

Midtown Community Benefits District
DRAFT: Goals and Objectives
Strategic Plan 2010-2015

The following draft is based on the community study prepared for the Midtown Community Benefits District by the University of Baltimore's Schafer Center for Government Policy in 2008. This material has been compiled by members of various committees of the Midtown Board of Directors and staff members to reflect the community values and concerns as expressed in that survey.

➤ **Goal I: *Midtown will be a safe environment in which to live, work and visit.***

- **Objective I-1: Improve safety in the Midtown Community by building partnerships which engage stakeholders in problem solving, advocacy, and education.**
 - Increase dialogue with area organizations: Station North, Central Baltimore Partnership, MRIA, CN, MVB, MP, Midtown Development, etc.
 - Expand and engage community members in COP Programs
 - Metric: Number of COP groups
 - Metric: Number of COP volunteers
 - Metric: Number of COP hours on patrol
 - Engage and educate community associations with safety training and initiatives
 - Metric: Number of community safety information and training sessions
 - Increase community input at public safety committee meeting -Schedule evening meetings
 - Metric: Number of community attendees at committee meetings
- **Baltimore Police**
 - Increase use of off-duty police patrols
 - Metric: Number of patrol hours
 - Increase patrol visibility and mobility by regular use of Segway vehicles
 - Metric: Hours of Segway patrol
 - Access and review crime statistics and trends monthly
 - Metric: Frequency of statistic reports to committee
 - Build relationship with Mayor's Office of Criminal Justice personnel
 - Metric: Number of contacts, specific results.

- Inform and advocate with Baltimore City Council
 - Metric: Calls, meetings with and messages to city council reps.
- Engage Baltimore Housing Department for code enforcement
 - Metric: Number of referrals and citations
- Seek partnership opportunities with educational institutions: MICA, UB, Peabody, elementary, middle schools (public, private, charter)
 - Metric: List of specific engagements and joint activities
- Involve transportation agencies: Amtrak, MTA, CSX, Penn Station management
 - Metric: Participation of transportation safety officials on Midtown Public Safety Committee
 - Metric: list of joint projects

○ **Objective I-2: Improve safety in the Midtown Community through improved public spaces**

- Institute house-front lighting initiative
 - House-front lighting project
 - Metric: Number of new lights installed and in operation
- Assess, report and recommend improved lighting of dark areas
 - Metric: Assessment of actual lighting conditions in problem areas
- Address season landscaping challenges to good lighting
 - Prune bushes and trees as needed
 - Metric: Number of sites pruned or adjusted
- Develop sustainability and energy reduction recommendations
 - Metric: List of specific recommendations
- Upgrade lighting to highest efficiency while being financially responsible with upgrades (payback)
 - Metric: Estimates of increased lighting foot-candles and energy dollars saved
- Advocate with city to meet streetscape lighting standards as established in the Midtown Plan
 - Metric: Increase in city funds allocated to improve pedestrian lighting in District.

- Move aggressively to remove graffiti and trash that can lead to decreased feeling of security
 - Metric: Number of tags reported
 - Metric: Number of tags removed
- Enhance signage and branding of MCBBD
 - Metric: Number of signs
 - Metric: Survey of community awareness of MCGD services and accomplishments
- **Objective I-3: Improve safety in the Midtown Community through education and programming**
 - Increase community awareness through education and safety programs
 - Metric: Number of publications, newsletter features
 - Metric: Number of safety programs offered
 - Communicate needs and procedures for City code enforcement to community
 - Metric: Number of complaints filed by community members
 - Engage and educate community associations with safety training and initiatives
 - Metric: Number of reports and presentations at association meetings
- **Objective I-4: Improve safety in the Midtown Community through use of technology**
 - Video surveillance pilot projects
 - Obtain Video Surveillance Proposals
 - Metric: Number of proposals received
 - Identify Funding Sources and Support
 - Metric: List of funding options
 - Metric: Actual funding secured
 - City Watch support and advocacy
 - Metric: Memorandum of understanding with CityWatch
 - Metric: Number of cameras installed
 - Digital 2 way communications systems with police authorities

- Metric: Number of units installed
- Selective use of portable surveillance cameras
 - Metric: Number of cameras acquired
 - Metric: Number of installations

➤ **Goal II: *Midtown will be a uniformly clean community.***

- **Objective II-1: *Maintain clean streets***
 - Sweep sidewalks and gutters, stoops and basement steps five times per week
 - Metric: Statistics on number of blocks cleaned
 - Clean large items of trash from tree wells daily
 - Metric: Monthly assessment of alleys and tree wells
 - Report graffiti and illegal fliers on a daily basis
 - Metric: Number of graffiti tags and fliers reported
 - Remove fliers and poster/sticker type graffiti daily
 - Metric: Number removed per day
 - Remove bags from trees weekly
 - Metric: Maintain statistics on bag snatching.
 - Continue to deploy more corner litter baskets
 - Metric: Percent increase of corners with baskets
 - Empty corner baskets 3x+ week
 - Metric: Monitor on a sample basis
 - Increase use of City-provided resources, such as mechanical street sweeping (getting signs posted)
 - Metric: Additional footage of streets mechanically swept by City.
 - Metric: Percent increase in number of blocks swept by City.

- Reminders to dog owners (continue mounted sign campaign)
 - Metric: Number of signs and dog-stations installed.
- Educate residents (especially new ones) about City trash pickup procedures, hours to put out trash, recycling, etc. (fliers, temporary signs and mitigation letters)
 - Metric: Number of pieces of literature and education materials distributed
- **Objective II-2: Maintain clean alleys**
 - Remove bulk trash and dumping within 24 hours
 - Metric: Statistics on bulk trash pick up and response time
 - Sweep broken glass and remove animal remains as soon as reported
 - Metric: Statistics on actual response times
 - Control weeds
 - Metric: Number of hours of staff time spraying or removing weeds
 - Build partnership with the City of Baltimore to enforce trash and recycling rules.
 - Metric: Record responses from City
- **Objective II-3: Maintain clean well groomed parks**
 - Keep parks clean, weeded, pruned and attractively planted.
 - Metric: Sampled evaluation survey by neighborhood residents
 - Partner with City as subcontractor to provide watering of new trees and flower baskets
 - Metric: Number of trees and baskets watered, frequency
 - Spraying of weeds, notice to homeowners about schedule, opt-in, opt-out
 - Metric: Record number of feet sprayed, number of notices provided, number of residents responding to opt-in or out.
 - Work with City or as subcontractor to open new tree wells
- **Objective II-4: Maintain safe walking conditions**
 - Keep storm drains clear.
 - Metric: record of number of drains cleaned
 - Report broken sidewalks in a timely manner; follow-up as needed until corrected.

- Metric: Tracking log of reports and repairs
- Provide basic sidewalk snow removal on a prioritized street basis
 - Metric: Percentage of sidewalks cleared

➤ **Goal III: *MIDTOWN will employ an adequate and qualified workforce at both the management and operations levels.***

- **Objective III-1: Insure compensation scales stay consistent with livable wage standards for the City of Baltimore.**
 - Annual review of local cost of living inflation rates
 - Metric: Annual evaluation of COL by personnel committee
 - Annual comparison of wage scales with Baltimore City living wage standards
 - Metric: Annual review of wage scales
- **Objective III-2: Maintain a competitive and effective package of employee benefits.**
 - Annual evaluation of benefits package and recommendations for changes.
 - Metric: Reports from staff to personnel committee.
 - Metric: Recommendations from personnel committee to board.
- **Objective III-3: Provide a plan for staff development and training.**
 - Schedule of legally mandated training events.
 - Metric: Number of staff hours in training
 - Metric: Percentage of required trainings accomplished
 - Survey of staff for learning needs
 - Metric: Completion of surveys
 - Calendar of special training sessions
 - Metric: Calendar of training events and hours

➤ **Goal IV: Midtown will maintain the highest level of fiduciary responsibility for the surtax receipts and donations that are available to support the program goals of the Midtown Community Benefits District.**

- Objective IV-1: Budget and finance committee will review financial reports on a quarterly basis.
 - Review by staff
 - Metric: Monthly report by staff to finance committee
 - Review by Budget and Finance Committee
 - Metric: Quarterly report from finance committee to board
- **Board of directors will review financial statements quarterly.**
 - Provide quarterly reports to the board in advance of meetings to allow time for review and questions.
 - Metric: Reports provided in a timely manner
- **Objective IV-3: Board will review and understand the annual audit and the IRS form 990**
 - Meet all new requirements of the 990.
 - Metric: Prepare and fill out check-list of legal requirements
- **Objective IV-4: The independent auditors will present and discuss the annual audit with the board on a biennial basis.**
 - Metric: Biennial presentation

- **Goal V: *Midtown will maintain the highest standards of responsible governance and management for a public not-for-profit entity.***
 - Objective V-1: **Maintain active participation by an informed board of directors**
 - Regular well planned board meetings
 - Reports and data shared in advance of meetings
 - Functioning committees bringing reports and proposals to the board
 - Metric: Annual survey of board members
 - **Objective V-2: Maintain complete minutes of all board meetings and accessible public records and information**
 - **Minutes published in a timely manner** on Midtown’s web site
 - Metric: Annual review by Outreach and marketing committee
 - Prompt communication of policy and service decisions in Midtown’s newsletter.
 - Metric: Annual survey of board members
 - Metric: Percentage of policy and service decisions reported in a timely manner in news letter
 - **Objective V-3: Operate in a transparent and ethical manner**
 - Meets the requirements of the Public Information Act
 - Metric: Makes all required records available as requested.
 - Metric: Board meetings that are open to and accessible to the public
 - **Objective V-4: Meet or surpass standards for Excellence in Not-for-Profit Organizations.**
 - Completion of application, panel reviews, responses and corrections.
 - Earn Maryland Non-Profits prestigious certification of Midtowns high standards of governance, management and operation
 - Metric: Award of Certification

➤ **Goal 6: Midtown will improve communications, marketing and outreach.**

- **Objective VI-1: The District will improve communication with constituents.**
 - Improve website to make information easier to locate
 - Metric: Tracking analytics of hits
 - Timely notification of semi-annual Town Hall Meetings
 - Metric: Invitations arrive at least 14 days in advance
 - Metric: Legal notice placed in The Sun three weeks in advance
 - Maintain regular schedule of electronic newsletter publication
 - Metric: Number of yearly issues
 - Create and update mailing list data base to reach property owners when needed
 - Metric: Number of post-office returns
 - Expand use of electronic communication and social networking sites
 - Metric: Number of friends, followers, etc.
 - Publish educational material
 - Metric: Number of pieces published
 - Use electronic surveys to solicit feedback from community
 - Metric: Number of responses
- **Objective VI-2: Midtown will improve organizational branding.**
 - Revisit and redesign logo as needed
 - Metric: Committee evaluation report
 - Improve signage on litter baskets
 - Metric: Number of baskets with improved signage
 - Improve clean and green team uniforms.
 - Metric: Community and board feedback of uniforms and staff presentation

- **Objective VI-3: We will reach out to serve and earn support from tax-exempt organizations in our boundaries.**
 - Identify and reach out to non-contributing not-for-profits to encourage financial support
 - Metric: Percentage increase of organizations in District making a contribution
 - Specialized communications explaining our services
 - Metric: Number of events/participants to reach out to non-profits
 - Annual event for clergy
 - Metric: Percentage of invited clergy participating