# YERBA BUENA CHANGING TIMES



YBCBD ANNUAL REPORT 2019-2020

# **CHANGING TIMES**

Dear Friends and Neighbors,

This 2019-2020 fiscal year spanned two dramatically different realities as the pandemic first closed our great City in March. In the eight months prior to the pandemic hitting the U.S., we helped launch the Yerba Buena Gardens Conservancy with support and financing. We initiated and broke ground on improvement projects including the plaza at Market and north Annie streets. We expanded important programs that enhanced the quality and character of our shared public spaces including adding art in surprising and unexpected places such as our Big Belly art program. We continued our commitment to ensuring cleanliness of our streets and sidewalks and sharing the unique sights and stories of our neighborhood. Our Clean Team removed hundreds of graffiti tags, hundreds of thousands of pounds of trash, and our Community Guides helped visitors navigate, explore, and enjoy Yerba Buena.

After the pandemic hit San Francisco, we changed direction and refocused on ways to best support our community. Our priority was to protect the health of our teams, volunteers, staff, and community. We adjusted our operations and implemented plans that allowed our organization to continue to provide essential services in the context of the pandemic. Our administrative operations and all Board and Committee activities continued at full pace and became virtual.

We witnessed Yerba Buena businesses and nonprofits struggle to survive without the symbiotic relationship between guests and patrons of the convention center, museums, hotels, restaurants, and shops. To assist, we developed new grant-based programs to support nonprofits and small businesses in their efforts to weather the many hardships of the past 12 months and to be able to reopen when possible. In addition to grant funding, we were able to supply neighborhood businesses with personal protective equipment and provide reimbursements to small businesses for property protections, such as plywood. We remain vigilant in providing the services needed to support the recovery of our neighborhood.

As we move forward in 2020-2021, we will continue providing essential services, supporting businesses, nonprofits, and cultural organizations in relevant ways, and supporting the recovery of our vibrant neighborhood. We hope to open with new spaces and neighborhood amenities such as Annie Street North Plaza and new dog spots at Yerba Buena Gardens in time. When it is safe to do so, we plan to celebrate the 10th Yerba Buena Night with a free night of music, dance and art. Throughout this period of truly unprecedented change, our partnerships with the City and connections to the many sectors that make our neighborhood so distinctive have only grown stronger.

In Yerba Buena, we remain optimistic and believe that because of our neighborhood's unique creativity, perseverance, and commitment that better days lie ahead. Each day there is renewed hope, sense of purpose, and belonging as we continue to come together to help each other and restate our commitment to our community.

The YBCBD Board of Directors, committees and staff, and our exceptional teams in the field, are dedicated to making our neighborhood cleaner, safer, and even more inviting for all. I want to thank each of you for your unwavering commitment to our neighborhood.

Sincerely,

Noah Bartlett

Chair, YBCBD Board of Directors



## **OUR MISSION**

## WHAT WE DO + WHERE

Every day, our organization dedicates itself to help make Yerba Buena — San Francisco's cultural hub — a thriving, welcoming, and vibrant downtown neighborhood. To sustain that goal, our district must be clean, safe, and welcoming.

Since 2008, we've been working with our volunteer Board of Directors, committees, and community partners on ways to improve Yerba Buena, and in 2015 district property owners renewed our services for 15 more years. The YBCBD's services focus on cleaning, safety, marketing, events, and more. Our Clean Team scours our streets, sidewalks, and public spaces. Trained Community Guides assist residents, visitors, and people in need, and keep an eye out to report areas in need of cleaning or safety issues. We fund an SFPD Bike Patrol officer to help keep us safe, and we have a Social Service Specialist to help our street population find services.

Our services and programs stretch from Second to Fifth and Market to Perry streets, serving a neighborhood that residents share with world-class museums, convention space, public gardens, and educational institutions, and enjoy exceptional dining, shopping, and entertainment.

# SPECIFIC SERVICES AND PROGRAMS

**CLEAN TEAM.** Our team sweeps and steam-cleans sidewalks, removes graffiti, picks up litter, and responds to immediate neighborhood cleaning needs every day.

SFPD BIKE OFFICER. On top of existing police services, the YBCBD funds an SFPD bike patrol officer to keep us safer seven days a week.

**COMMUNITY GUIDES.** Our Guides not only assist people in the neighborhood by directing visitors to local businesses, they contact our dispatcher to have areas cleaned, report safety issues, and help those in need every day.

SOCIAL SERVICES SPECIALIST. Our specialist compassionately connects people living on our neighborhood streets to available services.

MARKETING & EVENTS. We promote Yerba Buena with websites, events, social media, street banners and more in support of neighborhood businesses and organizations.

**COMMUNITY BENEFIT FUND.** We give grants to neighborhood nonprofits that support family programs, public art projects, cultural exhibits, and public safety.

PUBLIC REALM IMPROVEMENTS. We fund and advocate for streestscape projects – large and small – to improve our public spaces.



#### HOW TO REPORT CLEANLINESS AND NON-EMERGENCY ISSUES

Anyone can report neighborhood cleanliness and non-emergency issues to YBCBD's dispatcher by calling (415) 543-9223, texting (415) 559-1362, emailing dispatch@ybcbd.org, using our free mobile app, YBCBD Assist, or on our website, www.YBCBD.org.

# 2019-2020 HIGHLIGHTS

#### CLEAN + SAFE

- Continued daily work to address graffiti, sweeping and steam cleaning sidewalks, cleaning and weeding tree wells, painting poles, mail boxes and fire plugs, monitoring public trash receptacles, and reporting large items to the City for removal.
- Updated and upgraded the app to report cleaning issues from YBCBD Assist to District Report.
- Added 13 more Bigbelly trash receptacles, bringing the neighborhood total to 22.

#### **PROMOTING ARTS, CULTURE + BUSINESS**

- Installed new artistic graphics on nine Bigbelly receptacles throughout the district, and celebrated with the artists and Supervisor Matt Haney at a February 2020 ribbon cutting event.
- Redesigned and launched a new promotional website
   www.visityerbabuena.org
   to help visitors navigate and access
   neighborhood retail, restaurants, museums, and activities.
- Worked with local small businesses to create individually produced promotional videos to help them reach a wider audience.
- Awarded grants from our Community Benefit Fund for: an outdoor art installation at the Yerba Buena Center for the Arts; Business

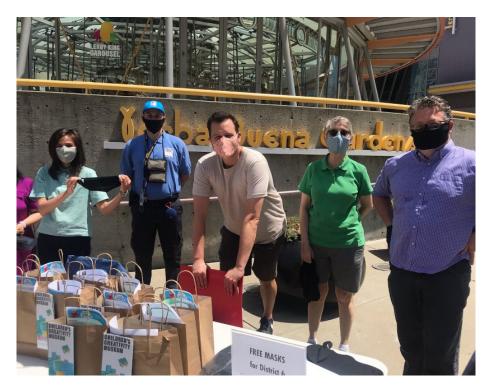
acceleration services with the Renaissance Entrepreneurship Center; Women's Suffrage exhibit at the American Bookbinders Museum; Family activities at the Children's Creativity Museum; Free community day at the Contemporary Jewish Museum; Creating Model Places exhibit at SPUR; and, Halloween Hoopla and the Yerba Buena Gardens Festival.

#### **IMPROVING STREETSCAPES**

- Continued working with the Planning Department, Public Works, and a diversity of community stakeholders to discuss a long-term project that will connect Yerba Buena and the Salesforce Transit Center along Natoma and Minna streets.
- Broke ground on the plaza improvement project at Market and North Annie Streets.
- Established and approved a community Matching Grant Program for property owners and tenants interested in making improvements to their buildings that contribute to a safer, more inviting public realm.
- Hosted the YBCBD activity hub between 3rd and 4th Streets as part of the 2nd Sunday Streets SoMa Route in August 2019.

#### **COLLABORATION + ADVOCACY**

- Supported public art, community engagement, streetscape improvements, and public safety enhancements through the YBCBD Community Benefit Fund.
- Served on advisory panels to promote the neighborhood's interests such as: the SFPD Southern Station Community Police Advisory Board; Yerba Buena Gardens Conservancy Board; Tourism Improvement District Board; Better Market Street Community Advisory Committee; Clean Civil Sidewalks Coalition; CleanSafe365 Coalition; San Francisco CBD Consortium; and the Healthy Streets Operation Center (to inform the City of street conditions in Yerba Buena).
- Hosted presentations and discussions on important topics, such as mental health reform; BART canopy project; an Office of Economic and Workforce Development presentation on the pandemic response; new neighborhood businesses; and the fiscal year audit.



FREE MASK GIVEAWAY WITH SUPERVISOR MATT HANEY AND, COMMUNITY PARTNERS

SUNDAY STREETS, AUGUST 2019

YERBA BUENA NIGHT PERFORMER

MEMBERS OF THE YBCBD SERVICES TEAMS

NEWLY INSTALLED EXAMPLE IN UNITS ADORNED WITH GRAPHIC ART BY CRYSTAL VIELULA



# PANDEMIC RESPONSE

#### SUPPORT FOR SMALL BUSINESS, ARTS + NONPROFITS

- Created the Small Business Support Committee to develop a framework to support small businesses in Yerba Buena in their response to the pandemic
- Reconfigured grant allocations to support small businesses and nonprofits, and provided \$200,000 in grants to nonprofits and small businesses to defray operational costs and for personal protective equipment, and reimbursed small businesses using funds for property protection, such as plywood.
- Made grants to nonprofits headquartered in the neighborhood with budgets less than \$5 million, such as: American Bookbinders Museum; California Historical Society; Children's Creativity Museum; Museum of the African Diaspora; Renaissance Entrepreneurship Center; Yerba Buena Arts & Events.
- Awarded the first Public Realm Improvement Matching Grant to the Academy of Art to install student artwork on the plywood window coverings at both of their New Montgomery locations for temporary display and public enjoyment.

 Provided funding for the Yerba Buena Gardens Lawn Art project, which works with local artists to create artful social distancing designs in the Yerba Buena Gardens as a means of encouraging safe outdoor recreation and engagement.

#### **CLEAN + SAFE**

- Secured donation of personal protective equipment for our street teams in collaboration with the Office of Economic and Workforce Development.
- Created and updated a COVID resource page to help people find help in one online location.
- Adjusted the focus for our Community Guides to check in with neighborhood merchants and businesses to assist them during the incremental reopening of the economy, and assist Clean Team colleagues in disinfecting high-touch public surfaces, and continue to report cleaning and safety issues.

# **BUDGET + BALANCE SHEET**

#### JULY 2019–JUNE 2020 ACTUALS

INCOME	ACTUALS	BUDGET	OVER/(UNDER BUDGET)
Assessments	\$3,176,246.00	\$3,141,485.86	\$34,760.14
Fundraising/In-Kind	\$77,879.00	\$172,781.72	\$(94,902.72)
Interest Income	\$20,023.00	\$24,000.00	\$ <u>(3,977.00)</u>
TOTAL INCOME	\$3,274,148.00	\$3,338,267.58	\$64,119.58
EXPENSES	ACTUALS	BUDGET	OVER/(UNDER BUDGET)
Management & Operations	\$433,502.00	\$518,952.65	\$(85,450.65)
Cleaning & Streetscape Improvements	\$1,139,493.00	\$1,993,563.63	\$(854,070.63)
Safety & Security	\$1,359,393.00	\$1,566,862.78	\$(207,469.78)
Branding, Activation & Marketing	\$449,219.00	\$586,573.74	\$(137,354.74)
Fiscally Sponsored Projects	\$5,312.00	-	\$5,312.00
Contingency	-	-	
TOTAL EXPENSES	\$3,386,919.00	\$4,665,952.80	\$(1,279,033.80)
NET INCOME/(CARRYOVER USED)	\$(112,771.00)	\$(1,327,685.22)	\$1,214,914.22

#### JULY 2019–JUNE 2020 BALANCE SHEET

ASSETS	
Cash in Bank	\$4,394,119.00
Certificates of Deposit	\$248,682.00
A/R, Net	-
Other	\$322,826.00
TOTAL ASSETS	\$4,965,627.00

LIABILITIES	
Accounts Payable	\$196,289.00
Other Liabilities	\$27,971.00
TOTAL LIABILITIES	\$224,260.00

NET ASSETS	
Without donor restrictions	\$4,646,839.00
With donor restrictions	\$94,528.00
TOTAL NET ASSETS (CARRYOVER)	\$4,741,367.00
TOTAL LIABILITIES & NET ASSESTS	\$4,965,627.00

### JULY 2020–JUNE 2021 BUDGET

DING, MANAGE	CMENT
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11% 13%	
39%	
37%	
	CLEANING &
	STREETSCAPE
	IMPROVEMENTS

FY2020-2021 BUDGET

#### CARRYOVER

CARRYOVER	AS OF 6.30.20	BUDGETED FOR FY21	BUDGETED FOR FUTURE YEARS
Management & Operations	\$1,552,184.00	\$246,925.00	\$1,305,259.00
Cleaning & Streetscape Improvements	\$2,551,898.00	\$561,467.00	\$1,990,431.00
Safety & Security	\$138,967.00	\$131,037.00	\$7,930.00
Branding, Activation, & Marketing	\$106,042.00	\$93,768.00	\$12,274.00
Fiscally Sponsored Projects	\$94,528.00	-	\$94,528.00
Other Projects	-	-	-
Capital Assets	\$297,748.00		\$297,748.00
TOTALS	\$4,741,367.00	\$1,033,197.00	\$3,708,170.00

## AREA MAP OF THE YERBA BUENA COMMUNITY BENEFIT DISTRICT

Yerba Buena bustles with world-class museums, shopping, dining, convention space, hotels, and educational institutions. Senior housing blends with live/work lofts and condominiums.

New district boundaries shown were approved as part of the YBCBD renewal in 2015. The district includes parcels from Second to Fifth streets and Market to Perry streets. Specific information on YBCBD boundaries is in the District Management Plan at www.YBCBD.org.



# ASSESSMENT METHODOLOGY AND CALCULATION

The YBCBD is funded through an annual assessment from district property owners. A new methodology for annual assessments was approved as part of the district renewal. The calculation for each property assessment is based on a formula that weighs the benefit of the YBCBD's services for all types of properties in the district.

The formula assigns values to Land Use, Benefit Zone, Linear Street Frontage, and Building Square Footage to determine benefit points for each parcel. The parcel benefit point total is then multiplied by \$9.88 based on the FY18-19 YBCBD Budget to calculate the assessment.

For example, a commercial property (Land Use, 4) in Benefit Zone 1 (Zone Factor, 1.5) that has 50 feet of linear frontage (Linear Frontage, 50) and 5,000 building square footage (Building Factor, 2) would calculate their assessment as follows:

[(Linear Frontage + Building Factor) x Zone Factor] x Land Use = Total # of Benefit Points

[(50 + 2) x 1.5] x 4 = 300 Benefit Points

#### 300 x \$9.88 = \$2.964.00 Total Assessment

As a result, properties like hotels, office buildings, museums and retailers with substantial street frontage, higher volumes of pedestrian traffic and more overall building square footage have different assessments than residential units because they benefit more from the YBCBD's services. Details of the annual assessment calculation are in the District Management Plan at www.YBCBD.org.



## PHOTO CREDITS

#### Page 9

Cover Photo

Page 5

Page 7

Page 8

Page 10

Page 15

Back Cover

#### YBCBD BOARD OF DIRECTORS

BOARD CHAIR Lynn Farzaroli, Lynn Farzaroli, SF Travel Association, Visitor Center

BOARD VICE CHAIR Noah Bartlett, SFMOMA\*\*

SECRETARY/TREASURER
Scott Rowitz, Yerba Buena Gardens Conservancy

#### **BOARD MEMBERS**

David Allison, Resident Michael Baier, Park Central Hotel\*\* Catherine Bartels, Bloomingdale's\* Mark Beevor, Hotel Zetta\*\* Andrew Bryant, MJM Management Group\*\* Clif Clark, The Palace Hotel William Clements, Resident \*\* Michelle Delaney, 111 Minna Gallery James Gordon, St. Regis Hotel & Residences\* Rachel Gordon, San Francisco Public Works\*\* Katharine Greenbaum, Children's Creativity Museum Peter Hartman, Resident \*

Kerry King, The Contemporary Jewish Museum Lisa Kirvin, Renaissance Entrepreneurship Center\* Lawrence Li, SPUR Frank Miskus, Brookfield Office Properties John Noguchi, The Moscone Center Tara Patanian, Resident\*\* Jason Phillips, Patelco Credit Union Richard Rendon, VA Community-Based Outpatient Clinic Gail Ringer, Kilroy Realty\* Bob Sassani, Virgin Hotels Wilfred Selvaraj, Resident\* Micah Tell, The Keystone Monetta White, Museum of the African Diaspora Brennan Zerbe, Hearst Corporation

\*Officer/Director term ended January 2020 \*\*Officer/Director term started January 2020

#### **YBCBD COMMITTEES**

Audit, Community Benefit Fund, Executive, Finance, Marketing, Nominating, Services, Small Business Support, Streets & Public Space

#### **YBCBD STAFF**

Cathy Maupin, Executive Director Constance Cavallas, Director of Neighborhood Services & Projects Richard Ciccarone, Director of Branding, Activation, and Marketing Sophia Cross, Administrative Manager

#### **COMMUNITY SUPPORT**

The YBCBD would like to thank the individuals and organizations below for their financial contributions and in-kind support.

111 Minna Gallery, Bloomingdale's, Brookfield Office Properties, California Historical Society, Contemporary Jewish Museum, Hearst Corporation, Impark, JMA Ventures, Kyoya Hotels & Resorts, MJM Management Group, Cathy Maupin, The Moscone Center, The Palace Hotel, Red Door Coffee, San Francisco Media Company, San Francisco Marriott Marquis, SFMOMA, San Francisco Travel Association, SFMTA, SPUR, St. Regis Hotel, Yerba Buena Gardens Festival.





5 Third Street, Suite 914 San Francisco, CA 94103 T 415.644.0728 E info@ybcbd.org W www.ybcbd.org

#### IMPORTANT NUMBERS AND LETTERS

#### YBCBD DISPATCH:

There are five ways to report cleanliness and non-emergency safety issues to our dispatcher.

PHONE:	415-543-9223
EMAIL:	dispatch@ybcbd.org
TEXT:	415-559-1362
ONLINE:	www.YBCBD.org
MOBILE APP:	District Report for iPhones and Androids

Contact us for non-emergency services, public area cleaning and maintenance issues, and social services outreach.

#### EMERGENCY SERVICES: Call 9-1-1

Learn more about YBCBD programs and services at **www.ybcbd.org** and about neighborhood offerings and happenings at **www.visityerbabuena.org**.

## 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 96 - Yerba Buena						FY	2019-20				
Service Category/Budget Line	Management Plan Budget	General Benefit Dollars	Management Plan Assessment Budget	% of Budget	FY 2019-20 Budget	General Benefit Dollars	FY 2019-20 Assessment Budget	% of Budget	Variance		Source
SA 96 - Yerba Buena CBD - Cleaning and Streetscape Improvements	\$ 1,281,655.91	\$ 65,108.12	\$ 1,216,547.79	40.66%	\$ 1,993,563.63	\$ 101,273.03	\$ 1,892,290.60	42.73%	42.73%	2.06%	
SA 96 - Yerba Buena CBD - Safety and Security Program	\$ 1,024,744.40	\$ 52,057.02	\$ 972,687.38	32.51%	\$ 1,566,862.79	\$ 79,596.63	\$ 1,487,266.16	33.58%	33.58%	1.07%	
SA 96 - Yerba Buena CBD - Branding, Activation, and Marketing Program	\$ 434,614.14	\$ 22,078.40	\$ 412,535.74	13.79%	\$ 586,573.73	\$ 29,797.95	\$ 556,775.78	12.57%	12.57%	-1.22%	
SA 96 - Yerba Buena CBD - Management and Operations	\$ 410,811.64	\$ 20,869.23	\$ 389,942.41	13.03%	\$ 518,952.65	\$ 26,362.79	\$ 492,589.86	11.12%	11.12%	-1.91%	
Contingency and Reserve	\$ -	\$ -	\$-		\$ -	\$ -	\$-		0.00%	0.00%	
0	\$-	\$-	\$-		\$-	\$ -	\$-		0.00%	0.00%	
0	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		0.00%	0.00%	
TOTAL	\$ 3,151,826.09	\$ 160,112.77	\$ 2,991,713.32	100.00%	\$ 4,665,952.80	\$ 237,030.40	\$ 4,428,922.40		100.00%		

BENCHMARK 2: General Benefit Requirement		5.08%		
Revenue Sources	FY	2019-2020 Actuals	% of actuals	Source
Assessment Revenue	\$	3,176,246.00		
Total Assessment (Special Benefit) Revenue	\$	3,176,246.00	97.01%	
Contributions and Sponsorships	\$	29,999.00	0.92%	
Grants	\$	-	0.00%	
Donations	\$	-	0.00%	
Interest Earned	\$	20,023.00	0.61%	
Earned Revenue	\$	-	0.00%	
Other	\$	47,880.00	1.46%	
Total Non-Assessment (General Benefit) Revenue	\$	97,902.00	2.99%	
Total	\$	3,274,148.00	100.00%	

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

SA 96 - Yerba Buena									FY 2019-20					
Service Category/Budget Line	FY 2	019-20 Budget	mount 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)	Source
SA 96 - Yerba Buena CBD - Cleaning and Streetscape														
Improvements	\$	1,993,563.63	\$ 1,892,290.60	\$ 101,273.03	42.73%	42.73%	\$ 1,139,493.00	\$ 1,101,808.87	\$ 37,684.13	33.50%	33.64%	-9.23%	-9.08%	
SA 96 - Yerba Buena CBD - Safety and Security Program	\$	1,566,862.79	\$ 1,487,266.16	\$ 79,596.63	33.58%	33.58%	\$ 1,359,393.00	\$ 1,329,301.25	\$ 30,091.75	40.42%	40.14%	6.84%	6.56%	
SA 96 - Yerba Buena CBD - Branding, Activation, and Marketing														
Program	\$	586,573.73	\$ 556,775.78	\$ 29,797.95	12.57%	12.57%	\$ 449,219.00	\$ 436,441.58	\$ 12,777.42	13.27%	13.26%	0.70%	0.69%	
SA 96 - Yerba Buena CBD - Management and Operations	\$	518,952.65	\$ 492,589.86	\$ 26,362.79	11.12%	11.12%	\$ 433,502.00	\$ 421,465.30	\$ 12,036.70	12.81%	12.80%	1.69%	1.68%	
Contingency and Reserve	\$	-	\$ -	\$-	0.00%	0.00%	\$-	\$ -	\$-	0.00%	0.00%	0.00%	0.00%	
SA 96 - Fiscally Sponsored Projects	\$	-	\$ -	\$-	0.00%	0.00%	\$ 5,312.00	\$ -	\$ 5,312.00	0.00%	0.16%	0.00%	0.16%	
0	\$	-	\$ -	\$-	0.00%	0.00%	\$ -	\$ -	\$ -	0.00%	0.00%	0.00%	0.00%	
TOTAL	\$	4,665,952.80	\$ 4,428,922.40	\$ 237,030.40	100.00%	100.00%	\$ 3,386,919.00	\$ 3,289,017.00	\$ 97,902.00	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 2019-20 Carryover Disbursement	\$ 4,741,367.00	Source	Spenddown Timeline
General Benefit Project			
General Benefit Project 1	\$ 94,528.00	Other Projects	FY20-21
General Benefit Project 2	\$ -		
General Benefit Project 3	\$ -		
General Benefit Project 4	\$ -		
	\$ -		
	\$ -		
	\$ -		
General Project Total	\$ 94,528.00		
Special Assessment Project			
SA 96 - Yerba Buena CBD - Cleaning and Streetscape Improvements	\$ 2,551,898.00		by FY26
SA 96 - Yerba Buena CBD - Safety and Security Program	\$ 138,967.00		by FY26
SA 96 - Yerba Buena CBD - Branding, Activation, and Marketing Program	\$ 106,042.00		by FY26
SA 96 - Yerba Buena CBD - Management and Operations	\$ 1,552,184.00		by FY26
Contingency and Reserve	\$ -		
Capital Assets	\$ 297,748.00		by FY26
Special Project Total	\$ 4,646,839.00		
Total Designated Amount for FUTURE YEARS	\$ 4,741,367.00		