

BOARD of SUPERVISORS



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## MEMORANDUM

TO: Ben Rosenfield, City Controller, Office of the Controller  
Joaquin Torres, Director, Office of Economic and Workforce Development

FROM: John Carroll, Assistant Clerk, Government Audit and Oversight  
Committee, Board of Supervisors

DATE: April 10, 2019

SUBJECT: LEGISLATION INTRODUCED

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The Board of Supervisors' Government Audit and Oversight Committee has received the following proposed legislation, introduced by Supervisor Peskin on April 2, 2019:

**File No. 190366**

**Resolution receiving and approving an annual report for the Fisherman's Wharf Community Benefit District and Fisherman's Wharf Portside Community Benefit District for FY2017-2018, submitted as required by the Property and Business Improvement District Law of 1994 (California Streets and Highways Code, Sections 36600 et seq.), Section 36650, and the Districts' management agreements with the City, Section 3.4.**

If you have any comments or reports to be included with the file, please forward them to me at the Board of Supervisors, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102.

c: Todd Rydstrom, Office of the Controller  
Ken Rich, Office of Economic and Workforce Development  
J'Wel Vaughan, Office of Economic and Workforce Development  
Lisa Pagan, Office of Economic and Workforce Development  
Chris Corgas, Office of Economic and Workforce Development

1 [Fisherman's Wharf Community Benefit District and Fisherman's Wharf Portside Community  
2 Benefit District - Annual Report for FY2017-2018]

3 **Resolution receiving and approving an annual report for the Fisherman's Wharf**  
4 **Community Benefit District and Fisherman's Wharf Portside Community Benefit District**  
5 **for FY2017-2018, submitted as required by the Property and Business Improvement**  
6 **District Law of 1994 (California Streets and Highways Code, Sections 36600 et seq.),**  
7 **Section 36650, and the Districts' management agreements with the City, Section 3.4.**

8  
9 WHEREAS, The Fisherman's Wharf Community Benefit District (the "Fisherman's  
10 Wharf CBD") was established by the Board of Supervisors in 2005, and the Fisherman's  
11 Wharf Portside Community Benefit District (the "Fisherman's Wharf Portside CBD") was  
12 established by the Board of Supervisors in 2006, as described below; and

13 WHEREAS, Both the Fisherman's Wharf CBD and the Fisherman's Wharf Portside  
14 CBD are administered by the same owners' non-profit association, known as the Fisherman's  
15 Wharf Association, as described below; and

16 WHEREAS, On June 7, 2005, in accordance with the Property and Business  
17 Improvement District Law of 1994, California Streets and Highways Code Sections 36600 *et*  
18 *seq.* (the "Act"), as augmented by Article 15 of the San Francisco Business and Tax  
19 Regulations Code ("Article 15"), the Board of Supervisors adopted Resolution No. 386-05  
20 expressing the City's intent to form the Fisherman's Wharf CBD; and

21 WHEREAS, On July 26, 2005, the Board of Supervisors adopted Resolution  
22 No. 540-05 establishing the Fisherman Wharf's CBD for a period of 15 years commencing  
23 with FY2005-2006; and

24 WHEREAS, On January 10, 2006, the Board of Supervisors adopted Resolution  
25 No. 16-06 authorizing a contract with the Fisherman's Wharf Association for the management

1 and administration of the Fisherman's Wharf CBD (the "Fisherman's Wharf CBD Management  
2 Contract") which is on file with the Clerk of the Board of Supervisors in File No. 052026; and

3 WHEREAS, On October 24, 2006, in accordance with the Act, as augmented by  
4 Article 15, the Board of Supervisors adopted Resolution No. 586-06 expressing the City's  
5 intent to form the Fisherman's Wharf Portside CBD; and

6 WHEREAS, On December 12, 2006, the Board of Supervisors adopted Resolution  
7 No. 696-06 establishing the Fisherman's Wharf Portside CBD for a period of 14 years  
8 commencing with FY2005-2006; and

9 WHEREAS, On June 19, 2007, the Board of Supervisors adopted Resolution  
10 No. 312-07 with the Fisherman's Wharf Association, authorizing a contract with the  
11 Fisherman's Wharf Association for the management and administration of the Fisherman's  
12 Wharf Portside CBD (the "Fisherman's Wharf Portside Management Contract") which is on file  
13 with the Clerk of the Board of Supervisors in File No. 070838; and

14 WHEREAS, On March 14, 2017, the Board of Supervisors approved the Fisherman's  
15 Wharf CBD's and the Fisherman's Wharf Portside CBD's annual report for FY2016-2017 in  
16 Resolution No. 240-18; and

17 WHEREAS, The Fisherman's Wharf Association has submitted for the Board's  
18 receipt and approval an annual report for both the Fisherman's Wharf CBD and  
19 Fisherman's Wharf Portside CBD for FY2017-2018 as required by Section 36650 of the  
20 Act and Section 3.4 of the Fisherman's Wharf Management Contract and the Fisherman's  
21 Wharf Portside Management Contract (the "Annual Report"), which is on file with the Clerk  
22 of the Board of Supervisors in File No. 190366 and is incorporated herein by reference as  
23 though fully set forth; and

24 WHEREAS, Supporting documents, including, but not limited to, a transmittal letter and  
25 memorandum report from the City's Office of Economic and Workforce Development, dated

1 March 22, 2019, and documentation from the Fisherman's Wharf Association for the Annual  
2 Report is on file with the Clerk of the Board of Supervisors in File No. 190366;  
3 now, therefore, be it

4 RESOLVED, That the Board of Supervisors hereby receives and approves the annual  
5 report for the Fisherman's Wharf Community Benefit District and Fisherman's Wharf Portside  
6 Community Benefit District for FY2017-2018.

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Fisherman's  
**WHARF**

COMMUNITY BENEFIT DISTRICT

17-18  
Annual Report

Dear Fellow Community Member,

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

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

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

Sincerely,  
Aline Estournes, FWCBD President

## Ambassadors & PIERsafe

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

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

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

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

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

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

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

### Safety & Security

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



Welcome sign at the Hyde Street Cable Car Turnaround

# Street Operations, Beautification & Order

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

## Homeless Outreach

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

## Strategic Planning

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

## Pedestrian Counts

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

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

# DISI & Marketing Accomplishments

## Events

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

## Advertising, Print & Digital Media

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







Wharf Fest Street Fair 2017

# Communications & Other Accomplishments

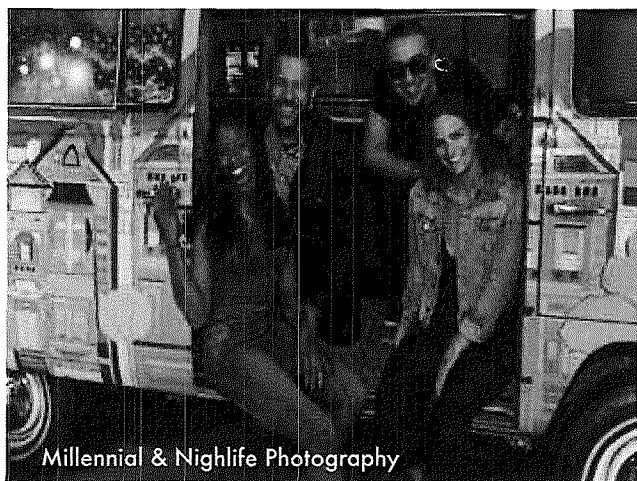
## Newsletters

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

## Social Media & Website

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

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



Millennial & Nighlife Photography

# 2017/18 Financials

## Landside + Portside

## Landside

## Portside

	Actual	Budget	Variance	% of Variance	Actual	Budget	Variance	% of Variance	Actual	Budget	Variance	% of Variance
<b>REVENUE</b>												
Assessments - Prior Year Collections	829,226	829,250	-24	0%	649,926	649,950	-24	0%	179,300	179,300	0%	0%
Assessments-Landside	708,468	708,500	-32	0%	708,468	708,500	-32	0%	0	0	0%	0%
Assessments-Portside	230,800	230,800	0	0%	0	0	0	0%	230,800	230,800	0	0%
Grants - Lombard Visitor Services	236,622	0	236,622	100%	0	0	0	0%	0	0	0	0%
Special Event/Sponsorship	3,212	15,000	-11,788	-79%	2,409	11,250	-8,841	-79%	803	3,750	-2,947	-79%
Interest Savings/Other	502	0	502	100%	502	0	502	100%	0	0	0	0%
Donated Services	106,768	40,500	66,268	164%	80,076	30,375	49,701	164%	26,692	10,125	16,567	164%
<b>TOTAL REVENUE</b>	<b>1,286,372</b>	<b>994,800</b>	<b>291,572</b>	<b>29%</b>	<b>791,455</b>	<b>750,125</b>	<b>41,330</b>	<b>6%</b>	<b>258,295</b>	<b>244,675</b>	<b>13,620</b>	<b>6%</b>
<b>TOTAL REVENUE + PRIOR YEAR CARRYOVER</b>	<b>2,115,598</b>	<b>1,824,050</b>	<b>291,548</b>	<b>16%</b>	<b>1,441,381</b>	<b>1,400,075</b>	<b>41,306</b>	<b>3%</b>	<b>437,595</b>	<b>423,975</b>	<b>13,620</b>	<b>3%</b>
<b>EXPENSE</b>												
Sidewalk, Operations & Beautification	165,541	291,000	-125,459	-43%	165,541	291,000	-125,459	-43%	0	0	0	0%
District Identity & Streetscape Improvement	663,459	692,000	-28,541	-4%	492,417	519,000	-26,583	-5%	171,042	173,000	-1,958	-1%
Administration	195,805	271,200	-75,395	-28%	147,208	203,400	-56,192	-28%	48,597	67,800	-19,203	-28%
Special Projects/Lombard	236,622	0	236,622	0%	0	0	0	0%	0	0	0	0%
Donated Services	106,768	51,000	55,768	109%	80,076	38,250	41,826	109%	26,692	12,750	13,942	109%
<b>TOTAL EXPENSES</b>	<b>1,368,196</b>	<b>1,305,200</b>	<b>62,996</b>	<b>5%</b>	<b>885,243</b>	<b>1,051,650</b>	<b>-166,407</b>	<b>-16%</b>	<b>246,331</b>	<b>253,550</b>	<b>-7,219</b>	<b>-3%</b>
<b>2017-2018 CARRYOVER</b>	<b>747,402</b>	<b>518,850</b>	<b>228,552</b>	<b>44%</b>	<b>556,138</b>	<b>348,425</b>	<b>207,713</b>	<b>60%</b>	<b>191,264</b>	<b>170,425</b>	<b>20,839</b>	<b>12%</b>

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

<b>REVENUE</b>			
Assessments-Prior Year Collections	556,162	191,240	747,402
Assessments	729,400	208,800	938,200
Events/Sponsorships	12,480	3,520	16,000
Grants	19,500	5,500	25,000
Donated Services	31,980	9,020	41,000
<b>TOTAL REVENUE</b>	<b>793,360</b>	<b>226,840</b>	<b>1,020,200</b>
<b>TOTAL REVENUE + PRIOR YEAR CARRYOVER</b>	<b>1,546,720</b>	<b>423,680</b>	<b>1,970,400</b>

# 2018/19 Budget

	Landside	Portside	Total
<b>BUDGET DISTRIBUTION</b>			
DISI			47%
SOBO			25%
ADMIN			21%
RESERVES			7%

## Lombard Street Services

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

## 2017/18 Balance Sheet

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

<b>2017/18 Budget Distribution</b>	
DISI	51%
SORO	22%
ADMIN	20%
CONTINGENCY RESERVE	7%

# Assessment Methodology

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

## LAND SIDE CBD PROPERTY ASSESSMENTS

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

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

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

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

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

Note: See chart below for building categories.

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

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

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

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

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

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

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

## Building Uses In Land Side CBD For Zone 1

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

## PORT SIDE CBD PROPERTY ASSESSMENTS

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

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

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

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



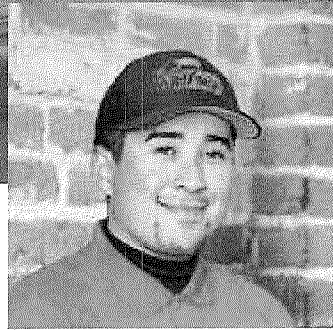
**Troy Campbell**  
Executive Director



**Laura Schaefer**  
Community Programs & Operations Director



**Rachel Brown**  
Marketing & Communications Director



**Mike Castro**  
Operations Manager

## 17/18 Board of Directors

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Aline Estournes, NorthPoint Shopping Center

### VICE PRESIDENT:

Sina von Reitzenstein, PIER 39

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### TREASURER:

Al Casciato, Bovis Foods

### ASST. SECRETARY:

Rodney Fong, The Wax Museum Building

### ASST. TREASURER:

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

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Jeff Sears, Blazing Saddles

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Amy Cacho, Noble House Hotels

John Cannizzaro, Jefferson Building, Inc.

Hagen Choi, Tower Tours

Christopher Christensen, Bay Area Longshoremen's Memorial Assn.

Tom Creedon, Scoma's

Mike Cunningham, Holiday Inn Express

Jacqueline Douglas, Wacky Jacky Sport Fishing C

Tom Escher, Red and White Fleet

Brian Huber, MapWest

Paul Miller, Bistro Boudin

Katie Mitchell, Jamestown Properties

Kathy Paver, PIER 39

Frank Rescino, The Lovely Martha Sport Fishing

Arotne Sabella, Sabella Building

Jason Williams, Hotel Zephyr

### COMMUNITY REPRESENTATIVES:

Jay Edwards, Port of San Francisco

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

John Tregenza, SFMNHP Association

## District Details & Facts

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

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

**Fisherman's  
WHARF**  
COMMUNITY BENEFIT DISTRICT

2801 Leavenworth Street, Suite B-16 San Francisco, CA 94133  
415.673.3530 | info@visitfishermanswharf.com  
www.VisitFishermansWharf.com - Visitor Site  
www.FWCBD.com - Association Site

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

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

**BENCHMARK 2: General Benefit Requirement**

5.00%

Revenue Sources	FY 2017-2018 Actuals	% of actuals	Source
Assessment Revenue	\$ 708,468.00		
Total Assessment (Special Benefit) Revenue	\$ 708,468.00	68.91%	
Contributions and Sponsorships	\$ 2,809.00	0.23%	Sponsorship
	\$ 236,622.00	23.02%	Lombard Hill Improvement Assn+ Lombard Street Ambassador Program
Grants			
Donations	\$ 80,076.00	7.79%	
Interest Earned	\$ 502.00	0.05%	
Earned Revenue	\$ -	0.00%	
Other	\$ -	0.00%	
Total Non-Assessment (General Benefit) Revenue	\$ 319,609.00	31.09%	
Total	\$ 1,028,077.00	100.00%	

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

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

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

FY 2017-2018 Carryover Disbursement	\$ 555,162.00	Source	Spenddown Timeline
General Benefit Project			
General Benefit Project 1	\$ -		
General Benefit Project 2	\$ -		
General Benefit Project 3	\$ -		
General Benefit Project 4	\$ -		
	\$ -		
	\$ -		
	\$ -		
	\$ -		
General Project Total	\$ -		
Special Assessment Project			

SA 64 - Fisherman's Wharf CBD - Public Rights of Way and Sidewalk Operations	\$	184,619.00	
SA 64 - Fisherman's Wharf CBD - District Identity and Streetscape Improvements	\$	139,766.00	
SA 64 - Fisherman's Wharf CBD - Administrative and Corporate Operations	\$	115,997.00	
SA 64 - Fisherman's Wharf CBD - Special Projects	\$	116,187.00	
SA 64 - Fisherman's Wharf CBD - Contingency and Reserves	\$		
Special Project Total	\$	556,162.00	
Total Designated Amount for FY 2017-18	\$	556,162.00	

\$

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

SELECT CBD/BID	FY 2017-18									
	Management Plan Budget	General Benefit Dollars	Management Plan Assessment Budget	% of Budget	FY 2017-18 Budget	General Benefit Dollars	FY 2017-18 Assessment Budget	% of Budget	Variance	Source
SA 64 - Fisherman's Wharf CBD - Public Rights of Way and Sidewalk Operations	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	
SA 64 - Fisherman's Wharf CBD - District Identity and Streetscape Improvements	\$ 130,979.00	\$ 6,548.95	\$ 124,430.05	70.00%	\$ 182,360.00	\$ 9,360.00	\$ 173,000.00	65.83%	-4.17%	
SA 64 - Fisherman's Wharf CBD - Administrative and Corporate Operations	\$ 37,423.00	\$ 1,871.15	\$ 35,551.85	20.00%	\$ 71,190.00	\$ 3,390.00	\$ 67,800.00	25.70%	5.70%	
SA 64 - Fisherman's Wharf CBD - Special Projects	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	
Contingency and Reserves	\$ 18,713.00	\$ 935.55	\$ 17,775.45	10.00%	\$ 23,475.00	\$ -	\$ 23,475.00	8.47%	-1.53%	
	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	
	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	
<b>TOTAL</b>	<b>\$ 187,113.00</b>	<b>\$ 9,355.65</b>	<b>\$ 177,757.35</b>	<b>100.00%</b>	<b>\$ 277,025.00</b>	<b>\$ 12,750.00</b>	<b>\$ 264,275.00</b>	<b>100.00%</b>		

**BENCHMARK 2: General Benefit Requirement**

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

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

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

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

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

Fisherman's Wharf Association  
of San Francisco

Financial Statements

June 30, 2018  
(Reviewed)

**Barlow & Hughan LLP**

**CERTIFIED PUBLIC ACCOUNTANTS**



FISHERMAN'S WHARF ASSOCIATION OF SAN FRANCISCO

JUNE 30, 2018

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INDEPENDENT ACCOUNTANTS' REVIEW REPORT

BOARD OF DIRECTORS  
FISHERMAN'S WHARF ASSOCIATION OF SAN FRANCISCO  
SAN FRANCISCO, CALIFORNIA

We have reviewed the accompanying financial statements of the FISHERMAN'S WHARF ASSOCIATION OF SAN FRANCISCO (a California mutual benefit corporation), which comprise the statement of financial position as of June 30, 2018, the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements. A review includes primarily applying analytical procedures to management's financial data and making inquiries of management. A review is substantially less in scope than an audit, the objective of which is the expression of an opinion regarding the financial statements as a whole. Accordingly, we do not express such an opinion.

**Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

**Accountants' Responsibility**

Our responsibility is to conduct the review engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Those standards require us to perform procedures to obtain limited assurance as a basis for reporting whether we are aware of any material modifications that should be made to the financial statements for them to be in accordance with accounting principles generally accepted in the United States of America. We believe that the results of our procedures provide a reasonable basis for our conclusion.

**Accountants' Conclusion**

Based on our review, we are not aware of any material modifications that should be made to the accompanying financial statements in order for them to be in accordance with accounting principles generally accepted in the United States of America.

**Supplementary Information**

The statement of functional expenses on page 11 is presented for purposes of additional analysis and is not a required part of the basic financial statements. This information is the representation of management. We have reviewed the information, and based on our review, we are not aware of any material modifications that should be made to the information in order for it to be in accordance with accounting principles generally accepted in the United States of America. We have not audited the information and, accordingly, do not express an opinion on such information.

*Barlow & Hughan LLP*

San Francisco, California  
October 18, 2018

FISHERMAN'S WHARF ASSOCIATION OF SAN FRANCISCO

STATEMENT OF FINANCIAL POSITION

JUNE 30, 2018

(See independent accountants' review report)

ASSETS

CURRENT ASSETS

Cash	\$619,871
Assessments receivable	48,654
Grant receivable	108,797
Prepaid expenses	<u>33,641</u>
	810,963

OFFICE FURNITURE AND EQUIPMENT - Net of accumulated depreciation (Note 3)	1,686
--	-------

INTANGIBLE ASSETS - Net of amortization (Note 4)	<u>18,421</u>
---	---------------

\$831,070

LIABILITIES

ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	<u>\$ 83,668</u>
--	------------------

NET ASSETS

UNRESTRICTED	638,605
--------------	---------

TEMPORARILY RESTRICTED	<u>108,797</u>
	<u>747,402</u>

\$831,070

*See notes to financial statements.*

**Barlow & Hughan LLP**

CERTIFIED PUBLIC ACCOUNTANTS

FISHERMAN'S WHARF ASSOCIATION OF SAN FRANCISCO

STATEMENT OF ACTIVITIES AND NET ASSETS

YEAR ENDED JUNE 30, 2018

(See independent accountants' review report)

	<u>Unrestricted</u>
REVENUES AND SUPPORT	
Special benefit assessments	\$ 939,268
Public support	234,593
Program services	<u>14,098</u>
	1,187,959
OTHER INCOME (EXPENSE)	
Special events - Net of expenses of \$24,930	(10,731)
Interest	345
Net assets released from restriction	<u>18,000</u>
	<u>1,195,573</u>
EXPENDITURES	
Program services	
Landside - District identity and street improvements	559,551
Landside - Street operations, beautification and order	165,542
Portside - District identity and street improvements	188,674
Lombard street visitor services	236,622
Support Services	
General and administrative expenses	<u>217,805</u>
	<u>1,368,194</u>
CHANGE IN NET ASSETS	(172,621)
FUND BALANCES - Beginning of year	<u>811,226</u>
FUND BALANCES - End of year	<u>\$ 638,605</u>

See notes to financial statements.

Barlow & Hughan LLP

CERTIFIED PUBLIC ACCOUNTANTS

Temporarily  
Restricted

Total

\$108,797	\$ 939,268
	343,390
	<u>14,098</u>
<u>108,797</u>	1,296,756

(10,731)  
345

<u>(18,000)</u>	
<u>90,797</u>	<u>1,286,370</u>

559,551

165,542

188,674

236,622

217,805

1,368,194

90,797

(81,824)

18,000

829,226

\$108,797

\$ 747,402

## FISHERMAN'S WHARF ASSOCIATION OF SAN FRANCISCO

## STATEMENT OF CASH FLOWS

YEAR ENDED JUNE 30, 2018

(See independent accountants' review report)

CASH FLOWS PROVIDED BY OPERATING ACTIVITIES	
Assessments received	\$ 830,845
Cash paid to suppliers and employees	(1,247,859)
Cash received from programs and events	28,299
Grants received	145,825
Interest received	<u>345</u>
Net cash used for operating activities and net decrease in cash	(242,545)
CASH - Beginning of year	<u>862,416</u>
CASH - End of year	<u>\$ 619,871</u>
RECONCILIATION OF CHANGE IN NET ASSETS TO NET CASH USED FOR OPERATING ACTIVITIES	
Change in net assets	\$ (81,824)
Items not requiring cash:	
Depreciation and amortization	8,756
Changes in assets and liabilities:	
Assessments receivable	(28,023)
Grant receivable	(90,797)
Prepaid expenses	(4,522)
Accounts payable and accrued liabilities	34,265
Assessments received in advance	<u>(80,400)</u>
NET CASH USED FOR OPERATING ACTIVITIES	<u>\$ (242,545)</u>

See notes to financial statements.

**Barlow & Hughan LLP**

CERTIFIED PUBLIC ACCOUNTANTS

FISHERMAN'S WHARF ASSOCIATION OF SAN FRANCISCO

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED JUNE 30, 2018

(See independent accountants' review report)

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

History and Operations

The Fisherman's Wharf Association of San Francisco (the Association) was incorporated in California on February 23, 2006 as a non-profit public benefit corporation. Its purpose is to provide services to the Fisherman's Wharf Landside and Portside Community Benefit Districts (the Districts). The members of the Landside District include the owners of all parcels of land subject to property tax assessments within the geographic area of Fisherman's Wharf as established on July 26, 2005 by the Board of Supervisors of the City and County of San Francisco. Members of the Portside District include the tenants who have leased property from the Port of San Francisco within the Portside District as established by the Board of Supervisors on December 3, 2006.

Upon formation of each District, its members were subject to multi-year special assessments imposed by the City under the Property and Business Improvement District Law of 1994. Under contracts with the City, the Association receives these special assessments and, in exchange, provides certain services to the members of the Districts. These services include supplemental security services to maintain order, the cleaning and maintenance of sidewalks, the removal of graffiti, the coordination of services provided to the homeless, neighborhood beautification and tree-planting programs, and the organization and funding of special events. The contracts with the City also require that the Association raise a specified level of private donations. Management believes that during the year ended June 30, 2018, the Association has complied with this requirement.

In addition to the special assessment funds, the Association relies on public support, grants, and service revenues to supplement the special assessments and provide services to the Districts and the neighboring areas. During the year the Association received a grant from the City to provide community services under the Lombard Street Visitor Services Program which serves an area adjacent to the Districts.

**Barlow & Hughan LLP**

CERTIFIED PUBLIC ACCOUNTANTS



FISHERMAN'S WHARF ASSOCIATION OF SAN FRANCISCO

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED JUNE 30, 2018

(See independent accountants' review report)

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - (Continued)

History and Operations (Continued)

The annual special assessments imposed by the City will expire on December 31, 2020, unless the Districts are disestablished earlier by a majority vote of its members. The Association's contracts with the City will expire on December 31, 2021, but either would expire upon the disestablishment of the District to which it relates.

Basis of Presentation

The Association reports 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, based upon the existence or absence of donor-imposed restrictions.

Grants receivable at the end of the year are recognized as temporarily restricted. Income is also recognized as temporarily restricted if restrictions imposed by the donor will not be satisfied by the end of the current year. At June 30, 2018 the Association had no permanently restricted net assets.

Income is recognized when the special assessment imposed by the City becomes due and enforceable for collection by the City Assessor. The City and County of San Francisco serves as an agent in collecting and transmitting the assessments.

Assessments Receivable

Assessments billed but not transmitted by the City at year end are recorded as receivables, net of an allowance for doubtful accounts based on the Association's historical experience. At June 30, 2018 Management determined that all of the receivables were collectible and therefore no allowance for doubtful accounts was necessary.

**Barlow & Hughan LLP**

CERTIFIED PUBLIC ACCOUNTANTS

FISHERMAN'S WHARF ASSOCIATION OF SAN FRANCISCO

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED JUNE 30, 2018

(See independent accountants' review report)

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - (Continued)

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Income Tax Status

The Association qualifies as a tax-exempt organization and is therefore generally exempt from income taxes. Income taxes are payable, however, on revenue from sources unrelated to its tax exempt purpose. There were no such revenues during the year. There were no penalty or interest assessments by any government agency recorded in the financial statements during the year. In addition, the Association has not taken an unsubstantiated tax position that would require provision of a liability under Accounting Standards Codification Topic 740, "Income Taxes."

Donated Services

A number of volunteers have donated significant amounts of their time to the Association. These donated services are not reflected in the financial statements since they do not meet generally accepted criteria for recognition as contributed services.

A number of organizations have donated services and materials to the Association. The Association also received discounted rental and meeting space to carry on its activities. Management estimates the value of these donations during the year to be approximately \$107,000. This amount was recognized as public support revenue and corresponding expenses were also recognized by the Association.

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CERTIFIED PUBLIC ACCOUNTANTS

FISHERMAN'S WHARF ASSOCIATION OF SAN FRANCISCO

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED JUNE 30, 2018

(See independent accountants' review report)

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - (Continued)

Compensated Absences

Accumulated paid time off is accrued when earned. As of June 30, 2018 the liability for employees for compensated absences was \$8,071. The liability for compensated absences was included among the accrued liabilities of the Association.

2. CASH

Cash at June 30, 2018 consisted of the following:

Cash in checking account	\$ 60,727
Cash deposited in interest-bearing account	<u>559,144</u>
	<u>\$619,871</u>

3. OFFICE FURNITURE AND EQUIPMENT

Office furniture and equipment are stated at cost. Depreciation is provided using the straight-line method over five years. Depreciation charged to general and administrative expenses for the year ended June 30, 2018 was \$2,558.

Office furniture and equipment at June 30, 2018 consisted of the following:

Furniture and equipment	\$9,435
Less accumulated depreciation	<u>7,749</u>
	<u>\$1,686</u>

4. INTANGIBLE ASSETS

Intangible assets are stated at cost. Amortization is provided using the straight-line method over their estimated useful lives of between three and fifteen years. Amortization charged to general and administrative expenses for the year ended June 30, 2018 was \$6,200.

**Barlow & Hughan LLP**

CERTIFIED PUBLIC ACCOUNTANTS

ADDITIONAL INFORMATION

**Barlow & Hughan LLP**  
CERTIFIED PUBLIC ACCOUNTANTS

FISHERMAN'S WHARF ASSOCIATION OF SAN FRANCISCO

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED JUNE 30, 2018

(See independent accountants' review report)

4. INTANGIBLE ASSETS - (Continued)

At June 30, 2018 net intangible assets were comprised of the following:

Organization costs	\$ 83,551
Website development costs	35,000
Signage and logos	<u>9,432</u>
	127,983
Less accumulated amortization	<u>109,562</u>
	<u>\$ 18,421</u>

5. RISK AND UNCERTAINTIES

Special benefit assessments are received under a contract with the City and County of San Francisco and represent approximately 73% of the Association's total revenues. Under the terms of the contracts the City can suspend distributions and ultimately terminate the contracts if the Association fails to provide adequate services to the Districts. The contracts expire on December 31, 2021 but either could be terminated at an earlier date if the Fisherman's Wharf Community Landside or the Portside Benefit Districts were disestablished by a vote of more than 50% of the assessed members.

6. CONCENTRATIONS OF CREDIT RISK

At June 30, 2018 the Association had uninsured cash deposits with a bank totaling approximately \$397,000.

7. SUBSEQUENT EVENTS

In preparing these financial statements, the Association has evaluated events and transactions for potential recognition or disclosure through the date the financial statements were available to be issued.

**Barlow & Hughan LLP**

CERTIFIED PUBLIC ACCOUNTANTS

FISHERMAN'S WHARF ASSOCIATION OF SAN FRANCISCO

STATEMENT OF FUNCTIONAL EXPENSES

YEAR ENDED JUNE 30, 2018

(See independent accountants' review report)

	Program Services		Program Service
	Landside		Portside
	District identity and street <u>improvements</u>	Street operations, beautification and order	District identity and street <u>improvements</u>
Salaries	\$ 94,652	\$ 37,361	\$ 31,551
Employee benefits	6,540	3,280	2,180
Payroll taxes	<u>5,980</u>	<u>329</u>	<u>2,152</u>
	107,172	40,970	35,883
Ambassador programs	134,666	120,157	46,227
Marketing and media production	101,594		34,037
Security and parking operations	96,383		32,127
Events marketing	74,686		25,124
Office expenses			
Planning and zoning	22,861		7,620
Occupancy			
Springboard camera counter	8,446		2,815
Travel and meetings			
Deprecation and amortization			
Insurance			
PIERsafe	4,562		1,521
Community engagement and preservation	4,305		1,695
Website maintenance	3,940		1,388
Professional fees		2,665	
Joseph Conrad Mini Park		1,750	
Membership dues			
Annual report	712		237
Miscellaneous	<u>224</u>		
	<u>\$559,551</u>	<u>\$165,542</u>	<u>\$188,674</u>

See notes to financial statements.

Barlow & Hughan LLP

CERTIFIED PUBLIC ACCOUNTANTS

<u>Lombard Street Visitor Services</u>	<u>General and Administrative</u>		<u>Total</u>
	<u>Landside</u>	<u>Portside</u>	
	\$ 71,782	\$23,448	\$ 258,794
	7,543	2,570	22,113
	<u>8,613</u>	<u>2,862</u>	<u>19,936</u>
	87,938	28,880	300,843
\$236,622			537,672
			135,631
			128,510
			99,810
	32,012	10,594	42,606
			30,481
	22,714	7,609	30,323
			11,261
	6,853	2,284	9,137
	6,567	2,189	8,756
	6,339	2,113	8,452
			6,083
			6,000
			5,328
			2,665
			1,750
	1,191	397	1,588
			949
	<u>94</u>	<u>31</u>	<u>349</u>
<u>\$236,622</u>	<u>\$163,708</u>	<u>\$54,097</u>	<u>\$1,368,194</u>

**MEMO**

To: Supervisor Aaron Peskin, District 3

CC: San Francisco Board of Supervisors

From: Chris Corgas, Senior Program Manager

RE: Fisherman's Wharf Community Benefit District (Landside and Portside)

Date: March 22, 2019

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This is a memo summarizing the performance of the Fisherman's Wharf Community Benefit District (FWCBD) for both "Landside" and "Portside" and an analysis of their financial statements (based on their audit) for the period between July 1, 2017, and June 30, 2018.

Each year the CBD is required to submit a mid-year report, an annual report, and a CPA Financial Review or Audit. Fisherman's Wharf 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 Fisherman's Wharf Association management contract with the City; and their Management Plan as approved by the Board of Supervisors in 2005 for Landside and 2006 for Portside.

Also attached to this memo are the following documents:

1. Annual Report
  - a. FY 2017 - 2018
2. CPA Financial Review Report
  - a. FY 2017 - 2018
3. Draft resolution from the Office of Economic and Workforce Development





## Background

The Fisherman’s Wharf Community Benefit District includes two districts - the “Landside” property-based district includes 127 parcels and “Portside” business-based district includes 58 parcels.

### Landside:

- July 26, 2005: the Board of Supervisors approved the resolution that established the property-based district called the Fisherman’s Wharf Landside Community Benefit District for 15 years (Resolution # 540-05).
- January 10, 2006: the Board approved the contract for the administration and management of the Fisherman’s Wharf Community Landside CBD (Resolution # 16-06).
- March 14, 2017: the Board approved the Annual Report for the Fisherman’s Wharf Landside CBD (Resolution # 077-17).
- July 24, 2018: the Board approved the Annual Report for the Fisherman’s Wharf Landside CBD (Resolution #240-18)

### Portside:

- December 12, 2006: the Board of Supervisors approved the resolution that established the business-based district called the Fisherman’s Wharf Portside Community Benefit District for 14 years (Resolution # 696-06).
- June 19, 2007: the Board approved the contract for the administration and management of the Fisherman’s Wharf Portside CBD (Resolution # 312-07).
- March 14, 2017: the Board approved the Annual Report for the Fisherman’s Wharf Portside CBD (Resolution # 077-17).
- July 24, 2018: the Board approved the Annual Report for the Fisherman’s Wharf Portside CBD (Resolution #240-18)

## Basic Information about Fisherman’s Wharf CBD

Year Established	Landside 2005 Portside 2006
Assessment Collection Period	Landside: FY 2005-06 to FY 2019-20 (July 1, 2005 to June 30, 2020) Portside: FY 2006-07 to FY 2019-20 (July 1, 2006 to June 30, 2020)
Services Start and End Date	Landside: January 1, 2006 – December 31, 2020 Portside: January 1, 2007 – December 31, 2020
Initial Estimated Annual Budget	Landside: \$622,615 Portside: \$187,113
Fiscal Year	July 1 – June 30
Executive Director	Randall Scott (Troy Campbell served as Executive Director during FY 17-18)
Name of Nonprofit Owners’ Association	Fisherman’s Wharf Association of San Francisco

The current CBD website <http://www.fwcdbd.com>, includes all the pertinent information about the organization and its programs, a calendar of events, its Management Plan, Mid-Year Report, Annual

Report and meeting schedules. It should also be noted that the organization also manages the site <http://www.visitfishermanswharf.com> that is designed specifically for visitors to the district.

### **Summary of Service Area Goals**

#### **District Identity and Street Improvements (DISI)**

District Identity and Street Improvements service includes marketing and public relations and street enhancements for the district. The Landside CBD Management Plan calls for 41% of the budget to be spent on DISI while the Portside CBD Management Plan calls for 70% of the budget to be spent in this service area.

#### **Street Operations, Beautification and Order (SOBO)**

Street Operations, Beautification and Order service area includes street maintenance, beautification, and safety and emergency preparedness. FWCBD contracts with Block by Block to provide removal of litter from sidewalks seven days a week year round, annual sidewalk steam cleaning, ongoing power washing and removal of graffiti within 72 hours. Security in the district is provided by SFPD 10B officers several days a week from July to early October. Three full-time and one part-time ambassador provide assistance with directions and questions, communication with law enforcement and the Port of San Francisco, and outreach to homeless on the wharf. The Landside CBD Management Plan calls for 29% of the budget to be spent on SOBO while the Portside CBD Management Plan does not allocate funds for this service area.

#### **Administration and Corporate Operations**

The Landside and Portside CBD Management Plan calls for 20% of the budget to be spent on administration and corporate operations. The FWCBD is staffed by a full-time Executive Director who serves as the point person and advocate for the Fisherman's Wharf CBD. FWCBD board has twenty-five (25) board members who represent the diverse property and business owners in the district. In addition, there are two non-voting community representatives on the board that include the National Park Service, the Fishing Industry, and the Port of San Francisco. The board meets the fourth Thursday of the month. Each committee requires at least one board member serve on the committee or as the chair. The five committees include:

- **Marketing/District Identity & Streetscape Improvements** - The Marketing/District Identity & Streetscape Improvements committee works to promote visitation to Fisherman's Wharf and meets the second Tuesday of the month.
- **PIERSafe** - The PIERSafe committee works to create a safety and emergency preparedness for businesses and residents in the Fisherman's Wharf community and meets the first Thursday of the month. Fisherman Wharf CBD regularly holds trainings, meetings and drills to ensure safety for merchants, workers and visitors on the wharf.
- **Sustainability/Zero** - The Sustainability/Zero Waste committee works to assist businesses and residents in reaching the City's goals of becoming 100% sustainable by the year 2020 and meets every two months.
- **Street Operations, Beautification and Order (SOBO)** - The SOBO committee works to ensure a clean and safe commercial district and meets the second Tuesday of the month.
- **Transportation Improvement** - The Transportation Improvement committee works to help mitigate traffic congestion and improve vehicle and pedestrian safety and meets every two months.

## Summary of Accomplishments, Challenges, and Delivery of Service Areas

FY 2017 – 2018

### **District Identity and Street Improvements (DISI)**

- Sponsored the following events: Fleet Week, taste of Tel-Hi, FWMA Crab Feed, National Night Out, FWMA Golf Tournament, and the Aquarium of the Bay
- Produced the 5<sup>th</sup> annual Wharf Fest Event and Chowder Competition
- Received a \$120,000 grant for Google Adwords
- Launched a Fisherman’s Wharf nightlife webpage and marketing campaign

### **Street Operations, Beautification and Order (SOBO)**

*Note: The FWCBD 2014-15 Annual Report developed standardized metrics for measuring program performance.*

- Safety & Security Services:
  - Escorts provided – 506
  - Street Performer Interaction – 945
  - Public disturbance – 1,954
  - Drinking in Public – 1,792
  - Illegal Dumping – 539
- Visitor/Merchant Services:
  - Hospitality Assistance – 20,572
  - Directions Given – 12,708
  - Business Contacts Made – 13,928
  - Motorist Directions Given - 639
- Cleaning/Maintenance Services
  - Trash Collected (lbs) – 24,860
  - Graffiti/Stickers Removed – 4,751
  - Pan and Broom Block Faces Covered - 8,793
  - Street Furniture Cleaned – 1,323
  - Tree Grates Cleaned – 1,706

### **Administration and Corporate Operations**

- Completed year-long Retail Strategy Study
- Strategic planning to guide CBD for the next 2 years
- Advocated for extending the Central Subway to the Wharf by partnering with SF NextStop

## FWCBD Annual Budget Analysis

OEWD’s staff reviewed the following budget-related benchmarks for FWCBD:

- **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 “Fisherman’s Wharf Community Benefit District”, Section 3.9 – Budget; Agreement for the Administration of the “Fisherman’s Wharf Portside Community Benefit District”, Section 3.9 - Budget*)

- **BENCHMARK 2:** Whether five percent (5%) of Landside’s actuals came from sources other than assessment revenue (*CA Streets & Highways Code, Section 36650(B)(6); Agreement for the Administration of the “Fisherman’s Wharf Community Benefit District”, Section 3.4 - 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 “Fisherman’s Wharf Community Benefit District”, Section 3.9 – Budget; Agreement for the Administration of the “Fisherman’s Wharf Portside Community Benefit District”, Section 3.9 - Budget*)
- **BENCHMARK 4:** Whether FWCBD is indicating the amount of funds to be carried forward into the next fiscal year and designating projects to be spent in current fiscal year (*CA Streets & Highways Code, Section 36650(B)(5)*)

**FY 2017-2018**

**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:** FWCBD met this requirement for Portside; FWCBD met this requirement for Landside. See tables below.

**Landside**

Service Category	Management Plan Budget	% of Budget	FY 2017 - 2018 Budget	% of Budget	Variance Percentage Points
District Identity and Streetscape Improvements	\$255,000.00	40.96%	\$519,000.00	47.89%	-2.24%
Public Rights of Way and Sidewalk Operations	\$181,130.00	29.09%	\$291,000.00	26.85%	+7.26%
Administrative and Corporate Operations	\$125,000.00	20.08%	\$203,400.00	18.77%	-1.41%
Contingency Reserve	\$61,485.00	9.88%	\$70,425.00	6.50%	-3.60%
<b>TOTAL</b>	<b>\$622,615.00</b>	<b>100%</b>	<b>\$1,083,825.00</b>	<b>100%</b>	

**Portside**

Service Category	Management Plan Budget	% of Budget	FY 2016 -2017 Budget	% of Budget	Variance Percentage Points
District Identity and Streetscape Improvements	\$130,979.00	70.00%	\$173,000.00	65.46%	-4.54%
Administrative and Corporate Operations	\$37,423.00	20.00%	\$67,800.00	25.66%	+5.65%
Contingency and Reserves	\$18,711.00	10.00%	\$23,475.00	8.88%	-1.12%

<b>TOTAL</b>	<b>\$187,113.00</b>	<b>100%</b>	<b>\$264,275.00</b>	<b>100%</b>	
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**BENCHMARK 2:** Whether five percent (5%) of Landside’s actuals came from sources other than assessment revenue

**ANALYSIS:** *FWCBD met this requirement. Assessment revenue was \$708,468.00 or 68.91% of actuals and non-assessment revenue was \$319,609.00 or 31.09% of actuals. See table below.*

Revenue Sources	FY 2017 - 2018 Actuals	% of Actuals
Assessments Revenue	\$708,468.00	
<b>Total Assessment (Special Benefit) Revenue</b>	<b>\$708,468.00</b>	<b>+68.91%</b>
Grants	\$236,622.00	+23.02%
Contributions and Sponsorships	\$2,409.00	+0.23%
Donations	\$80,076.00	+7.79%
Interest Earned	\$502.00	+0.05%
<b>Total Non-Assessment (General Benefit) Revenue**</b>	<b>\$319,609.00</b>	<b>+31.09%</b>
<b>Total</b>	<b>\$1,028,077.00</b>	<b>100.00%</b>

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

**ANALYSIS:** *FWCBD met this requirement for Landside; FWCBD met this requirement for Portside. See table below.*

**Landside**

Service Category	FY 2017-2018 Budget	% of Budget	FY 2017 - 2018 Actuals	% of Budget	Variance Percentage Points
District Identity and Streetscape Improvements	\$519,000.00	47.89%	\$495,975.94	56.39%%	+8.50%
Public Rights of Way and Sidewalk Operations,	\$291,000.00	26.85%	\$165,541.33	18.82%%	-8.03%
Administrative and Corporate Operations	\$203,400.00	18.77%	\$147,208.39	16.74%	-2.03%
Contingency Reserves	\$70,425.00	6.50%	\$70,846.80	8.05%	+1.56%
<b>TOTAL</b>	<b>\$1,083,825.00</b>	<b>100%</b>	<b>\$879,572.46</b>	<b>100.00%</b>	

**Portside**

Service Category	FY 2017 - 2018 Budget	% of Budget	FY 2017 - 2018 Actuals	% of Budget	Variance Percentage Points
District Identity and Streetscape Improvements	\$173,000.00	65.46%	\$167,483.42	70.03%	+4.57%
Administrative and Corporate Operations	\$67,800.00	25.66%	\$48,596.92	20.32%	-5.34%
Contingency Reserve	\$23,475.00	8.88%	\$23,080	9.65%	+0.77%
<b>TOTAL</b>	<b>\$264,275.00</b>	<b>100%</b>	<b>\$239,160.34</b>	<b>100.00%</b>	

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

**ANALYSIS:** FWCBD met this requirement. *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.*

**Landside**

<b>FY 2017-18 Carryover Disbursement</b>	<b>\$556,162.00</b>
SOBO	\$184,619.00
DISI	\$139,768.00
Administration	\$115,587.00
Contingency	\$116,187.00
<b>Total Designated amount for Future Years</b>	<b>\$556,162.00</b>

**Portside**

<b>FY 2017-2018 Carryover Disbursement</b>	<b>\$191,240.00</b>
DISI	\$93,051.00
Administration	\$26,863.00
Contingency	\$71,326.00
<b>Total Designated amount for Future Years</b>	<b>\$191,240.00</b>

**Findings and Recommendations**

For the fiscal year in review, Fisherman's Wharf CBD met all benchmarks mentioned on pages 4 and 5 of this memo. The CBD continues to perform strongly in respect to reported metrics. FWCBD, once again, hosted successful events and has partnered with the broader community to make the Wharf area a destination for locals.

FWCBD expires on June 30, 2020 and must be renewed before then. The Executive Director and the governing board began preparations for their renewal campaign midway through FY 17-18. The organization is expected to complete the renewal process before the district sunsets.

### **Conclusion**

Fisherman's Wharf CBD has performed well in implementing the service plan of both the Landside and Portside areas. Fisherman's Wharf CBD has continued to successfully market and produce events such as 4<sup>th</sup> of July, Fleet Week, and Wharf Fest. Fisherman's Wharf CBD has an active board of directors and committee members; and OEWD believes the Fisherman's Wharf CBD will continue to successfully carry out its mission and service plans. Fisherman's Wharf CBD is well underway with their renewal process and are expected to complete the process on schedule.

# Introduction Form

By a Member of the Board of Supervisors or Mayor

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO

2019 APR -2 PM

Time stamp  
or meeting date

I hereby submit the following item for introduction (select only one):

BY \_\_\_\_\_

- 1. For reference to Committee. (An Ordinance, Resolution, Motion or Charter Amendment).
- 2. Request for next printed agenda Without Reference to Committee.
- 3. Request for hearing on a subject matter at Committee.
- 4. Request for letter beginning : "Supervisor [ ] inquiries"
- 5. City Attorney Request.
- 6. Call File No. [ ] from Committee.
- 7. Budget Analyst request (attached written motion).
- 8. Substitute Legislation File No. [ ]
- 9. Reactivate File No. [ ]
- 10. Topic submitted for Mayoral Appearance before the BOS on [ ]

Please check the appropriate boxes. The proposed legislation should be forwarded to the following:

- Small Business Commission
- Youth Commission
- Ethics Commission
- Planning Commission
- Building Inspection Commission

**Note: For the Imperative Agenda (a resolution not on the printed agenda), use the Imperative Form.**

Sponsor(s):

Supervisor Peskin

Subject:

[Fisherman's Wharf Community Benefit District and Fisherman's Wharf Portside Community Benefit District – Annual Report for FY 2017-2018]

The text is listed:

Resolution receiving and approving the annual report for the Fisherman's Wharf Community Benefit District and Fisherman's Wharf Portside Community Benefit District for fiscal year 2017-2018, submitted as required by the Property and Business Improvement District Law of 1994 (California Streets and Highways Code, Sections 36600 et seq.), Section 36650, and the Districts' management agreements with the City, Section 3.4.

Signature of Sponsoring Supervisor: [Signature]