

BOARD of SUPERVISORS



City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco 94102-4689  
Tel. No. 554-5184  
Fax No. 554-5163  
TDD/TTY No. 554-5227

## MEMORANDUM

GOVERNMENT AUDIT AND OVERSIGHT COMMITTEE

SAN FRANCISCO BOARD OF SUPERVISORS

TO: Supervisor Gordon Mar, Chair  
Government Audit and Oversight Committee

FROM: John Carroll, Assistant Clerk

DATE: April 19, 2019

SUBJECT: **COMMITTEE REPORT, BOARD MEETING**  
Tuesday, April 23, 2019

The following file should be presented as a COMMITTEE REPORT at the Board meeting, Tuesday, April 23, 2019. This item was acted upon at the regular Government Audit and Oversight Committee meeting on Thursday, April 18, 2019, at 10:00 a.m., by the votes indicated.

**Item No. 23                      File No. 190361**

**Resolution authorizing the Mayor to sign petitions in the affirmative for the proposed renewal and expansion of a property and business improvement district to be named the Civic Center Community Benefit District, with respect to certain parcels of real property owned by the City that would be subject to assessment in said district.**

RECOMMENDED AS A COMMITTEE REPORT

Vote: Supervisor Gordon Mar - Aye  
Supervisor Vallie Brown - Aye  
Supervisor Aaron Peskin - Aye

Cc: Board of Supervisors  
Angela Calvillo, Clerk of the Board  
Alisa Somera, Legislative Deputy  
Jon Givner, Deputy City Attorney

File No. 190361

Committee Item No. 1

Board Item No. 23

## COMMITTEE/BOARD OF SUPERVISORS

### AGENDA PACKET CONTENTS LIST

Committee: Government Audit and Oversight

Date: April 18, 2019

Board of Supervisors Meeting:

Date: April 23, 2019

#### Cmte Board

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input type="checkbox"/>            | Motion                                       |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Resolution                                   |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Ordinance                                    |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Legislative Digest                           |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Budget and Legislative Analyst Report        |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Youth Commission Report                      |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Introduction Form                            |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/>            | <input type="checkbox"/>            | MOU  |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Grant Information Form                       |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Grant Budget                                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Subcontract Budget                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Contract/Agreement                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Form 126 – Ethics Commission                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Award Letter                                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Application                                  |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Public Correspondence                        |

#### OTHER

- |                                     |                                     |  |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <u>Committee Presentation - April 18, 2019</u>       |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <u>Management District Plan - March 2019</u>         |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <u>Engineer's Report - March 15, 2019</u>            |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <u>Committee Report Request Memo - April 8, 2019</u> |
| <input type="checkbox"/>            | <input type="checkbox"/>            | <u>_____</u>   |

Prepared by: John Carroll

Date: April 11, 2019

Prepared by: John Carroll

Date: April 19, 2019

1 [Petitions for City Parcels - Renew and Expand the Proposed Civic Center Community Benefit  
2 District]

3 **Resolution authorizing the Mayor to sign petitions in the affirmative for the proposed**  
4 **renewal and expansion of a property and business improvement district to be named**  
5 **the Civic Center Community Benefit District, with respect to certain parcels of real**  
6 **property owned by the City that would be subject to assessment in said district.**

7  
8 WHEREAS, The Property and Business Improvement Law of 1994 (California Streets  
9 and Highways Code, Sections 36600 *et seq.*) as augmented by Article 15 of the San  
10 Francisco Business and Tax Regulations Code, authorizes the City and County of San  
11 Francisco to form business and property improvement districts funded through the levy and  
12 collection of special assessments on identified parcels within the district; and

13 WHEREAS, In 2011, the City established a property-based business improvement  
14 district known as the Civic Center Community Benefit District, to fund certain activities and  
15 improvements within the district boundaries, for a period of ten years ending with  
16 FY2020-2021 (Res. No. 21-11); and

17 WHEREAS, Under Section 1511(a) of the Business and Tax Regulations Code, the  
18 Board of Supervisors may initiate proceedings to establish or renew a property and business  
19 improvement district upon receipt of a petition signed by property owners, business owners, or  
20 a combination of property owners and business owners in the proposed district who will pay at  
21 least 30% of the assessments proposed to be levied, except that the amount of assessments  
22 attributable to properties and businesses owned by the same owner that is in excess of 25%  
23 of all assessments proposed to be levied, shall not be included in this calculation; and

24 WHEREAS, The Civic Center Community Benefit District has now asked that the City  
25 sign petitions for 14 parcels it owns in the Civic Center area, to request that Board of

1 Supervisors adopt a Resolution declaring the intention of the Board of Supervisors to renew  
2 and expand a property-based business improvement district to be known as the "Civic Center  
3 Community Benefit District" and to order the levy and collection of a multi-year assessment on  
4 identified parcels in the district, with all appropriate notices, hearing and balloting to follow;  
5 and

6 WHEREAS, Article XIII D, Section 4 of the California Constitution provides that parcels  
7 within an assessment district that are owned or used by any government agency, the State of  
8 California or the United States shall not be exempt from assessment unless the agency can  
9 demonstrate by clear and convincing evidence that those publicly owned parcels in fact  
10 receive no special benefit; and

11 WHEREAS, The City owns 14 parcels of real property within the proposed assessment  
12 district, the details of which are set forth in a spreadsheet entitled "Proposed Assessments for  
13 City Owned Parcels in the Proposed Renewed and Expanded Civic Center Community  
14 Benefit District" on file with the Clerk of the Board of Supervisors in File No. 190361, which is  
15 hereby declared to be a part of this Resolution as if set forth fully herein; and

16 WHEREAS, The City owns additional real property within the proposed district that is  
17 subject to the exclusive jurisdiction and control of certain City departments, such as the San  
18 Francisco Public Utilities Commission; and

19 WHEREAS, The City-owned parcels (not including the Other Property) are listed as  
20 follows, showing the street address for each, Assessor's lot and block number,  
21 name/description of building, proposed assessment amount for each, and the percent of the  
22 total proposed assessments for the District that each parcel would be pay (which is the  
23 corresponding weight to be afforded the City's signature on the petition to establish the  
24 proposed district):  
25

ADDRESS	LOT / BLOCK	NAME / DESCRIPTION OF BUILDING	EST. ASSESSMENT AMOUNT	% OF TOTAL CBD BUDGET
1122 Market Street	0351 039	BART Entry at UN Plaza – Public Works	\$5,683.21	0.18%
UN Plaza	0351 041	BART Entry at UN Plaza – Public Works	\$1,397.71	0.04%
1130 Market Street	0351 046	BART Entry at UN Plaza – Public Works	\$20,881.98	0.64%
UN Plaza	0351 049	BART Entry at UN Plaza – Public Works	\$11,111.15	0.34%
101 Grove Street	0811 001	Dept. of Public Health	\$44,938.58	1.39%
155 Grove Street	0811 016	Art Commission Gallery	\$5,211.21	0.16%
240 Van Ness Ave.	0811 019	Vacant Building	\$6,590.18	0.20%
165 Grove Street	0811 021	Art Commission - Vacant Lot	\$4,660.38	0.14%
150 Grove Street	0812 001	Bill Graham Auditorium	\$146,892.12	4.53%
100 Larkin Street	0354 001	SF Main Public Library	\$138,067.81	4.26%
1 So Van Ness Ave.	3506 001	City Office Building	\$59,727.06	1.84%
1 Dr. Carlton B Goodlett Place	0787 001	City Hall	\$262,269.21	8.09%
Civic Center Plaza, Civic Center Garage	0788 001	Recreation & Park Dept.	\$250,191.02	7.72%
25 Van Ness Ave.	0834 004	City Office Building	\$18,031.02	0.56%
<b>Total</b>			\$975,652.64	30.09%

WHEREAS, Pursuant to Section 15.11(a), if the City submits these petitions in the affirmative, it may not count for more than 25% of the 30% required to initiate formation proceedings; and

WHEREAS, It is appropriate for the Board of Supervisors to authorize a representative to submit assessment petitions for the City-owned parcels within the proposed district to avoid confusion on the Board's dual role as both the legislative body that may form the district and levy assessments if there is no majority protest by the affected property owners, and as the decision-making body for the City in its capacity as the owner of property that would be subject to assessments; now, therefore, be it

1 RESOLVED, That the Mayor is hereby authorized to submit any and all assessment  
2 petitions in the affirmative for the above-listed parcels of real property (which list does not  
3 include the Other Property) owned by the City and County of San Francisco that would be  
4 subject to assessment in the proposed renewed and expanded property and business  
5 improvement district to named the Civic Center Community Benefit District; and, be it

6 FURTHER RESOLVED, That the Clerk of the Board of Supervisors shall cause copies  
7 of this Resolution to be delivered to the Civic Center Community Benefit District, to the City  
8 departments with jurisdiction over the Other Property, and to the Office of Economic and  
9 Workforce Development.

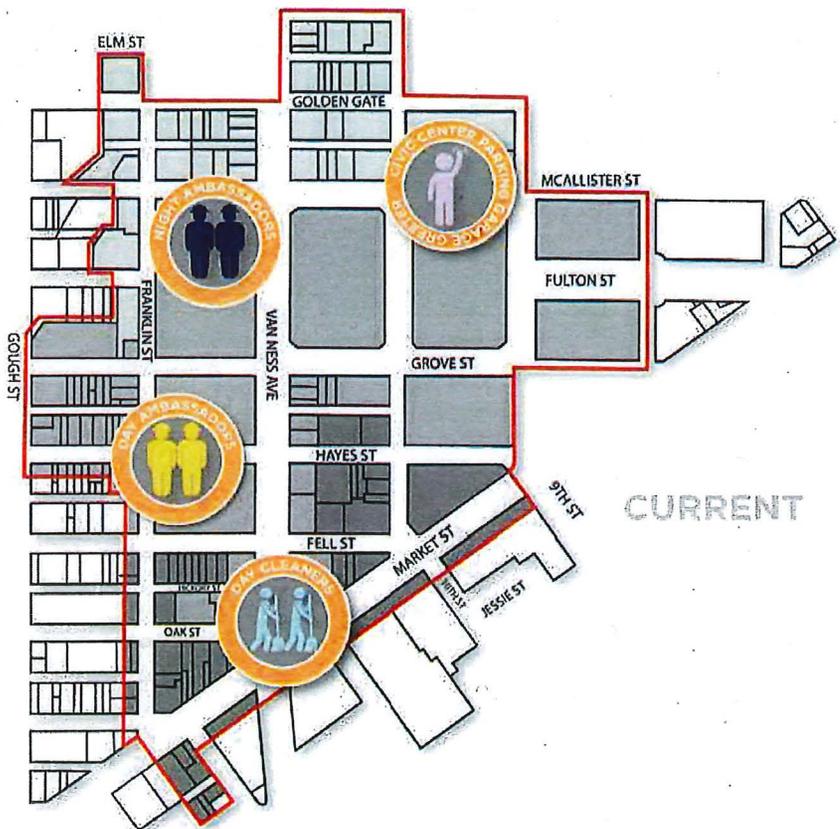
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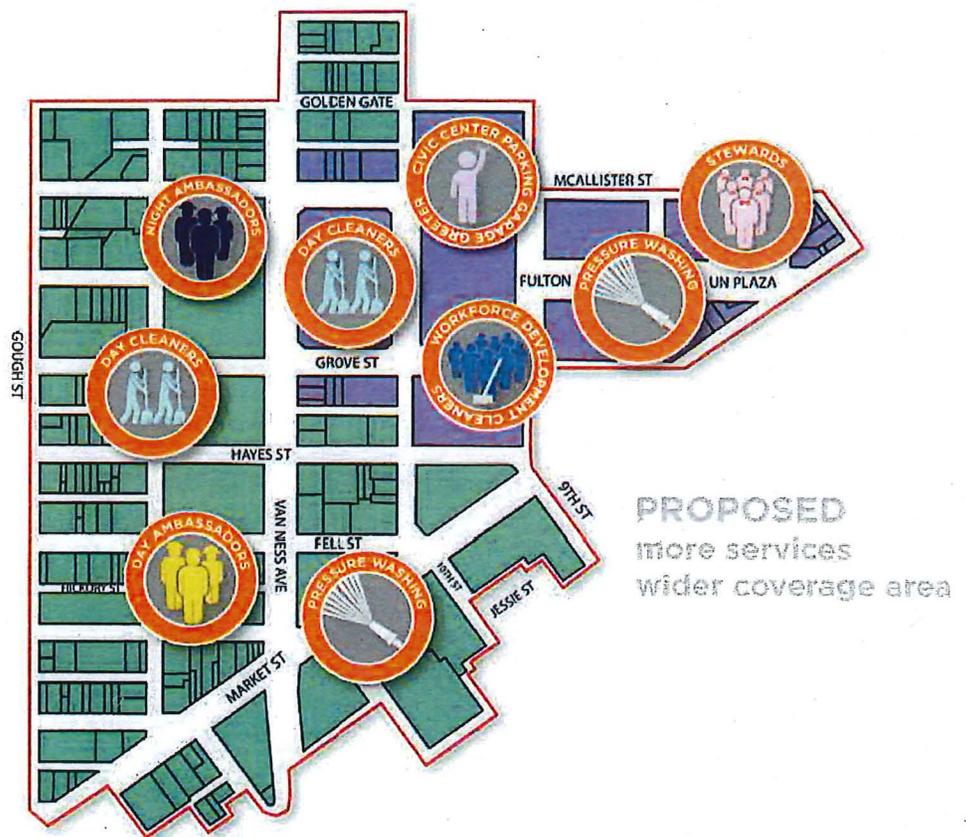
Photo: SF Travel + Mooncricket Films LLC

**1 Civic  
Center**  
Community Benefit District

# MORE SERVICES • WIDER COVERAGE AREA



## Renewal Service Comparison



# CLEANING • MAINTENANCE • PUBLIC SAFETY



AMBASSADORS



CLEAN TEAM



# ACTIVATION



# 2020 BUDGET

Budget Item	2020 Budget		Total	Percent Budget
	Zone 1	Zone 2	Combined	
Clean, Safety & Activation, Beautification	\$ 1,270,128.00	\$ 1,313,640.00	\$ 2,583,768.00	76%
Marketing & Communication Obligations	\$ 125,000.00	\$ 125,000.00	\$ 250,000.00	7%
Administration & Contingency	\$ 260,000.00	\$ 310,000.00	\$ 570,000.00	17%
<b>Total Budget</b>	<b>\$ 1,655,128.00</b>	<b>\$ 1,748,640.00</b>	<b>\$ 3,403,768.00</b>	<b>100%</b>

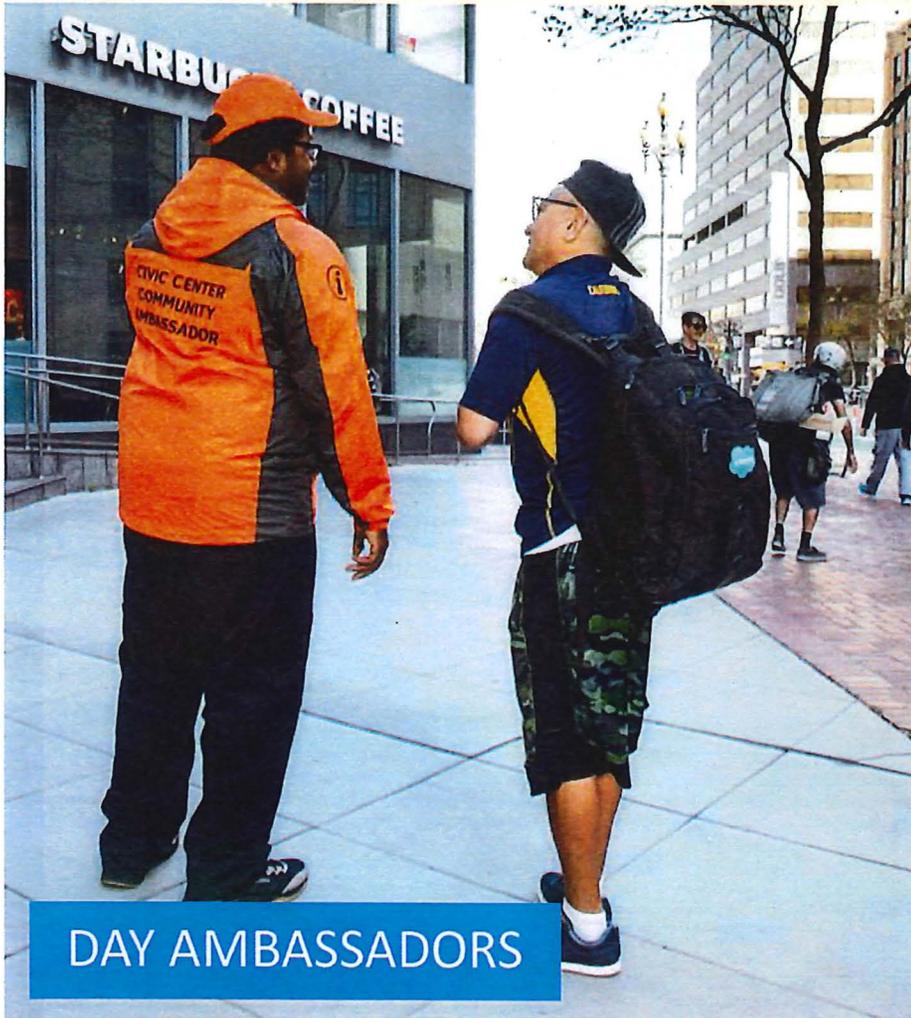
General Benefit 4.800% \$ 163,380.86

**Budget to be assessed \$ 3,240,387.14**

# MORE CLEANING HOURS



# MORE DAY AND EVENING AMBASSADOR HOURS

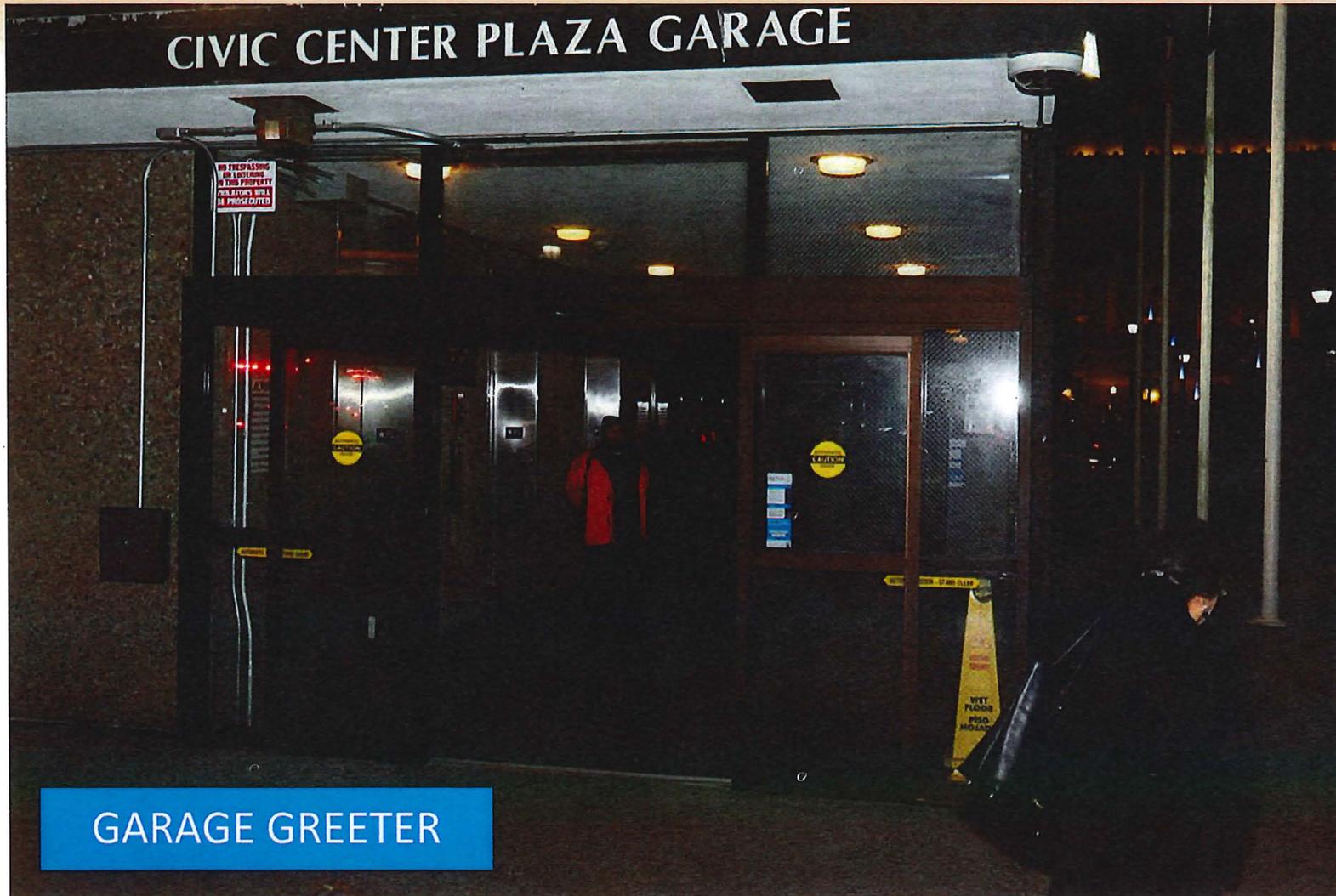


DAY AMBASSADORS



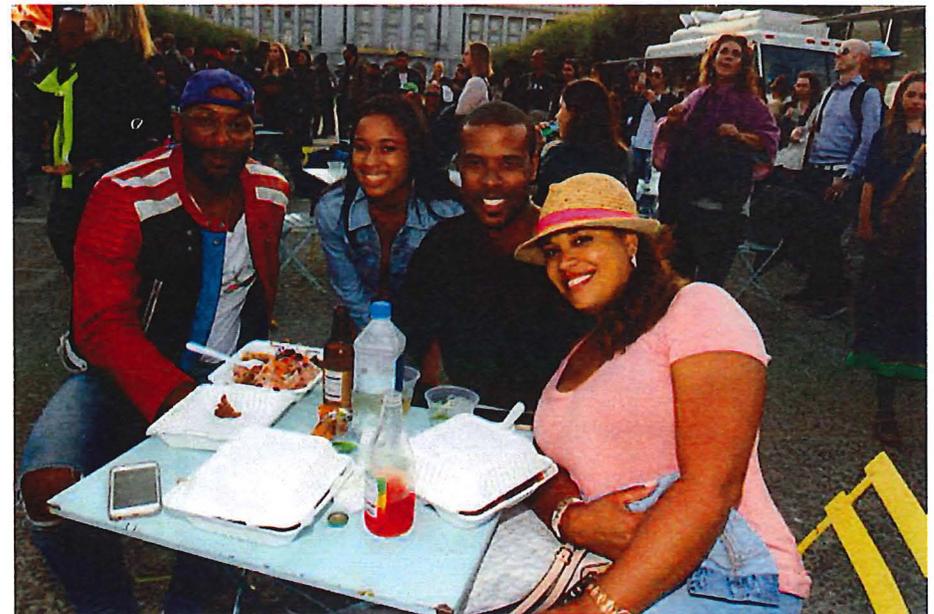
EVENING AMBASSADORS

# GARAGE GREETER CONTINUATION



GARAGE GREETER

# MORE FREE PROGRAMMING



# MORE FREE PROGRAMMING





SAN FRANCISCO  
CIVIC CENTER PLAZA

# Tree Lighting

WEDNESDAY

DECEMBER 5, 2018 | 5PM-7PM

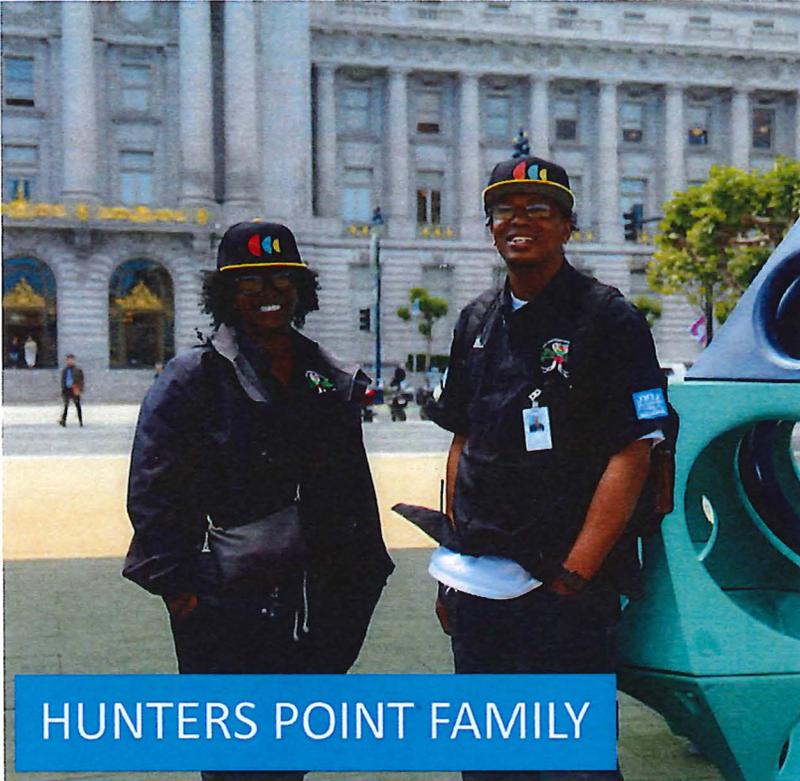
COME FOR AN EVENING FEATURING MUSICAL PERFORMANCES,  
HOLIDAY FOOD AND BEVERAGES, A TOY GIVEAWAY, ICE SKATING  
AT WINTER PARK AT CIVIC CENTER PLAZA AND MUCH MORE!



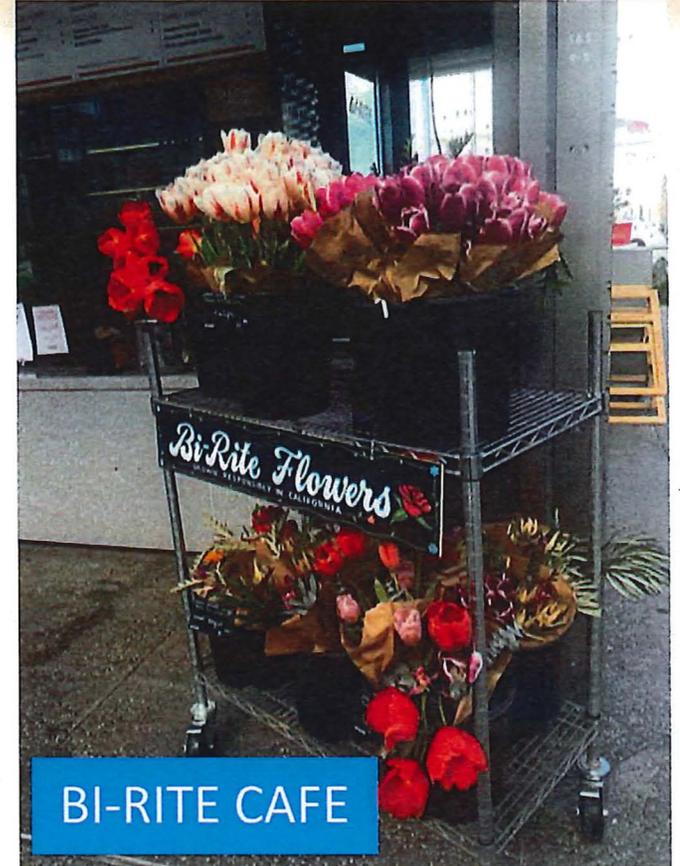
[CIVICCENTERCOMMONS.ORG](http://CIVICCENTERCOMMONS.ORG)



# WORKFORCE DEVELOPMENT OPPORTUNITIES

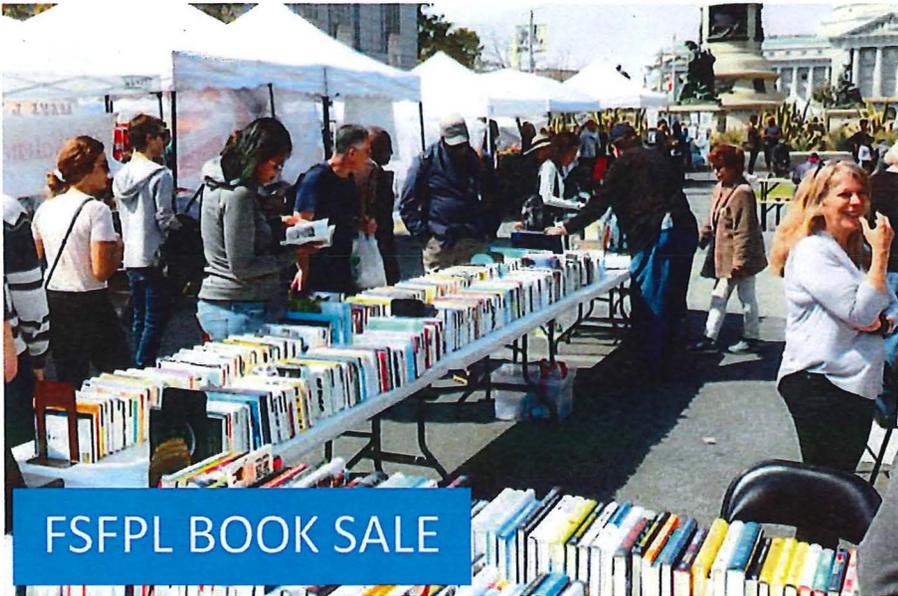


# PROTECTING NEW INVESTMENT





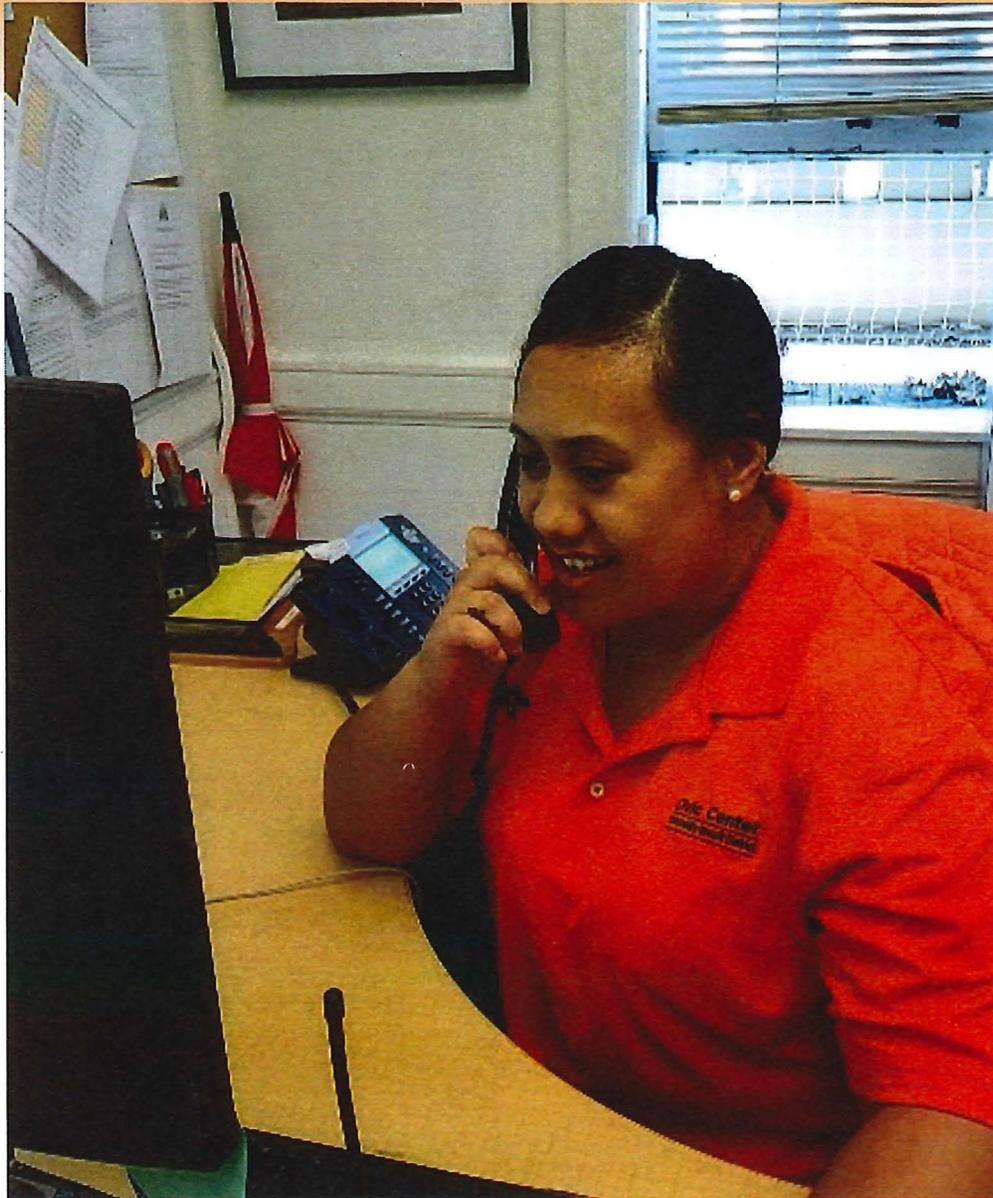
FARMERS MARKET



FSFPL BOOK SALE



FREE SOCCER



Community Benefit District

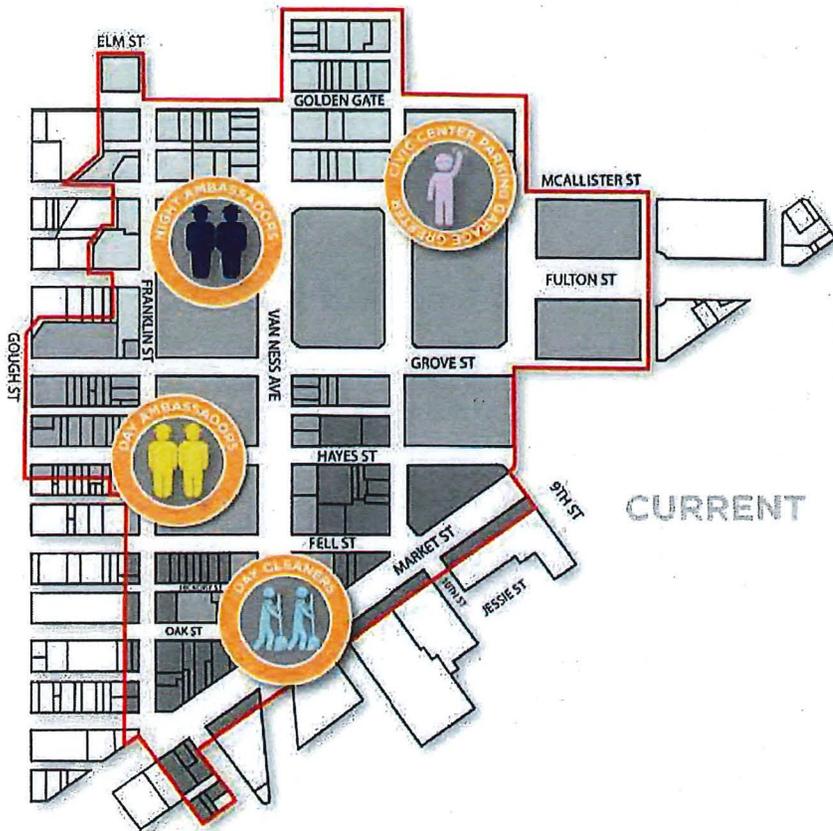
## DISPATCH

Phone

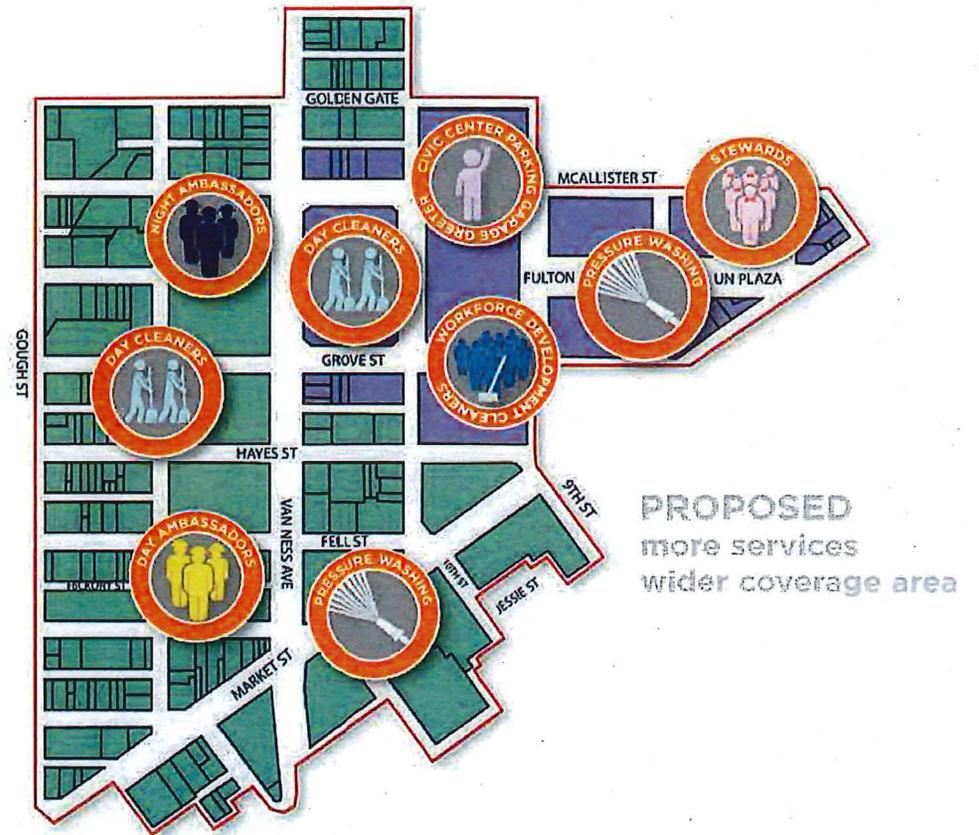
**(415) 781-4700**

Text or Email

**[dispatch@sfciviccenter.org](mailto:dispatch@sfciviccenter.org)**



Renewal Service Comparison



<p><b>Item 1</b> <b>File 19-0361</b></p>	<p><b>Department:</b> Office of Economic Workforce Development (OEWD)</p>
<p><b>EXECUTIVE SUMMARY</b></p>	
<p style="text-align: center;"><b>Legislative Objectives</b></p>	
<ul style="list-style-type: none"> <li>The proposed resolution authorizes the Mayor to sign petitions in the affirmative for the proposed renewal and expansion of a property and business improvement district to be named the Civic Center Community Benefit District, with respect to 14 parcels of real property owned by the City that would be subject to assessment in the aforementioned district.</li> </ul>	
<p style="text-align: center;"><b>Key Points</b></p>	
<ul style="list-style-type: none"> <li>Community Benefit Districts (CBDs), also referred to as Business Improvement Districts (BIDS), are defined geographical areas within which property owners and/or business owners choose to make a collective contribution to the development, maintenance and promotion of their neighborhood through a special assessment to their property or business.</li> <li>The Civic Center CBD was established in January 2011 as a 10-year special assessment district beginning July 2, 2011. The Civic Center CBD currently consists of approximately 43 whole or partial blocks and approximately 773 parcels. The district is generally bounded by Golden Gate Avenue and Turk Street to the North, Market Street to the South, 7th Street to the East, and Gough Street to the West.</li> <li>In 2018, the Civic Center CBD Renewal Steering Committee initiated a series of meetings to discuss renewing the district so that the City could levy further assessments to fund enhanced improvements and activities. The renewal of the Civic Center CBD would terminate the current timeline of the district, which ends in 2021. The renewed 15-year term would begin January 1, 2020 and end December 31, 2034. According to OEWD, the district decided to renew earlier because there is no legislative prohibition on when a district can renew, to annex the United Nations (UN) Plaza which is being removed from the Tenderloin CBD in their renewal, and to provide greater service and stewardship in relation to the recent initiatives at the public spaces connecting City Hall to the United Nations Plaza.</li> </ul>	
<p style="text-align: center;"><b>Fiscal Impact</b></p>	
<ul style="list-style-type: none"> <li>In the first year of its term, the proposed Civic Center CBD will collect an estimated \$975,653 assessment amount from 14 City-owned parcels, which comprise of approximately 30.1 percent of the total assessment amount of \$3,240,387 for the district.</li> <li>Assessment rates may increase by up to 5 percent 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).</li> </ul>	
<p style="text-align: center;"><b>Recommendation</b></p>	
<ul style="list-style-type: none"> <li>Approve the proposed resolution.</li> </ul>	

## MANDATE STATEMENT

In accordance with California Government Code Section 53753, and the California Property and Business Improvement District Law of 1994 (Part 7 of Division 18 of the California Streets and Highway Code, commencing with Section 36600), augmented by Article 15 of the City's Business and Tax Regulations Code, the Board of Supervisors may initiate proceedings to establish a property and/or business improvement district and levy assessments on such properties and/or businesses for specified periods of time, when certain requirements are met.

## BACKGROUND

### Community Benefit Districts

Community Benefit Districts (CBDs), also referred to as Business Improvement Districts (BIDs), are defined geographical areas within which property owners and/or business owners choose to make a collective contribution to the development, maintenance and promotion of their neighborhood through a special assessment to their property or business. Property and business owners pay special assessment taxes to create a revenue source for the provision of additional services and improvements within district boundaries, such as sidewalk cleanliness, public safety, streetscape improvements, district advocacy and other economic development activities. The funds from these property or business improvement districts are administered by non-profit organizations that are established by (a) the steering committee members who lead the formation of the district, or (b) the property and/or business owners who are assessed within the district. In both scenarios, the CBD is subject to the Board of Supervisors' approval of a CBD management agreement between the City and the non-profit organization.

In 2004, the City augmented the California Property and Business Improvement District Law of 1994 with the passage of Article 15 of the San Francisco Business and Tax Regulations Code. Article 15 lengthened the initial term that a district could be in place from 5 to 15 years and lowered the weighted petition threshold required to initiate the legislative approval process and the special ballot election from 50 percent to 30 percent.

The City's Office of Economic and Workforce Development's (OEWD) Community Benefit Districts Program oversees the City's community benefit and business improvement districts<sup>1</sup>. According to Ms. Lisa Pagan, Director of Policy and Planning for OEWD, the existing 18<sup>2</sup> San Francisco Community Benefit Districts (CBD), previously approved by the Board of Supervisors, include: (1) Castro/Upper Market, (2) Central Market, (3) Civic Center, (4) and (5) Fisherman's Wharf<sup>3</sup>, (6) Lower Polk, (7) Discover Polk, (8) Noe Valley, (9) Ocean Avenue, (10) North of Market/Tenderloin, (11) Union Square, (12) Yerba Buena, (13) The East Cut, (14) Japantown,

<sup>1</sup> All CBD-related activities, such as the special ballot elections, are paid for through OEWD's annual CBD program budget.

<sup>2</sup> 16 are neighborhood-based and 2 are tourism industry sector-based districts (Tourism Improvement District and Moscone Expansion District).

<sup>3</sup> Fisherman's Wharf operates two separate legal CBD districts together: one on Port property (business tenant based) and one on City parcels (property based).

(15) Top of Broadway, (16) SoMa West, (17) Tourism Improvement District, and (18) Moscone Expansion District.

### **Civic Center Community Benefit District**

The Civic Center Community Benefit District (CBD) was established in January 2011 as a 10-year special assessment district beginning July 2, 2011. The Civic Center CBD currently consists of approximately 43 whole or partial blocks and approximately 773 parcels. The district is generally bounded by Golden Gate Avenue and Turk Street to the North, Market Street to the South, 7th Street to the East, and Gough Street to the West.

#### *Renewal and Expansion of Civic Center Community Benefit District*

In the summer and fall of 2018, the Civic Center CBD Renewal Steering Committee initiated a series of meetings to discuss renewing the district so that the City could levy further assessments to fund enhanced improvements and activities. The primary needs as determined by the parcel owners include cleaning, safety, beautification, marketing/communications 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. The renewal of the Civic Center CBD would terminate the current timeline of the district, which ends in 2021. The renewed 15-year term would begin January 1, 2020 and end December 31, 2034. According to OEWD, the district decided to renew earlier because there is no legislative prohibition on when a district can renew, to annex the United Nations (UN) Plaza which is being removed from the Tenderloin CBD in their renewal, and to provide greater service and stewardship in relation to the recent initiatives at the public spaces connecting City Hall to the UN Plaza.

According to the March 2019 Civic Center Management District Plan, the renewal of the Civic Center CBD will finance new and enhanced services and improvements that will be provided directly to the assessed parcels to improve the district's environment. Activities include the following:

- Sidewalk and gutter sweeping, sidewalk pressure washing, graffiti and handbill removal, trash cans and trash removal
- Stewards and night ambassadors, garage greeter program security camera program, and improved district amenities
- Market vending programs, art programs, performance programs, games, and food vending program
- Marketing/communication programs such as destination marketing, branding, events, media relations, social media, and district stakeholder outreach

District formation requires submission of favorable petitions signed by property owners representing at least 30 percent of total assessments to be paid. Petitions are submitted to the Board of Supervisors. If the 30 percent threshold is met, the City will conduct further hearings and mail ballots to all district property owners and 50 percent 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.

## DETAILS OF PROPOSED LEGISLATION

The proposed resolution authorizes the Mayor to sign petitions in the affirmative for the proposed renewal and expansion of a property and business improvement district to be named the Civic Center Community Benefit District, with respect to 14 parcels of real property owned by the City that would be subject to assessment in the aforementioned district<sup>4</sup>.

The City owns 14 parcels of real property within the proposed Civic Center CBD boundaries. According to Ms. Pagan, these parcels were included because they are either already within the current Civic Center CBD boundaries or, in the case of the UN Plaza, were in a previous CBD and requested to be a part of the Civic Center CBD instead<sup>5</sup>.

Article XIII D, Section 4 of the California Constitution provides that parcels within an assessment district that are owned or used by any government agency, the State of California or the United States shall not be exempt from assessment unless the agency can demonstrate by clear and convincing evidence that those publicly owned parcels in fact receive no special benefit<sup>6</sup>.

In addition, 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.

Pursuant to Section 1511(a) of the Business and Tax Regulations Code, if the City submits these petitions in the affirmative, their petition and ballots collectively may not count for more than 25 percent of the 30 percent required to initiate formation proceedings.

## FISCAL IMPACT

In the first year of its term, the proposed Civic Center CBD will collect an estimated \$975,653 assessment amount from 14 City-owned parcels, which comprise of approximately 30.1 percent of the total assessment amount of \$3,240,387 for the district. Table 1 below shows the 14 City-owned parcels and estimated assessments amounts for each parcel.

<sup>4</sup> The Board of Supervisors authorizes a representative to submit assessment petitions for the City-owned parcels within the proposed district to avoid confusion on the Board's dual role as both the legislative body that may form the district and levy assessments if there is no majority protest by the affected property owners, and as the decision-making body for the City in its capacity as the owner of property that would be subject to assessments.

<sup>5</sup> According to OEWD, the UN Plaza has been removed from the renewed term of the Tenderloin CBD. The Civic Center CBD is interested in managing its activation, and the Tenderloin CBD agreed that it is in the best interest of the UN Plaza to be provided with coordinated supplemental services under the Civic Center CBD.

<sup>6</sup> According to OEWD, no City-owned parcels that receive CBD supplemental services are currently exempted.

**Table 1. Estimated Assessment Amount of City-Owned Parcels in Proposed Civic Center Community Benefit District**

Address	Name/Description of Building	Estimated Assessment Amount	Percentage of Total Assessment Amount
1122 Market Street	BART Entry at UN Plaza – Public Works	\$5,683.21	0.18%
UN Plaza	BART Entry at UN Plaza – Public Works	1,397.71	0.04%
1130 Market Street	BART Entry at UN Plaza – Public Works	20,881.98	0.64%
UN Plaza	BART Entry at UN Plaza – Public Works	11,111.15	0.34%
101 Grove Street	Department of Public Health	44,938.58	1.39%
155 Grove Street	Art Commission Gallery	5,211.21	0.16%
240 Van Ness Ave.	Vacant Building	6,590.18	0.20%
165 Grove Street	Art Commission – Vacant Lot	4,660.38	0.14%
150 Grove Street	Bill Graham Auditorium	146,892.12	4.53%
100 Larkin Street	SF Main Public Library	138,067.81	4.26%
1 So Van Ness Ave.	City Office Building	59,727.06	1.84%
1 Dr. Carlton B Goodlett Place	City Hall	262,269.21	8.09%
Civic Center Plaza, Civic Center Garage	Recreation & Park Department	250,191.02	7.72%
25 Van Ness Ave.	City Office Building	18,031.02	0.56%
	<b>Total</b>	<b>\$975,652.64</b>	<b>30.09%</b>

Over the 15-year term of the proposed Civic Center CBD, the district will collect a total maximum projected assessment amount of \$20,077,530 from the 14 City-owned parcels if assessment rates increase five percent per year.

**Civic Center CBD Property Assessment Methodology and Annual Adjustments**

According to the March 2019 Civic Center Management District Plan, annual assessments 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 – are used in the calculation. Additionally, the following three land use considerations are also factored in as assessment variables: commercial/office/cultural, residential, and educational/philanthropic/religious.

Assessment rates may increase by up to 5 percent 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).

**Projected Total Assessment Funds for Civic Center CBD**

According to the March 2019 Civic Center Management District Plan, based on the most recent parcel characteristics, total assessment rates for all parcels are expected to generate approximately \$3,240,387 in revenue during the first year of levy (FY 2019-20)<sup>7</sup>. This assessment revenue will be supplemented by non-assessment funds<sup>8</sup> of \$163,381, to meet the total estimated FY 2019-20 budget of \$3,403,768.

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.

**RECOMMENDATION**

Approve the proposed resolution.

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<sup>7</sup> Based on the FY18-19 assessment roll, the current assessment revenue amount for the district is \$871,688.92.

<sup>8</sup> This includes sources such as grants, donations, contracts for services, in-kind services, etc.

**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 XIID 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.

**Budget**

EXPENDITURES	TOTAL BUDGET	% of Budget
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>

REVENUES		
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

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:

Land Use Type (1)	Zone 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

Land Use Type (1)	Zone 2		
	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**

Zone 1	2020	2021	2022	2023	2024
<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.

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

### 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	3.00
Residential	1.00	1.00	0.00	1.00	3.00
Educational, Philanthropic/Religious/Charitable	1.00	1.00	0.00	0.00	2.00

## 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>

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:

<b>Benefit Type</b>	<b>Reduction Factor</b>
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%

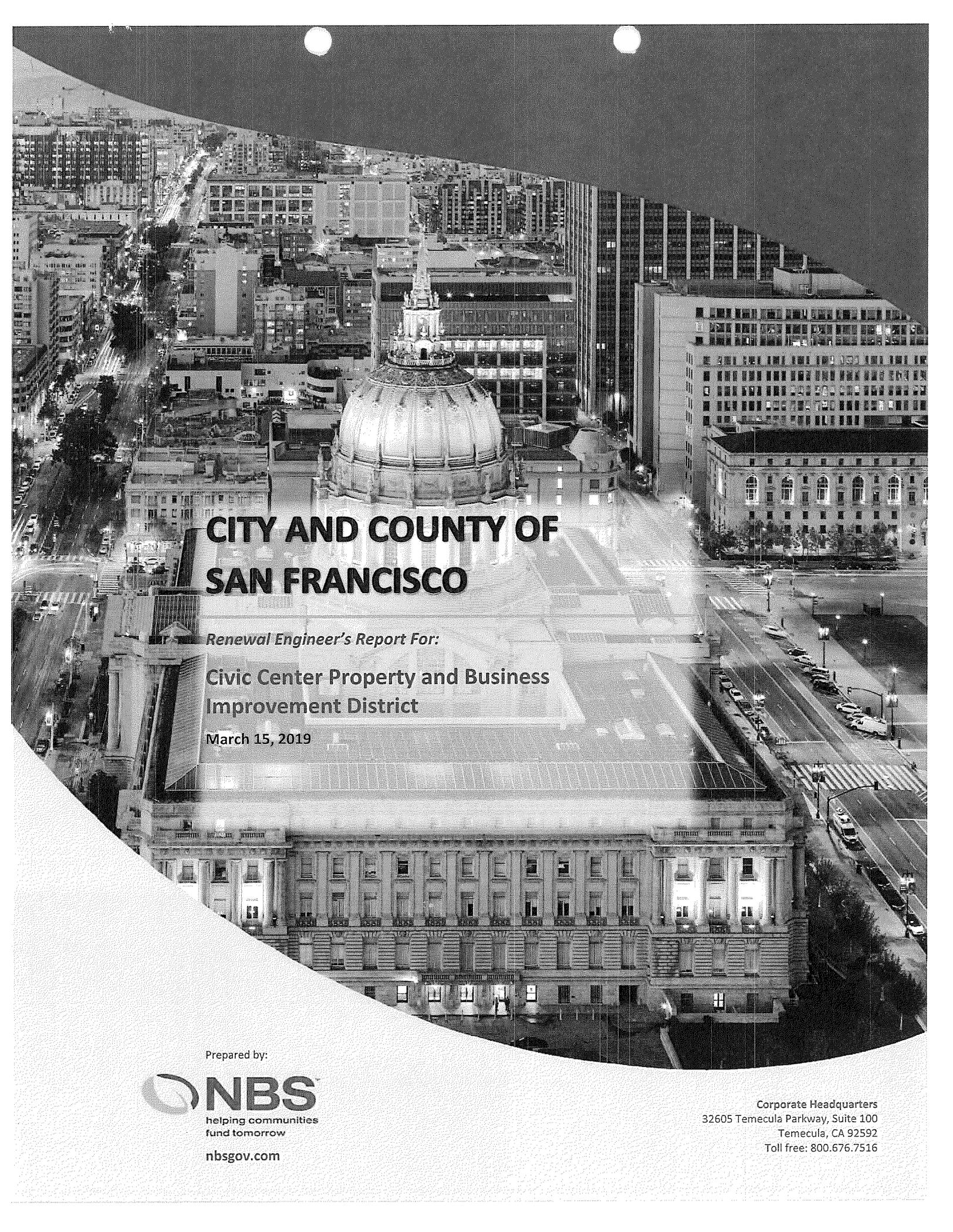
0785 -106	186.62	0.01%	0837 -129	98.54	0.00%
0785 -107	177.82	0.01%	0837 -130	221.97	0.01%
0785 -108	176.07	0.01%	0837 -131	201.40	0.01%
0785 -109	140.40	0.00%	0837 -132	161.90	0.00%
0785 -110	81.88	0.00%	0854 -002	8,720.10	0.27%
0785 -111	81.88	0.00%	0854 -003	4,152.97	0.13%
0785 -112	180.84	0.01%	0854 -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>



# CITY AND COUNTY OF SAN FRANCISCO

*Renewal Engineer's Report For:*

**Civic Center Property and Business  
Improvement District**

March 15, 2019

Prepared by:



Corporate Headquarters  
32605 Temecula Parkway, Suite 100  
Temecula, CA 92592  
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# 1. ENGINEER'S STATEMENT

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The assessments described in this Report have been prepared pursuant to Article XIII D of the California Constitution and the Property and Business Improvement District Law of 1994 as augmented and modified by Article 15 of the San Francisco Business and Tax Regulations Code (collectively, the "Assessment Law").

In preparing these assessments:

1. I have identified all parcels that will have a special benefit conferred upon them by the Improvements described in Section 2 of this Report (the "Specially Benefited Parcels").
  - a. For particulars as to the identification of these parcels, reference is made to the Assessment Diagram, a copy of which is included in Section 10 of this Report.
2. I have assessed the estimated costs and expenses of the Improvements upon the Specially Benefited Parcels. In making such assessment:
  - a. The proportionate special benefit derived from the Improvements by each Specially Benefited Parcel was determined in relationship to the total special benefits derived by all Specially Benefited Parcels;
  - b. No assessment has been imposed on any Specially Benefited Parcel which exceeds the reasonable cost of the proportional special benefit conferred on such parcel by the Improvements; and
  - c. The general benefits have been separated from the special benefits and only special benefits have been assessed.

I, the undersigned, respectfully submit this Engineer's Report and, to the best of my knowledge, information and belief, this Report, the assessments, and the Assessment Diagram herein have been prepared and computed in accordance with the Assessment Law.

By: John G. Egan  
John G. Egan  
Assessment Engineer  
R.C.E. 14853  
3/22/19



## 2. INTRODUCTION

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### 2.1 District History

The Board of Directors for the Civic Center Community Benefit District (CBD) desires that the City levy an assessment to fund certain services and activities (the “Improvements”) as described in Section 2 of this Report. The proposed assessment is subject to the substantive and procedural requirements described in Section 4, Article XIII D of the California Constitution (“Article XIII D”).

The City is authorized to levy an assessment pursuant to the Property and Business Improvement District Law of 1994 as augmented and modified by Article 15 of the San Francisco Business and Tax Regulations Code (collectively, the “PBID Law”).

The proposed assessment district will be known as the “Civic Center Property and Business Improvement District” (“District”). The City formed an assessment district in the Civic Center area in 2010 with a ten-year term. The City desires to renew the assessment district and expand the boundary through the proposed formation of the District. The City’s Board of Supervisors will act as the legislative body for the District. The CBD is the non-profit owners’ association that will represent the interests of the property owners. The CBD will make recommendations to the City regarding the budget, services to be provided, and assessment rates.

### 2.2 Proposed Duration

Assessments for the proposed District will be levied upon renewal of the District, to fund District Improvements over the next 15 years. The first levy of assessments for improvements will be Fiscal Year 2019/20 and the final levy will be Fiscal Year 2033/34.

### 2.3 Location

The District will be located in the Civic Center area of the City. 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 10 of this report, which shows the specific boundaries and parcel frontages to be included in the District.

### 2.4 Legislative Context

This Engineer’s Report is intended to comply with the requirements of Article XIII D and the PBID Law. The following is a description of the legislative context within which this report is written.

In 1996, California Voters adopted Proposition 218, the “Right to Vote on Taxes Act” which added Articles XIII C and XIII D to the California Constitution. Article XIII D imposes certain substantive and procedural requirements on any agency that wishes to levy special assessments.

The substantive requirements are twofold: (1) assessments can only be imposed for a “special benefit” conferred on an assessed parcel, and (2) assessments must be no greater than the reasonable cost of the proportionate special benefit conferred on an assessed parcel.

The special benefit and proportionality requirements are described in Section 4, Subdivision (a) of Article XIII D: *“An agency which proposes to levy an assessment shall identify all parcels which will have a special benefit conferred upon them and upon which an assessment will be imposed. The proportionate special benefit derived by each identified parcel shall be determined in relationship to the entirety of the capital cost of a public improvement, the maintenance and operation expenses of a public improvement, or the cost of the property related service being provided. No assessment shall be imposed on any parcel which exceeds the reasonable cost of the proportional special benefit conferred on that parcel. Only special benefits are assessable, and an agency shall separate the general benefits from the special benefits conferred on a parcel. ...”*

In addition to its substantive requirements, Article XIII D imposes certain procedural requirements, which include preparing an engineer’s report, providing written notice to property owners, providing assessment protest ballots to property owners, holding a public hearing, and tabulating the assessment protest ballots.

## **2.5 Court Rulings**

Since the initial passage of Proposition 218, several court rulings have helped provide context and direction on the practical implementation procedures and requirements for levying assessments. Several of the key concepts from these rulings are summarized below.

### **2.5.1 GENERAL BENEFIT**

Article XIII D requires an agency to separate the general benefits from the special benefits conferred because only special benefits are assessable.

The Court of Appeal in *Golden Hills Neighborhood Assn., Inc. v. City of San Diego* (2011) (*Golden Hills*) clarified this concept by stating, *“Separation and quantification of general and special benefits must be accomplished by apportioning the cost of a service or improvement between the two and assessing property owners only for the portion of the cost representing special benefits.”*

The Court of Appeal in *Beutz v. County of Riverside* (2010) (*Beutz*) quoted from the Legislative Analyst’s Office pamphlet titled “Understanding Proposition 218” which states an agency must, *“estimate the amount of special benefit landowners would receive from the project or service, as well as the amount of ‘general benefit.’ This step is needed because Proposition 218 allows local government to recoup from assessments only the proportionate share of cost to provide the special benefit.”*

The Court in *Beutz* further stated, *“Separating the general from the special benefits of a public improvement project and estimating the quantity of each in relation to the other is essential if an assessment is to be limited to the special benefits.”*

### **2.5.2 BENEFIT-BASED NOT COST-BASED**

In *Bonander v. Town of Tiburon* (2009) (*Tiburon*), the Court of Appeal clarified the idea that assessments must be apportioned based upon benefit rather than cost. The Court stated, *“Proportionate special benefit is the basis upon which a project’s total assessable costs are apportioned among parcels within an assessment district.”*

The assessment on a particular property cannot be based on the relative cost of the improvements, but rather the special benefit conferred on such property. The Court in *Tiburon* also stated, *“an assessment*

*represents the entirety of the cost of the improvement or property-related service, less any amount attributable to general benefits (which may not be assessed), allocated to individual properties in proportion to the relative special benefit conferred on the property.”*

### **2.5.3 PUBLIC PROPERTY**

Section 4, Subdivision (a) of Article XIII D states, in part, *“Parcels within a district that are owned or used by any agency, the State of California or the United States shall not be exempt from assessment unless the agency can demonstrate by clear and convincing evidence that those publicly owned parcels in fact receive no special benefit.”* Historically, there were differing opinions about the application of this requirement. The language in Article XIII D seemed clear that publicly owned property could not be exempted, but it was unclear whether the language required publicly owned property to be assessed.

The Court of Appeal in *Manteca Unified School District v. Reclamation District No. 17 et al* (2017) (*Manteca*) clarified this issue by stating, *“section 4, subdivision (a) of article XIII D of the California Constitution unambiguously conditions any continuing benefit assessment exemption on a showing by clear and convincing evidence of no special benefit.”*

### **2.5.4 IMPRECISION**

The Court in *Tiburon* acknowledged the difficulty of trying to precisely assign and measure special benefit, stating, *“Any attempt to classify special benefits conferred on particular properties and to assign relative weights to those benefits will necessarily involve some degree of imprecision.”*

The Court in *Tiburon* went on to say that a formula assigning equal weight to different special benefits *“may be a legally justifiable approach to measuring and apportioning special benefits, [but] it is not necessarily the only valid approach. Whichever approach is taken to measuring and apportioning special benefits, however, it must be both defensible and consistently applied.”*

## 3. IMPROVEMENTS

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The proposed District will fund the following services and activities (the “Improvements”):

- Cleaning and Maintenance
- Safety and Activation
- Marketing and Communications

The Improvements to be funded are those currently desired by District stakeholders and believed to be of benefit to District properties. Every effort will be made to provide the services and activities according to the estimates provided. Below is a description of the anticipated Improvements for the first year of the District.

### 3.1 Cleaning and Maintenance

Cleaning and maintenance services including sidewalk sweeping, graffiti removal, and landscape maintenance will be provided along the frontages of property within the District from 6 a.m. to 6 p.m. seven days per week.

Zones 1 and 2 will each receive 40 hours of pressure washing per week. Workforce Development Cleaners, or similar, will also provide an enhanced level of cleaning and maintenance services in Zone 2, Monday through Friday.

### 3.2 Safety and Activation

Ambassadors will provide information, referrals, and support for pedestrians in Zone 1 from 7 a.m. to 7 p.m. seven days per week, and from 6 p.m. to 11 p.m. Tuesday through Saturday.

Stewards providing information, referrals, and support for pedestrians will serve Zone 2 from 7 a.m. to 7 p.m. seven days per week.

A Garage Greeter will be stationed at the Civic Center Garage in Zone 2 street-level elevators and pay stations for pedestrian/customer service from 6 p.m. to 11 p.m., five nights per week (Tuesday through Saturday).

Activation may include, but is not limited to, oversight of the Civic Center Plaza café kiosk (which the CBD owns), and 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.

### **3.3 Marketing and Communications**

The District will provide the following marketing and communications services to improve the District's image and visibility, communicate with District stakeholders, and to communicate activities taking place within the District. Work may include, but is not limited to, the following:

- District Stakeholder Outreach
- Website & Social Media
- Service Presentations
- General Benefit Fundraising
- Branding
- Events
- Media Relations
- Destination Marketing

### **3.4 Administration and Contingency**

Administration includes daily oversight and operation of the District, adherence to the Management District Plan, and compliance with audit/reporting requirements. The Improvements will be managed by a professional staff that will oversee the District's services, which will be delivered seven days per week. Administration includes efforts to actively work on behalf of the District to ensure City and County services and policies support the District. Also included in this category are administrative expenses necessary to manage the District services. District funds for Administration may be used to establish and/or renew the District. A well-managed District provides necessary oversight and guidance that produces higher quality and more efficient programs.

The assessments will also fund a contingency reserve that may be used to cover possible unforeseen future expenses and help to smooth out cash flows, which are affected by the timing of property owner payments.

## 4. ASSESSMENTS

### 4.1 Initial Maximum Assessment Rates

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

Land Use Type (1)	Zone 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

Land Use Type (1)	Zone 2		
	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

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.

### 4.2 Annual Assessment Rate Increases

Each year the maximum assessment rates may be increased by up to 5% per year. Each year, prior to the annual levy of assessments, the CBD shall estimate the cost to fund the Improvements for the upcoming year. The assessment rates shall be levied at amounts necessary to generate sufficient revenue to meet the estimated costs to fund the Improvements. However, except for increases due to development as set forth in Section 4.1, annual assessment rate increases cannot exceed 5%.

### **4.3 Rate Development**

The rates in Section 4.1 are the product of a detailed analysis presented in Sections 6 through 9 of this report.

### **4.4 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.

#### **4.4.1 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.

## 4.5 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.

## 4.6 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.

## 5. 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.

### 5.1 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.

### 5.2 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.

### 5.3 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.

### 5.4 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.

## 6. 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.

### 6.1 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.

#### 6.1.1 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.

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

#### 6.1.2 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.

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

#### 6.1.3 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.

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

## 6.2 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.

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.

### 6.2.1 APPORTIONING AESTHETIC BENEFITS

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.

### 6.2.2 APPORTIONING SAFETY BENEFITS

Similarly, the safety benefits conferred by the Improvements will be enjoyed by all assessable land use types. Safety can be thought of as a universal need. Its importance can be seen in the fact that everyone desires to live and work in safe, crime-free areas (Lau Leby 2010). Therefore, because levels of safety affect all land uses, it follows that an increase in safety will benefit all land use types. Accordingly, each assessable land use type will be assigned one Safety Benefit Point.

### 6.2.3 APPORTIONING PROMOTIONAL BENEFITS

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.

### 6.2.4 APPORTIONING LIVABILITY BENEFITS

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.

### 6.2.5 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	3.00
Residential	1.00	1.00	0.00	1.00	3.00
Educational, Philanthropic/Religious/Charitable	1.00	1.00	0.00	0.00	2.00

### 6.3 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>

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.

### 6.4 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:

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

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.

## 7. SEPARATION AND QUANTIFICATION OF GENERAL BENEFITS

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As described in the Introduction, 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.

### 7.1 Summary

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

### 7.2 Detailed Analysis

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

#### 7.2.1 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.

### 7.2.2 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	56.0	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 683,006 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% (683,006) were estimated to be related to District parcels. This leaves an estimated 32,697 pass-through pedestrian trips, which

equates to approximately 4.6%. This figure represents the overall general benefits as measured by the pedestrian traffic approach.

### 7.2.3 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:

<b>General Benefit Quantification Approach</b>	<b>General Benefit Percentage</b>
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.

## 8. BUDGET

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The following table is a summary of the estimated annual costs to fund the Improvements for Fiscal Year 2019/20:

Budget Items	FY 2019/20 Estimated Budget
Cleaning, Maintenance, Safety, & Activation	\$2,583,768.00
Marketing and Communications	250,000.00
Administration and Contingency	570,000.00
<b>Total Estimated Costs (2019/20)</b>	<b>\$3,403,768.00</b>

### 8.1 Balance to Be Assessed

The total amount to be assessed upon the specially benefitting parcels is the total cost of the Improvements, as detailed above, less the portion attributable to General Benefit as detailed in the Separation and Quantification of General Benefits section.

The calculation of the balance to be assessed is shown below:

Description	Amount
Total Estimated Costs (2019/20)	\$3,403,768.00
Less General Benefit Portion (4.8%)	163,380.86
<b>Balance to Be Assessed</b>	<b>\$3,240,387.14</b>

Each year the estimated budget may change, which will cause a corresponding change in the dollar amount of general benefit. However, the general benefit percentage will remain at 4.8% in future years.

## 9. ASSESSMENT RATE DEVELOPMENT

### 9.1 Assessment per Special Benefit Point

The Assessment per Special Benefit Point was determined by dividing the Balance to Be Assessed (from Section 7.1) by the 2019/20 Total District Special Benefit Points (from Section 5.4).

The calculation of the 2019/20 Assessment per Special Benefit Point is shown below:

Description	Amount
Balance to Be Assessed	\$3,240,387.14
Total District Special Benefit Points	9,664.84
<b>Assessment per Special Benefit Point (2019/20)</b>	<b>\$335.28</b>

The Assessment per Special Benefit Point computed above was used to determine the 2019/20 assessment rates per parcel characteristic shown in Section 3.1 as well as in Section 8.3. Future changes to a parcel's characteristics (lot, building, frontage, and land use) will cause changes in the assessment amount. The assessment amounts for any given year will be the product of each parcel's characteristics and the District budget in effect for such fiscal year.

Development within the District that increases the overall building square footage, for example, will lead to a greater total levy, even if assessment rates are not increased.

### 9.2 Component Values

The 2019/20 levy for each component of the assessment (lot, building, and frontage) can be broken down as follows:

$$\begin{array}{l}
 \text{Lot Factor} \times \text{Land Use Benefit Points} \times \text{Zone Factor} \times \text{Assessment per Special Benefit Point} = \text{Lot Levy} \\
 \text{Building Factor} \times \text{Land Use Benefit Points} \times \text{Zone Factor} \times \text{Assessment per Special Benefit Point} = \text{Building Levy} \\
 \text{Frontage Factor} \times \text{Land Use Benefit Points} \times \text{Zone Factor} \times \text{Assessment per Special Benefit Point} = \text{Frontage Levy}
 \end{array}$$

The determination of the 2019/20 value for each component of the assessment is the component's levy divided by the component value.

For example, the total estimated Lot Levy for Commercial parcels in Zone 1 is \$188,809.04, and the total Lot Square Footage for those same Commercial parcels in Zone 1 is 867,189.67 square feet. Therefore, the equivalent 2019/20 rate per lot square foot for Commercial parcels in Zone 1 is \$0.21773.

$$\begin{array}{ccc} \text{Lot Levy of} & & \text{Assessment Rate} \\ \text{Commercial} & & \text{per Lot Sq Ft of} \\ \text{Parcels in} & / & \text{Commercial} \\ \text{Zone 1} & & \text{Parcels in} \\ & & \text{Zone 1} \end{array} = \begin{array}{c} \text{Lot Sq Ft of} \\ \text{Commercial} \\ \text{Parcels in} \\ \text{Zone 1} \end{array}$$

This same process was used for each component of the assessment and each unique combination of land use and zone. The final, summarized results of these calculations are shown below as well as in Section 3.1. The rates below represent the maximum assessment rates for Fiscal Year 2019/20. These rates are subject to annual increase as described in Section 3.2.

Land Use Type	Zone 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

Land Use Type	Zone 2		
	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

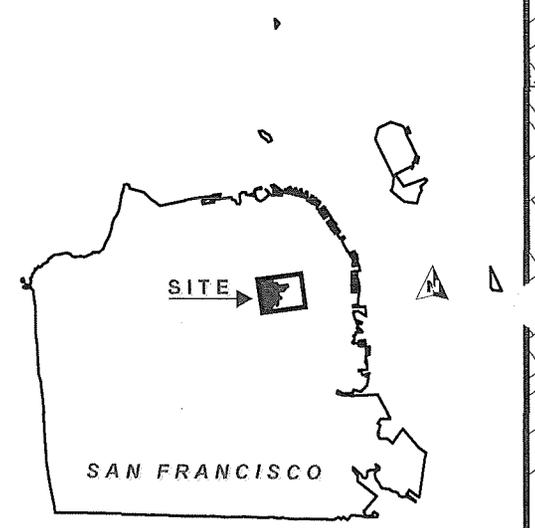
## 10. BOUNDARY MAP

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The following pages contain the assessment diagram for the District.

# CIVIC CENTER

PROPERTY AND BUSINESS  
IMPROVEMENT DISTRICT



- Zone 1 Frontage
- Zone 2 Frontage
- District Block Lots
- Surrounding Area Block Lots

0 125 250 500 Feet



## 11. ASSESSMENT ROLL

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The following pages contain the proposed 2019/20 assessment roll for the District.

**City of San Francisco**  
**Civic Center Property and Business Improvement District**  
**Fiscal Year 2019/20 Proposed Assessment Roll**

APN	Front Ft	Bldg Sq Ft	Lot Sq Ft	Land Use Type (1)	Zone	Front Factor	Bldg Factor	Lot Factor	Land Use BP	Zone Factor	Total BP	Preliminary Assessment
0351-022	605.25	6,030.00	32,534.00	COM	2	9.1729	0.3128	7.0424	3	2.37	117.51	\$39,399.82
0351-033	116.59	4,800.00	2,391.00	COM	2	1.7670	0.2490	0.5176	3	2.37	18.01	6,039.44
0351-035	1,270.06	350,000.00	94,085.00	OFC	2	19.2486	18.1531	20.3660	3	2.37	410.73	137,707.13
0351-037	37.63	1,005.00	335.00	COM	2	0.5702	0.0521	0.0725	3	2.37	4.94	1,656.45
0351-039	115.00	0.00	2,962.08	OFC	2	1.7429	0.0000	0.6412	3	2.37	16.95	5,683.21
0351-041	25.00	0.00	958.32	OFC	2	0.3789	0.0000	0.2074	3	2.37	4.17	1,397.71
0351-043	70.72	0.00	814.00	COM	2	1.0718	0.0000	0.1762	3	2.37	8.87	2,975.02
0351-046	238.16	73,929.00	6,080.00	OFC	2	3.6094	3.8344	1.3161	3	2.37	62.28	20,881.98
0351-049	216.35	0.00	6,385.00	OFC	2	3.2790	0.0000	1.3821	3	2.37	33.14	11,111.15
0351-050	194.55	76,500.00	11,750.00	COM	2	2.9486	3.9677	2.5435	3	2.37	67.26	22,550.29
0351-051	56.00	41,100.00	5,568.00	EDU	2	0.8487	2.1317	1.2053	2	2.37	19.84	6,651.91
0351-052	1.58	452.00	157.72	COM	2	0.0239	0.0234	0.0341	3	2.37	0.58	194.31
0351-053	3.91	1,119.00	390.46	COM	2	0.0592	0.0580	0.0845	3	2.37	1.43	481.05
0351-054	0.73	210.00	73.28	RES	2	0.0111	0.0109	0.0159	3	2.37	0.27	90.28
0351-055	0.72	207.00	72.23	RES	2	0.0110	0.0107	0.0156	3	2.37	0.27	88.99
0351-056	1.81	517.00	180.40	RES	2	0.0274	0.0268	0.0391	3	2.37	0.66	222.25
0351-057	0.96	276.00	96.31	RES	2	0.0146	0.0143	0.0208	3	2.37	0.35	118.65
0351-058	0.97	278.00	97.00	RES	2	0.0147	0.0144	0.0210	3	2.37	0.36	119.51
0351-059	0.99	283.00	98.75	RES	2	0.0150	0.0147	0.0214	3	2.37	0.36	121.66
0351-060	1.55	444.00	154.93	RES	2	0.0235	0.0230	0.0335	3	2.37	0.57	190.87
0351-061	1.50	428.00	149.34	RES	2	0.0227	0.0222	0.0323	3	2.37	0.55	183.99
0351-062	1.62	464.00	161.91	RES	2	0.0246	0.0241	0.0350	3	2.37	0.59	199.47
0351-063	0.89	256.00	89.33	RES	2	0.0136	0.0133	0.0193	3	2.37	0.33	110.05
0351-064	0.89	256.00	89.33	RES	2	0.0136	0.0133	0.0193	3	2.37	0.33	110.05
0351-065	0.92	263.00	91.77	RES	2	0.0139	0.0136	0.0199	3	2.37	0.34	113.06
0351-066	0.89	254.00	88.63	RES	2	0.0134	0.0132	0.0192	3	2.37	0.33	109.19
0351-067	1.39	399.00	139.23	RES	2	0.0211	0.0207	0.0301	3	2.37	0.51	171.53
0351-068	1.44	412.00	143.76	RES	2	0.0218	0.0214	0.0311	3	2.37	0.53	177.12
0351-069	1.75	500.00	174.47	RES	2	0.0265	0.0259	0.0378	3	2.37	0.64	214.95

**City of San Francisco**  
**Civic Center Property and Business Improvement District**  
**Fiscal Year 2019/20 Proposed Assessment Roll**

APN	Front Ft	Bldg Sq Ft	Lot Sq Ft	Land Use Type (1)	Zone	Front Factor	Bldg Factor	Lot Factor	Land Use BP	Zone Factor	Total BP	Preliminary Assessment
0351-070	0.92	264.00	92.12	RES	2	0.0140	0.0137	0.0199	3	2.37	0.34	113.49
0351-071	0.92	264.00	92.12	RES	2	0.0140	0.0137	0.0199	3	2.37	0.34	113.49
0351-072	0.94	270.00	94.21	RES	2	0.0143	0.0140	0.0204	3	2.37	0.35	116.07
0351-073	0.91	261.00	91.07	RES	2	0.0138	0.0135	0.0197	3	2.37	0.33	112.20
0351-074	1.32	379.00	132.25	RES	2	0.0201	0.0197	0.0286	3	2.37	0.49	162.93
0351-075	1.61	460.00	160.51	RES	2	0.0244	0.0239	0.0347	3	2.37	0.59	197.75
0351-076	0.89	255.00	88.98	RES	2	0.0135	0.0132	0.0193	3	2.37	0.33	109.62
0351-077	0.89	255.00	88.98	RES	2	0.0135	0.0132	0.0193	3	2.37	0.33	109.62
0351-078	0.92	262.00	91.42	RES	2	0.0139	0.0136	0.0198	3	2.37	0.34	112.63
0351-079	0.88	252.00	87.93	RES	2	0.0133	0.0131	0.0190	3	2.37	0.32	108.33
0351-080	1.40	400.00	139.57	RES	2	0.0212	0.0207	0.0302	3	2.37	0.51	171.96
0351-081	1.44	412.00	143.76	RES	2	0.0218	0.0214	0.0311	3	2.37	0.53	177.12
0351-082	1.75	500.00	174.47	RES	2	0.0265	0.0259	0.0378	3	2.37	0.64	214.95
0351-083	0.92	264.00	92.12	RES	2	0.0140	0.0137	0.0199	3	2.37	0.34	113.49
0351-084	0.92	264.00	92.12	RES	2	0.0140	0.0137	0.0199	3	2.37	0.34	113.49
0351-085	0.94	270.00	94.21	RES	2	0.0143	0.0140	0.0204	3	2.37	0.35	116.07
0351-086	0.91	261.00	91.07	RES	2	0.0138	0.0135	0.0197	3	2.37	0.33	112.20
0351-087	1.48	423.00	147.60	RES	2	0.0224	0.0219	0.0320	3	2.37	0.54	181.84
0351-088	1.61	460.00	160.51	RES	2	0.0244	0.0239	0.0347	3	2.37	0.59	197.75
0351-089	0.89	256.00	89.33	RES	2	0.0136	0.0133	0.0193	3	2.37	0.33	110.05
0351-090	0.89	256.00	89.33	RES	2	0.0136	0.0133	0.0193	3	2.37	0.33	110.05
0351-091	0.92	263.00	91.77	RES	2	0.0139	0.0136	0.0199	3	2.37	0.34	113.06
0351-092	0.89	254.00	88.63	RES	2	0.0134	0.0132	0.0192	3	2.37	0.33	109.19
0351-093	1.40	400.00	139.57	RES	2	0.0212	0.0207	0.0302	3	2.37	0.51	171.96
0351-094	1.42	407.00	142.02	RES	2	0.0215	0.0211	0.0307	3	2.37	0.52	174.97
0351-095	1.43	408.00	142.37	RES	2	0.0216	0.0212	0.0308	3	2.37	0.52	175.40
0351-096	0.92	264.00	92.12	RES	2	0.0140	0.0137	0.0199	3	2.37	0.34	113.49
0351-097	0.92	264.00	92.12	RES	2	0.0140	0.0137	0.0199	3	2.37	0.34	113.49
0351-098	0.92	264.00	92.12	RES	2	0.0140	0.0137	0.0199	3	2.37	0.34	113.49

**City of San Francisco**  
**Civic Center Property and Business Improvement District**  
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APN	Front Ft	Bldg Sq Ft	Lot Sq Ft	Land Use Type (1)	Zone	Front Factor	Bldg Factor	Lot Factor	Land Use BP	Zone Factor	Total BP	Preliminary Assessment
0351-099	0.90	258.00	90.03	RES	2	0.0137	0.0134	0.0195	3	2.37	0.33	110.91
0351-100	1.48	424.00	147.95	RES	2	0.0224	0.0220	0.0320	3	2.37	0.54	182.27
0351-101	2.03	582.00	203.08	RES	2	0.0308	0.0302	0.0440	3	2.37	0.75	250.20
0351-102	0.89	255.00	88.98	RES	2	0.0135	0.0132	0.0193	3	2.37	0.33	109.62
0351-103	0.89	255.00	88.98	RES	2	0.0135	0.0132	0.0193	3	2.37	0.33	109.62
0351-104	0.91	261.00	91.07	RES	2	0.0138	0.0135	0.0197	3	2.37	0.33	112.20
0351-105	0.90	259.00	90.37	RES	2	0.0137	0.0134	0.0196	3	2.37	0.33	111.34
0351-106	1.43	408.00	142.37	RES	2	0.0216	0.0212	0.0308	3	2.37	0.52	175.40
0351-107	1.94	555.00	193.66	RES	2	0.0294	0.0288	0.0419	3	2.37	0.71	238.59
0351-108	1.81	517.00	180.40	RES	2	0.0274	0.0268	0.0391	3	2.37	0.66	222.25
0351-109	0.94	268.00	93.51	RES	2	0.0142	0.0139	0.0202	3	2.37	0.34	115.21
0351-110	0.94	268.00	93.51	RES	2	0.0142	0.0139	0.0202	3	2.37	0.34	115.21
0351-111	0.96	275.00	95.96	RES	2	0.0146	0.0143	0.0208	3	2.37	0.35	118.22
0351-112	0.97	277.00	96.66	RES	2	0.0147	0.0144	0.0209	3	2.37	0.36	119.08
0351-113	1.32	379.00	132.25	RES	2	0.0201	0.0197	0.0286	3	2.37	0.49	162.93
0353-001	1,245.75	185,000.00	90,256.00	CUL	2	18.8802	9.5952	19.5372	3	2.37	341.37	114,452.82
0354-001	1,245.75	376,000.00	90,256.00	OFC	2	18.8802	19.5016	19.5372	3	2.37	411.80	138,067.81
0763-001	285.00	19,582.00	8,999.00	COM	1	4.3194	1.0156	1.9480	3	1.00	21.85	7,325.40
0763-002	285.00	29,688.00	9,896.00	COM	1	4.3194	1.5398	2.1421	3	1.00	24.00	8,047.92
0763-005	120.00	16,920.00	7,200.00	COM	1	1.8187	0.8776	1.5585	3	1.00	12.76	4,279.59
0763-006	65.00	3,900.00	3,900.00	COM	1	0.9851	0.2023	0.8442	3	1.00	6.09	2,043.44
0763-007	50.00	4,250.00	3,000.00	COM	1	0.7578	0.2204	0.6494	3	1.00	4.88	1,637.09
0763-008	50.00	0.00	2,996.00	COM	1	0.7578	0.0000	0.6485	3	1.00	4.22	1,414.50
0763-009	338.00	10,770.00	13,080.00	COM	1	5.1226	0.5586	2.8313	3	1.00	25.54	8,562.17
0763-010	132.33	4,523.00	2,539.00	EDU	1	2.0056	0.2346	0.5496	2	1.00	5.58	1,870.67
0763-011	46.67	10,136.00	5,083.00	EDU	1	0.7073	0.5257	1.1003	2	1.00	4.67	1,564.58
0763-012	159.00	5,292.00	5,450.00	COM	1	2.4098	0.2745	1.1797	3	1.00	11.59	3,886.47
0763-013	55.00	3,240.00	3,297.00	EDU	1	0.8336	0.1680	0.7137	2	1.00	3.43	1,150.19
0763-014	180.00	15,815.00	10,798.00	EDU	1	2.7280	0.8203	2.3374	2	1.00	11.77	3,946.64

**City of San Francisco**  
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APN	Front Ft	Bldg Sq Ft	Lot Sq Ft	Land Use Type (1)	Zone	Front Factor	Bldg Factor	Lot Factor	Land Use BP	Zone Factor	Total BP	Preliminary Assessment
0763 -015	150.00	15,815.00	10,800.00	EDU	1	2.2734	0.8203	2.3378	2	1.00	10.86	3,642.05
0763 -016	100.00	10,050.00	6,000.00	COM	1	1.5156	0.5213	1.2988	3	1.00	10.01	3,355.04
0765 -002	652.50	1,130,000.00	63,937.00	OFC	2	9.8891	58.6086	13.8400	3	2.37	585.42	196,277.46
0765 -003	722.50	447,559.00	63,937.00	OFC	2	10.9500	23.2131	13.8400	3	2.37	341.30	114,430.32
0766 -001	483.00	277,000.00	21,780.00	OFC	1	7.3202	14.3669	4.7146	3	1.00	79.20	26,555.50
0766 -002	395.00	231,000.00	16,496.00	OFC	2	5.9865	11.9810	3.5708	3	2.37	153.14	51,343.28
0766 -003	137.50	16,500.00	8,245.00	OFC	2	2.0839	0.8558	1.7847	3	2.37	33.59	11,262.17
0766 -004	68.75	8,250.00	4,120.00	OFC	2	1.0420	0.4279	0.8918	3	2.37	16.79	5,629.79
0766 -005	68.75	8,250.00	4,120.00	OFC	2	1.0420	0.4279	0.8918	3	2.37	16.79	5,629.79
0766 -006	338.00	46,500.00	13,076.00	RES	2	5.1226	2.4118	2.8305	3	2.37	73.69	24,707.88
0766 -010	132.00	7,919.00	7,919.00	COM	1	2.0005	0.4107	1.7142	3	1.00	12.38	4,149.49
0766 -013	393.00	39,166.00	16,380.00	COM	1	5.9562	2.0314	3.5457	3	1.00	34.60	11,600.45
0767 -001	132.00	8,526.16	2,591.00	OFC	1	2.0005	0.4422	0.5609	3	1.00	9.01	3,021.13
0767 -002	48.00	17,055.61	5,183.00	OFC	1	0.7275	0.8846	1.1219	3	1.00	8.20	2,749.94
0767 -003	48.00	17,055.61	5,183.00	OFC	1	0.7275	0.8846	1.1219	3	1.00	8.20	2,749.94
0767 -004	60.00	21,655.98	6,581.00	OFC	1	0.9093	1.1232	1.4245	3	1.00	10.37	3,477.24
0767 -005	169.75	21,655.98	6,581.00	OFC	1	2.5727	1.1232	1.4245	3	1.00	15.36	5,150.27
0767 -006	55.00	21,718.50	6,600.00	OFC	1	0.8336	1.1265	1.4287	3	1.00	10.17	3,408.42
0767 -007	82.50	32,577.76	9,900.00	OFC	1	1.2503	1.6897	2.1430	3	1.00	15.25	5,112.63
0767 -008	395.00	51,240.00	16,500.00	RES	1	5.9865	2.6576	3.5717	3	1.00	36.65	12,286.94
0767 -009	290.00	33,564.96	10,200.00	OFC	1	4.3951	1.7409	2.2079	3	1.00	25.03	8,392.58
0767 -010	100.00	19,744.09	6,000.00	OFC	1	1.5156	1.0240	1.2988	3	1.00	11.52	3,860.76
0767 -011	47.00	18,559.45	5,640.00	OFC	1	0.7123	0.9626	1.2209	3	1.00	8.69	2,912.65
0767 -012	23.00	9,082.28	2,760.00	OFC	1	0.3486	0.4711	0.5974	3	1.00	4.25	1,425.34
0767 -013	71.73	28,234.05	8,580.00	OFC	1	1.0871	1.4644	1.8573	3	1.00	13.23	4,434.45
0767 -014	70.00	28,476.74	8,653.75	OFC	1	1.0609	1.4770	1.8732	3	1.00	13.23	4,436.80
0768 -013	395.00	95,000.00	16,496.00	RES	1	5.9865	4.9273	3.5708	3	1.00	43.45	14,568.95
0768 -015	325.96	60,000.00	48,939.00	EDU	1	4.9401	3.1120	10.5935	2	1.00	37.29	12,502.85
0768 -021	15.09	1,541.00	586.55	RES	1	0.2287	0.0799	0.1270	3	1.00	1.31	438.11

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APN	Front Ft	Bldg Sq Ft	Lot Sq Ft	Land Use Type (1)	Zone	Front Factor	Bldg Factor	Lot Factor	Land Use BP	Zone Factor	Total BP	Preliminary Assessment
0768 -022	8.60	878.00	334.19	RES	1	0.1303	0.0455	0.0723	3	1.00	0.74	249.62
0768 -023	10.56	1,078.00	410.32	RES	1	0.1600	0.0559	0.0888	3	1.00	0.91	306.48
0768 -024	10.48	1,070.00	407.27	RES	1	0.1588	0.0555	0.0882	3	1.00	0.91	304.20
0768 -025	12.02	1,228.00	467.41	RES	1	0.1822	0.0637	0.1012	3	1.00	1.04	349.12
0768 -026	16.28	1,663.00	632.98	RES	1	0.2468	0.0863	0.1370	3	1.00	1.41	472.79
0768 -027	9.19	939.00	357.41	RES	1	0.1393	0.0487	0.0774	3	1.00	0.80	266.96
0768 -028	11.38	1,162.00	442.29	RES	1	0.1724	0.0603	0.0957	3	1.00	0.99	330.36
0768 -029	11.29	1,153.00	438.86	RES	1	0.1711	0.0598	0.0950	3	1.00	0.98	327.80
0768 -030	13.23	1,351.00	514.23	RES	1	0.2005	0.0701	0.1113	3	1.00	1.15	384.09
0768 -031	16.27	1,662.00	632.60	RES	1	0.2466	0.0862	0.1369	3	1.00	1.41	472.51
0768 -032	9.19	939.00	357.41	RES	1	0.1393	0.0487	0.0774	3	1.00	0.80	266.96
0768 -033	11.38	1,162.00	442.29	RES	1	0.1724	0.0603	0.0957	3	1.00	0.99	330.36
0768 -034	11.27	1,151.00	438.10	RES	1	0.1708	0.0597	0.0948	3	1.00	0.98	327.23
0768 -035	5.90	1,021.00	379.68	RES	1	0.0894	0.0530	0.0822	3	1.00	0.67	225.89
0768 -036	4.45	770.00	286.34	RES	1	0.0675	0.0399	0.0620	3	1.00	0.51	170.36
0768 -037	5.76	997.00	370.76	RES	1	0.0873	0.0517	0.0803	3	1.00	0.66	220.58
0768 -038	6.83	1,182.00	439.55	RES	1	0.1035	0.0613	0.0951	3	1.00	0.78	261.51
0768 -039	7.88	1,363.00	506.86	RES	1	0.1194	0.0707	0.1097	3	1.00	0.90	301.55
0768 -040	7.88	1,363.00	506.86	RES	1	0.1194	0.0707	0.1097	3	1.00	0.90	301.55
0768 -041	8.80	1,522.00	565.99	RES	1	0.1333	0.0789	0.1225	3	1.00	1.00	336.73
0768 -042	5.95	1,030.00	383.03	RES	1	0.0902	0.0534	0.0829	3	1.00	0.68	227.88
0768 -043	9.44	1,634.00	607.64	RES	1	0.1431	0.0847	0.1315	3	1.00	1.08	361.51
0768 -044	7.61	1,316.00	489.38	RES	1	0.1153	0.0683	0.1059	3	1.00	0.87	291.15
0768 -045	5.76	997.00	370.76	RES	1	0.0873	0.0517	0.0803	3	1.00	0.66	220.58
0768 -046	5.76	997.00	370.76	RES	1	0.0873	0.0517	0.0803	3	1.00	0.66	220.58
0768 -047	8.47	1,466.00	545.17	RES	1	0.1284	0.0760	0.1180	3	1.00	0.97	324.34
0768 -048	7.88	1,363.00	506.86	RES	1	0.1194	0.0707	0.1097	3	1.00	0.90	301.55
0768 -049	7.88	1,363.00	506.86	RES	1	0.1194	0.0707	0.1097	3	1.00	0.90	301.55
0768 -050	8.88	1,536.00	571.20	RES	1	0.1345	0.0797	0.1236	3	1.00	1.01	339.83

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0768 -051	5.95	1,030.00	383.03	RES	1	0.0902	0.0534	0.0829	3	1.00	0.68	227.88
0768 -052	9.44	1,634.00	607.64	RES	1	0.1431	0.0847	0.1315	3	1.00	1.08	361.51
0768 -053	7.61	1,316.00	489.38	RES	1	0.1153	0.0683	0.1059	3	1.00	0.87	291.15
0768 -054	5.76	997.00	370.76	RES	1	0.0873	0.0517	0.0803	3	1.00	0.66	220.58
0768 -055	5.76	997.00	370.76	RES	1	0.0873	0.0517	0.0803	3	1.00	0.66	220.58
0768 -056	8.47	1,466.00	545.17	RES	1	0.1284	0.0760	0.1180	3	1.00	0.97	324.34
0768 -057	6.83	1,182.00	439.55	RES	1	0.1035	0.0613	0.0951	3	1.00	0.78	261.51
0768 -058	7.88	1,363.00	506.86	RES	1	0.1194	0.0707	0.1097	3	1.00	0.90	301.55
0768 -059	8.88	1,536.00	571.20	RES	1	0.1345	0.0797	0.1236	3	1.00	1.01	339.83
0768 -060	5.95	1,030.00	383.03	RES	1	0.0902	0.0534	0.0829	3	1.00	0.68	227.88
0768 -061	9.44	1,634.00	607.64	RES	1	0.1431	0.0847	0.1315	3	1.00	1.08	361.51
0768 -062	7.61	1,316.00	489.38	RES	1	0.1153	0.0683	0.1059	3	1.00	0.87	291.15
0768 -063	5.76	997.00	370.76	RES	1	0.0873	0.0517	0.0803	3	1.00	0.66	220.58
0768 -064	5.76	997.00	370.76	RES	1	0.0873	0.0517	0.0803	3	1.00	0.66	220.58
0768 -065	8.47	1,466.00	545.17	RES	1	0.1284	0.0760	0.1180	3	1.00	0.97	324.34
0768 -066	7.88	1,363.00	506.86	RES	1	0.1194	0.0707	0.1097	3	1.00	0.90	301.55
0768 -067	7.88	1,363.00	506.86	RES	1	0.1194	0.0707	0.1097	3	1.00	0.90	301.55
0768 -068	9.12	1,578.00	586.82	RES	1	0.1382	0.0818	0.1270	3	1.00	1.04	349.12
0768 -069	5.95	1,030.00	383.03	RES	1	0.0902	0.0534	0.0829	3	1.00	0.68	227.88
0768 -070	9.44	1,634.00	607.64	RES	1	0.1431	0.0847	0.1315	3	1.00	1.08	361.51
0768 -071	11.27	1,151.00	438.10	RES	1	0.1708	0.0597	0.0948	3	1.00	0.98	327.23
0768 -072	198.56	0.00	8,295.00	COM	1	3.0093	0.0000	1.7956	3	1.00	14.41	4,832.88
0768 -073	252.98	0.00	11,138.00	COM	1	3.8341	0.0000	2.4110	3	1.00	18.74	6,281.45
0785 -013	230.00	18,050.00	6,600.00	RES	1	3.4858	0.9362	1.4287	3	1.00	17.55	5,884.74
0785 -028	220.00	28,840.00	14,420.00	OFC	1	3.3342	1.4958	3.1214	3	1.00	23.85	7,997.81
0785 -030	151.43	0.00	22,200.00	OFC	1	2.2950	0.0000	4.8055	3	1.00	21.30	7,141.90
0785 -033	42.41	0.00	7,140.00	OFC	1	0.6428	0.0000	1.5456	3	1.00	6.56	2,201.06
0785 -035	313.75	96,000.00	24,814.56	OFC	1	4.7551	4.9791	5.3715	3	1.00	45.32	15,193.71
0785 -036	78.57	0.00	5,216.49	OFC	1	1.1908	0.0000	1.1292	3	1.00	6.96	2,333.48

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0785 -038	27.50	4,208.00	3,300.00	COM	1	0.4168	0.2183	0.7143	3	1.00	4.05	1,357.23
0785 -039	17.50	5,454.00	2,100.00	COM	1	0.2652	0.2829	0.4546	3	1.00	3.01	1,008.52
0785 -052	132.00	38,000.00	15,840.00	EDU	1	2.0005	1.9709	3.4288	2	1.00	14.80	4,962.24
0785 -053	0.00	0.00	364.00	OFC	1	0.0000	0.0000	0.0788	3	1.00	0.24	79.25
0785 -061	10.21	1,208.00	388.97	COM	1	0.1548	0.0627	0.0842	3	1.00	0.90	303.41
0785 -062	16.08	1,902.00	612.43	COM	1	0.2437	0.0986	0.1326	3	1.00	1.42	477.71
0785 -066	5.93	701.00	225.72	RES	1	0.0898	0.0364	0.0489	3	1.00	0.53	176.07
0785 -067	6.59	779.00	250.83	RES	1	0.0998	0.0404	0.0543	3	1.00	0.58	195.66
0785 -068	2.76	326.00	104.97	RES	1	0.0418	0.0169	0.0227	3	1.00	0.24	81.88
0785 -069	2.76	326.00	104.97	RES	1	0.0418	0.0169	0.0227	3	1.00	0.24	81.88
0785 -070	6.09	720.00	231.83	RES	1	0.0923	0.0373	0.0502	3	1.00	0.54	180.84
0785 -071	2.99	354.00	113.98	RES	1	0.0454	0.0184	0.0247	3	1.00	0.27	88.91
0785 -072	3.14	371.00	119.46	RES	1	0.0475	0.0192	0.0259	3	1.00	0.28	93.18
0785 -073	4.10	485.00	156.17	RES	1	0.0621	0.0252	0.0338	3	1.00	0.36	121.81
0785 -074	3.09	366.00	117.85	RES	1	0.0469	0.0190	0.0255	3	1.00	0.27	91.93
0785 -075	2.93	347.00	111.73	RES	1	0.0445	0.0180	0.0242	3	1.00	0.26	87.15
0785 -076	6.04	714.00	229.90	RES	1	0.0915	0.0370	0.0498	3	1.00	0.53	179.33
0785 -077	3.42	404.00	130.08	RES	1	0.0518	0.0210	0.0282	3	1.00	0.30	101.47
0785 -078	6.28	743.00	239.24	RES	1	0.0952	0.0385	0.0518	3	1.00	0.56	186.62
0785 -079	5.99	708.00	227.97	RES	1	0.0907	0.0367	0.0493	3	1.00	0.53	177.82
0785 -080	5.99	708.00	227.97	RES	1	0.0907	0.0367	0.0493	3	1.00	0.53	177.82
0785 -081	6.59	779.00	250.83	RES	1	0.0998	0.0404	0.0543	3	1.00	0.58	195.66
0785 -082	2.76	326.00	104.97	RES	1	0.0418	0.0169	0.0227	3	1.00	0.24	81.88
0785 -083	2.76	326.00	104.97	RES	1	0.0418	0.0169	0.0227	3	1.00	0.24	81.88
0785 -084	6.09	720.00	231.83	RES	1	0.0923	0.0373	0.0502	3	1.00	0.54	180.84
0785 -085	2.99	354.00	113.98	RES	1	0.0454	0.0184	0.0247	3	1.00	0.27	88.91
0785 -086	3.14	371.00	119.46	RES	1	0.0475	0.0192	0.0259	3	1.00	0.28	93.18
0785 -087	4.10	485.00	156.17	RES	1	0.0621	0.0252	0.0338	3	1.00	0.36	121.81
0785 -088	3.09	366.00	117.85	RES	1	0.0469	0.0190	0.0255	3	1.00	0.27	91.93

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0785 -089	2.93	347.00	111.73	RES	1	0.0445	0.0180	0.0242	3	1.00	0.26	87.15
0785 -090	6.04	714.00	229.90	RES	1	0.0915	0.0370	0.0498	3	1.00	0.53	179.33
0785 -091	3.42	404.00	130.08	RES	1	0.0518	0.0210	0.0282	3	1.00	0.30	101.47
0785 -092	6.28	743.00	239.24	RES	1	0.0952	0.0385	0.0518	3	1.00	0.56	186.62
0785 -093	5.99	708.00	227.97	RES	1	0.0907	0.0367	0.0493	3	1.00	0.53	177.82
0785 -094	5.99	708.00	227.97	RES	1	0.0907	0.0367	0.0493	3	1.00	0.53	177.82
0785 -095	6.59	779.00	250.83	RES	1	0.0998	0.0404	0.0543	3	1.00	0.58	195.66
0785 -096	2.76	326.00	104.97	RES	1	0.0418	0.0169	0.0227	3	1.00	0.24	81.88
0785 -097	2.76	326.00	104.97	RES	1	0.0418	0.0169	0.0227	3	1.00	0.24	81.88
0785 -098	6.09	720.00	231.83	RES	1	0.0923	0.0373	0.0502	3	1.00	0.54	180.84
0785 -099	2.99	354.00	113.98	RES	1	0.0454	0.0184	0.0247	3	1.00	0.27	88.91
0785 -100	3.14	371.00	119.46	RES	1	0.0475	0.0192	0.0259	3	1.00	0.28	93.18
0785 -101	4.10	485.00	156.17	RES	1	0.0621	0.0252	0.0338	3	1.00	0.36	121.81
0785 -102	3.09	366.00	117.85	RES	1	0.0469	0.0190	0.0255	3	1.00	0.27	91.93
0785 -103	2.93	347.00	111.73	RES	1	0.0445	0.0180	0.0242	3	1.00	0.26	87.15
0785 -104	6.04	714.00	229.90	RES	1	0.0915	0.0370	0.0498	3	1.00	0.53	179.33
0785 -105	3.42	404.00	130.08	RES	1	0.0518	0.0210	0.0282	3	1.00	0.30	101.47
0785 -106	6.28	743.00	239.24	RES	1	0.0952	0.0385	0.0518	3	1.00	0.56	186.62
0785 -107	5.99	708.00	227.97	RES	1	0.0907	0.0367	0.0493	3	1.00	0.53	177.82
0785 -108	5.93	701.00	225.72	RES	1	0.0898	0.0364	0.0489	3	1.00	0.53	176.07
0785 -109	4.73	559.00	179.99	RES	1	0.0716	0.0290	0.0390	3	1.00	0.42	140.40
0785 -110	2.76	326.00	104.97	RES	1	0.0418	0.0169	0.0227	3	1.00	0.24	81.88
0785 -111	2.76	326.00	104.97	RES	1	0.0418	0.0169	0.0227	3	1.00	0.24	81.88
0785 -112	6.09	720.00	231.83	RES	1	0.0923	0.0373	0.0502	3	1.00	0.54	180.84
0785 -113	2.99	354.00	113.98	RES	1	0.0454	0.0184	0.0247	3	1.00	0.27	88.91
0785 -114	3.14	371.00	119.46	RES	1	0.0475	0.0192	0.0259	3	1.00	0.28	93.18
0785 -115	4.10	485.00	156.17	RES	1	0.0621	0.0252	0.0338	3	1.00	0.36	121.81
0785 -116	3.09	366.00	117.85	RES	1	0.0469	0.0190	0.0255	3	1.00	0.27	91.93
0785 -117	2.93	347.00	111.73	RES	1	0.0445	0.0180	0.0242	3	1.00	0.26	87.15

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0785 -118	6.04	714.00	229.90	RES	1	0.0915	0.0370	0.0498	3	1.00	0.53	179.33
0785 -119	3.42	404.00	130.08	RES	1	0.0518	0.0210	0.0282	3	1.00	0.30	101.47
0785 -120	6.28	743.00	239.24	RES	1	0.0952	0.0385	0.0518	3	1.00	0.56	186.62
0785 -121	5.99	708.00	227.97	RES	1	0.0907	0.0367	0.0493	3	1.00	0.53	177.82
0785 -122	5.99	708.00	227.97	RES	1	0.0907	0.0367	0.0493	3	1.00	0.53	177.82
0785 -123	2.76	326.00	104.97	RES	1	0.0418	0.0169	0.0227	3	1.00	0.24	81.88
0785 -124	2.76	326.00	104.97	RES	1	0.0418	0.0169	0.0227	3	1.00	0.24	81.88
0785 -125	6.09	720.00	231.83	RES	1	0.0923	0.0373	0.0502	3	1.00	0.54	180.84
0785 -126	2.99	354.00	113.98	RES	1	0.0454	0.0184	0.0247	3	1.00	0.27	88.91
0785 -127	3.14	371.00	119.46	RES	1	0.0475	0.0192	0.0259	3	1.00	0.28	93.18
0785 -128	4.10	485.00	156.17	RES	1	0.0621	0.0252	0.0338	3	1.00	0.36	121.81
0785 -129	3.09	366.00	117.85	RES	1	0.0469	0.0190	0.0255	3	1.00	0.27	91.93
0785 -130	2.93	347.00	111.73	RES	1	0.0445	0.0180	0.0242	3	1.00	0.26	87.15
0785 -131	6.04	714.00	229.90	RES	1	0.0915	0.0370	0.0498	3	1.00	0.53	179.33
0785 -132	3.42	404.00	130.08	RES	1	0.0518	0.0210	0.0282	3	1.00	0.30	101.47
0785 -133	6.28	743.00	239.24	RES	1	0.0952	0.0385	0.0518	3	1.00	0.56	186.62
0785 -134	5.99	708.00	227.97	RES	1	0.0907	0.0367	0.0493	3	1.00	0.53	177.82
0786A-001	2,007.00	533,200.00	238,682.00	CUL	1	30.4174	27.6550	51.6660	3	1.00	329.22	110,377.87
0787 -001	2,005.50	543,611.00	237,598.00	OFC	2	30.3947	28.1949	51.4314	3	2.37	782.25	262,269.21
0788 -001	2,062.50	355,674.00	255,231.00	CUL	2	31.2586	18.4474	55.2483	3	2.37	746.22	250,191.02
0792 -003	126.25	3,953.00	3,953.00	COM	1	1.9134	0.2050	0.8557	3	1.00	8.92	2,991.44
0792 -007A	39.00	16,152.00	5,362.00	RES	1	0.5911	0.8377	1.1607	3	1.00	7.77	2,604.58
0792 -007D	40.00	21,850.00	5,500.00	RES	1	0.6062	1.1333	1.1906	3	1.00	8.79	2,947.12
0792 -007E	58.50	24,428.00	8,043.00	RES	1	0.8866	1.2670	1.7410	3	1.00	11.68	3,917.30
0792 -022	27.50	0.00	3,781.00	COM	1	0.4168	0.0000	0.8184	3	1.00	3.71	1,242.43
0792 -028	342.31	42,000.00	20,336.00	RES	1	5.1879	2.1784	4.4020	3	1.00	35.30	11,836.90
0792 -029	400.19	213,564.00	43,950.00	COM	1	6.0652	11.0767	9.5136	3	1.00	79.97	26,810.77
0792 -031	313.75	62,140.00	18,755.00	EDU	1	4.7551	3.2230	4.0598	2	1.00	24.08	8,071.98
0792T-001A	27.50	24,367.00	3,781.25	COM	1	0.4168	1.2638	0.8185	3	1.00	7.50	2,513.67

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0809 -001	155.00	6,876.00	5,105.00	COM	1	2.3491	0.3566	1.1050	3	1.00	11.43	3,833.01
0809 -002	47.50	10,212.00	5,106.00	COM	1	0.7199	0.5297	1.1053	3	1.00	7.06	2,368.54
0809 -003	93.50	5,175.00	1,712.00	COM	1	1.4171	0.2684	0.3706	3	1.00	6.17	2,068.03
0809 -003A	39.00	2,811.00	971.00	RES	1	0.5911	0.1458	0.2102	3	1.00	2.84	952.57
0809 -004	135.00	9,690.00	4,500.00	RES	1	2.0460	0.5026	0.9741	3	1.00	10.57	3,543.21
0809 -004A	135.00	11,310.00	4,500.00	RES	1	2.0460	0.5866	0.9741	3	1.00	10.82	3,627.72
0809 -005	50.00	3,750.00	3,000.00	COM	1	0.7578	0.1945	0.6494	3	1.00	4.81	1,611.01
0809 -006	50.00	5,250.00	2,996.00	COM	1	0.7578	0.2723	0.6485	3	1.00	5.04	1,688.39
0809 -007	100.00	29,460.00	6,000.00	RES	1	1.5156	1.5280	1.2988	3	1.00	13.03	4,367.63
0809 -011	100.00	10,175.00	6,000.00	COM	1	1.5156	0.5277	1.2988	3	1.00	10.03	3,361.56
0809 -012	50.00	3,120.00	2,996.00	COM	1	0.7578	0.1618	0.6485	3	1.00	4.70	1,577.27
0809 -014	395.00	49,500.00	16,496.00	COM	1	5.9865	2.5674	3.5708	3	1.00	36.37	12,195.30
0809 -015	55.00	7,047.00	3,300.00	RES	1	0.8336	0.3655	0.7143	3	1.00	5.74	1,924.54
0809 -016	55.00	9,060.00	3,300.00	RES	1	0.8336	0.4699	0.7143	3	1.00	6.05	2,029.56
0809 -017	55.00	9,560.00	3,300.00	RES	1	0.8336	0.4958	0.7143	3	1.00	6.13	2,055.64
0809 -018	27.50	3,150.00	1,650.00	COM	1	0.4168	0.1634	0.3572	3	1.00	2.81	942.79
0809 -019	55.17	6,786.00	3,306.00	RES	1	0.8361	0.3520	0.7156	3	1.00	5.71	1,914.78
0809 -020	59.83	0.00	3,589.00	COM	1	0.9068	0.0000	0.7769	3	1.00	5.05	1,693.51
0809 -021	214.50	20,655.00	9,475.00	COM	1	3.2509	1.0713	2.0510	3	1.00	19.12	6,410.32
0809 -022	130.50	8,111.00	4,125.00	RES	1	1.9778	0.4207	0.8929	3	1.00	9.87	3,310.59
0809 -029	5.07	714.00	152.23	COM	1	0.0769	0.0370	0.0330	3	1.00	0.44	147.74
0809 -030	4.24	596.00	127.07	COM	1	0.0642	0.0309	0.0275	3	1.00	0.37	123.33
0809 -031	7.78	1,095.00	233.46	RES	1	0.1179	0.0568	0.0505	3	1.00	0.68	226.58
0809 -032	7.69	1,082.00	230.69	RES	1	0.1165	0.0561	0.0499	3	1.00	0.67	223.89
0809 -033	7.20	1,013.00	215.98	RES	1	0.1091	0.0525	0.0468	3	1.00	0.63	209.61
0809 -034	6.35	894.00	190.60	RES	1	0.0963	0.0464	0.0413	3	1.00	0.55	184.99
0809 -035	7.69	1,082.00	230.69	RES	1	0.1165	0.0561	0.0499	3	1.00	0.67	223.89
0809 -036	7.72	1,086.00	231.54	RES	1	0.1170	0.0563	0.0501	3	1.00	0.67	224.72
0809 -037	7.78	1,095.00	233.46	RES	1	0.1179	0.0568	0.0505	3	1.00	0.68	226.58

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0809 -038	5.71	804.00	171.42	RES	1	0.0866	0.0417	0.0371	3	1.00	0.50	166.37
0809 -039	5.62	791.00	168.64	RES	1	0.0852	0.0410	0.0365	3	1.00	0.49	163.68
0809 -040	5.58	785.00	167.37	RES	1	0.0846	0.0407	0.0362	3	1.00	0.48	162.44
0809 -041	4.48	630.00	134.32	RES	1	0.0679	0.0327	0.0291	3	1.00	0.39	130.36
0809 -042	5.69	800.00	170.56	RES	1	0.0862	0.0415	0.0369	3	1.00	0.49	165.54
0809 -043	5.69	800.00	170.56	RES	1	0.0862	0.0415	0.0369	3	1.00	0.49	165.54
0809 -044	5.71	804.00	171.42	RES	1	0.0866	0.0417	0.0371	3	1.00	0.50	166.37
0809 -061	6.88	518.00	412.50	RES	1	0.1042	0.0269	0.0893	3	1.00	0.66	221.64
0809 -062	6.88	518.00	412.50	RES	1	0.1042	0.0269	0.0893	3	1.00	0.66	221.64
0809 -063	6.88	518.00	412.50	RES	1	0.1042	0.0269	0.0893	3	1.00	0.66	221.64
0809 -064	6.88	518.00	412.50	RES	1	0.1042	0.0269	0.0893	3	1.00	0.66	221.64
0810 -001	1,319.50	229,500.00	105,802.00	CUL	1	19.9979	11.9032	22.9023	3	1.00	164.41	55,122.81
0811 -001	533.58	104,000.00	24,811.00	OFC	2	8.0868	5.3941	5.3707	3	2.37	134.03	44,938.58
0811 -010	169.07	17,640.00	6,547.00	RES	1	2.5624	0.9149	1.4172	3	1.00	14.68	4,923.04
0811 -012	168.93	12,360.00	6,529.00	COM	1	2.5602	0.6411	1.4133	3	1.00	13.84	4,641.45
0811 -016	70.21	4,163.00	4,186.00	CUL	2	1.0640	0.2159	0.9061	3	2.37	15.54	5,211.21
0811 -018	134.00	5,450.00	2,722.00	COM	2	2.0309	0.2827	0.5892	3	2.37	20.64	6,919.59
0811 -019	50.00	15,950.00	5,449.00	OFC	2	0.7578	0.8273	1.1795	3	2.37	19.66	6,590.18
0811 -020	150.00	9,450.00	4,721.00	COM	2	2.2734	0.4901	1.0219	3	2.37	26.91	9,023.70
0811 -021	70.21	0.00	4,116.00	CUL	2	1.0640	0.0000	0.8910	3	2.37	13.90	4,660.38
0811 -022	330.00	138,460.00	19,793.00	EDU	1	5.0014	7.1814	4.2845	2	1.00	32.93	11,042.11
0811 -031	340.00	155,218.00	13,200.00	RES	1	5.1529	8.0505	2.8573	3	1.00	48.18	16,154.38
0812 -001	1,375.00	312,870.00	113,434.00	CUL	2	20.8391	16.2273	24.5544	3	2.37	438.12	146,892.12
0813 -007	257.69	144,784.00	5,300.00	COM	1	3.9054	7.5094	1.1473	3	1.00	37.69	12,635.23
0813 -008	403.33	314,600.00	26,971.00	RES	1	6.1128	16.3170	5.8382	3	1.00	84.80	28,432.81
0813 -009	380.93	216,653.00	22,500.00	COM	1	5.7732	11.2369	4.8704	3	1.00	65.64	22,008.07
0813 -010	78.43	41,791.00	16,500.00	COM	1	1.1886	2.1675	3.5717	3	1.00	20.78	6,968.15
0814 -001	160.00	91,609.76	6,000.00	RES	1	2.4249	4.7514	1.2988	3	1.00	25.43	8,524.51
0814 -003	30.00	6,580.00	3,000.00	COM	1	0.4547	0.3413	0.6494	3	1.00	4.34	1,453.76

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0814 -010	109.00	22,288.00	13,076.00	EDU	1	1.6520	1.1560	2.8305	2	1.00	11.28	3,780.86
0814 -014	220.00	183,158.45	11,996.00	RES	1	3.3342	9.4997	2.5967	3	1.00	46.29	15,520.56
0814 -015	136.00	62,109.00	21,078.00	RES	1	2.0612	3.2213	4.5626	3	1.00	29.54	9,902.51
0814 -016	23.00	48,278.34	3,162.00	RES	1	0.3486	2.5040	0.6845	3	1.00	10.61	3,557.65
0814 -019	60.00	15,600.00	5,190.00	RES	1	0.9093	0.8091	1.1234	3	1.00	8.53	2,858.46
0814 -020	255.00	337,664.00	15,500.00	RES	1	3.8647	17.5133	3.3552	3	1.00	74.20	24,877.29
0814 -021	25.00	64,844.44	4,247.00	RES	1	0.3789	3.3632	0.9193	3	1.00	13.98	4,688.60
0814 -022	300.00	162,220.00	22,340.00	RES	1	4.5467	8.4137	4.8358	3	1.00	53.39	17,899.91
0815 -001	1,319.50	317,406.00	105,802.00	OFC	1	19.9979	16.4626	22.9023	3	1.00	178.09	59,708.71
0816 -003	395.00	36,522.00	16,500.00	COM	1	5.9865	1.8942	3.5717	3	1.00	34.36	11,519.13
0816 -005	110.00	7,000.00	6,599.00	REL	1	1.6671	0.3631	1.4284	2	1.00	6.92	2,319.19
0816 -006	110.00	28,290.00	6,600.00	RES	1	1.6671	1.4673	1.4287	3	1.00	13.69	4,589.66
0816 -009	285.00	23,340.00	9,896.00	RES	1	4.3194	1.2106	2.1421	3	1.00	23.02	7,716.75
0816 -012	55.00	3,300.00	3,300.00	COM	1	0.8336	0.1712	0.7143	3	1.00	5.16	1,729.07
0816 -013	55.00	7,225.00	3,297.00	COM	1	0.8336	0.3747	0.7137	3	1.00	5.77	1,933.17
0816 -014	55.00	4,320.00	3,300.00	RES	1	0.8336	0.2241	0.7143	3	1.00	5.32	1,782.28
0816 -015	55.00	8,140.00	4,290.00	COM	1	0.8336	0.4222	0.9286	3	1.00	6.55	2,197.11
0816 -020	27.50	0.00	1,729.00	COM	1	0.4168	0.0000	0.3743	3	1.00	2.37	795.66
0816 -021	27.50	2,504.00	1,563.00	RES	1	0.4168	0.1299	0.3383	3	1.00	2.65	890.14
0816 -023	18.00	2,726.00	1,374.00	RES	1	0.2728	0.1414	0.2974	3	1.00	2.13	715.76
0816 -024	18.00	1,817.00	785.00	RES	1	0.2728	0.0942	0.1699	3	1.00	1.61	540.10
0816 -025	25.00	2,350.00	1,699.00	RES	1	0.3789	0.1219	0.3678	3	1.00	2.61	873.61
0816 -026	30.00	4,500.00	1,700.00	RES	1	0.4547	0.2334	0.3680	3	1.00	3.17	1,062.21
0816 -027	17.93	2,298.00	1,075.71	COM	1	0.2717	0.1192	0.2329	3	1.00	1.87	627.39
0816 -028	18.86	2,417.00	1,131.42	COM	1	0.2858	0.1254	0.2449	3	1.00	1.97	659.88
0816 -029	12.74	1,633.00	764.42	COM	1	0.1931	0.0847	0.1655	3	1.00	1.33	445.84
0816 -030	6.26	803.00	375.89	RES	1	0.0949	0.0416	0.0814	3	1.00	0.65	219.23
0816 -031	6.40	820.00	383.85	RES	1	0.0970	0.0425	0.0831	3	1.00	0.67	223.87
0816 -032	11.81	1,514.00	708.71	RES	1	0.1790	0.0785	0.1534	3	1.00	1.23	413.35

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0816 -033	175.24	15,727.00	5,603.03	COM	1	2.6559	0.8157	1.2129	3	1.00	14.05	4,711.78
0816 -034	10.95	983.00	350.21	RES	1	0.1660	0.0510	0.0758	3	1.00	0.88	294.51
0816 -035	12.66	1,136.00	404.72	RES	1	0.1918	0.0589	0.0876	3	1.00	1.02	340.34
0816 -036	8.31	746.00	265.78	RES	1	0.1260	0.0387	0.0575	3	1.00	0.67	223.50
0816 -037	11.49	1,031.00	367.31	RES	1	0.1741	0.0535	0.0795	3	1.00	0.92	308.89
0816 -038	11.72	1,052.00	374.79	RES	1	0.1777	0.0546	0.0811	3	1.00	0.94	315.18
0816 -039	11.90	1,068.00	380.49	RES	1	0.1804	0.0554	0.0824	3	1.00	0.95	319.97
0816 -040	11.96	1,073.00	382.28	RES	1	0.1812	0.0557	0.0827	3	1.00	0.96	321.47
0816 -041	11.92	1,070.00	381.21	RES	1	0.1807	0.0555	0.0825	3	1.00	0.96	320.57
0816 -042	8.32	747.00	266.13	RES	1	0.1262	0.0387	0.0576	3	1.00	0.67	223.80
0816 -043	7.74	695.00	247.61	RES	1	0.1174	0.0360	0.0536	3	1.00	0.62	208.22
0816 -044	7.70	691.00	246.18	RES	1	0.1167	0.0358	0.0533	3	1.00	0.62	207.02
0816 -045	9.95	893.00	318.15	RES	1	0.1508	0.0463	0.0689	3	1.00	0.80	267.54
0816 -046	11.66	1,046.00	372.66	RES	1	0.1766	0.0543	0.0807	3	1.00	0.93	313.38
0816 -047	8.31	746.00	265.78	RES	1	0.1260	0.0387	0.0575	3	1.00	0.67	223.50
0816 -048	11.89	1,067.00	380.14	RES	1	0.1802	0.0553	0.0823	3	1.00	0.95	319.67
0816 -049	11.72	1,052.00	374.79	RES	1	0.1777	0.0546	0.0811	3	1.00	0.94	315.18
0816 -050	11.90	1,068.00	380.49	RES	1	0.1804	0.0554	0.0824	3	1.00	0.95	319.97
0816 -051	11.96	1,073.00	382.28	RES	1	0.1812	0.0557	0.0827	3	1.00	0.96	321.47
0816 -052	11.92	1,070.00	381.21	RES	1	0.1807	0.0555	0.0825	3	1.00	0.96	320.57
0816 -053	8.32	747.00	266.13	RES	1	0.1262	0.0387	0.0576	3	1.00	0.67	223.80
0816 -054	7.74	695.00	247.61	RES	1	0.1174	0.0360	0.0536	3	1.00	0.62	208.22
0816 -055	7.70	691.00	246.18	RES	1	0.1167	0.0358	0.0533	3	1.00	0.62	207.02
0816 -056	9.95	893.00	318.15	RES	1	0.1508	0.0463	0.0689	3	1.00	0.80	267.54
0816 -057	11.50	1,032.00	367.67	RES	1	0.1743	0.0535	0.0796	3	1.00	0.92	309.19
0816 -058	8.16	732.00	260.79	RES	1	0.1236	0.0380	0.0565	3	1.00	0.65	219.31
0816 -059	11.73	1,053.00	375.15	RES	1	0.1778	0.0546	0.0812	3	1.00	0.94	315.48
0816 -060	11.57	1,038.00	369.81	RES	1	0.1753	0.0538	0.0800	3	1.00	0.93	310.98
0816 -061	11.74	1,054.00	375.51	RES	1	0.1780	0.0547	0.0813	3	1.00	0.94	315.78

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0816-062	11.80	1,059.00	377.29	RES	1	0.1788	0.0549	0.0817	3	1.00	0.95	317.27
0816-063	11.78	1,057.00	376.58	RES	1	0.1785	0.0548	0.0815	3	1.00	0.94	316.68
0816-064	8.32	747.00	266.13	RES	1	0.1262	0.0387	0.0576	3	1.00	0.67	223.80
0816-065	7.74	695.00	247.61	RES	1	0.1174	0.0360	0.0536	3	1.00	0.62	208.22
0816-066	7.70	691.00	246.18	RES	1	0.1167	0.0358	0.0533	3	1.00	0.62	207.02
0816-068	11.41	995.00	469.71	RES	1	0.1729	0.0516	0.1017	3	1.00	0.98	328.05
0816-069	16.15	1,409.00	665.15	RES	1	0.2448	0.0731	0.1440	3	1.00	1.39	464.54
0816-070	9.82	1,195.00	378.40	RES	1	0.1488	0.0620	0.0819	3	1.00	0.88	294.44
0816-071	6.99	850.00	269.16	RES	1	0.1059	0.0441	0.0583	3	1.00	0.62	209.44
0816-072	10.36	1,260.00	398.98	RES	1	0.1569	0.0654	0.0864	3	1.00	0.93	310.46
0816-073	6.99	850.00	269.16	RES	1	0.1059	0.0441	0.0583	3	1.00	0.62	209.44
0816-074	6.99	850.00	269.16	RES	1	0.1059	0.0441	0.0583	3	1.00	0.62	209.44
0816-075	7.73	940.00	297.66	RES	1	0.1171	0.0488	0.0644	3	1.00	0.69	231.61
0816-076	6.00	730.00	231.16	RES	1	0.0909	0.0379	0.0500	3	1.00	0.54	179.87
0816-077	6.41	780.00	246.99	RES	1	0.0972	0.0405	0.0535	3	1.00	0.57	192.19
0816-078	12.29	1,495.00	473.40	RES	1	0.1862	0.0775	0.1025	3	1.00	1.10	368.36
0816-079	10.60	1,290.00	408.48	RES	1	0.1607	0.0669	0.0884	3	1.00	0.95	317.85
0816-080	7.15	870.00	275.49	RES	1	0.1084	0.0451	0.0596	3	1.00	0.64	214.36
0816-081	11.05	1,345.00	425.90	RES	1	0.1675	0.0698	0.0922	3	1.00	0.99	331.40
0816-082	7.15	870.00	275.49	RES	1	0.1084	0.0451	0.0596	3	1.00	0.64	214.36
0816-083	7.15	870.00	275.49	RES	1	0.1084	0.0451	0.0596	3	1.00	0.64	214.36
0816-084	11.18	1,360.00	430.65	RES	1	0.1694	0.0705	0.0932	3	1.00	1.00	335.10
0816-085	9.78	1,190.00	376.82	RES	1	0.1482	0.0617	0.0816	3	1.00	0.87	293.21
0816-086	12.57	1,530.00	484.48	RES	1	0.1906	0.0794	0.1049	3	1.00	1.12	376.98
0816-087	10.60	1,290.00	408.48	RES	1	0.1607	0.0669	0.0884	3	1.00	0.95	317.85
0816-088	7.15	870.00	275.49	RES	1	0.1084	0.0451	0.0596	3	1.00	0.64	214.36
0816-089	11.05	1,345.00	425.90	RES	1	0.1675	0.0698	0.0922	3	1.00	0.99	331.40
0816-090	7.15	870.00	275.49	RES	1	0.1084	0.0451	0.0596	3	1.00	0.64	214.36
0816-091	7.15	870.00	275.49	RES	1	0.1084	0.0451	0.0596	3	1.00	0.64	214.36

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0816 -092	11.18	1,360.00	430.65	RES	1	0.1694	0.0705	0.0932	3	1.00	1.00	335.10
0816 -093	9.78	1,190.00	376.82	RES	1	0.1482	0.0617	0.0816	3	1.00	0.87	293.21
0816 -094	12.57	1,530.00	484.48	RES	1	0.1906	0.0794	0.1049	3	1.00	1.12	376.98
0816 -095	10.60	1,290.00	408.48	RES	1	0.1607	0.0669	0.0884	3	1.00	0.95	317.85
0816 -096	7.15	870.00	275.49	RES	1	0.1084	0.0451	0.0596	3	1.00	0.64	214.36
0816 -097	11.05	1,345.00	425.90	RES	1	0.1675	0.0698	0.0922	3	1.00	0.99	331.40
0816 -098	7.15	870.00	275.49	RES	1	0.1084	0.0451	0.0596	3	1.00	0.64	214.36
0816 -099	7.15	870.00	275.49	RES	1	0.1084	0.0451	0.0596	3	1.00	0.64	214.36
0816 -100	19.03	2,315.00	733.06	RES	1	0.2883	0.1201	0.1587	3	1.00	1.70	570.40
0816 -101	51.04	6,210.00	1,966.42	COM	1	0.7735	0.3221	0.4257	3	1.00	4.56	1,530.11
0816 -102	15.92	1,389.00	655.71	RES	1	0.2413	0.0720	0.1419	3	1.00	1.37	457.94
0816 -103	11.52	1,005.00	474.43	RES	1	0.1746	0.0521	0.1027	3	1.00	0.99	331.34
0833 -002	110.00	7,185.00	2,395.00	COM	1	1.6671	0.3727	0.5184	3	1.00	7.67	2,573.12
0833 -003	1,065.00	252,450.00	49,500.00	EDU	1	16.1408	13.0936	10.7150	2	1.00	79.90	26,788.08
0833 -014	161.50	9,517.00	3,293.00	RES	1	2.4476	0.4936	0.7128	3	1.00	10.96	3,675.36
0833 -015	220.00	0.00	13,200.00	EDU	1	3.3342	0.0000	2.8573	2	1.00	12.38	4,151.77
0833 -018	100.00	30,000.00	6,000.00	RES	1	1.5156	1.5560	1.2988	3	1.00	13.11	4,395.80
0833 -019	175.00	10,000.00	10,497.00	REL	1	2.6522	0.5187	2.2722	2	1.00	10.89	3,649.89
0833 -020	55.00	0.00	3,297.00	COM	1	0.8336	0.0000	0.7137	3	1.00	4.64	1,556.26
0833 -021	60.00	9,900.00	3,598.00	RES	1	0.9093	0.5135	0.7788	3	1.00	6.60	2,214.48
0833 -022	4.80	446.00	203.15	RES	1	0.0727	0.0231	0.0440	3	1.00	0.42	140.62
0833 -023	4.80	446.00	203.15	RES	1	0.0727	0.0231	0.0440	3	1.00	0.42	140.62
0833 -024	2.51	233.00	106.13	RES	1	0.0380	0.0121	0.0230	3	1.00	0.22	73.46
0833 -025	8.52	792.00	360.75	RES	1	0.1291	0.0411	0.0781	3	1.00	0.74	249.71
0833 -026	8.72	811.00	369.41	RES	1	0.1322	0.0421	0.0800	3	1.00	0.76	255.70
0833 -027	8.80	818.00	372.59	RES	1	0.1333	0.0424	0.0807	3	1.00	0.77	257.90
0833 -028	8.80	818.00	372.59	RES	1	0.1333	0.0424	0.0807	3	1.00	0.77	257.90
0833 -029	8.80	818.00	372.59	RES	1	0.1333	0.0424	0.0807	3	1.00	0.77	257.90
0833 -030	8.96	833.00	379.43	RES	1	0.1358	0.0432	0.0821	3	1.00	0.78	262.63

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0833 -031	9.07	843.00	383.98	RES	1	0.1374	0.0437	0.0831	3	1.00	0.79	265.79
0833 -032	8.41	782.00	356.20	RES	1	0.1275	0.0406	0.0771	3	1.00	0.74	246.55
0833 -033	8.28	770.00	350.73	RES	1	0.1255	0.0399	0.0759	3	1.00	0.72	242.77
0833 -034	8.44	785.00	357.56	RES	1	0.1280	0.0407	0.0774	3	1.00	0.74	247.50
0833 -035	8.80	818.00	372.59	RES	1	0.1333	0.0424	0.0807	3	1.00	0.77	257.90
0833 -036	8.29	771.00	351.19	RES	1	0.1257	0.0400	0.0760	3	1.00	0.73	243.09
0833 -037	8.77	815.00	371.23	RES	1	0.1328	0.0423	0.0804	3	1.00	0.77	256.96
0833 -038	8.77	815.00	371.23	RES	1	0.1328	0.0423	0.0804	3	1.00	0.77	256.96
0833 -039	8.41	782.00	356.20	RES	1	0.1275	0.0406	0.0771	3	1.00	0.74	246.55
0833 -040	9.60	893.00	406.76	RES	1	0.1456	0.0463	0.0880	3	1.00	0.84	281.55
0833 -041	8.77	815.00	371.23	RES	1	0.1328	0.0423	0.0804	3	1.00	0.77	256.96
0833 -042	9.71	903.00	411.31	RES	1	0.1472	0.0468	0.0890	3	1.00	0.85	284.70
0834 -004	456.00	130,000.00	19,740.00	OFC	1	6.9110	6.7426	4.2730	3	1.00	53.78	18,031.02
0834 -008	267.50	0.00	8,850.00	COM	1	4.0541	0.0000	1.9157	3	1.00	17.91	6,004.64
0834 -012	220.00	23,550.00	3,000.00	RES	1	3.3342	1.2214	0.6494	3	1.00	15.62	5,235.42
0834 -013	65.00	6,680.00	3,898.00	COM	1	0.9851	0.3465	0.8438	3	1.00	6.53	2,188.04
0834 -014	55.00	6,594.00	3,297.00	COM	1	0.8336	0.3420	0.7137	3	1.00	5.67	1,900.26
0834 -015	55.00	5,415.00	3,297.00	COM	1	0.8336	0.2809	0.7137	3	1.00	5.48	1,838.75
0834 -016	55.00	6,594.00	3,297.00	COM	1	0.8336	0.3420	0.7137	3	1.00	5.67	1,900.26
0834 -017	55.00	4,300.00	3,297.00	COM	1	0.8336	0.2230	0.7137	3	1.00	5.31	1,780.58
0834 -018	82.50	18,780.00	4,950.00	RES	1	1.2503	0.9740	1.0715	3	1.00	9.89	3,315.09
0834 -019	82.50	9,896.00	4,948.00	COM	1	1.2503	0.5133	1.0711	3	1.00	8.50	2,851.19
0834 -027	286.00	73,000.00	17,940.00	EDU	1	4.3345	3.7862	3.8834	2	1.00	24.01	8,049.37
0834 -032	4.29	831.00	166.55	RES	1	0.0651	0.0431	0.0361	3	1.00	0.43	145.06
0834 -033	2.70	522.00	104.62	RES	1	0.0409	0.0271	0.0226	3	1.00	0.27	91.12
0834 -034	5.85	1,133.00	227.08	RES	1	0.0887	0.0588	0.0492	3	1.00	0.59	197.78
0834 -035	4.36	844.00	169.16	RES	1	0.0661	0.0438	0.0366	3	1.00	0.44	147.33
0834 -036	4.75	920.00	184.39	RES	1	0.0720	0.0477	0.0399	3	1.00	0.48	160.60
0834 -037	4.09	792.00	158.74	RES	1	0.0620	0.0411	0.0344	3	1.00	0.41	138.26

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0834 -038	4.29	830.00	166.35	RES	1	0.0650	0.0430	0.0360	3	1.00	0.43	144.89
0834 -039	5.84	1,131.00	226.68	RES	1	0.0886	0.0587	0.0491	3	1.00	0.59	197.43
0834 -040	2.78	538.00	107.83	RES	1	0.0421	0.0279	0.0233	3	1.00	0.28	93.92
0834 -041	4.46	864.00	173.17	RES	1	0.0677	0.0448	0.0375	3	1.00	0.45	150.83
0834 -042	4.29	831.00	166.55	RES	1	0.0651	0.0431	0.0361	3	1.00	0.43	145.06
0834 -043	2.71	524.00	105.02	RES	1	0.0410	0.0272	0.0227	3	1.00	0.27	91.47
0834 -044	5.90	1,141.00	228.69	RES	1	0.0893	0.0592	0.0495	3	1.00	0.59	199.18
0834 -045	4.91	950.00	190.40	RES	1	0.0744	0.0493	0.0412	3	1.00	0.49	165.84
0834 -046	4.89	947.00	189.80	RES	1	0.0742	0.0491	0.0411	3	1.00	0.49	165.31
0834 -047	4.33	838.00	167.96	RES	1	0.0656	0.0435	0.0364	3	1.00	0.44	146.29
0834 -048	5.05	977.00	195.82	RES	1	0.0765	0.0507	0.0424	3	1.00	0.51	170.55
0834 -049	5.85	1,132.00	226.88	RES	1	0.0886	0.0587	0.0491	3	1.00	0.59	197.61
0834 -050	2.81	543.00	108.83	RES	1	0.0425	0.0282	0.0236	3	1.00	0.28	94.79
0834 -051	4.48	867.00	173.77	RES	1	0.0679	0.0450	0.0376	3	1.00	0.45	151.35
0834 -052	4.31	834.00	167.16	RES	1	0.0653	0.0433	0.0362	3	1.00	0.43	145.59
0834 -053	2.70	523.00	104.82	RES	1	0.0410	0.0271	0.0227	3	1.00	0.27	91.30
0834 -054	5.91	1,143.00	229.09	RES	1	0.0895	0.0593	0.0496	3	1.00	0.60	199.53
0834 -055	4.38	847.00	169.76	RES	1	0.0663	0.0439	0.0367	3	1.00	0.44	147.86
0834 -056	4.89	946.00	189.60	RES	1	0.0741	0.0491	0.0410	3	1.00	0.49	165.14
0834 -057	4.33	838.00	167.96	RES	1	0.0656	0.0435	0.0364	3	1.00	0.44	146.29
0834 -058	5.06	979.00	196.22	RES	1	0.0767	0.0508	0.0425	3	1.00	0.51	170.90
0834 -059	5.89	1,140.00	228.49	RES	1	0.0893	0.0591	0.0495	3	1.00	0.59	199.01
0834 -060	2.81	544.00	109.03	RES	1	0.0426	0.0282	0.0236	3	1.00	0.28	94.96
0834 -061	4.50	871.00	174.57	RES	1	0.0682	0.0452	0.0378	3	1.00	0.45	152.05
0834 -062	4.29	831.00	166.55	RES	1	0.0651	0.0431	0.0361	3	1.00	0.43	145.06
0834 -063	2.71	525.00	105.22	RES	1	0.0411	0.0272	0.0228	3	1.00	0.27	91.65
0834 -064	5.86	1,135.00	227.48	RES	1	0.0889	0.0589	0.0492	3	1.00	0.59	198.13
0834 -065	4.37	846.00	169.56	RES	1	0.0662	0.0439	0.0367	3	1.00	0.44	147.68
0834 -066	4.85	938.00	188.00	RES	1	0.0734	0.0487	0.0407	3	1.00	0.49	163.74

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0834 -067	4.30	832.00	166.75	RES	1	0.0651	0.0432	0.0361	3	1.00	0.43	145.24
0834 -068	5.04	975.00	195.42	RES	1	0.0763	0.0506	0.0423	3	1.00	0.51	170.20
0834 -069	5.84	1,131.00	226.68	RES	1	0.0886	0.0587	0.0491	3	1.00	0.59	197.43
0834 -070	2.80	541.00	108.43	RES	1	0.0424	0.0281	0.0235	3	1.00	0.28	94.44
0834 -071	4.46	864.00	173.17	RES	1	0.0677	0.0448	0.0375	3	1.00	0.45	150.83
0834 -072	4.31	835.00	167.36	RES	1	0.0654	0.0433	0.0362	3	1.00	0.43	145.76
0834 -073	2.70	523.00	104.82	RES	1	0.0410	0.0271	0.0227	3	1.00	0.27	91.30
0834 -074	5.89	1,140.00	228.49	RES	1	0.0893	0.0591	0.0495	3	1.00	0.59	199.01
0834 -075	4.40	852.00	170.76	RES	1	0.0667	0.0442	0.0370	3	1.00	0.44	148.73
0834 -076	4.90	948.00	190.00	RES	1	0.0742	0.0492	0.0411	3	1.00	0.49	165.49
0834 -077	4.32	837.00	167.76	RES	1	0.0655	0.0434	0.0363	3	1.00	0.44	146.11
0834 -078	5.00	967.00	193.81	RES	1	0.0757	0.0502	0.0420	3	1.00	0.50	168.81
0834 -079	5.84	1,131.00	226.68	RES	1	0.0886	0.0587	0.0491	3	1.00	0.59	197.43
0834 -080	2.82	545.00	109.23	RES	1	0.0427	0.0283	0.0236	3	1.00	0.28	95.14
0834 -081	4.50	871.00	174.57	RES	1	0.0682	0.0452	0.0378	3	1.00	0.45	152.05
0834 -083	9.13	1,767.00	354.15	COM	1	0.1384	0.0916	0.0767	3	1.00	0.92	308.46
0834 -144	9.13	1,767.00	354.15	COM	1	0.1384	0.0916	0.0767	3	1.00	0.92	308.46
0834 -145	9.13	1,767.00	354.15	COM	1	0.1384	0.0916	0.0767	3	1.00	0.92	308.46
0834 -146	9.13	1,767.00	354.15	COM	1	0.1384	0.0916	0.0767	3	1.00	0.92	308.46
0834 -147	9.13	1,767.00	354.15	COM	1	0.1384	0.0916	0.0767	3	1.00	0.92	308.46
0834 -148	9.13	1,767.00	354.15	COM	1	0.1384	0.0916	0.0767	3	1.00	0.92	308.46
0834 -149	9.13	1,767.00	354.15	COM	1	0.1384	0.0916	0.0767	3	1.00	0.92	308.46
0834 -150	9.13	1,767.00	354.15	COM	1	0.1384	0.0916	0.0767	3	1.00	0.92	308.46
0834 -151	12.77	2,472.00	495.45	COM	1	0.1936	0.1282	0.1072	3	1.00	1.29	431.53
0834 -152	12.82	2,481.00	497.26	COM	1	0.1943	0.1287	0.1076	3	1.00	1.29	433.10
0834 -153	9.13	1,767.00	354.15	COM	1	0.1384	0.0916	0.0767	3	1.00	0.92	308.46
0834 -154	9.13	1,767.00	354.15	COM	1	0.1384	0.0916	0.0767	3	1.00	0.92	308.46
0835 -001	315.46	35,921.00	8,651.00	COM	1	4.7810	1.8631	1.8726	3	1.00	25.55	8,566.33
0835 -002	69.21	23,260.00	3,844.00	COM	1	1.0489	1.2064	0.8321	3	1.00	9.26	3,105.37

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0835 -003	122.78	16,994.00	8,520.00	COM	1	1.8608	0.8814	1.8443	3	1.00	13.76	4,613.24
0835 -004	635.33	180,939.00	38,123.00	COM	1	9.6289	9.3846	8.2523	3	1.00	81.80	27,424.61
0836 -001	90.52	2,750.00	1,092.00	COM	1	1.3719	0.1426	0.2364	3	1.00	5.25	1,761.12
0836 -002	49.12	0.00	1,398.00	COM	1	0.7444	0.0000	0.3026	3	1.00	3.14	1,053.09
0836 -003	49.12	0.00	1,746.00	COM	1	0.7444	0.0000	0.3779	3	1.00	3.37	1,128.86
0836 -004	98.23	25,365.00	5,073.00	COM	1	1.4887	1.3156	1.0981	3	1.00	11.71	3,925.17
0836 -005	147.34	48,225.00	9,426.00	COM	1	2.2331	2.5012	2.0404	3	1.00	20.32	6,814.20
0836 -006	27.39	7,014.00	2,338.00	COM	1	0.4150	0.3638	0.5061	3	1.00	3.85	1,292.41
0836 -007	119.96	14,822.00	10,227.00	COM	1	1.8180	0.7688	2.2138	3	1.00	14.40	4,828.55
0836 -008	71.12	0.00	8,588.00	COM	1	1.0778	0.0000	1.8590	3	1.00	8.81	2,953.90
0836 -009	27.12	14,730.00	2,946.00	COM	1	0.4109	0.7640	0.6377	3	1.00	5.44	1,823.20
0836 -010	207.16	61,553.00	8,600.00	RES	1	3.1396	3.1925	1.8616	3	1.00	24.58	8,241.43
0836 -013	222.75	0.00	12,218.00	COM	1	3.3759	0.0000	2.6448	3	1.00	18.06	6,055.77
0836 -031	50.00	27,361.00	4,337.00	RES	1	0.7578	1.4191	0.9388	3	1.00	9.35	3,133.85
0837 -001	175.00	10,098.00	3,300.00	COM	1	2.6522	0.5237	0.7143	3	1.00	11.67	3,912.99
0837 -002	170.00	9,780.00	6,600.00	RES	1	2.5765	0.5072	1.4287	3	1.00	13.54	4,538.67
0837 -005	55.00	6,480.00	3,300.00	COM	1	0.8336	0.3361	0.7143	3	1.00	5.65	1,894.96
0837 -006	109.00	36,186.00	6,540.00	COM	1	1.6520	1.8768	1.4157	3	1.00	14.83	4,973.28
0837 -007	56.00	6,736.00	3,360.00	RES	1	0.8487	0.3494	0.7273	3	1.00	5.78	1,936.63
0837 -008	110.00	13,200.00	6,599.00	COM	1	1.6671	0.6846	1.4284	3	1.00	11.34	3,802.23
0837 -010	27.50	3,840.00	1,646.00	RES	1	0.4168	0.1992	0.3563	3	1.00	2.92	977.91
0837 -011	110.00	7,599.00	6,599.00	COM	1	1.6671	0.3941	1.4284	3	1.00	10.47	3,510.03
0837 -012	175.00	13,200.00	3,297.00	RES	1	2.6522	0.6846	0.7137	3	1.00	12.15	4,074.16
0837 -013	115.00	9,540.00	3,300.00	RES	1	1.7429	0.4948	0.7143	3	1.00	8.86	2,969.24
0837 -014	115.00	6,600.00	3,300.00	COM	1	1.7429	0.3423	0.7143	3	1.00	8.40	2,815.86
0837 -015	165.00	12,100.00	9,896.00	RES	1	2.5007	0.6276	2.1421	3	1.00	15.81	5,301.10
0837 -025	110.00	5,599.00	6,599.00	OFC	1	1.6671	0.2904	1.4284	3	1.00	10.16	3,405.70
0837 -067	385.00	6,240.00	23,086.80	EDU	1	5.8349	0.3236	4.9975	2	1.00	22.31	7,480.70
0837 -068	14.43	1,794.00	857.25	RES	1	0.2187	0.0930	0.1856	3	1.00	1.49	500.23

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APN	Front Ft	Bldg Sq Ft	Lot Sq Ft	Land Use Type (1)	Zone	Front Factor	Bldg Factor	Lot Factor	Land Use BP	Zone Factor	Total BP	Preliminary Assessment
0837 -069	8.03	998.00	476.89	RES	1	0.1217	0.0518	0.1032	3	1.00	0.83	278.28
0837 -070	10.83	1,346.00	643.17	RES	1	0.1641	0.0698	0.1392	3	1.00	1.12	375.31
0837 -071	9.31	1,157.00	552.86	RES	1	0.1411	0.0600	0.1197	3	1.00	0.96	322.61
0837 -072	12.40	1,542.00	736.83	RES	1	0.1880	0.0800	0.1595	3	1.00	1.28	429.97
0837 -081	5.50	672.00	329.40	RES	1	0.0834	0.0349	0.0713	3	1.00	0.57	190.62
0837 -082	5.50	672.00	329.40	RES	1	0.0834	0.0349	0.0713	3	1.00	0.57	190.62
0837 -083	5.50	672.00	329.40	RES	1	0.0834	0.0349	0.0713	3	1.00	0.57	190.62
0837 -084	5.50	672.00	329.40	RES	1	0.0834	0.0349	0.0713	3	1.00	0.57	190.62
0837 -085	5.50	672.00	329.40	RES	1	0.0834	0.0349	0.0713	3	1.00	0.57	190.62
0837 -095	7.32	1,129.00	284.01	COM	1	0.1109	0.0586	0.0615	3	1.00	0.69	232.25
0837 -096	4.50	694.00	174.58	COM	1	0.0682	0.0360	0.0378	3	1.00	0.43	142.77
0837 -097	7.02	1,084.00	272.69	COM	1	0.1065	0.0562	0.0590	3	1.00	0.67	223.00
0837 -098	5.26	812.00	204.27	RES	1	0.0797	0.0421	0.0442	3	1.00	0.50	167.04
0837 -099	3.40	524.00	131.82	RES	1	0.0515	0.0272	0.0285	3	1.00	0.32	107.79
0837 -100	2.88	445.00	111.95	RES	1	0.0437	0.0231	0.0242	3	1.00	0.27	91.54
0837 -101	2.95	455.00	114.46	RES	1	0.0447	0.0236	0.0248	3	1.00	0.28	93.60
0837 -102	3.54	547.00	137.60	RES	1	0.0537	0.0284	0.0298	3	1.00	0.34	112.53
0837 -103	5.75	887.00	223.14	RES	1	0.0871	0.0460	0.0483	3	1.00	0.54	182.47
0837 -104	5.26	812.00	204.27	RES	1	0.0797	0.0421	0.0442	3	1.00	0.50	167.04
0837 -105	3.40	524.00	131.82	RES	1	0.0515	0.0272	0.0285	3	1.00	0.32	107.79
0837 -106	2.88	445.00	111.95	RES	1	0.0437	0.0231	0.0242	3	1.00	0.27	91.54
0837 -107	3.10	479.00	120.50	RES	1	0.0470	0.0248	0.0261	3	1.00	0.29	98.54
0837 -108	3.54	547.00	137.60	RES	1	0.0537	0.0284	0.0298	3	1.00	0.34	112.53
0837 -109	6.09	940.00	236.47	RES	1	0.0923	0.0488	0.0512	3	1.00	0.58	193.37
0837 -110	5.26	812.00	204.27	RES	1	0.0797	0.0421	0.0442	3	1.00	0.50	167.04
0837 -111	3.40	524.00	131.82	RES	1	0.0515	0.0272	0.0285	3	1.00	0.32	107.79
0837 -112	2.88	445.00	111.95	RES	1	0.0437	0.0231	0.0242	3	1.00	0.27	91.54
0837 -113	3.10	479.00	120.50	RES	1	0.0470	0.0248	0.0261	3	1.00	0.29	98.54
0837 -114	3.54	547.00	137.60	RES	1	0.0537	0.0284	0.0298	3	1.00	0.34	112.53

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0837 -115	6.09	940.00	236.47	RES	1	0.0923	0.0488	0.0512	3	1.00	0.58	193.37
0837 -116	5.26	812.00	204.27	RES	1	0.0797	0.0421	0.0442	3	1.00	0.50	167.04
0837 -117	3.26	503.00	126.54	RES	1	0.0494	0.0261	0.0274	3	1.00	0.31	103.47
0837 -118	2.88	445.00	111.95	RES	1	0.0437	0.0231	0.0242	3	1.00	0.27	91.54
0837 -119	3.10	479.00	120.50	RES	1	0.0470	0.0248	0.0261	3	1.00	0.29	98.54
0837 -120	3.54	547.00	137.60	RES	1	0.0537	0.0284	0.0298	3	1.00	0.34	112.53
0837 -121	6.09	940.00	236.47	RES	1	0.0923	0.0488	0.0512	3	1.00	0.58	193.37
0837 -122	5.26	812.00	204.27	RES	1	0.0797	0.0421	0.0442	3	1.00	0.50	167.04
0837 -123	3.26	503.00	126.54	RES	1	0.0494	0.0261	0.0274	3	1.00	0.31	103.47
0837 -124	6.64	1,025.00	257.85	RES	1	0.1007	0.0532	0.0558	3	1.00	0.63	210.86
0837 -125	3.10	479.00	120.50	RES	1	0.0470	0.0248	0.0261	3	1.00	0.29	98.54
0837 -126	6.53	1,008.00	253.58	RES	1	0.0990	0.0523	0.0549	3	1.00	0.62	207.36
0837 -127	3.26	503.00	126.54	RES	1	0.0494	0.0261	0.0274	3	1.00	0.31	103.47
0837 -128	5.10	787.00	197.98	RES	1	0.0773	0.0408	0.0429	3	1.00	0.48	161.90
0837 -129	3.10	479.00	120.50	RES	1	0.0470	0.0248	0.0261	3	1.00	0.29	98.54
0837 -130	6.99	1,079.00	271.44	RES	1	0.1060	0.0560	0.0588	3	1.00	0.66	221.97
0837 -131	6.34	979.00	246.28	RES	1	0.0961	0.0508	0.0533	3	1.00	0.60	201.40
0837 -132	5.10	787.00	197.98	RES	1	0.0773	0.0408	0.0429	3	1.00	0.48	161.90
0854 -002	217.18	54,445.00	11,800.00	COM	1	3.2915	2.8238	2.5543	3	1.00	26.01	8,720.10
0854 -003	199.38	6,286.00	3,609.00	COM	1	3.0217	0.3260	0.7812	3	1.00	12.39	4,152.97
0854 -004	61.38	9,610.00	2,090.00	COM	1	0.9302	0.4984	0.4524	3	1.00	5.64	1,891.98
0854 -005	121.29	31,200.00	5,665.00	RES	1	1.8383	1.6182	1.2263	3	1.00	14.05	4,710.04
0854 -006	175.00	17,940.00	6,600.00	RES	1	2.6522	0.9305	1.4287	3	1.00	15.03	5,040.58
0854 -011	83.85	18,747.00	3,928.99	COM	1	1.2708	0.9723	0.8505	3	1.00	9.28	3,111.68
0854 -012	3.42	764.00	160.12	COM	1	0.0518	0.0396	0.0347	3	1.00	0.38	126.81
0854 -013	5.82	1,301.00	272.66	RES	1	0.0882	0.0675	0.0590	3	1.00	0.64	215.94
0854 -014	2.05	459.00	96.20	RES	1	0.0311	0.0238	0.0208	3	1.00	0.23	76.19
0854 -015	3.06	685.00	143.56	RES	1	0.0464	0.0355	0.0311	3	1.00	0.34	113.70
0854 -016	2.07	463.00	97.04	RES	1	0.0314	0.0240	0.0210	3	1.00	0.23	76.85

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0854 -017	3.68	822.00	172.27	RES	1	0.0557	0.0426	0.0373	3	1.00	0.41	136.44
0854 -018	3.82	855.00	179.19	RES	1	0.0580	0.0443	0.0388	3	1.00	0.42	141.92
0854 -019	3.83	856.00	179.40	RES	1	0.0580	0.0444	0.0388	3	1.00	0.42	142.08
0854 -020	3.66	819.00	171.65	RES	1	0.0555	0.0425	0.0372	3	1.00	0.41	135.94
0854 -021	2.00	448.00	93.89	RES	1	0.0304	0.0232	0.0203	3	1.00	0.22	74.36
0854 -022	2.30	515.00	107.93	RES	1	0.0349	0.0267	0.0234	3	1.00	0.25	85.48
0854 -023	5.54	1,238.00	259.46	RES	1	0.0839	0.0642	0.0562	3	1.00	0.61	205.49
0854 -024	5.04	1,126.00	235.99	RES	1	0.0763	0.0584	0.0511	3	1.00	0.56	186.90
0854 -025	5.03	1,124.00	235.57	RES	1	0.0762	0.0583	0.0510	3	1.00	0.56	186.56
0854 -026	5.47	1,224.00	256.53	RES	1	0.0830	0.0635	0.0555	3	1.00	0.61	203.16
0854 -027	4.88	1,092.00	228.86	RES	1	0.0740	0.0566	0.0495	3	1.00	0.54	181.25
0854 -028	3.05	683.00	143.14	RES	1	0.0463	0.0354	0.0310	3	1.00	0.34	113.37
0854 -029	5.19	1,160.00	243.11	RES	1	0.0786	0.0602	0.0526	3	1.00	0.57	192.54
0854 -030	1.81	404.00	84.67	RES	1	0.0274	0.0210	0.0183	3	1.00	0.20	67.06
0854 -031	2.89	646.00	135.39	RES	1	0.0438	0.0335	0.0293	3	1.00	0.32	107.22
0854 -032	4.51	1,008.00	211.26	RES	1	0.0683	0.0523	0.0457	3	1.00	0.50	167.31
0854 -033	4.64	1,037.00	217.33	RES	1	0.0703	0.0538	0.0470	3	1.00	0.51	172.12
0854 -034	2.13	476.00	99.76	RES	1	0.0323	0.0247	0.0216	3	1.00	0.24	79.01
0854 -035	3.35	750.00	157.18	RES	1	0.0508	0.0389	0.0340	3	1.00	0.37	124.49
0854 -036	2.14	479.00	100.39	RES	1	0.0325	0.0248	0.0217	3	1.00	0.24	79.51
0854 -037	4.43	990.00	207.48	RES	1	0.0671	0.0513	0.0449	3	1.00	0.49	164.32
0854 -038	1.79	401.00	84.04	RES	1	0.0272	0.0208	0.0182	3	1.00	0.20	66.56
0854 -039	3.34	746.00	156.35	RES	1	0.0506	0.0387	0.0338	3	1.00	0.37	123.82
0854 -040	3.01	674.00	141.26	RES	1	0.0457	0.0350	0.0306	3	1.00	0.33	111.87
0854 -041	3.34	746.00	156.35	RES	1	0.0506	0.0387	0.0338	3	1.00	0.37	123.82
0854 -042	1.81	404.00	84.67	RES	1	0.0274	0.0210	0.0183	3	1.00	0.20	67.06
0854 -043	5.27	1,178.00	246.88	RES	1	0.0799	0.0611	0.0534	3	1.00	0.58	195.53
0854 -044	1.96	438.00	91.80	RES	1	0.0297	0.0227	0.0199	3	1.00	0.22	72.70
0854 -045	3.79	847.00	177.51	RES	1	0.0574	0.0439	0.0384	3	1.00	0.42	140.59

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0854 -046	4.44	993.00	208.11	RES	1	0.0673	0.0515	0.0450	3	1.00	0.49	164.82
0854 -047	4.58	1,023.00	214.40	RES	1	0.0693	0.0531	0.0464	3	1.00	0.51	169.80
0854 -048	2.89	646.00	135.39	RES	1	0.0438	0.0335	0.0293	3	1.00	0.32	107.22
0854 -049	5.11	1,143.00	239.55	RES	1	0.0775	0.0593	0.0519	3	1.00	0.57	189.72
0854 -050	5.11	1,143.00	239.55	RES	1	0.0775	0.0593	0.0519	3	1.00	0.57	189.72
0854 -051	3.30	738.00	154.67	RES	1	0.0500	0.0383	0.0335	3	1.00	0.37	122.50
0854 -052	2.89	646.00	135.39	RES	1	0.0438	0.0335	0.0293	3	1.00	0.32	107.22
0854 -053	4.51	1,008.00	211.26	RES	1	0.0683	0.0523	0.0457	3	1.00	0.50	167.31
0854 -054	4.64	1,037.00	217.33	RES	1	0.0703	0.0538	0.0470	3	1.00	0.51	172.12
0854 -055	2.13	476.00	99.76	RES	1	0.0323	0.0247	0.0216	3	1.00	0.24	79.01
0854 -056	2.13	476.00	99.76	RES	1	0.0323	0.0247	0.0216	3	1.00	0.24	79.01
0854 -057	2.14	479.00	100.39	RES	1	0.0325	0.0248	0.0217	3	1.00	0.24	79.51
0854 -058	4.43	990.00	207.48	RES	1	0.0671	0.0513	0.0449	3	1.00	0.49	164.32
0854 -059	1.79	401.00	84.04	RES	1	0.0272	0.0208	0.0182	3	1.00	0.20	66.56
0854 -060	3.34	746.00	156.35	RES	1	0.0506	0.0387	0.0338	3	1.00	0.37	123.82
0854 -061	2.98	666.00	139.58	RES	1	0.0451	0.0345	0.0302	3	1.00	0.33	110.54
0854 -062	3.34	746.00	156.35	RES	1	0.0506	0.0387	0.0338	3	1.00	0.37	123.82
0854 -063	1.81	404.00	84.67	RES	1	0.0274	0.0210	0.0183	3	1.00	0.20	67.06
0854 -064	4.24	947.00	198.47	RES	1	0.0642	0.0491	0.0430	3	1.00	0.47	157.19
0854 -065	3.87	866.00	181.50	RES	1	0.0587	0.0449	0.0393	3	1.00	0.43	143.74
0854 -066	3.79	847.00	177.51	RES	1	0.0574	0.0439	0.0384	3	1.00	0.42	140.59
0854 -067	4.44	993.00	208.11	RES	1	0.0673	0.0515	0.0450	3	1.00	0.49	164.82
0854 -068	4.58	1,023.00	214.40	RES	1	0.0693	0.0531	0.0464	3	1.00	0.51	169.80
0854 -069	2.89	646.00	135.39	RES	1	0.0438	0.0335	0.0293	3	1.00	0.32	107.22
0854 -070	3.30	738.00	154.67	RES	1	0.0500	0.0383	0.0335	3	1.00	0.37	122.50
0854 -071	2.89	646.00	135.39	RES	1	0.0438	0.0335	0.0293	3	1.00	0.32	107.22
0854 -072	4.51	1,008.00	211.26	RES	1	0.0683	0.0523	0.0457	3	1.00	0.50	167.31
0854 -073	4.64	1,037.00	217.33	RES	1	0.0703	0.0538	0.0470	3	1.00	0.51	172.12
0854 -074	2.13	476.00	99.76	RES	1	0.0323	0.0247	0.0216	3	1.00	0.24	79.01

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0854 -075	3.35	750.00	157.18	RES	1	0.0508	0.0389	0.0340	3	1.00	0.37	124.49
0854 -076	2.14	479.00	100.39	RES	1	0.0325	0.0248	0.0217	3	1.00	0.24	79.51
0854 -077	4.43	990.00	207.48	RES	1	0.0671	0.0513	0.0449	3	1.00	0.49	164.32
0854 -078	1.79	401.00	84.04	RES	1	0.0272	0.0208	0.0182	3	1.00	0.20	66.56
0854 -079	3.34	746.00	156.35	RES	1	0.0506	0.0387	0.0338	3	1.00	0.37	123.82
0854 -080	2.98	666.00	139.58	RES	1	0.0451	0.0345	0.0302	3	1.00	0.33	110.54
0854 -081	3.34	746.00	156.35	RES	1	0.0506	0.0387	0.0338	3	1.00	0.37	123.82
0854 -082	1.81	404.00	84.67	RES	1	0.0274	0.0210	0.0183	3	1.00	0.20	67.06
0854 -083	4.24	947.00	198.47	RES	1	0.0642	0.0491	0.0430	3	1.00	0.47	157.19
0854 -084	4.38	980.00	205.39	RES	1	0.0664	0.0508	0.0445	3	1.00	0.49	162.66
0854 -085	3.79	847.00	177.51	RES	1	0.0574	0.0439	0.0384	3	1.00	0.42	140.59
0854 -086	4.62	1,034.00	216.71	RES	1	0.0701	0.0536	0.0469	3	1.00	0.51	171.63
0854 -087	4.58	1,023.00	214.40	RES	1	0.0693	0.0531	0.0464	3	1.00	0.51	169.80
0854 -088	2.89	646.00	135.39	RES	1	0.0438	0.0335	0.0293	3	1.00	0.32	107.22
0854 -089	3.30	738.00	154.67	RES	1	0.0500	0.0383	0.0335	3	1.00	0.37	122.50
0854 -090	2.89	646.00	135.39	RES	1	0.0438	0.0335	0.0293	3	1.00	0.32	107.22
0854 -091	4.51	1,008.00	211.26	RES	1	0.0683	0.0523	0.0457	3	1.00	0.50	167.31
0854 -092	4.63	1,036.00	217.12	RES	1	0.0702	0.0537	0.0470	3	1.00	0.51	171.96
0854 -093	3.87	865.00	181.29	RES	1	0.0586	0.0449	0.0392	3	1.00	0.43	143.58
0854 -094	3.88	868.00	181.92	RES	1	0.0588	0.0450	0.0394	3	1.00	0.43	144.07
0854 -095	4.43	990.00	207.48	RES	1	0.0671	0.0513	0.0449	3	1.00	0.49	164.32
0854 -096	1.79	401.00	84.04	RES	1	0.0272	0.0208	0.0182	3	1.00	0.20	66.56
0854 -097	3.34	746.00	156.35	RES	1	0.0506	0.0387	0.0338	3	1.00	0.37	123.82
0854 -098	2.98	666.00	139.58	RES	1	0.0451	0.0345	0.0302	3	1.00	0.33	110.54
0854 -099	3.34	746.00	156.35	RES	1	0.0506	0.0387	0.0338	3	1.00	0.37	123.82
0854 -100	1.81	404.00	84.67	RES	1	0.0274	0.0210	0.0183	3	1.00	0.20	67.06
0854 -101	4.43	990.00	207.48	RES	1	0.0671	0.0513	0.0449	3	1.00	0.49	164.32
0854 -102	3.85	861.00	180.45	RES	1	0.0584	0.0447	0.0391	3	1.00	0.43	142.91
0854 -103	3.79	847.00	177.51	RES	1	0.0574	0.0439	0.0384	3	1.00	0.42	140.59

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0854 -104	4.62	1,034.00	216.71	RES	1	0.0701	0.0536	0.0469	3	1.00	0.51	171.63
0854 -105	4.58	1,023.00	214.40	RES	1	0.0693	0.0531	0.0464	3	1.00	0.51	169.80
0854 -106	2.89	646.00	135.39	RES	1	0.0438	0.0335	0.0293	3	1.00	0.32	107.22
0854 -107	3.30	738.00	154.67	RES	1	0.0500	0.0383	0.0335	3	1.00	0.37	122.50
0854 -108	2.89	646.00	135.39	RES	1	0.0438	0.0335	0.0293	3	1.00	0.32	107.22
0854 -109	4.51	1,008.00	211.26	RES	1	0.0683	0.0523	0.0457	3	1.00	0.50	167.31
0854 -110	4.63	1,036.00	217.12	RES	1	0.0702	0.0537	0.0470	3	1.00	0.51	171.96
0854 -111	3.87	865.00	181.29	RES	1	0.0586	0.0449	0.0392	3	1.00	0.43	143.58
0854 -112	3.96	885.00	185.48	RES	1	0.0600	0.0459	0.0401	3	1.00	0.44	146.89
0854 -113	4.43	990.00	207.48	RES	1	0.0671	0.0513	0.0449	3	1.00	0.49	164.32
0854 -114	1.79	401.00	84.04	RES	1	0.0272	0.0208	0.0182	3	1.00	0.20	66.56
0854 -115	3.34	746.00	156.35	RES	1	0.0506	0.0387	0.0338	3	1.00	0.37	123.82
0854 -116	2.98	666.00	139.58	RES	1	0.0451	0.0345	0.0302	3	1.00	0.33	110.54
0854 -117	3.34	746.00	156.35	RES	1	0.0506	0.0387	0.0338	3	1.00	0.37	123.82
0854 -118	1.81	404.00	84.67	RES	1	0.0274	0.0210	0.0183	3	1.00	0.20	67.06
0854 -119	4.43	990.00	207.48	RES	1	0.0671	0.0513	0.0449	3	1.00	0.49	164.32
0854 -120	3.85	861.00	180.45	RES	1	0.0584	0.0447	0.0391	3	1.00	0.43	142.91
0854 -121	3.79	847.00	177.51	RES	1	0.0574	0.0439	0.0384	3	1.00	0.42	140.59
0854 -122	4.62	1,034.00	216.71	RES	1	0.0701	0.0536	0.0469	3	1.00	0.51	171.63
0854 -123	4.58	1,023.00	214.40	RES	1	0.0693	0.0531	0.0464	3	1.00	0.51	169.80
0854 -124	2.87	641.00	134.34	RES	1	0.0435	0.0332	0.0291	3	1.00	0.32	106.39
0854 -125	3.30	738.00	154.67	RES	1	0.0500	0.0383	0.0335	3	1.00	0.37	122.50
0854 -126	2.89	646.00	135.39	RES	1	0.0438	0.0335	0.0293	3	1.00	0.32	107.22
0854 -127	4.51	1,008.00	211.26	RES	1	0.0683	0.0523	0.0457	3	1.00	0.50	167.31
0854 -128	4.63	1,036.00	217.12	RES	1	0.0702	0.0537	0.0470	3	1.00	0.51	171.96
0854 -129	3.87	865.00	181.29	RES	1	0.0586	0.0449	0.0392	3	1.00	0.43	143.58
0854 -130	3.88	868.00	181.92	RES	1	0.0588	0.0450	0.0394	3	1.00	0.43	144.07
0854 -131	6.84	1,530.00	320.66	RES	1	0.1037	0.0794	0.0694	3	1.00	0.76	253.95
0854 -132	3.34	746.00	156.35	RES	1	0.0506	0.0387	0.0338	3	1.00	0.37	123.82

**City of San Francisco**  
**Civic Center Property and Business Improvement District**  
**Fiscal Year 2019/20 Proposed Assessment Roll**

APN	Front Ft	Bldg Sq Ft	Lot Sq Ft	Land Use Type (1)	Zone	Front Factor	Bldg Factor	Lot Factor	Land Use BP	Zone Factor	Total BP	Preliminary Assessment
0854 -133	2.98	666.00	139.58	RES	1	0.0451	0.0345	0.0302	3	1.00	0.33	110.54
0854 -134	3.34	746.00	156.35	RES	1	0.0506	0.0387	0.0338	3	1.00	0.37	123.82
0854 -135	6.69	1,495.00	313.32	RES	1	0.1013	0.0775	0.0678	3	1.00	0.74	248.14
0854 -136	3.85	861.00	180.45	RES	1	0.0584	0.0447	0.0391	3	1.00	0.43	142.91
0854 -137	3.79	847.00	177.51	RES	1	0.0574	0.0439	0.0384	3	1.00	0.42	140.59
0854 -138	4.62	1,034.00	216.71	RES	1	0.0701	0.0536	0.0469	3	1.00	0.51	171.63
0854 -139	4.58	1,023.00	214.40	RES	1	0.0693	0.0531	0.0464	3	1.00	0.51	169.80
0854 -140	2.87	641.00	134.34	RES	1	0.0435	0.0332	0.0291	3	1.00	0.32	106.39
0854 -141	20.17	1,736.00	458.41	COM	1	0.3057	0.0900	0.0992	3	1.00	1.48	497.87
0854 -142	20.18	1,737.00	458.68	COM	1	0.3059	0.0901	0.0993	3	1.00	1.49	498.16
0854 -143	10.25	882.00	232.90	RES	1	0.1553	0.0457	0.0504	3	1.00	0.75	252.95
0854 -144	5.88	506.00	133.62	RES	1	0.0891	0.0262	0.0289	3	1.00	0.43	145.12
0854 -145	9.32	802.00	211.78	RES	1	0.1412	0.0416	0.0458	3	1.00	0.69	230.01
0854 -146	9.53	820.00	216.53	RES	1	0.1444	0.0425	0.0469	3	1.00	0.70	235.17
0854 -147	6.18	532.00	140.48	RES	1	0.0937	0.0276	0.0304	3	1.00	0.46	152.57
0854 -148	6.54	563.00	148.67	RES	1	0.0991	0.0292	0.0322	3	1.00	0.48	161.46
0854 -149	10.25	882.00	232.90	RES	1	0.1553	0.0457	0.0504	3	1.00	0.75	252.95
0854 -150	5.88	506.00	133.62	RES	1	0.0891	0.0262	0.0289	3	1.00	0.43	145.12
0854 -151	9.32	802.00	211.78	RES	1	0.1412	0.0416	0.0458	3	1.00	0.69	230.01
0854 -152	9.53	820.00	216.53	RES	1	0.1444	0.0425	0.0469	3	1.00	0.70	235.17
0854 -153	6.18	532.00	140.48	RES	1	0.0937	0.0276	0.0304	3	1.00	0.46	152.57
0854 -154	6.54	563.00	148.67	RES	1	0.0991	0.0292	0.0322	3	1.00	0.48	161.46
0854 -155	10.25	882.00	232.90	RES	1	0.1553	0.0457	0.0504	3	1.00	0.75	252.95
0854 -156	5.88	506.00	133.62	RES	1	0.0891	0.0262	0.0289	3	1.00	0.43	145.12
0854 -157	9.32	802.00	211.78	RES	1	0.1412	0.0416	0.0458	3	1.00	0.69	230.01
0854 -158	9.53	820.00	216.53	RES	1	0.1444	0.0425	0.0469	3	1.00	0.70	235.17
0854 -159	6.18	532.00	140.48	RES	1	0.0937	0.0276	0.0304	3	1.00	0.46	152.57
0854 -160	6.54	563.00	148.67	RES	1	0.0991	0.0292	0.0322	3	1.00	0.48	161.46
0854 -161	10.25	882.00	232.90	RES	1	0.1553	0.0457	0.0504	3	1.00	0.75	252.95

**City of San Francisco**  
**Civic Center Property and Business Improvement District**  
**Fiscal Year 2019/20 Proposed Assessment Roll**

APN	Front Ft	Bldg Sq Ft	Lot Sq Ft	Land Use Type (1)	Zone	Front Factor	Bldg Factor	Lot Factor	Land Use BP	Zone Factor	Total BP	Preliminary Assessment
0854 -162	5.88	506.00	133.62	RES	1	0.0891	0.0262	0.0289	3	1.00	0.43	145.12
0854 -163	9.32	802.00	211.78	RES	1	0.1412	0.0416	0.0458	3	1.00	0.69	230.01
0854 -164	9.53	820.00	216.53	RES	1	0.1444	0.0425	0.0469	3	1.00	0.70	235.17
0854 -165	6.18	532.00	140.48	RES	1	0.0937	0.0276	0.0304	3	1.00	0.46	152.57
0854 -166	6.54	563.00	148.67	RES	1	0.0991	0.0292	0.0322	3	1.00	0.48	161.46
3505 -001	266.83	40,115.00	8,023.00	COM	1	4.0440	2.0806	1.7367	3	1.00	23.58	7,907.15
3505 -004	125.92	7,600.00	3,794.00	COM	1	1.9084	0.3942	0.8213	3	1.00	9.37	3,142.01
3505 -007	25.00	0.00	2,500.00	COM	1	0.3789	0.0000	0.5412	3	1.00	2.76	925.41
3505 -008	50.00	0.00	5,000.00	COM	1	0.7578	0.0000	1.0823	3	1.00	5.52	1,850.83
3505 -032	320.38	25,268.00	25,268.00	COM	1	4.8555	1.3106	5.4696	3	1.00	34.91	11,703.46
3505 -032A	67.00	24,114.00	12,057.00	COM	1	1.0154	1.2507	2.6099	3	1.00	14.63	4,904.44
3505 -033	150.00	0.00	12,371.00	COM	1	2.2734	0.0000	2.6779	3	1.00	14.85	4,980.08
3505 -033A	50.00	0.00	4,499.00	COM	1	0.7578	0.0000	0.9739	3	1.00	5.19	1,741.75
3506 -001	741.84	656,844.00	65,000.00	OFC	1	11.2430	34.0679	14.0701	3	1.00	178.14	59,727.06
3506 -003A	160.15	0.00	2,600.00	COM	1	2.4272	0.0000	0.5628	3	1.00	8.97	3,007.41
3506 -004	911.13	49,000.00	48,199.00	COM	1	13.8088	2.5414	10.4333	3	1.00	80.35	26,939.61
3507 -040	770.50	1,320,000.00	131,147.00	COM	1	11.6774	68.4631	28.3886	3	1.00	325.59	109,161.56
3507 -041	545.63	836,000.00	66,383.00	RES	1	8.2693	43.3600	14.3695	3	1.00	198.00	66,383.39
3508 -001	730.00	741,667.00	85,547.00	COM	1	11.0636	38.4673	18.5178	3	1.00	204.15	68,445.30
<b>Totals</b>											<b>9,664.84</b>	<b>\$3,240,387.11</b>

(1) COM = Commercial, CUL = Cultural, EDU = Educational, OFC = Office, REL = Philanthropic/Religious/Charitable, RES = Residential

## 12. REFERENCES

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# 13. APPENDICES

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The following pages contain the appendices referenced in this report.

# APPENDIX A

The following is a detailed breakdown of the Zone Factor calculations.

Service/Activity	Zone 1 Factor	Zone 2 Factor
Sidewalk Sweeping (1)	1.00	1.28
Pressure Washing (2)	1.00	2.56
Workforce Development Cleaners (3)	0.00	2.98
Ambassadors/Stewards/Garage Greeter (4)	1.00	2.09
Project Director (5)	1.00	1.00
Communications & Marketing (6)	1.00	1.47
Programming Manager (7)	0.00	1.00
Operations Manager (7)	0.00	1.00
Activation (8)	1.00	2.21
Executive Director (9)	1.00	1.00
<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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- (1) Sidewalk sweeping is planned for 224 hours in Zone 1 and 112 hours in Zone 2 weekly. The total frontage of Zones 1 and 2 is 36,658 and 14,345 respectively. This equates to 1.28 times greater frequency in Zone 2.
- (2) Sidewalk pressure washing is planned for 40 hours per week in Zone 1 and 40 hours per week in Zone 2. However, but because the frontage of Zone 2 is much less than Zone 1, this equates to approximately 2.56 times greater frequency in Zone 2.
- (3) Workforce Development Cleaners (or similar) will service Zone 2 only. The total combined hours of cleaning per frontage foot for street sweeping and pressure washing, including Workforce Development Cleaners, is 264 hours in Zone 1 and 472 hours in Zone 2 weekly. This equates to approximately 3.4 times greater cleaning frequency in Zone 2. The frequencies of street sweeping and pressure washing are separately analyzed. Therefore, it is necessary to assign the appropriate value to Zone 2 Workforce Development Cleaners to bring the aggregate cleaning ratio to 3.4:1 in favor of Zone 2. This necessitates a factor of 2.98 for Workforce Development Cleaners in Zone 2.
- (4) Day and evening Ambassadors and Stewards are planned for 324 hours in Zone 1 and 265 hours in Zone 2 weekly (including the garage greeter for Zone 2 hours). The total frontage of Zones 1 and 2 is 36,658 and 14,345 respectively. This equates to 2.09 times greater intensity in Zone 2.
- (5) Zone 1 and Zone 2 will each have a dedicated Project Director.
- (6) Marketing and Communications efforts will be split between Zones 1 and 2. However, assuming substantially equal effort between the zones, a factor of 1.47 is assigned to Zone 2

to reflect the differences in total square footage. In other words, equal effort between the zones will result in a greater intensity for Zone 2 because of the smaller, aggregate lot and building square footage. The total lot and building square footage is 7,986,678 for Zone 1 and 5,420,039 for Zone 2.

- (7) The Programming and Operations Managers are dedicated to Zone 2.
- (8) Activation will be provided periodically throughout the year and during the holidays in Zone 1. Activation will be provided daily (along with additional holiday events) in Zone 2. The additional Activation provided in Zone 2, combined with the differences in total square footage (as noted above), will result in a greater intensity for Zone 2 estimated to be 2.21 times greater than Zone 1.
- (9) The Executive Director oversees the organization.

## APPENDIX B

The following shows the details of the ADT figures used in Section 7.2.2.

Description / ITE Code	ADT per 1,000 sq ft of Building
Racquet Club 491	14.03
Health Club 492	32.93
Bowling Alley 437	33.33
Government Office Building 730	68.93
Free-Standing Discount Superstore 813	50.75
Free-Standing Discount Store 815	57.24
Hardware/Paint Store 816	51.29
Shopping Center 820	42.70
Factory Outlet Center 823	26.59
Quality Restaurant 931	89.95
High Turnover/Sit Down Rest 932	127.15
Automobile Care Center 942	17.80
New Car Sales 841	32.30
Automobile Parts Sales 843	61.91
Tire Store 848	24.87
Supermarket 850	102.24
Discount Supermarket 854	90.86
Wholesale Market 860	6.73
Discount Club 857	41.80
Home Improvement Store 862	30.74
Electronics Superstore 863	45.04
Apparel Store 876	66.40
Drugstore without Drive-Thru 880	90.06
Furniture Store 890	5.06
Drive-in Bank 912	148.15
<b>Average Commercial</b>	<b>54.35</b>

Description / ITE Code	ADT per 1,000 sq ft of Building
Movie Theater without matinee 443	78.06
Recreational Community Center 495	33.82
Library 590	56.24
<b>Average Cultural</b>	<b>56.04</b>

Description / ITE Code	ADT per 1,000 sq ft of Building
General Office 710	11.03
Corporate Headquarters 714	7.98
Single Tenant Office Bldg 715	11.65
Medical Dental Office 720	36.13
<b>Average Office</b>	<b>16.70</b>

Description / ITE Code	ADT per 1,000 sq ft of Building
Elementary School 520	15.43
Middle/ JR. High School 522	13.78
High School 530	12.89
Junior/ Comm. College 540	27.49
<b>Average Educational</b>	<b>17.40</b>

Description / ITE Code	ADT per 1,000 sq ft of Building
Church 560	9.11
Synagogue 561	10.64
<b>Average Philanthropic/Religious/Charitable</b>	<b>9.88</b>

Description / ITE Code	ADT per Dwelling Unit
Apartment 220	6.65
High Rise Apartment 222	4.20
Residential Condo/Townhouse 230	5.81
High Rise Residential Condo 232	4.18
<b>Average Residential</b>	<b>5.21</b>

### BART Station

The daily pedestrian traffic assigned to the Civic Center BART Station was estimated using the 2018 Monthly Ridership Reports accessed via [www.bart.gov](http://www.bart.gov). The entrances and exits from the Civic Center Station were summed for each month, the monthly totals were divided by 30, and the results were averaged.

ADDRESS	LOT / BLOCK	NAME / DESCRIPTION OF BUILDING	EST. ASSESSMENT AMOUNT	% OF TOTAL CBD BUDGET
1122 Market Street	0351 039	BART Entry at UN Plaza – Public Works	\$5,683.21	0.18%
UN Plaza	0351 041	BART Entry at UN Plaza – Public Works	\$1,397.71	0.04%
1130 Market Street	0351 046	BART Entry at UN Plaza – Public Works	\$20,881.98	0.64%
UN Plaza	0351 049	BART Entry at UN Plaza – Public Works	\$11,111.15	0.34%
101 Grove Street	0811 001	Dept. of Public Health	\$44,938.58	1.39%
155 Grove Street	0811 016	Art Commission Gallery	\$5,211.21	0.16%
240 Van Ness Ave.	0811 019	Vacant Building	\$6,590.18	0.20%
165 Grove Street	0811 021	Art Commission - Vacant Lot	\$4,660.38	0.14%
150 Grove Street	0812 001	Bill Graham Auditorium	\$146,892.12	4.53%
100 Larkin Street	0354 001	SF Main Public Library	\$138,067.81	4.26%
1 So Van Ness Ave.	3506 001	City Office Building	\$59,727.06	1.84%
1 Dr. Carlton B Goodlett Place	0787 001	City Hall	\$262,269.21	8.09%
Civic Center Plaza, Civic Center Garage	0788 001	Recreation & Park Dept.	\$250,191.02	7.72%
25 Van Ness Ave.	0834 004	City Office Building	\$18,031.02	0.56%
<b>Total</b>			\$975,652.64	30.09%

Member, Board of Supervisors  
District 4



City and County of San Francisco

COB  
Leg Del  
Leg Clerk

**GORDON MAR**  
馬兆明

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2019 APR -8 PM 1:34

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DATE: April 8, 2019

TO: Angela Calvillo  
Clerk of the Board of Supervisors

FROM: Supervisor Mar *GM*  
Chairperson

RE: Government Audit and Oversight Committee  
COMMITTEE REPORT

---

Pursuant to Board Rule 4.20, as Chair of the Government Audit and Oversight Committee, I have deemed the following matters are of an urgent nature and request it be considered by the full Board on Tuesday, April 23, 2019, as Committee Reports:

**File No. 190361 [Petitions for City Parcels - Renew and Expand the Proposed Civic Center Community Benefit District]**

Resolution authorizing the Mayor to sign petitions in the affirmative for the proposed renewal and expansion of a property and business improvement district to be named the Civic Center Community Benefit District, with respect to certain parcels of real property owned by the City that would be subject to assessment in said district.

**File No. 190363 [Resolution of Intention - Renewal and Expansion - North of Market/Tenderloin Community Benefit District]**

Resolution declaring the intention of the Board of Supervisors to renew and expand a property-based business improvement district known as the "North of Market/Tenderloin Community Benefit District" and levy a multi-year assessment on all parcels in the district; approving the management district plan and engineer's report and proposed boundaries map for the district; ordering and setting a time and place for a public hearing of the Board of Supervisors, sitting as a Committee of the Whole, on June 18, 2019, at 3:00 p.m.; approving the form of the Notice of Public Hearing and Assessment Ballot Proceeding, and Assessment Ballot; directing environmental findings; and directing the Clerk of the Board of Supervisors to give notice of the public hearing and balloting, as required by law.

These matters will be heard in the Government Audit and Oversight Committee on April 18, 2019, at 10:00 a.m.

OFFICE OF THE MAYOR  
SAN FRANCISCO



LONDON N. BREED  
MAYOR

TO: Angela Calvillo, Clerk of the Board of Supervisors  
FROM: Sophia Kittler  
RE: Petitions for City parcels, to renew and expand the proposed Civic Center  
Community Benefit District.  
DATE: April 2, 2019

*SK*

---

**Resolution authorizing the Mayor to sign petitions in the affirmative for the proposed renewal and expansion of a property and business improvement district to be named the Civic Center Community Benefit District, with respect to certain parcels of real property owned by the City that would be subject to assessment in said district.**

Please note that Supervisors Haney and Brown are co-sponsors of this legislation.

Should you have any questions, please contact Sophia Kittler at 415-554-6153.

RECEIVED  
BOARD OF SUPERVISORS  
SAN FRANCISCO  
2019 APR -2 PM 4:19  
BY *SK*