



Ocean Avenue Community Benefits District

Annual Report Fiscal Year 2020-2021

of the

OCEAN AVENUE ASSOCIATION (OAA)



A Year of Transitions

Part 1. The Year in Review

a. A Year in Transition

This fiscal year started in the middle of the COVID-19 pandemic. Times are changing dramatically following the safety rules established by Mayor Breed and Governor Newsom. Neighbors mostly stopped travelling downtown for work. The MUNI Metro K-line light rail trains were not running through Ocean Avenue from the beginning of shelter-in-place until May 15, 2021. We are living in a world where most employees now work from home, schools are closed, and many retailers cannot open for business. What is being done on Ocean Avenue?

b. Where OAA Was - Where It's Going

It might just have been a time for reflection ... for a grander future. After the first 11 years of operating the CBD (formed on Dec 10, 2010), what is this status of this organization and where should it be? What has been done right and what can be improved? A transition is getting started with a strategic vision. The OAA is now focused on renewing and expanding the CBD.

Since the pandemic started, the conditions have resulted in changes of all OAA meetings now going virtual. A Zoom account was set, and by June 2020, communication was going in a new direction and we could notice a striking improvement in board and in community members attendance ... a good sign!

Talks about renewal of the CBD started earlier in the year. The initial term of the CBD was set for a period of 15 years. By the end of FY 2024/2025, property owners will have the ability to renew the CBD. So, it's good to start now the renewal process. The decision was made to not only get started with the renewal process, but also to expand the district area. The present zone consists basically of the Ocean Avenue corridor from FWY280 to Manor Drive. The targeted expansion zone will start at the Geneva Car Barn & Balboa BART Station all the way to 19th Avenue.

But, before starting the renewal & expansion program, there was a need to review the OAA's strengths and areas of improvement as a whole. Urban Place Consulting (UPC) was hired and their reporting study took a few months under a grant from OEWD. The work started in September 2020 with UPC President Steve Gibson in charge. With the pandemic going strong, this study was done with some degree of difficulties, but the completed Strategic Plan was finalized in the first quarter of 2021. The recommendations include internal, external, and financial organizational steps. These will become the new directions for the OAA from now on.

The transition didn't end there. A series of situations generated serious movement in the governance of the OAA. The part-time Small Business Manager resigned. The Executive Director, Daniel Weaver, made the hard decision of retiring by the end of FY20-21 after 10 years at the helm of OAA. The Board was also being challenged with some members leaving.

All this showed that changes were in the air in FY 20/21, a year of reflection and of transitions.



Dan Weaver (left), Pierre Smit (right)

c. New Staff

The outgoing Executive Director, Dan Weaver, and the Board of Directors, assisted by Urban Place Consulting developed a comprehensive job description and uploaded it on different employee search engines. At the same time, a new FT position of Small Business & Marketing Manager was being created with the help of a SFMOHCD Grant. Resumes were received and screened by an OAA Search Committee; interviews were conducted, and two candidates were hired.

Fresh out of San Francisco State University, Community Organizer Jordan Mar was hired as the Small Business & Marketing Manager and started working on April 15, 2021.



Jordan Mar

Pierre Smit, an active community member and creator of the SF Turkey Drive at St. Emydius will become the new Executive Director to start July 1st, 2021.

d. New Board Members

Dan Casias, Team Leader at Whole Foods Markets, joined the Board in November 2020.

Alberto Vasquez, Office of Facilities & Capital Planning at City College, joined the Board in 2020.

Shahin Saneinejad, community member joined the Board in January 2021.

Michael Sorrels, co-owner of Ocean Paws, joined the Board as a business owner in June 2021.

The new directions are coming together little by little and 2021-2022 is promising!

Part 2. Budget - Description and Goals

a. Assessment Methodology

The FY 20/21 assessment budget was \$339,581. There are no proposed changes in the boundaries of the benefit district or in any benefit zones or classification of property or businesses within the district. The method and basis of levying the assessment to allow each real property or business owner to estimate the amount of the assessment to be levied against his or her property for that fiscal year is presented below. The amount of the grants received for FY 20/21 is \$253,607.

Zone 1	FY 2020-21 \$ / Unit	Unit
Commercial, Residential, Public Uses, and Phelan Loop Parcel	32.71	Linear Street Foot
Non-Profit Service Organization & Religious Institutional Uses	26.14	Linear Street Foot
Commercial Property Use	0.1382	Building Sq. Foot
Commercial Property Use	0.0344	Lot Square Foot
Phelan Loop Corner Landscaped Parcel	1.63	Lot Square Foot
Phelan Parcels Fronting and Accessed off of Unity Plaza	0.0714	Lot Square Foot
Zone 2		
Educational Institutional Property Use and Public Property Use	17.30	Linear Street Foot

NOTES: i. The current assessment methodology for commercial property consists of three components:
 1. Linear Street Frontage X Rate per Linear Street Foot; plus,
 2. Lot Square Footage X Rate per Lot Square Foot; plus,
 3. Building Square Footage X Rate per Building Square Foot
 ii. The rates for FY 21/22 will increase by 1.6%

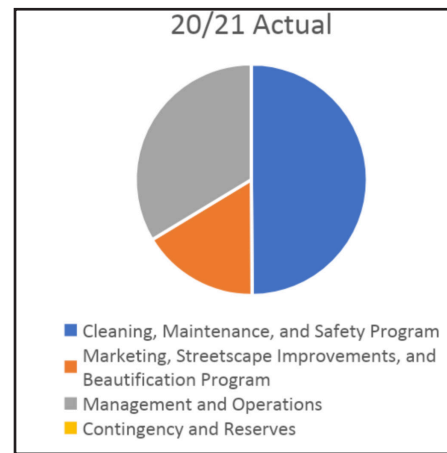
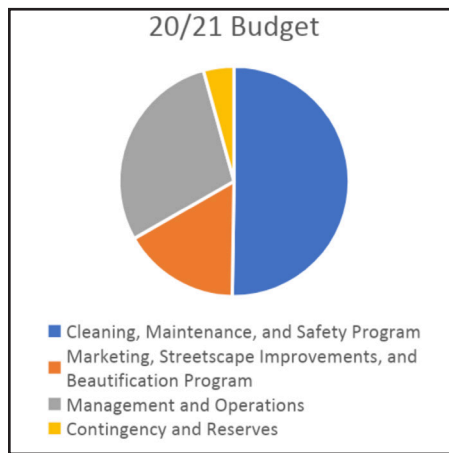
b. Budget Analysis

- **Original Management Plan September 2010 - Budget**

Service Category	\$ Amount	Percentage
Cleaning, Maintenance, and Safety Program	\$125,000	51.65%
Marketing, Streetscape Improvements, and Beautification Program	\$43,658	18.04%
Management and Operations	\$63,000	26.03%
Contingency and Reserves	\$10,340	4.28%
Total Budget	\$241,998	100%

• **Fiscal Year 20/21 Budget**

Budget Description (Management Plan) From Assessment Sources	Goal % of Total Budget	2020/21 Budget	2020/21 % of Budget	2020/21 Actuals	2020/21 Actual % of total
Cleaning, Maintenance, and Safety Program	52%	\$175,369	50.2%	\$143,400	49.9%
Marketing, Streetscape Improvements, and Beautification Program	18%	\$57,546	16.5%	\$47,259	16.4%
Management and Operations	26%	\$101,098	29.0%	\$96,766	33.7%
Contingency and Reserves	4%	\$15,000	4.3%	-	-
Total Budget	100%	\$349,013	100%	\$287,426	100%



Annual Revenue	% of Total Annual Rev. (Mgmt. Plan)	20/21 Rev. Budget	% of Budget	20/21 Rev. Actual	% of Actual
Assessment Revenue	99%	\$365,700	63%	\$202,950	68%
Other Revenue (grants, donations, and fees for service contracts and in-kind donations)	1%	\$214,500	37%	\$94,996	32%
Total 2020/21 Annual Revenue	100%	\$580,200	100%	\$297,946	100%

Other Revenue Non-Assessments	2020/21 Budget	2020/21 Funded
Grant CDBG	\$40,000	\$33,333
Historic Preservation Grant 20-21	\$5,600	-
IIN Public Life Study & Activation Grant 18-19	\$13,500	-
IIN Strategic Planning Grant 20-21	\$65,000	\$45,000
SFAC Ocean Avenue Mural Fund	\$15,400	\$15,163
SF Shines Grant 20-21	\$75,000	\$1,500
Total non-Assessment	\$214,500	\$94,996

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- **Comparing Totals FY 20/21 Budget**

Service Category	Assessment \$	% of Budget from Assessment	Non-Assessment \$	% of Budget from Non-Assessment	Total Amount \$	% of Total Budget
Cleaning, Maintenance & Safety Program	\$175,369	50.3%	-	-	\$175,369	30.5%
Marketing, Streetscape Improvements & Beautification Program	\$57,546	16.4%	\$121,000	53.5%	\$178,546	31.1%
Management & Operations	\$101,098	29.0%	\$105,000	46.5%	\$206,098	35.8%
Contingency & Reserves	\$15,000	4.3%	-	-	\$15,000	2.6%
Total Budget	\$349,013	100%	\$226,000	100%	\$575,013	100%

- **Comparing Totals FY 20/21 Actual**

Service Category	Assessment \$	% of Budget from Assessment	Non-Assessment \$	% of Budget from Non-Assessment	Total Amount \$	% of Total Budget
Cleaning, Maintenance & Safety Program	\$143,400	49.9%	-	-	\$143,400	37.08%
Marketing, Streetscape Improvements & Beautification Program	\$47,259	16.4%	\$54,329	54.7%	\$101,588	26.26%
Management & Operations	\$96,766	33.7%	\$45,000	45.3%	\$141,766	36.66%
Contingency & Reserves	-	-	-	-	-	-
Total Budget	\$287,426	100%	\$99,329	100%	\$386,755	100%

NOTE: One of the finds of the Strategic Report is that OACBD was underfunded to be able to bring the level of results needed for the area. With an expansion of the district, the increase of available funds will help improve services and allow the district to hire additional staffing & contractors.

Part 3. Fulfilling Our Mission

a. Cleaning, Maintenance and Safety

Ocean Avenue may be a quiet area of San Francisco. But with the presence of folks working from home, OAA contractor Cleanscapes boosted their team to work 5-1/2 days per week.

Cleaning:

Sidewalks are swept daily and hot power washed twice yearly. Graffiti are covered up or cleaned usually within 24 hours. The necessary cleaning is amplified by the presence of additional pedestrian traffic on the corridor due to schools closing. These services remained contracted with Cleanscapes, a division of Recology.

Maintenance:

Our contractor is keeping planters well maintained and watered. The trees are being pruned once a year.

Safety:

One of the daily concerns is the presence of hypodermic needles and sharp objects left on the sidewalk or in planting areas. Cleanscapes' team is particularly alert on the precautions to take when locating these items and moving it in specific trash bags for proper disposal.

Police presence on Ocean Avenue can be spotty. However, OAA is always present to organize a meeting with the SFPD and learn different ways to handle difficult situations caused by vandals or mentally challenged individuals.



b. Marketing, Streetscape Improvements and Beautification

Marketing:

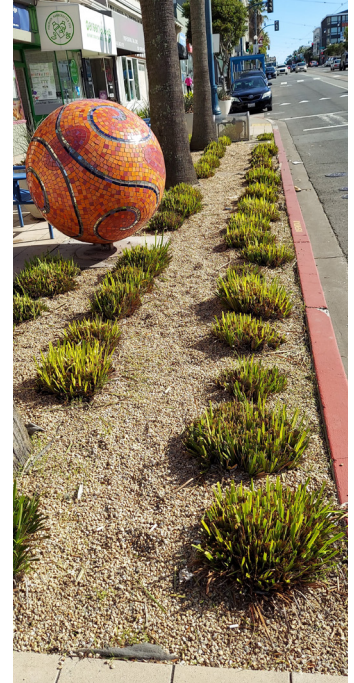
Bringing neighbors in shops was a challenge at the beginning of the pandemic. The Streetscape Committee worked on different types of promotions including assisting restaurants for take-out services. This was done in collaboration between OAA and the IngleSide Merchants Association.

Streetscape Improvements:

The Street Life Committee worked with different restaurants to build parklets for their business. In addition, a group of local artists was hired to paint murals to improve these parklets appeal and reduce the graffiti vandalism.

Beautification:

- **Planting areas:** A concrete pedestrian curbside can be dull until we start seeing some vegetation. Some wide curbside areas were selected for reducing the concrete and replacing with some planting areas. Trees were planted on some adjacent streets with the assistance of DPW. OAA staff maintains these areas clean of trash and weeds, while watering it weekly. These changes made Ocean Avenue pleasant and enjoyable for walkers.



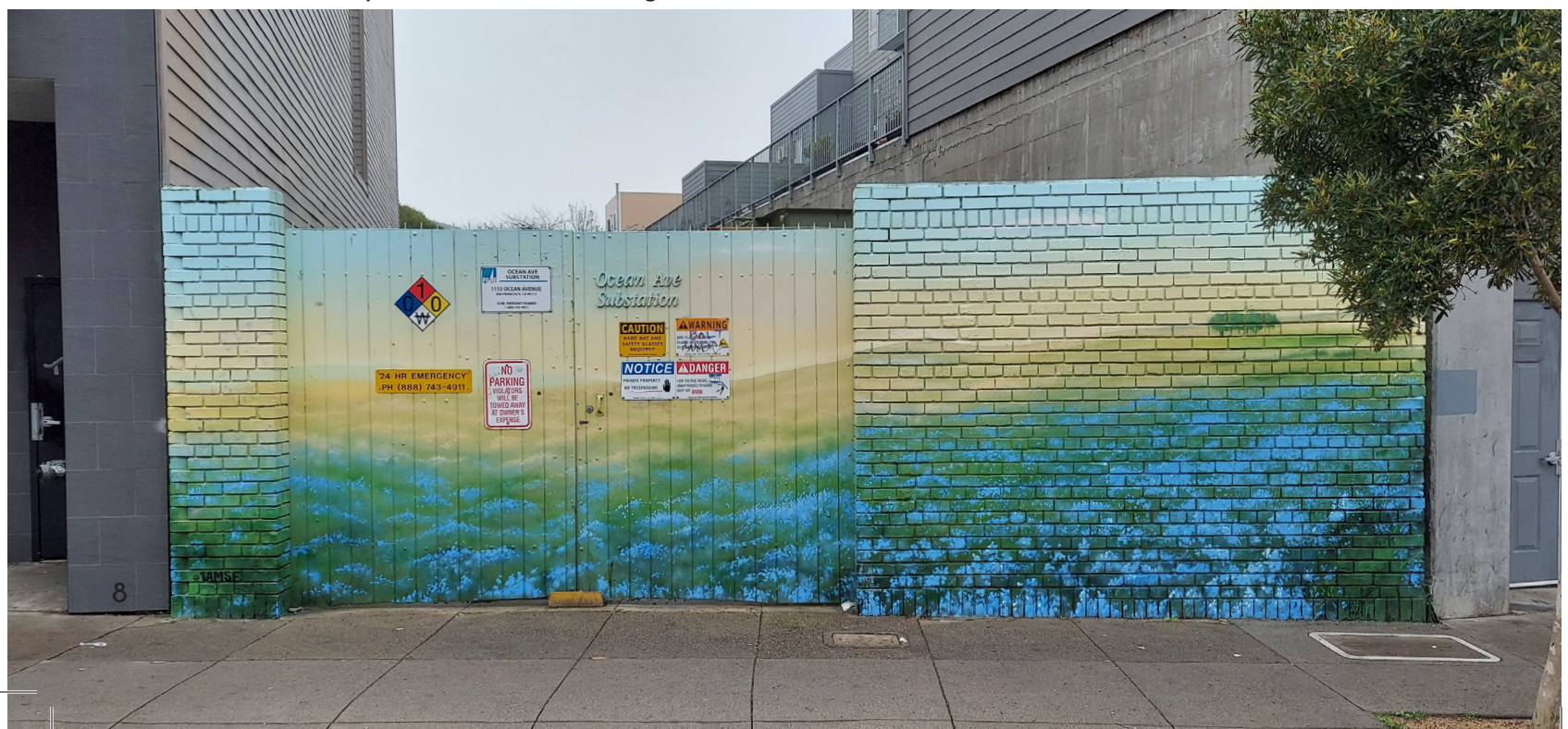
- **Murals:**

PG&E Substation:

With a District 7 participatory budgeting grant, OAA received an Arts Commission award to paint a mural on the PG&E substation gate that illustrates the natural landscape of Ocean Ave circa 1895.

This brick wall kept being tagged by graffiti until the decision was to make it a wonderful mural. The decision was to go with a landscape of the area. This SFAC grant allowed a group of artists from First Amendment to make this area spectacular and refreshing.

From a graffiti covered brick wall to an original landscape bright wall, this mural showed a serious improvement of the neighborhood.





Faxon Garage:

Thanks to a SFAC grant, a grand mural representing an 1850 landscape was able to be erected on the Faxon Garage by Neil Ballard and Eli Lippert.

Utility Box:

An added touch of the native plants of California was painted on a utility box on Capitol Avenue by artist Neil Ballard.



c. Business Assistance and Resources

Pandemic assistance:

OAA staff made themselves available to all businesses for input during the pandemic and once businesses started reopening.

Window breaking:

During the pandemic slowdown, some individual/s decided on breaking windows of many retailers on Ocean Avenue, mostly but not strictly Asian owned. Some businesses experienced not only the breaking of multiple windows but also multiple instances and had to be boarded. This resulted in loss revenue and expensive repairs. OAA worked with City officials to assist these businesses.

The OAA continued to work with the OMI Cultural Participation Project to maintain the Unity Plaza area. The OAA assisted in the promotion of the SF Turkey Drive, and the Ave Bar Ethnic Toy Drive in spite of pandemic conditions and virtual meetings.

The OAA has an increased CDBG grant to provide assistance to small businesses. In accordance with the grant's requirements, a staff person serves numerous small business owners and performs data collection.

New businesses:

- *Ocean Paws - 1637 Ocean Ave.:* very much a neighborhood store dedicated to working with the community and their pets. Besides being a pet supplies store, Ocean Paws offers pet grooming, pet playground and pet training. This business funded 6 Dog Pet Stations, including one sponsored by OAA.
- *That's Amore Pizzeria - 1901 Ocean Ave.:* a wood-fire pizzeria using the best quality flour. Pizzas are cooked at 900 F, making this a fast cooking for a high-end quality product.



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d. Activities to Market Ocean Avenue

Bringing neighbors in shops was a challenge at the beginning of the pandemic. The OAA's outgoing efforts to improve image, appeal and visibility to contribute to the economic vitality of the business corridor did help somehow.

- OAA in collaboration with Ingleside Merchants Association assisted restaurants for take-out services and in installing parklets.
- Marketing the neighborhood with:
 - A social media approach to promoting the neighborhood
 - Monthly Community Updates via email to the OAA list
 - The Ingleside Art Show described below was organized as an outdoor event to get back to business as "previously known". A large direct mail campaign was undertaken to bring the neighbors to Unity Plaza to restart usual shopping.
- Holiday decoration: bright red bows were installed on all palm trees on the Ocean Avenue during the Holidays Season to brighten up the corridor.
- The always well attended Lunar New Year celebration was cancelled due to COVID-19.

e. Promoting Art at Ingleside Art Show

This first "post-pandemic" event on Unity Plaza was to promote local artists in a safe environment. This event was marketed via social media and with a large direct mail campaign. The turn-out was exceptional with 250 - 500 people enjoying the art and the getting back together in the neighborhood.

The artists included different types of painters, zine makers (independent writers, artists and creators), a vinyl record vendor, a plant vendor, etc. One of our restaurants provided tacos and burritos while a jazz band was keeping a nice atmosphere. For 2 hours on a Saturday, visitors wandered on the plaza before moving toward the Avenue for more entertainment. This was one of the most successful and exciting events on Unity Plaza for a welcome back to "normal"!



f. Working with the Community

The OAA continued to assist and cooperate in the work and the promotion of:

- OMI CPP events
- Ingleside Merchant Association
- SF Turkey Drive at St Emydius Church (virtual)
- The Ave Bar Ethnic Toy Drive

Due to issues with pedestrian and bicycle safety on Ocean Avenue between Fwy280 and Frida Kahlo Way, OAA decided to be part of changes that are coming up in the following 2 projects:

- SF County Transportation Authority Capital Projects include the Fwy280 Exit at Ocean & Geneva Avenues.
- The new construction of City College at the corner of Frida Kahlo Way and Ocean Avenue.

In addition, a major project will be started in Fall 2022 that will change drastically the neighborhood: the construction of the Balboa Reservoir housing complex. Ocean Avenue Association has been and will remain involved during the process of construction and after completion to make sure this impacts positively the entire Ocean Avenue business corridor.



g. Communication with Stakeholders

On these pandemic times, the communication with stakeholders and the community evolved to a virtual platform for Board meetings. This allowed additional people to join in and to provide their point of view during public comment timing.

Standard email updates were sent to all emails on OAA database and the FY 19/20 Annual Reports were mailed.

Some Board Directors from large stakeholders who were present at the beginning of FY 20/21 departed and were replaced by new Directors from the same organizations. These were from City College of San Francisco and Whole Foods Market. OAA also communicated via neighborhood periodicals such as the Ingleside Light and on social media platform such as Twitter and Instagram.

Part 4. Growth Through Grants

a. Strategic Plan

In September 2020, and with the vision of expanding the District, OAA contracted with Urban Place Consulting Group to assist the OAA to assess its effectiveness, and to craft a strategic plan for short-term, mid-term, and long-term goals.

The following tasks were completed:

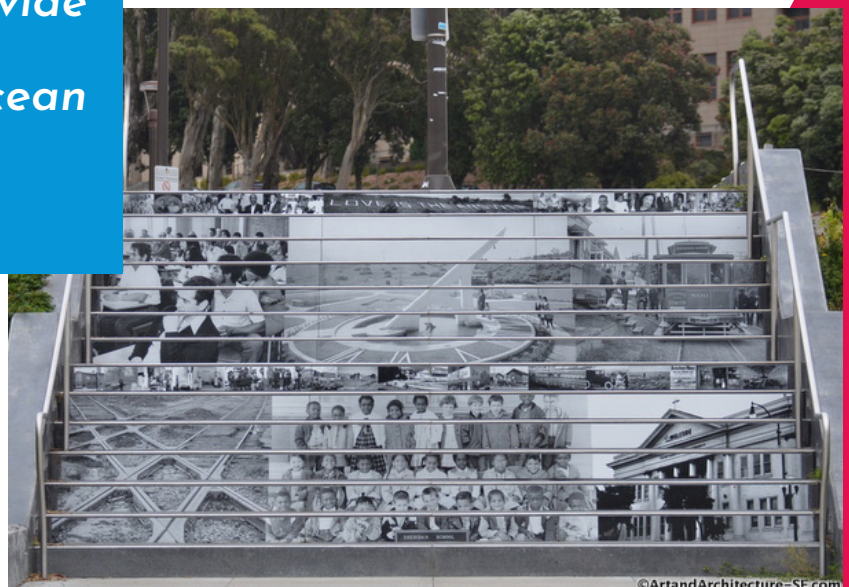
Program Effectiveness/Operational Audit: The consultant conducted an operational audit to assess management structure, staffing needs, work programs, contracts, financial stability, and funding sources.

Stakeholder Outreach: Urban Place engaged stakeholders to determine the direction of the organization. A survey of stakeholders was conducted to gauge the community's needs and awareness of the CBD and its programs. Individual meetings were held with City staff, Board members, and key District stakeholders. A Board retreat was conducted to create and reinforce the organization's core purpose, vision, and goals. During the virtual retreat, the Consultant worked with the Board to develop implementation strategies.

Strategic Plan: This final Strategic Plan includes organizational, operational, financial steps to:

- Achieve financial stability and resource growth
- Improve program effectiveness
- Improve the organization's lobbying effectiveness and respect in the community
- Develop an effective management structure and appropriate Board/Staff relationships

These steps offer the foundation that will enable OAA to provide strong leadership to the Ocean Avenue community.



b. Ocean Avenue CBD Organizational Support and Public Life Study

This Grant from OEWD was started in year 2018 to understand Ocean Avenue activity and neighborhood to fund additional promotion and marketing to ensure continued success in events along the Ocean Avenue corridor. It was delivered at the end of June 2021 after a series of delays.

This study will help Ocean Avenue in many ways:

- To improve walking and cycling
- To improve transit service
- To enhance public open spaces
- To enhance many buildings frontage
- To expand business attraction and retention
- To enhance corridor image and identity
- Some East and West end improvements
- Recommendations for big developments.

Part 5. Surveillance Technology

Ocean Avenue Association does not have any surveillance technology in place at this time.

Part 6. Ingleside Community Fund

OAA established Ingleside Community Fund as a 501(c)(3) public charity to allow donors a tax deduction for contributions and to be able to apply for grants that require public charity status. Effective July 17, 2019, the Internal Revenue Service granted the Ocean Avenue Association a 501(c)(3) public charity status. OAA will eventually absorb Ingleside Community Fund.

It is under the Ingleside Community Fund umbrella that the Ingleside Library Gateway has been constructed and will be installed in August 2021.



Part 7. Board of Directors Moving Forward

Chair: Michael Sorrels, Business Owner, Ocean Paws

Vice-Chair: Jennifer Chu, Business Owner, Soil and Stars Co.

Treasurer: Henry Kevane, Community Member

Secretary: Shirley Lima, Property Owner

Alberto Vasquez, Property Owner

Christy Godinez-Jackson, Property Owner

Dan Casias, Property Owner

Howard Chung, Property Owner

Walee Gon, Property Owner

Tacha Santana, Business Owner, Sunshine Dance Company

Richard Hendry, Community Member

Maurice Rivers, Community Member

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The Ocean Avenue Community Benefits District consists of a 12-block retail business corridor in the southern part of San Francisco.

Ocean Avenue is the center of a quiet residential area easily accessible by BART, MUNI, 280 Freeway, Junipero Serra or 19th Avenue. It is an alley to educational institutions such as San Francisco City College, San Francisco State University, many High Schools, Middle Schools and Elementary Schools.

Ocean Avenue is located steps away from many very different neighborhoods, and it is a place of unity for businesses serving folks of all backgrounds.

