

**Civic Center  
Community Benefit District  
Management District Plan**

**For  
A Property-Based  
Community Benefit District  
In the City and County of San Francisco**

**March 2019**

**Prepared By  
Urban Place Consulting Group, Inc.**

Prepared pursuant to the State of California Property and Business Improvement District Law of 1994 as amended and augmented by Article 15 of the San Francisco Business and Tax Regulations Code and Article XIII D of the California Constitution to create a property-based business improvement district

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**For the  
Civic Center  
Community Benefit District (District)  
San Francisco, California**

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# Section 1

## Management District Plan Summary

The name of the property-based Community Benefit District is the Civic Center Community Benefit District (“Civic Center CBD”). The Civic Center CBD is being renewed and expanded pursuant to the California Constitution and the Property and Business Improvement District Law of 1994, as amended and augmented by Article 15 of the San Francisco Business and Tax Regulations Code.

Developed by the Civic Center Renewal Steering Committee, the Civic Center CBD Management District Plan describes how the renewed and expanded Civic Center CBD will improve and convey special benefits to assessed parcels located within the Civic Center CBD area. The Civic Center CBD will provide activities consisting of Clean/Safe/Activation/Beautification, Marketing/Communication, and Administration. Each of these programs is designed to meet the goals of the Civic Center CBD; to improve the safety of each individual assessed parcel within the Civic Center CBD, to increase building occupancy and lease rates, to encourage new business development, and attract ancillary businesses and services for assessed parcels within the Civic Center CBD.

<b>Location</b>	The District will be located in the Civic Center area of the City. The Civic Center CBD consists of approximately 43 whole or partial blocks and approximately 773 parcels. The District will generally be bounded by Golden Gate Avenue and Turk Street to the North, Market Street to the South, 7 <sup>th</sup> Street to the East, and Gough Street to the West. A boundary map is provided in Section 2 of this report, which shows the specific boundaries and parcel frontages to be included in the District.
<b>Boundary</b>	See Section 2, page 7 and map, page 8.
<b>Improvements, Activities, Services</b>	<p>The Civic Center CBD will finance activities and improvements that will be provided directly to the assessed parcels, to improve the District’s environment in the following ways:</p> <p><u>Clean, Safe, Activation</u></p> <p>Clean Program to implement programs that may consist of, but are not limited to, the following:</p> <ul style="list-style-type: none"> <li>- Sidewalk &amp; gutter sweeping</li> <li>- Sidewalk pressure washing</li> <li>- Graffiti &amp; handbill removal</li> <li>- Trash Cans</li> <li>- Trash removal</li> </ul> <p>A Civic Center CBD Safe Program to implement programs that may consist of, but are not limited to, the following:</p> <ul style="list-style-type: none"> <li>- Stewards &amp; Ambassadors</li> <li>- Garage Greeter Program</li> </ul>

- Security Camera Program
- Public Space Activation
- Improved District Amenities

An Activation Program to increase the use and feeling of safety in the District that may consist of, but not limited to the following:

- Market Vending Programs
- Art Programs
- Performance Programs
- Games
- Food Vending Program

Marketing/Communication

Programs may consist of, but are not limited to, the following:

- Destination Marketing
- Branding
- Events
- Media Relations
- Website
- Social Media
- District Stakeholder Outreach

Administration/Contingency

Administrative staff oversees the Civic Center CBD's services, which are delivered seven days a week.

An operating reserve is budgeted as a contingency for any payment of delinquencies, uncollectible assessments, Community Benefit District establishment and/or renewal efforts, and/or unforeseen budget adjustments.

<b>Budget</b>	<b>EXPENDITURES</b>	<b>TOTAL BUDGET</b>	<b>% of Budget</b>
	Clean/Safe/Activation	\$2,583,768.00	75.91%
	Marketing/Communication	\$250,000.00	7.34%
	Administration/Contingency	\$570,000.00	16.75%
	<b>Total Expenditures</b>	<b>\$3,403,768.00</b>	<b>100.00%</b>

	<b>REVENUES</b>		
	Assessment Revenues	\$3,240,387.14	95.20%
	Other Revenues (1)	\$163,380.86	4.80%
	<b>Total Revenues</b>	<b>\$3,403,768.00</b>	<b>100.00%</b>

**Method of Financing** Levy of assessments upon real property that specially benefit from improvements and activities.

**Assessments** The costs are funded through annual assessments that are allocated among the parcels based on the special benefit to each parcel. Three property assessment variables, lot square footage, building square footage, and linear front footage, will be used in the calculation. Additionally, three land use considerations are also factored in as assessment variables, commercial/office/cultural, residential, and educational/religious. Estimated annual maximum assessment rates for the first year of the district follow:

Zone 1

Land Use Type (1)	Rate per Front ft	Rate per Bldg sq ft	Rate per Lot sq ft
Commercial, Office, Cultural	\$15.24399	\$0.05217	\$0.21773
Residential	\$15.24399	\$0.05217	\$0.21773
Educational, Philanthropic, Religious, Charitable	\$10.16266	\$0.03478	\$0.14515

Zone 2

Land Use Type (1)	Rate per Front ft	Rate per Bldg sq ft	Rate per Lot sq ft
Commercial, Office, Cultural	\$36.12826	\$0.12364	\$0.51601
Residential	\$36.12826	\$0.12364	\$0.51601
Educational, Philanthropic, Religious, Charitable	\$24.08550	\$0.08243	\$0.34401

<b>Benefit Zones</b>	In addition to parcel characteristics and land use types, location also plays a role in determining special benefit. Two distinct areas within the proposed boundary of the District have been identified that will experience the Improvements to differing degrees and therefore will receive different levels of special benefit.
<b>Assessment Increases</b>	Assessment rates may increase by up to 5% per year. The determination of annual adjustments in assessment rates will be subject to the approval of the Civic Center CBD Owners' Association. In addition, individual parcel assessments may be updated as those parcels change (e.g., increased square footage due to development).
<b>City Services</b>	The City and County of San Francisco has established and documented the base level of pre-existing City services. The Civic Center CBD will not replace any pre-existing general City services.
<b>Collection</b>	District assessments appear as a separate line item on the San Francisco City and County property tax bills.
<b>District Governance</b>	The City may contract with the existing Civic Center CBD Owners' Association or another non-profit Owners' Association to provide the day-to-day operations and carry out the services as provided for in this Management District Plan.
<b>District Formation</b>	District formation requires submission of favorable petitions signed by property owners representing at least 30% of total assessments to be paid. Petitions are submitted to the San Francisco Board of Supervisors. If the 30% threshold is met, the City will conduct further hearings and mail ballots to all District property owners and 50% of ballots returned, as weighted by assessments to be paid, must be in favor of the District in order for the Board of Supervisors to consider approval.
<b>Duration</b>	The Civic Center CBD will have a 15-year life beginning January 1, 2020 and ending December 31, 2034.

## **Section 2**

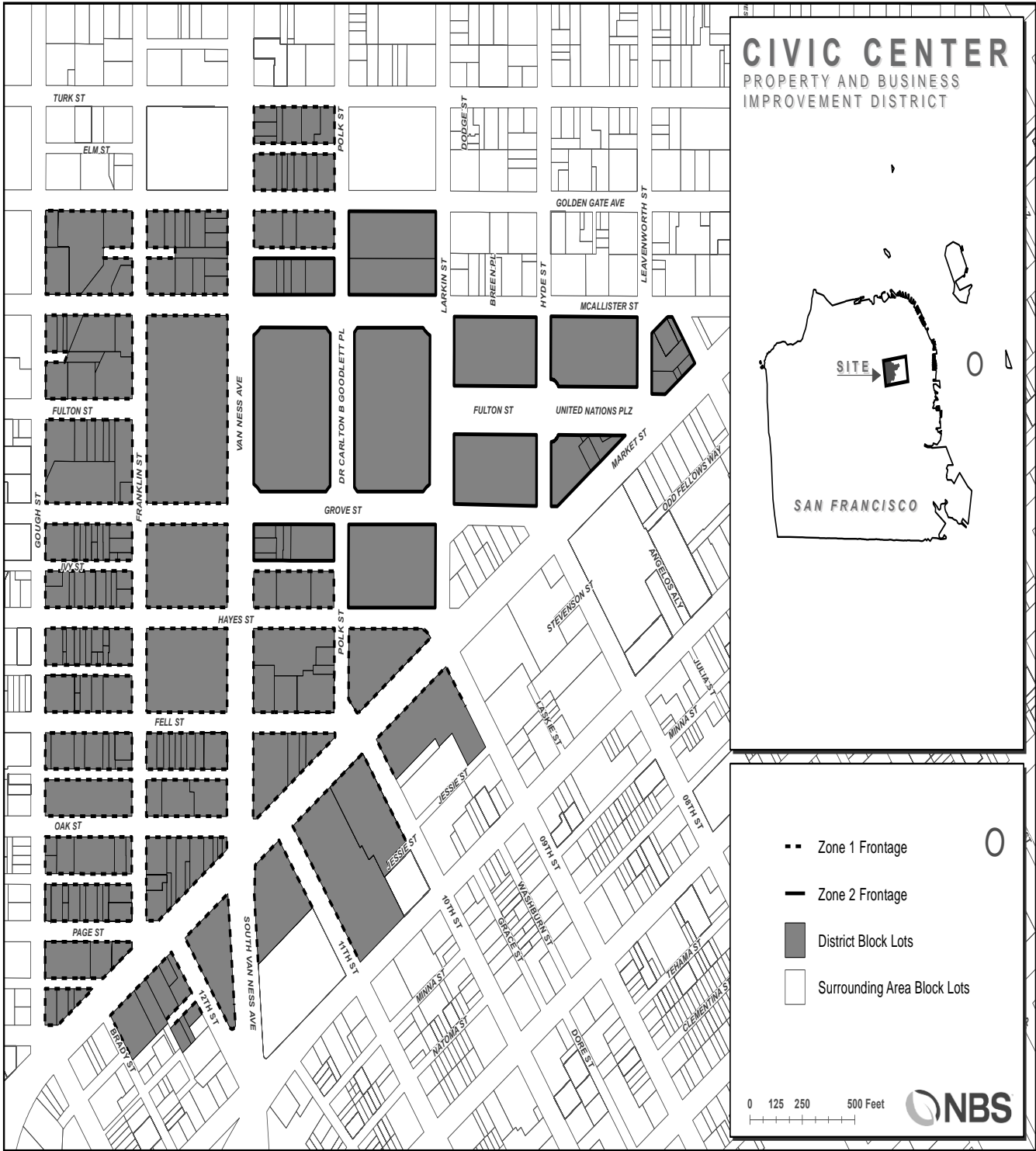
### **Civic Center CBD Boundaries**

The District will be located in the Civic Center area of the City. The Civic Center CBD consists of approximately 43 whole or partial blocks and approximately 773 parcels. The District will generally be bounded by:

- Golden Gate Avenue and Turk Street to the North,
- Market Street to the South,
- 7<sup>th</sup> Street to the East, and
- Gough Street to the West.

A boundary map is provided on page 8 of this report, which shows the specific boundaries and parcel frontages to be included in the District.

The Civic Center CBD boundaries are illustrated by the map on page 8





## Section 3 Improvements

### Process to Establish the Improvement and Activity Plan

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In the summer and fall of 2018, the Renewal Steering Committee initiated a series of meetings to discuss renewing the Community Benefit District so that the City could levy further assessments to fund enhanced improvements and activities. The primary needs as determined by the parcel owners were: cleaning, safety, activation/beautification, marketing/communication, and administration. All of the services to be provided, such as the cleaning work provided by the Clean Team, are services that are over and above the City's baseline of services and are not provided by the City.

Due to their unique nature of focusing on the particular needs of each assessed parcel within the Civic Center CBD, these special services provide particular and distinct benefits to each of the assessed parcels within the Civic Center CBD. Each of the services provided by the Civic Center CBD are designed to meet the needs of the retail, residential, education, parking, non-profit, publicly-owned, office, and mixed-use parcels that make up the Civic Center CBD and provide special benefit to each of the assessed parcels. The services are provided only to the assessed parcels and are not provided to parcels outside the Civic Center CBD.

The total improvement and activity plan budget for the Civic Center CBD in 2020 is projected at \$3,403,768. Of the total budget, \$3,240,387.14 is attributable to providing special benefits and is therefore funded by property assessments. General benefit from the Civic Center CBD budget is calculated to be \$163,380.86 and is not funded by assessment revenue from Civic Center CBD parcels. The costs of providing each of the budget components were developed from actual experience obtained in providing these services to Civic Center CBD properties for the past 7 years. Actual service hours and frequency may vary in order to match varying District needs over the fifteen-year life of the Civic Center CBD. A detailed operation deployment for 2020 is available from the property owner's association. The budget is made up of the following components:

### Clean, Safe Activation

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#### Clean Program

In order to consistently deal with cleaning issues, a Clean Program will provide a multi-dimensional approach consisting of the following elements. These services are a form of special benefit because they will be provided directly to the assessed parcels. By receiving these special benefits, the parcels are expected to enjoy increased commercial activity, which directly relates to increases in lease rates and customer usage. The services may include, but are not limited to, the following:

- **Sidewalk Cleaning:** Uniformed, radio-equipped personnel sweep litter, debris and refuse from sidewalks and gutters of the Civic Center CBD. Paper signs and handbills that are taped or glued on property, utility boxes, poles and telephones are removed. Clean sidewalks support an increase in commerce and provides a special benefit to each individually assessed parcel in the Civic Center CBD.

- **Sidewalk Pressure Washing:** Civic Center CBD personnel may pressure wash the sidewalks. Clean sidewalks support an increase in commerce and provide a special benefit to each individually assessed parcel in the Civic Center CBD.
- **Trash Collection:** Collector truck personnel collect trash from sidewalks as needed. They are also dispatched to collect large bulky items illegally dumped in the Civic Center CBD. The District may also facilitate the installation of additional trash receptacles to enhance trash collection and cleanliness.
- **Graffiti Removal:** Painters remove graffiti by painting, using solvent and pressure washing. The Civic Center CBD maintains a zero-tolerance graffiti policy. An effort is made to remove all tags within 24 hours on weekdays.
- **Landscape Maintenance:** Weeding of District tree wells and sidewalk cracks. In addition, Civic Center CBD personnel may provide landscape maintenance to decorative planters.

The Clean Team will only operate within Civic Center CBD boundaries. By receiving these special benefits, the parcels are expected to enjoy increased commercial activity, which directly relates to increases in lease rates and customer usage. Dirty and unclean sidewalks deter pedestrians and commercial activity.

### **Safe Program**

The Safe Program will provide safety services for the individual parcels located within the Civic Center CBD in the form of the Safe Team program, a security camera program, and an increased sidewalk/open space activation program. The Safe Team Program will only provide its services within the Civic Center CBD boundaries. Providing these services directly to the parcels within the Civic Center CBD boundaries is expected to result in increased commercial activity which directly relates to increased building occupancy and customer usage. A District that is perceived as unsafe deters pedestrian and commercial activity.

- **Safe Team:** A Safe Team made up of safety ambassadors and safety stewards may both rove through the District as well as maintain fixed post safety locations in order to provide a multifaceted approach to safety.
- **Security Camera Program:** A security camera program may be explored.
- **Sidewalk/Open Space Activation:** A program to activate sidewalks and open spaces in the Civic Center CBD may be developed.

### **Activation**

Activation may include, but is not limited to, oversight of the Civic Center Plaza café kiosk, the daily setup of tables, chairs, and games in Civic Center Commons. Additional Activation may include programs and events such as markets, public art installations, musical performances, block parties, recreational activities, and the annual Holiday Tree Lighting. All activation programs are designed to increase use of the District in order to

increase both the perception and reality of safety due to that increased use.

## **Marketing/Communication**

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In order to communicate the changes that are taking place in the Civic Center CBD and to enhance the positive perception of the assessed parcels, a professionally developed marketing and communication program will be created. The program will help parcel owners in their efforts to attract tenants and support local commerce and investment and work to improve the positive perception of the Civic Center CBD. Decisions on where to shop, eat, work, and live are largely based on a perception of the place. These special benefits will result in increased commercial activity which directly relates to increases in lease rates and enhanced commerce.

The programs being considered include, but are not limited to, the following:

- Destination Marketing
- Branding
- Events
- Media Relations
- Website
- District Stakeholder Outreach
- Social Media

## **Administration/Contingency/City Fees**

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The improvements and activities are managed by a professional staff that requires centralized administrative support. Administration staff oversees the Civic Center CBD's services, which are delivered seven days a week. Administration staff actively works on behalf of the Civic Center CBD parcels to ensure that City and County services and policies support the Civic Center CBD. Included in this item are office expenses, professional services, organizational expenses such as insurance, and the cost to conduct a yearly financial review. Civic Center CBD funds from Administration may be used for renewing the Civic Center CBD.

A well-managed Civic Center CBD provides necessary Civic Center CBD program oversight and guidance that produces higher quality and more efficient programs. Administration staff implement the programs and services of the Civic Center CBD. The special benefit to assessed parcels from these services is increased commercial activity, which directly relates to increased building occupancy and enhanced commerce.

An operating reserve is budgeted as a contingency for any payment of delinquencies, uncollectible assessments, Civic Center CBD renewal efforts, and/or unforeseen budget adjustments. District funds from Contingency/Reserve/City Fees may be used for renewing the District.

## Section 4 Civic Center CBD Assessment Budget

### Fifteen-Year Operating Budget

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A projected fifteen-year operating budget for the Civic Center CBD is provided below. The projections are based upon the following assumptions:

Annual assessments may increase each year in an amount from zero (0) to 5%. In any case assessment annual increases may not exceed 5%. Annual adjustments in assessment rates will be subject to the approval of the Civic Center CBD Owners' Association. In addition, individual parcel assessments may also increase based on development in the Civic Center CBD. The projections below illustrate a 5% annual increase as an example for all budget items for the purpose of this Management District Plan, assuming the district's current development status.

The cost of providing programs and services also may vary depending on the market cost for those programs and services. Expenditures may require adjustment up or down to continue the intended level of programs and services. The Owners' Association shall have the right to reallocate up to 10% by line item of the budget allocation within the budgeted categories. Any change beyond 10% will be subject to approval by the Owners' Association board of directors and submitted to the City and County of San Francisco within the CBD's annual planning report, pursuant to Section 36650 of the California Streets and Highways Code. The overall budget shall remain consistent with this Management District Plan. Each assessed parcel's assessment shall be no greater than its proportionate share of the special benefits received.

	2020	2021	2022	2023	2024
<b>Clean, Safe, Activation</b>	\$2,583,768.00	\$2,712,956.40	\$2,848,604.22	\$2,991,034.43	\$3,140,586.15
<b>Market/Communications</b>	\$250,000.00	\$262,500.00	\$275,625.00	\$289,406.25	\$303,876.56
<b>Admin/Contingency</b>	\$570,000.00	\$598,500.00	\$628,425.00	\$659,846.25	\$692,838.56
<b>Total Budget</b>	\$3,403,768.00	\$3,573,956.40	\$3,752,654.22	\$3,940,286.93	\$4,137,301.28
<b>Less General Benefit*</b>	\$163,380.86	\$171,549.90	\$180,127.40	\$189,133.77	\$198,590.46
<b>Assessable Budget</b>	\$3,240,387.14	\$3,402,406.50	\$3,572,526.82	\$3,751,153.16	\$3,938,710.82
	2025	2026	2027	2028	2029
<b>Clean, Safe, Activation</b>	\$3,297,615.46	\$3,462,496.23	\$3,635,621.04	\$3,817,402.10	\$4,008,272.20
<b>Market/Communications</b>	\$319,070.39	\$335,023.91	\$351,775.11	\$369,363.86	\$387,832.05
<b>Admin/Contingency</b>	\$727,480.49	\$763,854.52	\$802,047.24	\$842,149.60	\$884,257.08
<b>Total Budget</b>	\$4,344,166.34	\$4,561,374.66	\$4,789,443.39	\$5,028,915.56	\$5,280,361.34
<b>Less General Benefit*</b>	\$208,519.98	\$218,945.98	\$229,893.28	\$241,387.94	\$253,457.34
<b>Assessable Budget</b>	\$4,135,646.36	\$4,342,428.68	\$4,559,550.11	\$4,787,527.62	\$5,026,904.00
	2030	2031	2032	2033	2034
<b>Clean, Safe, Activation</b>	\$4,208,685.81	\$4,419,120.10	\$4,640,076.11	\$4,872,079.91	\$5,115,683.91

<b>Market/Communications</b>	\$407,223.66	\$427,584.84	\$448,964.08	\$471,412.29	\$494,982.90
<b>Admin/Contingency</b>	\$928,469.94	\$974,893.43	\$1,023,638.11	\$1,074,820.01	\$1,128,561.01
<b>Total Budget</b>	\$5,544,379.41	\$5,821,598.38	\$6,112,678.30	\$6,418,312.21	\$6,739,227.82
<b>Less General Benefit*</b>	\$266,130.20	\$279,436.72	\$293,408.55	\$308,078.98	\$323,482.93
<b>Assessable Budget</b>	\$5,278,249.20	\$5,542,161.66	\$5,819,269.74	\$6,110,233.23	\$6,415,744.89

\* Other non-assessment funding to cover the cost associated with general benefit.

### **Budget Adjustments**

Any annual budget surplus will be rolled into the following year’s Civic Center CBD budget. The budget will be set accordingly, within the constraints of the Management Civic Center CBD Plan to adjust for surpluses that are carried forward. Civic Center CBD funds may also be used for renewal of the Civic Center CBD. Funds from an expired Civic Center CBD shall be rolled over into the new Civic Center CBD if one is established, or returned to the property owners if one is not established, in accordance with Streets and Highways Code section 36671.

If an error is discovered on a parcel’s assessed square footages or building square footages, the Civic Center CBD may investigate and correct the assessed footages after confirming the correction with the San Francisco City and County Assessor Data. The correction will be made in accordance with the assessment methodology and may result in an increase or decrease to the parcel’s assessment. (See section 5, **Appeals**, for detail on correction process)

### **Future Development**

The above table is based on the Civic Center CBD’s current development status and does not account for possible increases to assessments due to changes in parcel characteristics that are used to allocate special benefits (e.g., building square footage). The amount of each parcel’s assessment will depend on the existing assessment rates as well as the specific characteristics of the parcel, as explained in further detail in Section 4 of the Engineer’s Report. Each parcel will be assessed on a prorated basis from the date it receives a temporary and/or permanent certificate of occupancy. Thus, changes to a parcel may result in corresponding revisions to the assessments. Over time the total assessments levied in the Civic Center CBD likely will increase as parcels are developed. Parcels may also see assessments change as a result of changes to land use type. Parcels that experience a change in building square footage need to notify the Civic Center CBD of changes.

### **Assessment Roll Corrections**

See Section 5 **Appeals**

### **Time and Manner for Collecting Assessments**

The assessments will be collected annually on the County Treasurer & Tax Collector’s (“Treasurer”) secured property tax roll. The assessments will be subject to the Treasurer’s assigned due dates and late penalties. However, the City may choose to collect the assessments in an alternate manner (including directly billing the property owner) as may be deemed appropriate or necessary by the City.

## **Disestablishment**

Each year that the Civic Center CBD is in existence, there will be a 30-day period during which property owners will have the opportunity to request disestablishment of the CBD. This 30-day period begins each year on the anniversary of the date the CBD was established. Within that 30-day period, if a written petition is submitted by the owners of real property who pay 50% or more of the assessments levied, the Board of Supervisors shall convene a hearing on whether to disestablish the Civic Center CBD by:

A majority of the Board of Supervisors (six members) may initiate disestablishment at any time based on misappropriation of funds, malfeasance, or violation of law in connection with management of the Civic Center CBD.

A supermajority (eight members) of the Board of Supervisors may initiate disestablishment proceedings for any reason. All outstanding bonds, financing leases, or similar obligations of the City payable from or secured by the CBD assessment must be paid prior to disestablishment of the CBD.

## **Bond Issuance**

The Civic Center CBD will not issue Bonds.

## **Public Property Assessments**

Proposition 218 provides that no parcel can be assessed for more than its fair share of special benefits, including public property. All publicly-owned parcels, including parcels owned by the State of California and City and County of San Francisco, will pay their proportional share of costs based on the special benefits conferred to those individual parcels. These parcels specially benefit from Civic Center CBD programs that provide an enhanced sense of safety and cleanliness, which makes employees and visitors, feel safe and increased use which translates into fulfilling their public service mission. Publicly-owned parcels also benefit from Civic Center CBD programs which increase exposure and awareness of Civic Center CBD amenities which in turn work to provide greater pedestrian traffic and increased use. The publicly-owned parcels and their assessments within the Civic Center CBD boundary are listed below.

<b>APN</b>	<b>Assessment</b>	<b>Assessment Percentage</b>	<b>owner type</b>	<b>owner</b>
0351 -035	137,707.13	4.25%	Federal	UNITED STATES OF AMERICA
0351 -039	5,683.21	0.18%	City	CITY PROPERTY
0351 -041	1,397.71	0.04%	City	CITY PROPERTY
0351 -043	2,975.02	0.09%	BART	SF BAY AREA RAPID TRAN DIST
0351 -046	20,881.98	0.64%	City	CITY PROPERTY
0351 -049	11,111.15	0.34%	City	CITY PROPERTY
0353 -001	114,452.82	3.53%	City	CITY PROPERTY
0354 -001	138,067.81	4.26%	City	SFCC-CITY PROPERTY
0763 -010	1,870.67	0.06%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0763 -011	1,564.58	0.05%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0763 -013	1,150.19	0.04%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0763 -014	3,946.64	0.12%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D

0763 -015	3,642.05	0.11%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0765 -002	196,277.46	6.06%	State	DEPT OF GENERAL SVCS
0765 -003	114,430.32	3.53%	State	CALIF STATE - STATE LANDS COMM
0766 -001	26,555.50	0.82%	City	SFCC
0766 -002	51,343.28	1.58%	City	SFCC
0766 -003	11,262.17	0.35%	City	SFCC
0766 -004	5,629.79	0.17%	City	CITY & COUNTY OF SAN FRANCISCO
0766 -005	5,629.79	0.17%	City	CITY PROPERTY
0767 -001	3,021.13	0.09%	State	DEPT OF GENERAL SVCS
0767 -002	2,749.94	0.08%	State	DEPT OF GENERAL SVCS
0767 -003	2,749.94	0.08%	State	DEPT OF GENERAL SVCS
0767 -004	3,477.24	0.11%	State	DEPT OF GENERAL SVCS
0767 -005	5,150.27	0.16%	State	SF STATE BUILDING AUTHORITY
0767 -006	3,408.42	0.11%	State	SF STATE BUILDING AUTHORITY
0767 -007	5,112.63	0.16%	State	SF STATE BUILDING AUTHORITY
0767 -009	8,392.58	0.26%	State	SF STATE BUILDING AUTHORITY
0767 -010	3,860.76	0.12%	State	SF STATE BUILDING AUTHORITY
0767 -011	2,912.65	0.09%	State	SF STATE BUILDING AUTHORITY
0767 -012	1,425.34	0.04%	State	SF STATE BUILDING AUTHORITY
0767 -013	4,434.45	0.14%	State	SF STATE BUILDING AUTHORITY
0767 -014	4,436.80	0.14%	State	DEPT OF GENERAL SVCS
0768 -015	12,502.85	0.39%	SFUSD	S F UNIFIED SCHOOL DISTRICT
0785 -028	7,997.81	0.25%	SFUSD	S F UNIFIED SCHL DST FN CORP
0785 -030	7,141.90	0.22%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0785 -033	2,201.06	0.07%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0785 -035	15,193.71	0.47%	SFUSD	S F UNIFIED SCHL DST FN CORP
0785 -036	2,333.48	0.07%	SFUSD	S F UNIFIED SCHL DST FN CORP
0785 -053	79.25	0.00%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0786A-001	110,377.87	3.41%	City	CITY PROPERTY
0787 -001	262,269.21	8.09%	City	CITY PROPERTY
0788 -001	250,191.02	7.72%	City	RECREATION AND PARK DEPARTMENT
0792 -022	1,242.43	0.04%	Parking Auth	SF PARKING AUTHORITY
0792 -028	11,836.90	0.37%	City	REDEVELOPMENT AGENCY-SFCC
0792 -029	26,810.77	0.83%	Parking Auth	SF PARKING AUTHORITY
0810 -001	55,122.81	1.70%	City	CITY PROPERTY
0811 -001	44,938.58	1.39%	City	SFCC
0811 -016	5,211.21	0.16%	City	CITY PROPERTY
0811 -019	6,590.18	0.20%	City	CITY PROPERTY
0811 -021	4,660.38	0.14%	City	CITY PROPERTY
0812 -001	146,892.12	4.53%	City	CITY PROPERTY
0815 -001	59,708.71	1.84%	SFUSD	S F UNIFIED SCHOOL DISTRICT
0834 -004	18,031.02	0.56%	City	CCSF - REAL ESTATE DIVISION
0837 -025	3,405.70	0.11%	City	CITY PROPERTY

3506 -001	59,727.06	1.84%	City	CITY & COUNTY OF SAN FRANCISCO
Total	2,021,177.45	62.37%		

## Section 5 Assessment Methodology

This Management District Plan provides for the levy of assessments to fund services and activities that specially benefit real property in the Civic Center CBD. These assessments are not taxes for the general benefit of the City, but are assessments on the parcels in the Civic Center CBD that are receiving special benefits. The following section is a summary of the detailed assessment methodology and benefit analysis that is included in the Engineer's Report which is an exhibit of this Management Plan. See the Engineer's Report for a more complete and detailed analysis.

### Initial Maximum Assessment Rates

The rates below represent the maximum assessment rates for Fiscal Year 2019/20:

Zone 1			
Land Use Type (1)	Rate per Front ft	Rate per Bldg sq ft	Rate per Lot sq ft
Commercial, Office, Cultural	\$15.24399	\$0.05217	\$0.21773
Residential	15.24399	0.05217	0.21773
Educational, Philanthropic/Religious/Charitable	10.16266	0.03478	0.14515

Zone 2			
Land Use Type (1)	Rate per Front ft	Rate per Bldg sq ft	Rate per Lot sq ft
Commercial, Office, Cultural	\$36.12826	\$0.12364	\$0.51601
Residential	36.12826	0.12364	0.51601
Educational, Philanthropic/Religious/Charitable	24.08550	0.08243	0.34401

(1) Land use types are defined in Section 5.2 of engineer's report

Based on the most recent parcel characteristics, these rates are expected to generate approximately \$3,240,387 in revenue during the first year of levy (2019/20). This assessment revenue will be supplemented by non-assessment funds of \$163,381, to meet the total estimated 2019/20 budget of \$3,403,768. Non-assessment funds represent 4.8% of the total budget, which corresponds to the general benefit percentage identified in the Separation and Quantification of General Benefits section of this report.

Future changes to parcel characteristics (lot, building, frontage, and land use) may cause changes in the total assessment revenue. The assessment revenue for any given year will be the product of the District's parcel characteristics and the budget in effect for such fiscal year. Development within the District that increases the overall building square footage, for example, will lead to increased assessment revenue, even if assessment rates are not



increased.

**Maximum Annual Assessment Adjustments**

Annual adjustments in assessment rates will be subject to the approval of the Civic Center CBD Owners’ Association and may range from zero (0) to a maximum of 5% in any given year. Any change will be approved by the Owners’ Association Board of Directors and submitted to the City within its annual planning report, pursuant to Section 36650 of the California Streets and Highways Code.

As an example, the projections below illustrate the maximum 5% annual increase for all assessment rates.

**Assessment Table Based On 5% Increase**

<b>Zone 1</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Commercial, Office, Cultural</b>					
Front Foot Rate	15.24399	16.00619	16.80650	17.64682	18.52917
Building Sq Ft Rate	0.05217	0.05478	0.05752	0.06039	0.06341
Lot Sq Ft Rate	0.21773	0.22862	0.24005	0.25205	0.26465
<b>Residential</b>					
Front Foot Rate	15.24399	16.00619	16.80650	17.64682	18.52917
Building Sq Ft Rate	0.05217	0.05478	0.05752	0.06039	0.06341
Lot Sq Ft Rate	0.21773	0.22862	0.24005	0.25205	0.26465
<b>Educational, Philanthropic/Religious/Charitable</b>					
Front Foot Rate	10.16266	10.67079	11.20433	11.76455	12.35278
Building Sq Ft Rate	0.03478	0.03652	0.03834	0.04026	0.04228
Lot Sq Ft Rate	0.14515	0.15241	0.16003	0.16803	0.17643
<b>Zone 2</b>					
<b>Commercial, Office, Cultural</b>					
Front Foot Rate	36.12826	37.93467	39.83141	41.82298	43.91413
Building Sq Ft Rate	0.12364	0.12982	0.13631	0.14313	0.15029
Lot Sq Ft Rate	0.51601	0.54181	0.56890	0.59735	0.62721
<b>Residential</b>					
Front Foot Rate	36.12826	37.93467	39.83141	41.82298	43.91413
Building Sq Ft Rate	0.12364	0.12982	0.13631	0.14313	0.15029
Lot Sq Ft Rate	0.51601	0.54181	0.56890	0.59735	0.62721
<b>Educational, Philanthropic/Religious/Charitable</b>					
Front Foot Rate	24.08550	25.28978	26.55426	27.88198	29.27608
Building Sq Ft Rate	0.08243	0.08655	0.09088	0.09542	0.10019
Lot Sq Ft Rate	0.34401	0.36121	0.37927	0.39823	0.41815
<b>Zone 1</b>					
	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Commercial, Office, Cultural</b>					

Front Foot Rate	19.45562	20.42840	21.44982	22.52232	23.64843
Building Sq Ft Rate	0.06658	0.06991	0.07341	0.07708	0.08093
Lot Sq Ft Rate	0.27788	0.29178	0.30637	0.32169	0.33777
<b>Residential</b>					
Front Foot Rate	19.45562	20.42840	21.44982	22.52232	23.64843
Building Sq Ft Rate	0.06658	0.06991	0.07341	0.07708	0.08093
Lot Sq Ft Rate	0.27788	0.29178	0.30637	0.32169	0.33777
<b>Educational, Philanthropic/Religious/Charitable</b>					
Front Foot Rate	12.97042	13.61894	14.29988	15.01488	15.76562
Building Sq Ft Rate	0.04439	0.04661	0.04894	0.05139	0.05396
Lot Sq Ft Rate	0.18525	0.19451	0.20424	0.21445	0.22518
<b>Zone 2</b>					
<b>Commercial, Office, Cultural</b>					
Front Foot Rate	46.10983	48.41532	50.83609	53.37789	56.04679
Building Sq Ft Rate	0.15780	0.16569	0.17397	0.18267	0.19181
Lot Sq Ft Rate	0.65857	0.69150	0.72608	0.76238	0.80050
<b>Residential</b>					
Front Foot Rate	46.10983	48.41532	50.83609	53.37789	56.04679
Building Sq Ft Rate	0.15780	0.16569	0.17397	0.18267	0.19181
Lot Sq Ft Rate	0.65857	0.69150	0.72608	0.76238	0.80050
<b>Educational, Philanthropic/Religious/Charitable</b>					
Front Foot Rate	30.73988	32.27687	33.89072	35.58525	37.36452
Building Sq Ft Rate	0.10520	0.11046	0.11599	0.12179	0.12788
Lot Sq Ft Rate	0.43905	0.46101	0.48406	0.50826	0.53367
<b>Zone 1</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>
<b>Commercial, Office, Cultural</b>					
Front Foot Rate	24.83085	26.07240	27.37602	28.74482	30.18206
Building Sq Ft Rate	0.08498	0.08923	0.09369	0.09837	0.10329
Lot Sq Ft Rate	0.35466	0.37239	0.39101	0.41056	0.43109
<b>Residential</b>					
Front Foot Rate	24.83085	26.07240	27.37602	28.74482	30.18206
Building Sq Ft Rate	0.08498	0.08923	0.09369	0.09837	0.10329
Lot Sq Ft Rate	0.35466	0.37239	0.39101	0.41056	0.43109
<b>Educational, Philanthropic/Religious/Charitable</b>					
Front Foot Rate	16.55390	17.38160	18.25068	19.16321	20.12137
Building Sq Ft Rate	0.05665	0.05949	0.06246	0.06558	0.06886
Lot Sq Ft Rate	0.23643	0.24826	0.26067	0.27370	0.28739
<b>Zone 2</b>					
<b>Commercial, Office, Cultural</b>					

Front Foot Rate	58.84913	61.79159	64.88116	68.12522	71.53148
Building Sq Ft Rate	0.20140	0.21147	0.22204	0.23314	0.24480
Lot Sq Ft Rate	0.84053	0.88255	0.92668	0.97301	1.02166
<b>Residential</b>					
Front Foot Rate	58.84913	61.79159	64.88116	68.12522	71.53148
Building Sq Ft Rate	0.20140	0.21147	0.22204	0.23314	0.24480
Lot Sq Ft Rate	0.84053	0.88255	0.92668	0.97301	1.02166
<b>Educational, Philanthropic/Religious/Charitable</b>					
Front Foot Rate	39.23274	41.19438	43.25410	45.41680	47.68764
Building Sq Ft Rate	0.13427	0.14098	0.14803	0.15543	0.16321
Lot Sq Ft Rate	0.56036	0.58837	0.61779	0.64868	0.68112

## Rate Development

The rates are the product of a detailed analysis presented in Sections 5 through 8 of this report.

## Data for Annual Assessment Calculations

Each year, as part of the assessment calculation procedures, the CBD shall determine the land use type for each parcel based on the County Assessor's use code or other appropriate supplementary information. The parcel characteristics of lot square footage and building square footage shall similarly be based on the County Assessor's secured rolled data for the applicable year and may be supplemented with other reliable data sources. The frontage of each parcel shall be determined by reference to County Assessor's parcel maps or, if necessary, to GIS data.

Assessment amounts may change over time in accordance with changes to parcel characteristics including land use type and building square footage.

## Mixed Use

Parcels in the District may have multiple land uses and could be categorized as having more than one of the identified land use types. If the CBD is made aware of a parcel with more than one land use type, the following shall apply:

If there are multiple land use types on one parcel, but those land use types all have the same assessment rate, the CBD shall select the most appropriate land use type designation and levy the applicable assessment rates.

If there are multiple land use types on one parcel, and those land use types have different assessment rates, the CBD shall attempt to separate out the land use types by actual building square footage. The CBD shall then pro-rate the total underlying lot square footage and frontage feet proportion to the building square footage assigned to each land use type. After each land use type is assigned lot square feet, building square feet, and frontage feet, the CBD shall calculate the applicable assessment rates for the respective land use types.

**For example**, if a parcel has both Educational and Office uses, the Educational land use represents 40% of the total building square footage, and the Office land use represents 60% of the total building square footage, the underlying lot's frontage and lot square footage shall be assigned 40% to the Educational land use and 60% to the Office land use. Those characteristics assigned to the Educational land use shall be used to calculate an assessment at the Educational rates, and those characteristics assigned to the Office land use shall be used to calculate the remaining portion of the assessment at the Office rates. If there are multiple land use types on one parcel and those land use types have different assessment rates, but data sufficient to delineate the building square footages is not available, the CBD shall choose the most appropriate land use type and the assessment shall be calculated according to those rates.

## **Appeals**

If a property owner believes the data used to calculate their assessment is inaccurate or that the identified land use type is incorrect, the property owner may submit, in writing, a request for review to the CBD. The property owner shall provide documentation needed to support the request for review. The CBD shall review the request and provide a response to the property owner. The property owner must be current in the payment of all assessments when filing the request for review and must remain current during the review process. The property owner should continue to pay all amounts owed according to the County's due dates.

If the review results in changes to any parcel characteristics used to compute the assessment, the CBD shall recalculate the assessment. When recalculating the assessments, the assessment rates actually applied in such fiscal year shall be used. Only the assessment for the parcel or parcels subject to review shall be recalculated.

If the recalculated assessment is less than the amount submitted to the County on the secured property tax roll, the difference shall be credited back to the property owner. This credit shall be limited to the current fiscal year and the prior fiscal year, if applicable. The "fiscal year" shall follow the County's fiscal year for property taxes, from July 1 to June 30. The applicable fiscal year shall be determined by the date the request for review is submitted to the CBD.

For example, if a request for review is submitted to the CBD during Fiscal Year 2020/21, the Fiscal Year 2020/21 and 2019/20 assessments will be reviewed. The property owner credit shall be limited to any difference calculated for Fiscal Year 2020/21 (the current fiscal year) and Fiscal Year 2019/20 (the prior fiscal year).

The credit may be provided in the form of a check to the property owner, an adjustment to the current year's property tax roll (if possible), or a credit to the succeeding year's assessment thereby reducing the amount placed on the secured property tax roll for such year.

If the recalculated assessment is greater than the amount submitted to the County on the secured property tax roll, the CBD shall apply the recalculated assessment to the succeeding year's property tax roll and no adjustments shall be made to the prior or current fiscal years' assessments.

If a property owner is dissatisfied with the CBD's decision on their appeal, the property owner may appeal the matter further to the City (OEWD), who shall make a conclusive determination and whose decision shall be final.

**Method of Collection**

The assessments will be collected annually on the County Treasurer & Tax Collector's ("Treasurer") secured property tax roll. The assessments will be subject to the Treasurer's assigned due dates and late penalties. However, the City may choose to collect the assessments in an alternate manner (including directly billing the property owner) as may be deemed appropriate or necessary by the City.

## **SPECIAL BENEFITS**

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The Improvements will confer special benefits upon certain parcels within the proposed District. This section provides a description of those special benefits.

### **Improved Aesthetics**

Several of the proposed services will confer aesthetic benefits. The cleaning and maintenance services are designed to improve the visual appearance immediately surrounding properties within the District. It is believed a cleaner environment is more aesthetically pleasing. Research shows that when areas where consumers conduct business are more aesthetically pleasing, they are also more desirable (Vilnai-Yavetz 2010). Therefore, the Improvements will confer aesthetic benefits.

### **Increased Safety**

Research has shown vandalism, such as graffiti, is a key factor in determining attitudes about safety (Austin 2007). The perception of neighborhood problems has a stronger effect on the fear of crime than demographic factors (Dowler 2003). If this research holds true, the proposed District's graffiti removal services should have a positive effect on reducing fear of crime.

Research has shown that business improvement districts that provide services such as the stewards and ambassadors proposed within the District have been successful in reducing crime rates (Brooks 2005). The increased safety should be experienced by both residential and non-residential properties. Research shows there are safety benefits related to living in or near a commercial area managed by a business improvement district (Hoyt 2005). Therefore, the Improvements will confer safety benefits.

### **Increased Promotional Activity**

The Improvements will confer promotional benefits upon certain parcels within the proposed District. Certain land use types are interested in attracting customers, tenants, patrons, or visitors, or a combination thereof. The Improvements will promote the area, thereby helping to attract these groups. These groups, whether customers, tenants, patrons, or visitors, are interested in utilizing each property for its intended design. Although these groups vary according to their intended use of the property, the commonality can be found in each land use type's advantage gained by attracting their specific group. Therefore, the Improvements will confer promotional benefits.

### **Improved Livability**

Livability can have a wide range of meanings but as used in this analysis it represents the desirability to reside in an area based on the characteristics of urban environments that make them more attractive places to live (Throsby 2005). The proposed Improvements will positively impact the urban environment by creating a sense of place and local identity and improving feelings of security, all of which can influence livability. Therefore, the Improvements will confer livability benefits.

## **SPECIAL BENEFIT DISTRIBUTION**

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As described in the Introduction, once special benefits are identified, those special benefits must then be assigned based on the estimated proportionate special benefit derived by each parcel. This section describes the assignment of special benefit to each parcel.

### **Parcel Characteristics**

The following parcel characteristics are used to determine each parcel's proportionate special benefit:

- Lot square footage
- Building square footage
- Linear frontage

Parcels of the same land use type will experience different degrees of special benefit in relation to differences in their lot size, building size, and linear frontage. For example, a parcel with a large building will experience greater special benefit than a parcel with a small building. Accordingly, as lot size, building size, and linear frontage increase, parcels are considered to receive proportionately greater special benefit. Therefore, these parcel characteristics are deemed appropriate factors for determining proportional special benefit.

In order to relate differing parcel characteristics to one another, a relative factor is determined for each.

### **Lot Factor**

The average lot size in the proposed District is approximately 4,620 square feet. Each parcel's actual lot size was divided by the District's average lot size to determine a Lot Factor.

$$\text{Parcel's Lot Sq Ft} / \text{District's Average Lot Sq Ft} = \text{Parcel's Lot Factor}$$

### **Building Factor**

The average building size in the proposed District is approximately 19,280 square feet. Each parcel's actual building size was divided by the District's average building size to determine a Building Factor.

$$\text{Parcel's Building Sq Ft} / \text{District's Average Building Sq Ft} = \text{Parcel's Building Factor}$$

### **Frontage Factor**

The average linear frontage in the proposed District is approximately 66 feet. Each parcel's actual linear frontage was divided by the District's average linear frontage to determine a Frontage Factor.

$$\frac{\text{Parcel's Frontage Ft}}{\text{District's Average Frontage Ft}} = \text{Parcel's Frontage Factor}$$

## Land Use Types

In addition to lot size, building size, and linear frontage, a parcel's land use type will also affect the special benefits received. Following the calculation of each parcel characteristic factor, Land Use Benefit Points were assigned. These benefit points correspond to the special benefits described in Section 4 in the Engineer's Report.

Each parcel within the proposed District is assigned a land use type for purposes of determining the special benefits received. Below is a description of the land use type categories to be assessed within the proposed District.

**Commercial** land use types include parcels used for a commercial purpose including, but not limited to, retail, restaurants, parking lots, parking garages, hotels/motels, and hospitals.

**Office** land use types include parcels used as administrative workplaces whether privately or publicly owned including courthouses, administration offices of educational institutions, and governmental administration (including, but not limited to, the Public Utilities Commission, SFMTA, and City Hall).

**Cultural** land use types include parcels used for cultural or entertainment purposes such as museums, theaters, and libraries as well as artistic performance venues (including Civic Center Plaza) and auditoriums, whether publicly or privately owned.

**Residential** land use types include parcels used as residential dwellings including condominiums and for-rent multi-unit parcels such as duplexes, triplexes, and apartments of four or more units.

**Educational** land use types include parcels used for instructive purposes whether privately or publicly owned including SFUSD school sites, the Chris Hellman Center for Dance (SF Ballet school), SF Conservatory of Music, City College of SF, and the Boys & Girls Club.

**Philanthropic/Religious/Charitable** land use types include parcels used for humanitarian assistance, faith-based meetings, or benevolent social organization meetings, and are operated by non-profit entities not otherwise included in the definition of Cultural.

As described below, some special benefits are conferred upon all land use types, and others are conferred only upon certain land use types.

### Apportioning Aesthetic Benefit

The aesthetic benefits conferred by the Improvements will be enjoyed by all assessable land use types. The benefit of visual appeal is not restricted to any particular land use. A more attractive public environment can be enjoyed by all parcels irrespective of land use type. Accordingly, each assessable land use type will be assigned one Aesthetic Benefit



Point.

### **Apportioning Safety Benefit**

The aesthetic benefits conferred by the Improvements will be enjoyed by all assessable land use types. The benefit of visual appeal is not restricted to any particular land use. A more attractive public environment can be enjoyed by all parcels irrespective of land use type. Accordingly, each assessable land use type will be assigned one Aesthetic Benefit Point.

### **Apportioning Promotional Benefit**

The Improvements are designed to engage customers, patrons, and visitors by attracting them to the area, encouraging them to stay longer, and creating an enjoyable experience such that they wish to return and convey a positive message about the area through referral.

Those land use types interested in attracting customers benefit from increased revenues. The proposed services will create a more aesthetically pleasing environment, which has been shown to *“increase consumer’s intentions to spend money”* (Vilnai-Yavetz 2010). In addition, the City’s Office of Economic and Workforce Development (“OEWD”), in its 2012 report “Impact Analysis of San Francisco’s Property & Business Improvement Districts (CBDs/BIDs)” (“CBD Analysis”) found that during the recession of 2007 to 2009, CBDs *“saw less significant reductions in sales tax revenues”* than other areas of the City.

Those land use types interested in attracting tenants benefit from improved economics and lower vacancy rates. The OEWD, in its CBD Analysis, found that CBDs *“maintained lower commercial vacancy rates than what was experienced across San Francisco”* during the recession of 2007 to 2009.

Those land use types interested in attracting patrons and visitors benefit from the District being marketed and promoted as a cultural and entertainment destination. This marketing and promotion is designed to increase awareness of the area and highlight events and performances with the ultimate goal of bringing more potential patrons and visitors to the area.

Therefore, all land use types engaged in activities that are concerned with the experience of customers, tenants, patrons, and visitors will receive this Promotional Benefit. Parcels designated as Commercial, Office, or Cultural will be assigned one Promotional Benefit Point. All other land use types receive no Promotional Benefit Points.

### **Apportioning Livability Benefit**

The Improvements are designed to positively impact the urban environment. These impacts influence local identity and feelings of security, which affect Livability. Livability represents the desirability to reside in an area and as such is unique to parcels used as residences. Therefore, parcels designated as Residential will receive one Livability Benefit Point and all non-residential land uses will receive no Livability Benefit Points.

## Land Use Benefit Point Summary

The table below summarizes the Land Use Benefit Points:

Land Use Type	Aesthetic Benefit Points	Safety Benefit Points	Promotional Benefit Points	Livability Benefit Points	Total Land Use Benefit Points
Commercial, Office, Cultural	1.00	1.00	1.00	0.00	<b>3.00</b>
Residential	1.00	1.00	0.00	1.00	<b>3.00</b>
Educational, Philanthropic/Religious/Charitable	1.00	1.00	0.00	0.00	<b>2.00</b>

## Zones of Benefit

In addition to parcel characteristics and land use types, location also plays a role in determining special benefit. The District will provide two different levels of service across two distinct areas within the proposed boundary of the District. Therefore, it is important to distinguish the differing improvement levels between the two zones to assign an appropriate Zone Benefit Factor to the parcels within each Zone.

Service/Activity	Zone 1 Factor	Zone 2 Factor
Cleaning and Maintenance	2.00	6.81
Safety and Activation	2.00	6.30
Marketing and Communications	1.00	1.47
Administration	2.00	2.00
<b>Factor Totals</b>	<b>7.00</b>	<b>16.59</b>

<b>Zone Factors</b>	<b>1.00</b>	<b>2.37</b>
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Based on this analysis, a Zone Benefit Factor of 1.00 is assigned to parcels in Zone 1, and a Zone Benefit Factor of 2.37 is assigned to parcels in Zone 2. A detailed breakdown of the Zone Benefit Factor calculations is provided in Appendix A in the Engineer's Report.

## Total Special Benefit Points

The calculation of Special Benefit Points for each parcel takes into account each component analyzed and described above, Parcel Characteristics, Land Use, and Zone. The formula for determining each parcel's Special Benefit Points is as follows:

$$\left( \text{Lot Factor} + \text{Building Factor} + \text{Frontage Factor} \right) \times \text{Land Use Benefit Points} \times \text{Zone Factor} = \text{Special Benefit Points}$$

The Special Benefit Points were computed for each parcel in the proposed District and summed. Based on the most current data available at the time of writing this report, the sum of Special Benefit Points for the entire District is 9,664.84. This total was used to determine the 2019/20 Assessment per Special Benefit Point shown in Section 7 in the Engineer's Report.

## **SEPARATION AND QUANTIFICATION OF GENERAL BENEFITS**

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Only special benefits are assessable and in order to assess only special benefits, the general benefits resulting from the Improvements must be separated and quantified. This section describes the process used to separate and quantify the general benefits. We rely on a “multi-perspective average approach” (MPAA), which entails analyzing the general benefits in totality by taking an average across multiple perspectives, to account for the overlap across services and to ensure that any single approach does not dominate the District’s general benefit percentage.

### **Summary**

As detailed below, it is estimated the Improvements will confer 4.8% general benefit.

### **Detailed Analysis**

The subsections below provide the detailed analysis of two approaches to quantifying general benefits.

#### **Peripheral Parcel Approach**

One approach is to define general benefit as the benefit that accrues to properties on the periphery of the District. Parcels with frontage adjacent to or across from District parcels are referred to as peripheral parcels. The Improvements will be provided solely within the District, but for purposes of this analysis, we assume a certain level of benefit will be conferred on peripheral parcels.

Peripheral parcels may receive some ancillary benefit from the presence of the stewards and ambassadors and the adjacent, cleaner streets. It is possible the stewards and ambassadors will report suspicious or criminal activity they witness outside the District, as long as it is close enough to see from their position within the District boundary. Likewise, the marketing activities could draw consumers to the District who might also explore the broader area and patronize businesses on the periphery of the District.

To calculate the benefit accruing to peripheral parcels as a result of the Improvements, the total Benefit Points were recalculated by including peripheral parcels. The following figures represent the adjusted parcel characteristic averages resulting from the inclusion of the peripheral parcels:

- Average lot square footage: 2,882.02
- Average building square footage: 12,106.73
- Average linear frontage: 40.55

The methodology described in Section 6 was applied to all parcels, including the peripheral parcels. Adjustments were made to the characteristics of certain peripheral parcels by determining the proportion of frontage adjacent to the District boundary as compared to frontage not adjacent to the District boundary. If this proportion was less than one (i.e. the peripheral parcel has a portion of its frontage not adjacent to the District boundary), the parcel’s building and lot square footages were modified by the frontage proportion.

This resulted in a total of 3,098 benefit points for those parcels outside the District and a total of 18,633 benefit points for all parcels. This equates to approximately 16.6% of the total benefit points assigned to peripheral parcels. This preliminary figure would be an appropriate measure of the benefit conferred to peripheral parcels if they received the full benefit of the Improvements. However, the peripheral parcels do not directly receive any cleaning or maintenance services, ambassadors and stewards do not specifically patrol the areas beyond the District boundary, and the promotional efforts are not focused on these parcels. Therefore, it is necessary to reduce the initial figure in order to reflect the reduced benefit.

Because the general benefits are conferred by multiple benefit types, it was necessary to calculate a blended reduction factor in order to estimate the reduced benefit conferred upon peripheral parcels. The table below shows the reduction factors for each benefit type:

Benefit Type	Reduction Factor
Improved Aesthetics <sup>(1)</sup>	0.82
Increased Safety <sup>(2)</sup>	0.86
Increased Promotional Activity <sup>(3)</sup>	0.50
Improved Livability <sup>(3)</sup>	0.50
<b>Average Reduction</b>	<b>0.70</b>

- (1) The Improvements are physically separated from peripheral parcels. The Improvements will be located within close physical proximity to parcels within the District. The cleaning services are largely provided along parcel frontages which, given the City's typical sidewalk width of 12 feet, should be approximately 12 feet from any parcel within the District. Distances greater than 12 feet will see diminishing benefit as distance increases. Distances between parcels in the District and peripheral parcels were computed using GIS data. This showed an average distance of 67.9 feet from the Improvements. This is a reduction of approximately 82% from the typical distance to Improvements for a parcel within the District.
- (2) The ambassador and steward services are provided only along frontages of District property. The total street length within the District is approximately 6.8 miles. The net street length fronting peripheral parcels is approximately 0.95 miles. This is a reduction of approximately 86% for the estimated time peripheral parcels may expect to receive ancillary safety benefits.
- (3) Reduction estimated to be half.

Accordingly, the initial percentage derived through the application of benefit points was reduced by a factor of 0.7. This results in a general benefit of 5% using the peripheral parcel approach.

### **Pedestrian Traffic Approach**

Given the observed volume of pedestrian traffic within the District, it was appropriate to also estimate the overall general benefit by analyzing benefits to the general public through a pedestrian traffic analysis.

Benefits to pedestrians who live within the District, work within the District, and to tourists, consumers, and patrons visiting the District are all related to the special benefits conferred by the Improvements and are all related to properties receiving special benefits. This

general benefits analysis therefore only focuses on pedestrians passing through the District.

Because the pedestrian traffic generated by and for specially benefiting parcels represents the special benefit itself, the general benefits enjoyed by pass-through pedestrian traffic must be averaged along with the peripheral property approach, which also analyzed overall general benefits.

Both approaches attempt to analyze the overall general benefit, and as such taking two separate approaches to quantifying the same overall general benefit should prevent either approach from skewing the estimate too far one way.

The first step was to estimate pedestrian traffic generated by parcels within the District. To do this, Average Daily Trips (ADT) were computed for each parcel based on the trip generation rates from the Institute for Transportation Engineers (ITE) Trip Generation Manual (9<sup>th</sup> Edition). The ADT used in this analysis are shown below:

Land Use Type	ADT <sup>(1)</sup>	ADT per
Commercial	54.3	1,000 sq ft of building
Office	16.7	1,000 sq ft of building
Cultural	56	1,000 sq ft of building
BART	19,402.0	BART station
Residential	5.2	dwelling unit
Educational	17.4	1,000 sq ft of building
Charitable/Religious	9.9	1,000 sq ft of building

(1) ADT values are detailed in Appendix B

The ADT was computed for each parcel. However, this figure represents vehicles trips, and the goal in this analysis was to estimate pedestrian traffic. In order to estimate the equivalent pedestrian traffic, an average of 1.54 persons per vehicle (Davis 2019) was multiplied by the total ADT and resulted in a figure of approximately 682,796 for the entire district. For purposes of this analysis, this figure represents the total estimated pedestrian traffic generated by specially benefiting parcels.

The next step was to estimate the total pedestrian traffic in the district, including traffic generated by parcels as well as pedestrian traffic simply passing through the district. To do this, the average of observed pedestrian traffic at specific intersections was determined using SFCTA data for eight District-related intersections (Van Ness BRT 2013). This data showed an average of 18,834 daily pedestrian crossings per intersection. Data was not available for all intersections within the District and therefore the averages were applied throughout the District.

There are approximately 65 intersections within the District, but 18 were considered to be minor streets and therefore wholly excluded from the count. Further, there are approximately 18 additional intersections that are split, one side of the street having frontage within the District, and one side not having District frontage. These intersections were reduced by half to account for this split. Therefore, the result was a net total of 38 intersections used to estimate the total pedestrian traffic within the District. Multiplying the average daily pedestrian crossings per intersection (18,834) by the net intersections (38) yields an initial estimate of 715,703 total pedestrians.

Therefore, of the total estimated pedestrian trips (715,703), approximately 95.4% (682,796) were estimated to be related to District parcels. This leaves an estimated 32,906 pass-through pedestrian trips, which equates to approximately 4.6%. This figure represents the overall general benefits as measured by the pedestrian traffic approach.

**Overall General Benefit**

As noted earlier, the analyses above represent two approaches to quantifying the overall general benefit within the District. The pedestrians generated by properties within the District are directly linked to the property-related benefits described in this report. Therefore, because these two approaches seek to quantify the same District general benefit, but from two different perspectives, the figures were averaged to determine a single, overall general benefit percentage. The table below presents the overall general benefit calculation:

General Benefit Quantification Approach	General Benefit Percentage
Peripheral Parcels	5.0%
Pedestrian Traffic	4.6%
<b>Average, Overall General Benefit</b>	<b>4.8%</b>

Therefore, 4.8% of the estimated total budget must be funded from sources other than assessments.

## **Section 6 Governance**

The City and County of San Francisco may contract with a non-profit organization to provide the day-to-day operations of the Civic Center CBD. The non-profit organization will act as the Owners' Association and governing board for the Civic Center CBD. The role of the Owners' Association is consistent with similar Community Benefit Districts and management organizations throughout California. The Owners' Association determines budgets, assessment adjustments, and monitors service delivery.

The Civic Center CBD Owners' Association Board of Directors will represent a cross section of property owners found throughout the Civic Center CBD. The goal and spirit of the board's composition is to have a majority of property owners that pay Community Benefit District assessments, but also include representatives from businesses and residents. At least 50% of the Board members will be property owners that pay an assessment and, per City requirements, at least 20% of the members be non-property-owning business owners within the Civic Center CBD boundary. A nominating committee develops an annual slate of board nominations, and nominations are voted on at an annual meeting of Civic Center CBD property owners.

## **Section 7 Implementation Timetable**

The Civic Center CBD is expected to be established and begin implementation of the Management District Plan on January 1, 2020. The Civic Center CBD will have a fifteen-year life through December 31, 2034.

In order for the Civic Center CBD to meet the service begin date of January 1, 2020, the formation need to adhere to the following schedule:

<b><u>Formation Schedule</u></b>	<b><u>Dates</u></b>
Petitions distributed to property owners	March 2019
Petition Drive concludes	April 2019
Board of Supervisors accepts petition results/sets public hearing date	April 2019
Ballots mailed to property owners	April 2019
Board of Supervisors holds public hearing and tabulates ballots	June 2019

## Section 8 Assessment Roll

APN	Assessment	Assessment Percentage	owner type	owner
0351 -035	137,707.13	4.25%	Federal	UNITED STATES OF AMERICA
0351 -039	5,683.21	0.18%	City	CITY PROPERTY
0351 -041	1,397.71	0.04%	City	CITY PROPERTY
0351 -043	2,975.02	0.09%	BART	SF BAY AREA RAPID TRAN DIST
0351 -046	20,881.98	0.64%	City	CITY PROPERTY
0351 -049	11,111.15	0.34%	City	CITY PROPERTY
0353 -001	114,452.82	3.53%	City	CITY PROPERTY
0354 -001	138,067.81	4.26%	City	SFCC-CITY PROPERTY
0763 -010	1,870.67	0.06%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0763 -011	1,564.58	0.05%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0763 -013	1,150.19	0.04%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0763 -014	3,946.64	0.12%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0763 -015	3,642.05	0.11%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0765 -002	196,277.46	6.06%	State	DEPT OF GENERAL SVCS
0765 -003	114,430.32	3.53%	State	CALIF STATE - STATE LANDS COMM
0766 -001	26,555.50	0.82%	City	SFCC
0766 -002	51,343.28	1.58%	City	SFCC
0766 -003	11,262.17	0.35%	City	SFCC
0766 -004	5,629.79	0.17%	City	CITY & COUNTY OF SAN FRANCISCO
0766 -005	5,629.79	0.17%	City	CITY PROPERTY
0767 -001	3,021.13	0.09%	State	DEPT OF GENERAL SVCS
0767 -002	2,749.94	0.08%	State	DEPT OF GENERAL SVCS
0767 -003	2,749.94	0.08%	State	DEPT OF GENERAL SVCS
0767 -004	3,477.24	0.11%	State	DEPT OF GENERAL SVCS
0767 -005	5,150.27	0.16%	State	SF STATE BUILDING AUTHORITY
0767 -006	3,408.42	0.11%	State	SF STATE BUILDING AUTHORITY
0767 -007	5,112.63	0.16%	State	SF STATE BUILDING AUTHORITY
0767 -009	8,392.58	0.26%	State	SF STATE BUILDING AUTHORITY
0767 -010	3,860.76	0.12%	State	SF STATE BUILDING AUTHORITY
0767 -011	2,912.65	0.09%	State	SF STATE BUILDING AUTHORITY
0767 -012	1,425.34	0.04%	State	SF STATE BUILDING AUTHORITY
0767 -013	4,434.45	0.14%	State	SF STATE BUILDING AUTHORITY
0767 -014	4,436.80	0.14%	State	DEPT OF GENERAL SVCS
0768 -015	12,502.85	0.39%	SFUSD	S F UNIFIED SCHOOL DISTRICT
0785 -028	7,997.81	0.25%	SFUSD	S F UNIFIED SCHL DST FN CORP



0785 -030	7,141.90	0.22%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0785 -033	2,201.06	0.07%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0785 -035	15,193.71	0.47%	SFUSD	S F UNIFIED SCHL DST FN CORP
0785 -036	2,333.48	0.07%	SFUSD	S F UNIFIED SCHL DST FN CORP
0785 -053	79.25	0.00%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0786A-001	110,377.87	3.41%	City	CITY PROPERTY
0787 -001	262,269.21	8.09%	City	CITY PROPERTY
0788 -001	250,191.02	7.72%	City	RECREATION AND PARK DEPARTMENT
0792 -022	1,242.43	0.04%	Parking Auth	SF PARKING AUTHORITY
0792 -028	11,836.90	0.37%	City	REDEVELOPMENT AGENCY-SFCC
0792 -029	26,810.77	0.83%	Parking Auth	SF PARKING AUTHORITY
0810 -001	55,122.81	1.70%	City	CITY PROPERTY
0811 -001	44,938.58	1.39%	City	SFCC
0811 -016	5,211.21	0.16%	City	CITY PROPERTY
0811 -019	6,590.18	0.20%	City	CITY PROPERTY
0811 -021	4,660.38	0.14%	City	CITY PROPERTY
0812 -001	146,892.12	4.53%	City	CITY PROPERTY
0815 -001	59,708.71	1.84%	SFUSD	S F UNIFIED SCHOOL DISTRICT
0834 -004	18,031.02	0.56%	City	CCSF - REAL ESTATE DIVISION
0837 -025	3,405.70	0.11%	City	CITY PROPERTY
3506 -001	59,727.06	1.84%	City	CITY & COUNTY OF SAN FRANCISCO
Total	2,021,177.45	62.37%		

APN	Assessment	Assessment Percentage	APN	Assessment	Assessment Percentage
0351 -022	39,399.82	1.22%	0816 -098	214.36	0.01%
0351 -033	6,039.44	0.19%	0816 -099	214.36	0.01%
0351 -037	1,656.45	0.05%	0816 -100	570.40	0.02%
0351 -050	22,550.29	0.70%	0816 -101	1,530.11	0.05%
0351 -051	6,651.91	0.21%	0816 -102	457.94	0.01%
0351 -052	194.31	0.01%	0816 -103	331.34	0.01%
0351 -053	481.05	0.01%	0833 -002	2,573.12	0.08%
0351 -054	90.28	0.00%	0833 -003	26,788.08	0.83%
0351 -055	88.99	0.00%	0833 -014	3,675.36	0.11%
0351 -056	222.25	0.01%	0833 -015	4,151.77	0.13%
0351 -057	118.65	0.00%	0833 -018	4,395.80	0.14%
0351 -058	119.51	0.00%	0833 -019	3,649.89	0.11%

0351 -059	121.66	0.00%	0833 -020	1,556.26	0.05%
0351 -060	190.87	0.01%	0833 -021	2,214.48	0.07%
0351 -061	183.99	0.01%	0833 -022	140.62	0.00%
0351 -062	199.47	0.01%	0833 -023	140.62	0.00%
0351 -063	110.05	0.00%	0833 -024	73.46	0.00%
0351 -064	110.05	0.00%	0833 -025	249.71	0.01%
0351 -065	113.06	0.00%	0833 -026	255.70	0.01%
0351 -066	109.19	0.00%	0833 -027	257.90	0.01%
0351 -067	171.53	0.01%	0833 -028	257.90	0.01%
0351 -068	177.12	0.01%	0833 -029	257.90	0.01%
0351 -069	214.95	0.01%	0833 -030	262.63	0.01%
0351 -070	113.49	0.00%	0833 -031	265.79	0.01%
0351 -071	113.49	0.00%	0833 -032	246.55	0.01%
0351 -072	116.07	0.00%	0833 -033	242.77	0.01%
0351 -073	112.20	0.00%	0833 -034	247.50	0.01%
0351 -074	162.93	0.01%	0833 -035	257.90	0.01%
0351 -075	197.75	0.01%	0833 -036	243.09	0.01%
0351 -076	109.62	0.00%	0833 -037	256.96	0.01%
0351 -077	109.62	0.00%	0833 -038	256.96	0.01%
0351 -078	112.63	0.00%	0833 -039	246.55	0.01%
0351 -079	108.33	0.00%	0833 -040	281.55	0.01%
0351 -080	171.96	0.01%	0833 -041	256.96	0.01%
0351 -081	177.12	0.01%	0833 -042	284.70	0.01%
0351 -082	214.95	0.01%	0834 -008	6,004.64	0.19%
0351 -083	113.49	0.00%	0834 -012	5,235.42	0.16%
0351 -084	113.49	0.00%	0834 -013	2,188.04	0.07%
0351 -085	116.07	0.00%	0834 -014	1,900.26	0.06%
0351 -086	112.20	0.00%	0834 -015	1,838.75	0.06%
0351 -087	181.84	0.01%	0834 -016	1,900.26	0.06%
0351 -088	197.75	0.01%	0834 -017	1,780.58	0.05%
0351 -089	110.05	0.00%	0834 -018	3,315.09	0.10%
0351 -090	110.05	0.00%	0834 -019	2,851.19	0.09%
0351 -091	113.06	0.00%	0834 -027	8,049.37	0.25%
0351 -092	109.19	0.00%	0834 -032	145.06	0.00%
0351 -093	171.96	0.01%	0834 -033	91.12	0.00%
0351 -094	174.97	0.01%	0834 -034	197.78	0.01%
0351 -095	175.40	0.01%	0834 -035	147.33	0.00%
0351 -096	113.49	0.00%	0834 -036	160.60	0.00%
0351 -097	113.49	0.00%	0834 -037	138.26	0.00%
0351 -098	113.49	0.00%	0834 -038	144.89	0.00%
0351 -099	110.91	0.00%	0834 -039	197.43	0.01%
0351 -100	182.27	0.01%	0834 -040	93.92	0.00%

0351 -101	250.20	0.01%	0834 -041	150.83	0.00%
0351 -102	109.62	0.00%	0834 -042	145.06	0.00%
0351 -103	109.62	0.00%	0834 -043	91.47	0.00%
0351 -104	112.20	0.00%	0834 -044	199.18	0.01%
0351 -105	111.34	0.00%	0834 -045	165.84	0.01%
0351 -106	175.40	0.01%	0834 -046	165.31	0.01%
0351 -107	238.59	0.01%	0834 -047	146.29	0.00%
0351 -108	222.25	0.01%	0834 -048	170.55	0.01%
0351 -109	115.21	0.00%	0834 -049	197.61	0.01%
0351 -110	115.21	0.00%	0834 -050	94.79	0.00%
0351 -111	118.22	0.00%	0834 -051	151.35	0.00%
0351 -112	119.08	0.00%	0834 -052	145.59	0.00%
0351 -113	162.93	0.01%	0834 -053	91.30	0.00%
0763 -001	7,325.40	0.23%	0834 -054	199.53	0.01%
0763 -002	8,047.92	0.25%	0834 -055	147.86	0.00%
0763 -005	4,279.59	0.13%	0834 -056	165.14	0.01%
0763 -006	2,043.44	0.06%	0834 -057	146.29	0.00%
0763 -007	1,637.09	0.05%	0834 -058	170.90	0.01%
0763 -008	1,414.50	0.04%	0834 -059	199.01	0.01%
0763 -009	8,562.17	0.26%	0834 -060	94.96	0.00%
0763 -012	3,886.47	0.12%	0834 -061	152.05	0.00%
0763 -016	3,355.04	0.10%	0834 -062	145.06	0.00%
0766 -006	24,707.88	0.76%	0834 -063	91.65	0.00%
0766 -010	4,149.49	0.13%	0834 -064	198.13	0.01%
0766 -013	11,600.45	0.36%	0834 -065	147.68	0.00%
0767 -008	12,286.94	0.38%	0834 -066	163.74	0.01%
0768 -013	14,568.95	0.45%	0834 -067	145.24	0.00%
0768 -021	438.11	0.01%	0834 -068	170.20	0.01%
0768 -022	249.62	0.01%	0834 -069	197.43	0.01%
0768 -023	306.48	0.01%	0834 -070	94.44	0.00%
0768 -024	304.20	0.01%	0834 -071	150.83	0.00%
0768 -025	349.12	0.01%	0834 -072	145.76	0.00%
0768 -026	472.79	0.01%	0834 -073	91.30	0.00%
0768 -027	266.96	0.01%	0834 -074	199.01	0.01%
0768 -028	330.36	0.01%	0834 -075	148.73	0.00%
0768 -029	327.80	0.01%	0834 -076	165.49	0.01%
0768 -030	384.09	0.01%	0834 -077	146.11	0.00%
0768 -031	472.51	0.01%	0834 -078	168.81	0.01%
0768 -032	266.96	0.01%	0834 -079	197.43	0.01%
0768 -033	330.36	0.01%	0834 -080	95.14	0.00%
0768 -034	327.23	0.01%	0834 -081	152.05	0.00%
0768 -035	225.89	0.01%	0834 -083	308.46	0.01%

0768 -036	170.36	0.01%	0834 -144	308.46	0.01%
0768 -037	220.58	0.01%	0834 -145	308.46	0.01%
0768 -038	261.51	0.01%	0834 -146	308.46	0.01%
0768 -039	301.55	0.01%	0834 -147	308.46	0.01%
0768 -040	301.55	0.01%	0834 -148	308.46	0.01%
0768 -041	336.73	0.01%	0834 -149	308.46	0.01%
0768 -042	227.88	0.01%	0834 -150	308.46	0.01%
0768 -043	361.51	0.01%	0834 -151	431.53	0.01%
0768 -044	291.15	0.01%	0834 -152	433.10	0.01%
0768 -045	220.58	0.01%	0834 -153	308.46	0.01%
0768 -046	220.58	0.01%	0834 -154	308.46	0.01%
0768 -047	324.34	0.01%	0835 -001	8,566.33	0.26%
0768 -048	301.55	0.01%	0835 -002	3,105.37	0.10%
0768 -049	301.55	0.01%	0835 -003	4,613.24	0.14%
0768 -050	339.83	0.01%	0835 -004	27,424.61	0.85%
0768 -051	227.88	0.01%	0836 -001	1,761.12	0.05%
0768 -052	361.51	0.01%	0836 -002	1,053.09	0.03%
0768 -053	291.15	0.01%	0836 -003	1,128.86	0.03%
0768 -054	220.58	0.01%	0836 -004	3,925.17	0.12%
0768 -055	220.58	0.01%	0836 -005	6,814.20	0.21%
0768 -056	324.34	0.01%	0836 -006	1,292.41	0.04%
0768 -057	261.51	0.01%	0836 -007	4,828.55	0.15%
0768 -058	301.55	0.01%	0836 -008	2,953.90	0.09%
0768 -059	339.83	0.01%	0836 -009	1,823.20	0.06%
0768 -060	227.88	0.01%	0836 -010	8,241.43	0.25%
0768 -061	361.51	0.01%	0836 -013	6,055.77	0.19%
0768 -062	291.15	0.01%	0836 -031	3,133.85	0.10%
0768 -063	220.58	0.01%	0837 -001	3,912.99	0.12%
0768 -064	220.58	0.01%	0837 -002	4,538.67	0.14%
0768 -065	324.34	0.01%	0837 -005	1,894.96	0.06%
0768 -066	301.55	0.01%	0837 -006	4,973.28	0.15%
0768 -067	301.55	0.01%	0837 -007	1,936.63	0.06%
0768 -068	349.12	0.01%	0837 -008	3,802.23	0.12%
0768 -069	227.88	0.01%	0837 -010	977.91	0.03%
0768 -070	361.51	0.01%	0837 -011	3,510.03	0.11%
0768 -071	327.23	0.01%	0837 -012	4,074.16	0.13%
0768 -072	4,832.88	0.15%	0837 -013	2,969.24	0.09%
0768 -073	6,281.45	0.19%	0837 -014	2,815.86	0.09%
0785 -013	5,884.74	0.18%	0837 -015	5,301.10	0.16%
0785 -038	1,357.23	0.04%	0837 -067	7,480.70	0.23%
0785 -039	1,008.52	0.03%	0837 -068	500.23	0.02%
0785 -052	4,962.24	0.15%	0837 -069	278.28	0.01%

0785 -061	303.41	0.01%	0837 -070	375.31	0.01%
0785 -062	477.71	0.01%	0837 -071	322.61	0.01%
0785 -066	176.07	0.01%	0837 -072	429.97	0.01%
0785 -067	195.66	0.01%	0837 -081	190.62	0.01%
0785 -068	81.88	0.00%	0837 -082	190.62	0.01%
0785 -069	81.88	0.00%	0837 -083	190.62	0.01%
0785 -070	180.84	0.01%	0837 -084	190.62	0.01%
0785 -071	88.91	0.00%	0837 -085	190.62	0.01%
0785 -072	93.18	0.00%	0837 -095	232.25	0.01%
0785 -073	121.81	0.00%	0837 -096	142.77	0.00%
0785 -074	91.93	0.00%	0837 -097	223.00	0.01%
0785 -075	87.15	0.00%	0837 -098	167.04	0.01%
0785 -076	179.33	0.01%	0837 -099	107.79	0.00%
0785 -077	101.47	0.00%	0837 -100	91.54	0.00%
0785 -078	186.62	0.01%	0837 -101	93.60	0.00%
0785 -079	177.82	0.01%	0837 -102	112.53	0.00%
0785 -080	177.82	0.01%	0837 -103	182.47	0.01%
0785 -081	195.66	0.01%	0837 -104	167.04	0.01%
0785 -082	81.88	0.00%	0837 -105	107.79	0.00%
0785 -083	81.88	0.00%	0837 -106	91.54	0.00%
0785 -084	180.84	0.01%	0837 -107	98.54	0.00%
0785 -085	88.91	0.00%	0837 -108	112.53	0.00%
0785 -086	93.18	0.00%	0837 -109	193.37	0.01%
0785 -087	121.81	0.00%	0837 -110	167.04	0.01%
0785 -088	91.93	0.00%	0837 -111	107.79	0.00%
0785 -089	87.15	0.00%	0837 -112	91.54	0.00%
0785 -090	179.33	0.01%	0837 -113	98.54	0.00%
0785 -091	101.47	0.00%	0837 -114	112.53	0.00%
0785 -092	186.62	0.01%	0837 -115	193.37	0.01%
0785 -093	177.82	0.01%	0837 -116	167.04	0.01%
0785 -094	177.82	0.01%	0837 -117	103.47	0.00%
0785 -095	195.66	0.01%	0837 -118	91.54	0.00%
0785 -096	81.88	0.00%	0837 -119	98.54	0.00%
0785 -097	81.88	0.00%	0837 -120	112.53	0.00%
0785 -098	180.84	0.01%	0837 -121	193.37	0.01%
0785 -099	88.91	0.00%	0837 -122	167.04	0.01%
0785 -100	93.18	0.00%	0837 -123	103.47	0.00%
0785 -101	121.81	0.00%	0837 -124	210.86	0.01%
0785 -102	91.93	0.00%	0837 -125	98.54	0.00%
0785 -103	87.15	0.00%	0837 -126	207.36	0.01%
0785 -104	179.33	0.01%	0837 -127	103.47	0.00%
0785 -105	101.47	0.00%	0837 -128	161.90	0.00%

0785 -106	186.62	0.01%	0837 -129	98.54	0.00%
0785 -107	177.82	0.01%	0837 -130	221.97	0.01%
0785 -108	176.07	0.01%	0837 -131	201.40	0.01%
0785 -109	140.40	0.00%	0837 -132	161.90	0.00%
0785 -110	81.88	0.00%	0854 -002	8,720.10	0.27%
0785 -111	81.88	0.00%	0854 -003	4,152.97	0.13%
0785 -112	180.84	0.01%	0854 -004	1,891.98	0.06%
0785 -113	88.91	0.00%	0854 -005	4,710.04	0.15%
0785 -114	93.18	0.00%	0854 -006	5,040.58	0.16%
0785 -115	121.81	0.00%	0854 -011	3,111.68	0.10%
0785 -116	91.93	0.00%	0854 -012	126.81	0.00%
0785 -117	87.15	0.00%	0854 -013	215.94	0.01%
0785 -118	179.33	0.01%	0854 -014	76.19	0.00%
0785 -119	101.47	0.00%	0854 -015	113.70	0.00%
0785 -120	186.62	0.01%	0854 -016	76.85	0.00%
0785 -121	177.82	0.01%	0854 -017	136.44	0.00%
0785 -122	177.82	0.01%	0854 -018	141.92	0.00%
0785 -123	81.88	0.00%	0854 -019	142.08	0.00%
0785 -124	81.88	0.00%	0854 -020	135.94	0.00%
0785 -125	180.84	0.01%	0854 -021	74.36	0.00%
0785 -126	88.91	0.00%	0854 -022	85.48	0.00%
0785 -127	93.18	0.00%	0854 -023	205.49	0.01%
0785 -128	121.81	0.00%	0854 -024	186.90	0.01%
0785 -129	91.93	0.00%	0854 -025	186.56	0.01%
0785 -130	87.15	0.00%	0854 -026	203.16	0.01%
0785 -131	179.33	0.01%	0854 -027	181.25	0.01%
0785 -132	101.47	0.00%	0854 -028	113.37	0.00%
0785 -133	186.62	0.01%	0854 -029	192.54	0.01%
0785 -134	177.82	0.01%	0854 -030	67.06	0.00%
0792 -003	2,991.44	0.09%	0854 -031	107.22	0.00%
0792 -007A	2,604.58	0.08%	0854 -032	167.31	0.01%
0792 -007D	2,947.12	0.09%	0854 -033	172.12	0.01%
0792 -007E	3,917.30	0.12%	0854 -034	79.01	0.00%
0792 -031	8,071.98	0.25%	0854 -035	124.49	0.00%
0792T-001A	2,513.67	0.08%	0854 -036	79.51	0.00%
0809 -001	3,833.01	0.12%	0854 -037	164.32	0.01%
0809 -002	2,368.54	0.07%	0854 -038	66.56	0.00%
0809 -003	2,068.03	0.06%	0854 -039	123.82	0.00%
0809 -003A	952.57	0.03%	0854 -040	111.87	0.00%
0809 -004	3,543.21	0.11%	0854 -041	123.82	0.00%
0809 -004A	3,627.72	0.11%	0854 -042	67.06	0.00%
0809 -005	1,611.01	0.05%	0854 -043	195.53	0.01%

0809 -006	1,688.39	0.05%	0854 -044	72.70	0.00%
0809 -007	4,367.63	0.13%	0854 -045	140.59	0.00%
0809 -011	3,361.56	0.10%	0854 -046	164.82	0.01%
0809 -012	1,577.27	0.05%	0854 -047	169.80	0.01%
0809 -014	12,195.30	0.38%	0854 -048	107.22	0.00%
0809 -015	1,924.54	0.06%	0854 -049	189.72	0.01%
0809 -016	2,029.56	0.06%	0854 -050	189.72	0.01%
0809 -017	2,055.64	0.06%	0854 -051	122.50	0.00%
0809 -018	942.79	0.03%	0854 -052	107.22	0.00%
0809 -019	1,914.78	0.06%	0854 -053	167.31	0.01%
0809 -020	1,693.51	0.05%	0854 -054	172.12	0.01%
0809 -021	6,410.32	0.20%	0854 -055	79.01	0.00%
0809 -022	3,310.59	0.10%	0854 -056	79.01	0.00%
0809 -029	147.74	0.00%	0854 -057	79.51	0.00%
0809 -030	123.33	0.00%	0854 -058	164.32	0.01%
0809 -031	226.58	0.01%	0854 -059	66.56	0.00%
0809 -032	223.89	0.01%	0854 -060	123.82	0.00%
0809 -033	209.61	0.01%	0854 -061	110.54	0.00%
0809 -034	184.99	0.01%	0854 -062	123.82	0.00%
0809 -035	223.89	0.01%	0854 -063	67.06	0.00%
0809 -036	224.72	0.01%	0854 -064	157.19	0.00%
0809 -037	226.58	0.01%	0854 -065	143.74	0.00%
0809 -038	166.37	0.01%	0854 -066	140.59	0.00%
0809 -039	163.68	0.01%	0854 -067	164.82	0.01%
0809 -040	162.44	0.01%	0854 -068	169.80	0.01%
0809 -041	130.36	0.00%	0854 -069	107.22	0.00%
0809 -042	165.54	0.01%	0854 -070	122.50	0.00%
0809 -043	165.54	0.01%	0854 -071	107.22	0.00%
0809 -044	166.37	0.01%	0854 -072	167.31	0.01%
0809 -061	221.64	0.01%	0854 -073	172.12	0.01%
0809 -062	221.64	0.01%	0854 -074	79.01	0.00%
0809 -063	221.64	0.01%	0854 -075	124.49	0.00%
0809 -064	221.64	0.01%	0854 -076	79.51	0.00%
0811 -010	4,923.04	0.15%	0854 -077	164.32	0.01%
0811 -012	4,641.45	0.14%	0854 -078	66.56	0.00%
0811 -018	6,919.59	0.21%	0854 -079	123.82	0.00%
0811 -020	9,023.70	0.28%	0854 -080	110.54	0.00%
0811 -022	11,042.11	0.34%	0854 -081	123.82	0.00%
0811 -031	16,154.38	0.50%	0854 -082	67.06	0.00%
0813 -007	12,635.23	0.39%	0854 -083	157.19	0.00%
0813 -008	28,432.81	0.88%	0854 -084	162.66	0.01%
0813 -009	22,008.07	0.68%	0854 -085	140.59	0.00%

0813 -010	6,968.15	0.22%	0854 -086	171.63	0.01%
0814 -001	8,524.51	0.26%	0854 -087	169.80	0.01%
0814 -003	1,453.76	0.04%	0854 -088	107.22	0.00%
0814 -010	3,780.86	0.12%	0854 -089	122.50	0.00%
0814 -014	15,520.56	0.48%	0854 -090	107.22	0.00%
0814 -015	9,902.51	0.31%	0854 -091	167.31	0.01%
0814 -016	3,557.65	0.11%	0854 -092	171.96	0.01%
0814 -019	2,858.46	0.09%	0854 -093	143.58	0.00%
0814 -020	24,877.29	0.77%	0854 -094	144.07	0.00%
0814 -021	4,688.60	0.14%	0854 -095	164.32	0.01%
0814 -022	17,899.91	0.55%	0854 -096	66.56	0.00%
0816 -003	11,519.13	0.36%	0854 -097	123.82	0.00%
0816 -005	2,319.19	0.07%	0854 -098	110.54	0.00%
0816 -006	4,589.66	0.14%	0854 -099	123.82	0.00%
0816 -009	7,716.75	0.24%	0854 -100	67.06	0.00%
0816 -012	1,729.07	0.05%	0854 -101	164.32	0.01%
0816 -013	1,933.17	0.06%	0854 -102	142.91	0.00%
0816 -014	1,782.28	0.06%	0854 -103	140.59	0.00%
0816 -015	2,197.11	0.07%	0854 -104	171.63	0.01%
0816 -020	795.66	0.02%	0854 -105	169.80	0.01%
0816 -021	890.14	0.03%	0854 -106	107.22	0.00%
0816 -023	715.76	0.02%	0854 -107	122.50	0.00%
0816 -024	540.10	0.02%	0854 -108	107.22	0.00%
0816 -025	873.61	0.03%	0854 -109	167.31	0.01%
0816 -026	1,062.21	0.03%	0854 -110	171.96	0.01%
0816 -027	627.39	0.02%	0854 -111	143.58	0.00%
0816 -028	659.88	0.02%	0854 -112	146.89	0.00%
0816 -029	445.84	0.01%	0854 -113	164.32	0.01%
0816 -030	219.23	0.01%	0854 -114	66.56	0.00%
0816 -031	223.87	0.01%	0854 -115	123.82	0.00%
0816 -032	413.35	0.01%	0854 -116	110.54	0.00%
0816 -033	4,711.78	0.15%	0854 -117	123.82	0.00%
0816 -034	294.51	0.01%	0854 -118	67.06	0.00%
0816 -035	340.34	0.01%	0854 -119	164.32	0.01%
0816 -036	223.50	0.01%	0854 -120	142.91	0.00%
0816 -037	308.89	0.01%	0854 -121	140.59	0.00%
0816 -038	315.18	0.01%	0854 -122	171.63	0.01%
0816 -039	319.97	0.01%	0854 -123	169.80	0.01%
0816 -040	321.47	0.01%	0854 -124	106.39	0.00%
0816 -041	320.57	0.01%	0854 -125	122.50	0.00%
0816 -042	223.80	0.01%	0854 -126	107.22	0.00%
0816 -043	208.22	0.01%	0854 -127	167.31	0.01%



0816 -044	207.02	0.01%	0854 -128	171.96	0.01%
0816 -045	267.54	0.01%	0854 -129	143.58	0.00%
0816 -046	313.38	0.01%	0854 -130	144.07	0.00%
0816 -047	223.50	0.01%	0854 -131	253.95	0.01%
0816 -048	319.67	0.01%	0854 -132	123.82	0.00%
0816 -049	315.18	0.01%	0854 -133	110.54	0.00%
0816 -050	319.97	0.01%	0854 -134	123.82	0.00%
0816 -051	321.47	0.01%	0854 -135	248.14	0.01%
0816 -052	320.57	0.01%	0854 -136	142.91	0.00%
0816 -053	223.80	0.01%	0854 -137	140.59	0.00%
0816 -054	208.22	0.01%	0854 -138	171.63	0.01%
0816 -055	207.02	0.01%	0854 -139	169.80	0.01%
0816 -056	267.54	0.01%	0854 -140	106.39	0.00%
0816 -057	309.19	0.01%	0854 -141	497.87	0.02%
0816 -058	219.31	0.01%	0854 -142	498.16	0.02%
0816 -059	315.48	0.01%	0854 -143	252.95	0.01%
0816 -060	310.98	0.01%	0854 -144	145.12	0.00%
0816 -061	315.78	0.01%	0854 -145	230.01	0.01%
0816 -062	317.27	0.01%	0854 -146	235.17	0.01%
0816 -063	316.68	0.01%	0854 -147	152.57	0.00%
0816 -064	223.80	0.01%	0854 -148	161.46	0.00%
0816 -065	208.22	0.01%	0854 -149	252.95	0.01%
0816 -066	207.02	0.01%	0854 -150	145.12	0.00%
0816 -068	328.05	0.01%	0854 -151	230.01	0.01%
0816 -069	464.54	0.01%	0854 -152	235.17	0.01%
0816 -070	294.44	0.01%	0854 -153	152.57	0.00%
0816 -071	209.44	0.01%	0854 -154	161.46	0.00%
0816 -072	310.46	0.01%	0854 -155	252.95	0.01%
0816 -073	209.44	0.01%	0854 -156	145.12	0.00%
0816 -074	209.44	0.01%	0854 -157	230.01	0.01%
0816 -075	231.61	0.01%	0854 -158	235.17	0.01%
0816 -076	179.87	0.01%	0854 -159	152.57	0.00%
0816 -077	192.19	0.01%	0854 -160	161.46	0.00%
0816 -078	368.36	0.01%	0854 -161	252.95	0.01%
0816 -079	317.85	0.01%	0854 -162	145.12	0.00%
0816 -080	214.36	0.01%	0854 -163	230.01	0.01%
0816 -081	331.40	0.01%	0854 -164	235.17	0.01%
0816 -082	214.36	0.01%	0854 -165	152.57	0.00%
0816 -083	214.36	0.01%	0854 -166	161.46	0.00%
0816 -084	335.10	0.01%	3505 -001	7,907.15	0.24%
0816 -085	293.21	0.01%	3505 -004	3,142.01	0.10%
0816 -086	376.98	0.01%	3505 -007	925.41	0.03%

0816 -087	317.85	0.01%	3505 -008	1,850.83	0.06%
0816 -088	214.36	0.01%	3505 -032	11,703.46	0.36%
0816 -089	331.40	0.01%	3505 -032A	4,904.44	0.15%
0816 -090	214.36	0.01%	3505 -033	4,980.08	0.15%
0816 -091	214.36	0.01%	3505 -033A	1,741.75	0.05%
0816 -092	335.10	0.01%	3506 -003A	3,007.41	0.09%
0816 -093	293.21	0.01%	3506 -004	26,939.61	0.83%
0816 -094	376.98	0.01%	3507 -040	109,161.56	3.37%
0816 -095	317.85	0.01%	3507 -041	66,383.39	2.05%
0816 -096	214.36	0.01%	3508 -001	68,445.30	2.11%
0816 -097	331.40	0.01%	Private Parcels	1,219,209.69	37.63%
			Public Parcels	2,021,177.45	62.37%
			<b>Total All Parcels</b>	<b>3,240,387.14</b>	<b>100.00%</b>