

MEMO

To: Supervisor Jane Kim, District 6

CC: San Francisco Board of Supervisors

From: Chris Corgas, OEWD Senior Program Manager

RE: Civic Center Community Benefit District

Date: September 28, 2018

This is a memo summarizing the performance of the Civic Center Community Benefit District (CCCBD) and an analysis of their financial statements (based on their audit) for the period between July 1, 2016 and June 30, 2017.

Each year the CBD is required to submit a mid-year report, an annual report, and a CPA Financial Review or Audit. Civic Center CBD has complied with the submission of all these requirements. OEWD staff 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 Civic Center's Community Benefit District management contract with the City; and their Management Plan as approved by the Board of Supervisors in 2008.

Also attached to this memo are the following documents:

1. Annual Report
 - a. FY 2016-2017
2. CPA Financial Review Report
 - b. FY 2016-2017
3. Draft resolution from the Office of Economic and Workforce Development



Background

The CCCBD includes both privately and publicly owned properties. The district covers 35 blocks and includes approximately 289 parcels.

- January 4, 2011, the Board of Supervisors approved the resolution that established the Civic Center Community Benefits District for 10 years (Resolution # 21-11).
- October 18, 2011, the Board approved the contract for the administration and management of the Civic Center Community Benefit District (Resolution # 443-11).
- April 28, 2015, the Board of Supervisors approved the Annual Reports for FYs 2011-2012, 2012- 2013, and 2013-2014 annual reports (Resolution # 162-15).
- August 2, 2016, the Board of Supervisors approved the Annual Report for FY 2014-2015 (Resolution #347-16).
- May 9th, 2017, the Board of Supervisors approved the Annual Report for FY 2015-2016 (Resolution # 164-17).

Basic Info about Civic Center CBD

Year Established	January 2011
Assessment Collection Period	FY 2011-2012 to FY 2020-2021 (July 1, 2011 to June 30, 2021)
Services Start and End Date	February 1, 2012 – June 30, 2021
Budget	Initial Estimated Annual \$691,964
Fiscal Year	July 1 – June 30
Executive Director	June 2016-April 2017- Donald Savoie/May 1, 2017-present Tracy Everwine
Name of Nonprofit Entity	Civic Center Community Benefit District Corporation

The current CBD website, <http://sfciviccenter.org/>, 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

Safety Program

Community Guide Ambassador

- Daytime Ambassadors: Community Guide Ambassadors provide pedestrian support in the areas of: wayfinding, hospitality, information and social service support. They also serve to deter unsafe conditions in the public realm by proactively deterring crime and reporting suspicious or illegal activity to the appropriate authorities.
- Garage Greeters: In the evenings a Garage Greeter staffs the elevator entrance to the Civic Center Garage helping patrons safely find their way.
- Evening Ambassadors: In coordination with District performing arts venues, CCCBD provides Community Guide Ambassadors on the evenings of select performances to ensure safe passage for pedestrians throughout the District at night.

10B Officers

As requested by CCCBD SFPD 10B officers are hired to work alongside the Community Guide Ambassadors and Cleaners for additional support. The SFPD 10B officers also provide instrumental support for District special events and programs.

Cleaning Program

CCCBD's cleaning services are in addition to those provided by the City. CCCBD provides maintenance workers to respond to calls for graffiti removal, sidewalk sweeping/pressure washing, landscaping and illegally dumped refuse.

Beautification

Beautification efforts include capital improvements such as: public art, landscaping, wayfinding signage, sidewalk lighting.

Activation

CCCBD facilitates activation in Zone 2 of the District with a focus on open space designed for events and activities.

Administration

CCCBD's 15-member Board of Directors and the Executive Director oversee the organization with

various support staff

Summary of Accomplishments, Challenges, and Delivery of Service Areas

Safety Program

- Community Ambassadors assisted approximately 462 individuals in need
- Community Ambassadors provided approximately 2,333 directions and referrals to visitors
- Community Ambassadors completed 3,077 meet and greets with merchants
- Utilized a Garage Greeter at Civic Center Garage to increase safety of garage patrons
- CCCBD collaborated with District art and cultural organizations to add evening Ambassador coverage during the evenings during the Holiday season
- Assisted 114 individuals dealing with mental health illness
- Referred 94 individuals to social services
- Referred 11 individuals to SFHOT
- 10B Officers were used part-time, in collaboration with the neighboring Central Market CBD

*CCCBD has taken the lead in coordinating all of the ambassador and cleaning programs working within the District to ensure everyone understands their role and how to effectively and efficiently communicate and work with one another.

Cleaning Program

- Removed approximately 24,000 pounds of trash from the District
- Removed 5,323 instances of human and animal waste
- Fulfilled approximately 4,500 calls for cleaning
- Disposed of approximately 4,459 needles
- Handled approximately 1,872 instances of illegal dumping
- Removed approximately 4,396 instances of graffiti, stickers, or flyers
- Pressure washed or steam cleaned approximately 46,464 linear feet

Beautification

- Collaborated with the Recreation and Parks Department to install Tivoli lights in Civic Center Plaza trees.
- CCCBD was awarded a \$200,000 reimbursable grant to enhance the 200 block of Ivy Street and is now in search of working capital to complete the work.

Activation

- CCCBD designed and implemented its “Summer Concert Series” in Civic Center Plaza.
- Over the course of the holiday season CCCBD executed 22 free “Holiday Fanfare” concerts throughout the District at locations along Van Ness Avenue, in front of Bill Graham Civic Auditorium, and City Hall.
- In partnership with the Recreation and Parks Department, CCCBD organized the Civic Center Plaza Holiday Tree Lighting event curating a speaking program followed with performances by the Gay and Lesbian Choir and the Conservatory of Music.

Administration

- CCCBD embarked on expanding its stewardship role in Civic Center in partnership with several public and private sector stakeholders including: City’s Real Estate Division, the Recreation and Parks Departments, the Office of Economic and Workforce Development, Public Works and Planning to ensure the success of
 - the new Civic Center playgrounds
 - the new café kiosk
 - the Civic Center Commons Initiative
- Worked with OEWD to develop and implement a process to modify the District’s Management Plan
- Entered into a management agreement for services with the neighboring Central Market CBD.
 - Staffing now includes direction and expertise from an Executive Director, a Project Director, an Accountant, a Part-time Marketing & Communications consultant, and a part-time Programming Manager for Civic Center Commons.
- The 15-member Board remained the same throughout the year as did the Committees: Executive, Services and Capital Improvements & Planning.

CCCBD Annual Budget Analysis

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

- **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 “Civic Center Community Benefit District”, Section 3.9 – Budget*).
- **BENCHMARK 2:** Whether one percent (1%) of actuals came from sources other than assessment revenue (*CA Streets & Highways Code, Section 36650(B) (6); Agreement for the Administration of the “Civic Center 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 “Civic Center Community Benefit District”, Section 3.9 – Budget*).
- **BENCHMARK 4:** Whether CCCBD 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 2016-2017

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: CCCBD met this requirement. See table below.

Service Category	Management Plan Budget	% of Budget	FY 2016-2017 Budget	% of Budget	Variance Percentage Points
Safety	\$357,495	51.66%	\$435,807.36	53.13%	+1.46
Cleaning Program	\$139,890	20.22%	\$173,878.50	21.20%	+0.98%
Beautification	\$22,876	3.31%	\$25,624.38	3.12%	-0.18%

Activation of Public Places	\$24,081	3.48%	\$27,177.38	3.31%	-0.17%
Administration	\$147,622	21.33%	\$157,797.87	19.24%	-2.10%
TOTAL	\$691,964	100.00%	\$820,284.49	100%	

BENCHMARK 2: Whether one percent (1%) of actuals came from sources other than assessment revenue

ANALYSIS: *CCCBD met this requirement. Assessment revenue was \$821,806.09 or 96.44% of actuals and non-assessment revenue was \$30,342.72 or 3.56% of actuals. See table below.*

Revenue Sources	FY 2016-2017 Actuals	% of Actuals
Assessment Revenue	\$821,806.09	
Total assessment revenue	\$821,806.09	96.44%
Fee for Service	\$30,000	
Interest Earned	\$342.72	
Other	\$0.00	
Total non-assessment revenue	\$30,342.72	3.56%
Total	\$852,148.81	100%

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

ANALYSIS: *CCCBD met this requirement. See table below.*

Service Category	FY 2016-2017 Budget	% of Budget	FY 2016-2017 Actuals	% of Actuals	Variance Percentage Points
Safety	\$ 435,807.36	53.13%	\$ 454,980.35	50.19%	-2.94%
Cleaning Program	\$ 173,878.50	21.20%	\$ 153,196.67	16.90%	-4.30%
Beautification	\$ 25,624.38	3.12%	\$ 11,451.96	1.26%	-1.86%
Activation of Public Places	\$ 27,177.38	3.31%	\$ 44,962.50	4.96%	+1.65%

Administration	\$ 157,796.87	19.24%	\$ 241,895.42	26.68%	+7.45%
TOTAL	\$ 820,284.49		\$ 906,486.90		

BENCHMARK 4: Whether CCCBD 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: CCCBD met this requirement. See table below.

FY 2016-17 Carryover Disbursement	\$ 367,877.00	To be used in FY 2017-2018
Safety Program	\$195,448.66	\$195,448.66
Cleaning Program	\$77,980.14	\$77,980.14
Beautification	\$11,491.89	\$11,491.89
Activation of Public Spaces	\$12,188.37	\$12,188.37
Administration	\$70,767.93	\$70,767.93
Total Designated Amount	\$ 367,877.00	\$ 367,877.00

Findings and Recommendations

CCCBD has met all of its required benchmarks as defined on page 7 of this memo. CCCBD has made great strides partnering with new public and private sector partners to improve Civic Center, most notable through the Civic Center Commons initiative. CCCBD has begun its renewal process and looks forward to expanding its stewardship role in the District.

Since bringing on Ms. Everwine as the Executive Director of the CBD, the organization has greatly increased its capacity to partner with public, private, and non-profit actors on specific initiatives – most notably, the Civic Center Commons. Additionally, Ms. Everwine’s leadership and experience has put the CBD in a strong position to address future growth opportunities, both under the current term and in the upcoming renewal, in a sustainable manner.

Conclusion

CCCBD has continued to successfully supplement the City's baseline cleaning and maintenance services and to sponsor events and programs in the District. Board and current staff have worked diligently to carry out its mission and strengthen the organization for the future.