



CHARLES VILLAGE COMMUNITY BENEFITS DISTRICT

**Charles
Village
Community
Benefits
District
making our
neighborhood
a safer, stronger,
and more
attractive
place to live,
work, and shop.**

A Message from the CVCBD Board President

Every year, the CVCBD Board of Directors must gather information; listen to our constituents; and then make thoughtful and reasoned decisions about the operation's budget for the next fiscal year. The surcharge tax dollars are leveraged by direct donations and grant awards. Grants are used to add more resources to our core programs and are used to completely support the activities of other programs. All of the surcharge dollars are used for the security and maintenance programs operated by the CVCBD. This Annual Report offers a look at how our budget functioned last year.

To make the final decision on the 2003-2004 budget, the Board first looked at what we thought should be emphasized by the Benefits District; an emphasis based on our enabling legislation, our mission, and our goals. Clearly, over the last two years, there has been an increased request to expand the Clean Team and sanitation program, and there has always been a public desire for us to maintain a visible, uniformed security presence on the street.

As a Board, we must continue to look for a diverse base of funding support for all of the programs. In addition, we must increase our efforts to fund raise so that we can offer competitive salaries and benefits to attract high-caliber employees. To better focus our efforts, the Board is working on a new Strategic Plan. A specific outcome of the new plan will be policies that will help us better evaluate our programs, to know what is working and what needs adjustment.

Another important outcome will be a plan to improve our communications with residents and businesses. Recently, staff members received training on website management. We have developed an improved system of regular program reports, which will be the base for updating information on our website. The Strategic Plan will also tell us what qualities and skills needed in our next Executive Director.

As you look through this Annual Report, remember that our largest expense is people - Clean Team members to sweep sidewalks and pick up illegal dumping and Security Patrol members to patrol our neighborhoods. The nature of our work drives our costs in uniforms, insurance, and equipment. Last fall, we made the choice to increase the wages of our service staff to be more competitive in hiring and to keep our service employees longer. Currently, we have an outstanding team of employees and an outstanding collection of volunteer board members working very hard for all of our communities.

Yours in service,

CHARLES VILLAGE COMMUNITY BENEFITS DISTRICT



The Organization

The CVCBD is a 100-block area, which by voter referendum provides supplemental security, sanitation and outreach services.

Our mission is to make our neighborhood a safer, stronger, and more attractive place to live, work, and shop.

The CVCBD has a full-time staff that organizes promotional and community-based activities through community building and economic development. Over 14,000 people and approximately 700 businesses reside in the CVCBD, and the area is home to four neighborhoods—Abell, Charles Village, Harwood, and Old Goucher.

Property owners in the CVCBD pay a tax-surcharge of 12 cents per \$100 assessed value to fund these additional services. A Board of Directors oversees the CVCBD and includes representatives from neighborhood and business associations, non-profits and religious institutions, the Baltimore City Council, and the Mayor's Office. The Board also includes four at-large members, Quad Representatives, who are elected yearly by the community.

The CVCBD does not replace the community or business associations. Instead, we work in partnership with these organizations and empower them to communicate and serve their respective members more effectively. We strongly encourage all neighbors and business owners to attend association meetings and get involved.

We proudly share our area with the prestigious Johns Hopkins University and the Baltimore Museum of Art, and celebrate the area's diversity, which gives it its unique character.

Inside

2

Safety Team

3

Clean Team

4

Comprehensive Community Economic Development

5

Outreach

6

Waverly Main Street

8

Financials: Statement of Activity

inside front cover

Message from the CVCBD Board President

inside back cover

Board of Directors

Staff

S a f e t y T e a m

Jerry Busnuk, *Director of Field Operations*

Overview

The Charles Village Community Benefits District deploys a uniformed Safety Team that patrols in the designated boundaries of the Benefits District on foot, on bicycle, and in motor vehicles. Safety Team members do not have arrest authority, nor are they armed with any weapons or handcuffs. However, they do have two-way radios and the team leader carries a cell phone. They provide a friendly, organized, and uniformed presence in the neighborhoods that make up Greater Charles Village. They are the “eyes and ears” for the neighborhood and for the police.

The CVCBD also employs off-duty Baltimore City police officers to augment the Safety Team members. The officers are in police uniform, armed, and carry city police radios, as well as a Benefits District radio.

The Team benefits from a close working relationship with the Baltimore Police Department. Nearly every day, the Northern Police District sends crime summaries, with exact locations of recent crimes, as well as time, date, victim and suspect data.

The team also responds to calls-for-service on its dedicated Safety Team cell phone. Usually these are requests to escort a businessperson to or from the bank. We receive calls for disorderly juveniles, suspicious persons or conditions, and even suspicious packages. We also transport elderly and disabled persons from time to time.

Program Update

In order to give an account of the activities of the Charles Village Safety team during 2002, a snapshot of activity is presented for the last three months of that year. Six types of Safety Team activity are measured. They are defined as follows:

- **Calls for Service** are requests for Safety Team assistance because of some specific problem. The officers themselves typically receive them on the Safety Team cell phone, in addition to calls to the office, directives by the director, or direct encounters. They vary in content and in the seriousness of the problem.



- **Escorts** are a specialized form of call-for-service that result from a perceived fear on the part of the escorted person. The overwhelming majority of escorts consist of accompanying a manager of a small business to and from the bank. A uniformed presence with a marked vehicle dramatically reduces the risk of criminal action against the business owner. On occasion, we will escort citizens to their cars after dark.
- **Assists** are the number of times the Safety Team assists citizens, businesses, or police. Usually this is the result of a problem that the Team encountered during their patrol as opposed to receiving a call-for-service. This can include a range of activities such as helping police at an accident to helping citizens push their cars out of the snow.
- **Calls to 911** are self-explanatory. These are made when the team needs assistance from the police or fire department.
- **Anti-Crime Details** are pro-active efforts by the Team as a whole to prevent crime. These can be deployments by the Team in a specific area, flooding that area with officers for a limited time; “tailing” a suspicious person; or patrolling the area in and around a community event. For example, the Safety Team patrolled on foot, car and bicycle along the Baltimore Marathon route through Charles Village, and provided protective services during both the Charles Village and Old Goucher community festivals.
- **Hours on Uniformed Patrol** include the number of hours that safety officers are on duty in the field. It does not count the hours at roll call, in training, or on lunch.

Typical Day of the Safety Team*

1 Call for Service
5 Escorts
4 Assists
2/week Calls to 911
1 Anti-Crime Detail
4 Team Members on Patrol

*Day based on 8-hour shift 5-days per week. Data extrapolated from daily activity logs.

Clean Team

Jerry Busnuk, *Director of Field Operations*

Overview

The Charles Village Community Benefits District Clean Team makes the neighborhoods of the Benefits District cleaner and nicer by sweeping, shoveling, raking, bagging, and carting away trash and debris.

The Team is staffed by two full-time (35 hours per week) workers, one of them a supervisor. We also have one employee who works part-time at 25 hours per week. The Team uses a pickup truck to haul trash and other debris to our City dumpster, which we share with the Midtown Benefits District. The Team is equipped with a variety of hand tools, such as shovels, rakes, and brooms.

The Clean Team works in one of five designated “posts” corresponding to each day of the week. Therefore, on Monday Post One is cleaned, on Tuesday Post Two is cleaned, and so on. Complaints called into the Benefits District office are given priority on that post day.

The Team attacks “hot spots” of trash, such as areas of thoughtless dumping of household trash, piles of debris, and bulk trash items like sofas, beds, and mattresses. They sweep various blocks, including the gutters, storm drains, and sewer wells/grates, tree wells, and, if needed, the street and sidewalk. In each Post they concentrate on areas having a great deal of litter because of the nature of activity in the area, (e.g. site of the Waverly Farmer’s Market).

The supervisor also reports to 311 on situations generally falling under “city sanitation,” such as evictions, abandoned appliances, and other nuisances for which the Team is not equipped or staffed to handle. Please note the Team is not responsible for emptying city trash receptacles and is not permitted to remove items from private property.

The Team also assists community organizations with preparing and cleaning up for special events including the Charles Village Festival and Parade, the Old Goucher Neighborhood Festival, and the Charles Village Garden Walk.

Program Update

Three types of Clean Team activity are measured to give a snapshot of activities of the Team.

- **Hot Spot Pickups** are a specific area, such as an intersection, block, or adjacent to an address where cleanup action is needed. This can be household trash thrown in a pile (sometimes bagged, sometimes not), bulk trash (such as mattresses), or piles of litter and debris.
- **Blocks Swept** identifies a specific block that has been “swept” from signpost to signpost, with emphasis on the gutters, tree wells, storm grates, and, if needed, the sidewalk and the street itself. Emphasis is made in areas where there is a lot of litter, foot traffic, and retail stores.



- **Number of Truckloads** taken to our dumpster with our own resources: a 1-ton capacity 1987 GMC pickup truck with additional side support. (Note: In January 2003 we switched to a 1992 Chevrolet Silverado pickup with no altered sides, capacity $\frac{3}{4}$ ton.)

Typical Day of the Clean Team*

3.6 Hotspot pickups

2.9 Blocks swept

2.1 Truckloads hauled away

*Day based on 7-hour shift 5-days per week.
Data extrapolated from daily activity logs.

Comprehensive Community Economic Development

Pauline Davis, *Director of Economic Development & Housing*

Peter Duvall, *Housing Officer*

Overview

From its inception, the Benefits District has realized that safety and sanitation challenges are symptomatic of underlying economic and social problems in our community. Accordingly, we have from the outset tried to promote investment and reinvestment in our commercial corridors and residential neighborhoods, weaving a stronger fabric of community. The housing and economic development programs use a 'carrot and stick' approach that blends targeted investment incentives, promotion and marketing strategies, and working with the City housing department on systematic enforcement of codes and ordinances.

Program Update

Urban Renewal Ordinance

The long process of ushering the URO through the legislative process ended when the Mayor signed the ordinance in 2002. The CVCBD continues to oversee the establishment of the Community Review Panel and its structure. The panel met monthly to set up the by-laws and process. Currently there is a monthly review with the Baltimore City Planning Department to discuss permit requests or plans for exterior changes.

Business Revitalization

Our staff has provided much needed support in dealing with Baltimore City pertaining to trash, loitering, and beautification to the fragmented businesses south of 27th Street. A Korean business meeting, in conjunction with Waverly's Main Street merchants in the spring of 2002, was quite successful. The goal is to create a "presence" on Charles Street to coincide with the Penn Station bridge opening. The



Korean business community will actively participate in the planning. This project is a team effort with the Old Goucher Business Alliance and the AmeriCorps*VISTA volunteers assigned to the Benefits District.

The CVCBD has assisted in the transfer of seven office/shop/apartment buildings located between 20th and 27th Streets to new ownership. These buildings, some of which had languished vacant for years, have sold for significantly more than in the past for a total investment of \$1,267,000. Particularly important is the fact that five of the new owners moved businesses into their new buildings. Owner occupancy is a positive sign for neighborhood improvement. Another healthy sign is the number of new facade grants applied for by businesses. After the full amount was committed in the fall of 2002, other property and business owners improved seven facades without benefit of the grant, simply because they felt the neighborhood now warranted the investment. For a grant investment of \$40,000, the Village has or will receive an investment of \$196,000 in curb appeal. An additional grant of \$40,000 was recently received, and six businesses are

currently working on their applications. This office assists them with finding licensed contractors for signage, renovations, facades, financing, and other needs.

Housing and Historic Tax Credits

Working together, CVCBD and the community have been successful in attracting homebuyers to what had been considered the fringe areas. We are often able to assist the buyers with Historic Preservation Guidelines, and utilization of the Historic Tax Credits, also referring those in the Target areas to our Community Legacy consultant at no charge. The Charles Village Community Foundation and CVCBD administer the Community Legacy program, and currently have a house under contract in the Old Goucher Community to be renovated and sold to a homeowner.

Housing Revitalization

The meetings with Commissioner Graziano, Public Housing Tenant’s Council, Old Goucher, and Barclay Associations culminated in a large community Charette in December. There were 21 community groups and churches, an unheard of gathering to date. This meeting resulted in a firm commitment by Commissioner Graziano’s office to work together with the Housing Revitalization Group on the Old Goucher Community Renaissance and to move forward with the disposition or restoration of vacant HABC houses in Charles Village.

The CVCBD Housing Office is working closely with the Community Law Center and Save A Neighborhood to move six abandoned properties in Old Goucher through the legal system and into developer’s hands. Again the goal is to have home ownership and stabilization.

Housing Watch

An inventory of vacant/abandoned or nuisance properties has been compiled for the Target Areas and is being aggressively monitored through the Baltimore City Housing Department. Although this was a difficult program to launch due to constant management changes in the Housing Inspection Department, monthly meetings with the Inspectors and State’s Attorney have yielded positive results.

Several high priority cases have recently been forwarded to the State’s Attorney’s office for prosecution- the first cases accepted in years. A database created by the CVCBD is being used by the management of the city’s housing inspection division to help make inspection assignments and monitor the progress and code compliance of properties in Charles Village. The goal for these properties is to encourage the owners to bring the property up to code, or sell to more responsible owners.

O u t r e a c h

Amanda Morgan, *Outreach Coordinator*

Overview

The Outreach Program focuses on community relations and leadership building. With the help of AmeriCorps*VISTA members, we develop strategies, programs, and projects to engage and educate community members and build partnerships with area residents and businesses. Our efforts work towards the goal of increasing resident and business ownership of public spaces. Our method of achieving this goal is to work closely and jointly with community and business associations, and individual residents.

Beautification

- Facilitate “Painted Ladies” contest
- Implement public education strategies concerning sanitation
- Build and maintain rapport with City Departments, including the Department of Public Works, Mayor’s Office of Neighborhoods, and the Office of Promotion and the Arts
- Build and maintain rapport with various organizations, including Greater Homewood Community Corporation, Parks and People, and the Village Learning Place
- Implement greening programs and plan projects



VISTA

- Public Spaces Coordinator facilitates community involvement in and ownership of all public spaces
- Community Liaison increases community activism in targeted neighborhoods

Capacity Building and Communication

- Provide technical assistance to community and business associations concerning organizational structure and neighborhood involvement through goal setting, block captain recruitment, and event planning
- Work with Quadrant Representatives to assist neighborhood associations and to recruit and retain block captains
- Facilitate quarterly forums with block captains for idea- and concern-sharing and relationship building

Waverly Main Street

Winkie Campbell-Notar, *Waverly Main Street Manager*

Waverly Main Street, the lively section of Greenmount Avenue between 28th and 35th Streets and the adjoining side streets is home to over 140 businesses. After its first two years of operation, the Main Street program has moved from the start-up phase to credible, sustained progress that points to greater successes in the future.

Business Investment Highlights

Since the program began at the end of 2000, 13 net new businesses have opened; over 40 net new jobs were created; and there has been over \$1.7 million in private investment in businesses and real estate. The year 2003 is poised for an explosion of investment.

Waverly welcomed the following businesses in 2002: **Tian Yi Chinese Food** (Chun Gao, owner); **99¢ Dreams** (Patrick Ofuokwu) variety discounts and closeouts; and **Forever Alice** (Vivian Needum), a vintage, new and custom clothing and accessories shop. The business mix and ownership is becoming more diverse. In an informal count, Waverly business owners represent at least nine nationalities. Approximately 70 percent of businesses are locally, independently owned, and about seven percent of those owners have other businesses/locations in the Baltimore area.

Last year, Waverly Main Street volunteers and community members dealt with two large corporate developments. They accepted the challenge, had their mettle tested, and came out with two projects that will bring many new customers to Waverly. The working groups learned a lot about planning, zoning, massing, parking, and how to adapt large-scale investments into the District. Success has meant additional volunteers, investment interest, and business involvement in Waverly.

The BP/Amoco café/convenience store/gas station at 33rd and Greenmount received final City approval in July 2002, and will be built in 2003. Main Streets facilitated the handsome brick design, which was approved by four surrounding community associations. The design also includes protected green space and an outdoor café area. The Safe &

Smart Center and its mural will remain untouched, and the Community Mediation Center is in final negotiations to buy its building.

Mayor Martin O'Malley presided over the groundbreaking for the Waverly Crossings Giant supermarket at 33rd and Old York Road on March 2003. A group of dedicated community volunteers from Abell, Better Waverly, Oakenshawe and Waverly, with the Main Street Design Committee and Board of Advisors, formed a Design Advisory Working Group. This Group worked for many months with the Baltimore Main Street consulting architect, the Giant Foods architect, the developer's team, and the City to achieve a solid design that connects with the rest of the District.

These two projects represent over \$13 million of corporate investment into Waverly and will bring over 200 additional jobs. Both BP/Amoco and Giant have indicated their willingness to give neighborhood residents priority in hiring. These two large private investments are already attracting additional development interest, and existing businesses are upgrading to take advantage of the additional customers who will come into Waverly. Significant private investment acts as an economic engine, and



Ira Adler (property owner), Denise Washington (Thir Tea First Street café), Mayor Martin O'Malley, Vivian Needum (Forever Alice), Winifred dePalma (former Main Street Board chair), Robert Max (property owner), and Winkie Campbell-Notar (Main Street manager).

makes it easier for small, independent businesses to obtain financing and thrive.

Waverly businesses and their owners continue to win recognition for excellence. **Normal's Books and Records** and **Waverly Farmers' Market** were in the *City Paper's* 2002 Best of Baltimore (again!). **Thir Tea First Street Café** tea room, owned by **Denise Washington**, received Four Stars from the *Baltimore Sun's* restaurant critic. **Thai Restaurant**, under new owners **Billy** and **Soy Mettawiparee**, was chosen one of Baltimore's Best 60 by *Baltimore Magazine* and a 2002 reader favorite by *City Paper*. **Bode's African Food**, **Thai-Philippine Grocery** and **Punjab Market** were featured in the *Sun* as ethnic food stores to visit. **Master Dulaney Muhammad** of **KickMasters Karate** won the World Middleweight Kick Boxing Title. **Dr. Tim Slajchert**, **Vinson's Animal Hospital**, is a regular on WMAR noon news "Ask the Vet" segment.

Waverly facade grants helped rehab and upgrade **Black Stone Men's Wear** (Kyong Yun), **Vinson's Animal Hospital** (Tim Slajchert), **Hanger Orthopedics**, **Linder Automotive** (Richard Linder), **Kids Go Round** (James Shin) and **Brake Service Co.** (Jerry Bruns). Spring 2003 will see a flurry of facade and rehab activity as our Community Legacy and facade grants kick in on planned projects waiting for final approvals and good weather.

Streetscape Improvements – Cleaner, Safer, Well-Lighted

In March 2002, Mayor O'Malley flipped the switch on the new pedestrian streetlights between 30th and 34th Streets on Greenmount Avenue (*photo, page 6*). The lights are a City capital investment of approximately \$250,000. The City of Baltimore has also invested in banners for the business district, and new, permanent waste cans on Greenmount. Soon security cameras, funded by the Abell Foundation, will be installed at key intersections. MTA has contacted Main Street about installing new bus shelters.

Ready, Set, Go Businesses

Local businesses are becoming engaged in the program, as Main Street demonstrates its worth to the business district. Restructured in summer 2002, one-half of the Main Street Board is composed of active merchants, who have provided valuable insights and have energized their fellow business owners. The *Fish Out of Water* in front of the Main Street office was purchased with merchant donations. A recently initiated membership drive has earned four figures for the Waverly promotions budget. Planned for 2003 are a business directory of Main Street members that will be distributed to residents in the community, at Main Street businesses, and at community fairs, festivals, and the Farmer's Market.

With business engagement has come increased promotional activity. A *City Paper* advertising campaign opened the summer Farmers' Market season in June 2002. The *Waverly Wonderland* holiday promotion and window decorating contest (won by **Greenmount Loan and Jewelry**) generated enthusiasm by more merchants who saw steady business in what has been a dismal retail year nationwide in these uncertain times.



Without Whom

A group of dedicated community volunteers, Main Street board and committee members, has made all this progress possible. Main Street Board business members are Tim Slajchert, *chair*, (Vinson's Animal Hospital), Theresa Marable (No Limit Communications), Denise Washington (Thir Tea First Street Café), and Kyon Yun/James Shin (Blackstone/Kids Go Round). Additional board members Cindy Hartzler-Miller, Herman Heyn, Bill Miller, and Salem Reiner provide sound perspectives, judgments, and lots of energy. The Design Committee core of Nancy Lev-Alexander, *chair*, and Matthew Mosca worked tirelessly and superbly coordinating, facilitating and focusing the large, contentious developments that will make such a change to Waverly in 2003. Winifred dePalma, Wendy Kronmiller, and Myles Hoenig represented their |communities' interests fairly and forcefully in order to help all parties strike a balance of good design, fairness, and economic viability.

The Fine Print

In summer 2002, Baltimore Main Streets became part of the Baltimore Development Corporation. Baltimore City has reaffirmed its funding commitment to Waverly Main Street for two more years. Waverly is moving forward. We face many challenges ahead and are working with the residents and businesses to strengthen and improve our business district.

Statement Of Activity

Years Ending June 30, 2002 and 2001

ASSETS	2002	2001
Cash	\$ 318,994	\$ 289,056
Accounts and grants receivable	209,713	275,103
Prepaid expenses	6,329	8,982
	<u>535,036</u>	<u>573,141</u>
Property and equipment	214,135	221,656
Less accumulated depreciation	74,008	76,279
	<u>410,127</u>	<u>145,377</u>
Total ASSETS	<u>\$ 675,163</u>	<u>\$ 718,518</u>
LIABILITIES AND NET ASSETS	2002	2001
Accounts payable and accrued expenses	\$ 47,896	\$ 37,223
Refundable advances	26,869	11,417
Mortgages and notes payable	103,072	107,454
Total LIABILITIES	<u>177,837</u>	<u>156,094</u>
Temporarily restricted net assets	308,445	399,570
Unrestricted net assets -		
Available for general activities	188,881	162,854
Total NET ASSETS	<u>497,326</u>	<u>562,424</u>
Total LIABILITIES and NET ASSETS	<u>\$ 675,163</u>	<u>\$ 718,518</u>

Charles Village Community Benefits District and Management Authority and Charles Village Community Foundation, Inc.
Consolidated Statements of Financial Position
as reported by T.R. Klein & Company
September 4, 2002

2003 Board of Directors

President

Morgan Allyn
Abell Improvement Association

Vice President

Delano Bailey
Old Goucher Community Association

Treasurer

Richard Burnham
Old Goucher Business Alliance

Secretary

Delena Dodd
Old Goucher Community Association

Board Members

Michael Drayton
Abell Improvement Association

Sharon Guida
Charles Village Civic Association

Beth Bullamore
Charles Village Civic Association

Edna McAbier
Harwood Community Association

Quad #1

Quad #2

Sheila Rees
Quad #3

Matthew Weinstein
Quad #4

Ernie Notar
North Charles Village Business Association

Nancy Smith
Better Greenmount Alliance

Jin Wook Kang
Old Goucher Business Alliance

Dave Briggs
Better Greenmount Alliance

David Costello
Mayor's Representative

Douglas Armstrong
Remington Neighborhood Alliance

Betty Hill
Ss. Philip and James Church

Councilwoman Paula Johnson Branch
City Council President Representative

Salem Reiner
Office of Community Affairs, Johns Hopkins University

S t a f f

Marta Howell
Interim Executive Director

Jerry Busnuk
Director of Field Operations

Pauline Davis
Director of Economic Development & Housing

Winkie Campbell-Notar
Waverly Main Street Manager

Peter Duvall
Housing Officer

Amanda Morgan
Outreach Coordinator

David Ponder
Office Manager

Deborah Hughes
Executive Secretary

Safety Team

Patricia Gilbert
Supervisor

Shirley Braxton
Thad Crevier
Takeya Hamilton
Denitta Hawkins
Charles Muse

Clean Team

Arthur Washington
Supervisor

William Davis
Kelvin Gerald

Americorps*VISTA

Liz Schuh

Charles Village Community Benefits District

2301 North Charles Street

Baltimore, MD 21218

t. 410-235-4411

f. 410-235-5544

office@charlesvillage.org

www.charlesvillage.org

Safety Teams/Escorts 410-905-2823

