

CENTRAL

COMMUNITY BENEFIT DISTRICT

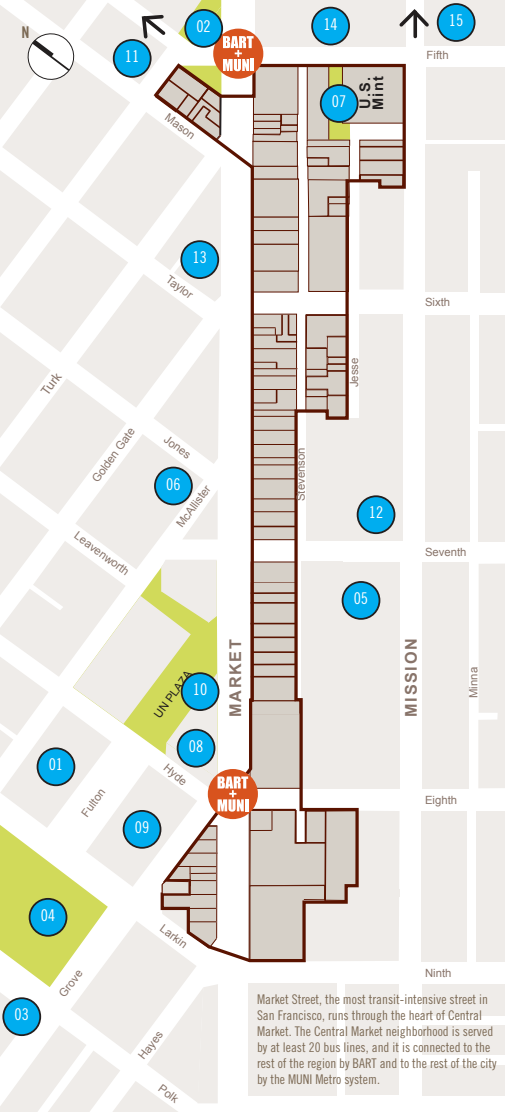
CENTRAL MARKET
COMMUNITY BENEFIT DISTRICT
ANNUAL REPORT 2009

CENTRAL MARKET

SAN FRANCISCO, CA

WWW.CENTRAL-MARKET.ORG





ABOUT THE CENTRAL MARKET COMMUNITY BENEFIT DISTRICT

San Francisco's Market Street - with its characteristic tree-lined sidewalks, wide paths paved in bricks, and historic light poles - is the most important transit corridor in the city and is at the heart of the Central Market district.

The mixed-use district is home to an array of artistic and cultural places, performance venues, public spaces, diverse housing, and a palpable civic presence.

The Central Market Community Benefit District (CMCBD), a non-profit, community-based organization, provides 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.

Neighborhood Highlights and Area Attractions

- | | |
|--|--|
| 01. Asian Art Museum (1 block) | 09. Public Library |
| 02. Cable Car Turnaround (1 block) | 10. The Art Institute of California, San Francisco |
| 03. City Hall (1 block) | 11. Union Square (1 block) |
| 04. Civic Center Plaza | 12. U.S. Court of Appeals |
| 05. General Services Administration Federal Building | 13. Warfield Theater |
| 06. Golden Gate Theater | 14. Westfield San Francisco Centre |
| 07. Mint Plaza | 15. Yerba Buena Gardens (1 block) |
| 08. Orpheum Theater | |

WELCOME

Making its way through San Francisco's Central Market district is Market Street, the city's main thoroughfare. In Central Market, the tree-lined street knits together existing transit, cultural, academic and neighborhood assets.

Much like the street that serves as the heart of this neighborhood, the Central Market Community Benefit District (CMCBD) connects, supports and serves to meet the needs of a diverse community.

In 2009, the Central Market Community Benefit District (CMCBD) set a goal to expand its services and build support of its mission by tapping into the neighborhood's existing cultural assets and strengthening its connections with its community partners.

The CMCBD teamed up with the San Francisco Arts Commission, the Office of Economic and Workforce Development and the local arts community to bring more art to Market Street. With the support of the San Francisco Redevelopment Agency, the CMCBD expanded its Community Guides Program and extended its social service outreach, wayfinding, community outreach and pedestrian safety services to the Sixth Street corridor. In association with People in Plazas, the CMCBD brought more free music to Central Market. Wrapping up the year, the CMCBD partnered with The Art Institute of California - San Francisco in the creation of distinct, tailor-made light pole banners promoting Central Market as a thriving arts and theater district. Through the guidance of its Board of Directors and feedback from the Central Market community, the CMCBD spent the year tweaking and fine-tuning its core programs to increase efficiency and expand its services.

By building connections and building upon neighborhood assets, Central Market is becoming cleaner, safer, more inviting and even more exciting. There's more music on the streets, more art adorning the neighborhood, more "eyes and ears", more street sweeping, more people getting access to care, more business opportunities, and more reasons to reimagine, rediscover and return to Central Market.

It is our pleasure to share these accomplishments with you. As we take a moment to pause and celebrate the achievements of the past year, we also take this opportunity to recognize and thank you for your support, participation and help in enhancing the quality of life experienced by everyone in the public realm of Central Market.

Daniel Hurtado
CMCBD Executive Director



Welcoming & Clean



COMMUNITY GUIDES

Integrating public safety services, social service outreach, and hospitality and customer service, the Central Market Community Guides help make the Central Market experience welcoming and inviting for all.

Inviting

The foundation of the CMCBD's mission to serve the community is the creation of a safe and hospitable public realm for people who live, work, shop, visit, and do business in Central Market and enjoy the neighborhood.

The Community Guides offer directions to people in the neighborhood, greet residents and workers, welcome visitors, and visit with merchants, property owners, hotel concierge, office building security, and residential building front desk services.

As the face of the CMCBD, the Community Guides develop and strengthen relationships with all members of the Central Market community to better understand their needs and concerns and to create a friendly and inviting pedestrian environment.

Compassionate

The Community Guides are trained by social service providers, including government agencies and non-profit organizations, to assist individuals in Central Market that are homeless and in need of assistance gain access to health and human services.

The Community Guides provide street-level intervention, supportive services and solutions for this segment of the Central Market community.

The social service outreach component of the Community Guides program operates under the mission of increasing access to care for individuals in need in the public realm of Central Market and to identify solutions to improve their quality of life.

Responsive

The uniformed, radio-equipped team welcomes and assists Central Market residents, workers and visitors and maintains contact with law enforcement officers should trouble arise. As the “eyes and ears” of the community, the Community Guides perform a vital role in reporting safety concerns and accidents to the proper authorities.

The CMCBD integrates the Community Guides program as part of its overall pedestrian safety initiative. Devoted to enhanced safety awareness, shared problem solving and targeted actions in response to incidents, the CMCBD provides a voice and vision for the Central Market community and works to ensure that sufficient police coverage is provided in the district and that targeted actions are executed in response to incidents.

CLEAN STREETS

Through its Clean Streets program, the CMCBD provides vital enhanced services to maintain the neighborhood’s public realm and improve the pedestrian experience in Central Market. The Central Market Clean Team picks up litter and trash, sweeps sidewalks, removes gum and graffiti, paints public fixtures, power washes and steam cleans the public areas, and addresses cleaning issues in Central Market.



Public Space, Beautification & Safety



2009 Accomplishments

- Launched the Sixth Street Community Guides program for the Sixth Street corridor (from Market to Harrison Streets) through a contract with the San Francisco Redevelopment Agency. The program provides two full-time Community Guides for the Sixth Street project area and Dispatch and Call Center service, Monday through Friday, 10 a.m. to 6 p.m.
- Expanded the Clean Streets program to include graffiti abatement on both public property and private property with a 24-hour response time during the hours of operation.

2010 Initiatives

- Community Guides will continue to undergo intensive training to become knowledgeable about issues such as crime prevention and reporting, first and first-responder training, communication skills and social service outreach.
- Explore opportunities to expand the CMCBD's Clean Streets and Community Guides programs through partnerships, sponsorships and fundraising efforts.
- Continue to hold monthly CMCBD Services Committee Meetings to strengthen valuable partnerships forged with the San Francisco Police Department (SFPD) and the Central Market community. These valuable partnerships and communication, coupled with the Community Guides Program and Dispatch Service, help sustain low crime levels in the public realm of Central Market through monitoring and reporting of uncivil activities.
- Continue to 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 an assessment of CMCBD programs and services.
- Explore opportunities to ratchet up the CMCBD's Clean Streets, Community Guides and Call Center services with a focus on hospitality and customer service, and strengthen efficiency and response times to service requests.

Invigorating

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

2009 Accomplishments

- Expanded the Central Market Summer Concert Series to include performances at 1275 Market Street Plaza, in addition to weekly summer concerts on Mint Plaza. Produced by People in Plazas and sponsored by the CMCBD, the summer concerts were held July through the end of September.
- Hosted the Love Thy Neighbor[hood] benefit and fundraiser for the CMCBD. Held on February 12, the benefit was attended by more than 150 guests and served as an opportunity for the Central Market community to join the CMCBD in celebrating its first year of services and the positive improvements



2010 Initiatives

- taking place in the district. The benefit helped raise donations through ticket sales and sponsorships for the Community Guides Program. The event featured guest speakers Phil Ting, Assessor-Recorder for the City and County of San Francisco, and Chip Conley, Founder and CEO of Joie de Vivre Hospitality.
- Participated in Art in Storefronts, a pilot program through the San Francisco Arts Commission and the Office of Economic and Workforce Development. The Art in Storefronts program temporarily placed original art installations by San Francisco artists in vacant storefront windows located in Central Market Street. The program engaged local artists in reinvigorating neighborhoods and commercial corridors that have been hard-hit by the economic downturn.
 - Continued to produce and distribute Central Market Matters, the monthly e-newsletter from the CMCBD.
 - Created a Facebook fan page for the CMCBD to utilize social networking in increasing efficiency in disseminating information about Central Market and enhance communication with the community.
 - Produced a video on the CMCBD's programs and services. The video, entitled Central Market Community Guides: At the Heart of the Matter, highlighted the role of the Community Guides service in creating a clean, safe and welcoming pedestrian environment in Central Market.
 - Continued to hold monthly CMCBD Identity Committee meetings to strengthen community involvement in the organization's marketing and programming initiatives.
 - Secured sponsorship commitment and participation of The Art Institute of California – San Francisco in the design, fabrication and installation of the Central Market Light Pole Banners for 2010.
 - Expand the Central Market music programming by adding an additional venue to host a third summer concert series. Explore opportunities to hold summer concerts on Market Street, between Fifth and Sixth Streets, to activate the public space and drive positive pedestrian activity.
 - Through the sponsorship of the 2010 Central Market Light Pole Banner project, the CMCBD will work closely with The Art Institute of California – San Francisco design students to create unique artwork for Central Market that promotes the neighborhood's culture, music, theater and art.
 - Determine opportunities to build upon the Art in Storefronts model for Central Market to beautify the streetscape and temporarily activate vacant spaces in the district.
 - Produce a video highlighting the role of art in revitalizing the Central market neighborhood while spotlighting theaters, art galleries, performance venues, public space programming, Art in Storefronts, and cultural opportunities available in the district.
 - Expand the CMCBD website (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.
 - Continue to produce and distribute Central Market Matters, the CMCBD monthly e-newsletter.
 - Develop cooperative advertising opportunities for merchants in Central Market that will assist in promoting restaurants and shopping opportunities in the district while strengthening neighborhood identity and CMCBD visibility.
 - Retain a consultant to assist the CMCBD in media outreach, marketing, and public relations efforts for both the organization and the neighborhood.

Resourceful

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, and California property and business improvement district law.

ADMINISTRATIVE & OPERATIONS

2009 Accomplishments

- Continued to promote the CMCBD's Board and Committee meetings.
- Maintained an online section on the CMCBD website (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.



- Populated and maintained the online business directory on the CMCBD website (www.Central-Market.org).

2010 Initiatives

- Develop a business attraction program for Central Market in cooperation with partner organizations and City agencies including Urban Solutions, Office of Economic and Workforce Development, and the broker community. Through a business attraction program. The CMCBD would seek to provide guidance and assistance to interested property owners in promoting available space and searching for and securing neighborhood-serving businesses to occupy vacant spaces in Central Market.
- Continue to promote the CMCBD's Board and Committee meetings. Expand the community's participation on the Committees.
- Explore opportunities for administrative office assistance through volunteers, internships, or temporary work services.
- 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.

ASSESSMENTS

Assessment Methodology

The Central Market Community Benefit District is funded through an annual assessment from property owners within the district. The annual assessments are based on three property variables:

- Linear frontage (sidewalk frontage)
- Land area or lot size
- Gross building square footage

Linear Frontage: \$14.60 per linear foot

Lot Size: \$.155 per square foot

Building Square Foot: \$.07 per square foot

(not applicable to buildings owned or used by nonprofits)

Assessment Calculation

For example, a 5,000 square foot lot, with 50 feet of frontage and 4,000 square feet of retail building use would yield an annual assessment of:

$5000 \times \$0.155 = \775.00 in lot size

$50 \times \$14.60 = \730.00 in linear square footage, and

$4000 \times \$0.07 = \280.00 in building square footage

Total Assessment: \$1,785.00

FINANCIALS

2009 Budget vs. Actuals

| | BUDGET | ACTUALS |
|---|------------------|------------------|
| Income | | |
| Assessments | \$525,946 | \$518,570 |
| Prior Year Assessments | \$27,715 | — |
| Interest Income | \$2,772 | — |
| Retained Revenue (carryover from previous year) | \$269,816 | \$269,808 |
| Donations & Grants (Income)* | \$68,683 | \$40,857 |
| | \$894,882 | \$829,235 |
| Expense | | |
| Administrative / Operations | \$144,220 | \$130,365 |
| Public Space Beautification & Safety | \$530,693 | \$497,047 |
| District Identity & Streetscape Improvements | \$38,700 | \$39,803 |
| | \$713,613 | \$667,215 |
| Contingency | \$100,000 | \$100,000 |
| Retained Revenue (Reserved for services in FY 2009) | \$181,319 | \$162,070 |

Notes & Comments

*Under 2009 Actuals, In-Kind Donations totaled \$7,975 in addition to \$40,857 in monetary donations and grants, for a total of \$48,832.

| | |
|---|----------------|
| In-Kind Special Events Space for CMCBD Benefit | \$2,500 |
| In-Kind Conference Room Space at Hotel Whitcomb for monthly CMCBD Board of Directors Meetings | \$5,475 |
| TOTAL | \$7,975 |

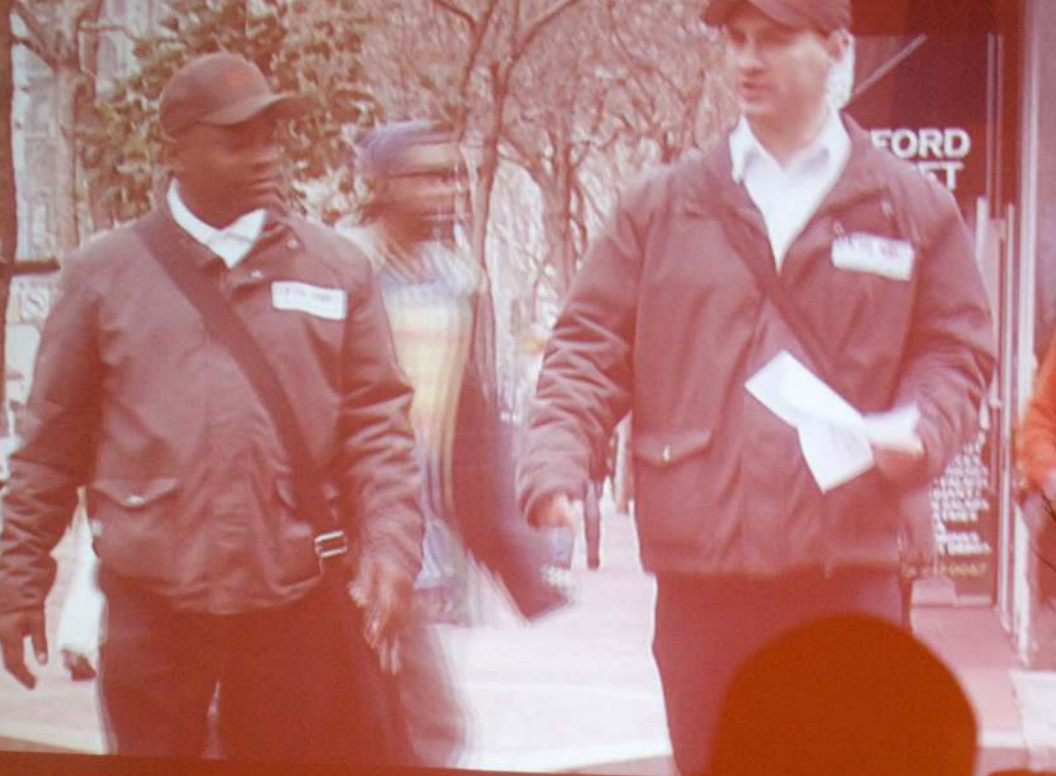
2010 Budget

| | BUDGET |
|---|------------------|
| Income | |
| Assessments | \$526,472 |
| Retained Earnings (Carryover from previous FY) | \$162,070 |
| Donations & Grants (Income)* | \$22,000 |
| San Francisco Redevelopment Agency/ Sixth Street Community Guides Grant & Administrative Fee | \$70,000 |
| | \$780,542 |
| Expense | |
| Administrative / Operations | \$138,484 |
| Public Space Beautification & Safety | \$385,144 |
| District Identity & Streetscape Improvements | \$49,842 |
| | \$573,470 |
| Contingency | \$100,000 |
| Retained Revenue (Reserved for services in FY 2011) | \$207,071 |

Notes & Comments

*Under 2010 Budget, In-Kind Donations are budgeted to total \$22,000 in addition to \$22,000 anticipated in monetary donations and grants, for a total of \$44,000.

| | |
|---|-----------------|
| In-Kind Conference Room Space at Hotel Whitcomb for monthly CMCBD Board of Directors Meetings/Safety Meetings | \$6,000 |
| In-Kind Special Events Space for CMCBD Benefit | \$2,000 |
| In-Kind Sponsorship of Central Market Light Pole Banners | \$14,000 |
| TOTAL | \$22,000 |



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)

David Fariello

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

CMCBD Staff

Daniel Hurtado

Executive Director

CMCBD Board of Directors

Doug Dalton

Anu Bar
(Merchant Board Seat)

Jason Kletter

BAART Programs
(Residents/Community-Based Organizations Board Seat)

Jason Kletter

BAART Programs
(Residents/Community-Based Organizations Board Seat)

Carrie Lane

SF Office Lofts
(Property Owner Board Seat)

Ralph Lee

Hotel Whitcomb
(Property Owner Board Seat)

Uriah Perez

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

Jonie Marie Theodorsen

Pearl Art & Craft
(Merchant Seat)

Bill Worthen

Property-Owning Resident
(Property Owner Board Seat)

C·M·A·R·K·E·T·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.