Dear Community Member,

The 2013-2014 fiscal year saw the continued growth and success of our organization. Now in its ninth year of operation, the Fisherman’s Wharf Community Benefit District (FWCBD) has built productive relationships with city agencies and other neighborhood groups. With a 25 member Board of Directors and 10 committees and subcommittees, we have over 150 active district and community members. We would like to thank our volunteer Board of Directors as well as all of the individuals that support our district throughout the year.

In October of 2013, the Board of Directors held their second Strategic Planning Meeting in order to identify which previous goals had been accomplished and to create some new ones to drive the work of the FWCBD for the next two years. The goals that the Board of Directors agreed upon are:

Marketing & Brand Development
- Define the Fisherman's Wharf Branding and create a Marketing Plan for the District.
- To conduct and update our visitor and locals research.

Sidewalk Operations, Beautification, and Order & Urban Planning
- Complete Phase 2 of Public Realm project.
- Beautify, brand and delineate the district with physical signs, markers, and embellishments.
- Work on creating new zoning standards and criteria for the district.
- Continue to work with property owners, the Port of SF, and the City to improve the cleanliness of the District.
- Work on strategies to address the homelessness and aggressive panhandling issues in the district.
- Identify and implement portions of the Public Realm plan that will help lengthen the visitor stays.
- Develop and install District zone specific way-finding signage that supports the new District branding.

Transportation and Emergency Preparedness
- Develop a comprehensive transportation and parking plan to improve visitor access and mobility to the District.
- Develop relationships with public and private safety organizations to improve preparedness, response, and recovery.
- Identify and acquire financial support to implement FW's business continuity program.

I encourage you to read about the accomplishments of the FWCBD included in this annual report. If you are not already involved with the organization we ask you to consider joining one of our committees where you can make a difference.

Regards,

Lou Cuneo
President
BEAUTIFICATION & MAINTENANCE
• Replacement of the FW Crab Wheel sign at Jefferson and Taylor, a project the FWCBD spearheaded and provided the majority of the funding for.
• Maintained and replaced the 67 flower baskets in the district. (Replanted in October and June).
• Maintained the lighted trees along Taylor Street from Jefferson Street to Bay Street.
• Conducted annual sidewalk steam cleaning.

SECURITY
• Provided SFPD 10B coverage (off duty SPPD Officers). The officers for the fiscal year gave out over 300 citations and made 7 arrests. The FWCBD also provided the 10B officers with cell phones so that the community can easily contact them when they are on duty.
• The Executive Director served as the representative for the district on Central Station’s Community Police Advisory Board.
• Held bi-monthly SFPD Community Meetings attended by the SFPD Central Station Police Captain and beat officers.
• Actively worked with SFPD to curtail aggressive panhandling and chronic behavioral issues in the district.

PIERsafe
• Held monthly PIERsafe Meetings.
• Conducted weekly tests of the FishNet radio network that includes over 15 participating members.
• Organized a SF Fire Department NERT certification training in the spring of 2014 for over 80 people.
• Reprinted the “Essential Contact Numbers” wallet cards that were distributed in the district.
• Hired Dr. Peg Jackson to write an Emergency Preparedness Plan for the FWCBD. This plan not only has practical applications but is something that businesses in the district can use as a boiler plate for their own use.

PUBLIC REALM & URBAN PLANNING
The FWCBD continues its commitment to perform outreach and work with the Department of Public Works, the MTA, the San Francisco Planning Department and the Port of San Francisco to make sure the community is keep informed on all aspects regarding Phase 2 of the project as we work to locate funding.

AMBASSADORS
The 2013-14 Fiscal year was the first full year for the expanded Ambassador program with our contractor Block by Block. This program included two full-time and one part-time ambassadors whose duties are tailor made for the needs of the district.

The ambassadors not only assist visitors with directions and questions, but they clean graffiti in the district, power wash sidewalks, collect litter, outreach to the district’s street population and aid law enforcement and the Port of San Francisco.

The program has been very well received by the district merchants and property owners who are relying on the FWCBD Ambassadors more and more to help them with neighborhood issues.

The following stats are for the past 11 months that this program has been in operation:

<table>
<thead>
<tr>
<th>Service</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitality Assistance</td>
<td>19,963</td>
</tr>
<tr>
<td>Trash Collected (lbs)</td>
<td>15,330</td>
</tr>
<tr>
<td>Directions Given</td>
<td>14,540</td>
</tr>
<tr>
<td>Graffiti Stickers Removed</td>
<td>4,786</td>
</tr>
<tr>
<td>Business Contacts</td>
<td>4,536</td>
</tr>
<tr>
<td>Graffiti Removed</td>
<td>3,718</td>
</tr>
<tr>
<td>Street Furniture Cleaned</td>
<td>2,838</td>
</tr>
<tr>
<td>Escorts</td>
<td>1,430</td>
</tr>
<tr>
<td>Quality of Life - Sit/Lie</td>
<td>1,043</td>
</tr>
<tr>
<td>Pan &amp; Broom Block Faces</td>
<td>1,042</td>
</tr>
<tr>
<td>Street Performer Interaction</td>
<td>1,073</td>
</tr>
<tr>
<td>Quality of Life - Drinking</td>
<td>938</td>
</tr>
<tr>
<td>Trash Grates Cleaned</td>
<td>917</td>
</tr>
<tr>
<td>Quality of Life - Public Disturbance</td>
<td>863</td>
</tr>
<tr>
<td>Motorist Directions</td>
<td>815</td>
</tr>
<tr>
<td>Painting</td>
<td>536</td>
</tr>
<tr>
<td>Quality of Life - Illegal Dumping</td>
<td>245</td>
</tr>
</tbody>
</table>
EVENTS & SEASONAL PROMOTIONS
The FWCBD helped produce and promote Wharf Fest 2013 to replace Fleet Week which was cancelled in 2013. The event was a success and resulted in the following:

• Over $32,000 in sponsorship raised for the event.
• Increases for a majority of businesses compared to the same weekend of the previous year.
• 857 tickets sold for the beer garden and chowder competition.
• Grew Facebook likes by 12% for the month of October.
• For the Month of October we received 20,375 unique visitors to the website which doubled the average for that month.
• Coverage, postings and interviews on 56 separate websites and publications.

Produced our 2nd Annual “Crab Fest ” in December which included 8 restaurants, three wineries and a brewery. The event sold out and after expenses, raised over $4,000.

The FWCBD helped produce the Holiday Lights & Sights Boat Parade with over 60 boats from the Fishing Fleet, the St. Francis Yacht Club, SF Fire and Police Departments and the PIER 39 Harbor.

The CBD redesigned, updated and printed 300,000 brochures that are distributed by our Ambassadors at 9 California Welcome Centers and at 850 tourist sites in the greater Bay Area.

Hung lights and a “tree” on the iconic Fisherman’s Wharf Crab Wheel sign and provided lights to the Sport Fishing Fleet to decorate their boats located in the inner lagoon for the holidays.

A Holiday Season event postcard was produced and distributed to visitor centers and hotel concierges in the district highlighting holiday events at the wharf.

The FWCBD Sponsored the FWMA Golf Tournament, The SF Ocean Film Festival, Opening Day on the Bay, The Tel-Hi Heart of Gold, A Taste of Tel-Hi and the 2013 Fourth of July Celebration. To help promote the 4th of July the FWCBD did a website build-out and produced an event handout with all the scheduled events which was distributed to local businesses, visitor centers and hotels.

PRESS, SOCIAL MEDIA & INFRASTRUCTURE
• Added Instagram and Pinterest Social Media sites.
• The FWCBD has taken ownership and now manages the Yelp and Trip Advisor pages for Fisherman’s Wharf.
• We were successful in getting Facebook to merge the Fisherman’s Wharf Fan Page with our FWCBD managed page which took our “likes” from 6,700 to 28,000. This has greatly increased the reach and feedback that our posts receive.
• We strengthened our infrastructure by switching to Mail Chimp for our newsletter, integrating our mail and database systems, moved all files to the cloud, subscribed to a press release distribution platform and created a media contact database of 1,553 contacts.
• We redesigned our newsletter which has a 38% open rate and we grew distribution by 12%.
• We were awarded a $25,000 grant from the Mayor’s Office of Economic and Workforce Development to complete a visitor intercept survey of the wharf.
• In the 2013-14 Fiscal Year, the FWCBD received press coverage from: The Guardian, Curbed.com, KTVU, SF Weekly, NBC, CBS, SF Business Times, SF Gate, SF Examiner, Funcheap SF, SF Station, The Bold Italic, Boston Herald, USA Today, Where Magazine and VIA Magazine, The Huffington Post, the Travel Channel, Travelocity, The Red Tricycle, etc.

WEBSITE
The Fisherman’s Wharf website, www.visitshermanswharf.com, received an updated home page design and many modifications to help its search engine ranking.

The website’s template was completely rebuilt so that it can be responsive on tablets and handheld devices and is now fully integrated with our social media.

Unique visitors to the website were up by an average of 66% when compared to the same month of the previous year.

The FWCBD built the following two micro sites:

• www.fwcbd.com is a place to share information about the FWCBD with its own customized menu to better delineate between the community facing pages vs. the public ones.

• www.FishermansWharfEvents.com which has over 40 new pages of content about event venues at the wharf which is geared to event, wedding and meeting planners. The new site was launched at party hosted at Boudins and was attended by over 100 people representing the event venues, SF Travel, destination management companies and local media.

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WORKSHOPS
• We worked with the Aquarium of the Bay and Fish Revolution to hold a Sustainable Seafood Workshop. The goal was to educate district restaurants on how they can identify items on their menu that may be red listed by the Seafood Watch program and strive to make changes to their menus.
• We hosted a free Human Resource Workshop to educate businesses on new laws and labor land mines to avoid.
• Held a table top exercise on how to run an Incident Command Station in the event of an emergency.
• A “Business Continuity Seminar in 3 Easy Steps” with Dr. Peg Jackson
• Produced and partnered with the Tel-Hi Neighborhood center on the 2nd Annual Fisherman’s Wharf Job Fair. The 20 wharf businesses that participated in the event met with well-qualified applicants from all age brackets and levels of experience.

ADVOCACY
• The FWCBD continued to advocate for Phase Two of Jefferson St. Public Realm Plan and completed the document, “Fisherman’s Wharf Impacts and Demographics” which can be found on newjeffersonstreet.com
• Worked to stop Formula Retail controls at the wharf.
• Advocacy for getting the Central Subway to the wharf and assisted the group SF NexTstop in getting the County Transportation Authority to fund a study necessary to move the project forward.
• Continued advocacy for the E-line
• Opposed the F-Line increase that would have raised the fare from $2 to $6.
• Attended the Port/BCDC workshops on the new ideas for public access.
• Helped protect wharf brick and mortar businesses by opposing sidewalk kiosks and food trucks.

PRIVATE EVENTS
BY LAND
— By Sea —

WEDDINGS
BY LAND
— By Sea —

Explore venues at FishermansWharfEvents.com

Explore venues at FishermansWharfEvents.com
Assessment Methodology

The District is funded through an annual assessment for 15 years from the property owners for both the land-side and port-side boundaries of the district. The FWCBD Board of Directors increased the Landside Assessments by the CPI of 2.9% for the 2012-2013 fiscal year.

**LAND-SIDE CBD PROPERTY ASSESSMENTS**

For the land-side, there are four property variables that are used in determining individual assessments. The factors are:

1. Linear frontage (sidewalk frontage)
2. Land area
3. Entire usable building square footage
4. Building use

There is a total of 2,151,139 square feet in gross lot size, 28,276 feet in linear frontage and 4,486,146 in building square footage. Three benefit zones have been created in the District for calculating assessments.

**Benefit Zone 1** includes roughly all parcels north of Bay/North Point, between Polk and Powell to Jefferson. The formula for calculating the assessment is:

\[
\text{Total Assessment} = 0.091612 \times \text{Lot Size} + 5.4296 \times \text{Linear Frontage} + 0.072168 \times \text{Building Use (A or B)} + 0.033368 \times \text{Building Use (C–E)} + 0.05 \times \text{Residential Use (F)}
\]

Example: A 5,000 square foot lot, with 50 feet of frontage and 4,000 square feet of usable retail or commercial building use:

- Lot size: $0.091612 \times 5,000 = $458.06
- Linear frontage: $5.4296 \times 50 = $271.48
- Building use (A or B): $0.072168 \times 4,000 = $288.67

Total assessment: $1,018.21 per year

**Benefit Zone 3** includes the ILWU* block bordered by Beach, Mason, Taylor and North Point. Parcels are assessed on the basis of linear frontage only. All residential parcels are assessed $0.05 per square foot per year. The formula for calculating the assessment is:

\[
\text{Total Assessment} = 5.4296 \times \text{Linear Frontage (ILWU Block)}
\]

* The ILWU is designated as Benefit Zone 3, because of its unique position in the district and was assessed upon its four sides of linear frontage only.

### Building Uses In Land-Side CBD For Zone 1

<table>
<thead>
<tr>
<th>BUILDING USE CODE</th>
<th>CATEGORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Retail space, hotels, motels, visitor related</td>
</tr>
<tr>
<td>B</td>
<td>Office and Commercial uses, free standing parking structures</td>
</tr>
<tr>
<td>C</td>
<td>Industrial/Manufacturing/Distribution</td>
</tr>
<tr>
<td>D</td>
<td>Institutional (City, County, public utility, parks, etc.)</td>
</tr>
<tr>
<td>E</td>
<td>Church, non-profit, tax-exempt, affordable housing, rent-controlled housing</td>
</tr>
<tr>
<td>F</td>
<td>Multi-unit housing, condos, apartments</td>
</tr>
<tr>
<td>G</td>
<td>Non-functional building structures</td>
</tr>
</tbody>
</table>

**PORT-SIDE CBD PROPERTY ASSESSMENTS**

The port-side is comprised of retail/walk-in, hotel, food and beverage businesses, general motorized land-based tour operators and for-profit parking lots. These businesses are assessed on their annual gross sales as reported to the Port of San Francisco from the previous calendar year. This data is provided to the Port of San Francisco on a monthly basis and is public information. The assessment factor applied to that gross sales figure is .0014%.

Example:

- Gross Sales $1,000,000 \times 0.0014 = $1,400 Assessment

Tour operators/tour boat vessels and related businesses (including large and small tour boats and sport fishing boats), are assessed based on the number of passengers per vessel operator or per horse drawn carriage company or per pedi cab company. The assessments range from $250 to $2,000.
2013 – 2014 Balance Sheet

**ASSETS**

**CURRENT ASSETS**
- Cash: 29,715
- Savings & Short Term Investments: 318,633
- Total Cash/Short Term Investments: 348,348

**ACCOUNTS RECEIVABLE**
- Landside Assessments: 45,962
- Portside Assessments: 19,917
- Total Accounts Receivable: 65,879

**OTHER CURRENT ASSETS**
- Prepaid Expenses & Insurance: 18,528
- Total Other Current Assets: 18,528

**FIXED ASSETS**
- Total fixed assets net of accumulated depreciation: 46,493
- TOTAL ASSETS: 479,248

**LIABILITIES & EQUITY**

**LIABILITIES**
- Accounts Payable: 1,068
- Accrued Expenses Year-End: 28,348
- Total Liabilities: 29,416

**EQUITY**
- Total Equity: 449,832
- TOTAL LIABILITIES & EQUITY: 479,248

---

**July 1, 2013– June 30, 2014 (Budget vs Actual)**

**REVENUE**

<table>
<thead>
<tr>
<th>Description</th>
<th>Actual</th>
<th>Budget Variance</th>
<th>% Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessments–Landside</td>
<td>631,200</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Assessments–Portside</td>
<td>217,200</td>
<td>(3,785)</td>
<td>-2%</td>
</tr>
<tr>
<td>Program Sponsorship/Special Events</td>
<td>30,484</td>
<td>0</td>
<td>100%</td>
</tr>
<tr>
<td>Interest Savings/Short-Term Investment</td>
<td>505</td>
<td>(95)</td>
<td>-16%</td>
</tr>
<tr>
<td>Donated Services</td>
<td>64,299</td>
<td>40,000</td>
<td>24,299</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>939,903</td>
<td>889,000</td>
<td>50,903</td>
</tr>
</tbody>
</table>

**EXPENSE**

<table>
<thead>
<tr>
<th>Description</th>
<th>Actual</th>
<th>Budget Variance</th>
<th>% Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sidewalk Operations &amp; Beautification</td>
<td>292,600</td>
<td>(22,406)</td>
<td>-8%</td>
</tr>
<tr>
<td>District Identity &amp; Streetscape Improvement</td>
<td>297,630</td>
<td>27,664</td>
<td>9%</td>
</tr>
<tr>
<td>Administration</td>
<td>173,770</td>
<td>(15,737)</td>
<td>-9%</td>
</tr>
<tr>
<td>Donated Services</td>
<td>40,000</td>
<td>24,299</td>
<td>61%</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>817,820</td>
<td>13,820</td>
<td>6%</td>
</tr>
</tbody>
</table>

**DESIGNATED PROJECTS**
- 78,331

**CONTINGENCY RESERVE**
- 43,752

**2013-2014 REVENUE OVER EXPENSES**
- 0

---

**July 2014 - June 2015 Budget**

**REVENUE**

<table>
<thead>
<tr>
<th>Description</th>
<th>Land-Side</th>
<th>Port-Side</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessments</td>
<td>647,600</td>
<td>219,100</td>
<td>866,700</td>
</tr>
<tr>
<td>Donated Services</td>
<td>25,200</td>
<td>14,800</td>
<td>40,000</td>
</tr>
<tr>
<td>Grants</td>
<td>15,800</td>
<td>9,200</td>
<td>25,000</td>
</tr>
<tr>
<td>Special Events/Program Sponsorship</td>
<td>19,800</td>
<td>11,700</td>
<td>31,500</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>708,400</td>
<td>254,800</td>
<td>963,200</td>
</tr>
</tbody>
</table>

**EXPENSE**

<table>
<thead>
<tr>
<th>Description</th>
<th>Land-Side</th>
<th>Port-Side</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sidewalk Operations &amp; Beautification</td>
<td>187,800</td>
<td>0</td>
<td>187,800</td>
</tr>
<tr>
<td>District Identity &amp; Streetscape Improvement</td>
<td>296,900</td>
<td>172,000</td>
<td>468,900</td>
</tr>
<tr>
<td>Administration</td>
<td>129,500</td>
<td>43,800</td>
<td>173,300</td>
</tr>
<tr>
<td>Donated Services</td>
<td>25,200</td>
<td>14,800</td>
<td>40,000</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>639,400</td>
<td>230,600</td>
<td>870,000</td>
</tr>
</tbody>
</table>

**Contingency Reserve**
- 69,000

**2014-2015 REVENUE OVER EXPENSES**
- 0

---

**2013–2014 Budget**

- Contingency Reserve: 10%
- Administration: 22%
- District Identity & Streetscape Improvement: 34%
- Sidewalk Operations & Beautification: 34%

**2014–2015 Budget**

- Contingency Reserve: 10%
- Administration: 19%
- District Identity & Streetscape Improvement: 48%
- Sidewalk Operations & Beautification: 21%
The purpose of the Fisherman's Wharf Community Benefit District is to preserve and enhance its vast waterfront landscape and multi-cultural heritage, while integrating modern efficiencies to enrich the experience of visitors from both near and far through Market Research, Brand and Destination Marketing, Sidewalk Operations, Beautification and Order, Traffic and Urban Planning and Emergency Preparedness.

**2013-2014 Board of Directors**

**PRESIDENT:**
Lou Cuneo, American Academy of Ophthalmology

**VICE PRESIDENT:**
Tony Smith, Anchorage Square, CBRE

**SECRETARY:**
John Cannizzaro, Jefferson Building, Inc.

**TREASURER:**
Jeff Sears, Blazing Saddles

**ASST. SECRETARY:**
Rodney Fong, The Wax Museum at Fisherman's Wharf

**ASST. TREASURER:**
Aline Estournes, NorthPoint Shopping Center

**IMMEDIATE PAST PRESIDENT:**
David Berbey, Portco, Inc.

**BOARD MEMBERS:**
Gary Burns, Tarantino's
Hagen Choi, Tower Tours
Chris Connors, Aquarium of the Bay
Tom Creedon, Scoma's
Rebecca Delgado-Rottman, Academy of Art University
Jacqueline Douglas, Wacky Jacky Sport Fishing
Stephan Dreyfuss, Mad Lin Records
Jane Echlin, Ghirardelli Square
Tom Escher, Red and White Fleet
Brian Huber, MapWest
Paul Miller, Boudin
Jan Misch, The Tuscan Inn
Kathy Paver, PIER 39
Dante Serafini, The Franciscan Restaurant
Frank Rescino, The Lovely Martha Sport Fishing
Craig Vandermause, Ride the Ducks / Classic Cable Cars
Sina von Reitzenstein, PIER 39
David von Winckler, The Argonaut Hotel

**COMMUNITY REPRESENTATIVES**
Jay Edwards, Port of San Francisco
Lynn Cullivan, San Francisco Maritime N.H.P.
John Tregenza, SF Maritime National Park Association

**EXECUTIVE DIRECTOR**
Troy Campbell

**PROGRAM MANAGER**
Reuel Daniels

**MARKETING & COMMUNICATIONS MANAGER**
Rachel Brown