

MEMO

To: Supervisor David Chiu, District 3

CC: San Francisco Board of Supervisors

From: Crezia Tano, OEWD Senior Project Manager

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

Date: October 3, 2014

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, 2009, and June 30, 2013.

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 Reports
 - a. FY 2009-2010
 - b. FY 2010-2011
 - c. FY 2011-2012
 - d. FY 2012-2013
2. CPA Financial Review Reports
 - a. FY 2009-2010
 - b. FY 2010-2011
 - c. FY 2011-2012
 - d. FY 2012-2013
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 and “Portside” business-based district.

- July 28, 2005: the Board of Supervisors approved the resolution that established the property-based district called the Fisherman’s Wharf Community Benefit District for 15 years (Resolution # 540-05).
- December 19, 2006: the Board of Supervisors approved the resolution that established the business-based district called the Fisherman’s Wharf Community Benefit District for 14 years (Resolution # 696-06).
- January 10, 2006: the Board approved the contract for the administration and management of the Fisherman’s Wharf Community Benefit District (Resolution # 16-06).
- The CBD received assessment revenue for fiscal years 2005 -2013 for Landside and 2006-2013 for Portside.

Basic Info 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: \$662,615 Portside: \$187,113
Fiscal Year	July 1 – June 30
Executive Director	Troy Campbell
Name of Nonprofit Owners’ Association	Fisherman’s Wharf Association of San Francisco

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

Summary of 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 Costless Maintenance Service Company (CMSC) to provide removal of litter from sidewalks seven days a week, and 12 hours per day from May to October, quarterly sidewalk steam cleaning, and removal of graffiti within 72 hours. Security in the district is provided by two SFPD 10B officers seven days a week from July to early October. One 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. FWCBD is staffed by a full-time Executive Director who serves as the focal point person and advocate for Fisherman's Wharf CBD. FWCBD board has twenty-five (25) board members that represent the diverse property and business owners in the district. In addition, there are three 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 every fourth Thursday of the month and is currently chaired by Lou Cuneo. Board members are expected to serve on at least one committee. 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 and Beautification** - The Street Operations and Beautification committee works to ensure a clean and safe commercial district and meet on 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 2009-2010

District Identity and Street Improvements (DISI)

- Sponsored the 2009 Fourth of July Celebration and Fleet Week
- Produced the Holiday Lights & Sights Marketing Campaign
- Produced the first annual Crab Festival

- Sponsored the San Francisco Ocean Film Festival at the Aquarium of the Bay
- Conducted two waves of intercept surveys to updated Fisherman’s Wharf visitor research data

Street Operations, Beautification and Order (SOBO)

- Replanted and expanded flower baskets
- Provided cellphones to the two regularly scheduled SFPD beat officers for communicating issues

Administration and Corporate Operations

- FWCBD worked with San Francisco Planning Department to develop improvements to the district. A Public Realm draft was published in June 2010 and presented to the community. The plan will make upgrades to pedestrian safety and usability, as well as traffic flow.
- The Sustainability/Zero committee were awarded an \$80,000 two-year grant from the San Francisco Department of Environment to implement a zero waste program on the wharf
- The Transportation Improvement committee worked with SFMTA to obtain approval of new short-term parking locations on the wharf

FY 2010-2011

District Identity and Street Improvements (DISI)

- Sponsored the 2010 Fourth of July Celebration, Fleet Week and Salmon Aid
- Produced the Holiday Lights & Sights boat parade
- Revamped the website and integrated it with news and social-media
- Redesigned and improved the Fisherman’s Wharf brochure
- Helped fund the EIR for Jefferson Street Public Realm Improvements

Street Operations, Beautification and Order (SOBO)

- Replanted and expanded flower baskets to a total of 67
- Illuminated trees along Taylor Street from Jefferson to Bay Street
- Partnered with DPW on the “Clean Sweep” of the wharf in July
- Provided cellphones to the two regularly scheduled SFPD beat officers for communicating issues
- SFPD 10B officers Issued 113 citations and made 30 arrests from July to October

Administration and Corporate Operations

- FWCBD worked closely with the San Francisco Planning Department to improve the public realm conditions along Jefferson Street. FWCBD has shared in the financing of both the mitigated and negative declaration and the construction drawings for the Public Realm Plan. Planning workshops were held and to shape consensus and agreed on six key elements of the plan including: pedestrian friendly streets and sidewalks, safe routes for bicycles, good for commerce, works well with transit, eases traffic congestion, and facilitates parking.
- The FWCBD worked closely with the City to prioritize the Public Realm Improvements project for completion prior to America’s Cup race in 2013.
- The Transportation Improvement committee worked with Supervisor David Chiu’s office and MTA on new tour bus legislation.

FY 2011-2012

District Identity and Street Improvements (DISI)

- Sponsored the 2011 Fourth of July Celebration, Fleet Week and Salmon Aid

- Produced the Holiday Lights & Sights boat parade with 40 boats participating
- Redesigned and launched website and integrated it with smartphones and social media
- Organized and sponsored a Family Fun Fair in the parking lot at Jefferson and Mason Streets
- Continued partnership with SF Travel and Chaperon in promoting the district through advertisement in publications

Street Operations, Beautification and Order (SOBO)

- Replanted and expanded flower baskets to a total of 75
- Illuminated trees at Conrad Park and on Taylor Street from Jefferson to Bay Street
- Partnered with DPW on the “Clean Sweep” of the wharf in July
- Provided cellphones to the two regularly scheduled SFPD beat officers for communicating issues
- Worked with SFPD to curtail aggressive panhandling and behavioral issues in the district
- SFPD 10B officers issued 160 citations and made 20 arrests from July to October

Administration and Corporate Operations

- The Sustainability/Zero committee created a Zero Waste Business Recognition Program for Fisherman’s Wharf to recognize those business recycling 90% or more of their waste
- The Transportation Improvement committee continued to work with Supervisor David Chiu’s office and MTA on new tour bus legislation and assisted with businesses in obtaining white zones
- FWCBD Public Realm/Jefferson Street Committee worked with the San Francisco Planning Department and ROMA Design to engage the community on exploring options in improving and redesigning Jefferson Street from Aquatic Park to Pier 35. The goal of improving the street conditions on Jefferson Street will provide improved conditions for bicyclist and pedestrians while alleviating the crowded conditions on the sidewalks

FY 2012-2013

District Identity and Street Improvements (DISI)

- Sponsored the 2012 Fourth of July Celebration, Fleet Week and Salmon Aid
- Produced the Holiday Lights & Sights Boat Parade
- Partnered with Andrew Freeman & Co. to produce “Crab Fest 2012”
- Produced a “Lagoon Concert and Lighting” event and worked with a local bus company to bring children from the Bayview YMCA and Telegraph Hill Neighborhood Center
- Updated the website to a mobile version
- Organized and sponsored a Family Fun Fair in the parking lot at Jefferson and Mason Streets as part as part of the Sunday Streets events in the city
- Reprinted 80,000 Fisherman’s Wharf brochures due to increased demand
- Continued partnership with SF Travel and Chaperon in promoting the district through advertisement in publications

Street Operations, Beautification and Order (SOBO)

- Replanted and expanded flower baskets to a total of 75
- Illuminated trees at Conrad Park and on Taylor Street from Jefferson to Bay Street which helped prevent crime and loitering
- Replaced the Iconic Crab Wheel at Jefferson and Taylor
- Partnered with DPW on the “Clean Sweep” of the wharf in July
- Provided cellphones to the two regularly scheduled SFPD beat officers for communicating issues

- Worked with SFPD to curtail aggressive panhandling and behavioral issues in the district
- SFPD 10B officers issued 234 citations and made over 21 arrests from July to October

Administration and Corporate Operations

- On January 3, 2013 construction began on the Phase 1 of the Jefferson Street project. FWCBD first envisioned this project in 2006 as one of its goals as a CBD. This project is a testament to their diligence and vision, the FWCBD continues to work with DPW and the community to minimize impacts. To that end, FWCBD has hosted numerous meetings to inform the public about the construction. The CBD created a website, <http://www.newjeffersonstreet.com/>, with pertinent information about construction updates and progress.
- The Transportation Improvement committee worked with Supervisor David Chiu’s office and MTA on new tour bus legislation.

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)(6)*)

FY 2009-2010

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 both Portside and Landside. See tables below.

Landside

Service Category	Management Plan Budget	% of Budget	FY 2009-2010 Budget	% of Budget	Variance Percentage Points
District Identity and	\$255,000	41%	\$232,417	37%	-4

Street Improvements					
Sidewalk Operations & Beautification	\$181,130	29%	\$198,442	31%	+2
Administrative Expenses	\$125,000	20%	\$134,165	21%	+1
Contingency Reserve	\$61,033	10%	\$71,620	11%	+1
TOTAL	\$622,615	100%	\$636,644	100%	

Portside

Service Category	Management Plan Budget	% of Budget	FY 2009-2010 Budget	% of Budget	Variance Percentage Points
District Identity and Street Improvements	\$130,979	70%	\$141,756	69%	-1
Administrative Expenses	\$37,423	20%	\$40,135	20%	0
Contingency Reserve	\$18,711	10%	\$22,480	11%	+1
TOTAL	\$187,113	100%	\$204,371	100%	

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 \$554,407 or 82% of actuals and non-assessment revenue was \$119,473 or 18% of actuals. See table below.*

Revenue Sources	FY 2009-2010 Actuals	% of Actuals
Landside Special Benefit Assessments	\$ 554,407	
Total assessment revenue	\$554,407	82%
Contributions and Sponsorships	\$42,625	
Grants	\$25,250	
Donations*	\$50,125	
Interest Earned	\$1,473	
Total non-assessment revenue**	\$119,473	18%
Total	\$673,880	100%

*in-kind contributions to FWCBD

**non-assessment revenue applied to 5% General Benefit requirement

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, but did not meet this requirement for Portside. Portside had a variance of 13 percentage points for District Identity and Street. See tables below.*

Landside

Service Category	FY 2009-2010 Budget	% of Budget	FY 2009-2010 Actuals	% of Budget	Variance Percentage Points
District Identity and Street Improvements	\$232,417	37%	\$193,874	34%	-3
Sidewalk Operations & Beautification	\$198,442	31%	\$196,997	35%	+4
Administrative Expenses	\$134,165	21%	\$176,727	31%	+10
Contingency Reserve	\$71,620	11%	*	-	
TOTAL	\$636,644	100%	\$567,598	100%	

Portside

Service Category	FY 2009-2010 Budget	% of Budget	FY 2009-2010 Actuals	% of Budget	Variance Percentage Points
District Identity and Street Improvements	\$141,756	69%	\$123,508	82%	+13
Administrative Expenses	\$40,135	20%	\$26,823	18%	-2
Contingency Reserve	\$22,480	11%	*	-	
TOTAL	\$204,371	100%	\$150,331	100%	

*Contingency Reserve is redeployed throughout the year to meet the needs of the CBD

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

FY 2009-10 Carryover Disbursement	\$204,360
Designated Projects for FY 2010-11	
DISI Special marketing Projects	\$50,000
Public Realm Projects	\$50,000
SOBO Special Street Projects	\$104,360
Total Designated amount for FY 2010-11	\$204,360

FY 2010-2011

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 did not meet this requirement for Landside, but did meet this requirement for Portside. Land had a variance of 14 percentage points for DISI. See tables below.*

Landside

Service Category	Management Plan Budget	% of Budget	FY 2010-2011 Budget	% of Budget	Variance Percentage Points
District Identity and Street Improvements	\$255,000	41%	\$190,298	29%	-14
Sidewalk Operations & Beautification	\$181,130	29%	\$252,300	38%	+9
Administrative Expenses	\$125,000	20%	\$156,740	24%	+4
Contingency Reserve	\$61,033	10%	\$65,132	10%	0
TOTAL	\$622,615	100%	\$664,470	100%	

Portside

Service Category	Management Plan Budget	% of Budget	FY 2010-2011 Budget	% of Budget	Variance Percentage Points
District Identity and Street Improvements	\$130,979	70%	\$145,157	75%	+5
Administrative Expenses	\$37,423	20%	\$27,660	14%	-6
Contingency Reserve	\$18,711	10%	\$20,568	11%	+1
TOTAL	\$187,113	100%	\$193,385	100%	

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 \$586,608 or 81% of actuals and non-assessment revenue was \$141,381 or 19% of actuals. See table below.*

Revenue Sources	FY 2010-2011 Actuals	% of Actuals
Landside Special Benefit Assessments	\$ 586,608	
Total assessment revenue	\$586,608	81%
Contributions and Sponsorships	\$15,850	
Grants	\$80,000	

Donations*	\$43,713	
Interest Earned	\$1,818	
Total non-assessment revenue**	\$141,381	19%
Total	\$727,989	100%

*in-kind contributions to FWCBD

**non-assessment revenue applied to 5% General Benefit requirement

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 both Landside and Portside. See tables below

Landside

Service Category	FY 2010-2011 Budget	% of Budget	FY 2010-2011 Actuals	% of Budget	Variance Percentage Points
District Identity and Street Improvements	\$190,298	29%	\$213,928	32%	+3
Sidewalk Operations & Beautification	\$252,300	38%	\$295,195	43%	+5
Administrative Expenses	\$156,740	24%	\$169,849	25%	+1
Contingency Reserve	\$65,132	10%	*	-	
TOTAL	\$664,470	100%	\$678,972	100%	

Portside

Service Category	FY 2010-2011 Budget	% of Budget	FY 2010-2011 Actuals	% of Budget	Variance Percentage Points
District Identity and Street Improvements	\$145,157	75%	\$134,666	83%	+8
Administrative Expenses	\$27,660	14%	\$26,815	17%	+3
Contingency Reserve	\$20,568	11%	*	-	
TOTAL	\$193,385	100%	\$161,481	100%	

*Contingency Reserve is redeployed throughout the year to meet the needs of the CBD

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

FY 2010-11 Carryover Disbursement	\$206,000
Designated Projects for FY 2011-2012	
Public Realm Projects	\$50,000
DISI Special marketing Projects	\$50,000
SOBO Special Street Projects	\$106,000
Total designated amount for FY 2010 - 2011	\$206,000

FY 2011-2012

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 did not meet this requirement for Landside, but did meet the requirement for Portside. Landside's DISI and SOB line items had a variance of 15 percentage points. See tables below.*

Landside

Service Category	Management Plan Budget	% of Budget	FY 2011-2012 Budget	% of Budget	Variance Percentage Points
District Identity and Street Improvements	\$255,000	41%	\$163,422	26%	-15
Sidewalk Operations & Beautification	\$181,130	29%	\$277,800	44%	+15
Administrative Expenses	\$125,000	20%	\$131,778	21%	+1
Contingency Reserve	\$61,033	10%	\$63,600	10%	0
TOTAL	\$622,615	100%	\$636,600	100%	

Portside

Service Category	Management Plan Budget	% of Budget	FY 2011-2012 Budget	% of Budget	Variance Percentage Points
District Identity and Street Improvements	\$130,979	70%	\$137,778	64%	-6
Administrative Expenses	\$37,423	20%	\$54,422	25%	+5
Contingency Reserve	\$18,711	10%	\$22,100	10%	0
TOTAL	\$187,113	100%	\$214,300	100%	

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 \$565,564 or 92% of actuals and non-assessment revenue was \$48,918 or 8% of actuals. See table below.*

Revenue Sources	FY 2011-2012 Actuals	% of Actuals
Landside Special Benefit Assessments	\$ 565,564	
Total assessment revenue	\$565,564	92%
Contributions and Sponsorships	\$7,500	
Grants	\$0	
Donations*	\$39,225	
Interest Earned	\$2,193	
Total non-assessment revenue**	\$48,918	8%
Total	\$614,482	100%

*in-kind contributions to FWCBD

**non-assessment revenue applied to 5% General Benefit requirement

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, but did not meet this requirement for Portside. Portside had a variance of 14 percentage points for District Identity and Street. See tables below.*

Landside

Service Category	FY 2011-2012 Budget	% of Budget	FY 2011-2012 Actuals	% of Budget	Variance Percentage Points
District Identity and Street Improvements	\$163,422	26%	\$163,358	28%	+2
Sidewalk Operations & Beautification	\$277,800	44%	\$279,691	48%	+4
Administrative Expenses	\$131,778	21%	\$134,737	23%	+2
Contingency Reserve	\$63,600	10%	*	-	-
TOTAL	\$636,600	100%	\$577,786	100%	

Portside

Service Category	FY 2011-2012 Budget	% of Budget	FY 2011-2012 Actuals	% of Budget	Variance Percentage Points
District Identity and Street Improvements	\$137,778	64%	\$134,081	78%	+14
Administrative	\$54,422	25%	\$38,400	22%	-3

Expenses					
Contingency Reserve	\$22,100	10%	*	-	-
TOTAL	\$214,300	100%	\$172,481	100%	

*Contingency Reserve is redeployed throughout the year to meet the needs of the CBD

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

Carryover from FY 2011-2012	\$304,400
Designated Projects for FY 2012-2013	
Public Realm Projects	\$50,000
DISI Special marketing Projects	\$127,000
SOBO Special Street Projects	\$127,000
Total Designated amount for FY 2012 - 2013	\$304,000

FY 2012-2013

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 did not meet this requirement for Landside, but did meet this requirement for Portside. Landside's DISI had a variance of 15 percentage points, and for SOB had a variance for 14 percentage points. See tables below.

Landside

Service Category	Management Plan Budget	% of Budget	FY 2012-2013 Budget	% of Budget	Variance Percentage Points
District Identity and Street Improvements	\$255,000	41%	\$168,490	26%	-15
Sidewalk Operations & Beautification	\$181,130	29%	\$279,800	43%	+14
Administrative Expenses	\$125,000	20%	\$139,000	21%	+1
Contingency Reserve	\$61,033	10%	\$63,310	10%	0
TOTAL	\$622,615	100%	\$650,600	100%	

Portside

Service Category	Management Plan Budget	% of Budget	FY 2012-2013 Budget	% of Budget	Variance Percentage Points
District Identity and Street Improvements	\$130,979	70%	\$138,810	70%	0
Administrative Expenses	\$37,423	20%	\$34,500	17%	-3
Contingency Reserve	\$18,711	10%	\$24,690	12%	+2
TOTAL	\$187,113	100%	\$198,000	100%	

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 \$609,603 or 92% of actuals and non-assessment revenue was \$52,971 or 8% of actuals. See table below.*

Revenue Sources	FY 2012-2013 Actuals	% of Actuals
Landside Special Benefit Assessments	\$ 609,603	
Total assessment revenue	\$609,603	92%
Contributions and Sponsorships	\$0	
Grants	\$0	
Donations*	\$47,086	
Interest Earned	\$5,885	
Total non-assessment revenue**	\$52,971	8%
Total	\$665,574	100%

*in-kind contributions to FWCBD

**non-assessment revenue applied to 5% General Benefit requirement

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, but did not meet this requirement for Portside. Portside had a variance of 13 percentage points for District Identity and Street. See tables below*

Landside

Service Category	FY 2012-2013 Budget	% of Budget	FY 2012-2013 Actuals	% of Budget	Variance Percentage Points
District Identity and Street Improvements	\$168,490	26%	\$181,334	28%	+2
Sidewalk Operations &	\$279,800	43%	\$341,156	52%	+9

Beautification					
Administrative Expenses	\$139,000	21%	\$132,820	20%	-1
Contingency Reserve*	\$63,310	10%	*	-	-
TOTAL	\$650,600	100%	\$655,310	100%	

Portside

Service Category	FY 2012-2013 Budget	% of Budget	FY 2012-2013 Actuals	% of Budget	Variance Percentage Points
District Identity and Street Improvements	\$138,810	70%	\$152,614	83%	+13
Administrative Expenses	\$34,500	17%	\$31,158	17%	0
Contingency Reserve	\$24,690	12%	*	-	-
TOTAL	\$198,000	100%	\$183,772	100%	

*Contingency Reserve is redeployed throughout the year to meet the needs of the CBD

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

Carryover from FY 2012-2013	\$227,600
Designated Projects for FY 2013-14	
DISI Special Projects	\$127,500
SOBO Special Projects	\$100,100
Total Designated amount for FY 2013-14	\$227,600

* the FWCBD 2012-2013 annual report did not designate the carryover amount, information provided by email

Findings and Recommendations

Within the review periods of FY 2009-10, FY 2010-11, FY 2011-12, and FY 2012-13, the Fisherman's Wharf CBD generally met the expectations and requirements as set by the California Street and Highways Code Section 36650-36651; the Agreement for the Administration of the "Fisherman's Wharf Community Benefit District; and the Agreement for the Administration of the "Fisherman's Wharf Portside Community Benefit District".

However, it is noted that the Fisherman's Wharf CBD, continues to have difficulty with meeting the requirement of being within 10 percentage points for the District Identity and Street Improvements Budget Line for both the Landside and Portside Districts. OEWD recommends that the Fisherman's Wharf CBD actively work toward improving their performance, and provide updates on their effort in their mid-year reports submitted to OEWD. Additionally, due to the complexity of having two management districts for Fisherman's Wharf CBD, it is OEWD's recommendation that the CBD should track how funds are expended according to each management plan in both their Annual Report and in the Annual CPA Review.

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 4th of July, Fleet Week, and Holiday Lights and Sights. Fisherman's Wharf CBD has increased their opportunities in partnering with community stakeholders and numerous municipal agencies for the implementation of the Jefferson Street Public Realm Plan. 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 carryout its mission and service plans.