



**CASTRO/UPPER MARKET COMMUNITY BENEFIT DISTRICT  
FINAL REPORT  
JULY 1, 2014 - JUNE 30, 2015**

**List of Assessments for New Fiscal Year by Parcel**

Sent in separate attachment as excel spread sheet

**Services Implemented for FY 2014-15****Public Rights of Way and Sidewalk Operations**

- **Cleaning and graffiti removal services were provided every day in FY 2014-15** to every parcel in the district. Graffiti was removed within 24 – 48 hours of notification. Services included:
  - Daily sweeping of the entire district, (i.e. every parcel - map and list of parcels attached as Attachments 1 and 2) including every parcel and gutters,
  - Harvey Milk Plaza (upstairs/sidewalk level, sidewalk level planter beds)
  - Jane Warner Plaza litter removal and planter beds, water plants
  - Topping off of City trash cans, and collection of street garbage, including animal/human feces, and to a limited extent removing illegal fliers, stickers from bus stops, city signage, lamp posts.
  - Daily removal of all graffiti within the district (including on private property 9ft. or lower) within 24 hours of notification (except instances which require steam cleaning).
  - Quarterly Industrial-strength hot steam cleaning of sidewalks and plazas within the district.
  - Spot power washing as needed on an urgent call basis, including sidewalk graffiti.
  - Call DPW 311 for debris dumped and tracking how those calls are resolved.
  - Additional sweeping and power washing hot spots after special events including Pink Saturday, Gay Pride, Castro Street Fair, and Halloween.
  - Weeding around tree wells and keeping tree wells free of trash.
  - Operation of a central dispatch number available to all to report issues within the district boundaries.
  - Unlocking gate in front of the parking lot on Castro St. next to the Castro Theatre by 6:50 a.m. daily.
  - Reporting any hazardous situations in the district to dispatch service, dispatch reports problem to 311, and tracks issue resolution.
- **Cleaning contract expired in June 2015; Issued RFP for a new 3 year contract for cleaning services.**
  - Reviewed proposals and after competitive review process, selected Block By Block as our new cleaning services contractor.

**Public Safety Services**

- **Contract with S.F. Patrol Special Police** to specifically patrol the Harvey Milk and Jane Warner plazas and the public restroom on Market St. in front of Safeway. The hours are: 4:00 p.m. – 1:00 Sunday – Wednesday and 4:00 p.m. – 3:00 a.m. Thursday – Saturday.



- **Launched Castro Cares** a community based collaborative to improve the quality of life for those who are at risk, living on in the Castro/Upper Market and those who are housed, and/or who work and play in the district. Castro Cares was launched as a soft launch for the winter holidays through a contribution from the Castro CBD – 72 hours of overtime police officers were paid to conduct foot patrols throughout the district.
  - Castro Cares was fully launched in March 2015 with 20 hours of dedicated homeless outreach workers, 20 hours of dedicated overtime SF police officers, and 15 hours of dedicated SF patrol special police all walking foot patrols throughout the district.
  - Raised a total of \$191,000 in FY 2014-15 to fund Castro Cares.
    - ✓ \$76,000 in private donations from merchants and residents, \$115,000 in city grants; Castro/Upper Market CBD made a \$15,000 contribution.
  - The first four months of the program (March – June) saw:
    - ✓ 35 hours a week of dedicated law enforcement services walking a foot patrol in the Castro/Upper Market. This additional law enforcement documented 856 incidents. Most of these were warnings, 18 citations were written and 4 arrests were made. Much of the work of the Castro Cares law enforcement program is focused on quality of life issues from sleeping in doorways/trespassing to public intoxication/aggressive behavior. Law enforcement also calls EMT's for people in desperate situations and overly intoxicated.
    - ✓ 20 hours a week of dedicated homeless outreach workers walking the Castro/Upper Market. These outreach workers made contact with 462 individuals at risk living on the street. Of these 282 or 61% had a positive outreach engagement. A positive engagement is the first step for many individuals being willing to accept services.

### **District Identity and Streetscape Improvements**

- Completion of **the Castro St. Sidewalk Widening project**. This \$7,000,000 project, funded through city and federal funds, widened the sidewalks on Castro St. and added street trees, leaning posts and other beautification strategies. The Castro CBD acted as the liaison between the city and the merchants and property owners. **The CBD operated a website (funded through a city grant) and paid for LED celebratory lights and the rainbow crosswalks at Castro & 18<sup>th</sup> St.**
- Completed the **Castro & Upper Market Retail Strategy**: A collaborative project aimed at addressing the increase in vacancies in the Castro & Upper Market and developing an actionable plan to fill ground floor retail in a manner that encourages the district to thrive. The Castro & Upper Market Retail Strategy is funded through donations from the City of SF, Supervisor Wiener's Office, Castro CBD, local neighborhood associations, local merchants, and local developers. The final report and appendix is on the website at:  
<http://www.flipgorilla.com/p/23837411469442599/show>



- ✓ Work on this project will continue through FY 2015-16 to implement the recommendations.
- **Joined Mayor Lee on a tour of the Castro**, introducing him to merchants, discussing the Castro St. widening project, Retail Strategy Project and economic vitality strategies and some of the challenges around economic vitality; and other challenges facing the Castro.
- **Castro CBD continues to maintain Harvey Milk Plaza and Jane Warner Plaza.** This includes organizing volunteers to maintain both plazas and provide assistance in gardening, cleaning, and furniture maintenance. Core volunteers include Orphan Andy's, The Café, and nearby residents.
- Volunteers, outside of the CBD, received funding **to make landscape improvements at Harvey Milk Plaza** and these same volunteers (Deep Green Clean Team) have improved the landscaping at Jane Warner Plaza.
- **Developed plans to implement fuller programming in the Jane Warner Plaza through Live! In The Castro** and other strategies.
- **Wrote successful funding proposal** (\$125,00 a year for 2 years) to City to fund improvements to Jane Warner Plaza in FY 2015-16 including:
  - 50 hours a week of interns to be plaza stewards.
  - Increased programming through *Live! In The Castro*.
  - Beautification and landscaping improvements.
- **Castro Ambassadors** continues for its fourth year. Castro Ambassadors are volunteers trained to greet and welcome tourists and visitors into the neighborhood. Ambassadors have developed Castro specific handouts, directions and maps, in 6 languages other than English, and use these to assist tourists. Ambassadors helped 5,800 visitors during the summer of 2014.
- **Outreach at the Castro St. Fair** – Castro CBD had a booth at the fair to provide the opportunity for residents, property owners and others to learn about the CBD and meet the CBD staff and board members.
- **Social media updates:** CBD facebook page, twitter feed and website.
- **Leader in advocating for pedestrian safety improvements** on Upper Market.
- **Land Use Committee**, CBD will continue to work closely with neighborhood organizations, property owners and developers on land use issues.

### **Administrative and Corporate Operations**

- Moved into CBD office of our own.
- Developed and approved Fiscal & Governance Policy Manual
- Developed and approved Personnel Handbook
- Ensure functioning of CBD and compliance with city contract and management plan.
- Ensure compliance with the California Brown Act.
- Recruited new board members to Board of Directors.
- Monitor contracts and services. Assist contractors in problem solving as is necessary.
- Hired program coordinator for 25 hours a week to coordinate *Live! In The Castro* and provide assistance with Castro Cares.
- Continue to update website.



- Held Board retreat to develop long term plans for the CBD.
- Continue as active member of CBD/BID Consortium.
- Support all working committees of the Board of Directors including: Streetscape, Services, Land Use, Executive, and Finance.
- Ensure finances are accurate; work with CPA on annual review.
- Respond to communication from property owners, merchants, residents and others regarding issues directly and/or indirectly related to the services provided by the CBD.

### Services Planned for FY 2015-16

#### **Public Rights of Way and Sidewalk Operations; Public Safety**

- **Orient new cleaning contractor** to district, ensure high level of cleaning is maintained.
- **Monitor contract** with Block By Block to ensure compliance with contract.
- Clarify and implement **citywide cleaning metrics**
- Post monthly **cleaning reports**
- Develop new **uniforms for clean team** workers that clearly brand the Castro CBD.
- Promote **CBD Dispatch Services** throughout the district.
- Continue to **secure signed graffiti waivers** from property owners.
- **Ensure data is collected** correctly and timely.
- Continually **monitor the security services** and challenges in the district and meet with the key community stakeholders, report on issues to the CBD Services Committee.
- **Communication with SFPD** on a regular basis.
- **Castro Cares**, continue to **implement and monitor** program and contracts.
  - contracts with SF Patrol Special, SF HOT and the SFPD overtime program.
  - **Fundraise** for Castro Cares.
  - Collect and organize data for all services delivered through Castro Cares.
  - Keep **website updated**.

#### **District Identity and Streetscape Improvements**

- **Implement Intern program** at Jane Warner Plaza and other improvements/activation strategies once funds are received from the city.
- **Seek grant funding and other fundraising strategies** to support beautification and activation strategies
- CBD to work on **beautification strategies** in the district; work on implementing 3 year plan.
- **Implement Live! In The Castro** throughout the summer and into the fall and winter, weather dependent.
- CBD will participate in **holiday decorations** in the district.
- CBD will continue to **organize volunteers** to help maintain Jane Warner Plaza and Harvey Milk Plaza.



- Through the **Land Use Committee**, CBD will continue to work closely with neighborhood organizations, property owners and developers on land use issues.
- Through Land Use Committee, CBD will begin **to implement recommendations in the Castro & Upper Market Retail Strategy**.
- **Continue Castro Ambassadors**, including recruiting and training new ambassadors.
- **Provide leadership**, advocacy and community collaboration for pedestrian safety improvements on upper Market St.

#### **Administrative and Corporate Operations**

- Ensure functioning of CBD and compliance with City contract and management plan.
- Ensure compliance with the California Brown Act and California Public Records Act.
- Recruit and train new board members to Board of Directors.
- Monitor contracts and services. Assist contractors in problem solving as is necessary.
- Develop campaign to educate property owners about the CBD; conduct special outreach efforts to Safeway, other large property owners and new developers.
- Hire new bookkeeper
- Ensure finances are accurate; work with CPA on annual review.

#### **CHANGES TO THE DISTRICT BOUNDARIES**

None

#### **ASSESSMENT FORMULA**

FY 2015-16:

$\$10.460200/\text{linear foot} + \$0.0942600/\text{lot square foot} + 0.13262700/\text{building square foot}^*$   
= assessment fee

\* building square footage is charged for retail space, hotels, motels, visitor related, office and commercial uses, free standing parking structures

#### **DRAFT UN-AUDITED FINANCIALS**

Enclosed as Attachment A

- FY 2014-15 Profit & Loss Statement
- FY 2014-15 Balance Sheet

#### **APPROVED FY 2015-16 BUDGET**

Enclosed as Attachment B

- FY 2015-16 CBD Budget

**ATTACHMMENT A**

- Draft Profit & Loss FY 2014-15
- Draft Balance Sheet June 30, 2015



# Castro/Upper Market Community Benefit District, Inc.

## PROFIT AND LOSS

July 2014 - June 2015

	<b>TOTAL</b>
<b>Income</b>	
4000 Assessments & Contributed Support	
4010 Special Benefit Assessments	
4011 Special Benefit Assessment Income	455,657.64
4012 Interest & Penalties on Assessments	1,016.77
<b>Total 4010 Special Benefit Assessments</b>	<b>456,674.41</b>
4020 Individual/Business Contributions	4,500.00
4022 Business Donations	1,650.00
<b>Total 4020 Individual/Business Contributions</b>	<b>6,150.00</b>
4030 Interest Income	263.36
4040 In-Kind Donations	
4041 Donated Use of Facilities	1,854.83
4043 Donated Items for Office Use	1,387.50
4044 Castro Cares	1,151.82
<b>Total 4040 In-Kind Donations</b>	<b>4,394.15</b>
4050 Grants	
4052 Government Grants	125,000.00
<b>Total 4050 Grants</b>	<b>125,000.00</b>
4070 Discounts/Refunds Given	-1,627.34
4080 Affiliate Membership	1,986.00
<b>Total 4000 Assessments &amp; Contributed Support</b>	<b>592,840.58</b>
4034 Castro Cares Donations	72,532.81
<b>Total Income</b>	<b>\$665,373.39</b>
<b>Gross Profit</b>	<b>\$665,373.39</b>
<b>Expenses</b>	
7000 Program Services Expense	
7010 Contracts--Street Cleaning	268,496.73
7020 Contracts--Police Patrol Services	10,140.00
7025 Security	40,237.67
7026 Incentives	1,906.98
<b>Total 7025 Security</b>	<b>42,144.65</b>
7027 Social Services	3,927.55
7030 District ID/Streetscape Improvements	
7031 Repair & Maintenance	-869.05
7032 Landscaping	1,204.42
7033 Ambassador Program	6,302.59
7035 Promotions/Street entertainment	12,757.52
7037 Marketing & Advertising	16,864.29
7038 Meetings & Events	480.56



7039 Streetscape Improvements	0.00
7040 Consulting Econ Dev	82,041.07
<b>Total 7030 District ID/Streetscape Improvements</b>	<b>118,781.40</b>
<b>Total 7000 Program Services Expense</b>	<b>443,490.33</b>
7200 Personnel Expenses	
7210 Officer & Director Salaries	94,002.00
7220 Salaries & Wages -- Other	5,075.71
7240 Payroll Taxes	5,027.34
7260 Workers' Compensation Insurance	37.00
<b>Total 7200 Personnel Expenses</b>	<b>104,142.05</b>
7500 Professional Fees	
7510 Fundraising Fees	466.00
7520 Accounting Fees	23,435.17
7530 Legal & Professional Fees	14,329.00
7540 Payroll Fees	1,388.97
7560 Administrative Services	1,092.25
<b>Total 7500 Professional Fees</b>	<b>40,711.39</b>
8100 Operational Expenses	
8105 Bank Service Charges	47.72
8107 Paypal Fees	152.46
<b>Total 8105 Bank Service Charges</b>	<b>200.18</b>
8120 Office Rent	15,811.58
8125 Utilities	1,059.95
8130 Equipment/PO Box Rental	404.00
8135 Janitorial	676.40
8140 Insurance	
8141 Insurance--Directors and Officers	1,602.04
8143 Insurance--General Liability and Property	1,376.96
8144 Volunteer Insurance	70.00
8146 Insurance - Commercial Property	609.00
<b>Total 8140 Insurance</b>	<b>3,658.00</b>
8145 Licenses, Permits, Dues, Fees	451.00
8155 Office Supplies	5,304.62
8160 Postage and Shipping	3,512.02
8170 Printing and Copying	3,499.93
8180 Supplies & Materials	205.07
8185 Telecom Expenses	1,487.92
8190 Website/Internet Expense	10,407.67
8199 Indirect Expenses	715.00
<b>Total 8100 Operational Expenses</b>	<b>47,393.34</b>
8300 Travel & Meeting Expenses	
8320 Travel/Transportation	63.25
8330 Parking/Tolls	87.52
8340 Conferences, Meetings, Conventions	473.06
8360 Board Meeting Expense	585.60



Total 8300 Travel & Meeting Expenses	1,209.43
8900 RHW - Payments & Expenses	
8911 Rainbow Honor Walk Payments	-148.63
Total 8900 RHW - Payments & Expenses	-148.63
9100 In-Kind Expenses	4,394.15
Total Expenses	\$641,192.06
Net Operating Income	\$24,181.33
Other Expenses	
9400 Depreciation & Amortization Expense	
9420 Depreciation	735.92
Total 9400 Depreciation & Amortization Expense	735.92
9500 Reconciliation Discrepancies	0.40
9600 Ask Andrea	212.30
Total Other Expenses	\$948.62
Net Other Income	\$ -948.62
Net Income	\$23,232.71

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# Castro/Upper Market Community Benefit District, Inc.

## BALANCE SHEET

As of June 30, 2015

	TOTAL
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
1020 Checking Accounts	
1021 Cash in Bank--WFB Ckg 9854	3,318.15
1022 Cash in Bank--SB&T Ckg (Account Closed)	0.00
1023 Cash in Bank--BA Ckg	1,000.00
1024 Checking Paypal	392.66
<b>Total 1020 Checking Accounts</b>	<b>4,710.81</b>
1030 Cash in MM/CDs	
1031 Cash in Bank--WFB MM	170,983.98
1032 Cash in Bank--SB&T MM (ACCOUNT CLOSED)	0.00
1033 Cash in Bank--BA CD	127,060.26
<b>Total 1030 Cash in MM/CDs</b>	<b>298,044.24</b>
<b>Total Bank Accounts</b>	<b>\$302,755.05</b>
<b>Accounts Receivable</b>	
1040 General Receivables	9,104.06
1045 Assessment Receivables	67,187.34
1050 Pledges Receivable	0.00
1060 Grants Receivable	
1061 MOEWD Grant	197,500.00
1063 SF Study Center Ped Safety Grant	0.00
<b>Total 1060 Grants Receivable</b>	<b>197,500.00</b>
<b>Total Accounts Receivable</b>	<b>\$273,791.40</b>
<b>Other current assets</b>	
1095 Prepaid Expenses	3,934.00
1096 Prepaid Insurance	309.50
<b>Total Other current assets</b>	<b>\$4,243.50</b>
<b>Total Current Assets</b>	<b>\$580,789.95</b>
<b>Fixed Assets</b>	
1100 Computer & Equipment	
1101 Original cost	2,526.91
1102 Depreciation	-561.52
<b>Total 1100 Computer &amp; Equipment</b>	<b>1,965.39</b>
1110 Furniture & Fixtures	
1111 Original cost	1,831.16
1112 Depreciation	-174.40
<b>Total 1110 Furniture &amp; Fixtures</b>	<b>1,656.76</b>
<b>Total Fixed Assets</b>	



	\$3,622.15
Other Assets	
1200 Security Deposits	1,392.00
Total Other Assets	<u>\$1,392.00</u>
<b>TOTAL ASSETS</b>	<b><u>\$585,804.10</u></b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 Accounts Payable	48,530.52
Total Accounts Payable	<u>\$48,530.52</u>
Credit Cards	
2030 Wells Fargo Credit Card - 4113	1,483.69
Total Credit Cards	<u>\$1,483.69</u>
Other Current Liabilities	
2040 Deferred Assessments	0.00
2080 Deferred Grant Income--Restricted by Use	
2081 OEWD	0.00
2083 Pedestrian Safety Grant	0.00
Total 2080 Deferred Grant Income--Restricted by Use	<u>0.00</u>
2098 Loan Payable--Board Members	0.00
2100 Accrued Expenses	0.00
2200 Accrued Vacation Payable	7,854.15
2300 Payroll Tax Payable	0.00
2400 Pledge Payable	0.00
Total Other Current Liabilities	<u>\$7,854.15</u>
Total Current Liabilities	<u>\$57,868.36</u>
Total Liabilities	<u>\$57,868.36</u>
Equity	
3700 Temporarily Restricted Net Assets	0.00
3710 OEWD-Retail Project	30,617.55
3720 OEWD-Merchant Support	25,000.00
3730 Retail Study	11,394.39
3740 JWP	2,574.23
3750 OEWD-LED Grant	25,000.00
3770 Castro Cares Donations	2,500.00
3775 Castro Cares Grant	102,089.03
Total 3700 Temporarily Restricted Net Assets	<u>199,175.20</u>
3800 Unrestricted Net Assets	0.00
3900 BOD Designated Net Assets	0.00
3910 DISI	151.24
3920 Reserves	275,376.59
3930 PROWSO	0.00
3940 Retail Strategy	15,000.00



3950 Castro Cares	15,000.00
Total 3900 BOD Designated Net Assets	<u>305,527.83</u>
Net Income	23,232.71
Total Equity	<u>\$527,935.74</u>
<b>TOTAL LIABILITIES AND EQUITY</b>	<u><u>\$585,804.10</u></u>

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**ATTACHMENT B**

- Approved FY 2015-16 Budget



# CASTRO/UPPER MARKET COMMUNITY BENEFIT DISTRICT

Budget 15-16FY Executive Summary

Revised September 21, 2015

	<u>General &amp; Assessment</u>	<u>Grants &amp; Donation</u>	<u>Total</u>
<b>CARRY OVER FY14-15 FUNDS/RESERVES (Estimated)</b>			
General/Assessment Reserves/Contingency FY14-15	\$103,000		
Assessment \$ from May 2015 for July-Dec 2015 Operations	\$253,814		
Restricted/Designated Grants & Donations from FY14-15		\$154,550	
<b>[A] TOTAL CARRY OVER FY14-15/RESERVES (Estimated)</b>	<b>\$356,814</b>	<b>\$154,550</b>	<b>\$511,364</b>
<b>FY 15-16 BUDGET</b>			
<b>REVENUES</b>			
Assessment Revenue	\$464,605		
Affiliate Revenue	\$12,000		
Other & Interest	\$600		
Grants & Donations		\$404,965	
<b>[a] TOTAL REVENUES</b>	<b>\$477,205</b>	<b>\$404,965</b>	<b>\$882,170</b>
<b>EXPENSES</b>			
<b>PROWSO - Cleaning &amp; Safety % assess</b>	68%		
<b>Total PROWSO Expenses</b>	\$316,185		
<b>DISI % assess</b>	14%		
<b>Total DISI</b>	\$63,102		
<b>General &amp; Administration % assess</b>	20%		
<b>Total Administration Expenses</b>	\$92,340		
<b>[b] Total Expense - General and Assessment</b>	<b>\$471,627</b>		
<b>Grant &amp; Fund Expenses % of expense</b>		47%	
Jane Warner Plaza		\$4,032	
JWP - Grant		\$74,577	
Castro Cares Grant 1 (14-15FY & 15-16FY)		\$131,450	
Castro Cares Grant 2 (16-17FY)		\$ -	
Casto Cares Donations		\$96,654	
Invest in Neighborhoods Grant		\$18,167	
Salaries & Wages Paid by Grants		\$86,461	
<b>[b] Total Grants &amp; Restricted Fund Expenses</b>		<b>\$411,340</b>	
<b>[b] TOTAL OPERATING BUDGET EXPENSES</b>			<b>\$882,967</b>
<b>[B] SURPLUS (DEFICIT) for 15-16FY {a-b} (A-b)</b>	<b>\$5,578</b>	<b>-\$6,375</b>	<b>-\$797</b>
<b>ENDING RESERVES FY15-16 (Estimated)</b>			
General/Assessment Reserves/Contingency FY15-16	\$108,578		
Assessment \$ from May 2016 for July-Dec 2016 Operations	\$253,814		
Restricted/Designated Grants & Donations from FY15-16		\$148,175	
<b>TOTAL ENDING NET ASSESTS/RESERVES FY15-16 {A+B}</b>	<b>\$362,392</b>	<b>\$148,175</b>	<b>\$510,567</b>