

YEAR END REPORT

JULY 2017 – JUNE 2018

PRESENTED TO:

City and County of San Francisco Board of Supervisors

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

San Francisco Office of Economic and Workforce Development

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SUMMARY OF PROGRAMS, EVENTS AND ACTIVITIES

The Tenderloin Community Benefit District (TLCBD) staff and Board members work diligently to implement the objectives of the organization's mandated management plan. Fiscal Year 2017-2018 was devoted to capacity building and adding programs to move the organization forward. This year was also significant because the management and staffing for the organization transitioned from a consultant team to a staff of 6 led by a full-time Executive Director.

Many initiatives supported the growth of the TLCBD as it provided supplemental cleaning, safety and beautification services to the special benefits district in the Tenderloin:

SAFE PASSAGE PROGRAM'S FULL INTEGRATION INTO TLCBD

TLCBD received a number of multi-year grants in order to facilitate the full and final integration of the Safe Passage Program into TLCBD. These grants were intended to build the TLCBD's organizational capacity and allow it to expand and strengthen the 9-year-old, community-driven Safe Passage Program. Some of these grants were a continuation of the funding from the previous fiscal year – for example St Francis Foundation and Sutter Health had each awarded \$150,000 in the previous fiscal year as part of a two-year grant. TLCBD was awarded a total of \$256,200 in new grants to support its expanded Safe Passage Program in this Fiscal Year:

- \$100,000 from OEWD
- \$50,000 from the St Francis Foundation and \$50,000 from Sutter Health. Both of these grants were a continuation of \$200,000 in support from the previous fiscal year for the TLCBD's organizational development and the merger of Sage Passage into the TLCBD.
- \$87,200 Safe Routes to School grant, a \$20,000 Safe Streets for Seniors grant, a \$24,000 Safe Streets Streets for Youth grant and a \$25,000 Safer Taylor Street Outreach grant.

PROGRAM EXPANSION ON LARKIN STREET/LITTLE SAIGON CORRIDOR

TLCBD was awarded \$145,000 from OEWD to support its organizational capacity and the expansion of the TLCBD's work on the Larkin Street/Little Saigon Corridor. This was a multi-year grant with only a small portion of these funds were actually expended in this fiscal year. The remaining funds will support the ongoing work next fiscal year.

TURK HYDE MINI PARK PILOT

- Piloted a program at Turk/Hyde Mini Park by establishing a daily Corner Captain presence at the park to welcome people of all ages to use the park.
- Program also provided clean safe park access along with a grant program for community-led activations including dancing, singing, wellness activities, and arts.

LEADERSHIP AND OPERATIONAL STRATEGY

- Held second annual Board retreat was conducted in November 2017 to build on the strategic framework developed at the previous year's Board retreat and to focus on how to improve the Quality of Lives in the Tenderloin.
- Launched multi-year Invest Tenderloin fundraising campaign to "Improve the quality of lives for ALL in the Tenderloin."
- Recruited new Board members.
- Transitioned staff from being employed by Urban Place Consulting as part of its contract to provide management services to the direct employment by the TLCBD
- Launched a new TLCBD Employee Handbook.
- Set up benefits for all employees including health insurance and retirement
- Hired a new full-time Executive Director after a wide-ranging search.
- Expanded staff to include a Communications Coordinator to allow the Director of Communications to take on a new role in Clean Engagement – i.e. using the TLCBD supplemental cleaning program as a tool to engage residents, small businesses and property owners.

CLEAN

- TLCBD implemented expanded service under the new contract with Block by Block, a national service provider with a proven track record of providing cleaning services to dozens of improvement districts around the country.
- The Block by Block contract allowed the cleaning services to expand from 5 days-a-week to 7 days-a-week.
- The Block by Block contract added a second pressure washing truck so that two trucks were engaged in pressure washing the sidewalks 5 days-a-week.
- The Block by Block contract added the ability to use their SMART System to track relevant cleaning statistics and evaluate performance.
- The Downtown Streets Team (DST) was added as a sub-contractor to the Block by Block contract. DST works with homeless individuals to get them off the street and into jobs and housing. Having DST as part of our Clean Team has a positive effect on homeless individuals in the Tenderloin. The goal is to hire interested DST members into full-time Clean Team positions.
- Worked with Block by Block to develop and pilot several initiatives to improve sidewalk cleanliness in the Tenderloin.
- Provided additional sweeping and pressure washing service to Turk Hyde Mini Park to support positive community use.
- Piloted twice-weekly pressure washing service to the Larkin Street corridor.
- Developed a concept for Micro Neighborhood Cleaning Program that would bring increased attention by the same Clean Team member to smaller zones within the District. The goal of the Program would be to ensure that someone known to the community is providing at least three passes a day for each property's frontage.
- Readied the launch of a pilot Micro Neighborhood Cleaning Program on the Larkin Street Corridor.

NEIGHBORHOOD PRIDE

- Continued TLCBD's twice-a-month "Tenderloin Talk" digital newsletter.
- Continued the quarterly community meeting concept "Tenderloin Talk LIVE" initiated in June 2017 with rotation to different Tenderloin venues.
- Continued to attend meetings and engage with the numerous non-profits and stakeholders involved in the "Golden Gate Safety Group" and others.
- Attended and participated in several "Four-Corner Friday" events, working to activate several corners in the neighborhood.
- Continued to provide capacity and facilitation support to the Larkin Street Merchants and Property Association (LSA).
- Organized the Tenderloin Mayoral Forum, with slate of candidates addressing Tenderloin-specific issues to audience of several hundred community members.
- Participated in two Sunday Streets events in the TL.
- Supported Tenderloin People's Congress and its Vision 20-20 Summit.
- Supported Civic Center Commons initiative through steering committee and website development.
- Supported community activations and events through TLCBD Safe Passage.
- Hosted tours with press to promote neighborhood businesses, people, and culture.
- Led a successful walking tour with the Hilton Hotel and journalists from SF and LA to experience the neighborhood and connect with merchants.
- Featured in several news articles, blogs, and radio programs throughout the year.

SAFE

- Grew Safe Passage program from 15 to 25 Corner Captains.
- Continued Vision Zero funding that supported increasing the morning shift to 6 Corner Captains per day.
- Safe Passage became a partner in San Francisco's Safe Routes To School.
- Promoted 5 Corner Captains to part-time paid positions as part of our workforce development program, making a total of 5 Safe Passage hourly staff positions.
- Began weekly Safe Escorted Senior Walking Groups with seniors from YMCA and the San Francisco Senior Center.
- Expanded the Safe Passage Senior program to include a morning walking program.
- Led 36 Safety walks serving a total of 171 seniors.
- Built an internal database system to better capture and manage daily data collection of the program.
- Safe Passage conducted community outreach and conducted a public life study for the SFMTA Safer Taylor Street project.

CAMERAS

- The Tenderloin Camera Network, installed at 6 locations in the previous fiscal year, was expanded to include two new locations. The Network includes:
 - 8 locations
 - 29 multi-sensor cameras
 - 90 total camera views

Financial Reporting

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

SA 62 - Tenderloin		2017-2018										
Service Category/Budget Line	Management Plan Budget	General Benefit Dollars	Management Plan Assessment Budget	% of Budget	FY 2017-18 Budget	General Benefit Dollars	FY 2017-18 Assessment Budget	% of Budget	Variance	% of Assessment Budget	Assessment Budget Variance	
SA 62 - Tenderloin CBD - Public Rights of Way and Sidewalk Operations	\$ 749,074.00	\$ 37,453.70	\$ 711,620.30	76.32%	\$ 1,321,321.00	\$ 471,223.00	\$ 850,098.00	73.01%	-3.31%	75.98%	-0.34%	
SA 62 - Tenderloin CBD - District Identity and Streetscape Improvements	\$ 45,000.00	\$ 2,250.00	\$ 42,750.00	4.58%	\$ 60,869.00	\$ 9,800.00	\$ 51,069.00	3.36%	-1.22%	4.56%	-0.02%	
SA 62 - Tenderloin CBD - Administrative and Corporate Operations	\$ 120,000.00	\$ 6,000.00	\$ 114,000.00	12.23%	\$ 346,260.00	\$ 210,076.00	\$ 136,184.00	19.13%	6.91%	12.17%	-0.05%	
Contingency and Reserve	\$ 67,413.00	\$ 3,370.65	\$ 64,042.35	6.87%	\$ 81,442.00	\$ -	\$ 81,442.00	4.50%	-2.37%	7.28%	0.41%	
0	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	0.00%	0.00%	
0	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	0.00%	0.00%	
0	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	0.00%	0.00%	
TOTAL	\$ 981,487.00	\$ 49,074.35	\$ 932,412.65	100.00%	\$ 1,809,892.00	\$ 691,099.00	\$ 1,118,793.00	100.00%				

BENCHMARK 2: General Benefit Requirement

5.00%

Revenue Sources	FY 2017-2018 Actuals	% of actuals	Source
Assessment Revenue	\$ 1,113,856.00		
Total Assessment (Special Benefit) Revenue	\$ 1,113,856.00	80.57%	
Contributions and Sponsorships	\$ 15,681.00	1.13%	
Grants	\$ 251,315.00	18.18%	
Donations	\$ 1,057.00	0.08%	
Interest Earned	\$ 529.00	0.04%	
Earned Revenue	\$ -	0.00%	
Other	\$ -	0.00%	
Total Non-Assessment (General Benefit) Revenue	\$ 268,582.00	19.43%	
Total	\$ 1,382,438.00	100.00%	

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

SA 62 - Tenderloin		FY 2017-18										
Service Category/Budget Line	FY 2017-18 Budget	Amount from Assessment	Amount from General Benefit	% of Budget (Assessment)	% Budget (Total Budget)	Actuals	Amount from Assessment	Amount from General Benefit	% of Actuals (Assessment)	% of Actuals (Total Budget)	Variance (Assessment)	Variance (Total Budget)
SA 62 - Tenderloin CBD - Public Rights of Way and Sidewalk Operations	\$ 1,321,321.00	\$ 850,098.00	\$ 471,223.00	75.98%	73.01%	\$ 1,344,236.00	\$ 855,837.00	\$ 488,399.00	76.84%	77.84%	0.85%	4.83%
SA 62 - Tenderloin CBD - District Identity and Streetscape Improvements	\$ 60,869.00	\$ 51,069.00	\$ 9,800.00	4.56%	3.36%	\$ 40,352.00	\$ 40,352.00	\$ -	3.62%	2.34%	-0.94%	-1.03%
SA 62 - Tenderloin CBD - Administrative and Corporate Operations	\$ 346,260.00	\$ 136,184.00	\$ 210,076.00	12.17%	19.13%	\$ 260,883.00	\$ 136,225.00	\$ 124,658.00	12.23%	15.11%	0.06%	-4.02%
Contingency and Reserve	\$ 81,442.00	\$ 81,442.00	\$ -	7.28%	4.50%	\$ 81,442.00	\$ 81,442.00	\$ -	7.31%	4.72%	0.03%	0.22%
0	\$ -	\$ -	\$ -	0.00%	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	0.00%	0.00%
0	\$ -	\$ -	\$ -	0.00%	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	0.00%	0.00%
0	\$ -	\$ -	\$ -	0.00%	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	0.00%	0.00%
TOTAL	\$ 1,809,892.00	\$ 1,118,793.00	\$ 691,099.00	100.00%	100.00%	\$ 1,726,913.00	\$ 1,113,856.00	\$ 613,057.00	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 2017-2018 Carryover Disbursement	\$	Spenddown Timeline
General Benefit Project		
Public Right of Way	\$ 82,947.00	
Administrative & Corporate Op	\$ -	
General Benefit Project 3	\$ -	
General Benefit Project 4	\$ -	
	\$ -	
	\$ -	
	\$ -	
General Project Total	\$ 82,947.00	
Special Assessment Project		
SA 62 - Tenderloin CBD - Public Rights of Way and Sidewalk Operations	\$ 425,049.00	
SA 62 - Tenderloin CBD - District Identity and Streetscape Improvements	\$ 25,534.48	
SA 62 - Tenderloin CBD - Administrative and Corporate Operations	\$ 68,092.00	
Contingency and Reserve	\$ 38,252.00	
0	\$ -	
0	\$ -	
0	\$ -	
Special Project Total	\$ 556,927.48	
Total Designated Amount for FY 2018-19	\$ 639,874.48	