

Tenderloin Community Benefit District

YEAR END REPORT

JULY 2015 TO JUNE 2016

PRESENTED TO:

City and County of San Francisco Board of Supervisors

*North of Market/Tenderloin Community Benefit District Corporation
Board of Directors*

San Francisco Office of Economic and Workforce Development

YEAR END REPORT

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SUMMARY OF PROGRAMS, EVENTS, AND ACTIVITIES

The Tenderloin Community Benefit District (TLCBD) has been busily engaged in the business of serving the community and implementing the objectives set out in the management plan.

In the fiscal year quarter of July 2015 to June 2016 the TLCBD has been involved with and accomplished the following:

- Continued contract with SF Clean City for sweeping, steam cleaning, and graffiti removal in the 29 blocks of the CBD District Monday through Friday. The SF Clean City and CBD contract extends through June 30, 2017. SF Clean City continues tracking all incidents of human waste, needles, garbage removal, large furniture items, hazardous material, etc. throughout our service area.
 - Purchased a new steam cleaning equipment and flat bed truck
 - In addition to regular service schedules, our service provider works to identify and provide more resources to designated area ‘hot-spots’.
- Awarded funds from OEWD to lead a Phase 1, project management, design and plan cultivation and community engagement for an artistic and captivating public realm lighting project, ‘Larkin Street Lighting Project’
 - Broad outreach and several meetings with potential candidates and creative developers for Phase 1 work objectives and deliverables
 - Development of an RFP, guidelines and schedules for proposals and submission
 - Three organization bids submitted, reviewed, interviewed and vetted
 - Hiring of project management team OurCity
 - Independent Consultant agreement finalized
 - Comprehensive outreach and project plan drafted and reviewed
- Held Annual Meeting and Board of Directors Elections; four new Board members are voted on.
 - Three new members elected on in September
- CBD moved to new office at Wework at 25 Taylor Street.
- Developed Budget for 2015/2016 guided by Board Treasurer and approved by full Board
- Capacity Building for organization
 - New website developed and published and accompanied by new organizational branding
 - Several new organization policies developed in partnership with UC Hastings College of the Law’s Social Enterprise & Economic Empowerment Clinic and staff and Board member policy ‘Committee’
 - Financial policy and procedure developed and approved to guide TLCBD financial procedures moving forward
 - Staff and Board consistently communicate and correspond with a local property owner to procure assessment revenue in arrears since 2006.
 - Communications between property owner, Tax Collector’s Office and the Controller provide impetus for payment increasing the CBD’s revenue base by \$189K. This alleviates previous financial strains from earlier years budgeting misalignments
- Prepared and distributed 2014/15 Annual Report to all property owners in district
- Received an Organizational Capacity Grant to OEWD to support an assessment and analysis of organizational leadership, operations and stakeholder analysis of

- Contracted with Urban Place Consulting to develop strategic report informed by in-depth operations analysis, stakeholder input and Board retreat
 - Planning and conducting of Board retreat in October to hone in on Board member goals for the organization
 - Completion and approval of strategic report offering recommendations to the Board of Directors on next best steps to pursue goals and needs of organization
- Leadership and Operational strategy
 - Based on Urban Place Consulting's strategic report and Annual Board retreat the Board of Directors decided to pursue management and leadership support by a consulting firm such as Urban Place Consulting
 - RFP for consulting firms is drafted, approved by Board and submitted
 - Two proposals are received, reviewed, interviewed and vetted
 - Urban Place Consulting awarded consulting role to manage, oversee and provide Interim Leadership to the TLCBD; Agreement finalized in December 2015
 - Work commences with Urban Place Consulting in November/December 2015
 - Urban Place will manage and lead the affairs of the TLCBD for 1.5 years until the organization's resources and operations are bolstered to recruit and seek an Executive Director and necessary staffing
 - Consulting firm is tasked with seeking funding to fulfill its obligations during the 1.5 year timeframe
 - Developed Operation Leadership Fundraising Program to raise \$300,000. Raised \$60,000 in this this fiscal year.
- Tenderloin Security Camera Sub-grant opportunity
 - CBD approves agreement with the Union Square BID to execute a security camera project offering a number of high definition security cameras to property owners in the District
 - TLCBD engages with law firm to inform agreements defining terms of the project for property owners that agree to participate
 - TLCBD engages with UC Hastings College of the Law's Social Enterprise & Economic Empowerment Clinic to support development of various agreements in support of the project
 - Nonprofit SF SAFE is engaged and contracted in partnership with project to conduct comprehensive outreach programming to the community, various stakeholders and property owners
 - Outreach plan is drafted and in review phase; some outreach to core stakeholders such as District Attorney's office and police officials have commenced
 - TLCBD contracts with Urban Place Consulting to provide project management for necessary components of the project including camera equipment RFP development, contractor review, negotiation and contracting; Data center RFP development, contractor review, negotiation and contracting; Internet provider establishment; and, insurance coordination
 - Outreach, establishment and installation of cameras in partnership with neighborhood property owners to continue through January – March 2016
- Partnership and engagement as a 'Community Cohort' for the Central Market Street Prototyping Festival, a partnership project of San Francisco's Department of Planning, Yerba Buena Center for the Arts (YBCA) and other prominent city organizations and agencies.
 - Staff and Board members joined meetings to discuss the event, act as a conduit to other community members and stakeholders to expand outreach and engagement of the event

- TLCBD cleaning service provider (SF Clean City) agrees to augment sweeping and debris pick service of the area around the installations in the 1000 Block of Market Street during the 3 weeks of the festival
- Representation as a 'community advisor' council member for the Better Market Street Project.
- Representation as a 'community advisor' for the Better BART station improvements to Powell and Civic Center stations.
- Support and partnership with UC Hastings College of the Law, Friends of the Urban Forest and San Francisco Municipal Transit Authority to coordinate and execute a Tenderloin greening and tree planting campaign.
 - Approximately 30 new trees planted throughout the neighborhood and new landscaping added to the sidewalks on McAllister Street
 - Comprehensive outreach and press coordinated and distributed in collaboration with partners
- Continued to attend meetings and engage with the numerous nonprofits and stakeholders involved in the 'Golden Gate Safety Collaborative' a collaboration in partnership with local police to enliven the public realm with positive and or fun activities.
 - Attended and participated in several 'Four-Corner Friday' events working to activate several corners in the neighborhood with fun activity for all.
- New collaborations commenced late in the year to review and assess coordination of neighborhood services and maintenance between the TLCBD and San Francisco Public Works Department
 - Plans are to continue relationship building and investigate methods to gain comprehensive knowledge of neighborhood services to coordinate and test pilots to investigate positive impacts
- TLCBD partners with the Department of Planning, Luggage Store Gallery, The Hall at 1028 Market Street and Office of Civic Innovations to support the installation a 'Living Innovation Zone' project, Block by Block on Market Street at 1028 Market.
 - CBD holds the permit for the installation in collaboration with the Planning Department
 - The LIZ program engages the CBD to support and coordinate a new project in United Nations Plaza with the Exploratorium as the design lead. To be installed in the spring of 2016.
- Correspondence with Community Challenge Grant (CCG) program to investigate usage of remainder funds from a previously awarded grant. Remainder funds approximately \$15K
 - CCG approves usage of remainder funds, and augments the amount by an additional \$5K, offering a total of \$20K for a unique community supported banner campaign for the neighborhood
 - The project will replace the CBD's previous banner campaign to approximately 70 banner locations throughout the 29 blocks of the neighborhood

The Tenderloin Community Benefit District and its Board members work diligently to implement the objectives of the organization's mandated management plan. 2015/2016 can be viewed as a year of ramping up and building capacity to move the organization forward. Many initiatives supported this effort: strategic planning; new website development; substantial funding procurement; new interim leadership onboarding and approval of several new neighborhood improvement projects. Many projects and tasks have commenced this year that will offer a renewed connection to the neighborhood and community, which will continue to engage and connect throughout 2016. The Larkin Street Lighting Project, Security Camera Project and community banner campaign have the potential to create great positive impact upon the community. With the onboarding of new Interim Leadership, the organization can move ahead with enhanced capacity to move all projects and objectives forward. Ultimately, the strategic planning and new Leadership will support the ultimate goal of recruiting long term leadership with more developed resource capacity that can execute the lead objective of CBD renewal in 2020. The Board and staff's work have

demonstrated a commitment to the improvement and betterment of the Tenderloin. The results of this commitment and newly developed programs and initiatives have and will continue to build upon the evolution of the Tenderloin to a vibrant community for all.

Respectfully submitted,
North of Market/Tenderloin Community Benefit District
415.292.4812

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

Service Category/Budget Line	2018-2017				Variance	Source
	Management Plan Budget	General Benefit Dollars	Management Plan Assessment Budget	FY 2015-16 Budget		
SA 62 - Tenderloin						
SA 62 - Tenderloin CBD - Public Rights of Way and Sidewalk Operations	\$ 749,079.00	\$ 37,453.70	\$ 711,620.30	\$ 954,601.00	\$ -1,677.00	74.05%
SA 62 - Tenderloin CBD - District Identity and Streetscape Improvements	\$ 45,000.00	\$ 2,350.00	\$ 42,750.00	\$ 74,455.00	\$ 1,099.00	5.68%
SA 62 - Tenderloin CBD - Administrative and Corporate Operations	\$ 130,000.00	\$ 6,000.00	\$ 114,000.00	\$ 210,692.00	\$ 8,176.00	16.51%
Contingency and Reserve	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
TOTAL	\$ 984,079.00	\$ 45,803.70	\$ 928,370.30	\$ 1,239,748.00	\$ -100,000.00	100.00%

BENCHMARK 2: General Benefit Requirement 5.00%

Revenue Sources	FY 2016-2017 Actuals	% of actuals	Source
Assessment Revenue	\$ 1,047,205.00	80.53%	Individuals
Total Assessment (Special Benefit) Revenue	\$ 1,047,205.00	80.53%	Individuals
Contributions and Sponsorships	\$ 2,257.00	0.17%	Foundations/Ch
Grants	\$ 251,000.00	19.30%	Foundations/Ch
Donations	\$ 0	0.00%	
Interest Earned	\$ 0	0.00%	
Earned Revenue	\$ 0	0.00%	
Other	\$ 0	0.00%	
Total	\$ 1,300,462.00	100.00%	

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

Service Category/Budget Line	FY 2015-16 Budget				Variance (Total Budget)	Source
	FY 2015-16 Budget	Amount from Assessment	Amount from General Benefit	% Budget (Total Budget)		
SA 62 - Tenderloin						
SA 62 - Tenderloin CBD - Public Rights of Way and Sidewalk Operations	\$ 952,601.00	\$ 851,658.00	\$ 120,943.00	\$ 74,655.00	\$ 81.30%	81.30%
SA 62 - Tenderloin CBD - District Identity and Streetscape Improvements	\$ 72,455.00	\$ 69,005.00	\$ 3,450.00	\$ 5,688.00	\$ 6.75%	6.75%
SA 62 - Tenderloin CBD - Administrative and Corporate Operations	\$ 210,692.00	\$ 83,752.00	\$ 126,940.00	\$ 15,514.00	\$ 8.19%	16.51%
Contingency and Reserve	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0.00%	0.00%
0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0.00%	0.00%
0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0.00%	0.00%
TOTAL	\$ 1,276,158.00	\$ 1,022,901.00	\$ 253,257.00	\$ 100.00%	\$ 100.00%	100.00%

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 2016-2017 Carryover Disbursement	Source	Spillover Timeline
General Benefit Project		
Marketing/Communication	\$ 11,500.00	Grants 12 months
General Benefit Project 2	\$ 0	
General Benefit Project 3	\$ 0	
General Benefit Project 4	\$ 0	
General Project Total	\$ 11,500.00	
Special Assessment Project		
SA 62 - Tenderloin CBD - Public Rights of Way and Sidewalk Operations	\$ 415,825.00	
SA 62 - Tenderloin CBD - District Identity and Streetscape Improvements	\$ 34,500.00	
SA 62 - Tenderloin CBD - Administrative and Corporate Operations	\$ 41,876.00	
Contingency and Reserve	\$ 19,743.00	
0	\$ 0	
0	\$ 0	
Special Project Total	\$ 511,944.00	
Total Designated Amount for FY 2016-17	\$ 523,444.00	

