



# **DOWNTOWN COMMUNITY BENEFIT DISTRICT MANAGEMENT DISTRICT PLAN, SAN FRANCISCO, CA**

***Including the Historic Financial District and Jackson Square  
of San Francisco and South Side of Market Street***

*Formed under the California Streets and Highway Code Section 36600 et seq. Property and Business Improvement District Law of 1994, Augmented by Article 15 of the San Francisco Business and Tax Regulations Code*

## **Submitted to:**

The Downtown CBD Steering Committee, the Property Owners of the  
Financial District, Jackson Square and South Side of Market Street  
& San Francisco Board of Supervisors

## **Prepared by:**

The Downtown CBD Steering Committee and New City America, Inc.

FINAL PLAN

**April 10, 2018**



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## **SECTION 1: EXECUTIVE SUMMARY OF THE DOWNTOWN COMMUNITY BENEFIT DISTRICT (DCBD)**

The proposed Downtown Community Benefit District (“DCBD”), has been in development for well over ten years. Initiated in 2007, the original Financial District CBD was stopped short by the Great Recession of 2008. Developed by a coalition of property and business owners, the Downtown Community Benefit District includes two of the oldest continuous business districts in the City (Financial and Jackson Square), and will fund special benefit services over and above what the City and County of San Francisco (the “City”) already provides.

The DCBD is a proposed property-based assessment district designed to improve and convey special benefits to properties within the historic and central business district of the City. It will be established pursuant to state law, the Property and Business Improvement District Law of 1994 (the “1994 Act”), as augmented by Article 15 of the San Francisco Business and Tax Regulations Code (“Article 15”).

To guide the DCBD for the next fifteen years, the Downtown CBD Steering Committee has developed a Management Plan that responds to today’s changing needs for additional services beyond what the City is currently providing. The DCBD will provide new improvements and activities, including cleaning, maintenance of order, branding, and traffic management services. Each of the activities is designed to meet the goals of the improvement of the parcels within the Financial District and Jackson Square by enhancing the appearance and safety of the District, increasing building occupancy and lease rates, encouraging new business development, and attracting ancillary businesses and services.

### ***Summary of the Downtown CBD Management Plan***

The DCBD is being formed for a fifteen-year term. Upon receipt of petitions signed by property owners representing at least 30% of the DCBD budget, the City may initiate a ballot procedure to establish the DCBD. The balloting is scheduled to occur sometime in the summer of 2018.

<b>Location</b>	The DCBD is located in the historic Financial District and Jackson Square predominantly north of Market Street on the eastern end of the City; additionally, a portion of the District encompasses parcels on the south side of Market Street and along Stuart and Spear Streets.
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<b>Services and Activities</b>	<p>The services and activities include special benefit services including, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Providing daily cleaning services and bringing a sense of order to the public rights-of-way;</li> <li>• Responding to the impacts of homelessness and vagrancy throughout the district;</li> <li>• Securing the safe passage of pedestrians to and from the Muni/BART stations;</li> <li>• Supplementing and creating a new identity that will allow this historic area of the City to remain competitive with the massive new developments south of Market Street;</li> <li>• Seeking ways to provide additional traffic control officers, over and above those currently provided by the SFMTA</li> <li>• Marketing and promoting the area to create new demand;</li> <li>• Retaining staff to oversee all the new services and to ensure best practices are employed.</li> </ul>																													
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<b>.Method of Financing</b>	<p>Levy of assessments on real property that will benefit from improvement and activities funded by the DCBD as well as non-assessment sources</p>																													

<b>Benefit Zones</b>	The Downtown CBD shall have two benefit zones based upon two distinct land uses in the proposed district
<b>Assessments</b>	<p>Annual assessments are based upon an allocation of program and activity costs and a calculation of building square footage for all commercial buildings, City properties, and for all residential condominiums/time shares. The estimated annual maximum assessment rates for the first year of the DCBD are as follows:</p> <p><i>-Zone 1: \$0.10 per building square foot per year for all developed parcels, including but not limited to commercial, residential, and publicly-owned properties)</i></p> <p><i>-Zone 2: \$0.08 per square foot of lot size for any empty, undeveloped parcels in the Downtown CBD.</i></p>
<b>Annual Increase</b>	<p>Assessment rates may increase in an amount not to exceed 5% per year. The determination of annual adjustments in assessment rates will be subject to the review and approval of the Owners' Association of The Downtown Community Benefit District. In addition, the special benefit is allocated to parcels within the CBD via a benefit point system. Such benefit points are calculated based on two objective "parcel criteria," which are undeveloped lot square footage and building square footage. The benefit points assigned to parcels in the district may change over time to reflect changes to the parcel criteria. Each parcel's assessment will be calculated by multiplying that parcel's total benefit points by a defined dollar amount. Assessments for years 2- 15 may increase annually by the amount not to exceed 5% per year with approval of the Owners' Association Board of Directors. Assessments may also increase over time if changes to the parcels result in the parcels being assigned additional benefit points.</p>
<b>City Services</b>	The City has established and documented the base level of pre-existing City general benefit services. The Downtown Community Benefit District will not replace any pre-existing general benefit services
<b>Collection</b>	Assessments will appear as a separate line item on the property owners' annual property tax bills.

<b>District Governance</b>	The DCBD shall be administered by a newly formed non-profit public benefit corporation (Owners' Association) which will seek to generate additional revenue based upon grants and other activities. This new management corporation shall provide and oversee the day-to-day operations of the services identified in this management district plan.
<b>District Continuation</b>	Article 15 requires the submission of petitions signed by property owners in the proposed district who will pay at least 30% of the total assessments. Petitions are submitted to the San Francisco Board of Supervisors and the City will then mail ballots to all affected property owners. The majority of ballots returned in support, as weighted by assessment to be paid, must exceed those ballots returned in opposition in order for the Board of Supervisors to consider adoption of a Resolution of Formation to establish the DCBD.
<b>Duration</b>	The DCBD shall have a 15-year term commencing January 1 <sup>st</sup> , 2019.

## SECTION 2: THE DOWNTOWN COMMUNITY BENEFIT DISTRICT BOUNDARIES

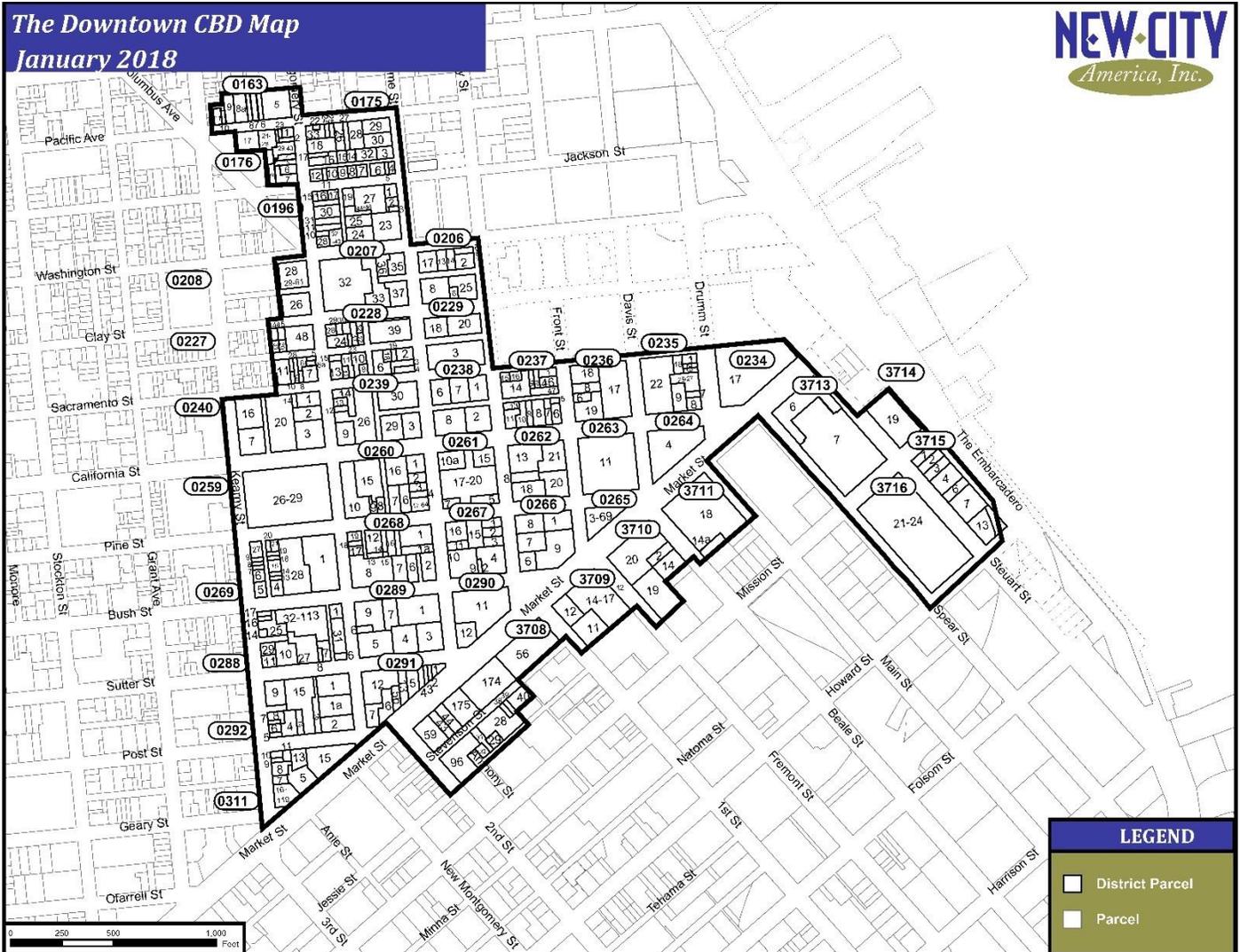
The DCBD shall include approximately 43 whole and partial blocks in the historic Financial District and Jackson Square north of Market Street as well as a few parcels on the south side of Market Street. The proposed district includes approximately 669 parcels owned by 471 property owners. It encompasses all the commercial parcels, residential condominiums/timeshares and City-owned parcels within the boundaries of the management plan. Specifically, the district boundary is as follows:

- **Eastern Boundary:** From the southwestern parcel of the intersection of Howard Street and the Embarcadero running northward along the west side of the Embarcadero to the parcel at (APN) 3714-019.
- **Southern Boundary:** *Parcels on the south side of Market Street, not included in the Transbay/East Cut CBD, have been included in the Downtown CBD boundaries. This is to prevent any parcels from being excluded from either CBD. The only parcel not included on the south side of Market is the Federal Reserve building because, based upon CBD billing experience in San Francisco, the General Services Agency refuses to pay into the assessment district, and therefore should not receive the special benefits funded from the CBD. The boundaries are therefore as follows:* From the southwestern parcel of the intersection of Howard Street and the Embarcadero, running westward to the parcel at the northeastern corner of the intersection of Howard and Spear Street. Continuing northward along the eastern side of Spear Street to Market Street. Continuing westward on Market Street and running south to mid-block Market to Mission on the west side of Main Street. Continuing along a line which includes all the parcels that border the current East Cut Community Benefit District westward to 2<sup>nd</sup> Street. Continuing northward along the western side of 2<sup>nd</sup> Street to Market Street, continuing westward down the middle of Market Street to the parcel at the northeastern parcel at the intersection of Kearny Street and Market Street.

**Northern Boundary:** From the northern side of the Hyatt hotel at the northeastern parcel at the intersection of Market Street and Drumm Street, running westward along the southern side of Sacramento Street up to the intersection of Sacramento and Battery Street. Then moving northward, up west side of Battery until reaching Washington Street, then heading one block west bound (south side only) to Sansome. Continuing northbound on Sansome (including only the west side of the Street), to the intersection of Sansome and Pacific Avenue. Then heading west bound on Pacific including only the parcels along the south side of Pacific until the boundaries reach the intersection of Pacific and Montgomery. From that point, the CBD includes parcels on both sides of Pacific Avenue up to the parcels just east of the two parcels at Columbus and Pacific. Those two parcels (0176-016 and 0163-012) have not been included because they are included in a study of the expansion of the current Top of Broadway CBD, and because the 1994 Act prohibits the same parcel from being included in two separate property-based assessment districts.

- **Western Boundary:** From the parcel at the northeastern corner of the intersection of Market Street and Kearny Street, continue northbound along the east side of Kearny Street to the parcel at the southeastern corner of the intersection of Sacramento Street and Kearny Street. Continue

eastward to mid-block to the parcel APN 0227 – 011 and run on the west side of that parcel up to mid-block on Clay Street. Include the western side of the parcels APN 0208 -026 – 028, 29-61 to the middle of the intersection of Washington and Montgomery Streets. Continue along the middle of the street of Montgomery Street up to Jackson Street, head west to mid-block and include the parcels on both sides of Pacific Avenue, excluding all parcels fronting along Columbus Avenue as those parcels are anticipated to be included in an expansion of the Top of Broadway CBD.



## SECTION 3: THE DOWNTOWN CBD ACTIVITY AND IMPROVEMENT PLAN

### Background and Feasibility Study of the Downtown CBD

In the spring of 2017, a group of property owners in the Financial District began to meet to discuss how to improve the Financial District and how, if something was not done, the historic district could lose its competitive edge. Long considered the heart and soul of San Francisco's business community, as well as the oldest continuous business district on the West Coast, the western Financial District realized that they would be at a competitive disadvantage of attracting and keeping quality tenants if they did not get organized and create a fund to pay for special services throughout the district.

Large meetings of property owners and their representatives began in the early summer of 2017 held at the SF Chamber of Commerce offices. Almost 70 property owners and business owner participated in the Steering Committees in the summer and fall of 2017. At no time did attendance at these meetings drop below 30 people.

In recent years much has changed with regards to economic conditions in and around the Financial District. According to the San Francisco Business Times, the South of Market (SoMa) neighborhood has recently been ranked as San Francisco's most valuable district. As SoMa begins to attract more tenants, the Financial District could lose its edge and tens of thousands of square feet of new tenants if does not promote its assets relative to new developments around Transbay and Mission Bay.

**1. *The vehicular access crossing Market Street has historically been problematic.***

The daily crossing of Market Street is frustrating and discourages new businesses and tenants from moving in north of Market Street. A special traffic control patrol placed at key intersections both north and south of Market for 2 – 3 hours in the afternoon on Mondays through Fridays would do much to expedite this commute to the benefit of Financial District and Jackson Square property owners.

**2. *Cities throughout the United States have well branded names of the various districts that make up their respective cities.*** Downtown is the oldest continuous business district in the City, yet both Jackson Square and the Financial District lack a well-established name or promoted brand.

**3. *The historic Downtown buildings are breathtakingly beautiful and represent the greatest concentration of such buildings in the state.*** There are many opportunities for well-designed and managed public spaces in the Downtown, but the key element here is

“managed.” It is known that the best way to attract and keep high caliber tenants and employees in great cities is with great public spaces.

4. ***Street behavior has been a growing problem for years in both all areas of Downtown.*** Additional eyes and ears onsite and throughout the district will help ensure safety and prevent criminal activities. Building owners and managers need more help to ensure that this activity does not occur outside of their doors.
5. ***There are many people on the streets and sidewalks in need of medical attention, particularly the mentally ill.*** The District needs a better way to ensure that help is provided to people in need, to keep the District attractive to current and potential tenants.

Based upon these discussions, a survey was mailed and e-mailed in August 2017 to all property owners and distributed by the CBD Steering Committee members to solicit support for the concept of a new CBD to cover the Financial District, Jackson Square, and portions of the Southside of Market Street. Meetings were held, open to the public, on the following dates:

*February 17<sup>th</sup>, 2017*

*June 2<sup>nd</sup>, 2017*

*June 22<sup>nd</sup>, 2017*

*July 29<sup>th</sup>, 2017*

*Survey mailed out in early August*

*August 25<sup>th</sup>, 2017*

*September 29<sup>th</sup>, 2017*

*October 27<sup>th</sup>, 2017*

*December 1<sup>st</sup>, 2017*

*January 26<sup>th</sup>, 2018*

During this process, responses came in from property owners representing over 30% of the proposed assessment in the district. Based upon thorough discussions of the property owners, a rate of \$0.10 per square foot of building square footage for all buildings in the proposed district, was set to fund the proposed special benefit services funded by the new Downtown CBD. The survey asked a number of questions regarding the priority special benefit services that property owners would be willing to pay for. Originally the boundaries included many parts of the Port properties, Embarcadero Center, city parks, Embarcadero Plaza, and other properties that are formally considered part of Chinatown. The monthly meetings held discussions on priority services, frequency of services, benefit zones and finalized boundaries. The final boundaries are included on the map on page 8 of this Management Plan. Based upon the responses, the priority services of the majority of responding property owners included:

1. *Addressing unsafe and/or undesirable behavior in the public right-of-ways;*
2. *Providing daily sidewalk gutter sweeping as well as regular steam cleaning services;*

3. *Representing District concerns in efforts to secure improved traffic control management services on Market Street as well as for the streets north of Market Street;*

4. *Sponsoring and underwriting special events to improve the identity of the Financial District, Jackson Square, and DCBD parcels on the south side of Market Street to bring positive attention to the district;*

5. *Marketing and promotion services that bring new visitors and customers and attract new businesses and residents to the Financial District, Jackson Square and the City CBD parcels on the south side of Market Street.*

Based upon the final boundaries and prioritized services, the following data was used to determine the scope and frequency of services.

**Data in District**

a.	Building Square Footage:	39,147,879 sq. ft.
b.	Lot size (empty lots only)	69,798 sq. ft.

**Number of Benefit Zones     2**

Zone 1:            All developed parcels in the proposed district:

Zone 2:            Any empty, undeveloped parcels in the proposed district;

Note: Upon a building receiving a certificate of completion, a parcel will no longer be considered empty or undeveloped and will henceforth be assessed as part of Benefit Zone 1.

**Identification of Special Benefit Services**

As the district grows and problems and issues change from year-to-year, certain special benefit services in categories of similar services might be prioritized one year and deemphasized the next year. We have created these categories of special benefit services to give property owners enough guidance on which services would be prioritized in general, but also give them the flexibility, on a day-to-day basis, to move those similar types of services around as the need arises. The proposed categories of special benefit services for the Downtown Community Benefit District are as follows:

**1. CIVIL SIDEWALKS/MOBILITY MANAGEMENT:**

*Examples of this category of special benefit services may include, but are not limited to:*

- Hiring employees or service providers to perform regular sidewalk and gutter sweeping, and regular sidewalk steam cleaning

- Removing trash overflow from current receptacles, performing enhanced trash disposal (over and above city services)
- Timely graffiti removal, within 24 hours as necessary
- Tree and vegetation maintenance (over and above city services)
- Public space maintenance and set up
- Maintenance of existing and new public spaces
- Hiring non-profit or private security case workers to respond to homeless issues, aggressive panhandling, and mentally ill people. This may include hiring of 10B PD bike patrols and/or a camera system.
- Consider implementation of a new innovative “Live Well, Live Safe” program which deals with behavior among all elements of the district
- Removal or consolidation of news racks throughout the district.
- Advocacy for increased resources to improve traffic management at major intersections throughout the District and to facilitate cross traffic from the Financial District and Jackson Square to the freeways.
- Additional traffic and mobility efforts such as shared or improved parking, possible community valet program, and updated commercial and other special parking zones and curb cuts.

### **Summary of Civil Sidewalk Special Benefit Services**

One of the top priorities for DCBD owners is “enhanced” maintenance efforts. In order to deal with cleaning issues, sidewalk attendants will be providing a multi-dimensional approach that may consist of CBD-identified, uniformed, radio-equipped personnel sweeping litter, debris, and refuse from sidewalks, gutters, and public spaces of the District. Additionally, they may clean all sidewalk hardscape such as trash receptacles, benches, and parking meters.

The sidewalk attendants can remove graffiti using solvent and pressure washing. The District will maintain a zero-tolerance graffiti policy. All tags will aim to be removed within 24 hours of notification.

The *Live Well, Live Safe* program is a new approach to dealing with disorder within the CBD boundaries which will provide services for individually-assessed parcels in the form of patrolling personnel, nighttime patrol, and safety attendants. The purpose of this service is to prevent, deter, and report illegal activities taking place on the streets, sidewalks, storefronts, public spaces, and parking lots. The presence of the attendants is intended to deter illegal activities such as public urination, indecent exposure, trespassing, drinking in public, prostitution, illegal panhandling, illegal vending, and illegal dumping. The employees will act as the “eyes and ears” of the District. They will supplement, not replace, other ongoing police, security, and patrol efforts within the District. The sidewalk attendants will also maintain communication with current private security firms within the boundaries of the CBD as well as with the San Francisco Police Department area patrols and report illegal activities to them.

### **Summary of CBD Mobility Management Special Benefit Services**

The CBD Owners' Association will seek to hire SFMTA or city authorized traffic control officers at every heavily impacted intersection within the CBD boundaries on all workdays, year-round. These special benefit and supplemental services will ensure the safety of visitors and residents in District properties, and will improve freeway access, which will make the office tenants, residents, retail and restaurants/bars, far more attractive to all stakeholders in the Financial District, parcels south of Market Street and Jackson Square.

Individuals who attempt to leave their office building from the Financial District, Jackson Square and parcels within the boundaries south of Market Street, on weekdays are painfully aware how difficult it is to cross from north to south on Market Street. SFMTA (or its successor agency), traffic control officers, which manually direct traffic at the major intersections on Market Street during huge event days, allow for safe and easy passage on both sides of Market. However, these officers are not present at every intersection in the Financial District, nor are they present every day.

## **2. DISTRICT IDENTITY AND STREETScape IMPROVEMENTS**

*Examples of this category of special benefit services may include, but are not limited to:*

- Branding of the Financial District, Jackson Square and the Downtown CBD parcels on the south side of Market Street so a positive image is promoted to the public and to new tenants
- Funding website development and updating
- Funding an App development
- Management and coordination of special events
- Hiring a social media company
- Hiring a public relations firm
- Installation of holiday and seasonal decorations
- Creating unique banner programs to tie the district together
- Funding and planning public art displays
- Funding logo development
- Funding public space design and improvements
- Creating programs that fund business attraction workshops and fairs to ensure that all Downtown CBD building owners have a good inventory of prospective tenants to choose from

### **Summary of the Function of District Identity Special Benefit Services**

The Downtown CBD including the Financial District, Jackson Square and the parcels within the boundaries on the south side of Market Street, increasingly need an ongoing funded program to promote the CBD as the most attractive and dynamic location to office and dine in the entire Bay Area. This is the oldest and most established business district with the greatest concentration of significant architecture in California. The problems that currently exist in the Downtown CBD area are resolvable with the right funding and leadership.

The programs and activities listed above will tell the story of the DCBD and create demand by branding this area, reveal its assets as the transportation hub of the Bay Area, and highlight the many opportunities that exist here.

The area currently lacks a website, social media presence, and ongoing public relations. The alleys and streets near some of the more significant architecture in the District can provide excellent venues for outdoor activities.

#### **PROGRAM MANAGEMENT**

*Examples of this category of special benefit services may include, but are not limited to:*

- Staff and administrative costs
- Advocacy for improved traffic management with the SFMTA
- Paying for Directors and Officers as well as General Liability Insurance
- Office related expenses
- Rent expenses
- Financial reporting and accounting expenses
- Legal work related costs
- Relations with other CBDs and the City

#### **CONTINGENCY/CITY AND COUNTY FEES/RESERVE**

*Examples of these special benefit services and costs include, but are not limited to:*

- Delinquencies
- City and County fees
- Reserves

#### **Summary of Program Management and the Reserve**

The Downtown CBD District Owners' Association will be responsible for the day-to-day operations of the district, will advocate on behalf of the management corporation, oversee employees and service providers, employ professional staff and/or consultants, interact with the City and County and the other surrounding CBDs, and utilize best practices in its efforts to improve the overall CBD district as quickly as possible. The Contingency/Reserve will be set aside to ensure that any budget shortfalls are accommodated for year-to-year, and if the collections of assessments is lower than this plan allocates for the Contingency, those surplus funds can be allocated for special projects or in the same percentage of service categories of special benefit services as outlined in this plan.

## 4: THE DOWNTOWN COMMUNITY BENEFIT DISTRICT ASSESSMENT BUDGET

The following chart outlines the maximum assessments for the DCBD for calendar year 2019.

EXPENDITURES	BUDGET	% of Budget
Civic Sidewalks/Mobility Management	\$ 3,000,000	76.52%
District Identity, Marketing and public space development and management	\$200,000	5.10%
Program Management	\$ 600,000	15.30%
Contingency	\$ 120,372	3.07%
<b>TOTAL ASSESSMENT REVENUES</b>	<b>\$3,920,372.00</b>	<b>100%</b>
Assessment Revenues	\$3,920,372.00	96.84
Other Revenues/General Benefit Contribution	\$128,000	3.16%
<b>Total Assessment District Revenues</b>	<b>\$ 4,048,372.00</b>	<b>100%</b>

### Annual Budget Adjustments:

Many historic buildings in the CBD area are under ordinances that prevent their demolition. There are a handful of vacant lots or parking lots that currently exist in the area. The ratio of building square footage to lot size, an excellent indicator of the build out and maturity of a district, reaches a ratio of over 9 to 1 (building to lot size). This density is nearly unprecedented in the state of California and anywhere else in the United States.

The assessments that fund the special benefits in the proposed CBD are predominantly based upon building square footage. Since the district is nearly fully built out, and there are many historic structures within the Downtown CBD, new growth will be limited, but the area may continue to grow denser within the current building stock, so there must be a mechanism put in place to allow for annual budget increases.

Though it is anticipated that the District Owners' Association will act in an entrepreneurial manner by seeking grants, donations, and revenues from activities and programs, these

additional non-assessment district funds may not be enough to offset the new demand of the Downtown CBD. Therefore, this plan allows for the District Owners’ Association to increase the annual budget by a total amount not to exceed 5% per year. The determination of annual adjustments in assessment rates will be subject to the review and approval of the District Owners’ Association.

Each year, the DCBD will pay for its activities with a combination of assessment and non-assessment funds. The assessments will be proportioned among the parcels based on special benefit via a benefit point system. Such benefit points are based on objective “parcel criteria” which are undeveloped lot size and building square footage. The benefit points assigned to parcels in the district may change over time to reflect changes to the parcel criteria. Each parcel’s assessment will be calculated by multiplying that parcel’s total benefit points by a defined dollar amount.

Assessments for years 2- 15 may increase annually by the amount not to exceed 5% per year with approval of the DCBD Owners’ Association Board of Directors. The Board of Directors will be representative of the property owners themselves in order to ensure that the DCBD is managed properly and is responsive to the property owners’ needs. The provision allowing for the increase is a maximum increase, assuming no change in development status, and will be reviewed and considered annually.

The budgeted amounts for Civil Sidewalks/Mobility Management and District Identity special benefit services may be reallocated between categories from year-to-year based upon the district’s changing needs and budgets developed by the Owners’ Association. The reallocation between these three service categories shall not exceed 10% per year based upon the first year’s budget estimate.

**15-Year Maximum Assessment Budget**

The following table shows the DCBD’s maximum annual budget for the 15-year life term, adjusting it by the maximum 5% inflation factor:

Special Benefit Category	Year 1	Year 2	Year 3	Year 4	Year 5
Civil Sidewalks/Mobility Management	\$ 3,000,000.00	\$ 3,150,000.00	\$ 3,307,500.00	\$ 3,472,875.00	\$ 3,646,518.00
District Identity	\$ 200,000.00	\$ 210,000.00	\$ 220,500.00	\$ 231,525.00	\$ 243,101.00
Program Management	\$ 600,000.00	\$ 630,000.00	\$ 661,500.00	\$ 694,575.00	\$ 729,303.00
Contingency	\$ 120,372.00	\$ 126,390.00	\$ 132,710.00	\$ 139,345.00	\$ 146,313.00

<b>TOTAL</b>	<b>\$ 3,920,372.00</b>	<b>\$ 4,116,390.00</b>	<b>\$ 4,322,210.00</b>	<b>\$ 4,538,320.00</b>	<b>\$ 4,765,236.00</b>
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<b>Special Benefit Category</b>	<b>Year 6</b>	<b>Year 7</b>	<b>Year 8</b>	<b>Year 9</b>	<b>Year 10</b>
Civil Sidewalks/Mobility Management	\$ 3,828,844.00	\$ 4,020,286.00	\$ 4,221,301.00	\$ 4,432,366.00	\$ 4,653,984.00
District Identity	\$ 255,256.00	\$ 268,019.00	\$ 281,420.00	\$ 295,491.00	\$ 310,265.00
Program Management	\$ 765,768.00	\$ 804,057.00	\$ 844,260.00	\$ 886,473.00	\$ 930,796.00
Contingency	\$ 153,628.00	\$ 161,310.00	\$ 169,375.00	\$ 177,843.00	\$ 186,735.00
<b>TOTAL</b>	<b>\$ 5,003,498.00</b>	<b>\$ 5,253,673.00</b>	<b>\$ 5,516,357.00</b>	<b>\$ 5,792,174.00</b>	<b>\$ 6,081,783.00</b>

<b>Special Benefit Category</b>	<b>Year 11</b>	<b>Year 12</b>	<b>Year 13</b>	<b>Year 14</b>	<b>Year 15</b>
Civil Sidewalks/Mobility Management	\$ 4,886,683.00	\$ 5,131,018.00	\$ 5,387,568.00	\$ 5,656,947.00	\$ 5,939,794.00
District Identity	\$ 325,778.00	\$ 342,067.00	\$ 359,171.00	\$ 377,129.00	\$ 395,986.00
Program Management	\$ 977,336.00	\$ 1,026,203.00	\$ 1,077,513.00	\$ 1,131,389.00	\$ 1,187,958.00
Contingency	\$ 196,072.00	\$ 205,876.00	\$ 216,170.00	\$ 226,978.00	\$ 238,327.00
<b>TOTAL</b>	<b>\$ 6,385,872.00</b>	<b>\$ 6,705,166.00</b>	<b>\$ 7,040,424.00</b>	<b>\$ 7,392,446.00</b>	<b>\$ 7,762,068.00</b>

### **Future Development**

The above tables are based on the district’s current development status and do not account for possible increases to assessments due to changes to the parcel characteristics that are used to allocate special benefits (e.g., building square footage). The amount of each parcel’s assessment will depend on the existing assessment rates as well as the specific characteristics of the parcel, as explained in further detail in Section 6. Thus, changes to a parcel may result in corresponding revisions to the assessments.

# SECTION 5: PUBLIC SECTOR PARTICIPATION IN THE DOWNTOWN CBD

## Current City Services

The Board of Supervisors, by adopting this plan, will confirm its intention to ensure a baseline level of general benefit services in the district. Assessment funds will pay for special benefit services that are above and beyond those services provided by the City.

## Assessment of City and Public Parcels within the City CBD

Proposition 218 states that *no parcel is exempt from assessments if that parcel receives special benefit from the improvements and activities*. This includes government and public use parcels owned by the City. The public parcels that exist in the District will all specially benefit from the Downtown CBD activities to make the District cleaner, safer, more attractive, and economically vibrant. Specifically, these parcels specially benefit from: graffiti removal, regular sidewalk and gutter sweeping, enhanced trash removal, patrolling of their sidewalks by sidewalk attendants, connecting the homeless to available resources, power washing the sidewalks and public spaces, beautifying the public rights-of-way, and increased business attraction and development.

Public parcels subject to assessment will have their building square footage assessed to fund the special benefit services, similar to other Benefit Zone 1 parcels. Please see Section 6: “Assessment Methodology of the Downtown Community Benefit District” for further discussion.

The publicly-owned parcels within the Downtown CBD boundary and their respective assessments are indicated in the table below.

APN	Legal Owner	Site Street	Assessment
0206 017	CITY & COUNTY OF SAN FRANCISCO	532 SANSOME ST	\$ 1,500.00
3708 031	CITY & COUNTY OF SAN FRANCISCO		\$ 4,464.00
Total:			\$ 5,964.00

## **SECTION 6: ASSESSMENT METHODOLOGY OF THE DOWNTOWN COMMUNITY BENEFIT DISTRICT**

### **OVERVIEW**

This Management District Plan provides for the levy of assessments to fund services and activities that specially benefit real property in the DCBD. These assessments are not taxes for the general benefit of the City, but instead pay for special benefits to the assessed parcels.

### **FACTORS USED IN ASSESSING THE BENEFITTING PARCELS**

The DCBD property owners have emphasized that the assessment formula must be fair and balanced, and that it must result in assessments that do not exceed the cost of the proportionate special benefits received by each parcel, as required by law.

The method used to determine proportional special benefit is measured by each parcel's building square footage (or lot size, in the case of vacant lots). These factors are used to determine the proportional special benefit that each parcel receives. Building square footage is relevant to the use of a property and is utilized to measure short and mid-term impacts.

Building Square Footage Defined: Building square footage is defined as the gross building square footage as determined by the outside measurements of a building or in the case of a residential condo/time share, the actual building square footage of that specific residential parcel.

Lot size Defined: Lot size is defined as the gross land identified for a parcel on the City and County of San Francisco's parcel maps. Lot size is only assessed under this plan in when a parcel does not currently have any improvements.

### **Analysis of Special Benefits in the Downtown CBD**

All special benefits derived from the assessments outlined in this report are for property-related activities that are specifically intended for and directly benefiting each individually-assessed parcel in the Downtown CBD. The special benefit must affect the individual assessable parcel in a way that is particular and distinct from its effect, relative to other non-assessed parcels and that real property in general and the public at large do not share. No parcel's assessment shall be greater than the reasonable cost of the proportional special benefits it will receive.

The CBD will provide special benefits in the form of:

- Funding cleaner sidewalks, streets and common areas
- Responding to real and perceived public safety improvements
- Greater pedestrian traffic
- Enhanced rental incomes
- Increased voice for District in efforts to improve traffic and parking conditions

- Creating greater demand on property and buildings in the district
- Designing and funding new and improved public spaces within the boundaries of the CBD
- Funding branding and marketing for the buildings in the area
- Facilitating well-managed CBD programs and services

Specifically, the Downtown CBD provides special benefits from each of the activities as defined below.

**Civil Sidewalks/Mobility Management:**

The enhanced safety activities make the area more attractive for businesses, customers, residents, and ultimately private investment. Once economic investment occurs within the district, pedestrian traffic and commercial activity will increase. The special benefit to assessed parcels from these services includes improved safety, increased lease rates and tenant occupancy due to an increase in commercial activity, and an increase in customers that follow from having a safer environment.

The maintenance and beautification activities specially benefit assessed parcels within the DCBD by providing a clean and aesthetically appealing public right-of-ways. This is achieved through sidewalk sweeping and power washing, litter and graffiti removal, and trash removal. In addition, the beautification activities specially benefit each assessed parcel by providing wayfinding signage, sidewalk seating, holiday décor, planters, etc. These activities create the environment needed to achieve the CBD’s goals.

Enhancing pedestrian and vehicular traffic in the DCBD is one of the key special benefits reflected in the CBD survey of property owners. The CBD steering committee anticipates enhancing mobility within the district, whether it be vehicular, on bicycles, scooters or walking. The District will also work with the City to increase SFMTA traffic control officers to expedite traffic north and south of Market Street and within the boundaries of the CBD. This will improve safety and help make the District more competitive with adjacent business districts. This would be a clear special benefit to commercial office building owners, tenants, and their employees, as well as to the residents and visitors walking and driving through the area.

**District Identity**

Downtown property owners need a new mechanism to market and promote the District. San Francisco is the world center of social media and a major hub of the technology industry; yet the City’s oldest business district, has no districtwide social media presence. The CBD will fund these efforts giving special benefit to all of the buildings whether office, hotel, residential, institutional, or non-profit uses.

The CBD Downtown area has some of the most attractive buildings, public right-of-ways, and alleys in the entire City. These are opportunities for social gathering places at lunch, breaks, and after work. Other cities, including New York City, Chicago, Houston, Philadelphia, San Diego, Austin, and Denver, have demonstrated that activated public spaces lead to increased rents and higher occupancy rates. Data shows that wherever there are new public spaces developed or

activated (Bryant Park and the High Line in NYC Rittenhouse Square in Philadelphia, Millennium Park in Chicago, the Piazza Della Famiglia in San Diego), those public spaces will become gathering places and will be marketed and promoted through social media, public relations and branded with the district logo to create the sense of place. In addition, a website that promotes vacancies in the district will help all property owners and landlords attract new tenants and help tenants attract new employees.

### **Special Benefit Conclusion**

The special benefit to parcels from the proposed DCBD activities and improvements described in this report is proportionate to the total amount of the proposed assessment to each parcel owner.

### **Analysis of General Benefit in the Downtown CBD**

As required by the State Constitution Article XIIID Section 4(a), the general benefits of an assessment district must be quantified and separated out so that the cost of the activities that merely provide general benefits are deducted from the cost assessed on each specially benefitted parcel. General benefits are benefits funded by the DCBD activities and improvements that are not special in nature and are not “particular and distinct”, nor over and above the benefits that other parcels receive. This analysis will evaluate and determine the level of general benefits for (1) parcels inside of the Downtown CBD, (2) parcels outside of the Downtown CBD, and (3) the public at large may receive.

### **General Benefit to Parcels Inside the Downtown CBD**

The DCBD provides funds for activities and improvements that are designed and created to provide special benefits to each parcel within the District. All of the parcels will specially benefit from the cleaner and safer public right-of-ways, increased mobility management, improved district identity, and program management. Thus 100% of the benefits conferred on these parcels are distinct and special in nature and 0% of the DCBD activities provide a general benefit to the parcels in the District boundary.

### **General Benefit to Parcels Outside of The Downtown CBD**

All of the CBD activities and improvements are provided solely to each of the individual assessed parcels in the CBD boundary. Each of the CBD activities is performed in the public right-of-ways (sidewalks) adjacent to all specially benefitted parcels or tenants in the CBD. None of the surrounding parcels outside the District will directly receive any of the CBD activities. Any benefits these surrounding parcels may receive are incidental to providing special benefits to the assessed parcels, and thus any cost associated with the incidental benefits are not reduced from the cost of providing special benefit for those parcels in the district.

### **General Benefit to the Public-At-Large**

In addition to general benefit analysis to the parcels outside of the DCBD boundary, there may be general benefits to the public-at-large, i.e., those people that are either in the CBD boundary and not specially benefitted from the activities, or people outside of the CBD boundary that may benefit from the CBD activities. *In the case of the DCBD, the public-at-large are those people that*

*are within the CBD boundary that do not pay an assessment and do not specially benefit from the CBD activities.*

To calculate the general benefit to the public-at-large, we determine the degree to which each CBD activity budget may benefit the general public. We conclude that program management and contingency do not provide any general benefits, because those services are tailored towards administering the District for the special benefits of the assessed parcels. Any benefit to the general public from these activities is, at most, incidental to the provision of special benefits.

By contrast, Civil Sidewalks/Mobility Management services do provide some limited general benefits. The civil sidewalks activities provide some general benefits because the general public may appreciate the enhanced level of maintenance and security, as well as well managed public spaces and public art, as they pass through the Downtown CBD. Similarly, efforts with respect to mobility management may result in traffic improvements that will ultimately benefit the assessed parcels as well as the general public, since many people pass through the District without ever contributing to the business activities within the District. These activities may vary from year to year but are expected to provide some level of general benefit. For similar reasons, we also conclude that the District Identity activities may provide some general benefits.

To quantify these general benefits, we first determine a relative benefit factor for the Civil Sidewalks/Mobility Management and District Identity activities. The relative benefit factor is a unit of measure that compares the special benefit that the assessed parcels receive compared to the general benefit that the general public receives. To determine the relative benefit factor for the DCBD, we used previous studies that conducted intercept surveys in San Francisco (Union Square and West Portal), Los Angeles (Historic Downtown, Leimert Park, Arts District, Downtown Industrial, Fashion District and Venice Beach), and San Diego (Little Italy, Downtown San Diego, Barrio Logan).

These surveys indicate the percentage of people within a district who did not live in the area or engage in consumer or business activity. The surveys generally found that on average 2 - 5% of the respondents within the district boundary were not engaging in such activity, and therefore, were not receiving any special benefits. We assigned a relative benefit factor of 0.04 (4%) to reflect the differences between these study areas and the Downtown CBD.

Based on New City America's familiarity with these districts and how they compare to the DCBD, and its professional experience in writing over 50 similar assessment district plans, it is reasonable to conclude that this relative benefit factor properly accounts for the general public in the District that is not specially benefitted. The relative benefit factor is then multiplied by the Downtown CBD activity's budget to determine the overall general benefit for the Sidewalk Operations, District Identity and Traffic Management activities.

The following table illustrates this calculation based upon the percentage these two special benefit categories represent relative to the overall budget for The Downtown CBD:

<b>Special Benefit Activity</b>	<b>Budgeted Amount - % of the total budget</b>	<b>Relative Benefit Factor</b>	<b>General Benefit Factor (Column 1 x Column 2)</b>
<b>Civil Sidewalks/Mobility Management</b>	\$3,000,000 76.52%	4%	\$ 120,000
<b>District Identity</b>	\$ 200,000 5.10%	4%	\$ 8,000
<b>Total dollar amount of all three services</b>	\$3,200,000	4%	\$ 128,000
<b>Total percentage of the overall budget</b>	<b>81.62%</b>		<b>3.265%</b>

This analysis indicates that \$ 128,000 of the Civil Sidewalks/Mobility Management and District Identity special benefit activities may be attributed to general benefit to the public at-large and must be raised from sources other than special assessments.

**Total General Benefits**

Using the sum of the three measures of general benefit described above, we find in year one that \$ 128,000 of that year’s budget (4.0% of the two special benefit categories listed above is equal to 3.265% of the total Downtown CBD special assessment budget of \$3,920,372.00) may be providing general benefits and therefore will need to be funded from sources other than special assessments.

**Benefit Zones:**

The Downtown CBD intends to ensure each parcel’s special assessment is equitable relative to the special benefits received. In order to accomplish this, two different benefit zones will be formed within the District. DCBD acknowledges two types of land uses: 1) commercial/non-profit, city owned, residential/time share parcel building square footage in the District and 2) empty, undeveloped parcels in the district. The methodology that the Downtown CBD Steering Committee adopted is based upon the following:

**Zone 1:** All commercial/non-profit/institutional/apartment buildings/city owned buildings and residential/time share parcels in the district will pay at the rate of \$0.10 per square foot for the gross building area to fund all the special benefit services that are delivered to the parcels in the district. The CBD Steering Committee would like to have the same type and frequency of

services delivered throughout the district uniformly, so there are no variations in building square footage costs. Linear frontage will not be assessed since the DCBD is nearly completely built out, with little or no opportunity for redevelopment due to the maximum heights of buildings already in place, or the historical features of the buildings prevent them from being redeveloped. Therefore, the common property variable which will fund the special benefit services will only be building square footage.

**Zone 2:** There are very few, empty, undeveloped parcels in the proposed Downtown CBD. These undeveloped, empty parcels shall pay \$0.08 in assessments in the CBD. The parcels are assessed on lot size rather than building square footage, and at a rate of \$0.08 rather than \$0.10, to account for the fact that they are undeveloped and therefore deriving approximately 20% less special benefit on a per-foot basis as the occupied parcels.

**Exemptions:**

No specially benefitting parcels, regardless of taxable or tax-exempt property tax status, will be exempt from the assessments funding the special benefit services of the Downtown CBD. Special benefit services will not be provided to any parcels outside of the boundaries of the district.

## **Assessment Calculation**

As previously discussed in this report, assessments are based on two parcel characteristics: building square footage for developed lots, and lot square footage of undeveloped lots. Based on these characteristics, the database of the Downtown CBD as a whole is as follows:

<b>Property Variable</b>	<b>Total in District</b>	<b>Revenue Generated by Zone</b>
Building Sq. Ft. (Zone 1)	39,147,879 sq. ft.	\$ 3,914,788.00
Lot size (Zone 2) (undeveloped empty parcels only)	69,798 sq. ft.	\$ 5,584.00

### **Calculation of Assessments**

Based on the activities provided, approximately 99.86% or \$3,914,788.00 of the total special assessments are allocated from Zone 1 or the developed building square footage in the district, Zone 2 generates \$5,584.00, or around .14%.

### **Costs of assessments from the two benefit zones for the Downtown CBD:**

<b>Property Variable</b>	<b>Annual Cost per property variable and Zone</b>	<b>Total in District</b>	<b>Revenue Generated by Zone</b>
Building Sq. Ft. (Zone 1)	\$0.10 per sq. ft.	39,147,879 sq. ft.	\$3,914,788.00
Lot Sq. Ft. (Zone 2)	\$0.08 per sq. ft.	69,798 sq. ft.	\$5,584.00

### **Sample Parcel Assessment:**

Zone 1 parcel:      \$0.10 x the actual gross building square footage = Annual CBD assessment (\$0.10 x 230,000 sq. feet = \$23,000.00 per year); *actual residential condominiums/time share building square footage = Annual CBD assessment (\$0.10 x 1,000 of building square feet = \$100.00 per year);*

Zone 2 parcel      \$0.08 x the actual lot size of the empty, undeveloped parcel

Note: Upon a building receiving a certificate of completion, a parcel will no longer be considered empty or undeveloped and will henceforth be assessed as part of Benefit Zone 1.

**Budget Adjustment**

As noted above, assessments for years 2- 15 may increase annually by the amount not to exceed 5% per year with approval of the DCBD Owners’ Association Board of Directors. Individual assessments may also increase over time if changes to the parcels result in the parcels being assigned additional benefit points.

**Time and Manner for Collecting Assessments**

As provided by state law, the DCBD assessment will appear as a separate line item on the property owners’ annual property tax bills, or by a special manual bill prepared by the District and either paid in one lump sum or in two equal installments. Laws for enforcement and collection of property taxes also apply to the DCBD assessment.

**Disestablishment**

State law provides for an annual 30-day window for the property owners to petition to disestablish a district, starting each year on the anniversary of when District was first established. If the property owners who pay more than 50 percent of the assessments submit a written petition for disestablishment within the annual 30-day window, the Board of Supervisors shall adopt a resolution of intention to disestablish the district, notify the property owners, and hold a public hearing before voting on whether or not to disestablish the district. In addition, the Board of Supervisors may disestablish a district at any time by supermajority vote of no fewer than eight members.

**Duration**

The DCBD shall have a 15-year term commencing January 1<sup>st</sup>, 2019. The district shall sunset on December 31<sup>st</sup>, 2033. Any major modifications, or new or increased assessments, during the term of the district that are not consistent with the provisions of original Management District Plan will require a new mail ballot process.

**Bond Issuance**

No bonds will be issued to finance improvements.

## **SECTION 7: THE DOWNTOWN CBD GOVERNANCE**

Following the submission of petitions and ballot and public hearing, the Board of Supervisors may elect to establish the DCBD and authorize the levy of assessments.

The City may also contract with a non-profit organization to handle the day-to-day operations of the Downtown CBD. The non-profit organization will act as the Owners' Association and governing board for the district. This Management District Plan refers to the Owners' Association as the DCBD Owners' Association. The role of the Owners' Association will be consistent with similar CBDs and management organizations throughout California and the nation. Among other things, it will determine budgets and assessment adjustments, and monitor service delivery. It is anticipated that the Owners' Association will be set up as a public benefit corporation, or a 501c3.

The DCBD Owners' Association Board of Directors will represent a cross section of property owners and businesses found throughout the district. The goal and spirit of the board's composition is to have a majority of the board be property owners, but also include representatives from businesses, and governments that pay assessments. At least 50% of the members be property owners that pay the CBD assessment and a minimum of 20% of the board representatives are required to be non-property-owning business owners within the District boundary.

## SECTION 8: IMPLEMENTATION TIMELINE

The DCBD will have a fifteen-year term from January 1, 2019 to December 31, 2033. To meet the service start date of January 1, 2019, the formation needs to adhere to the following schedule:

Formation Schedule	Dates
Management plan submitted to the Mayor's office for review	Late January 2018
Plan approved, plan summarized, and sent out to all property owners with the petitions requesting endorsement of the services, costs and term	Late March 2018
Petition drive coordinated through the Steering Committee to reach the necessary 30% of weighted support of the CBD property owners. Presentations and meetings held with property owners	April 2018
Petition drive completed, submit petitions to the Office of Economic and Workforce Development (OEWD)	Early to mid-May 2018
Board of Supervisors reviews the application through its committee structure and then to the full Board for Resolution of Intention, ballots mailed out to all CBD property owners	Late May, early June 2018
Ballots out to property owners for a minimum of 45 days, ballots must be signed and checked in the box for support or opposition, to be counted at the public hearing listed in the notice	July 2018
Continue meeting with property owners during the balloting phase	June – July 2018
Board of Supervisors holds public hearing and tabulates ballots	Late July 2018

## SECTION 9: ASSESSED PARCELS

APN	Annual Assessment				
		0175 032	\$1,958.60	0196 010	\$575.20
		0175 033	\$2,247.90	0196 011	\$730.80
0163 005	\$11,000.00	0176 001	\$257.90	0196 015	\$748.50
0163 006	\$375.00	0176 002	\$517.50	0196 016	\$1,543.20
0163 007	\$522.00	0176 004	\$306.70	0196 017	\$780.00
0163 008	\$598.00	0176 005	\$775.20	0196 019	\$1,350.00
0163 008A	\$1,524.00	0176 006	\$1,022.10	0196 023	\$11,556.80
0163 009	\$2,016.20	0176 007	\$3,393.30	0196 024	\$3,031.80
0163 010	\$137.50	0176 009	\$1,561.50	0196 025	\$2,880.00
0163 011	\$425.30	0176 017	\$2,650.10	0196 027	\$5,777.20
0175 003	\$1,440.00	0176 023	\$228.50	0196 028	\$1,145.50
0175 004	\$540.00	0176 024	\$538.70	0196 030	\$861.30
0175 005	\$237.80	0176 025	\$656.40	0196 031	\$651.40
0175 006	\$2,229.60	0176 026	\$783.40	0196 032	\$321.30
0175 007	\$349.80	0176 027	\$778.80	0196 033	\$108.40
0175 008	\$304.00	0176 028	\$764.80	0196 034	\$215.80
0175 009	\$285.90	0176 030	\$345.20	0196 035	\$67.00
0175 010	\$840.00	0176 031	\$143.10	0196 036	\$83.30
0175 011	\$389.70	0176 032	\$98.50	0196 037	\$108.40
0175 012	\$772.40	0176 033	\$104.40	0196 038	\$59.40
0175 014	\$528.00	0176 034	\$144.90	0196 039	\$107.20
0175 015	\$412.60	0176 035	\$83.50	0196 040	\$68.40
0175 016	\$970.00	0176 036	\$100.60	0196 041	\$66.80
0175 017	\$440.60	0176 037	\$102.60	0196 042	\$59.80
0175 018	\$687.50	0176 038	\$146.80	0196 043	\$66.90
0175 022	\$156.80	0176 039	\$83.50	0196 044	\$464.30
0175 024	\$957.00	0176 040	\$201.50	0196 045	\$330.00
0175 025	\$370.10	0176 041	\$169.70	0196 046	\$319.50
0175 026	\$601.50	0176 042	\$180.20	0206 002	\$2,015.40
0175 027	\$731.90	0176 043	\$159.90	0206 006	\$549.60
0175 028	\$3,365.20	0196 001	\$337.44	0206 008	\$15,928.90
0175 029	\$4,829.70	0196 002	\$593.60	0206 013	\$1,780.00
0175 030	\$3,919.60	0196 003	\$500.00	0206 014	\$1,203.00

0206 017	\$0.00	0208 049	\$124.10	0228 015	\$531.00
0206 018	\$151.00	0208 050	\$247.90	0228 018	\$1,100.00
0206 019	\$242.50	0208 051	\$262.40	0228 019	\$505.50
0206 020	\$257.50	0208 052	\$262.40	0228 022	\$693.20
0206 021	\$257.50	0208 053	\$231.80	0228 023	\$330.00
0206 022	\$257.50	0208 054	\$190.80	0228 024	\$6,596.60
0206 023	\$257.50	0208 055	\$241.40	0228 028	\$2,425.00
0206 024	\$257.50	0208 056	\$125.20	0228 029	\$279.00
0206 025	\$9,800.00	0208 057	\$209.40	0228 030	\$669.50
0207 032	\$52,300.00	0208 058	\$231.80	0228 031	\$1,424.80
0207 033	\$1,451.28	0208 059	\$190.80	0228 032	\$359.40
0207 035	\$5,694.00	0208 060	\$516.30	0228 039	\$48,342.50
0207 036	\$2,165.10	0208 061	\$597.50	0229 003	\$19,787.40
0207 037	\$17,624.10	0227 005	\$0.00	0229 018	\$13,500.00
0208 026	\$24,573.30	0227 006	\$0.00	0229 020	\$28,158.10
0208 028	\$24,219.70	0227 006A	\$0.00	0234 017	\$86,344.10
0208 029	\$122.80	0227 007	\$35,405.40	0235 001	\$780.90
0208 030	\$266.90	0227 008	\$0.00	0235 002	\$285.00
0208 031	\$214.80	0227 009	\$0.00	0235 003	\$357.20
0208 032	\$246.40	0227 010	\$0.00	0235 007	\$582.00
0208 033	\$287.90	0227 011	\$3,256.40	0235 008	\$3,758.60
0208 034	\$241.70	0227 028	\$0.00	0235 009	\$5,113.70
0208 035	\$190.10	0227 030	\$681.90	0235 018	\$831.00
0208 036	\$225.20	0227 031	\$159.28	0235 022	\$66,348.70
0208 037	\$180.00	0227 044	\$523.60	0235 025	\$175.40
0208 038	\$236.10	0227 045	\$571.80	0235 026	\$628.80
0208 039	\$178.40	0227 048	\$26,183.90	0235 027	\$2,639.20
0208 040	\$154.50	0228 002	\$618.70	0236 006	\$2,397.90
0208 041	\$185.70	0228 003	\$1,785.40	0236 008	\$1,842.20
0208 042	\$168.50	0228 004	\$1,174.00	0236 017	\$26,623.70
0208 043	\$124.10	0228 006	\$841.50	0236 018	\$9,595.50
0208 044	\$228.30	0228 009	\$1,150.00	0236 019	\$24,975.90
0208 045	\$178.40	0228 010	\$2,884.00	0237 001	\$1,951.60
0208 046	\$154.70	0228 011	\$1,980.00	0237 005	\$371.10
0208 047	\$185.70	0228 012	\$1,060.50	0237 006	\$2,233.00
0208 048	\$168.50	0228 013	\$1,098.00	0237 007	\$923.60

0237 008	\$4,255.00	0260 001	\$20,619.10	0260 042	\$80.60
0237 009	\$1,251.90	0260 002	\$5,592.80	0260 043	\$56.50
0237 010	\$3,938.40	0260 003	\$1,896.30	0260 044	\$65.80
0237 011	\$6,385.90	0260 004	\$1,058.80	0260 045	\$98.50
0237 013	\$509.60	0260 006	\$5,152.20	0260 046	\$66.40
0237 014	\$28,480.00	0260 007	\$6,163.20	0260 047	\$80.60
0237 015	\$420.00	0260 008	\$2,142.00	0260 048	\$56.50
0237 016	\$519.20	0260 009	\$1,831.20	0260 049	\$65.80
0237 018	\$655.00	0260 010	\$21,194.70	0260 050	\$98.50
0237 019	\$458.40	0260 015	\$26,536.30	0260 051	\$66.40
0237 046	\$825.00	0260 016	\$10,892.50	0260 052	\$154.10
0237 047	\$1,012.90	0260 017	\$209.20	0260 053	\$56.50
0238 001	\$44,737.20	0260 018	\$111.80	0260 054	\$65.80
0238 002	\$14,438.20	0260 019	\$65.80	0260 055	\$98.50
0238 006	\$12,078.70	0260 020	\$96.40	0260 056	\$66.40
0238 007	\$917.60	0260 021	\$63.60	0260 057	\$56.50
0238 008	\$28,633.20	0260 022	\$83.50	0260 058	\$89.70
0239 003	\$3,302.80	0260 023	\$52.60	0260 059	\$147.30
0239 009	\$9,951.00	0260 024	\$67.70	0260 060	\$136.80
0239 012	\$0.00	0260 025	\$97.80	0260 061	\$153.80
0239 013	\$0.00	0260 026	\$62.20	0260 062	\$56.50
0239 014	\$16,462.40	0260 027	\$83.50	0260 063	\$98.40
0239 026	\$40,901.30	0260 028	\$56.50	0260 064	\$56.50
0239 029	\$29,578.30	0260 029	\$65.80	0261 005	\$4,622.50
0239 030	\$35,856.00	0260 030	\$98.50	0261 007	\$6,327.20
0240 001	\$1,890.80	0260 031	\$66.40	0261 010A	\$14,000.00
0240 002	\$9,453.70	0260 032	\$80.60	0261 015	\$8,161.80
0240 003	\$24,132.50	0260 033	\$56.50	0261 017	\$15,756.50
0240 007	\$35,770.00	0260 034	\$65.80	0261 018	\$0.00
0240 014	\$595.30	0260 035	\$98.50	0261 019	\$0.00
0240 016	\$17,325.90	0260 036	\$66.40	0261 020	\$0.00
0240 020	\$33,267.20	0260 037	\$80.60	0262 008	\$2,984.30
0259 026	\$147,192.90	0260 038	\$56.50	0262 013	\$16,513.30
0259 027	\$22,144.30	0260 039	\$65.80	0262 018	\$9,608.20
0259 028	\$6,696.90	0260 040	\$98.50	0262 020	\$36,580.90
0259 029	\$27,049.70	0260 041	\$66.40	0262 021	\$26,216.10

0263 011	\$130,000.00	0265 038	\$146.80	0266 009	\$60,545.90
0264 004	\$57,000.00	0265 039	\$131.00	0267 001	\$2,680.80
0265 003	\$4,588.60	0265 040	\$95.00	0267 002	\$1,650.20
0265 004	\$2,357.00	0265 041	\$87.00	0267 003	\$1,248.80
0265 005	\$19,421.10	0265 042	\$111.70	0267 004	\$24,645.80
0265 007	\$124.00	0265 043	\$97.10	0267 009	\$1,469.20
0265 008	\$146.80	0265 044	\$113.40	0267 010	\$22,465.10
0265 009	\$131.00	0265 045	\$85.00	0267 011	\$2,308.70
0265 010	\$95.00	0265 046	\$95.00	0267 015	\$14,927.90
0265 011	\$87.00	0265 047	\$124.00	0267 016	\$15,132.60
0265 012	\$111.70	0265 048	\$146.80	0268 001	\$1,500.40
0265 013	\$97.10	0265 049	\$131.00	0268 001A	\$6,897.40
0265 014	\$113.40	0265 050	\$95.00	0268 002	\$13,580.50
0265 015	\$85.00	0265 051	\$87.00	0268 006	\$14,748.90
0265 016	\$95.00	0265 052	\$111.70	0268 007	\$7,673.40
0265 017	\$124.00	0265 053	\$97.10	0268 008	\$25,130.20
0265 018	\$146.80	0265 054	\$113.40	0268 012	\$6,750.70
0265 019	\$131.00	0265 055	\$85.00	0268 013	\$0.00
0265 020	\$95.00	0265 056	\$95.00	0268 014	\$0.00
0265 021	\$87.00	0265 057	\$124.00	0268 015	\$50.00
0265 022	\$111.70	0265 058	\$146.80	0268 016	\$2,353.40
0265 023	\$97.10	0265 059	\$131.00	0268 017	\$11,587.80
0265 024	\$113.40	0265 060	\$95.00	0268 018	\$11,177.80
0265 025	\$85.00	0265 061	\$87.00	0268 019	\$11,177.80
0265 026	\$95.00	0265 062	\$111.70	0269 001	\$65,324.50
0265 027	\$146.80	0265 063	\$97.10	0269 004	\$1,201.40
0265 028	\$146.80	0265 064	\$113.40	0269 005	\$3,789.50
0265 029	\$131.00	0265 065	\$85.00	0269 006	\$822.00
0265 030	\$95.00	0265 066	\$95.00	0269 007	\$328.50
0265 031	\$87.00	0265 067	\$124.00	0269 008	\$331.30
0265 032	\$111.70	0265 068	\$146.80	0269 009	\$251.50
0265 033	\$97.10	0265 069	\$131.00	0269 013	\$230.40
0265 034	\$113.40	0266 001	\$20,603.40	0269 014	\$115.00
0265 035	\$85.00	0266 006	\$6,603.20	0269 015	\$346.80
0265 036	\$95.00	0266 007	\$5,123.30	0269 018	\$340.00
0265 037	\$124.00	0266 008	\$6,567.50	0269 019	\$0.00

0269 020	\$222.60	0288 083	\$132.00	0290 011	\$31,923.40
0269 021	\$1,276.00	0288 084	\$105.00	0290 012	\$670.00
0269 027	\$1,486.70	0288 085	\$104.20	0291 001	\$3,754.40
0269 028	\$0.00	0288 086	\$151.00	0291 002	\$560.40
0288 001	\$6,786.00	0288 087	\$157.00	0291 003	\$589.80
0288 006	\$0.00	0288 088	\$166.80	0291 004	\$1,173.40
0288 007	\$4,766.50	0288 089	\$166.00	0291 005	\$6,495.50
0288 008	\$517.50	0288 090	\$156.00	0291 005B	\$3,516.20
0288 010	\$3,524.30	0288 091	\$125.00	0291 006	\$7,548.20
0288 011	\$2,564.30	0288 092	\$125.00	0291 007	\$2,013.00
0288 014	\$1,663.00	0288 093	\$166.80	0291 012	\$75,049.10
0288 016	\$754.60	0288 094	\$138.20	0291 013	\$1,619.50
0288 017	\$1,568.20	0288 095	\$136.00	0292 001	\$28,618.20
0288 025	\$6,119.20	0288 096	\$179.80	0292 001A	\$2,890.30
0288 027	\$10,843.20	0288 097	\$125.00	0292 002	\$3,047.00
0288 029	\$13,860.00	0288 098	\$125.00	0292 004	\$81,673.50
0288 031	\$27,789.50	0288 099	\$166.80	0292 005	\$0.00
0288 032	\$6,820.00	0288 100	\$138.20	0292 006	\$0.00
0288 033	\$51,923.50	0288 101	\$136.00	0292 007	\$0.00
0288 066	\$0.00	0288 102	\$179.80	0292 008	\$0.00
0288 067	\$132.00	0288 103	\$125.00	0292 009	\$10,967.30
0288 068	\$105.00	0288 104	\$125.00	0292 014	\$0.00
0288 069	\$104.20	0288 105	\$166.80	0292 015	\$13,907.00
0288 070	\$151.00	0288 106	\$138.20	0292 016	\$0.00
0288 071	\$178.50	0288 107	\$136.00	0311 005	\$4,210.40
0288 072	\$166.80	0288 108	\$179.80	0311 007	\$26,062.40
0288 073	\$166.00	0288 109	\$199.30	0311 008	\$0.00
0288 074	\$179.50	0288 112	\$220.80	0311 009	\$0.00
0288 075	\$132.00	0288 113	\$177.10	0311 010	\$0.00
0288 076	\$105.00	0289 001	\$50,168.60	0311 011	\$0.00
0288 077	\$104.20	0289 003	\$3,381.40	0311 013	\$5,975.10
0288 078	\$151.00	0289 004	\$61,100.00	0311 015	\$48,888.20
0288 079	\$178.50	0289 005	\$42,829.50	0311 016	\$166.50
0288 080	\$166.80	0289 006	\$1,864.60	0311 017	\$105.30
0288 081	\$166.00	0289 007	\$795.52	0311 018	\$234.00
0288 082	\$179.50	0289 009	\$30,325.00	0311 019	\$117.20

0311 020	\$122.30	0311 056	\$184.70	0311 092	\$95.20
0311 021	\$125.40	0311 057	\$161.30	0311 093	\$151.50
0311 022	\$154.90	0311 058	\$248.50	0311 094	\$119.20
0311 023	\$167.70	0311 059	\$165.90	0311 095	\$143.10
0311 024	\$117.20	0311 060	\$177.80	0311 096	\$190.00
0311 025	\$122.30	0311 061	\$162.40	0311 097	\$95.20
0311 026	\$125.40	0311 062	\$248.50	0311 098	\$164.40
0311 027	\$160.30	0311 063	\$165.90	0311 099	\$119.20
0311 028	\$167.70	0311 064	\$179.60	0311 100	\$143.10
0311 029	\$117.20	0311 065	\$184.70	0311 101	\$190.00
0311 030	\$122.30	0311 066	\$162.40	0311 102	\$95.20
0311 031	\$125.40	0311 067	\$170.90	0311 103	\$151.50
0311 032	\$160.30	0311 068	\$138.20	0311 104	\$119.20
0311 033	\$167.70	0311 069	\$119.50	0311 105	\$143.10
0311 034	\$117.20	0311 070	\$143.10	0311 106	\$190.00
0311 035	\$122.30	0311 071	\$190.00	0311 107	\$142.60
0311 036	\$126.10	0311 072	\$95.20	0311 108	\$151.50
0311 037	\$160.50	0311 073	\$138.20	0311 109	\$139.60
0311 038	\$169.30	0311 074	\$119.50	0311 110	\$137.90
0311 039	\$117.20	0311 075	\$143.10	0311 111	\$125.70
0311 040	\$122.30	0311 076	\$190.00	0311 112	\$151.50
0311 041	\$126.10	0311 077	\$95.20	0311 113	\$184.80
0311 042	\$160.50	0311 078	\$138.20	0311 114	\$151.80
0311 043	\$169.30	0311 079	\$119.50	0311 115	\$141.40
0311 044	\$133.60	0311 080	\$143.10	0311 116	\$333.70
0311 045	\$235.10	0311 081	\$190.00	0311 117	\$302.30
0311 046	\$160.50	0311 082	\$95.20	0311 118	\$305.50
0311 047	\$169.30	0311 083	\$137.20	0311 119	\$186.50
0311 048	\$161.30	0311 084	\$119.20	3708 028	\$34,800.00
0311 049	\$238.80	0311 085	\$143.10	3708 029	\$0.00
0311 050	\$157.00	0311 086	\$190.00	3708 031	\$0.00
0311 051	\$169.00	0311 087	\$105.00	3708 032	\$855.60
0311 052	\$161.30	0311 088	\$143.50	3708 038	\$574.80
0311 053	\$235.10	0311 089	\$119.20	3708 039	\$192.00
0311 054	\$160.50	0311 090	\$143.10	3708 040	\$13,774.70
0311 055	\$169.00	0311 091	\$190.00	3708 043	\$47,618.90

3708 044	\$2,804.20	3710 002	\$501.84	3715 006	\$3,140.00
3708 056	\$108,670.00	3710 014	\$2,192.50	3715 007	\$5,418.60
3708 059	\$47,618.90	3710 019	\$69,200.00	3715 013	\$9,209.30
3708 096	\$10,136.80	3710 020	\$69,433.40	3715 025	\$1,260.30
3708 174	\$33,303.80	3711 014A	\$6,862.50	3716 021	\$23,616.10
3708 175	\$50,512.00	3711 018	\$40,153.20	3716 022	\$1,370.88
3709 011	\$38,722.20	3713 006	\$43,439.60	3716 023	\$29,720.40
3709 012	\$45,969.60	3713 007	\$153,431.20	3716 024	\$21,224.60
3709 014	\$99,676.00	3714 019	\$15,750.00		
3709 015	\$0.00	3715 001	\$2,974.30		
3709 016	\$0.00	3715 002	\$1,227.40		
3709 017	\$0.00	3715 003	\$4,410.70		

## SECTION 10: ASSESSMENT ENGINEER'S REPORT