

# CITY AND COUNTY OF SAN FRANCISCO

---

*Renewal Engineer's Report For:*

**Civic Center Property and Business  
Improvement District**

**July 16, 2019 (as Amended by the Board of Supervisors)**

Prepared by:



Corporate Headquarters  
32605 Temecula Parkway, Suite 100  
Temecula, CA 92592  
Toll free: 800.676.7516

# TABLE OF CONTENTS

---

<b>1. ENGINEER'S STATEMENT.....</b>	<b>1</b>
<b>2. INTRODUCTION .....</b>	<b>2</b>
2.1 District History .....	2
2.2 Proposed Duration.....	2
2.3 Location .....	2
2.4 Legislative Context.....	2
2.5 Court Rulings.....	3
<b>3. IMPROVEMENTS.....</b>	<b>5</b>
3.1 Cleaning and Maintenance.....	5
3.2 Safety and Activation.....	5
3.3 Marketing and Communications .....	6
3.4 Administration and Contingency .....	6
<b>4. ASSESSMENTS .....</b>	<b>7</b>
4.1 Initial Maximum Assessment Rates.....	7
4.2 Annual Assessment Rate Increases .....	7
4.3 Rate Development.....	8
4.4 Data for Annual Assessment Calculations .....	8
4.5 Appeals .....	9
4.6 Method of Collection.....	9
<b>5. SPECIAL BENEFITS .....</b>	<b>10</b>
5.1 Improved Aesthetics.....	10
5.2 Increased Safety .....	10
5.3 Increased Promotional Activity .....	10
5.4 Improved Livability .....	10
<b>6. SPECIAL BENEFIT DISTRIBUTION .....</b>	<b>11</b>
6.1 Parcel Characteristics .....	11
6.2 Land Use Types .....	12
6.3 Zones of Benefit.....	14
6.4 Total Special Benefit Points .....	14
6.5 Parcel Characteristic Adjustments.....	14
<b>7. SEPARATION AND QUANTIFICATION OF GENERAL BENEFITS .....</b>	<b>15</b>
7.1 Summary.....	15
7.2 Detailed Analysis.....	15
<b>8. BUDGET.....</b>	<b>19</b>
8.1 Balance to Be Assessed.....	19
<b>9. ASSESSMENT RATE DEVELOPMENT .....</b>	<b>20</b>
9.1 Assessment per Special Benefit Point .....	20
9.2 Component Values .....	20
<b>10. BOUNDARY MAP .....</b>	<b>22</b>
<b>11. ASSESSMENT ROLL.....</b>	<b>23</b>
<b>12. REFERENCES .....</b>	<b>24</b>
<b>13. APPENDICES .....</b>	<b>25</b>

# 1. ENGINEER'S STATEMENT

---

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 3 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**

---

### **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 3 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**

---

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 6.2

Based on the most recent parcel characteristics, these rates are expected to generate approximately \$3,161,455 in revenue during the first year of levy (2019/20). This assessment revenue will be supplemented by non-assessment funds of \$159,401, to meet the total estimated 2019/20 budget of \$3,320,856. 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**

---

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

---

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<sup>1</sup>. Each parcel's actual lot size was divided by the District's average lot size to determine a Lot Factor.

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

#### 6.1.2 BUILDING FACTOR

The average building size in the proposed District is approximately 19,280 square feet<sup>1</sup>. Each parcel's actual building size was divided by the District's average building size to determine a Building Factor.

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

#### 6.1.3 FRONTEAGE FACTOR

The average linear frontage in the proposed District is approximately 66 feet<sup>1</sup>. Each parcel's actual linear frontage was divided by the District's average linear frontage to determine a Frontage Factor.

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

---

<sup>1</sup> Footnote: See Section 6.5

## 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 5.

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	Promo-tional Benefit Points	Livability Benefit Points	Total Land Use Benefit Points
Commercial, Office, Cultural	1.00	1.00	1.00	0.00	<b>3.00</b>
Residential	1.00	1.00	0.00	1.00	<b>3.00</b>
Educational, Philanthropic/Religious/Charitable	1.00	1.00	0.00	0.00	<b>2.00</b>

### 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:

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

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 9,429.42. This total was used to determine the 2019/20 Assessment per Special Benefit Point shown in Section 9.

### 6.5 Parcel Characteristic Adjustments

The parcel characteristic values used throughout this report (including Section 7) were computed prior to mailing petitions using the best information available at the time. Following the mailing of petitions, the characteristics of a small subset of parcels were updated and a separate group of parcels was removed from the District boundary by the Board of Supervisors. These adjustments reduced the Total District Special Benefit Points, but a reduction in the budget allowed the Assessment Per Special Benefit Point to remain the same. It was deemed appropriate to use the parcel characteristic values computed prior to mailing the petitions in order to maintain consistency between the petition, the balloted amounts, and the final values presented at the Public Hearing.

## 7. SEPARATION AND QUANTIFICATION OF GENERAL BENEFITS

---

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:

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.

## 8. BUDGET

---

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	\$2,500,855.86
Marketing and Communications	250,000.00
Administration and Contingency	570,000.00
<b>Total Estimated Costs (2019/20)</b>	<b>\$3,320,855.86</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)	\$3,320,855.86
Less General Benefit Portion (4.8%)	159,401.08
<b>Balance to Be Assessed</b>	<b>\$3,161,454.78</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 8.1) by the 2019/20 Total District Special Benefit Points (from Section 6.4).

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

Description	Amount
Balance to Be Assessed	\$3,161,454.78
Total District Special Benefit Points	9,429.42
<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 4.1 as well as in Section 9.2. 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:

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

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.

$$\frac{\text{Lot Levy of Commercial Parcels in Zone 1}}{\text{Lot Sq Ft of Commercial Parcels in Zone 1}} = \text{Assessment Rate per Lot Sq Ft of Commercial Parcels in Zone 1}$$

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 4.1. The rates below represent the maximum assessment rates for Fiscal Year 2019/20. These rates are subject to annual increase as described in Section 4.2.

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

---

The following pages contain the assessment diagram for the District.

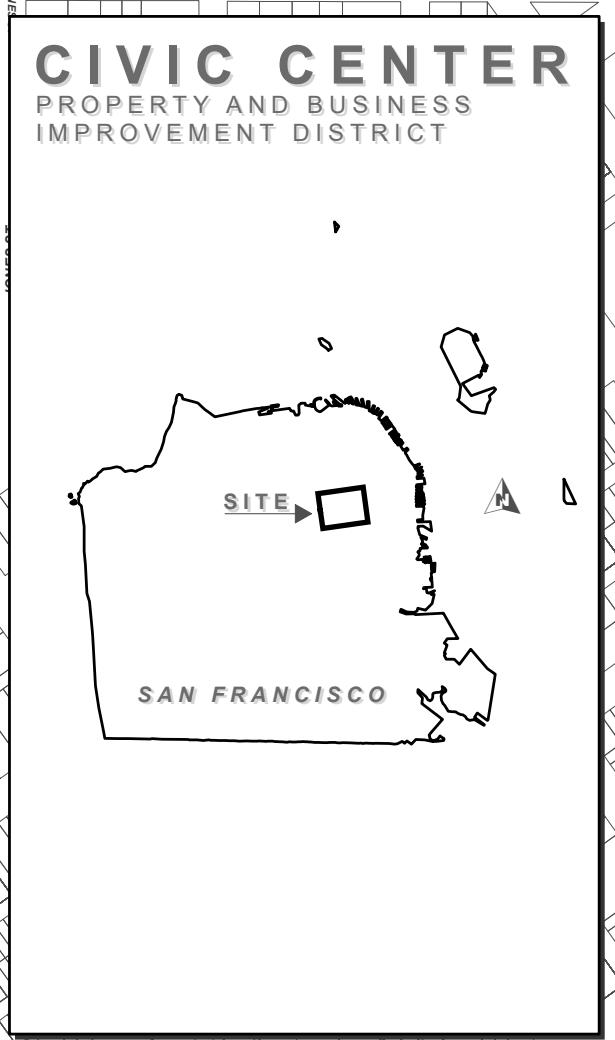
# CIVIC CENTER

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**

---

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	Proposed 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	Proposed 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**  
**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	Proposed 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**  
**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	Proposed 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	234,000.00	49,500.00	OFC	2	9.8891	12.1366	10.7150	3	2.37	232.79	78,047.57
0765-003	722.50	844,500.00	63,937.00	OFC	2	10.9500	43.8008	13.8400	3	2.37	487.68	163,507.59
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	11,062.00	2,592.00	OFC	1	2.0005	0.5737	0.5611	3	1.00	9.41	3,153.64
0767-002	48.00	22,129.00	5,184.00	OFC	1	0.7275	1.1477	1.1221	3	1.00	8.99	3,014.83
0767-003	48.00	22,129.00	5,184.00	OFC	1	0.7275	1.1477	1.1221	3	1.00	8.99	3,014.83
0767-004	60.00	28,098.00	6,585.00	OFC	1	0.9093	1.4573	1.4254	3	1.00	11.38	3,814.18
0767-005	169.75	28,098.00	6,585.00	OFC	1	2.5727	1.4573	1.4254	3	1.00	16.37	5,487.21
0767-006	55.00	28,179.00	6,600.00	OFC	1	0.8336	1.4615	1.4287	3	1.00	11.17	3,745.45
0767-007	82.50	42,268.00	9,900.00	OFC	1	1.2503	2.1923	2.1430	3	1.00	16.76	5,618.16
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	66,481.00	10,200.00	OFC	1	4.3951	3.4481	2.2079	3	1.00	30.15	10,109.75
0767-010	100.00	25,617.00	6,000.00	OFC	1	1.5156	1.3287	1.2988	3	1.00	12.43	4,167.14
0767-011	47.00	24,080.00	5,640.00	OFC	1	0.7123	1.2489	1.2209	3	1.00	9.55	3,200.65
0767-012	23.00	11,784.00	2,760.00	OFC	1	0.3486	0.6112	0.5974	3	1.00	4.67	1,566.28
0767-013	71.73	36,632.00	8,610.00	OFC	1	1.0871	1.9000	1.8638	3	1.00	14.55	4,879.09
0767-014	70.00	36,947.00	8,654.00	OFC	1	1.0609	1.9163	1.8733	3	1.00	14.55	4,878.73
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
0768-072	198.56	0.00	8,295.00	COM	1	3.0093	0.0000	1.7956	3	1.00	14.41	4,832.88

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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

**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	Proposed Assessment
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
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>9,429.42</b>	<b>\$3,161,454.74</b>

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

## 12. REFERENCES

---

- Austin, D. Mark and Claudia Sanders. "Graffiti and Perceptions of Safety: A Pilot Study Using Photographs and Survey Data." *Journal of Criminal Justice and Popular Culture*, 14, 2007.
- Beutz v. County of Riverside*, 109 Cal. Rptr. 3d 851 (Cal. Ct. App. 2010)
- Bonander v. Town of Tiburon*, 147 Cal. App. 4th 1116 (Cal. Ct. App. 2007)
- Brooks, Leah. "Volunteering to Be Taxed: Business Improvement Districts and the Extra-Governmental Provision of Public Safety." *Journal of Public Economics*, Vol. 92, No. 1, 2008.
- Davis, Stacy C. and Robert G. Boundy. "Transportation Energy Data Book: Edition 37." Prepared by the Oak Ridge National Laboratory for the Vehicle Technologies Office, Office of Energy Efficiency and Renewable Energy, U.S. Department of Energy, 2019.
- Dowler, Kenneth. "Media Consumption and Public Attitudes toward Crime and Justice: The Relationship between Fear of Crime, Punitive Attitudes, and Perceived Police Effectiveness." *Journal of Criminal Justice and Popular Culture*, 10, 109-126, 2003.
- Ellicott, Stanley and Lisa Pagan. "Impact Analysis of San Francisco's Property & Business Improvement Districts (CBDs/BIDs)." San Francisco Office of Economic and Workforce Development, Fall 2012.
- Golden Hill Neighborhood Assn. v. City of San Diego* CA4/1, D062203 (Cal. Ct. App. 2013)
- Hoyt, Lorlene M. "Do Business Improvement Organizations Make a Difference? Crime In and Around Commercial Areas in Philadelphia." *Journal of Planning Education and Research*, 25, 185-199, 2005.
- Lau Leby, Jasmine and Ahmad Hariza Hashim. "Liveability Dimensions and Attributes: Their Relative Importance in the Eyes of Neighbourhood Residents." *Journal of Construction in Developing Countries*, Vol. 15(1), 67-91, 2010.
- Manteca Unified School District v. Reclamation District No. 17 et al*, C077906 (Cal. Ct. App. 2017)
- Throsby, D. "Cultural heritage as financial asset in strategies for urban development and poverty alleviation." Paper for International Conference for Integrating Urban Knowledge & Practice, 2005.
- "Trip Generation Manual, 9th Edition." Volume 2: Data, Volume 3: Data. Washington, D.C.: Institute of Transportation Engineers, 2012.
- "Van Ness Avenue Bus Rapid Transit Project: Final Environmental Impact Statement / Environmental Impact Report." San Francisco County Transportation Authority, 2013.
- Vilnai-Yavetz, Iris and Shaked Gilboa. "The Effect of Servicescape Cleanliness on Customer Reactions." *Services Marketing Quarterly*, 31:2, 213-234, 2010.

## 13. APPENDICES

---

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>

- (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.