



November 30, 2020

The Honorable Garrett L. Wong
Presiding Judge, Superior Court of California, County of San Francisco
400 McAllister Street, Room 008
San Francisco, CA 94102-4512

Dear Judge Wong,

In accordance with Penal Code 933 and 933.05, the following is in response to the 2019-2020 Civil Grand Jury Report, *Sustain Our City's High Performing Moscone Convention Center*. We would like to thank the members of the 2019-2020 Civil Grand Jury (the Jury) for their interest in the travel, tourism, and business sector to ensure the Moscone Convention Center (Moscone) continues to attract and retain clients and to remain as one of the nation's leading convention venues.

San Francisco is one of the highest in-demand destinations for conventions and visitors, and the Moscone Convention Center is a significant part of the City's tourism sector. The Jury assessed the risks and challenges the City faces in sustaining Moscone in the convention business, and found that competition from other venues across the nation, high costs, and concerns about the cleanliness and safety of the City's streets could jeopardize the future of the Moscone business and associated revenues generated by tourism. Prior to the COVID-19 pandemic, San Francisco enjoyed robust convention business, regularly booking events at a cost comparable to other major first-tier cities across the nation. The City has achieved great success by working with partner stakeholders in the hotel, transportation, and tourism industry to draw convention business to San Francisco, and will continue these partnerships as part of the City's economic recovery process.

A detailed response from the Mayor's Office, City Administrator's Office, Office of Economic and Workforce Development, and Police Department is attached.

Each signatory prepared its own responses and is able to respond to questions related to its respective part of the report.

Thank you again for the opportunity to comment on this Civil Grand Jury report.

Sincerely,

A handwritten signature in blue ink that reads "London N. Breed".

London N. Breed
Mayor

A handwritten signature in blue ink that reads "Naomi M. Kelly".

Naomi M. Kelly
City Administrator



William Scott
Chief, Police Department



Joaquin Torres
Director, Office of Economic and Workforce
Development

2019-2020 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F1 | MED and TID assessments to support convention sales and San Francisco Travel are a key support to Moscone's competitiveness and success. | Mayor [November 30, 2020] | Agree with the finding | |

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F4 | Moscone's convention business supports a significant travel and tourism-based workforce that is largely local, vital and diverse. | Mayor [November 30, 2020] | Agree with the finding | |

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F5 | Economic activity due to Moscone's conventions is a significant part of the City's entire tourism sector, about one fifth of it. | Mayor [November 30, 2020] | Agree with the finding | |

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F6 | Compared to many cities' competing venues, high local hotel costs, labor costs, and Moscone facility costs make contracting future conventions a significant challenge (notwithstanding current MED and TID assessments). | Mayor [November 30, 2020] | Disagree, partially | The overall costs of hosting a convention in San Francisco are comparable to other major first-tier cities across the country, and San Francisco is one of the highest in-demand destinations for conventions and visitors. Historically, clients have been willing to pay these costs and continue to bring their meetings back to Moscone, year after year. Prior to the pandemic, San Francisco did not face challenges booking the convention facilities. |

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F3 | Moscone's primary economic benefit to San Francisco is indirect, deriving from conventions that help fill hotel rooms and support local travel and tourism-related activities. | Mayor [November 30, 2020] | Agree with the finding | |
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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F7 | Compared to some cities' competing venues, convention planner and conventioneer concerns about insecurity (real and perceived) in San Francisco make contracting and retaining future conventions a significant challenge. | Mayor [November 30, 2020] | Disagree, partially | Attendee safety, both real and perceived, is a top priority for meeting planners when researching prospective host cities, and these concerns are a challenge for most major city convention facilities. Moscone actively partners with convention planners, SF Travel, the San Francisco Police Department, OEWD, Yerba Buena Community Benefit District, Yerba Buena Gardens Conservancy, surrounding businesses, community groups and others to develop and implement strategies that address security concerns. |
| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F8 | Unwelcome street behaviors and uncleanliness that bother convention attendees and exhibitors have been important reasons for convention planners of some medium and large size events to select venues in other cities. | Mayor [November 30, 2020] | Disagree, partially | The decline of street conditions and behavior in every major city across the country has been well documented and is a consideration by planners when they select a city for their event. That being said, meeting planners have a number of first-tier cities from which to choose, and carefully evaluate a comprehensive list of criteria in an overall effort to select the best possible destination for their attendees. San Francisco continues to be a desirable destination for conventions. |

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F9 | In the face of San Francisco's challenges in the areas of (i) event hosting costs, (ii) street blight and (iii) unwelcome street behavior, increasing Moscone's pricing discounts could at least partly offset these to more effectively attract and retain convention events. | Mayor [November 30, 2020] | Disagree, partially | Moscone's posted rental rates are constantly reviewed to remain competitive with every other major convention facility across the country. San Francisco has achieved great success by reaching out to partner stakeholders (host hotels, transportation companies, attractions) to contribute towards an attractive overall package that will draw convention business to the City. |
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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F2 | Currently, strong Moscone and San Francisco value propositions attract corporate and association conventions to the city, underpinning a robust convention business. | Mayor [November 30, 2020] | Agree with the finding | |

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | R1 [for F1, F4-F6] | Renew the current Tourism Improvement District that expires December 31, 2023 to at least maintain then current levels of TID assessments and other terms no less favorable than the current agreement. | Mayor [November 30, 2020] | Will not be implemented because it is not warranted or reasonable | Renewal of the Tourism Improvement District cannot be unilaterally implemented through establishment legislation by the Board of Supervisors without a special election vote by all hotels within San Francisco that results in a no majority protest against the renewal of the TID. The SFTID Board of Directors will create and vote on the final SFTID renewal management plan that would then need to be voted on by the hotels in San Francisco during a special ballot election for the renewal of the TID. Whether or not the SFTID Board of Directors proposes a management plan for the renewal of the TID that maintains then current levels of TID assessments and other terms no less favorable than the current agreement is a decision that lies within the SFTID board of directors and hotels voting in the special election, not the City and County of San Francisco. The SFTID Board of Directors must create the TID renewal management plan with input from hotels, tourism constituents and the City and County of San Francisco. All SF hotels must then be mailed the TID renewal management plan and a ballot to state their position on the management plan and the renewal of the TID. If the results of the special ballot election result in a majority protest the San Francisco Board of Supervisors would not have the legal |

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | R2 [for F3-F6, F9] | Starting with FY 2021/2022 city budget, supplement current MED assessments with an additional general fund allocation of at least \$2,500,000 to provide additional discounts to Moscone gross rental charges, targeting multi-year deals with priority organizations, subject to case by case approval by the City's Director of Convention Facilities. | Mayor [November 30, 2020] | Will not be implemented because it is not warranted or reasonable | The City is currently unable to commit additional General Fund dollars at this time to supplement current MED assessments in future years, due to the significant fiscal uncertainty that the City faces as the impacts of the COVID-19 pandemic continue |
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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | R3 [for F7-F8] | Effective with conventions taking place after July 1, 2021, the Police Department must assign at least an additional 3 uniformed beat patrol officers per 10,000 expected event attendees, dedicated to patrolling areas extending four or more blocks from any side of Moscone Convention Center during the 8 busiest convention hours overlapping daily start and end times. | Mayor [November 30, 2020] | Will not be implemented because it is not warranted or reasonable | Moscone Center is in the SFPD Southern District Station's jurisdiction. This recommendation would require Southern Station to relocate full duty foot patrol officers from their sector or beat patrol area and would impede the station Captain's ability to maintain adequate staffing to ensure sufficient police services can be provided district-wide. Due to recent budget cuts including cuts to three upcoming academy classes, SFPD will not have the staffing capacity to assign an additional three uniformed beat patrol officers per 10,000 event attendees during conventions. |
| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | R4 [for F7-F8] | By June 30, 2021, establish a task force comprised of at least (i) ASM Global, (ii) Community Behavioral Health Services, (iii) Convention Facilities Department, (iv) the San Francisco Hotel Council, (v) San Francisco Police Department, and (vi) San Francisco Travel, to develop a comprehensive strategic plan for event security and street management, to achieve a goal of 25% or fewer "needs improvement" responses in convention post-event surveys for security and street cleanliness. | Mayor [November 30, 2020] | Will not be implemented because it is not warranted or reasonable | San Francisco has already established active relationships with a number of multi-stakeholder security organizations. The Convention Facilities Department and ASM Global's security management team work in close partnership with the Yerba Buena Community Benefit District (YBCBD) and the Southern Station (SFPD) command staff to monitor street conditions 24/7. The Moscone Center Security Department is also represented at the San Francisco Hotel Security Directors Association, the Council of District Merchants, the SFPD Small Business Advisory Board and the Bay Area Security Directors Association. The Convention Facilities Department maintains a direct line of communication with the Human Services Agency (HSA), the Department of Homelessness and Supportive Housing (HSH), SF Public Works (SFPW), SF Fire Department Emergency Medical Services (SFFD), SF Police Department (SFPD) local beat officers, San Francisco Travel and the Hotel Council of San |

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F5 | Economic activity due to Moscone's conventions is a significant part of the City's entire tourism sector, about one fifth of it. | Administrator [November 30, 2020] | Agree with the finding | |
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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | R1 [for F1, F4-F6] | Renew the current Tourism Improvement District that expires December 31, 2023 to at least maintain then current levels of TID assessments and other terms no less favorable than the current agreement. | Administrator [November 30, 2020] | Will not be implemented because it is not warranted or reasonable | Renewal of the Tourism Improvement District cannot be unilaterally implemented through establishment legislation by the Board of Supervisors without a special election vote by all hotels within San Francisco that results in a no majority protest against the renewal of the TID. The SFTID Board of Directors will create and vote on the final SFTID renewal management plan that would then need to be voted on by the hotels in San Francisco during a special ballot election for the renewal of the TID. Whether or not the SFTID Board of Directors proposes a management plan for the renewal of the TID that maintains then current levels of TID assessments and other terms no less favorable than the current agreement is a decision that lies within the SFTID board of directors and hotels voting in the special election, not the City and County of San Francisco. The SFTID Board of Directors must create the TID renewal management plan with input from hotels, tourism constituents and the City and County of San Francisco. All SF hotels must then be mailed the TID renewal management plan and a ballot to state their position on the management plan and the renewal of the TID. If the results of the special ballot election result in a majority protest the San Francisco Board of Supervisors would not have the legal |

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | R2 [for F3-F6, F9] | Starting with FY 2021/2022 city budget, supplement current MED assessments with an additional general fund allocation of at least \$2,500,000 to provide additional discounts to Moscone gross rental charges, targeting multi-year deals with priority organizations, subject to case by case approval by the City's Director of Convention Facilities. | Administrator [November 30, 2020] | Will not be implemented because it is not warranted or reasonable | The City is currently unable to commit additional General Fund dollars at this time to supplement current MED assessments in future years, due to the significant fiscal uncertainty that the City faces as the impacts of the COVID-19 pandemic continue. |
| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | R2 [for F3-F6, F9] | Starting with FY 2021/2022 city budget, supplement current MED assessments with an additional general fund allocation of at least \$2,500,000 to provide additional discounts to Moscone gross rental charges, targeting multi-year deals with priority organizations, subject to case by case approval by the City's Director of Convention Facilities. | Administrator [November 30, 2020] | Will not be implemented because it is not warranted or reasonable | The City is currently unable to commit additional General Fund dollars at this time to supplement current MED assessments in future years, due to the significant fiscal uncertainty that the City faces as the impacts of the COVID-19 pandemic continue. |
| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | R3 [for F7-F8] | Effective with conventions taking place after July 1, 2021, the Police Department must assign at least an additional 3 uniformed beat patrol officers per 10,000 expected event attendees, dedicated to patrolling areas extending four or more blocks from any side of Moscone Convention Center during the 8 busiest convention hours overlapping daily start and end times. | Administrator [November 30, 2020] | Will not be implemented because it is not warranted or reasonable | Moscone Center is in the SFPD Southern District Station's jurisdiction. This recommendation would require Southern Station to relocate full duty foot patrol officers from their sector or beat patrol area and would impede the station Captain's ability to maintain adequate staffing to ensure sufficient police services can be provided district-wide. Due to recent budget cuts including cuts to three upcoming academy classes, SFPD will not have the staffing capacity to assign an additional three uniformed beat patrol officers per 10,000 event attendees during conventions. |

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | R4 [for F7-F8] | By June 30, 2021, establish a task force comprised of at least (i) ASM Global, (ii) Community Behavioral Health Services, (iii) Convention Facilities Department, (iv) the San Francisco Hotel Council, (v) San Francisco Police Department, and (vi) San Francisco Travel, to develop a comprehensive strategic plan for event security and street management, to achieve a goal of 25% or fewer "needs improvement" responses in convention post-event surveys for security and street cleanliness. | Administrator [November 30, 2020] | Will not be implemented because it is not warranted or reasonable | San Francisco has already established active relationships with a number of multi-stakeholder security organizations. The Convention Facilities Department and ASM Global's security management team work in close partnership with the Yerba Buena Community Benefit District (YCBCD) and the Southern Station (SFPD) command staff to monitor street conditions 24/7. The Moscone Center Security Department is also represented at the San Francisco Hotel Security Directors Association, the Council of District Merchants, the SFPD Small Business Advisory Board and the Bay Area Security Directors Association. The Convention Facilities Department maintains a direct line of communication with the Human Services Agency (HSA), the Department of Homelessness and Supportive Housing (HSH), SF Public Works (SFPW), SF Fire Department Emergency Medical Services (SFFD), SF Police Department (SFPD) local beat officers, San Francisco Travel and the Hotel Council of San |
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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F1 | MED and TID assessments to support convention sales and San Francisco Travel are a key support to Moscone's competitiveness and success. | Director, Convention Facilities [November 30, 2020] | Agree with the finding | |

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | R1 [for F1, F4-F6] | Renew the current Tourism Improvement District that expires December 31, 2023 to at least maintain then current levels of TID assessments and other terms no less favorable than the current agreement. | Director, Convention Facilities [November 30, 2020] | Will not be implemented because it is not warranted or reasonable | Renewal of the Tourism Improvement District cannot be unilaterally implemented through establishment legislation by the Board of Supervisors without a special election vote by all hotels within San Francisco that results in a no majority protest against the renewal of the TID. The SFTID Board of Directors will create and vote on the final SFTID renewal management plan that would then need to be voted on by the hotels in San Francisco during a special ballot election for the renewal of the TID. Whether or not the SFTID Board of Directors proposes a management plan for the renewal of the TID that maintains then current levels of TID assessments and other terms no less favorable than the current agreement is a decision that lies within the SFTID board of directors and hotels voting in the special election, not the City and County of San Francisco. The SFTID Board of Directors must create the TID renewal management plan with input from hotels, tourism constituents and the City and County of San Francisco. All SF hotels must then be mailed the TID renewal management plan and a ballot to state their position on the management plan and the renewal of the TID. If the results of the special ballot election result in a majority protest the San Francisco Board of Supervisors would not have the legal |

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | R2 [for F3-F6, F9] | Starting with FY 2021/2022 city budget, supplement current MED assessments with an additional general fund allocation of at least \$2,500,000 to provide additional discounts to Moscone gross rental charges, targeting multi-year deals with priority organizations, subject to case by case approval by the City's Director of Convention Facilities. | Director, Convention Facilities [November 30, 2020] | Will not be implemented because it is not warranted or reasonable | The City is currently unable to commit additional General Fund dollars at this time to supplement current MED assessments in future years, due to the significant fiscal uncertainty that the City faces as the impacts of the COVID-19 pandemic continue. |
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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | R3 [for F7-F8] | Effective with conventions taking place after July 1, 2021, the Police Department must assign at least an additional 3 uniformed beat patrol officers per 10,000 expected event attendees, dedicated to patrolling areas extending four or more blocks from any side of Moscone Convention Center during the 8 busiest convention hours overlapping daily start and end times. | Director, Convention Facilities [November 30, 2020] | Will not be implemented because it is not warranted or reasonable | Moscone Center is in the SFPD Southern District Station's jurisdiction. This recommendation would require Southern Station to relocate full duty foot patrol officers from their sector or beat patrol area and would impede the station Captain's ability to maintain adequate staffing to ensure sufficient police services can be provided district-wide. Due to recent budget cuts including cuts to three upcoming academy classes, SFPD will not have the staffing capacity to assign an additional three uniformed beat patrol officers per 10,000 event attendees during conventions. |

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | R4 [for F7-F8] | By June 30, 2021, establish a task force comprised of at least (i) ASM Global, (ii) Community Behavioral Health Services, (iii) Convention Facilities Department, (iv) the San Francisco Hotel Council, (v) San Francisco Police Department, and (vi) San Francisco Travel, to develop a comprehensive strategic plan for event security and street management, to achieve a goal of 25% or fewer "needs improvement" responses in convention post-event surveys for security and street cleanliness. | Director, Convention Facilities [November 30, 2020] | Will not be implemented because it is not warranted or reasonable | San Francisco has already established active relationships with a number of multi-stakeholder security organizations. The Convention Facilities Department and ASM Global's security management team work in close partnership with the Yerba Buena Community Benefit District (YCBCD) and the Southern Station (SFPD) command staff to monitor street conditions 24/7. The Moscone Center Security Department is also represented at the San Francisco Hotel Security Directors Association, the Council of District Merchants, the SFPD Small Business Advisory Board and the Bay Area Security Directors Association. The Convention Facilities Department maintains a direct line of communication with the Human Services Agency (HSA), the Department of Homelessness and Supportive Housing (HSH), SF Public Works (SFPW), SF Fire Department Emergency Medical Services (SFFD), SF Police Department (SFPD) local beat officers, San Francisco Travel and the Hotel Council of San |
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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | R2 [for F3-F6, F9] | Starting with FY 2021/2022 city budget, supplement current MED assessments with an additional general fund allocation of at least \$2,500,000 to provide additional discounts to Moscone gross rental charges, targeting multi-year deals with priority organizations, subject to case by case approval by the City's Director of Convention Facilities. | Director, Convention Facilities [November 30, 2020] | Will not be implemented because it is not warranted or reasonable | The City is currently unable to commit additional General Fund dollars at this time to supplement current MED assessments in future years, due to the significant fiscal uncertainty that the City faces as the impacts of the COVID-19 pandemic continue. |
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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F1 | MED and TID assessments to support convention sales and San Francisco Travel are a key support to Moscone's competitiveness and success. | Director, OEWD [November 30, 2020] | Agree with the finding | |

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F4 | Moscone's convention business supports a significant travel and tourism-based workforce that is largely local, vital and diverse. | Director, OEWD [November 30, 2020] | Agree with the finding | |

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F5 | Economic activity due to Moscone's conventions is a significant part of the City's entire tourism sector, about one fifth of it. | Director, OEWD [November 30, 2020] | Agree with the finding | |

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F4 | Moscone's convention business supports a significant travel and tourism-based workforce that is largely local, vital and diverse. | Director, OEWD [November 30, 2020] | Agree with the finding | |
| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F3 | Moscone's primary economic benefit to San Francisco is indirect, deriving from conventions that help fill hotel rooms and support local travel and tourism-related activities. | Director, OEWD [November 30, 2020] | Agree with the finding | |
| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F5 | Economic activity due to Moscone's conventions is a significant part of the City's entire tourism sector, about one fifth of it. | Director, OEWD [November 30, 2020] | Agree with the finding | |

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| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F7 | Compared to some cities' competing venues, convention planner and conventioneer concerns about insecurity (real and perceived) in San Francisco make contracting and retaining future conventions a significant challenge. | Chief of Police [November 30, 2020] | Disagree, partially | Attendee safety, both real and perceived, is a top priority for meeting planners when researching prospective host cities, and these concerns are a challenge for most major city convention facilities. Moscone actively partners with convention planners, SF Travel, the San Francisco Police Department, OEWD, Yerba Buena Community Benefit District, Yerba Buena Gardens Conservancy, surrounding businesses, community groups and others to develop and implement strategies that address security concerns. |
| Sustain Our City's High Performing Moscone Convention Center [October 1, 2020] | F8 | Unwelcome street behaviors and uncleanliness that bother convention attendees and exhibitors have been important reasons for convention planners of some medium and large size events to select venues in other cities. | Chief of Police [November 30, 2020] | Disagree, partially | The decline of street conditions and behavior in every major city across the country has been well documented and is a consideration by planners when they select a city for their event. That being said, meeting planners have a number of first-tier cities from which to choose, and carefully evaluate a comprehensive list of criteria in an overall effort to select the best possible destination for their attendees. San Francisco continues to be a desirable destination for conventions. |

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