

MEMORANDUM

TO: Supervisor Myrna Melgar, District 7 Supervisor

CC: San Francisco Board of Supervisors

FROM: Chris Corgas, Program Director, OEWD
Mimi Tam Hiraki, Project Specialist, OEWD

DATE: July 6, 2022

SUBJECT: Ocean Avenue Community Benefit District; FY 2020-2021 Annual Report

This is a memo summarizing the accomplishments of the Ocean Avenue Community Benefit District (“Ocean Avenue CBD” or “CBD”) and an analysis of its financial statements (based on their audit) for the period between July 1, 2020, and June 30, 2021.

Each year, the CBD is required to submit a mid-year report, an annual report and a CPA financial review or audit. Ocean Avenue CBD has complied with the submission of all these requirements. 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 Ocean Avenue CBD management contract with the City; and their Management Plan approved by the Board of Supervisors in 2010.

Also attached to this memo are the following documents:

1. Annual Report
 - a. FY 2020-2021
2. CPA Financial Review Report
 - a. FY 2020-2021
3. Ocean Avenue Strategic Plan (adopted spring 2021)
4. Draft resolution from the Office of Economic and Workforce Development



Background

The Ocean Avenue CBD includes both privately- and publicly-owned properties. The district covers 12 blocks and includes approximately 151 parcels.

- December 14, 2010: the Board of Supervisors approved the resolution that established the Ocean Avenue Community Benefit District for 15 years (Resolution # 587-10).
- May 24, 2011: the Board of Supervisors approved the contract for the administration and management of the Ocean Avenue Community Benefit District (Resolution #221-11).
- April 19, 2016: the Board of Supervisors approved the annual report for the Ocean Avenue Community Benefit District for FY 2014-2015 (Resolution # 141-16).
- March 21, 2017: the Board of Supervisors approved the annual report for the Ocean Avenue Community Benefit District for FY 2015-2016 (Resolution # 097-17).
- September 25, 2018: the Board of Supervisors approved the annual report for the Ocean Avenue Community Benefit District for FY 2016-2017 (Resolution # 314-18).
- September 17, 2019: the Board of Supervisors approved the annual report for the Ocean Avenue Community Benefit District for FY 2017-2018 (Resolution # 401-19).
- September 29, 2020: the Board of Supervisors approved the annual report for the Ocean Avenue Community Benefit District for FY 2018-2019 (Resolution #435-20).
- January 25, 2022: the Board of Supervisors approved the annual report for the Ocean Avenue Community Benefit District for FY 2019-2020 (Resolution # 20-22).

Basic Information about the Ocean Avenue Community Benefit District:

Year Established	December 2010
Assessment Collection Period	FY 2010-2011 to FY 2024-2025 (July 1, 2010 to June 30, 2025)
Services Start and End Date	July 1, 2011 – December 31, 2025
Initial Estimated Annual Budget	\$239,578
FY 2020-21 Assessment Submission	\$339,580.72
Fiscal Year	July 1 – June 30
Executive Director	Daniel Weaver (through June 30, 2021) Pierre Smit (current)
Name of Nonprofit Owners' Entity	Ocean Avenue Association (“OAA”)

The current CBD website www.oceanavenueassociation.org includes pertinent information about the organization and their programs, a calendar of events, their Management Plan, Mid-Year Report, Annual Report and meeting schedules.

Summary of Program Areas

Cleaning, Maintenance, and Safety

The Ocean Avenue Management Plan calls for approximately 52% of the budget to be spent on Cleaning, Safety, and Maintenance. OAA contracts with CleanScapes to provide cleaning and maintenance. Two workers are employed who clean and maintain the public realm six days a week. These services include sweeping and steam cleaning sidewalks and Muni boarding islands; removing graffiti within 24 hours;



topping off city trash cans; spot pressure washing; reporting and monitoring of illegal dumping of small and large items in the public right-of-way; wiping down furniture; removing weeds from tree wells; removing posted notices on city poles and other street furniture; and painting city poles.

Marketing, Streetscape Improvements, and Beautification

Approximately 18% of the annual budget is allocated for public space development and streetscape improvements. This program area includes but is not limited to promoting the district through a website that includes information about their purpose and accomplishments, sponsoring special events such as holiday events and monthly concerts, and developing marketing activities that support efforts to recruit and retain businesses.

Management & Operations

The Ocean Avenue CBD is staffed by a full-time Executive Director who (1) performs the day-to-day management of the organization, (2) serves at the focal point person for the district, (3) advocates for city funds and services and (4) ensures that the organization is in compliance with their Management Plan and City contract. The CBD Management Plan calls for approximately 26% of the budget to be spent on management and operations.

The Ocean Avenue CBD board has ten (10) members represented by residents, property owners, community organizations, non-profit arts organizations, government and educational institutions and businesses. The Board shall include no less than five and no more than eleven members, and be composed of at least 50% of property owners, or property owners' designated representatives, who are paying the CBD assessment. In addition to the property owners, at least 20 percent of the Board shall be representatives of non-property-owning businesses within the CBD boundaries. The Board also includes representatives from neighborhood organizations. Currently, the board structure complies with Article 15 of the San Francisco Business and Tax Regulations Code. The full board meets monthly.

Summary of Accomplishments, Challenges, and Delivery of Services

FY 2020-2021

Cleaning, Maintenance, and Safety

- Sidewalks swept daily
- Power washing twice a year
- Graffiti removal within 24 hours
- Water planters
- Needle removal
- Pruning trees once a year

Marketing, Streetscape Improvements, and Beautification

- Continued to partner with the OMI Cultural Participation Project, to maintain and program the Unity Plaza area, including hosting the Ingleside Art Show where 250-500 people attended to enjoy



food from one of the District's restaurants, work by painters, independent writers, creators, and other local artists, and live music

- Worked with the Ingleside Merchants Association on different types of promotions including assisting restaurants for take-out services
- Worked with different restaurants to build parklets for their business and hired local artists to paint murals on the parklets
- Through a CDBG grant, provided technical assistance to small businesses
- Replaced concrete areas with planting areas
- Assisted by SF Public Works, the CBD planted trees and maintains the tree wells and planting areas
- Helped promote the SF Turkey Drive, the Ave Bar Ethnic Toy Drive, OMI CPP events and the Ingleside Merchant Association
- Sponsored one of Ocean Paws' Dog Pet Stations
- Installed holiday decorations including red bows on all palm trees on Ocean Avenue
- Painted murals on the PG&E substation gate through a District 7 participatory budgeting grant, Faxon Garage through a San Francisco Arts Commission grant and a utility box on Capital Avenue
- Involved in the SF County Transportation Authority Capital Projects, new construction of City College at the corner of Friday Kahlo Way and Ocean Avenue, and the construction of the Balboa Reservoir housing complex

Management & Operations

- Contracted with Urban Place Consulting to evaluate the OAA's effectiveness and short-, mid-, and long-term goals for the CBD in preparation for upcoming renewal process.
- Hired a new Small Business & Marketing Manager and Executive Director.
- Recruited 4 new board representing Ocean Avenue property owners, business and community members. business owners, people who work on Ocean Ave, the City College and community.
- Applied for grants to bring additional resources to the CBD.

Ocean Avenue CBD Annual Budget Analysis

OEWD's staff reviewed the following budget related benchmarks for the Ocean Avenue CBD:

- **BENCHMARK 1:** Whether the variance between the budget amounts for each service category was within 10 percentage points from the budget identified in the Management Plan (*Agreement for the Administration of the "Ocean Avenue Community Benefit District", Section 3.9 – Budget*)
- **BENCHMARK 2:** Whether one percent (1%) of actuals came from sources other than assessment revenue (*CA Streets & Highways Code, Section 36650(B)(6); Agreement for the Administration of the "Ocean Avenue Community Benefit District", Section A - Annual Reports*)
- **BENCHMARK 3:** Whether the variance between the budget amount and actual expenses within a fiscal year was within 10 percent (*Agreement for the Administration of the "Ocean Avenue Community Benefit District", Section 3.9 – Budget*).



- **BENCHMARK 4:** Whether the Ocean Avenue CBD is indicating the amount of any surplus or deficit revenues to be carried forward into the next fiscal year and designating the projects to be funded by any surplus revenues (*CA Streets & Highways Code, Section 36650(B)(5)*).

FY 2020-2021 Budget Analysis

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

ANALYSIS: *The Ocean Avenue CBD met this requirement. See table below.*

Service Category	Management Plan Budget (Percentage)	FY 2020-2021 Budget – Asst. (Percentage)	FY 2020-2021 Budget – Total (Percentage)	Variance Percentage Points – Asst.	Variance Percentage Points – Asst.
Cleaning, Maintenance and Safety Program	\$123,750.00 (51.65%)	\$175,369.00 (50.25%)	\$175,369.00 (30.50%)	-1.41%	-21.16%
Marketing, Streetscape Improvements, and Beautification Program	\$43,221.42 (18.04%)	\$57,546.00 (16.49%)	\$178,546.00 (31.05%)	-1.55%	+13.01%
Management and Operations	\$62,370.00 (26.03%)	\$101,098.00 (28.97%)	\$206,098.00 (35.84%)	+2.93%	+9.81%
Contingency and Reserve	\$10,236.60 (4.27%)	\$15,000.00 (4.30%)	\$15,000 (2.61%)	+0.03%	-1.66%
TOTAL	\$239,578.02 (100%)	\$349,013.00 (100%)	\$575,013.00 100.00%		

BENCHMARK 2: Whether one percent (1%) of actuals came from sources other than assessment revenue

ANALYSIS: *The Ocean Avenue CBD met this requirement. Assessment revenue was \$202,950.00 or 68% of actuals and non-assessment revenue was \$94,996.00 or 32.88% of actuals. See table below.*

Revenue Sources	FY2021 Actuals	% of Actuals
Total Assessment (Special Benefit) Revenue	\$202,950.00	68.12%



Total Non-Assessment (General Benefit) Revenue	\$94,996.00	32.88%
Total	\$297,946.00	100%

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

ANALYSIS: *The Ocean Avenue CBD met this requirement. See Table below.*

Service Category	FY 2020-2021 Budget (Percentage)	FY 2020-2021 Asst. Budget (Percentage)	FY 2020-2021 Actuals – Total (Percentage)	FY 2020-2021 Actuals – Asst (Percentage)	Variance % Points - Total	Variance % Points – Asst.
Cleaning, Maintenance, and Safety	\$175,369.00 (30.50%)	\$175,369.00 (50.25%)	\$143,400.00 (37.08%)	\$143,400.00 (49.89%)	+6.58%	-0.36%
Marketing, Streetscape Improvements, and Beautification	\$178,546.00 (31.05%)	\$57,546.00 (16.49%)	\$101,588.00 (26.27%)	\$47,259.00 (16.44%)	-4.78%	-0.05%
Management and Operations	\$206,098.00 (35.84%)	\$101,098.00 (28.97%)	\$141,766.00 (36.66%)	\$96,766.00 (33.67%)	+0.81%	+4.70%
Contingency Reserve	\$15,000 (2.61%)	\$15,000.00 (4.30%)	\$0.00 (0.00%)	\$0.00 (0.00%)	-2.61%	-2.61%
TOTAL	\$575,013.00 (100%)	\$349,013.00 (100%)	\$386,754.00 (100%)	\$287,425.00 (100%)		

BENCHMARK 4: Whether the Ocean Avenue CBD is indicating the amount of any surplus or deficit revenues to be carried forward into the next fiscal year and designating the projects to be funded by any surplus revenues

ANALYSIS: *The Ocean Avenue CBD did not meet this requirement. Per California Streets and Highways code 36650 (b) (5) CBDs are required to indicate the amount of surplus or deficit revenues to be carried over from the previous fiscal year into the next. The Ocean Avenue CBD did not include this information in their annual report delivered to the Office of Economic and Workforce Development, but did provide it in supplemental documentation provided to OEWD. In the supplemental information, they did not indicate how this would be broken down by service category for expenditures in future years.*



Please note: There is a period between when the City collects assessment payment and when the City disburses the funds to the CBD. As a result, a CBD typically has a fund balance at the end of the fiscal year that is equal to about 6 months of their annual budget. See table below.

FY 2020-2021 Carryover Disbursement	\$194,516.53
Cleaning, Maintenance and Safety	
Marketing, Streetscape Improvements and Beautification	
Management and Operations	
Contingency and Reserves	
Total Designated Amount for Future Years	\$194,516.53

Findings and Recommendations

The Ocean Avenue CBD met 3 of the 4 benchmarks as defined on pages 4 and 5 of this memo. For the year in review, the Ocean Avenue CBD exceeded its general benefit requirement of one percent (1%) by raising approximately 33% in general benefit dollars and the CBD kept its variances in line for Benchmark 1 and 3. Although the organization did meet its benchmark variances and exceeded general benefit fundraising, a discussion should be had to ensure that some general benefit funding, at least 1%, is allocated to the Cleaning, Maintenance, and Safety program area. This could be from grant/donation dollars or in-kind donations such as volunteer time.

The Ocean Avenue CBD did not meet Benchmark 4 indicate the amount of surplus or deficits revenues to be carried forward because it did not include this information in the annual report. Over the years many CBDs have failed to provide this information because it is provided in their financial statements or supplemental documentation provided to OEWD, but state law specifies it must be included in the annual report. OEWD created a reporting template in 2015 for CBDs to address this issue, but the Ocean Avenue CBD did not use it. OEWD has revised the template for FY 20-21 reporting and, in a summary memo, is requiring all CBDs to include all chart fields from that template in the annual report to property owners. If the Ocean Avenue CBD does this for future annual reports they will comply with the law.

The review period was a particularly challenging time for the Ocean Avenue CBD as it was a year of transition internally with new staff hiring and new board member recruitments. The CBD continued to face challenges and impacts from the COVID-19 pandemic, including canceling its annual Lunar New Year Celebration. The CBD continues to adjust and provide support to its district with the continuous changes of health orders issued by the San Francisco Health Officer, including the renewed shelter-in-place health order in December 2021.

The Ocean Avenue CBD did not provide any quantifiable metrics for its cleaning service in FY 2020-21. These metrics are important to show stakeholders the impact of the CBD, but also to demonstrate to the City and County of San Francisco what is going on within the district within a given fiscal year.



Responsibility for providing metrics to the CBD executive director should fall to the work contractor which is Cleanscapes, a subsidiary of Recology. However, it is the responsibility of the CBD executive director to ensure such metrics are collected by the contractor and provided to the CBD. This is the first time OEWD has not seen any quantifiable metrics for cleaning and maintenance in any CBD's annual report. One of the items mentioned in the strategic plan, which is in detail below and attached to this memo, is that the CBD has not put out an RFP for services since Cleanscapes was awarded the contract. The strategic plan agrees there may be good reasons to rebid the cleaning program, which will better ensure accountability and that ratepayers are getting the best value, but cautions this is not the right time as the CBD must focus on implementing the recommendations of the strategic plan and expanding the Communication/Marketing and Small Business Support programs as they bring on a new executive director. This would be best accomplished after a renewal and expansion of the district. In the meantime, the executive director should work with their contractor to ensure monthly reports from their contractor on what they accomplished within a previous month. This information should be shared with the board at every meeting, as is standard practice at every other CBD operating in San Francisco.

To promote residents and visitors to the businesses, the CBD partnered with the Ingleside Merchants Association to assist restaurants in take-out services, helping restaurants build parklets with murals, hiring local artists to paint murals on the PG&E substation, Faxon Garage and utility box on Capitol Avenue, installing planting areas and trees to improve people's experience on the corridor, and working with the OMI Cultural Participation Project to maintain the Unity Plaza area. Additionally, Ocean Avenue CBD staff worked with city officials to assist storefronts where their windows were broken and, in some cases, repeatedly. OAA installed holiday decorations on Ocean Avenue during the holiday season.

Despite the impacts of the pandemic on the economy, the district welcomed two new businesses, Ocean Paws and That's Amore Pizzeria. Ocean Avenue CBD sponsored one of the six dog pet stations Ocean Paws for the district. Ocean Avenue CBD also successfully sponsored the Ingleside Art Show in June 2021 with 250-500 people visiting Unity Plaza to safely enjoy live music, local artists and the district's businesses.

Based on OEWD's recommendation recorded in the CBD's FY 2019-2020 annual reporting memo, the CBD hired the consultant Urban Place Consulting in September 2020 to develop a strategic plan that will look at short term, mid-term, and long term needs of the district. Finalized in the first quarter of 2021, the strategic plan outlines the explicit goals for the CBD to focus on achieving financial stability and resource growth, improve program effectiveness, improve organization's effectiveness and respect in the community, and develop an effective management structure and appropriate Board/Staff relationships.

The plan was completed in spring 2021. Some individuals associated with the organization did not agree with the findings of the report. The plan is meant to be a guide on how the CBD could improve itself organizationally before it fully immersed itself in the renewal and expansion process. OEWD believes that without fixing structural weaknesses of the organization that the CBD would be, at best, ill prepared to implement a management plan for a renewed and expanded district and, at worst, set itself up for failure during the renewal process. The Ocean Avenue Association Strategic Plan is attached to this file for record. As alluded to in the previous annual report memo, the plan had the following findings:

- 1) Organization findings (page 4 of Strategic Plan)
 - a. Internal Findings



- i. The Board is undereducated on its legal and moral responsibility to the assessment payers and the City. There is a lack of a Board Handbook or document that defines the Board role, its legal responsibility and the organization’s expectations of Board Members.
- ii. The key issue is that the Board is not adequately meetings its fiduciary responsibilities either organizational or financial.
 - 1. Lack of participation by Board members at Board meetings. 2-3 Board members control the meetings and strongly influence board decisions. There is a lack of understanding and questioning of programs, finances, and the Executive Director’s Performance.
 - 2. There are communications challenges between the Board and the Executive Director. The Board is not clearly informed or kept up to date on the operations and programs of the CBD.
- iii. There is no Board/Staff developed annual work plan or agreed to annual goals for the organization.
- iv. The Board does not hold the Executive Director accountable for meeting any annual organizational goals.
- v. There is a lack of a thoughtful, professional transition/succession plan to replace the Executive Director who was scheduled to retire in June 2021.
- vi. There is a lack of staff capacity to execute projects and programs beyond the CBD’s core cleaning program. Only 22% of Board members rated the current staff structure as very effective.
- vii. There is an inconsistency in the process to set Board agendas. Who sets the agenda? What is the role of the Executive Director, what is the role of the Board Chair? Why is the Secretary sometimes setting the agenda?

b. External Findings

- i. There is no clear focus or Board unity on the organization’s purpose, vision, and its relationship with other community organizations.
- ii. Only 33% of the Board rated the organization as providing a strong leadership role in the Ocean Avenue community. 44% of the Board rated the leadership as “Sometimes” while 22% rated the leadership provided as “Weak or Rare”.
- iii. There is a lack of consistent communication to the property owners, businesses, and residents of the district.
- iv. The Board was asked to set priorities by choosing from a list of activities. The activities with the highest priority were:
 - 1. Play a proactive role in changes that are coming to the Ocean Avenue community.
 - 2. Plays a significant role in district collaborations with other public and private partners.
- v. The organization has limited relationships with the property owners that pay the assessments to the District.
 - 1. This would make a renewal difficult.

2) Operational Findings (page 6 of Strategic Plan)



- a. Only 22% of Board members rated the current staff structure of a full time Executive Director and two part-time contract staff as very effective. 67% rated it as “Somewhat Effective” and 11% rated it as not at all effective.
 - b. Only 33% of Board members thought the organization has sufficient staff to manage its programs and fulfill its mission. 22% that there were “Somewhat Sufficient Staff” and 45% that there were “Not Very or Not Sufficient Staff”.
 - c. On a scale of 1 to 10 with 10 as best, the Board rated the cleaning program as 7.4
 - d. On a scale of 1 to 10 with 10 as best, the Board rated the landscape/beautification programs as 7.4
 - e. There is not a consistent communication strategy to tell a positive story of the District and its programs.
 - f. There is not a consistent marketing strategy to attract customers and investors to the District.
 - g. There is a part-time consultant, funded solely from grant income, providing support to District businesses. When the board was asked what the core purpose of the organization was the most frequent answer was “To Support Business”
 - h. The organization does not have a physical office to interact with stakeholders.
 - i. The District is under-funded to achieve the programs and services envisioned in the District management plan. For a District of this size to provide the services and programs needed to make Ocean Avenue competitive with other neighborhood commercial districts a minimum budget would be in the \$500,000 to \$600,000 range.
- 3) Financial Findings (page 6 of Strategic Plan)
- a. The fiscal year 2020-21 budget which began July 1, 2020 was not reviewed and approved by the Board until January of 2021.
 - b. There is a lack of a consistent distribution of timely financial reports to the Board. The Board does not receive an operation (budget to actual) report or a balance sheet or a cash flow projection on a consistent monthly basis.
 - c. Contracts for services are not consistently reviewed and approved by the Board.
 - d. There is a lack of consistent invoicing board review of grant funding and grant funds receivable.
 - e. There is a lack of consistent invoicing grantors for payment even though grant work has been completed and funds paid under the grants.
 - f. Lack of a Board approved financial policy document that defines the financial operations of the organization.

OEWD agrees with these findings based on observing and working with the organization throughout fiscal year 2020-2021. Urban Place Consulting, which has significant experience in CBD management and formation, provided a series of recommended solutions to help the organization in this area. The list of recommendations from page 7 – 13 of the Ocean Avenue Association Strategic Plan.

Initially, some individuals within the CBD were unreceptive to the findings and recommendations of the report. However, once new board members and a new executive director started to serve the organization in July 2021 (FY 2021-22), they began to work to implement the recommendations of the strategic plan. OEWD will observe this process throughout FY 2021-2022 and provide the Board of Supervisors an update on the organization’s process through the FY 2021-2022 annual report memo. Should the organization not



prioritize the implementation of the recommendations of the report then OEWD will consider suspending the organization's work on its renewal and expansion until OEWD sees substantial progress has been made in these areas.

OEWD recommended in the FY2019-2020 annual reporting memo that the CBD market the organization better to the Ocean Avenue community and to the public at large with specific actions such as having clearly identifiable uniforms and logos for the cleaning and safety staff to let people know they are funded by the Ocean Avenue CBD. Currently, Ocean Avenue contracts cleaning and safety services to a subsidiary of Recology, Cleanscapes, which likely causes people to assume these employees are funded by general fund dollars rather than the CBD special assessments. There was some progress in this area in FY 2020-2021, but it was inconsistent. OEWD again recommends the CBD continue to pursue opportunities to market themselves and work with their contractor and organizations or events they fiscal sponsor to ensure the OAA is marketed. Additionally, the OAA should market itself by marketing the corridor either by doing the work directly, working with neighborhood partner organizations, or contracting work to outside entities.

OEWD also recommended in the FY2019-2020 annual reporting memo that the CBD staff increase engagement with property owners and the district's businesses. CBD staff could perform weekly merchant walks to listen to concerns of all of the businesses on the district and refer them to CBD and city services that could help address issues, directly emailing, calling these key stakeholders and ensuring outreach materials are culturally competent when translated into Chinese and Spanish as the corridor is comprised of a large number of immigrant-owned and BIPOC-owned businesses. Although, the CBD has somewhat increased outreach to businesses, especially monolingual ones, OEWD believes the CBD can do more especially when promoting cultural events such as the Lunar New Year. The Covid-19 pandemic also made this challenging, but the organization's executive director should make themselves available to businesses, property owners, and stakeholders by regular merchant walks and by hosting weekly office hours.

In June 2021 a constituent raised a question whether or not the CBD was violating its management plan by not having community ambassadors on the corridor. OEWD brought this question to the Office of the City Attorney and determined that the management plan is a "plan" for how the district will function, but there is some flexibility on how the governing board implements it. The management plan has this item grouped under the category "Cleaning, Maintenance, and Public Safety" and nowhere in the document a specific dollar amount is stated for that area so the OAA board did have discretion. Upon further investigation it was determined that the reason this was included in the management plan was in case this was a service the CBD board wanted to do in the future should it avail itself to new funding sources based on district growth or grant dollars.

As the CBD prepares for an early renewal and expansion campaign OEWD recommends the CBD market itself better and connect more with all the property owners and merchants within the district. The Ocean Avenue corridor is incredibly diverse, including a significant number of Cantonese speaking businesses. The CBD should continue and expand efforts to provide outreach to monolingual communities and it should continue to build on this especially in respect to a renewal and expansion campaign. With that said, the renewal and expansion of the District needs to be a secondary focus of the organization until the strategic plan recommendations are implemented.

OEWD is carefully tracking the progress of the Ocean Avenue Association on implementing the recommendations from its strategic plan. Most of this work should take place in FY 21-22 and will be



highlighted in that report memo. OEWD will be request that the Office of the Controller perform an audit of the organization in FY 22-23 to gauge the progress the organization is making at implementing the strategic plan's recommendations, to ensure the organization is spending funding properly and there are proper fiscal controls, and the overall effectiveness and efficiency of the organization.

Conclusion

The Ocean Avenue CBD continues to perform its core cleaning services well and began the process to improve itself organizationally. The CBD continues to partner with numerous municipal agencies for small business technical assistance, business attraction, and façade improvement along the commercial corridor, but could improve on synergistically working with other community organizations. The CBD should increase efforts to market itself, its services, and to interact with the merchant community.

