

CENTRAL

COMMUNITY BENEFIT DISTRICT

CENTRAL MARKET  
COMMUNITY BENEFIT DISTRICT  
ANNUAL REPORT 2008

CENTRAL MARKET

SAN FRANCISCO, CA

WWW.CENTRAL-MARKET.ORG



# CENTRAL MARKET WELCOMES YOU...

The Central Market Community Benefit District (CMCBD) welcomes you to a neighborhood that is becoming cleaner, safer and more inviting.

The CMCBD is now working every day to enhance San Francisco's Central Market neighborhood and improve the pedestrian experience for residents, workers, business owners and visitors. From friendly and caring Community Guides to an effective and efficient Clean Streets program, the CMCBD continued to expand its service and strengthen its commitment to the Central Market neighborhood.

The Annual Report serves as a year-end review of the achievements of the past year, documents the organization's activities and also presents new initiatives for 2009. The report also highlights those areas where we wish to advance service to the Central Market community.

On behalf of the CMCBD, I extend my sincere appreciation to you for your ongoing support of our services and programs. It has been a pleasure to serve you in 2008 and we look forward to being at your service in 2009.



Daniel Hurtado  
CMCBD Executive Director

## CENTRAL MARKET AT YOUR SERVICE

The Central Market Community Benefit District (CMCBD) is a non-profit, community-based organization formed in 2006 to provide programs and services to improve the quality of life experienced in the public realm in Central Market. The CMCBD believes that improving the overall cleanliness and safety of the district will increase pedestrian activity, strengthen existing small businesses and cultural institutions, attract new investment, and enhance the public right of ways for people of all incomes, ethnicities and ages, including residents, business and property owners, workers, and visitors in the area.

## MAINTAINING A FRIENDLY NEIGHBORHOOD: COMMUNITY GUIDES

The Central Market Community Guides provide a friendly and welcoming presence in the public realm of San Francisco's Central Market district. The Community Guides program integrates a three-prong approach to crime prevention through public safety, social service outreach, and hospitality and customer service.

### Wayfinding

Hospitality is key to maintaining a welcoming and friendly urban environment and is a significant focus of the Community Guides program. The Community Guides give directions, offer assistance, provide customer service and greet visitors, workers and residents in Central Market.

## Social Service Outreach

The Community Guides are trained by partner providers, including government agencies and non-profit organizations, to constructively engage and communicate with people they come in contact that are homeless or in need of assistance in the district's public realm.

Through the Community Guides program, the CMCBD provides social service outreach in the hope of helping to connect people who are homeless and in need on the street with the continuum of services critical to transitioning to a life of independence, good health and stability.

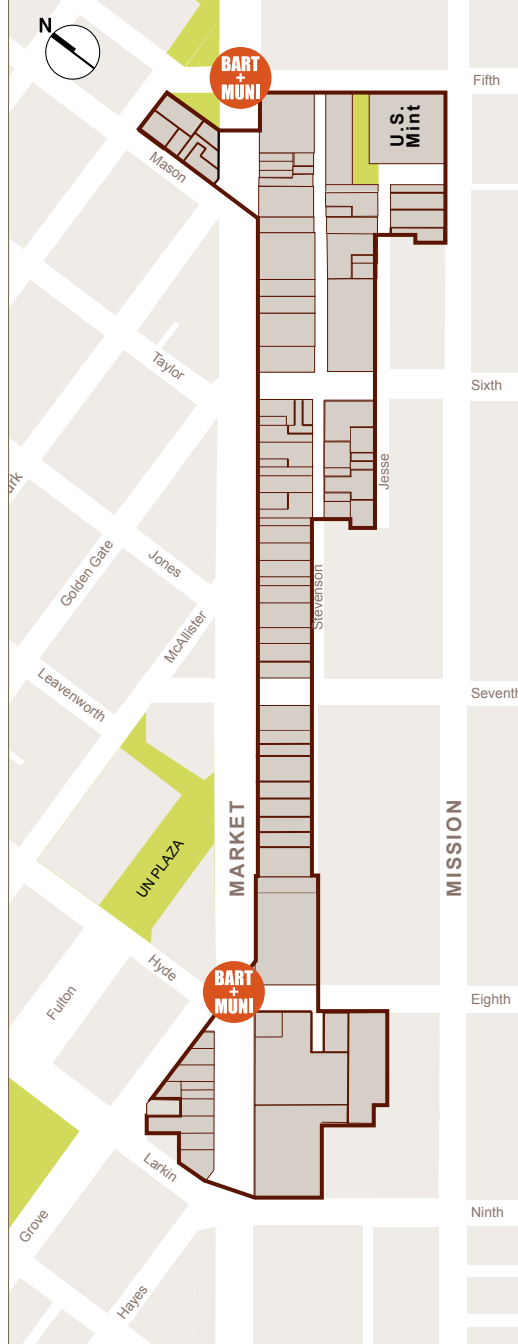
## Pedestrian Safety Outreach

The Community Guides Program is also aimed at improving safety in Central Market by adding a uniformed presence to prevent undesirable behavior.

As the “eyes and ears” of the community, the Community Guides also perform a vital role in reporting safety concerns and accidents to the proper authorities.

The Community Guides have received initial training by social service providers, the San Francisco Police Department and other safety agencies, in addition to receiving First Aid training.

In addition to incorporating safety services through the Community Guides program, the CMCBD also works closely with the San Francisco Police Department to ensure that sufficient police coverage is provided in Central Market to address other issues that have safety implications.



# BEAUTIFYING THE NEIGHBORHOOD

## CLEAN STREETS

Through its Clean Streets program, the CMCBD provides enhanced cleaning and maintenance services in the Central Market neighborhood public right of way and sidewalks above and beyond the baseline level of service provided by the City of San Francisco.

The Central Market Clean Team can be seen sweeping sidewalks, monitoring and removing trash from public trash receptacles, weeding tree basins, spot cleaning, power washing and removing graffiti from public and private properties in the district.

The CMCBD also provides steam cleaning of the public spaces on a quarterly basis.



# PUBLIC SPACE BEAUTIFICATION & SAFETY

## 2008 Accomplishments

- Launched Central Market Clean Streets program, which provides daily cleaning and maintenance services in the CMCBD. The service operates Monday through Friday from 9 a.m. to 6 p.m., and Saturday and Sunday from 10 a.m. to 4 p.m.
- Launched the Community Guides program, a comprehensive, community-based service providing social service outreach, merchant outreach, wayfinding, and pedestrian safety support. The program operates Monday through Friday, 9 a.m. to 6 p.m.
- Established a Central Market call center service for reporting litter, graffiti, abandoned items, cleanliness issues, and social service needs within the district. Once reported, the call center dispatcher contacts the Clean Team, Community Guides or the appropriate City department to address the issue or service request. The call center operates during service hours.
- Held monthly Safety and Services Committee Meetings. The CMCBD Services Committee meetings are designed as a roundtable discussion, focusing on pedestrian safety, social service needs, quality of life concerns, and cleanliness issues that impact the Central Market district's public realm.
- Held Love Thy Neighbor(hood), a lunchtime concert and informational fair to launch the long-awaited Central Market Clean Streets and Community Guides programs. The free community event featured informational booths staffed by community organizations and social service groups that are working to enhance and improve the quality of life in Central Market.

- Participated in the Community Clean-up Day for District 6 on February 9, 2008 as part of a neighborhood launch of the Central Market Clean Streets Program. The event was presented by the City of San Francisco's Department of Public Works and Project Green Connect. The CMCBD was represented by a volunteer clean-up team comprised of 20 neighborhood volunteers.

## 2009 Initiatives

- Continue to hold monthly CMCBD Services Committee Meetings to develop strategies to address chronic cleaning/maintenance issues, social service needs, and pedestrian safety hot spots as well as assist in monitoring and guiding the CMCBD's Clean Streets and Community Guides programs.
- Explore opportunities to expand the CMCBD's Clean Streets and Community Guides programs through partnerships, sponsorships and fundraising efforts.
- Conduct ongoing surveys to gauge the community's perceptions of safety, cleanliness, social service needs, quality of life issues and other neighborhood concerns and obtain feedback on the Community Guides and Clean Streets services.
- Explore opportunities to increase efficiency of the CMCBD's Clean Streets, Community Guides and Call Center services. Research possible efforts to enhance these services such as advocating for a police substation in Central Market.

# ACTIVATING THE NEIGHBORHOOD

## MARKETING, BRANDING & SPECIAL EVENTS

The marketing programs of the CMCBD involve developing strategic communication plans that support the full spectrum of the initiatives of the organization.

The branding of Central Market continued to build neighborhood identity in 2008 with the launch of the Central Market light pole banner program.

In 2008, the CMCBD also built upon its community outreach and programming initiatives with the launch of its summer concert series and community networking opportunities.



# DISTRICT IDENTITY & STREETScape IMPROVEMENTS

## 2008 Accomplishments

- Launched the Music on Mint Plaza Summer Concert Series, providing 13 free noontime outdoor concerts on Mint Plaza. The summer concert series was produced by People in Plazas.
- Secured advertising sponsorship through The San Francisco Examiner to support and promote the Music on Mint Plaza Summer Concert Series. The sponsorship included 14 free 1/4-page advertisements in The San Francisco Examiner.
- Launched the Central Market light pole banner program through a sponsorship with Soma Grand. The banners, displayed on light poles throughout the district, were designed to convey the arts, cultural and entertainment aspect of the neighborhood while also highlighting the mixed-use character of Central Market.
- Hosted an “open house”, community concert and fair, and neighborhood mixer in 2008 that provided an opportunity for the Central Market community to learn more about the CMCBD’s programs, services and initiatives.
- Produced and distributed brochures, posters and other promotional materials on the CMCBD’s services and special events.
- Continued to produce and distribute Central Market Matters, the monthly e-newsletter from the CMCBD.
- Worked with Urban Studies senior students from California State University at San Francisco in the development of a streetscape improvement plan and an implementation strategy for Central Market. The plan addressed specific issues related to the safety of the public realm (real and perceived), the improvement of aesthetic appeal, the need to improve sanitation and the need to increase community identity.

- Continued to hold monthly CMCBD Identity Committee meetings to strengthen community involvement in the organization’s marketing and programming initiatives.
- Held two walking tours of Central Market in spring 2008 through Walk San Francisco and SPUR (San Francisco Planning and Urban Research Association), respectively.

## 2009 Initiatives

- Continue to produce and distribute Central Market Matters, the CMCBD monthly e-newsletter.
- Create a Facebook fan page for the CMCBD to increase efficiency in disseminating information about Central Market and enhance communication with the community.
- Expand the Central Market music programming by adding an additional venue to host a second summer concert series.
- Produce a Vacant Storefront Beautification Program for Central Market to beautify vacant spaces along Market Street.
- Explore the recommendations of the Central Market Streetscape Improvement Plan for implementation.
- Produce a video on the CMCBD’s Community Guides program and Clean Streets services.
- Build upon the CMCBD’s Love Thy Neighbor(hood) community concert and fair by producing an annual benefit and fundraiser to support the CMCBD’s Community Guides program.
- Increase sponsorship of the Market Street snowflake holiday lights through the Market Street Association.
- Expand the CMCBD website ([www.Central-Market.org](http://www.Central-Market.org)) capabilities and features by adding an online business directory, a development projects section and commercial space leasing information for Central Market.

# GUIDING THE NEIGHBORHOOD

## LEADERSHIP, MANAGEMENT & SUPPORT

The CMCBD is managed by an Executive Director and a 10-member Board of Directors elected to two-year terms through an open public process. The Board of Directors consists of five property owners, three community-based organizations (at least two of which must be residents or community-based organizations representing the interests of residents in the CMCBD) and two non-property owning merchants from the district.

The CMCBD Board meets every month and all meetings are open to the public. The Board's activities are governed by the organization's bylaws, its contract with the City of San Francisco, the Management District Plan, San Francisco's Community Benefit District Ordinance, an

## ADMINISTRATIVE & OPERATIONS

### 2008 Accomplishments

- Continued to promote the CMCBD's Board and Committee meetings.
- Created a CMCBD Finance Committee to assist in the fiscal management of the CMCBD and to explore fundraising, in-kind monetary support, grant and sponsorship opportunities. The CMCBD Finance Committee meets monthly to prepare and review the organization's operating budget and monitor monthly expenses.
- Created an online section on the CMCBD website ([www.Central-Market.org](http://www.Central-Market.org)) for public access of the CMCBD meeting minutes and announcements.
- Met the CMCBD's minimum fundraising requirement through in-kind and monetary support, sponsorships and grants.

### 2009 Initiatives

- Continue to promote the CMCBD's Board and Committee meetings. Expand the community's participation on the Committees.
- Continue to meet and surpass the organization's minimum fundraising requirement.
- Explore the development of a strategic action plan for the organization to incorporate annual fundraising goals, and programming, marketing and service initiatives.
- Continue to hold monthly CMCBD Finance Committee meetings to ensure that the CMCBD operates in a fiscally responsible manner.



# FINANCIALS

## 2008 Budget vs. Actuals

	BUDGET	ACTUALS
<b>Income</b>		
Assessments	\$514,700	\$506,344
Retained Revenue (carryover from previous year)	\$350,245	\$350,245
Donations & Grants	\$25,723	\$36,140
	<b>\$890,668</b>	<b>\$892,729</b>
<b>Expense</b>		
Administrative / Operations	\$127,439	\$138,529
Public Space Beautification & Safety	\$513,454	\$444,648
District Identity & Streetscape Improvements	\$45,674	\$39,736
	<b>\$740,609</b>	<b>\$722,913</b>
Contingency	\$0	\$100,000
Retained Revenue (Reserved for services in FY 2009)	\$150,059	\$269,816

## 2009 Budget

	BUDGET
<b>Income</b>	
Assessments	\$525,946
Prior Year Assessments	\$ 27,715
Interest Income	\$2,772
Retained Earnings (Carryover from previous FY)	\$269,816
Donations & Grants	\$79,183
	<b>\$905,432</b>
<b>Expense</b>	
Administrative / Operations	\$144,220
Public Space Beautification & Safety	\$530,693
District Identity & Streetscape Improvements	\$49,200
	<b>\$724,113</b>
Contingency	\$100,000
Retained Revenue (Reserved for services in FY 2010)	\$181,319

# THE LEADERSHIP

## CMCBD Executive Committee

### **Katie O'Brien**

CMCBD President  
Martin Building Company  
(Property Owner Board Seat)

### **Greg Johnson**

CMCBD Treasurer  
CAC Real Estate Management  
(Property Owner Board Seat)

### **Maureen Futtner**

CMCBD Secretary  
Urban Solutions  
(Residents/Community-Based Organizations  
Board Seat)

## CMCBD Staff

### **Daniel Hurtado**

Executive Director

## CMCBD Board of Directors

### **Doug Dalton**

Anu Bar  
(Merchant Board Seat)

### **David Fariello**

UCSF Citywide Case  
Management Program  
(Residents/Community-Based Organizations  
Board Seat)

### **Maureen Futtner**

Urban Solutions  
(Residents/Community-Based Organizations  
Board Seat)

### **John Markham**

Central Market Resident  
(Residents/Community-Based Organizations  
Board Seat)

### **Jason Kletter**

BAART Programs  
(Property Owner Board Seat)

### **Richard Lane**

SF Office Lofts  
(Property Owner Board Seat)

### **Ralph Lee**

Hotel Whitcomb  
(Property Owner Board Seat)

### **Jonie Marie Theodorsen**

Pearl Art & Craft  
(Merchant Seat)

# C·M·E·N·T·R·A·L

COMMUNITY BENEFIT DISTRICT

The Central Market Community Benefit District (CMCBD) is a non-profit, community-based organization that provides programs and services to improve the quality of life experienced in the public realm in San Francisco's Central Market neighborhood. The CMCBD works every day to create a cleaner, safer, and more inviting place to be for residents, workers, merchants and visitors.