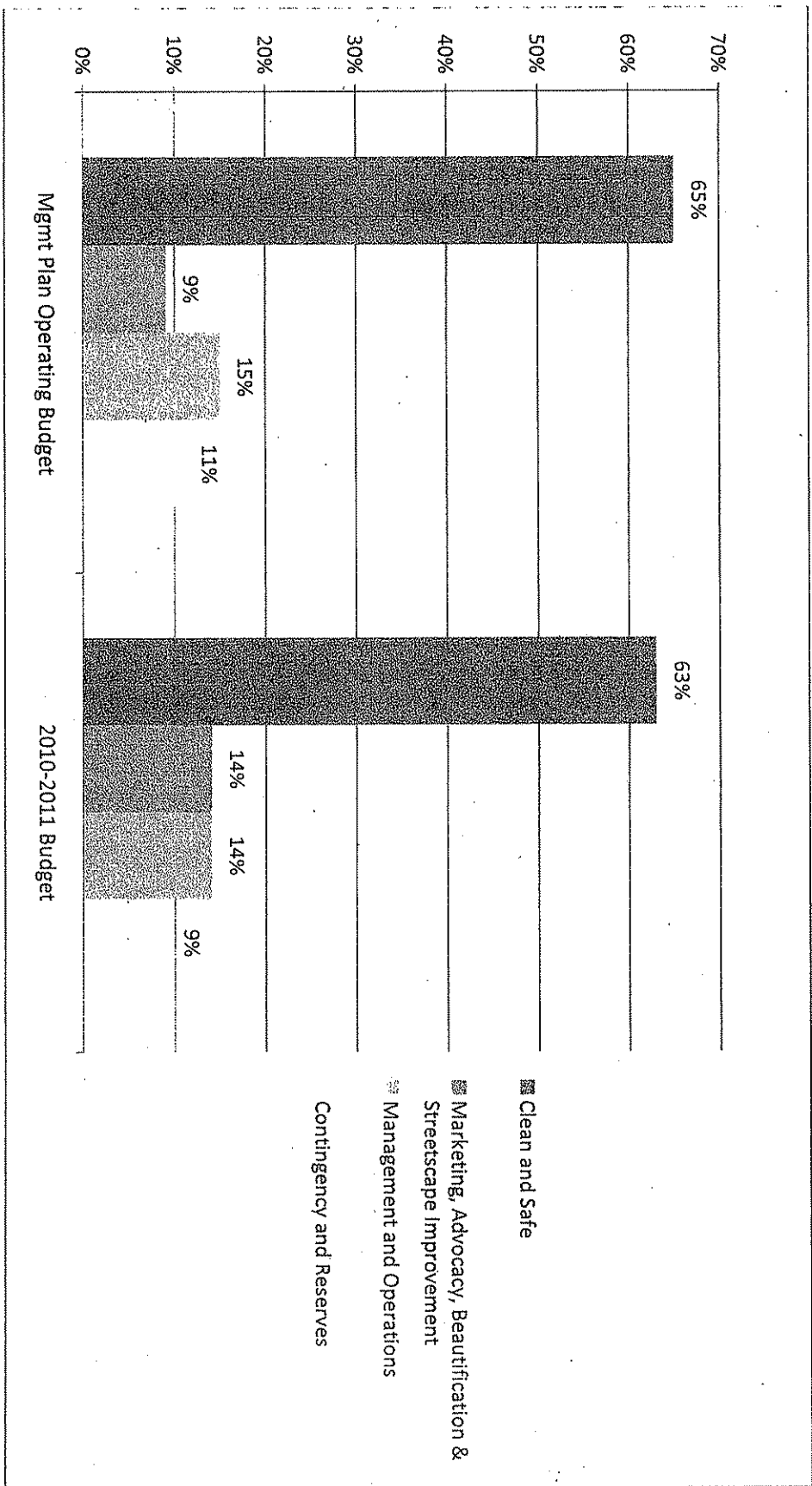
While they did not meet their budget goals this past fiscal year due to being in full operation for only six months, they are implementing their services according to their Management Plan. They have a plan to spend their carryover funds during FY 2010-11. OEWD staff recommends they carefully keep track of this spending and ensure that funds are being spent in the correct service areas.

Greater Union Square BID is a well-run organization and will undoubtedly continue to provide good services and leverage their assessment funds.

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<sup>1</sup> Net Assets are the difference between the organization's total assets and its total liabilities on the balance sheet indicating the net financial worth for the organization.

## 2010 - 2011 Annual Budget compared to original Management Plan Budget



## Other Income Sources (e.g. Grants, Donations, In-Kind, etc.) / 1% requirement

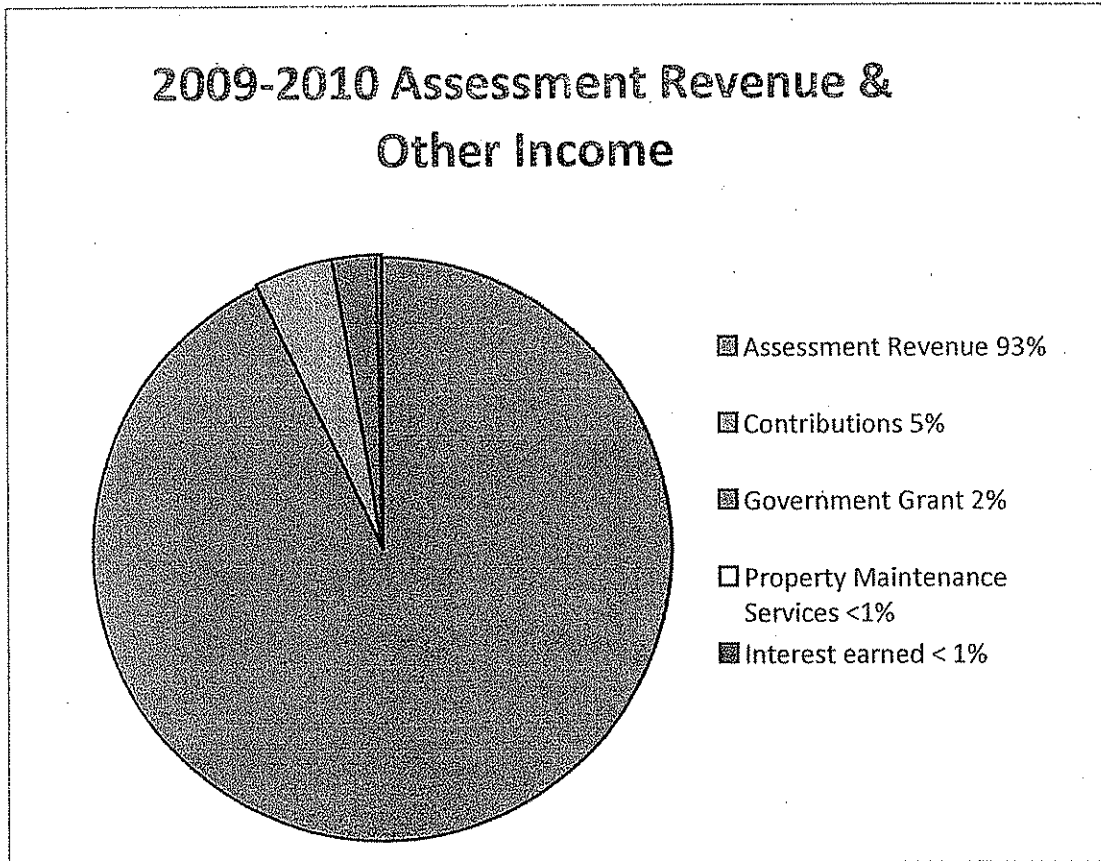


Table 3

**UNION SQUARE BUSINESS IMPROVEMENT DISTRICT**  
**Revenue and Expenditures - Budget vs. Actual**  
**Fiscal Year Ending June 30, 2010**

<b>Year Ended June 30, 2010</b>				
	Actuals	Budget	Difference	% Difference
<b>REVENUES</b>				
Assessment Revenue	3,000,485	3,040,061		
Other Funds		30,830		
Contributions	148,951			
Government Grant	74,472			
Property Maintenance Services	6,774			
Interest Income	1,436			
Loss on Disposal of Equipment	10,564			
	<b>3,221,554</b>	<b>3,070,891</b>		
<b>EXPENDITURES*</b>				
Program services				
Clean and Safe	1,577,586	1,995,400	-417,814	-21%
Marketing, Advocacy, Beautification & Streetscape Improvements	56,033	291,675	-235,642	-81%
Management and Operations	303,086	460,488	-157,402	-34%
Contingency and Reserves	60,971	323,328	-262,357	81%
	<b>1,997,676</b>	<b>3,070,891</b>	<b>-1,073,215</b>	
<b>Income over Expenses</b>	<b>1,223,878</b>			
<b>Total Carryover to next year</b>	<b>1,520,725</b>			

\* Expenses were not incurred until January 2010 when assessment funds were received and BID began increased services



Table 4

**UNION SQUARE BUSINESS IMPROVEMENT DISTRICT  
2010/2011 Budget**

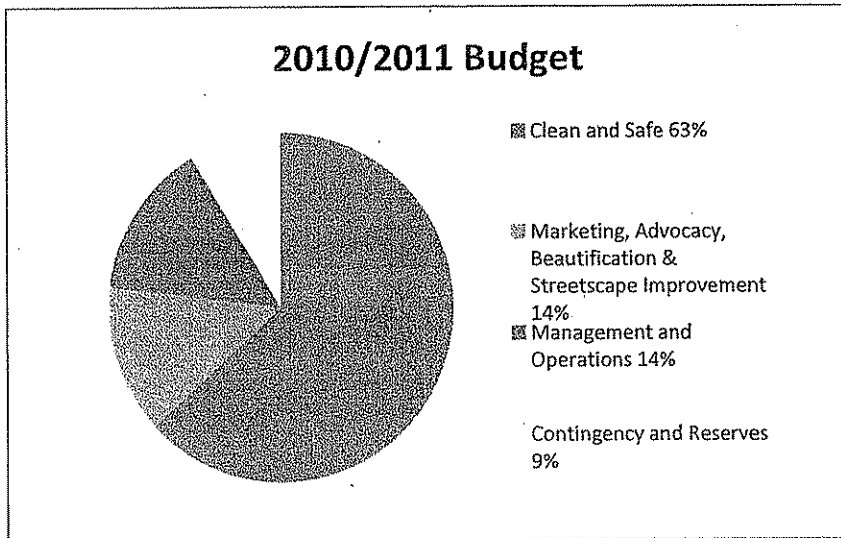
**REVENUES**

Assessment Revenue	3,026,330
Other Income	71,001
Carryover from prior year	<u>1,520,724</u>
	<b>\$4,618,055</b>

**EXPENDITURES**

Program services	
Clean and Safe	2,278,404
Marketing, Advocacy, Beautification & Streetscape Improvement	499,042
Management and Operations	521,048
Contingency and Reserves	<u>309,733</u>
	<b>\$3,608,227</b>

**EXCESS OF REVENUE OVER EXPENDITURES**      **\$1,009,828**



**2009-2010 Carryover Disbursement**

'09-'10 DESIGNATED PROJECTS FOR '10-'11	\$1,520,724
Clean and Safe	\$ 394,290
Marketing, Advocacy, Beautification, Streetscape Improve:	\$ 307,497
Hallidie Plaza Programming	\$ 67,212
Management and Operations	\$ 181,423
Contingency	\$ 273,456
Carryover Fund (pre FY09-10)	<u>\$ 296,846</u>
	<b>\$1,520,724</b>

# ASSESSMENT METHODOLOGY

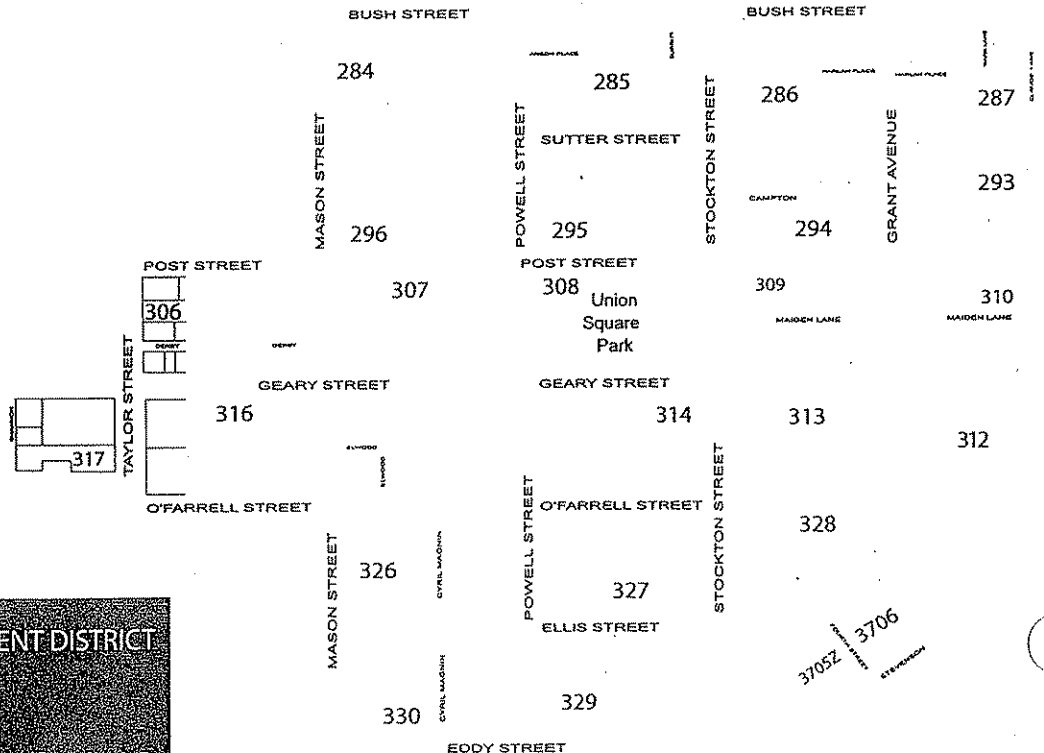
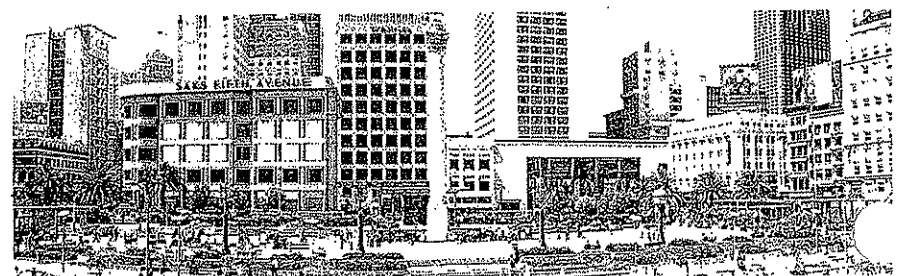
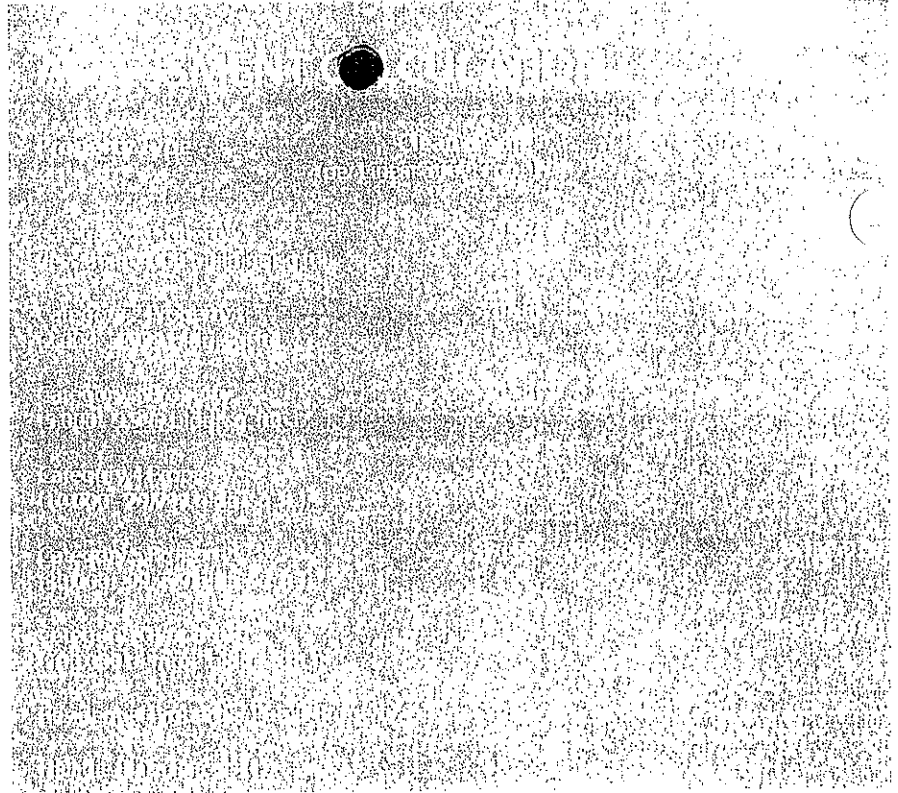
The USBID is funded through an annual assessment of the property owners in the district. Assessments paid by individual property owners are based on the following variables:

- Linear (sidewalk) frontage
- Building square footage of non-residential properties
- Property usage

Each property owner's assessment is calculated according to the special benefit received from the services provided by the Union Square BID. Accordingly, each property owner is assessed for their proportional special benefit for the following services:

- Cleaning, maintenance and safety services
- Marketing, beautification and streetscape improvements and advocacy (non-residential only)

The complete 2010/11 parcel database is available online at [www.unionsquarebid.com](http://www.unionsquarebid.com)



## UNION SQUARE BUSINESS IMPROVEMENT DISTRICT

323 GEARY STREET, SUITE 401  
SAN FRANCISCO, CA 94102

T: 415.781.7880 / F: 415.781.0258

[www.unionsquarebid.com](http://www.unionsquarebid.com)

# UNION SQUARE BUSINESS IMPROVEMENT DISTRICT

## FISCAL YEAR 2009 - 2010

	BUDGET	ACTUAL	VARIANCE	DETAILS
Assessment Funds	\$3,040,061	\$3,000,486	\$ (39,575)	Old write offs and assessment discrepancies
Funds	\$30,830	\$215,070	\$184,240	Hallidie Plaza Grant, In-Kind Donations, US Association Funds
<b>TOTAL FUNDS</b>	<b>\$3,070,891</b>	<b>\$3,215,556</b>	<b>\$144,665</b>	
	BUDGET	ACTUAL	VARIANCE	DETAILS
Clean & Safe	\$1,995,400	\$1,577,586	\$ (417,814)	Clean & Safe ramp up started Dec 2009
Marketing / Streetscapes	\$291,675	\$74,381	\$ (217,294)	Marketing started Feb 2010
Hallidie Plaza Grant	\$0	\$7,260	\$ (7,260)	
Management & Administration	\$460,488	\$286,027	\$ (174,461)	Admin team started Jan 2010
Contingency & Reserve	\$323,328	\$46,423	\$ (276,905)	Most expenses budgeted
<b>TOTAL EXPENSES</b>	<b>\$3,070,891</b>	<b>\$1,991,677</b>	<b>\$1,079,214</b>	
<b>NET SURPLUS</b>		<b>\$1,223,879</b>		

## 2009 - 2010 STATEMENT OF FINANCIAL POSITION

ASSETS	AMOUNT
Cash	\$1,305,047
Accounts Receivable (Net)	\$332,757
Other Current Assets	\$28,775
Furniture & Equipment (Net)	\$15,439
<b>TOTAL ASSETS</b>	<b>\$1,682,018</b>
LIABILITIES & NET ASSETS	AMOUNT
Accounts Payable & Accrued Expenses	\$161,293
Unrestricted Net Assets	\$570,301
Temporarily Restricted Net Assets	\$950,423
<b>TOTAL LIABILITIES &amp; EQUITIES</b>	<b>\$1,682,018</b>

## CARRY OVER FROM FY 2009-2010

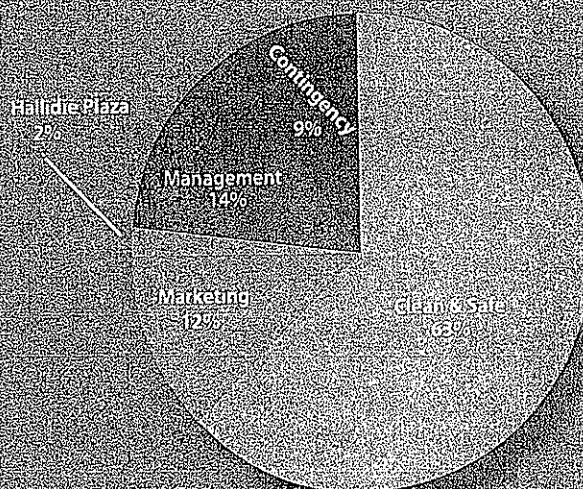
CARRY OVER FUNDS	AMOUNT
Clean & Safe	\$394,290
Marketing, Advocacy, Streetscapes & Events	\$307,497
Hallidie Plaza Grant	\$67,212
Management & Administration	\$181,423
Contingency (Unrestricted)	\$273,455
Carry Over Funds (pre-FY 09-10)	\$296,845
<b>TOTAL CARRY OVER FUNDS</b>	<b>\$1,520,725</b>

\* Caused by delay in release of special assessment funds, funds were released February 2010

## JULY 2010 - JUNE 2011 BUDGET

INCOME	AMOUNT	%
Assessment Revenue	\$3,026,330	98%
Fundraising & Other	\$71,001	2%
<b>TOTAL INCOME</b>	<b>\$3,097,332</b>	<b>100.00%</b>
EXPENSES	AMOUNT	%
Clean & Safe	\$2,278,404	63%
Marketing, Advocacy, Streetscapes & Events	\$453,150	12%
Hallidie Plaza Grant Expenses	\$65,892	2%
Management & Administration	\$521,048	14%
Contingency & Reserves	\$309,733	9%
<b>TOTAL EXPENSES</b>	<b>\$3,602,228</b>	<b>100.00%</b>

## EXPENSES



# UNION SQUARE BUSINESS IMPROVEMENT DISTRICT

## LETTER FROM THE BOARD PRESIDENT

We are pleased to present the Union Square Business Improvement District's 2009-2010 Annual Report. Ten years ago, Union Square property and business owners pioneered the first property-based business improvement district in San Francisco. When it came time to renew last summer, the BID joined hands with the Union Square Association and with your support, successfully expanded the district from 10 to 27 blocks, as well as increasing services for a 10-year term which will expire on June 30, 2019. Today, the USBID is the largest of the City's 11 business improvement districts and has inspired others currently in the planning stages.

During the past year, the expanded organization's foundation was built. The Board of Directors formed seven advisory committees to help advance the BID's programs. We amended our Bylaws and we established new policies for the governance of the organization. BID staff was engaged and we commenced fundraising to supplement property owner assessments exceeding our goal six-fold and raising a total of \$215,000. Recently, the Board voted to keep the property assessment at its current level and not to increase it as provided by our Management Plan.

Today Union Square contributes 10% of the city's sales tax revenue and is home to the greatest concentration of hotels, restaurants, theatre and shopping for every taste and wallet. Everywhere you look, there is something happening from the *Jewels in the Square* and *SEJAZZ Summerfest* performances in Union Square park to the new programming soon to begin in Hallidie Plaza, funded by a \$75,000 grant from the City to improve the "gateway to Union Square." In partnership with the City, we are working on an expanded trial to improve the pedestrian experience on Powell from Ellis to Geary Streets by "extending" the sidewalks into the parking lanes on both sides of the street. It's exciting to see formerly empty storefronts filling up with national and international new retailers like XXI Forever, Spanish retailer Desigual, Disney and British hipster AllSaints.

Union Square's red-jacketed Ambassadors continue to be a reassuring, welcoming presence in the district and last year alone, interacted with 21,000 visitors, giving directions, referrals and of course distributing our popular *Map & Guide to Union Square*. Working closely with our service provider, MJM Management Group and the City, our streets are looking better than ever - the result of daily sweeping, twice monthly steam cleaning, graffiti removal and a lot of TLC by the BID's maintenance staff.

We look forward to serving you in the coming "new year" and making sure that Union Square remains a world class destination and that the value of your investment as a property and/or business owner in the district continues to improve. We thank you for your support!

Sincerely,



James C. Flood / President



## BOARD OF DIRECTORS

James C. Flood, President  
Flood Corporation

Russell D. Keil Jr., Treasurer  
The Keil Companies

Anson Lee, Secretary  
Uprown Parking Corporation

Heather Almond  
Westfield LLC

Stephen Brett  
Brett & Company

Jim Chappell  
Member at Large

Lisa Kershner  
The Kimpton Group

Man J. Kim  
Loris Diner International

Louis Meunier  
Macys West

David Nadelman  
Grand Hyatt San Francisco

Wes Tyler  
The Chancellor Hotel on Union Square

## SERVICES OVERVIEW

Community Service Ambassadors  
7 days a week, 8:30 a.m. - 4:00 p.m.

100 Bikes Officers  
10 hours daily

Steam cleaning  
All properties, every 2 weeks

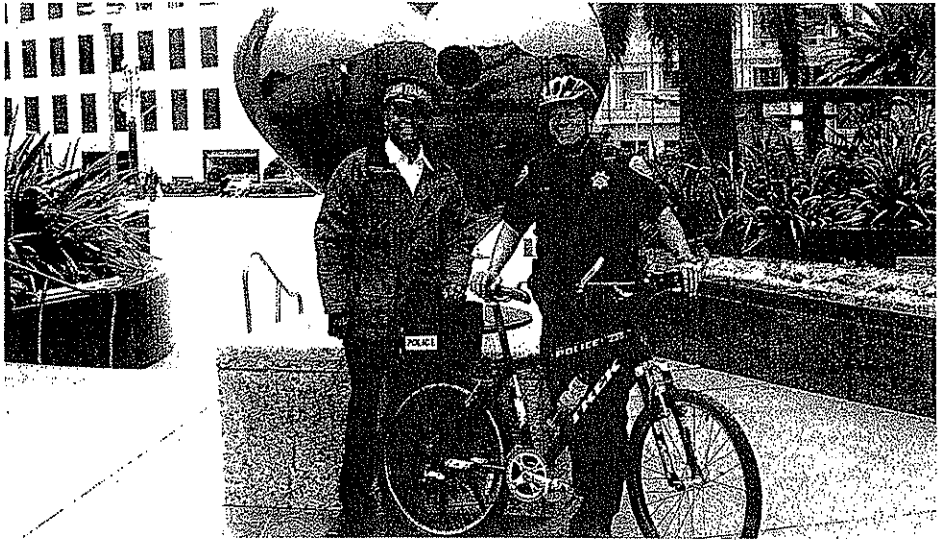
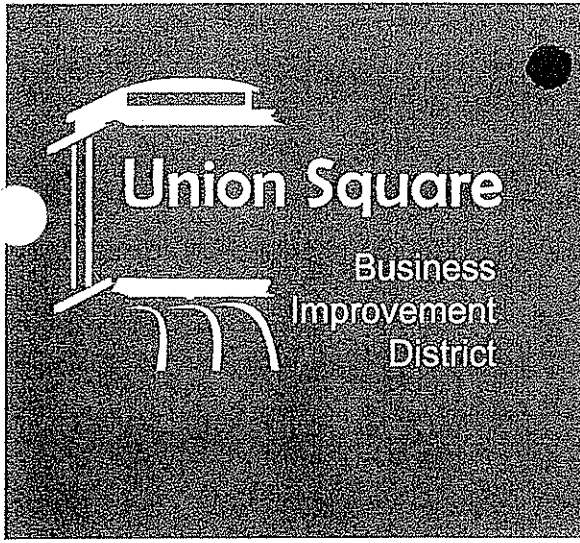
Sidewalk sweeping & General Maintenance  
7 days a week, 6:00 a.m. - 9:00 a.m.

Graffiti removal  
As needed, with property owner's authorization

Marketing  
Promoting the district and protecting the value of your investment as a property/business owner

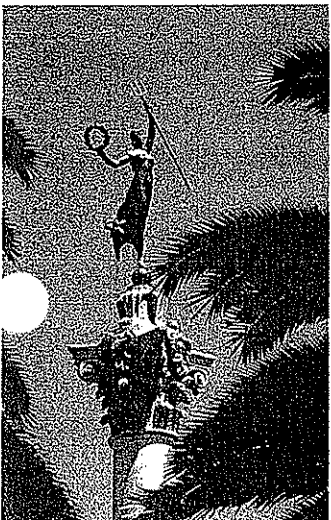
Advocacy  
On behalf of Union Square property owners for important city services

Beautification  
Streetscape and Beautification



The Union Square Business Improvement District is a 501 (c) 4 non-profit organization and currently the largest of San Francisco's 11 existing property-based business improvement districts. Well known for its unique mix of world-class shopping, hotels, theatre and restaurants, the Union Square district covers 27 blocks and includes nearly 3,000 parcels, both publicly and privately owned.

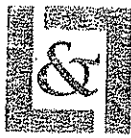
Funding for the district is proportionally shared by property owners, who are self-assessed to provide services to supplement those provided by the City.



2009 - 2010  
**ANNUAL  
REPORT**







LAUTZE & LAUTZE  
ATTORNEYS & FINANCIAL ADVISORS

September 14, 2010

Ms. Linda Mjellem  
Union Square Business Improvement District  
323 Geary Street, Suite 401  
San Francisco, CA 94102

Dear Ms. Mjellem:

The Board has requested that we clarify the treatment of assessment income as unrestricted in the financial statements of the Union Square Business District (the USBID).

Accounting principles generally accepted in the United States of America require that the USBID report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. Accordingly, the net assets of the USBID are classified and reported as described below:

- *Unrestricted:* Those net assets and activities which represent the portion of expendable funds that are available to support the USBID's operations. A portion of these net assets may be designated by the Board of Directors for specific purposes.
- *Temporarily Restricted:* Those net assets and activities which are donor-restricted for (a) support of specific operating activities; (b) investment for a specified term; (c) use in a specified future period; or (d) acquisition of long-lived assets.
- *Permanently Restricted:* Those net assets and activities which are permanently donor-restricted for holdings of (a) assets donated with stipulations that they be used for a specified purpose, be preserved, and not be sold; or (b) assets donated with stipulations that they be invested to provide a permanent source of income.

As of June 30, 2010, the USBID did not have any net assets meeting the definition of permanently restricted.

Temporarily restricted assets of a not-for-profit organization result from contributions and other inflows of assets whose use by the organization is limited by donor-imposed stipulations that either expire by the passage of time or can be fulfilled and removed by the actions of the organization. A contribution results when an entity or person incurs a liability or transfers an asset to another entity without directly receiving value in exchange in a nonreciprocal transaction.

Ms. Linda Mjellem  
Union Square Business Improvement District  
September 14, 2010  
Page 2

In contrast to a contribution, assessment income is received in a reciprocal transaction in exchange for services to be performed by the USBID and therefore assessment income does not meet the definition of a contribution under generally accepted accounting principles. Absent meeting the definition of a contribution, assessment income is to be recorded as unrestricted income under generally accepted accounting principles.

Recognizing that the USBID has an obligation to spend assessment income in accordance with guidelines developed when the property owners were assessed, the USBID tracks expenditures by category. For reporting purposes, the USBID has allocated its net unrestricted asset balance at June 30, 2010 to reflect that portion of remaining assessment income available to be spent in future periods in accordance with those established guidelines.

Please don't hesitate to call if you have questions or if we can be of assistance in any other way.

Very Truly Yours,

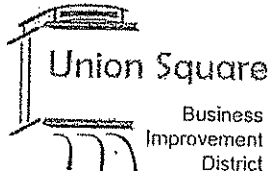
LAUTZE & LAUTZE



Jared J. Hein  
Certified Public Accountant

IJH/sq





Financial Statements With  
Independent Auditors'  
Report

Year Ended June 30, 2010

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LAUTZE & LAUTZE  
CPA & FINANCIAL ADVISORS

INDEPENDENT AUDITORS' REPORT

To the Board of Directors  
UNION SQUARE BUSINESS IMPROVEMENT DISTRICT  
San Francisco, California

We have audited the accompanying statement of financial position of the UNION SQUARE BUSINESS IMPROVEMENT DISTRICT (the USBID) as of June 30, 2010, and the related statements of activities, functional expenses, and cash flows for the year then ended. These financial statements are the responsibility of the USBID's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the UNION SQUARE BUSINESS IMPROVEMENT DISTRICT as of June 30, 2010, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

*Lautze & Lautze*

San Francisco, California  
September 8, 2010

**UNION SQUARE BUSINESS IMPROVEMENT DISTRICT**  
**STATEMENT OF FINANCIAL POSITION**

June 30, 2010

**ASSETS**

Cash and cash equivalents	\$ 1,305,047
Assessments receivable, net	287,708
Grant receivable	74,472
Prepaid expenses and other assets	28,775
Furniture and equipment, net	<u>15,440</u>
 Total assets	 <u><u>\$ 1,711,442</u></u>

**LIABILITIES AND NET ASSETS**

Liabilities:

Accounts payable and accrued expenses	<u>\$ 190,718</u>
---------------------------------------	-------------------

Total liabilities 190,718

Commitments

Net assets:

Unrestricted	1,386,656
Temporarily restricted	<u>134,068</u>

Total net assets 1,520,724

Total liabilities and net assets \$ 1,711,442

**UNION SQUARE BUSINESS IMPROVEMENT DISTRICT**  
**STATEMENT OF ACTIVITIES**  
Year Ended June 30, 2010

	Unrestricted	Temporarily Restricted	Total
Revenue, gains (losses), and other support:			
Assessment revenue	\$ 3,000,485	\$ -	\$ 3,000,485
Contributions	82,095	66,856	148,951
Government grant - City and County of San Francisco	7,260	67,212	74,472
Property maintenance services	6,774	-	6,774
Interest income	1,436	-	1,436
Loss on disposal of equipment	(10,564)	-	(10,564)
<b>Total revenue, gains (losses), and other support</b>	<b>3,087,486</b>	<b>134,068</b>	<b>3,221,554</b>
Expenses:			
Program	1,666,450	-	1,666,450
Management and administrative	286,027	-	286,027
Fundraising	45,199	-	45,199
<b>Total expenses</b>	<b>1,997,676</b>	<b>-</b>	<b>1,997,676</b>
<b>Change in net assets</b>	<b>1,089,810</b>	<b>134,068</b>	<b>1,223,878</b>
Net assets:			
Beginning of year	296,846	-	296,846
End of year	<b>\$ 1,386,656</b>	<b>\$ 134,068</b>	<b>\$ 1,520,724</b>

See notes to financial statements.

**UNION SQUARE BUSINESS IMPROVEMENT DISTRICT**  
**STATEMENT OF FUNCTIONAL EXPENSES**

Year Ended June 30, 2010

	Program	Management and Administrative	Fundraising	Total
Contract clean and safe services	\$ 1,465,776	\$ -	\$ -	\$ 1,465,776
Salaries and wages	-	115,000	-	115,000
Clean and safe operating expenses	111,810	-	-	111,810
Accounting, legal, and support	-	104,355	-	104,355
Interim management and renewal	46,423	8,550	-	54,973
In-kind services	-	7,890	25,609	33,499
Special events	10,279	-	19,590	29,869
Marketing and promotion	18,651	-	-	18,651
Payroll taxes and benefits	-	13,912	-	13,912
Rent and utilities	-	11,873	-	11,873
Bank fees and interest expense	-	7,360	-	7,360
Office supplies and expenses	-	5,705	-	5,705
Insurance, permits, and fees	-	4,392	-	4,392
Improvements	3,905	-	-	3,905
Public affairs and advocacy	3,608	-	-	3,608
Printing expenses	-	2,810	-	2,810
Office equipment lease	-	2,182	-	2,182
Depreciation	-	1,827	-	1,827
Meeting expenses and travel	-	171	-	171
Miscellaneous	5,998	-	-	5,998
	<u>\$ 1,666,450</u>	<u>\$ 286,027</u>	<u>\$ 45,199</u>	<u>\$ 1,997,676</u>

UNION SQUARE BUSINESS IMPROVEMENT DISTRICT  
STATEMENT OF CASH FLOWS  
Year Ended June 30, 2010

Cash flows from operating activities:	
Change in net assets	\$ 1,223,878
Adjustments to reconcile change in net assets to net cash provided by operating activities:	
Allowance for uncollectible assessments receivable	28,698
Depreciation	1,827
Loss on disposal of equipment	10,564
(Increase) decrease in assets:	
Assessments receivable	(292,191)
Grant receivable	(74,472)
Prepaid expenses and other assets	(28,775)
Increase in liabilities:	
Accounts payable and accrued expenses	65,159
	<u>934,688</u>
Net cash provided by operating activities	
	<u>934,688</u>
Cash flows from investing activities:	
Purchase of furniture and equipment	(15,326)
	<u>(15,326)</u>
Net cash used by investing activities	
	<u>(15,326)</u>
Cash flows from financing activities:	
Borrowings on line of credit	810,000
Repayments on line of credit	(810,000)
	<u>-</u>
Net cash provided by financing activities	
	<u>-</u>
Net increase in cash and cash equivalents	
	919,362
Cash and cash equivalents:	
Beginning of year	<u>385,685</u>
End of year	<u>\$ 1,305,047</u>

**UNION SQUARE BUSINESS IMPROVEMENT DISTRICT**  
**NOTES TO FINANCIAL STATEMENTS**

June 30, 2010

**1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Purpose and Organization**

The Union Square Business Improvement District (the USBID) was formed in 1999 by property owners and merchants to improve the image and economic vitality of the Greater Union Square area by providing cleaning and maintenance, public safety, marketing, advocacy, beautification and capital improvement programs.

The USBID renewed its contract with the City and County of San Francisco (City) for a ten year term on July 1, 2009. Effective with the renewal, the USBID expanded the district from the original ten blocks to twenty-seven whole or partial blocks, representing nearly 3,000 parcel owners in the district.

The USBID exists to provide services that assure a positive experience of Union Square so that Union Square will maintain its ranking as one of the top destinations in the City, that the district will be equally enjoyed by residents and workers, and that this experience will enhance the district's economic base and be reflected in positive property values for the USBID's members.

Programs and services provided by the USBID are:

**Clean and Safe:**

- Steam Cleaning – Sidewalks are steam cleaned every two weeks.
- Community Service Ambassadors – Ambassadors are located throughout the USBID to greet and assist the public with information and directions, and guide those in need of social services to appropriate resources.
- 10B Police Officers – 10B Police officers are on patrol in the district Tuesday through Saturday from 11am to 9pm.
- Graffiti Removal – People are on duty to clean litter from the sidewalks and to remove graffiti.

**Other:**

- Marketing, Streetscapes & Beautification – Promoting the Union Square area and its interests through special events, marketing activities and public relations, décor and other improvements to beautify the area.
- Public Affairs Advocacy – Advocating public policy and services to ensure the economic vitality of the district.



UNION SQUARE BUSINESS IMPROVEMENT DISTRICT  
NOTES TO FINANCIAL STATEMENTS

June 30, 2010

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

**Basis of Accounting**

The USBID prepares its financial statements in accordance with accounting principles generally accepted in the United States of America, which involves the application of accrual accounting; consequently, revenues and gains are recognized when earned, and expenses and losses are recognized when incurred.

**Basis of Presentation**

**Classification of Net Assets**

Accounting principles generally accepted in the United States of America require that the USBID report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. Accordingly, the net assets of the USBID are classified and reported as described below:

*Unrestricted:* Those net assets and activities which represent the portion of expendable funds that are available to support the USBID's operations. A portion of these net assets may be designated by the Board of Directors for specific purposes.

*Temporarily Restricted:* Those net assets and activities which are donor-restricted for (a) support of specific operating activities; (b) investment for a specified term; (c) use in a specified future period; or (d) acquisition of long-lived assets.

*Permanently Restricted:* Those net assets and activities which are permanently donor-restricted for holdings of (a) assets donated with stipulations that they be used for a specified purpose, be preserved, and not be sold; or (b) assets donated with stipulations that they be invested to provide a permanent source of income.

As of June 30, 2010, the USBID did not have any net assets meeting the definition of permanently restricted.

**Use of Estimates**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

**Fair Value of Financial Instruments**

The carrying amounts of cash and cash equivalents, receivables, and accounts payable approximate fair value because of the short maturity of these instruments. The carrying amounts of long-term receivables approximate fair value as these receivables and payables earn or are charged interest based on the prevailing rates.

**UNION SQUARE BUSINESS IMPROVEMENT DISTRICT**  
**NOTES TO FINANCIAL STATEMENTS**  
June 30, 2010

1. **ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Cash and Cash Equivalents**

The USBID considers all highly liquid investments with a maturity of three months or less when purchased to be cash equivalents.

**Assessments Receivable**

Assessments receivable, net represents obligations of local property assessments due to the USBID. Unpaid receivables do not accrue interest.

The USBID uses the allowance method to account for uncollectible assessments. The allowance for uncollectible assessments receivable reflects management's best estimate of the amounts that will not be collected based on historical experience and an evaluation of the outstanding receivables at the end of the year. As of June 30, 2010, the allowance for uncollectible assessments receivable is \$28,698. Of the outstanding balance, 50% is due from properties owned by the City and County of San Francisco.

**Grant Receivable**

The grant receivable is from the City to improve Hallidie Plaza. The grant receivable will be paid when eligible costs are incurred by the USBID and reported to the City.

**Furniture and Equipment**

The USBID capitalizes acquisitions of furniture and equipment with a cost or value in excess of \$1,000 and with an estimated useful life beyond one year. Purchased assets are recorded at cost; donated assets are recorded at estimated fair value or appraised value at the date of acquisition. Depreciation is calculated using the straight-line method based upon estimated useful lives ranging from 3 to 7 years. Maintenance and repairs are charged to expense as incurred; major renewals and betterments are capitalized. The cost and accumulated depreciation of assets sold or retired are removed from the respective accounts and any gain or loss is reflected in the statement of activities.

**Revenue Recognition**

**Assessment Revenue**

The USBID receives its support primarily from a special tax assessment levied by the City on properties located within the USBID in accordance with City Ordinance. The assessment is recorded by the USBID when earned. The City remits the assessment monies to the USBID as the assessments are collected from the property owners.

UNION SQUARE BUSINESS IMPROVEMENT DISTRICT  
NOTES TO FINANCIAL STATEMENTS  
June 30, 2010

I. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Revenue Recognition (Continued)

Contributions

The USBID recognizes all contributions in the year of receipt, regardless of compliance with restrictions. Contributions without donor-imposed restrictions are reported as unrestricted support. Contributions with donor-imposed restrictions are reported as either temporarily restricted or permanently restricted support, depending upon the type of restriction.

The satisfaction of a donor-imposed restriction on a contribution is recognized when the corresponding expenditures are incurred or when the time restriction expires. This occurs by increasing one class of net assets and decreasing another in the statement of activities. Such transactions are recorded as *net assets released from restrictions* and are reported separately from other transactions. The USBID records donor-restricted contributions and net investment income as increases in unrestricted net assets if the restrictions are met within the same year.

Contributed Goods and Services

Donated material and equipment are recorded as contributions at their estimated value on the date of receipt. Such donations are reported as unrestricted support unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use are reported as restricted support. Absent donor stipulations regarding how long those donated assets must be maintained, the USBID reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. The USBID reclassifies temporarily restricted net assets to unrestricted net assets at that time.

The USBID records contribution revenue for certain services received at the fair value of those services, if the services (a) create or enhance nonfinancial assets, or (b) require specialized skills, are provided by individuals possessing those skills, and would be purchased if not donated.

For the year ended June 30, 2010, the USBID received contributed goods and services in the amount of \$33,499.

Advertising

The costs of advertising are charged to expense as incurred. Advertising expense for the year ended June 30, 2010 was \$13,075.

**UNION SQUARE BUSINESS IMPROVEMENT DISTRICT**  
**NOTES TO FINANCIAL STATEMENTS**

June 30, 2010

**1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Income Taxes**

The USBID is a qualified organization exempt from federal income taxes under §501(c)(4) of the Internal Revenue Code and §23701d of the California Revenue and Taxation Code.

The USBID has adopted the accounting standard on accounting for uncertainty in income taxes, which prescribes a recognition threshold and measurement attribute for the financial statement recognition and measurement of a tax position taken, or expected to be taken, in a tax return and requires the affirmative evaluation that is more-likely-than-not, based on the technical merits of a tax position, that an enterprise is entitled to economic benefits resulting from tax positions taken in income tax returns.

If a tax position does not meet the more-likely-than-not recognition threshold, the benefit of that position is not recognized in the financial statements. This standard also requires organizations to disclose additional quantitative and qualitative information in their financial statements about uncertain tax positions. The USBID's adoption of this standard did not have a material impact on the financial statements.

The USBID's evaluation on June 30, 2010 revealed no tax positions that would have a material impact on the financial statements. The 2006 through 2009 tax years remain subject to examination by the Internal Revenue Service. In addition, the 2005 through 2009 tax years remain subject to examination by the California Franchise Tax Board. The USBID does not believe that any reasonably possible changes will occur within the next twelve months that will have a material impact on the financial statements.

**Concentrations of Risk**

**Financial Instruments**

Financial instruments which potentially subject the USBID to concentrations of credit risk consist principally of cash and cash equivalents. The USBID maintains its cash in various bank deposit accounts which, at times, may exceed federally insured limits. The USBID has not experienced any losses in such accounts. In May, 2010, the USBID adopted a policy requiring all funds be fully insured and as of June, 2010, all funds were fully insured. Management believes that the USBID is not exposed to any significant credit risk related to concentrations.

**Functional Allocation of Expenses**

The costs of providing various program and supporting services have been summarized on a functional basis in the accompanying statement of functional expenses. Accordingly, certain costs have been allocated among program and supporting services benefited.

**UNION SQUARE BUSINESS IMPROVEMENT DISTRICT**  
**NOTES TO FINANCIAL STATEMENTS**  
June 30, 2010

1. ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

**Recent Accounting Pronouncements**

In June 2009, the Financial Accounting Standards Board (FASB) issued the FASB Accounting Standards Codification (the Codification). The Codification replaces all previously issued accounting standards, is the single source of all authoritative accounting principles recognized by the FASB to be applied by nongovernmental entities in the preparation of financial statements in conformity with accounting principles generally accepted in the United States of America, and is effective for all interim and annual periods ending after September 15, 2009. The adoption of this pronouncement only impacts references for accounting guidance and has no effect on the USBID's financial condition, results of operations or cash flows.

2. FURNITURE AND EQUIPMENT, NET

Furniture and equipment, net at June 30, 2010 consist of the following:

Furniture and equipment	\$	17,855
Less accumulated depreciation		<u>(2,415)</u>
	\$	<u>15,440</u>

For the year ended June 30, 2010, depreciation expense was \$1,827.

3. LINE OF CREDIT

The USBID obtained a revolving line of credit from Bank of America on October 7, 2009, which expires on October 1, 2010, for a maximum borrowing amount of \$500,000. Interest is payable at the prime rate plus 1.75% (5.00% at June 30, 2010). The line of credit is secured by the USBID's equipment and receivables. There was no outstanding balance on the line of credit at June 30, 2010. The USBID intends to renew the line of credit.

4. UNRESTRICTED NET ASSETS

Unrestricted net assets at June 30, 2010 are as follows:

Clean and safe	\$	394,290
Marketing		240,641
Management		181,423
Net investment in furniture and equipment		15,440
Undesignated		<u>554,862</u>
	\$	<u>1,386,656</u>

**UNION SQUARE BUSINESS IMPROVEMENT DISTRICT**  
**NOTES TO FINANCIAL STATEMENTS**  
 June 30, 2010

**5. TEMPORARILY RESTRICTED NET ASSETS**

Temporarily restricted net assets at June 30, 2010 are available for the following purposes:

Hallidie Plaza	\$ 67,212
Marketing	37,692
Maiden Lane	<u>29,164</u>
	<u>\$ 134,068</u>

**6. COMMITMENTS**

The USBID is obligated under a noncancelable operating lease agreement for its office and storage. The lease term is February 1, 2010 through August 31, 2013. The USBID also leases equipment with monthly lease payments expiring November, 2012.

The following is a schedule of minimum lease commitments for the years ending June 30:

2011	\$ 28,882
2012	27,049
2013	26,600
2014	<u>4,462</u>
	<u>\$ 86,993</u>

Rent expense for the year ended June 30, 2010 was \$51,054.

**7. RELATED PARTY TRANSACTIONS**

The USBID rented office space at 870 Market Street through January, 2010. James Flood, President of the Board of Directors, has an ownership interest in the building. During the year ended June 30, 2010, office rent of \$41,193 was paid on the 870 Market Street office. Commencing February, 2010, the USBID moved its office to 323 Geary Street and entered into a noncancelable operating lease agreement, as noted in the *Commitments* note. The 870 Market Street office was taken over by MJM Management Group (MJM), the service provider for the clean and safe services of the USBID. Accordingly, a portion of the amounts paid to MJM represents rent at 870 Market Street.

MJM is the primary service provider for the clean and safe services that the USBID provides. One of the USBID's Board of Directors is a consultant for MJM. MJM also employs the daughter of the USBID Board President. Accordingly, both Directors abstain from voting for all matters regarding MJM. During the year ended June 30, 2010, the amount paid to MJM was \$1,396,321. At June 30, 2010, \$69,455 of accounts payable is payable to MJM.

UNION SQUARE BUSINESS IMPROVEMENT DISTRICT  
NOTES TO FINANCIAL STATEMENTS  
June 30, 2010

7. RELATED PARTY TRANSACTIONS (CONTINUED)

In May, 2010, the USBID signed a \$22,000 sponsorship agreement with Macy's to help sponsor the Union Square Jazz Series presented by Macy's. A Board of Director of the USBID is also a consultant for Macy's.

8. SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION

Cash paid for interest for the year ended June 30, 2010 was \$4,473.

9. SUBSEQUENT EVENTS

The USBID entered into an agreement with MJM to provide cleaning, maintenance, and ambassador services to the USBID. The term of the agreement is July 1, 2010 through June 30, 2019.

Effective September, 2010, the USBID executed an amendment to its existing operating lease agreement for its office to extend the lease agreement to August, 2013 and include additional storage.

In August, 2010, the USBID signed a contract with a graphic design company to rebrand its identity and to develop a new USBID website for \$98,500.

The USBID has evaluated all subsequent events through September 8, 2010, the date the financial statements were available to be issued.

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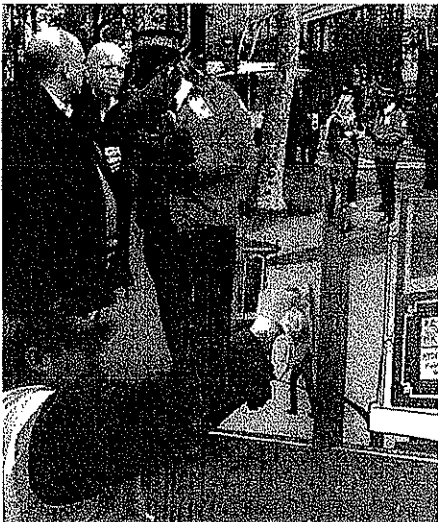


# GREATER UNION SQUARE BUSINESS IMPROVEMENT DISTRICT MANAGEMENT PLAN

Revised October 2010

Prepared by the Union Square BID Board, Greater Union Square BID Steering Committee, Linda Mjellem of the Union Square Association and Karin Flood Eklund of MJM Management Group.

And pursuant to the State of California and Business Improvement District Law of 1994 and augmented by Article 15 of the San Francisco Business and Tax Regulations Code to reauthorize a business improvement district for the Union Square area in San Francisco, California.



*Prepared for the  
San Francisco Board of Supervisors  
And Business and Property Owners in the  
Union Square area*



## I. The Greater Union Square Business Improvement District AT-A-GLANCE

The Union Square Business Improvement District (BID) or "Existing BID" is a special assessment district originally established in 1999 by a group of concerned property owners and merchants to improve the cleanliness, safety and the economic vitality of the Union Square area. The Union Square BID was originally set up for a five year period. It was then renewed in 2004 for an additional five years; this current authorization expires June 30, 2009.

This Greater Union Square BID Management Plan or "Proposed BID" Plan describes the proposed reauthorization of the district for a 10-year period beginning July 1, 2009. It also proposes expansions to the current district in both the geographic area included and the services offered. The expanded district will be called the Greater Union Square Business Improvement District.

**Location:** Approximately 27 whole or partial blocks surrounding Union Square and bounded on the north by a varying boundary including Bush, Sutter, Post and Geary Streets, on the east by Kearny Street and Claude Lane, on the south by Market Street, and on the west by a varying boundary including Mason, Shannon Alley, and Taylor Streets (please see map of the Greater Union Square BID on page 10).

### Northern Boundary:

- Geary Street from Shannon Alley to Taylor (south side only);
- South side of Post Street from Taylor to Mason;
- North side of Sutter from Mason to Powell and including parcels 0284 002, 0284 003, 0284 026-064 and 0284 025 and
- South side of Bush from Powell Street to Mark Lane.

### Southern Boundary:

- North Side of Market Street from Kearny Street to Cyril Magnin including parcel 0341 013 on the West intersection of Cyril Magnin and Market Streets and
- South Side of Market Street from 4<sup>th</sup> Street to 5<sup>th</sup> Street including parcel 3706 047 on the east corner of 4<sup>th</sup> and Market Streets.

### Eastern Boundary:

- West side of Kearny Street from Market to Sutter Streets and
- The intersection of the west side of Claude Lane and north side of Sutter and the intersection of the west side of Mark Lane and Bush Streets. (Claude Lane and Mark Lane are not included in the district.)

Western Boundary:

- East side of Mason Street from Eddy Street to O'Farrell Street;
- East side of Mason from Post to Sutter including parcels 0284 012, 0284 026-064, and 0284 025;
- Taylor Street from O'Farrell Street to Post Street on the West side and two parcels on the East side of Taylor Street 0317 001 and 0317 002 and
- East side of Shannon Alley (between O'Farrell & Geary) including three parcels 0317 002, 0317 026 and 0317 027;

**Services:** The Greater Union Square BID proposes to enhance the experience of visitors to the Greater Union Square area by continuing to provide the maintenance and public safety services currently offered in the original Union Square BID. The expanded Greater Union Square BID geographic area will receive the same level of services as the existing BID receives now.

**These continued services are:**

- **Cleaning and Maintenance** which includes 8-12 full-time equivalent (FTE) maintenance workers providing daily sidewalk sweeping, and graffiti removal, trash receptacle control including topping off and wiping down receptacles and removal of bulky items. Daily maintenance hours are between 6:00 a.m. – 9:00 p.m. The district will be steam cleaning cleaned every two weeks.
- **Public Safety** which includes a daily assignment of one uniformed 10B SFPD officer per shift during the hours of 11:00 a.m. -11:00 p.m. Thursday – Saturday and 11:00 a.m. - 7:00 pm Sunday – Wednesday; a corps of 8 full-time equivalent (FTE) uniformed Community Service Ambassadors who support police and property owners in crime prevention, assist visitors with area information and provide street population/homeless with social services information. All public safety personnel carry two-way radios that are connected to a centralized dispatch where one dispatcher will be on site daily between the hours of 8:30 a.m. and 10:00 p.m. The Ambassador hours are 9:00 a.m.-10:00 p.m. 8:30 a.m. to 11:00 p.m. Monday-Friday and 10:00 a.m. 9:00 a.m.-10:00 p.m. Saturday and Sunday.

**To maintain Union Square's standing as a premiere retail, hotel and theater district and favorite visitor destination additional services are proposed.**

**The proposed expanded services are:**

- **Marketing** for the Union Square district including the design and production of a district map, an updated website, and special events to draw visitors to the area and promotional campaigns to encourage visitors and create reasons for them to come to Union Square.
- **Advocacy** including promoting a clean, safe, and vibrant district to assure a positive experience for all visitors, workers and residents.

- **Beautification programs** including hanging additional flower baskets at certain intersections and entry points to the district, plaques on city receptacles and maintenance carts to brand the district and seasonal décor and holiday lighting throughout the district.
- **Capital improvements** to provide for way finding signage and other public right of way enhancements to the district.

**Method of Financing:** Benefit based assessments on properties within the district.

**Budget:** Total district budget for the first year of reauthorized operation is approximately \$3.04 million.

**Management Corporation:** The Union Square Business Improvement District Corporation, a non-profit corporation, has been providing services since July 1, 1999. It is anticipated that this organization will continue to manage and provide services through the BID or contract with an outside agency for services.

**Assessment:** The first year annual assessment rate is calculated at \$70.58 per linear foot of the property sidewalk frontage for all properties for clean and safe services plus a flat marketing and advocacy fee for non-residential properties based on the property building categories as outlined below.

Property Type	Clean and Safe (per Linear Street Foot)	Marketing and Advocacy (per Assessor's Parcel)
Category 1 Property (Less than 2,000 building sq. ft.)	\$70.58	\$75.00
Category 2 Property (2,000-4,999 bldg. sq. ft.)	70.58	150.00
Category 3 Property (5,000-9,999 bldg. sq. ft.)	70.58	500.00
Category 4 Property (10,000-29,000 bldg. sq. ft.)	70.58	1,000.00
Category 5 Property (30,000-99,000 bldg. sq. ft.)	70.58	1,250.00
Category 6 Property 100,000 or more bldg. sq. ft.)	70.58	5,000.00
Residential Property	70.58	0.00
Public Property	70.58	0.00
Hallidie Plaza Parcels (1)	3.55	0.00

(1) The Hallidie Plaza Parcels are assessed per Lot Square Footage.

**All Assessors' Parcels except Hallidie Plaza Parcels:**

Assessor's Parcel Annual Assessment	=	Clean and Safe Assessment (\$70.58)	X	Linear Street Footage	+	Marketing and Advocacy Amount
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**Hallidie Plaza Parcels:**

Hallidie Plaza Parcel Annual Assessment	=	Clean and Safe Assessment (\$3.55)	X	Lot Square Footage
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**Escalation factor:** Assessments for years 2 through 10, and may be subject to annual adjustment by the Bay Area Consumer Price Index (CPI) for all urban consumers, or a maximum of 3%, whichever is less.

**City Services:** The Board of Supervisors of the City and County of San Francisco, by reauthorizing the district, will confirm its intention to ensure a baseline level of services equivalent to the level that it provides elsewhere in similar areas of the City.

**Formation Process:** District formation or reauthorization requires submission of petitions from property owners representing at least 30% of the total proposed assessments. Administrative staff assisting the existing BID will send out these petitions. If this threshold is reached, the Board of Supervisors may adopt a Resolution of Intent to propose establishing the district and to levy the assessments for 10 years. If the Resolution of Intent is approved by the Board of Supervisors, the Department of Elections of the City and County of San Francisco will mail out assessment ballots to all owners of properties included in the proposed district. The Board of Supervisors will hold a public hearing between 45-90 days after adopting the Resolution of Intent. At this hearing, the ballots will be counted. More than fifty (50%) of the returned weighted ballots must be in support of the district for the Board of Supervisors to vote on the reauthorization and expansion of the Union Square BID. "Weight" is determined by the percentage of monetary contribution each property owner will make to the Business Improvement District based upon the assessment methodology. A majority of the Board of Supervisors must vote to approve the re-establishment of the district.

**Duration:** The reauthorized district will have a 10-year term.

**Disestablishment:** There will be a thirty day window every year beginning on the one-year anniversary of the establishment of the Greater Union Square BID, in which property owners may petition to disestablish the Greater Union Square BID. If the owners of real property who pay 50% or more of the assessments levied submit a written petition to disestablish, the Board of Supervisors will do so. Any remaining revenues derived from the assessment or sale of assets purchased with the assessment will be returned to the owners of the property proportionate to the amount that each owner paid.

## II. WHY REAUTHORIZE THE UNION SQUARE BUSINESS IMPROVEMENT DISTRICT?

While there are a number of compelling reasons for reauthorizing the existing Union Square BID, perhaps the most significant is its history of success. Through its maintenance and public safety programs over the last 10 years, the Union Square BID has proven that these supplemental services are effective in enhancing the experience of Union Square as a whole. Tourists and visitors to the area, as well as local residents, have noticed a visible difference in the safety, cleanliness, and overall friendliness of the area. These statistics testify to the effectiveness of the BID's programs:

- During FY 2007/2008 alone, the Public Safety Ambassadors documented contact and assistance to 473 transients in addition to 177 shelter referrals, logged 50 Mobil Assistance Patrol (MAP) calls, and assisted BID businesses 549 times for reasons including suspicious persons, attempted shoplifting, general questions, trash, or other assistance.

The recent redesign of Union Square Park and the redesign plans for Hallidie Plaza represent a significant public investment in the area, underscoring the importance of continually meeting the new standards for cleanliness and safety that have been established through the BID. For many visitors, Hallidie Plaza at Powell and Market is the entry point to Union Square and as such should be clean, safe and welcoming. The Greater Union Square BID will include Hallidie Plaza. Additionally, the City of San Francisco will contribute toward the maintenance, safety and activation of this important gateway to the Union Square area.

Even more compelling, the current economic crisis and recessionary business environment require a committed response in order to attract new business into the area to maintain a healthy retail and mixed use environment for existing businesses and to provide a vibrant neighborhood for visitors, workers and residents to participate in.

While continuing the BID's maintenance and public safety programs are important, implementing additional marketing and advocacy services in difficult times is essential for encouraging visitors to come to Union Square to shop, dine, visit the theater and to stay overnight in a hotel. Increasing this market awareness includes making Union Square more easily accessible through maps and signage, creating greater draw through special events and targeted marketing promotions, and positioning the area most competitively.

The BID is an effective means to achieving positive results for district property owners, businesses and residents. Reauthorizing and expanding the BID accomplishes the following:

- **Continued enhancement of the Union Square experience.** As a private/public partnership, the Union Square BID has provided visible and effective safety and maintenance services that offer visitors the opportunity to have a positive experience when visiting the area. This improved standard of safety and cleanliness makes local residents, visitors, and tourists feel more welcome. A cleaner, safer, and more vibrant atmosphere directly increases business volume and property values.
- **An opportunity to continue private sector oversight and accountability.** A Board of Directors consisting of Union Square property and business owners oversees the management of the BID. The Board develops the annual business improvement plan and budget, and it ensures that the district is directly accountable to those who pay for services. A newly constituted Board for the reauthorized district will represent the expanded district and be open to this broader constituency.
- **An equitable distribution of costs and benefits.** The Union Square BID is based on the "benefit assessment district" concept, which provides for an assessment on property to be raised within a geographic district. Proceeds are directed back to the district to provide services offering special benefit to the properties located within the district. Assessments are based upon a formula that equitably distributes costs and benefits that are tailored to fit the specific BID.

### III. WHAT IS A BUSINESS IMPROVEMENT DISTRICT?

**A BID provides essential services, such as safety, cleaning and maintenance and marketing, to supplement and complement those provided by local government.** Hundreds of districts have been formed in recent years as local business communities respond to declining municipal budgets and services. While local governments provide a baseline level of service, property owners have realized that in order to create a truly positive and unique experience for visitors they need to invest in their business districts above and beyond what the City provides.

The Union Square BID when established in 1999 was the first BID formed in San Francisco. Now there are currently nine such special districts in the City today including Fisherman's Wharf, Yerba Buena Gardens, Central Market, the Tenderloin, The Castro/Upper Market, Noe Valley, the Mission, and the Fillmore Jazz Preservation District.

In a broader view, the International Downtown Association estimates that more than 950 downtown business improvement districts currently operate throughout the United States and Canada. BIDs have proven their value by providing services that improve the overall viability of central business districts with the result measured in increased property values and retail sales.

The Union Square BID was originally formed under the provisions of California's Streets and Highways Code 36600 et seq. Property and Business Improvement District Law of 1994", a piece of legislation that ushered in a new generation of BIDs in California by allowing for a greater range of services and assuring independence from government. San Francisco augmented the Property and Business Improvement District Law of 1994 with the passage of Article 15 of the San Francisco Business and Tax Regulations Code in 2004.

These laws include provisions that in San Francisco:

- Allow BIDs to undertake services including safety, maintenance, marketing, capital improvements, economic development, and special events.
- Allow revenue for services to be raised from assessments on property.
- Require petition support from private property owners paying more than 30% of proposed private property assessments to form a BID and ballots representing more than 50% support of the ballots returned.
- Provide for up to a 15-year life for a BID and require a new petition process to reauthorize a district.

Since the passage of the Property and Business Improvement District Law of 1994, new BIDs have been formed as well as older BIDs reauthorized in dozens of California communities. As a result of the clear successes of established BIDs, more districts are currently being formed in San Francisco as well as throughout California and the United States.

As BIDs have proliferated, a national organization has been formed called the International Downtown Association for the purpose of sharing resources and promoting best practices throughout the country. Such growth is a strong testament to the effectiveness and positive results demonstrated by BIDs in communities everywhere. San Francisco has also organized an informal consortium of Community Benefit Districts or (CBDs) the more



common name for these special assessment districts in San Francisco that meets regularly to share ideas, resources, information about vendors etc.

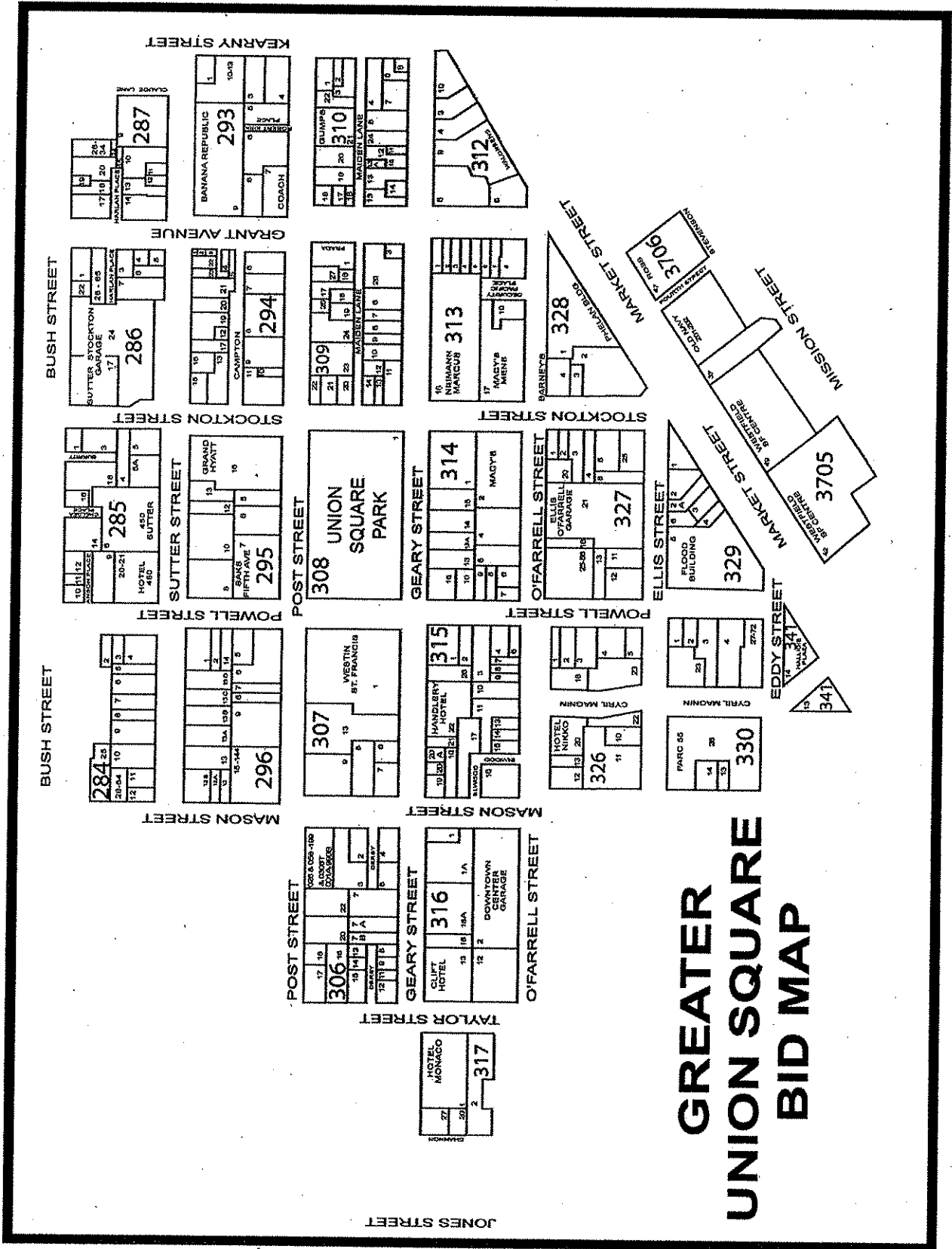
#### **IV. UNION SQUARE BUSINESS IMPROVEMENT DISTRICT BOUNDARY**

The expanded Union Square BID consists of an approximately 27 block area surrounding Union Square and representing the heart of San Francisco's retail district. It includes the center of the city's theater district and a large share of the downtown hotel concentration that supports the city's crucial tourism industry.

The district is bounded on the north by a varying boundary including Bush, Sutter, Post and Geary Streets, on the east by a varying boundary including Kearny Street, Claude Lane and Mark Lane, on the south by Market Street, and on the west by a varying boundary including Mason, Shannon Alley, and Taylor Streets.

The map on the following page illustrates the expanded district and defines its boundaries. Within this service area there are 2980 parcels which include both public and private ownership.

Property that is zoned solely for residential use will be subject to assessment based on a proportion of the linear frontage of the building for the clean and safe services. Residential properties will not be charged for the marketing and advocacy portion of the budget or the portion of the administration that is required for marketing and advocacy which added together is approximately twelve percent (12%). Please see section on assessment formula.



# GREATER UNION SQUARE BID MAP

## V. SERVICE PLAN

### **Service Plan Development Process**

Under the leadership of the BID's non-profit Operating Board of Directors, the existing Union Square BID has implemented two principal programs since the BID's formation in 1999. These have been the Cleaning and Maintenance Program and the Public Safety Program. As a direct result of these services, the quality of life and the business as well as residential environment have demonstrated real improvement in the cleanliness and safety of the area. The public sector has also benefited from cleaner, safer and a more welcoming environment.

Recognizing the value of these programs' impact and the need for ongoing and increasing improvement, the Board has elected to continue these services in a reauthorized district. In addition, recognizing the challenges inherent in an urban business setting, the Board concluded that the addition of new services would be important in maintaining the awareness of the unique business environment – especially during a severe economic downturn.

Thus, the Board has proposed to expand the district services to include programs for marketing and promotion, advocacy, beautification, and capital improvements. This expanded package of services is intended to ensure both the continuity of existing services as well as new initiatives designed to promote both stability and growth.

### **Enhanced Service Plan for the Expanded Union Square BID**

The service plan development process began with a survey of Union Square property owners to identify stakeholders' concerns. The survey results revealed a continuing commitment to support programs that enhance the experience of the Union Square area and contribute to a safer and more vibrant community. The service priorities that the district stakeholders support are the two existing programs for Maintenance and Public Safety; they also support the addition of services for Marketing, Advocacy, Beautification, and Capital Improvements. Each program is outlined below.

#### 1. Cleaning and Maintenance Program

##### Objectives

The reauthorized Union Square BID plans to continue supplementing those services provided by the Department of Public Works (DPW) throughout the expanded district with a comprehensive program ensuring maximum possible cleanliness of sidewalks, curbs, street fixtures and buildings within the boundaries of the district. Using teams of daily workers and other managed programs, this program is designed to strive for litter-free sidewalks that are absent of graffiti or other signs of decay. The goal is for property owners, merchants, and visitors alike to maintain pride in the area and for important perceptions of cleanliness and increased safety to contribute to a vibrant community.

##### Service Outline

The Union Square BID's managed programs include continuous daily sidewalk sweeping, refuse removal, gum removal, regular steam cleaning, pressure washing on an as needed basis, systematic graffiti removal, and a paint crew. The district will continue to be continuously cleaned by a team of maintenance workers, seven days per week, from 6:00 a.m. until 9:00 p.m. In addition, project crews, working 5 days per

week, will target problem areas, remove graffiti where appropriate, and undertake painting projects. Maintenance supervisors will continue the campaign of graffiti removal, through direct contact with individual property owners, to supplement the City's general graffiti program.

The BID office maintains a hotline enabling community members to report problems and request service or actions in support of the area's improvement. The dispatch center will operate from 8:30am to 10:00pm daily. This will be supplemented by the addition of new technology solutions now being developed to provide enhanced communication between the community and BID dispatch center. A digitally enhanced Daily Activity Report (DAR) system will allow for such options as sending text messages and photos of problem conditions directly to the dispatch center. The goal is to expand the range of options for communicating area needs so they can be most efficiently addressed.

#### Operations and Strategy

The Greater Union Square BID's maintenance program will continue to operate from a central facility within close proximity of the district. The Management Corporation will research the cost effectiveness of either continuing to contract out for services or operating an in-house program. The contractor, reporting directly to the BID Executive Director, will continue to be responsible for the overall sanitation effort, scheduling and shift management, and other activities supporting the program.

Maintenance workers will continue to be assigned to patrol sectors and will ensure equal coverage throughout the district. In addition to regular patrols, the supervisor will review a daily report from the central office summarizing calls on the hotline and through the new digital system summarizing calls and other messages requesting service for the special projects team. The supervisor then coordinates these requests within the current schedule to provide rapid response based on the priority of each problem.

In order to provide a clear and distinct identity for BID maintenance workers that support the image of Union Square, workers will continue to be issued colorful uniforms that include the BID logo. They will continue to receive training that includes an understanding of the mission of the BID as well as information about the area that enables them to be knowledgeable and helpful to the public. BID management will continue to focus efforts on fostering positive worker attitude and enthusiasm. The need for ongoing training and monitoring of worker performance is clearly understood and remains a priority.

The BID is committed to continue efforts to hire sanitation workers through a referral program that benefits the City's homeless community. Efforts will also be made to hire formerly homeless individuals through existing programs designed to help them transition from living on the street to becoming a productive community member through employment.

## 2. Public Safety Program

### Objectives

The Union Square BID continues to view the goal of its public safety efforts as producing an environment in which citizens, visitors and merchants feel comfortable and secure. A key objective remains to improve the quality of life for persons living, working or visiting the district and continually improving the experience of visitors by providing a safe and welcoming presence throughout the area.

### Community Service Ambassadors

The BID's team of Community Service Ambassadors (CSAs) is a key element of the program's success. Their primary function is to assist the public with information and to direct them to destinations within the area, drawing on their extensive knowledge of local geography, area businesses, transportation systems, and other useful information. They are provided with hand held GPS devices that are useful in directing people to their destinations. CSAs are good will ambassadors who assist the public in navigating the district with a welcoming and informed presence.

They also play an important role in promoting the Union Square area as safe and friendly. They are easily visible and identifiable by their red uniform jackets. Their presence is a deterrent to misdemeanor crime, and they carry hand held radios that enable them to report conditions or observations of criminal activity immediately through dispatch to the San Francisco Police Department (SFPD). It is important to recognize, however, that their role is one of deterrence, not of enforcement.

The CSA's training includes extensive knowledge of the area, local businesses, and transportation systems. It also focuses on observation and reporting protocols. Most importantly, it provides information and techniques that enable them to assist anyone on the street in need of social service programs, shelters, and places to eat. It also emphasizes sensitivity to individuals with special needs and includes training in handling emergency situations.

The CSAs also play an important role in interfacing with SFPD. In this way, they perform a valuable function in contributing to public safety in the BID. They receive extensive training in understanding the laws governing quality of life offenses and public nuisances, as well as procedural guidelines essential to their relationship with the SFPD. CSAs and the BID's dispatch work diligently to employ excellent communication procedures that enable prompt response from the SFPD when an incident occurs. It is this partnership between the BID's CSA team and the SFPD that provides greater public safety and acts as an efficient crime deterrent.

CSAs are a visible but unarmed presence and have no special police powers. Each CSA carries a radio allowing for continual contact both with other CSAs on duty, as well as with the BID's central dispatch. While the CSAs are the "eyes and ears" for the district, the focus for the program is on information and public assistance. The dispatch handles direct contact with police and requests assistance as necessary using standard emergency procedures.

The expanded district will be organized into sectors, as has been the case with the original district. Each sector is monitored by its own CSAs between 9:00 a.m. and 10:00 p.m. 8:30 a.m. and 11:00 p.m. seven days a week Monday-Friday and 9:00 a.m.-11:00 p.m. Saturday and Sunday. Consistent assignment of the same CSAs to the same sector is effective in maximizing relationship-building with the merchants and businesses in the area and supports the relevant knowledge base each CSA brings to their role.

The BID's Central Dispatch Center will be operated daily from 8:30 a.m. to 10:00 p.m. Calls will be answered by trained Dispatchers. Community Service Ambassadors may fill in for Dispatchers from time to time as the need arises.

The CSA program goals can be summarized as follows:

- Public awareness and “crime watch”-style programs to involve merchants and citizens.
- Reduction of criminal activities, public intoxication, and public nuisance crimes through the persuasive efforts of the CSAs and the coordinated enforcement back-up provided by SFPD.
- Continuing development of relationships between CSAs and each sector’s merchants, greeting them regularly and offering assistance.
- Continued development of strong, supportive relationships between CSAs and SFPD officers.
- Continued maintenance of a centralized database used for monitoring progress and allocating resources.
- Ongoing assistance to the homeless by providing useful information and referral to social services.

#### CSA Training:

Rigorous training and careful management are critical to the success of the BID's CSA program. Special attention is paid to the CSA's mannerisms, language and attire in order to best influence the public's perception. A non-confrontational approach is maintained throughout the process as the most effective in achieving results. A detailed operations and training manual has been developed that reflects the knowledge and best practices of BID programs throughout the country. This has served as a substantial asset in providing effective solutions throughout the Union Square community.

#### 10B Police Officer

The Union Square BID employs a 10B SFPD officer to provide a uniformed presence and provide the enforcement element of the Public Safety Program. A 10B officer is a regular uniformed SFPD officer who is assigned directly to and paid for by the BID. The 10B officer has a direct communication link via radio to the CSAs, as well as to SFPD dispatch. The expanded BID includes a larger geographic area and will require the assignment of a second 10B officer to provide continuous and adequate coverage for the larger district eight hours Sunday—Wednesday and for 12 hours daily Thursday—Saturday ten hours daily. These officers patrol the entire BID area, responding to calls from within the district boundaries. The CSAs work closely with the officer in their area in order to communicate problems as well as ongoing public safety concerns in the district.

### 3. Community Relations

#### Objectives and Strategy

The Union Square BID's effectiveness in forming and maintaining its relationships to the community is critical to the organization's success. This is clearly recognized by the BID's leadership, and it is central to this plan that effective and productive community relations programs will sit at the center of the reauthorized district. A strong effort will emphasize the importance of positive relationships with citizens and the business community in an atmosphere of maximum community involvement.

#### Communication and Public Relations

The BID's executive director plays a central communications role and spends considerable time addressing community meetings, working one-on-one as a problem solver, and in speaking to the media in representing the BID and its objectives for community betterment.

Regular activities and initiatives that support this task include:

- Newsletter provided regularly to district merchants, property owners, and members of the media.
- Ongoing media relations.
- Coordination services among merchants and the public sector.
- Utilization of neighborhood social services to help problem areas.
- Union Square BID website with useful and important links.
- Regular attendance at community and city meetings.
- Participation on committees of neighborhood organizations.
- Issuing press releases on the BIDs programs and the positive results attributable to them.

### New and Expanded Programs

#### Marketing

The Union Square BID Board of Directors has concluded that new programs that enhance the district's image, appeal, and visibility will contribute important value to the expanded and reauthorized BID. These are seen as especially useful and necessary at a time of serious economic downturn as is currently the case. These marketing programs will promote the district and its properties and businesses through special targeted programs and initiatives.

The first initiative will include the production of a map and guide to Union Square that will be distributed by the Ambassadors as well as the Convention and Visitors Bureau, hotels and other venues in the area. The map will call out the important retail shops, hotels, theaters, restaurants and other points of interest throughout the district.

The second initiative will include the creation and production of special events that draw residents and visitors into the area as a means of additional exposure. Some of the successful events in the past organized or supported by the Union Square Association have included the Cable Car Bell Ringing, SF Jazz Summerfest, Crab Cracking at Union Square, Holiday Ice Rink in Union Square, Macy's Flower Show Sale and Holiday Stroll.

Other specific promotional campaigns with the goal of creating interest and attracting activity to the area's businesses would also be organized. For example after 9/11 retailers were encouraged to display American Flag decals in their windows to encourage visitors to shop and support the United States.

Other elements of the marketing program will include branding campaigns such as placing plaques with the Greater Union Square BID logo on the city garbage receptacles throughout the district as well as on the maintenance carts of the maintenance workers. This branding campaign can be effective in creating a unique look and identity that ties the area together through thematic elements such as color, icons, and logos.

Other marketing initiatives can be undertaken as appropriate and as budget resources allow.

#### Advocacy

The purpose of advocacy is to promote Union Square as a clean, safe, and vibrant district. This goes well beyond the marketing programs that create image and visibility and, in fact, advocate for services and resources that increase the area's perceptions as a friendly, clean, and exciting place for dining, shopping, entertainment, and investing in business opportunities and properties. It is intended to support business growth and property values and can be especially advantageous in a recessionary economic environment.

#### Beautification

Adding beauty to a community can often add value and often consists of simple touches. One of the most effective is a program of providing and maintaining hanging flower baskets at key intersections and entry points of the district. This has been done with great effectiveness in various neighborhoods around the city. It adds a special liveliness through colorful seasonal plant materials and acts as a thematic element that defines a community and visibly ties it together. Seasonal decorations are another option for adding to the look and draw of the area.

#### Streetscape Improvements

The BID can serve as an effective vehicle for planning and implementing a program of capital improvements that can become considerable community assets. Design and installation of way finding signage for example is an effective means of improving access and promoting the locations of area businesses and amenities.

### **C. Services Plan 2009- 2010 through 2018-2019 Operating Budgets**

The Union Square BID will continue to operate under its existing authorization through June 30, 2009, which is the expiration of the second 5-year life of the original formation authorized by the Board of Supervisors. Any remaining funds from the existing BID will be used to continue clean and safe operations in the existing BID area after the June 30, 2009 expiration date but before the proposed BID anticipates starting services in the expanded area in January, 2010. The BID Board has elected to proceed with a reauthorization of 10 years which is allowed under the BID legislation.



The services' plan budget has been developed to provide services identified as top priorities by the Union Square area's stakeholders. The amount collected in assessments for the Greater Union Square BID for the first fiscal year 2009-2010 will be \$3,040,061. For subsequent fiscal years 2010-2011 through 2018-2019 the budget will increase with annual assessment adjustments of the Bay Area consumer Price Index (CPI) for all urban consumers, or 3%, whichever is less. (Operating budget detail is provided on page 19.)

There are four major activity centers within the BID budget:

### CONTRACT SERVICES

- **Cleaning and Maintenance Services:** The maintenance services budget provides eight (8) twelve (12) full-time equivalent sidewalk litter personnel. Maintenance services are provided seven days per week from 9 a.m. 6 a.m. to 9 p.m. Sidewalk litter service will be provided 365 days per year. There will also continue to be This includes a special projects crew to provide graffiti removal, special painting and on call maintenance, five days per week, eight hours a day. The entire district will continue to receive steam cleaning approximately every two weeks.
- **Public Safety:** The public safety services budget provides the equivalent of eight (8) full-time Community Service Ambassadors providing services from 9 a.m. to 10 p.m., 8:30 a.m. – 11:00 p.m. Monday – Friday and 9:00 a.m. – 11:00 p.m. Saturday and Sunday. 7 days per week. Specific time schedules will vary depending upon needs. The budget also includes staffing to operate the dispatch center with one dispatcher during the hours of 8:30 a.m. to 10:00 p.m. daily. Program support expenses include supplies, insurance, payroll, taxes and benefits.
- **10B Police Officer:** The 10B Police Officer budget provides for consistent daily SFPD Officer(s) to be assigned to the BID by either the Southern, Tenderloin, or Central Police Station. Program support expenses include payroll, insurance, taxes, and benefits.

### MANAGEMENT & OPERATIONS

- **Clean & Safe Services:** These core programs are estimated at \$1,995,400 or 65% of the total budget.
- **Marketing, Advocacy, Beautification and Streetscape Improvements:** These additional programs are estimated at \$291,675 or approximately 9.5% of the total budget. In this budget category please note that while there is a cost to organize and produce many of the promotional events the income that they generate can make them cost neutral. The map and guide can also pay for itself if sponsorship is secured.
- **Management & Operations:** A support budget is to be allocated to administrative and support personnel, rent, office supplies, and utilities, office insurance and legal fees. Administration is estimated at \$460,488 or 15% of the total budget.
- **Contingency & Reserves:** This is estimated at \$323,328 or approximately 10.5% of the total budget. Examples of these special benefit services and costs related to the provision of these services include but are not limited to:
  - Late or non-payment of assessments;
  - Long term capital improvement projects such as public right of way enhancements such as way finding signage throughout the district, improved street lighting etc.
  - Replacement of maintenance equipment for steam cleaning.
  - Unallocated reserves and

- Repayment of District formation costs – during the first year of operation, up to \$50,000 in formation costs may be repaid to the businesses, property owners, individuals, or organizations that funded the formation efforts of the district.

These formation costs may include actual expenditures for the cost of preparing this plan and the engineer's report consistent with Section 1511(d) of the San Francisco Business and Tax Regulations Code.

**TOTAL BUDGET \$ 3,070,891**

**Union Square Business Improvement District 2009 - 2010 Operating Budget**

<b>Greater Union Square Business Improvement District Budget - Year 2009-2010</b>		
<b>FUNDS</b>	<b>Annual</b>	
Special Assessment Funds	\$ 3,040,061	99%
Other Funds*	\$ 30,830	1%
<b>Total Funds</b>	<b>\$ 3,070,891</b>	<b>100%</b>
<b>EXPENSES</b>		
Clean & Safe	\$ 1,995,400	65%
Marketing, Advocacy, Beautification, Streetscape Improvements	\$ 291,675	9.5%
Management & Operations	\$ 460,488	15%
Contingency & Reserves	\$ 323,328	10.5%
<b>Total Expenses</b>	<b>\$ 3,070,891</b>	<b>100%</b>

\*Other funds are funds that are generated from sources other than special assessments on properties within the Greater Union Square BID. These funds may include grants, donations, fees for service contracts and in kind donations. It is anticipated that these funds will be raised through fundraising events such as continuation of the annual Union Square luncheon, sponsorship of the Union Square Map and Guide as well as contracted services with properties outside yet near the proposed BID boundaries.

A 1% figure has been used as the amount that will be raised from other sources. This figure was arrived at by the results of a Union Square Visitor survey conducted by David Binder Research on April 23-26 2009. This survey determined that less than 1% of individuals visiting the Greater Union Square area were not engaged in purchasing goods and services.

## VI. ASSESSMENTS

### A. Assessment Methodology

The assessment methodology included in this BID Management Plan is endorsed by the BID Board Members and Steering Committee as the most simple yet fair and equitable for apportionment of assessments to parcels included in the district.

For the past ten years the existing BID has used a simple linear frontage formula multiplied by a factor to pay for primarily "clean and safe services". Since these services are aimed at providing enhanced public safety and maintenance at the street level, using linear street frontage is a reasonable method for assigning service costs based on the relative benefit each parcel receives from the services. ~~Only those parcels whose primary use is or is intended for business on the street level will receive benefit from these services, and therefore will pay for their fair share through an assessment.~~ Assessor's Parcels that do not have direct street frontage, as a result of being located on a floor other than the ground floor, will be assigned Linear Street Footage based upon their portion of the entire building's assigned Linear Frontage and land use.

With the addition of marketing and advocacy services however, it is determined that building square area for non-residential properties serves as a relevant factor in apportioning the cost of these activities. This is because it is determined that the larger the size of the building, the proportionally greater benefit from the marketing campaign will be received. Since only non-residential Property will receive a special benefit from these activities only non-residential properties will be assessed for the marketing portion of the budget.

The Building Square Area for a Non-Residential Property serves as the relevant factor in apportioning the cost of these activities, since the larger the size of the building, the proportionally greater benefit from the marketing campaign will be received. Large buildings that are used for retail purposes will receive a greater level of benefit from the costs associated with marketing and advocacy than a smaller office condo. Therefore, developed Non-Residential Property is assessed an annual flat amount per Assessor's Parcel based upon the assigned parcel category. Each Developed Non-Residential Property is classified as either; Category 1, 2, 3, 4, 5, or 6 Property, based upon Building Square Area.

Non-residential parcels where the primary structure is utilized as a parking garage will be charged their category rate up to a maximum of Category 3 for Marketing and Advocacy. Non-residential garages that contain both retail services and parking services will be assigned to a higher category if the Building Square Area for the retail component exceeds the Category 3 maximum of 10,000 square feet.

Due to parcel and/or business location configuration issues, a Single Use Entity status provides an exception to the Non-Residential Property category assignment for each Assessor's Parcel involved. An approved Single Use Entity will only be subject to the marketing and advocacy assessment up to their category (based upon the combined Building Square Area of each associated Assessor's Parcel), with the assigned category charge being spread evenly to each of the existing Single Use Entity Assessor's parcels. Any requests for Single Use Entity classification are to be made by petition to the BID Board. The BID Board retains full authority to either grant or deny Single Use Entity requests.

**Exemptions**

Consistent with Article XIID of the State Constitution (1996 Proposition 218), it has been determined that all parcels within the proposed district will derive special benefits from assessments. Therefore, no parcels will be exempted from payment of assessments, regardless of use or ownership. However, the following building uses have been excluded from paying the marketing and advocacy component of the assessment formulas because it is determined that they will not receive a special benefit from these services:

- Residential Properties – Assessor's parcels used for residential purposes only
- Public Property – Property owned by or dedicated to the City and County of San Francisco, the State of California, the Federal Government.

**B. Calculation of Assessments**

Calculation of individual assessments is determined by several factors. Those factors being: property data received from the San Francisco Assessors Office, the Greater Union Square BID budget, presented on page 19 and the assessment formula.

The assessment formula is calculated as follows:

Property Type	Clean and Safe (per Linear Street Foot)	Marketing and Advocacy (per Assessor's Parcel)
Category 1 Property (Less than 2,000 building sq. ft.)	\$70.58	\$75.00
Category 2 Property (2,000-4,999 bldg. sq. ft.)	70.58	150.00
Category 3 Property (5,000-9,999 bldg. sq. ft.)	70.58	500.00
Category 4 Property (10,000-29,000 bldg. sq. ft.)	70.58	1,000.00
Category 5 Property (30,000-99,000 bldg. sq. ft.)	70.58	1,250.00
Category 6 Property 100,000 or more bldg. sq. ft.)	70.58	5,000.00
Residential Property	70.58	0.00
Public Property	70.58	0.00
Hallidie Plaza Parcels (1)	3.55	0.00

(2) The Hallidie Plaza Parcels are assessed per Lot Square Footage.

**All Assessors' Parcels except Hallidie Plaza Parcels:**

Assessor's Parcel Annual Assessment	=	Clean and Safe Assessment \$70.58	X	Linear Street Footage	+	Marketing and Advocacy Amount
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**Hallidie Plaza Parcels:**

Hallidie Plaza Parcel Annual Assessment	=	Clean and Safe Assessment \$3.55	X	Lot Square Footage
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The Linear Street Footage for each Assessor's Parcel is obtained and calculated from County Assessor Parcel Maps and is to be confirmed by the parcel owner as this information will be included in the assessment notices to be provided to each parcel owner. Assessor's Parcels that do not have direct street frontage, as a result of being located on a floor other than the ground floor, will be assigned Linear Street Footage based upon their portion of the entire building's assigned Linear Street Footage and land use.

The total Linear Street Footage for the Greater Union Square BID, excluding the Hallidie Plaza Parcels is 37,187.25 based upon 2008/09 County secured roll information.

The Hallidie Plaza Parcels will receive clean and safe services throughout the area of each Assessor's Parcel and not just along the frontage of the Assessor's Parcel. Therefore, in order to proportionally assess the additional services and activities, the clean and safe assessment is based upon each Hallidie Plaza Parcel's individual Lot Size.

An assessment notice will be sent to owners of each property in the Greater Union Square BID. The assessment notice provides an estimated assessment based upon the linear footage of each individual property. The individual assessment for an individual property may change, up or down, if the linear footage allocations differ from those found on the assessment notice.

Appendix 1 provides a list of properties to be included in the Greater Union Square BID as well as a breakdown of the Linear Street Footage and Building Square Footage for each Assessor's Parcel.

**Amount Collected through Assessments \$ 3,040,061**  
**Revenue from grants, special events and other non assessment funding sources \$ 30,830**  
**Estimated Budget \$ 3,070,891**  
**Total Linear Footage in District: 37,185.25.**

**C. Annual Assessment Adjustments**

**CPI Adjustments:** For the ten years of the Greater Union Square BID, annual assessments and the City and County of San Francisco's contribution may be adjusted annually by the Business Improvement District's Board by the annual changes in the Bay Area Consumer Price Index (CPI) for all urban consumers, or a maximum of 3%, whichever is less.

The annual budgets below assume a 3% maximum increase in overall assessment revenue collected each year. This is the maximum allowable assessments to be levied annually for the 10 year term proposed in this plan.

Fiscal Year of Operation	Maximum Annual Assessment Budget
2010/11	\$ 3,163,017
2011/12	\$ 3,257,908
2012/13	\$ 3,355,645
2013/14	\$ 3,456,314
2014/15	\$ 3,560,003
2015/16	\$ 3,666,803
2016/17	\$ 3,776,807
2017/18	\$ 3,890,111
2018/19	\$ 4,006,814

**Budget Adjustments:** Any annual budget surplus or deficit will be rolled into the following year's BID budget. At the end of the existing Union Square BID on June 30, 2009, as stated earlier, funds will be used to continue to provide clean and safe services within the existing BID boundaries until funds are used up but before the proposed Greater Union Square BID would commence services in January, 2010.

**D. Time and Manner for Collecting Assessments**

As provided by the Property and Business Improvement District Law of 1994, the BID's assessment shall appear as a separate line item on annual property tax bills prepared by the City and County of San Francisco. Payment of Property Taxes is due on November 1 and February 1, with the bill becoming delinquent at the close of business December 10 and April 10 respectively. The total bill may be paid with the first Installment.

**E. There will be no bonds issued**

As per the CA Streets and Highways Code 36622 (f) there will be no bonds issued by the Greater Union Square BID.



## VII. UNION SQUARE BUSINESS IMPROVEMENT DISTRICT GOVERNANCE Management Corporation

**Union Square BID, Inc.**, is a 501(c) (4) non-profit organization whose responsibility is to manage programs for the Union Square BID. Consistent with the vision expressed by downtown stakeholders throughout the service plan development process, Union Square BID, Inc., is guided by the following organizational mission:

*Union Square BID, Inc., is the non-profit organization that represents the owners in order to provide leadership, services and programs to improve the experience and economic vitality for the Union Square area in San Francisco.*

Greater Union Square BID, Inc. will continue to aim to meet the following operational objectives for the BID:

- Create and manage programs that best respond to the top priorities of Union Square BID stakeholders;
- Maximize coordination with the City and County of San Francisco and the San Francisco Board of Supervisors to avoid duplication of services and leverage resources;
- Deliver services through a cost-effective non-bureaucratic and easy to assess organizational structure;
- Provide for accountability to those who pay.

Property owners that are assessed within the BID will elect future members of the Board of Directors.

The Board of Directors will oversee the management and operations of the Union Square BID, Inc.

~~To ensure broad representation and accountability, the 11-member Board of Directors will consist of the following representatives:~~

- ~~• (4) district property and/or business owners representing the retail stakeholders of the district,~~
- ~~• (4) district property and/or business owners representing the hotel stakeholders of the district,~~
- ~~• (3) district property and/or business owners representing the other stakeholders of the district (theater, parking, nightclub, social organizations, restaurant, gallery, etc.);~~

~~Of the recommended 11-member Board of Directors, at least 20% or three (3) members of the board must be business owners who do not own property within the proposed BID boundaries.~~

~~A mix of large and small property and/or business owners will be sought within the composition guidelines described above.~~

To ensure broad representation and accountability, the Board of Directors shall be composed of up to 23 members and shall seek to include district property and/or business owners representing each of the following groups in the District:

- Retail stakeholders of the district
- Hospitality stakeholders of the district (i.e., hotel and restaurant)
- Entertainment stakeholders of the district (i.e., theatre, nightclubs, galleries, etc.)
- Service Provider stakeholders of the district (i.e., parking, etc.); and
- Commercial and residential property stakeholders of the district

A majority of all members of the Board shall represent property owners within the district. However, at least 20% of the Board shall be business owners who do not own, or have ownership interest in, commercial property within the district.

The Board shall also seek to include a mix of large and small business and/or property owners representing various geographic locations throughout the District, within the composition guidelines above

The Operating Board of Directors will prepare the required annual report as called for in Streets & Highways Code Section 36650.

#### **VIII. CONTINUATION OF CITY SERVICES**

Throughout the process to establish the Greater Union Square BID, business and property owners voiced concerns that the City of San Francisco maintains existing services at verifiable "baseline" service levels. A formal base level of service policy ensures that existing City services are enhanced, not replaced. By adopting this plan, the Board of Supervisors will confirm and guarantee a baseline level of service equivalent to that being provided in similar areas of the City.

City of San Francisco Cleaning and Maintenance Services		Enhanced BID Cleaning & Maintenance Services	Frequency
Services	Frequency	Services	Frequency
Mechanical Street Sweep	2-7 days/week	Manual Sidewalk Sweeping, & <u>12 Full-Time equivalent people</u>	6am-9pm, 7 days/week
Street Flushing (supplemental service per health need)	2-3 days/week		
Graffiti Removal Services	By inspection or request	Special Teams: graffiti removal, painting, and on-call maintenance	6am-9pm, 7 days/week
Street Tree Maintenance	Every few years		
Manual Sweeping Workfare Crew	Once/day, 3-6 days/week		
Public Litter Receptacles:	Emptying 1-2/day, 7 days/week	Topping off and wiping down of litter receptacles	6am-9pm, 7 days/week
Litter Receptacles	Emptying every day, as needed		
- Repairs/maintenance as needed - Cleaning/washing 1/week or as needed	2-7 days/week		
Code Enforcement (environmental, safety, cleanliness, and litter laws)	4-6 people, city wide, ongoing as required		
Market Street Sidewalk Steam Cleaning	4x/year when available		
Power Wash Sidewalks (entire district)	As needed	Sidewalk Steam Cleaning of all sidewalks in district	Every two weeks

City of San Francisco Safety Services		Enhanced BID Safety Services	
Services	Frequency	Services	Frequency
<b>Tenderloin Police Station</b> <b>Boundary: Entire District</b>			
Boundaries: Geary to Ellis, Powell to Stockton.		1 10B Police Officer	11am-7pm - <u>9:00pm</u> Sun.-Wed. & 11am <u>1pm</u> - 11pm Thurs.-Sat.
		8 <u>full-time equivalent</u> Community Service Ambassadors equipped with radios	9 am - 10pm <u>8:30am-11:00pm</u> Mon-Fri & 10am-10pm <u>9am - 11pm</u> Sat. & Sun.
- 1-2 beat officers	6am to 9pm, 4-7 days/week		
- 2 beat officers	9pm to 2am, 7 days/week		
- 3 District patrolling zones	9am to 9pm		
- 1 radio car (1-2 officers)	24 hrs/day, 7 days/week		
- Additional Police officer			
<b>Central Station</b>	3pm to 9pm		
Boundaries: Sutter to Geary, Powell to Stockton	5 days/week		
- 1-2 plain clothed units	6am to 6pm, 7 days/week		
- 1 beat officer	8am to 6pm, 7 days/week		
- 2 park patrol officers	7am to 9pm, 7 days/week (responsible for all of the parks in Central District)		
- 2 radio cars (1-2 officers each)	24 hrs/day		
<b>Southern Station</b>	6am to 9pm, 4-7 days/week		
Boundaries: Hallidie Plaza, Powell Street Turnaround, Unit block of Powell, Market, Grant to Powell.			
- 1 beat officer	8am to 6pm, 4 days/week		
- 2 beat officers (bike/foot)	11am to 9pm on Market St. between 4 <sup>th</sup>		

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	- 8 <sup>th</sup>		
- 1-2 beat officers	4pm to 2am, 1-2 nights/week on Market Street		
- 2 officered radio cars	24 hrs/day between 4 <sup>th</sup> - 6 <sup>th</sup> & Market and Harrison		

**APPENDIX 1:**

**LIST OF PROPERTIES WITHIN THE GREATER UNION SQUARE BID, THEIR ASSESSMENTS FOR YEAR ONE (1) AND WEIGHTED PERCENTAGES OF THE DISTRICT:**