



# ANNUAL REPORT 2015 - 2016



UNION SQUARE

UNION SQUARE  
BUSINESS IMPROVEMENT  
DISTRICT

[WWW.VISITUNIONSQUARESF.COM](http://WWW.VISITUNIONSQUARESF.COM)

# WELCOME



In the next year, we'll focus on supplementing the district's core clean and safe services and celebrate Union Square as a destination to stay, play, eat, and have fun with lively events, programming, and activations. We welcome you to join us.

Sincerely,

A handwritten signature in black ink that reads "Stephen Brett".

Stephen Brett  
Board President

A handwritten signature in blue ink that reads "Karin Flood".

Karin Flood  
Executive Director

On behalf of the Union Square Business Improvement District (USBID), Board of Directors and staff, we present this Annual Report to Union Square stakeholders and the City of San Francisco. Union Square proudly holds the status of San Francisco's #1 visitor destination, and is home to the largest concentration of hotels, department stores, and luxury retailers on the West Coast. Keeping the district clean, safe, and attractive for the millions of visitors who visit the district each year is hard work, particularly for the USBID Ambassadors on the street greeting visitors and presenting a welcoming and inviting district daily.

In addition to the impressive results from our clean and safe team, and under the strong leadership of the USBID Board, we launched the second Winter Walk SF, a new USBID website, the Union Square Cares program, expanded security camera project to 250 cameras (more in the pipeline), and raised a record \$100,000 at our Annual Luncheon for USBID-led initiatives. We also conducted a strategic planning process to chart the organization's priorities for the next three years.

Of course, the USBID does not do this work alone. It relies on public and private partners including SFPD, SFMTA, Public Works, Planning, OEWD, the District Attorney's Office, SF Travel, and multiple business and civic organizations who make our accomplishments possible.



Upper Left: USBID Hospitality Ambassador giving directions | Upper Right: Downtown Streets Team  
Lower Right: Film Night in the Park | Lower Left: SFPD Mounted Unit | Center Left: Fun on Winter Walk



# ACCOMPLISHMENTS

## STRATEGIC PLAN

In January 2016, the USBID contracted with MIG, Inc., a Berkeley-based, multi-disciplinary planning firm, to design and develop a strategic planning process in preparation for the USBID's 2019 renewal campaign. The 8-month process included conducting Board member and staff interviews, assessing the USBID's organizational, governance structure and fiscal and mission impact, conducting an in-depth environmental scan report, and facilitating Board Workshops and Strategic Planning Committee meetings in order to develop a three-year Strategic Plan to guide the USBID's priorities.

## PUBLIC SAFETY AND CAMERA PROJECT

During the 2015-2016 fiscal year, the USBID received an additional \$3M from a Silicon Valley Community Foundation donor-advised fund for public safety enhancements in Union Square (\$.5M for the USBID's security camera program and \$1M for the SFPD's annual "Holiday Safe Shopper Program", and \$1.5M for the "Safe City Program") during the holidays and Super Bowl 50 week. The security camera program grew exponentially ending 15-16FY year with over 300 cameras in operation and approximately 400 uses of the system resulting in dozens of SFPD arrests.

## UNION SQUARE CARES

USBID launched *Union Square Cares*, a comprehensive education campaign and services program, in partnership with SF Project Homeless Connect and SF Department of Health, to address the issue of homelessness in Union Square. *Union Square Cares'* three-pronged strategy CALL – CONTRIBUTE – CONNECT brings together the USBID's contracted "SF HOTs" social service outreach worker, Public Safety Ambassadors, and Union Square businesses and employees to link those in need with existing City services.

## DOWNTOWN STREETS TEAM

As part of its *Union Square Cares* initiative, the USBID contracted with Downtown Streets Team (DST), a Bay Area nonprofit whose mission is "ending homelessness through the dignity of work". DST provides on-the-job training, case management, and access to City services. Eight DST members sweep and clean alleys and sidewalks in the Union Square area Mon. - Fri. from 7-11 am and 1-5 pm. Originally started in Palo Alto, Union Square is DST's second contract in San Francisco following Civic Center. DST sponsors weekly "Celebration" meetings, a type of team building and motivational event to share their individual stories of success.

## BIG BELLY TRASH RECEPTACLES

USBID contracted with Big Belly and partnered with Recology and SF Public Works to pilot five, new solar powered, "Big Belly" smart waste units in Union Square's high-pedestrian traffic corridors to mitigate issues of sidewalk grime, litter, and illegal trash scavenging. SF Public Works is watching the pilot and may expand Big Belly's into other SF commercial districts depending on Union Square's pilot study results.

## WINTER WALK SF

USBID designed, branded, promoted, activated and managed it's second Winter Walk SF, a highly successful, temporary two-block, pedestrian plaza activated with food trucks and performances, a projection light art show, green turf, lighted seating, and local retail promotions for five-weeks from late November to early January 2017. The family-friendly space attracted thousands of new and returning visitors to the district. Project sponsors included Central Subway Team, SFMTA, Chancellor Hotel,



Hotel G, Golden Gate Tap Room, Macy's, Off the Grid, RHAA, San Francisco Magazine, Techspace, and Where Magazine.

### **LOWER STOCKTON STREET PROJECT**

USBID, in partnership with SFMTA and SF Public Works, convened 8-meetings with lower Stockton Street stakeholders to assess the feasibility, benefits, and impacts of redesigning the section of street as a three-block long pedestrian and transit-oriented promenade with sidewalk, lighting, and streetscape improvements. Approximately 30-40 stakeholders comprised of lower Stockton property owners and retailers, including pedestrian and bicycle advocacy groups, attended the meetings to hear presentations from SFMTA and SF Public Works, discuss and vote on concept design alternatives, resulting in a proposed design alternative for lower Stockton Street following Central Subway's completion in 2019.

### **POWELL STREET IMPROVEMENT PILOT**

USBID led the outreach efforts with lower Powell Street hotels and retailers for a proposed SFMTA pilot closing two-blocks of Powell Street (Ellis to Geary Streets) to private vehicles (excluding hotel passenger pick-up/drop-off) for an 18-month trial period. In early November 2015, the SFMTA Board unanimously approved the pilot after the USBID convened multiple lower Powell Street stakeholder meetings and partners, including Supervisor Julie Christensen and the Hotel Council of SF, to work out concerns from hotels regarding passenger unloading/loading with tempo-

rary pedestrian and vehicle improvements, such as new turn restrictions onto Powell Street from adjacent streets, new red curb coloring and traffic signage, and added parking enforcement.

### **NEW WEBSITE LAUNCH**

USBID contracted with Project6, a website design company, to develop a new, enhanced USBID website that improves the user experience and highlights Union Square businesses, district events and activities to visitors. The new website makes it easier to find information about USBID members and partners, and describes the USBID's services, projects, and accomplishments. The project consultants worked closely with USBID staff to ensure the website format and design aligned with Union Square's brand and image.

### **ANNUAL LUNCHEON**

USBID held its most successful Annual Luncheon, raising \$101,250 through the generosity of individual and new corporate sponsors, such as Applied Video Solutions, to support advocacy, clean and safe services, and public realm projects. The sold out event included over 230+ USBID members, affiliates, and City officials, and Supervisor Aaron Peskin as the keynote speaker. Attendees were greeted by the USBID's first professionally produced video highlighting USBID services and initiatives.

### **IDA CONFERENCE**

The USBID hosted the 2015 IDA conference "Bridge the Gap: Innovation, Inclusion, Inspiration", with IDA and the City of SF as co-hosts, which attracted 850 downtown management professionals (IDA's 2nd best attended conference ever) to hear experts in technology, hospitality, retail, and public space speak on diverse topics such as complex urban systems, best practices in emerging downtowns, public-private partnerships, the sharing economy, disruptive technologies, and social equity and sustainability. Generous contributions from local sponsors included the City of San Francisco, Big Bus, Block-by-Block, Lori's Diner, the Flood Corporation, Trinity Properties, The Keil Companies, Brett & Company, MJM, and the Henry Wine Group.



# FINANCIALS

## ASSESSMENT METHODOLOGY

The USBID is a 501(c)4 non-profit organization and currently the largest of San Francisco's 14 existing property-based Business Improvement Districts. The Union Square district covers 27 blocks and includes nearly 600 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.

These annual assessments 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 USBID.

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)

## ASSESSMENT CALCULATION RATE CHART FOR 16-17FY

PROPERTY TYPE	CLEAN & SAFE*	MARKETING/ ADVOCACY**
Category 1 less than 2,000 bldg sq ft	\$80.40	\$85.43
Category 2 2,000 - 4,999 bldg sq ft	\$80.40	\$170.87
Category 3 5,000 - 9,999 bldg sq ft	\$80.40	\$569.56
Category 4 10,000 - 29,999 bldg sq ft	\$80.40	\$1,139.13
Category 5 30,000 - 99,999 bldg sq ft	\$80.40	\$1,423.92
Category 6 100,000 or more bldg sq ft	\$80.40	\$5,695.69
Residential Property & Public Property	\$80.40	\$0.00
Hallidie Plaza Parcels (1)	\$4.04***	\$0.00

\*Per linear street foot \*\*Per assessor's parcel \*\*\*Per lot square footage

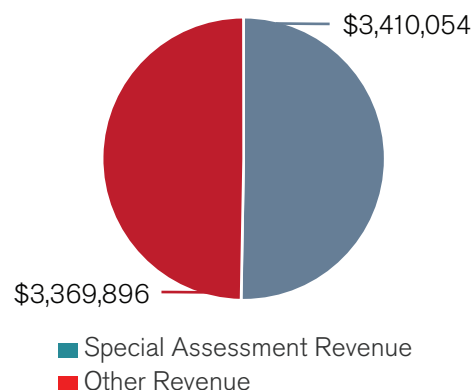
## FINANCIAL RESULTS 15-16FY

FUNDS	BUDGET	ACTUAL	VARIANCE
Special Assessment Funds	\$3,346,023	\$3,410,054	\$64,031
Other Funds	\$337,665	\$3,369,896	\$3,032,231
<b>TOTAL FUNDS</b>	<b>\$3,683,688</b>	<b>\$6,779,950</b>	<b>\$3,096,262</b>

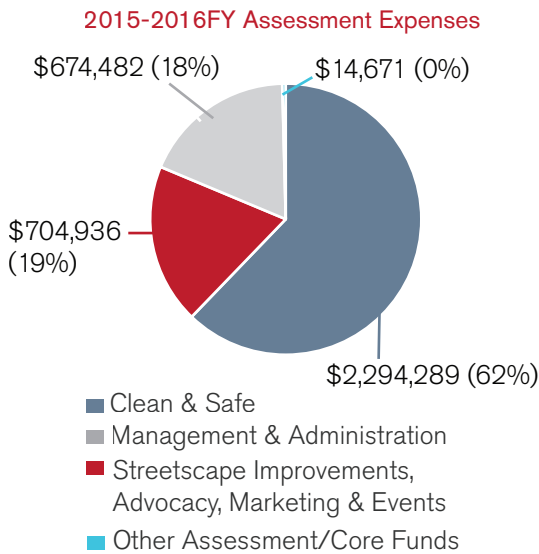
EXPENSES	BUDGET	ACTUAL	VARIANCE
Clean & Safe	\$2,306,871	\$2,294,289	\$12,582
Streetscape Improvements, Marketing, Advocacy & Events	\$602,343	\$704,936	\$(102,593)
Management & Administration	\$676,972	\$674,482	\$2,490
Other Assessment /Core Funds	-	\$14,671	(\$14,671)
<b>TOTAL ASSESSMENT EXPENSES</b>	<b>\$3,586,186</b>	<b>\$3,688,378</b>	<b>\$(102,192)</b>

SVCF Grants (10B Police & Security Camera)	\$1,629,680	\$3,478,018	\$(1,848,338)
Other Grants & Non-Assessment Funds	\$334,253	\$139,520	\$194,733
<b>TOTAL EXPENSES</b>	<b>\$5,550,119</b>	<b>\$7,305,916</b>	<b>\$(1,755,797)</b>
<b>NET DEFICIT FOR 15-16FY</b>	<b>\$(1,866,431)</b>	<b>\$(525,966)</b>	<b>\$1,340,465</b>

2015-2016FY Revenue



## 15-16FY STATEMENT OF FINANCIAL POSITION



### ASSETS

Cash	\$	2,792,232
Receivables (Net)	\$	43,522
Other Current Assets	\$	70,431
Furniture & Equipment (Net)	\$	857,807
<b>TOTAL ASSETS</b>	<b>\$</b>	<b>3,763,992</b>

### LIABILITIES & NET ASSETS

Accounts Payable & Accrued Expenses	\$	413,371
<b>TOTAL LIABILITIES</b>	<b>\$</b>	<b>413,371</b>

### NET ASSETS

Unrestricted	\$	1,773,633
Restricted Temporarily	\$	1,576,987
<b>TOTAL NET ASSETS</b>	<b>\$</b>	<b>3,350,621</b>

<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$</b>	<b>3,763,992</b>
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### Carry Over Funds from FY 15-16

Management & Administration	\$	53,315
General Fund/Contingency	\$	1,566,089
Total Assessment & Service Area Funds	\$	1,619,404
SVCF Grants	\$	1,470,840
Other Restricted/Designated Funds	\$	260,377
<b>TOTAL CARRY OVER FUNDS (From 15-16)</b>	<b>\$</b>	<b>3,350,621</b>

## BUDGET 16-17FY

### INCOME

	REVENUE	
Assessment Revenue	\$	3,447,327
Fundraising & Other	\$	531,325
<b>TOTAL INCOME</b>	<b>\$</b>	<b>3,978,652</b>

### EXPENSES

	EXPENSES	
Clean & Safe	\$	2,450,163
Streetscapes, Advocacy, Marketing & Events	\$	667,052
Management & Administration	\$	702,093
Total Assessment Expenses	\$	3,819,308
SVCF Grant Expenses	\$	768,935
Other Grants & Funds	\$	280,000
<b>TOTAL EXPENSES</b>	<b>\$</b>	<b>4,868,243</b>

# CLEAN & SAFE STATS (15-16FY)

POUNDS OF LITER/DEBRIS/LEAF



281,050



SIDEWALK SCRUB  
REQUESTS

2,468



SIDEWALK SWEEP  
REQUESTS

1,534



GRAFFITI, FLYER &  
STICKER REMOVAL

12,761

NUMBER OF  
SIT/LIE/SLEEPING

745

SFPD ENFORCED

4,711

AMBASSADOR  
ADVISED



DIRECTIONS

84,542

Cleaning Ambassadors - 11,785  
Hospitality Ambassadors - 57,093  
Safety Ambassadors - 15,664

HAZARDOUS WASTE  
REMOVAL



6,989

BAGS (1 BAG = 25#)



11,242

AGGRESSIVE  
PANHANDLERS

2,853





# SERVICES

## SERVICES OVERVIEW

**HOSPITALITY AMBASSADORS**  
7:30AM - 7:30PM (7 days a week)

**SAFETY AMBASSADORS**  
5:30AM - 11:00PM (7 days a week)

**CLEANING AMBASSADORS**  
5:30AM - 8:30PM (Mon-Sat)  
7:00AM - 8:30PM (Sun)

**DISPATCH SERVICES**  
7:00AM - 7:30PM (7 days a week)

**10B SFPD OFFICER**  
10 hours daily (7 days a week)

**PRESSURE WASHING**  
All sidewalks - twice monthly

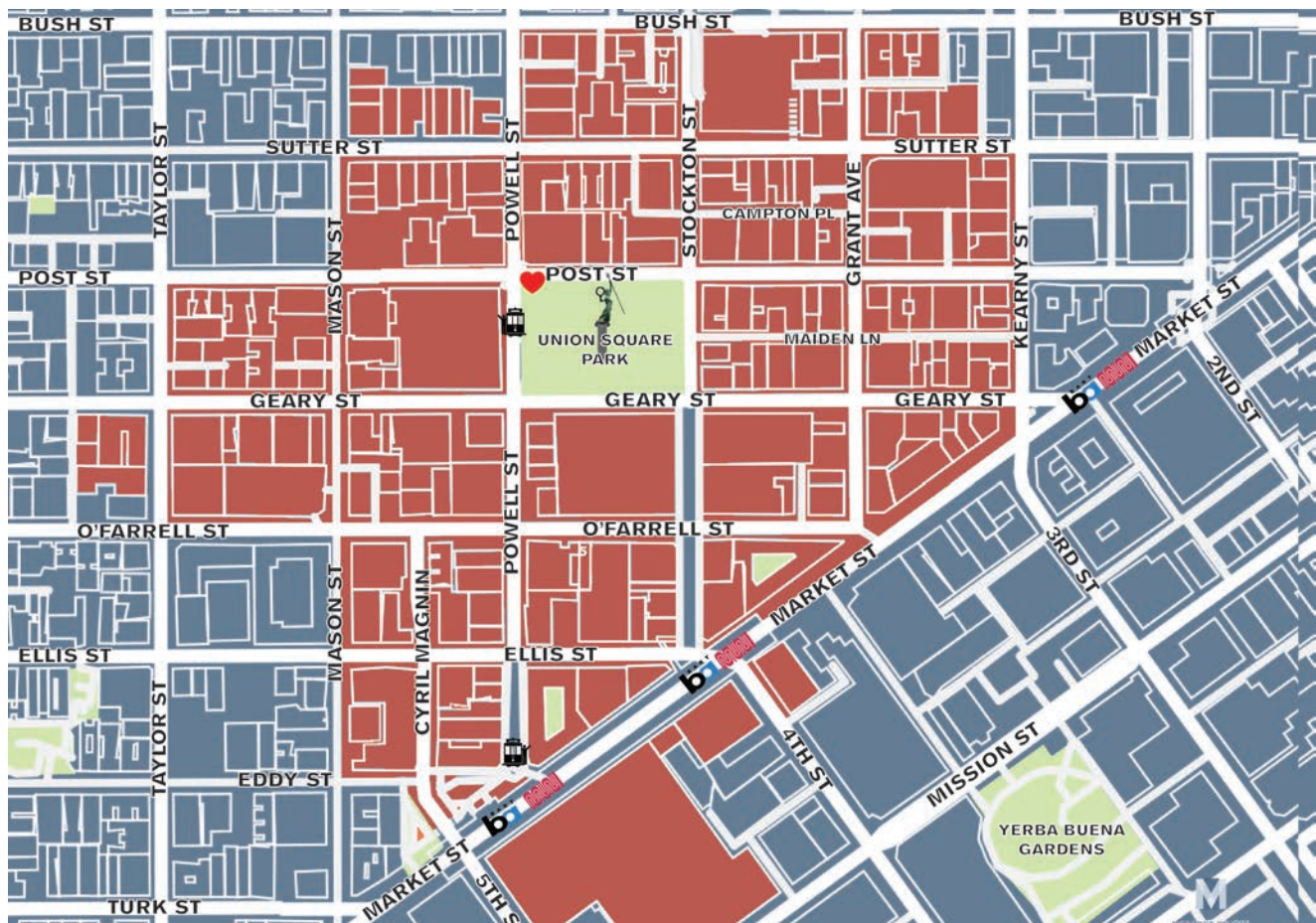
**GRAFFITI REMOVAL**  
As needed, with property owner's authorization

**ADVOCACY**  
To represent the district on clean, safe, quality of life and business issues

**MARKETING**  
To ensure Union Square's standing as a dynamic, world-class destination

**STREETSCAPES & PUBLIC REALM**  
To support, promote, and implement public realm improvements throughout the district

## MAP OF UNION SQUARE BID



# BOARD, STAFF & COMMITTEES

## BOARD OFFICERS

### PRESIDENT

Stephen Brett | Brett & Company

### TREASURER

James Sangiacomo | Trinity Properties

### SECRETARY

Man J. Kim | Lori's Diner International

## DIRECTORS

Thomas Carroll | Tiffany & Co.

Jim Chappell | Planning Consultant

Steve Cowan | Hilton San Francisco Union Square

Paul Devitt | Grand Hyatt

Tim Falvey | Hanford-Freund & Company

James C. Flood | Flood Corporation

Leah Heil | Westfield San Francisco Centre

Shirley Howard Johnson | Arts Consultant

Russell D. Keil, Jr. | The Keil Companies

Richard Leider | Anvil Builders

Amber Jo Manuel | American Conservatory Theater

Tad Moore | 250 Post Street LP

Alan Morrell | Neiman Marcus

Lawrence Pineda | Macy's Men's Store

Kelly Powers | Hotel Council of San Francisco

Spencer Sechler | CityPark

Minna Tao | Recology - Golden Gate

Julie Taylor | Collier's International

Don Thomas | The Club Donatello

Wes Tyler | Chancellor Hotel on Union Square

## ADVISORY COMMITTEE CHAIRS

### AUDIT

Man J. Kim | Lori's Diner International

### FINANCE

James Sangiacomo | Trinity Properties

### PUBLIC AFFAIRS

Wes Tyler | Chancellor Hotel on Union Square

### SERVICES AND PUBLIC SAFETY

Don Thomas | The Club Donatello

### STREETSCAPES & PUBLIC REALM

Manuela Anne King | RHAA Landscape Architects

## 2016 MANAGEMENT

### EXECUTIVE DIRECTOR

Karin Flood

### DEPUTY DIRECTOR

Benjamin Horne

### DIRECTOR OF STRATEGIC INITIATIVES

Claude Imbault

### DIRECTOR OF MARKETING & COMMUNICATIONS

Alex Lopez

### MARKETING COORDINATOR

Tara Jett

### SERVICES MANAGER

Randall Scott

### CONTRACT SERVICE PROVIDER

Block-by-Block



Upper Left: Cable Car Turnaround | Upper Right: Visiting Powell St. | Center Right: Emperor Norton's Magical Time Machine Tour  
Lower Right: Lunch on Maiden Lane | Lower Left: PRIDE at Westfield San Francisco Centre





## UNION SQUARE BUSINESS IMPROVEMENT DISTRICT

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FOR DISPATCH SERVICES CALL (415) 781-4456

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