

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

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

July 2019

**Prepared By
Urban Place Consulting Group, Inc.
As amended by the Board of Supervisors,
July 16, 2019**

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

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Section 1

Management District Plan Summary

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

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

Location	The District will be located in the Civic Center area of the City. The Civic Center CBD consists of approximately 43 whole or partial blocks and approximately 722 parcels. The District will generally be bounded by Golden Gate Avenue and Turk Street to the North, Market Street to the South, 7 th Street to the East, and Gough Street to the West. A boundary map is provided in Section 2 of this report, which shows the specific boundaries and parcel frontages to be included in the District.
Boundary	See Section 2, page 7 and map, page 8.
Improvements, Activities, Services	<p>The Civic Center CBD will finance activities and improvements that will be provided directly to the assessed parcels, to improve the District’s environment in the following ways:</p> <p><u>Clean, Safe, Activation</u></p> <p>Clean Program to implement programs that may consist of, but are not limited to, the following:</p> <ul style="list-style-type: none"> - Sidewalk & gutter sweeping - Sidewalk pressure washing - Graffiti & handbill removal - Trash Cans - Trash removal <p>A Civic Center CBD Safe Program to implement programs that may consist of, but are not limited to, the following:</p> <ul style="list-style-type: none"> - Stewards & Ambassadors - Garage Greeter Program

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

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

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

Marketing/Communication

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

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

Administration/Contingency

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

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

Budget	EXPENDITURES	TOTAL BUDGET	% of Budget
	Clean/Safe/Activation	\$2,500,855.86	75.31%
	Marketing/Communication	\$250,000.00	7.53%
	Administration/Contingency	\$570,000.00	17.16%
	Total Expenditures	\$3,320,855.86	100.00%

	REVENUES		
	Assessment Revenues	\$3,161,454.78	95.20%
	Other Revenues (1)	\$159,401.08	4.80%
	Total Revenues	\$3,3320,855.86	100.00%

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

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

Zone 1

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

Zone 2

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

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

Section 2

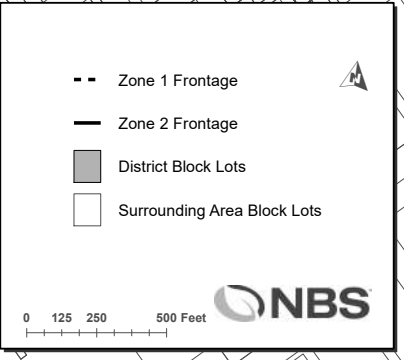
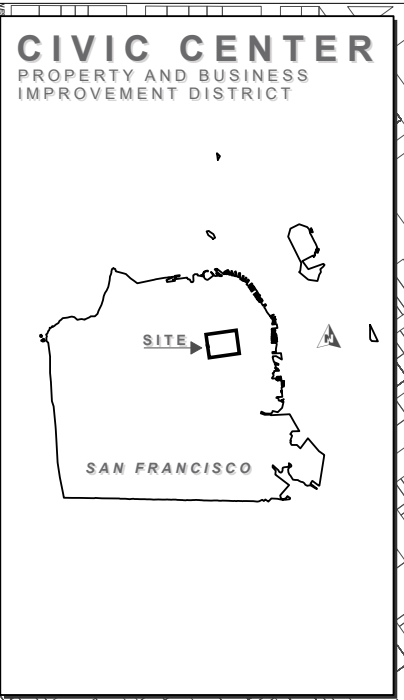
Civic Center CBD Boundaries

The District will be located in the Civic Center area of the City. The Civic Center CBD consists of approximately 43 whole or partial blocks and approximately 722 parcels. The District will generally be bounded by:

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

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

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



Section 3 Improvements

Process to Establish the Improvement and Activity Plan

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

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

The total improvement and activity plan budget for the Civic Center CBD in 2020 is projected at \$3,320,855.86. Of the total budget, \$3,161,454.78 is attributable to providing special benefits and is therefore funded by property assessments. General benefit from the Civic Center CBD budget is calculated to be \$159,401.08 and is not funded by assessment revenue from Civic Center CBD parcels. The costs of providing each of the budget components were developed from actual experience obtained in providing these services to Civic Center CBD properties for the past 7 years. Actual service hours and frequency may vary in order to match varying District needs over the fifteen-year life of the Civic Center CBD. A detailed operation deployment for 2020 is available from the property owner's association. The budget is made up of the following components:

Clean, Safe, Activation

Clean Program

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

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

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

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

Safe Program

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

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

Activation

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

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

Marketing/Communication

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

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

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

Administration/Contingency/City Fees

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

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

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

Section 4 Civic Center CBD Assessment Budget

Fifteen-Year Operating Budget

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

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

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

	2020	2021	2022	2023	2024
Clean/ Safe/Activation	\$2,500,855.86	\$2,625,898.65	\$2,757,193.59	\$2,895,053.26	\$3,039,805.93
Marketing/Communication	\$250,000.00	\$262,500.00	\$275,625.00	\$289,406.25	\$303,876.56
Administration/Contingency	\$570,000.00	\$598,500.00	\$628,425.00	\$659,846.25	\$692,838.56
Total Budget	\$3,320,855.86	\$3,486,898.65	\$3,661,243.59	\$3,844,305.76	\$4,036,521.05
Less General Benefit*	\$159,401.08	\$167,371.13	\$175,739.69	\$184,526.68	\$193,753.01
Assessable Budget	\$3,161,454.78	\$3,319,527.52	\$3,485,503.89	\$3,659,779.09	\$3,842,768.04
	2025	2026	2027	2028	2029
Clean/ Safe/Activation	\$3,191,796.22	\$3,351,386.04	\$3,518,955.34	\$3,694,903.10	\$3,879,648.26
Marketing/Communication	\$319,070.39	\$335,023.91	\$351,775.11	\$369,363.86	\$387,832.05
Administration/Contingency	\$727,480.49	\$763,854.52	\$802,047.24	\$842,149.60	\$884,257.08
Total Budget	\$4,238,347.11	\$4,450,264.46	\$4,672,777.68	\$4,906,416.57	\$5,151,737.40
Less General Benefit*	\$203,440.66	\$213,612.69	\$224,293.33	\$235,507.99	\$247,283.39
Assessable Budget	\$4,034,906.45	\$4,236,651.77	\$4,448,484.36	\$4,670,908.58	\$4,904,454.00
	2030	2031	2032	2033	2034
Clean/ Safe/Activation	\$4,073,630.67	\$4,277,312.21	\$4,491,177.82	\$4,715,736.71	\$4,951,523.54
Marketing/Communication	\$407,223.66	\$427,584.84	\$448,964.08	\$471,412.29	\$494,982.90
Administration/Contingency	\$928,469.94	\$974,893.43	\$1,023,638.11	\$1,074,820.01	\$1,128,561.01
Total Budget	\$5,409,324.27	\$5,679,790.48	\$5,963,780.00	\$6,261,969.00	\$6,575,067.45

Less General Benefit*	\$259,647.56	\$272,629.94	\$286,261.44	\$300,574.51	\$315,603.24
Assessable Budget	\$5,149,676.70	\$5,407,160.54	\$5,677,518.57	\$5,961,394.49	\$6,259,464.22

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

Budget Adjustments

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

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

Future Development

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

Assessment Roll Corrections

See Section 5 **Appeals**

Time and Manner for Collecting Assessments

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

Disestablishment

Each year that the Civic Center CBD is in existence, there will be a 30-day period during which property owners will have the opportunity to request disestablishment of the CBD. This 30-day period begins each year on the anniversary of the date the CBD was established. Within that 30-day period, if a written petition is submitted by the owners of real property who

pay 50% or more of the assessments levied, the Board of Supervisors shall convene a hearing on whether to disestablish the Civic Center CBD by:

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

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

Bond Issuance

The Civic Center CBD will not issue Bonds.

Public Property Assessments

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

APN	Assessment	Assessment %	Owner Type	Owner
0351 -035	137,707.13	4.36%	Federal	UNITED STATES OF AMERICA
0351 -039	5,683.21	0.18%	City	CITY PROPERTY
0351 -041	1,397.71	0.04%	City	CITY PROPERTY
0351 -043	2,975.02	0.09%	BART	SF BAY AREA RAPID TRAN DIST
0351 -046	20,881.98	0.66%	City	CITY PROPERTY
0351 -049	11,111.15	0.35%	City	CITY PROPERTY
0353 -001	114,452.82	3.62%	City	CITY PROPERTY
0354 -001	138,067.81	4.37%	City	SFCC-CITY PROPERTY
0763 -010	1,870.67	0.06%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0763 -011	1,564.58	0.05%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0763 -013	1,150.19	0.04%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0763 -014	3,946.64	0.12%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0763 -015	3,642.05	0.12%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0765 -002	78,047.57	2.47%	State	DEPT OF GENERAL SVCS
0765 -003	163,507.59	5.17%	State	CALIF STATE - STATE LANDS COMM
0766 -001	26,555.50	0.84%	City	SFCC
0766 -002	51,343.28	1.62%	City	SFCC

0766 -003	11,262.17	0.36%	City	SFCC
0766 -004	5,629.79	0.18%	City	CITY & COUNTY OF SAN FRANCISCO
0766 -005	5,629.79	0.18%	City	CITY PROPERTY
0767 -001	3,153.64	0.10%	State	DEPT OF GENERAL SVCS
0767 -002	3,014.83	0.10%	State	DEPT OF GENERAL SVCS
0767 -003	3,014.83	0.10%	State	DEPT OF GENERAL SVCS
0767 -004	3,814.18	0.12%	State	DEPT OF GENERAL SVCS
0767 -005	5,487.21	0.17%	State	SF STATE BUILDING AUTHORITY
0767 -006	3,745.45	0.12%	State	SF STATE BUILDING AUTHORITY
0767 -007	5,618.16	0.18%	State	SF STATE BUILDING AUTHORITY
0767 -009	10,109.75	0.32%	State	SF STATE BUILDING AUTHORITY
0767 -010	4,167.14	0.13%	State	SF STATE BUILDING AUTHORITY
0767 -011	3,200.65	0.10%	State	SF STATE BUILDING AUTHORITY
0767 -012	1,566.28	0.05%	State	SF STATE BUILDING AUTHORITY
0767 -013	4,879.09	0.15%	State	SF STATE BUILDING AUTHORITY
0767 -014	4,878.73	0.15%	State	DEPT OF GENERAL SVCS
0768 -015	12,502.85	0.40%	SFUSD	S F UNIFIED SCHOOL DISTRICT
0785 -028	7,997.81	0.25%	SFUSD	S F UNIFIED SCHL DST FN CORP
0785 -030	7,141.90	0.23%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0785 -033	2,201.06	0.07%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0785 -035	15,193.71	0.48%	SFUSD	S F UNIFIED SCHL DST FN CORP
0785 -036	2,333.48	0.07%	SFUSD	S F UNIFIED SCHL DST FN CORP
0785 -053	79.25	0.00%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0786A-001	110,377.87	3.49%	City	CITY PROPERTY
0787 -001	262,269.21	8.30%	City	CITY PROPERTY
0788 -001	250,191.02	7.91%	City	RECREATION AND PARK DEPARTMENT
0792 -022	1,242.43	0.04%	Parking Auth	SF PARKING AUTHORITY
0792 -028	11,836.90	0.37%	City	REDEVELOPMENT AGENCY-SFCC
0792 -029	26,810.77	0.85%	Parking Auth	SF PARKING AUTHORITY
0810 -001	55,122.81	1.74%	City	CITY PROPERTY
0811 -001	44,938.58	1.42%	City	SFCC
0811 -016	5,211.21	0.16%	City	CITY PROPERTY
0811 -019	6,590.18	0.21%	City	CITY PROPERTY
0811 -021	4,660.38	0.15%	City	CITY PROPERTY
0812 -001	146,892.12	4.65%	City	CITY PROPERTY
0815 -001	59,708.71	1.89%	SFUSD	S F UNIFIED SCHOOL DISTRICT
0834 -004	18,031.02	0.57%	City	CCSF - REAL ESTATE DIVISION
0837 -025	3,405.70	0.11%	City	CITY PROPERTY
3506 -001	59,727.06	1.89%	City	CITY & COUNTY OF SAN FRANCISCO
	1,957,542.62	61.92%		

Section 5 Assessment Methodology

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

Initial Maximum Assessment Rates

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

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

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

(1) Land use types are defined in Section 6.2 of engineer's report

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.

Maximum Annual Assessment Adjustments

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

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

Assessment Table Based On 5% Increase

Zone 1	2020	2021	2022	2023	2024
Commercial, Office, Cultural					
Front Foot Rate	15.24399	16.00619	16.80650	17.64682	18.529
Building Sq Ft Rate	0.05217	0.05478	0.05752	0.06039	0.063
Lot Sq Ft Rate	0.21773	0.22862	0.24005	0.25205	0.264
Residential					
Front Foot Rate	15.24399	16.00619	16.80650	17.64682	18.529
Building Sq Ft Rate	0.05217	0.05478	0.05752	0.06039	0.063
Lot Sq Ft Rate	0.21773	0.22862	0.24005	0.25205	0.264
Educational, Philanthropic/Religious/Charitable					
Front Foot Rate	10.16266	10.67079	11.20433	11.76455	12.352
Building Sq Ft Rate	0.03478	0.03652	0.03834	0.04026	0.042
Lot Sq Ft Rate	0.14515	0.15241	0.16003	0.16803	0.176
Zone 2					
Commercial, Office, Cultural					
Front Foot Rate	36.12826	37.93467	39.83141	41.82298	43.914
Building Sq Ft Rate	0.12364	0.12982	0.13631	0.14313	0.150
Lot Sq Ft Rate	0.51601	0.54181	0.56890	0.59735	0.627
Residential					
Front Foot Rate	36.12826	37.93467	39.83141	41.82298	43.914
Building Sq Ft Rate	0.12364	0.12982	0.13631	0.14313	0.150
Lot Sq Ft Rate	0.51601	0.54181	0.56890	0.59735	0.627
Educational, Philanthropic/Religious/Charitable					
Front Foot Rate	24.08550	25.28978	26.55426	27.88198	29.276
Building Sq Ft Rate	0.08243	0.08655	0.09088	0.09542	0.100
Lot Sq Ft Rate	0.34401	0.36121	0.37927	0.39823	0.418
Zone 1					
	2025	2026	2027	2028	20
Commercial, Office, Cultural					
Front Foot Rate	19.45562	20.42840	21.44982	22.52232	23.648
Building Sq Ft Rate	0.06658	0.06991	0.07341	0.07708	0.080

Lot Sq Ft Rate	0.27788	0.29178	0.30637	0.32169	0.337
Residential					
Front Foot Rate	19.45562	20.42840	21.44982	22.52232	23.648
Building Sq Ft Rate	0.06658	0.06991	0.07341	0.07708	0.080
Lot Sq Ft Rate	0.27788	0.29178	0.30637	0.32169	0.337
Educational, Philanthropic/Religious/Charitable					
Front Foot Rate	12.97042	13.61894	14.29988	15.01488	15.765
Building Sq Ft Rate	0.04439	0.04661	0.04894	0.05139	0.053
Lot Sq Ft Rate	0.18525	0.19451	0.20424	0.21445	0.225
Zone 2					
Commercial, Office, Cultural					
Front Foot Rate	46.10983	48.41532	50.83609	53.37789	56.046
Building Sq Ft Rate	0.15780	0.16569	0.17397	0.18267	0.191
Lot Sq Ft Rate	0.65857	0.69150	0.72608	0.76238	0.800
Residential					
Front Foot Rate	46.10983	48.41532	50.83609	53.37789	56.046
Building Sq Ft Rate	0.15780	0.16569	0.17397	0.18267	0.191
Lot Sq Ft Rate	0.65857	0.69150	0.72608	0.76238	0.800
Educational, Philanthropic/Religious/Charitable					
Front Foot Rate	30.73988	32.27687	33.89072	35.58525	37.364
Building Sq Ft Rate	0.10520	0.11046	0.11599	0.12179	0.127
Lot Sq Ft Rate	0.43905	0.46101	0.48406	0.50826	0.533
Zone 1	2030	2031	2032	2033	20
Commercial, Office, Cultural					
Front Foot Rate	24.83085	26.07240	27.37602	28.74482	30.182
Building Sq Ft Rate	0.08498	0.08923	0.09369	0.09837	0.103
Lot Sq Ft Rate	0.35466	0.37239	0.39101	0.41056	0.431
Residential					
Front Foot Rate	24.83085	26.07240	27.37602	28.74482	30.182
Building Sq Ft Rate	0.08498	0.08923	0.09369	0.09837	0.103
Lot Sq Ft Rate	0.35466	0.37239	0.39101	0.41056	0.431
Educational, Philanthropic/Religious/Charitable					
Front Foot Rate	16.55390	17.38160	18.25068	19.16321	20.121
Building Sq Ft Rate	0.05665	0.05949	0.06246	0.06558	0.068
Lot Sq Ft Rate	0.23643	0.24826	0.26067	0.27370	0.287
Zone 2					
Commercial, Office, Cultural					
Front Foot Rate	58.84913	61.79159	64.88116	68.12522	71.531
Building Sq Ft Rate	0.20140	0.21147	0.22204	0.23314	0.244

Lot Sq Ft Rate	0.84053	0.88255	0.92668	0.97301	1.021
Residential					
Front Foot Rate	58.84913	61.79159	64.88116	68.12522	71.531
Building Sq Ft Rate	0.20140	0.21147	0.22204	0.23314	0.244
Lot Sq Ft Rate	0.84053	0.88255	0.92668	0.97301	1.021
Educational, Philanthropic/Religious/Charitable					
Front Foot Rate	39.23274	41.19438	43.25410	45.41680	47.687
Building Sq Ft Rate	0.13427	0.14098	0.14803	0.15543	0.163
Lot Sq Ft Rate	0.56036	0.58837	0.61779	0.64868	0.681

Rate Development

The rates are the product of a detailed analysis presented in Sections 6 through 9 in the Engineer's Report.

Data for Annual Assessment Calculations

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

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

Mixed Use

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

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

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

For example, if a parcel has both Educational and Office uses, the Educational land use represents 40% of the total building square footage, and the Office land use represents 60% of the total building square footage, the underlying lot's frontage and lot square

footage shall be assigned 40% to the Educational land use and 60% to the Office land use. Those characteristics assigned to the Educational land use shall be used to calculate an assessment at the Educational rates, and those characteristics assigned to the Office land use shall be used to calculate the remaining portion of the assessment at the Office rates. If there are multiple land use types on one parcel and those land use types have different assessment rates, but data sufficient to delineate the building square footages is not available, the CBD shall choose the most appropriate land use type and the assessment shall be calculated according to those rates.

Appeals

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

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

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

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

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

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

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

determination and whose decision shall be final.

Method of Collection

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

SPECIAL BENEFITS

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

Improved Aesthetics

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

Increased Safety

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

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

Increased Promotional Activity

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

Improved Livability

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

SPECIAL BENEFIT DISTRIBUTION

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

Parcel Characteristics

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

- Lot square footage
- Building square footage
- Linear frontage

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

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

Lot Factor

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

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

Building Factor

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

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

Frontage Factor

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

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

Land Use Types

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

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

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

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

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

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

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

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

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

Apportioning Aesthetic Benefit

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

Point.

Apportioning Safety Benefit

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

Apportioning Promotional Benefit

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

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

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

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

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

Apportioning Livability Benefit

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

Land Use Benefit Point Summary

The table below summarizes the Land Use Benefit Points:

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

Zones of Benefit

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

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

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

Total Special Benefit Points

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

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

The Special Benefit Points were computed for each parcel in the proposed District and summed. Based on the most current data available at the time of writing this report, the sum of Special Benefit Points for the entire District is 9,429.42. This total was used to determine the 2019/20 Assessment per Special Benefit Point shown in Section 9 in the Engineer's Report.

Parcel Characteristic Adjustments

The parcel characteristic values used throughout this report (including the next section) 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.

SEPARATION AND QUANTIFICATION OF GENERAL BENEFITS

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

Summary

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

Detailed Analysis

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

Peripheral Parcel Approach

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

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

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

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

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

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

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

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

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

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

Pedestrian Traffic Approach

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

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

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

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

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

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

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

(1) ADT values are detailed in Appendix B

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

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

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

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

Overall General Benefit

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

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

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

Section 6 Governance

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

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

Section 7 Implementation Timetable

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

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

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

Section 8 Assessment Roll

APN	Assessment	Assessment %	Owner Type	Owner
0351 -035	137,707.13	4.36%	Federal	UNITED STATES OF AMERICA
0351 -039	5,683.21	0.18%	City	CITY PROPERTY
0351 -041	1,397.71	0.04%	City	CITY PROPERTY
0351 -043	2,975.02	0.09%	BART	SF BAY AREA RAPID TRAN DIST
0351 -046	20,881.98	0.66%	City	CITY PROPERTY
0351 -049	11,111.15	0.35%	City	CITY PROPERTY
0353 -001	114,452.82	3.62%	City	CITY PROPERTY
0354 -001	138,067.81	4.37%	City	SFCC-CITY PROPERTY
0763 -010	1,870.67	0.06%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0763 -011	1,564.58	0.05%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0763 -013	1,150.19	0.04%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0763 -014	3,946.64	0.12%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0763 -015	3,642.05	0.12%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0765 -002	78,047.57	2.47%	State	DEPT OF GENERAL SVCS
0765 -003	163,507.59	5.17%	State	CALIF STATE - STATE LANDS COMM
0766 -001	26,555.50	0.84%	City	SFCC
0766 -002	51,343.28	1.62%	City	SFCC
0766 -003	11,262.17	0.36%	City	SFCC
0766 -004	5,629.79	0.18%	City	CITY & COUNTY OF SAN FRANCISCO
0766 -005	5,629.79	0.18%	City	CITY PROPERTY
0767 -001	3,153.64	0.10%	State	DEPT OF GENERAL SVCS
0767 -002	3,014.83	0.10%	State	DEPT OF GENERAL SVCS
0767 -003	3,014.83	0.10%	State	DEPT OF GENERAL SVCS
0767 -004	3,814.18	0.12%	State	DEPT OF GENERAL SVCS
0767 -005	5,487.21	0.17%	State	SF STATE BUILDING AUTHORITY
0767 -006	3,745.45	0.12%	State	SF STATE BUILDING AUTHORITY
0767 -007	5,618.16	0.18%	State	SF STATE BUILDING AUTHORITY
0767 -009	10,109.75	0.32%	State	SF STATE BUILDING AUTHORITY
0767 -010	4,167.14	0.13%	State	SF STATE BUILDING AUTHORITY
0767 -011	3,200.65	0.10%	State	SF STATE BUILDING AUTHORITY
0767 -012	1,566.28	0.05%	State	SF STATE BUILDING AUTHORITY
0767 -013	4,879.09	0.15%	State	SF STATE BUILDING AUTHORITY
0767 -014	4,878.73	0.15%	State	DEPT OF GENERAL SVCS
0768 -015	12,502.85	0.40%	SFUSD	S F UNIFIED SCHOOL DISTRICT
0785 -028	7,997.81	0.25%	SFUSD	S F UNIFIED SCHL DST FN CORP
0785 -030	7,141.90	0.23%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D

0785 -033	2,201.06	0.07%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0785 -035	15,193.71	0.48%	SFUSD	S F UNIFIED SCHL DST FN CORP
0785 -036	2,333.48	0.07%	SFUSD	S F UNIFIED SCHL DST FN CORP
0785 -053	79.25	0.00%	SFUSD	SAN FRANCISCO UNIFIED SCHOOL D
0786A-001	110,377.87	3.49%	City	CITY PROPERTY
0787 -001	262,269.21	8.30%	City	CITY PROPERTY
0788 -001	250,191.02	7.91%	City	RECREATION AND PARK DEPARTMENT
0792 -022	1,242.43	0.04%	Parking Auth	SF PARKING AUTHORITY
0792 -028	11,836.90	0.37%	City	REDEVELOPMENT AGENCY-SFCC
0792 -029	26,810.77	0.85%	Parking Auth	SF PARKING AUTHORITY
0810 -001	55,122.81	1.74%	City	CITY PROPERTY
0811 -001	44,938.58	1.42%	City	SFCC
0811 -016	5,211.21	0.16%	City	CITY PROPERTY
0811 -019	6,590.18	0.21%	City	CITY PROPERTY
0811 -021	4,660.38	0.15%	City	CITY PROPERTY
0812 -001	146,892.12	4.65%	City	CITY PROPERTY
0815 -001	59,708.71	1.89%	SFUSD	S F UNIFIED SCHOOL DISTRICT
0834 -004	18,031.02	0.57%	City	CCSF - REAL ESTATE DIVISION
0837 -025	3,405.70	0.11%	City	CITY PROPERTY
3506 -001	59,727.06	1.89%	City	CITY & COUNTY OF SAN FRANCISCO
	1,957,542.62	61.92%		

APN	Assessment	Assessment %	APN	Assessment	Assessment %
0351 -022	39,399.82	1.25%	0833 -033	242.77	0.01%
0351 -033	6,039.44	0.19%	0833 -034	247.50	0.01%
0351 -037	1,656.45	0.05%	0833 -035	257.90	0.01%
0351 -050	22,550.29	0.71%	0833 -036	243.09	0.01%
0351 -051	6,651.91	0.21%	0833 -037	256.96	0.01%
0351 -052	194.31	0.01%	0833 -038	256.96	0.01%
0351 -053	481.05	0.02%	0833 -039	246.55	0.01%
0351 -054	90.28	0.00%	0833 -040	281.55	0.01%
0351 -055	88.99	0.00%	0833 -041	256.96	0.01%
0351 -056	222.25	0.01%	0833 -042	284.70	0.01%
0351 -057	118.65	0.00%	0834 -008	6,004.64	0.19%
0351 -058	119.51	0.00%	0834 -012	5,235.42	0.17%
0351 -059	121.66	0.00%	0834 -013	2,188.04	0.07%
0351 -060	190.87	0.01%	0834 -014	1,900.26	0.06%
0351 -061	183.99	0.01%	0834 -015	1,838.75	0.06%
0351 -062	199.47	0.01%	0834 -016	1,900.26	0.06%
0351 -063	110.05	0.00%	0834 -017	1,780.58	0.06%
0351 -064	110.05	0.00%	0834 -018	3,315.09	0.10%
0351 -065	113.06	0.00%	0834 -019	2,851.19	0.09%

0351 -066	109.19	0.00%	0834 -027	8,049.37	0.25%
0351 -067	171.53	0.01%	0834 -032	145.06	0.00%
0351 -068	177.12	0.01%	0834 -033	91.12	0.00%
0351 -069	214.95	0.01%	0834 -034	197.78	0.01%
0351 -070	113.49	0.00%	0834 -035	147.33	0.00%
0351 -071	113.49	0.00%	0834 -036	160.60	0.01%
0351 -072	116.07	0.00%	0834 -037	138.26	0.00%
0351 -073	112.20	0.00%	0834 -038	144.89	0.00%
0351 -074	162.93	0.01%	0834 -039	197.43	0.01%
0351 -075	197.75	0.01%	0834 -040	93.92	0.00%
0351 -076	109.62	0.00%	0834 -041	150.83	0.00%
0351 -077	109.62	0.00%	0834 -042	145.06	0.00%
0351 -078	112.63	0.00%	0834 -043	91.47	0.00%
0351 -079	108.33	0.00%	0834 -044	199.18	0.01%
0351 -080	171.96	0.01%	0834 -045	165.84	0.01%
0351 -081	177.12	0.01%	0834 -046	165.31	0.01%
0351 -082	214.95	0.01%	0834 -047	146.29	0.00%
0351 -083	113.49	0.00%	0834 -048	170.55	0.01%
0351 -084	113.49	0.00%	0834 -049	197.61	0.01%
0351 -085	116.07	0.00%	0834 -050	94.79	0.00%
0351 -086	112.20	0.00%	0834 -051	151.35	0.00%
0351 -087	181.84	0.01%	0834 -052	145.59	0.00%
0351 -088	197.75	0.01%	0834 -053	91.30	0.00%
0351 -089	110.05	0.00%	0834 -054	199.53	0.01%
0351 -090	110.05	0.00%	0834 -055	147.86	0.00%
0351 -091	113.06	0.00%	0834 -056	165.14	0.01%
0351 -092	109.19	0.00%	0834 -057	146.29	0.00%
0351 -093	171.96	0.01%	0834 -058	170.90	0.01%
0351 -094	174.97	0.01%	0834 -059	199.01	0.01%
0351 -095	175.40	0.01%	0834 -060	94.96	0.00%
0351 -096	113.49	0.00%	0834 -061	152.05	0.00%
0351 -097	113.49	0.00%	0834 -062	145.06	0.00%
0351 -098	113.49	0.00%	0834 -063	91.65	0.00%
0351 -099	110.91	0.00%	0834 -064	198.13	0.01%
0351 -100	182.27	0.01%	0834 -065	147.68	0.00%
0351 -101	250.20	0.01%	0834 -066	163.74	0.01%
0351 -102	109.62	0.00%	0834 -067	145.24	0.00%
0351 -103	109.62	0.00%	0834 -068	170.20	0.01%
0351 -104	112.20	0.00%	0834 -069	197.43	0.01%
0351 -105	111.34	0.00%	0834 -070	94.44	0.00%
0351 -106	175.40	0.01%	0834 -071	150.83	0.00%
0351 -107	238.59	0.01%	0834 -072	145.76	0.00%
0351 -108	222.25	0.01%	0834 -073	91.30	0.00%
0351 -109	115.21	0.00%	0834 -074	199.01	0.01%

0351 -110	115.21	0.00%	0834 -075	148.73	0.00%
0351 -111	118.22	0.00%	0834 -076	165.49	0.01%
0351 -112	119.08	0.00%	0834 -077	146.11	0.00%
0351 -113	162.93	0.01%	0834 -078	168.81	0.01%
0763 -001	7,325.40	0.23%	0834 -079	197.43	0.01%
0763 -002	8,047.92	0.25%	0834 -080	95.14	0.00%
0763 -005	4,279.59	0.14%	0834 -081	152.05	0.00%
0763 -006	2,043.44	0.06%	0834 -083	308.46	0.01%
0763 -007	1,637.09	0.05%	0834 -144	308.46	0.01%
0763 -008	1,414.50	0.04%	0834 -145	308.46	0.01%
0763 -009	8,562.17	0.27%	0834 -146	308.46	0.01%
0763 -012	3,886.47	0.12%	0834 -147	308.46	0.01%
0763 -016	3,355.04	0.11%	0834 -148	308.46	0.01%
0766 -006	24,707.88	0.78%	0834 -149	308.46	0.01%
0766 -010	4,149.49	0.13%	0834 -150	308.46	0.01%
0766 -013	11,600.45	0.37%	0834 -151	431.53	0.01%
0767 -008	12,286.94	0.39%	0834 -152	433.10	0.01%
0768 -013	14,568.95	0.46%	0834 -153	308.46	0.01%
0768 -072	4,832.88	0.15%	0834 -154	308.46	0.01%
0768 -073	6,281.45	0.20%	0835 -001	8,566.33	0.27%
0785 -013	5,884.74	0.19%	0835 -002	3,105.37	0.10%
0785 -038	1,357.23	0.04%	0835 -003	4,613.24	0.15%
0785 -039	1,008.52	0.03%	0835 -004	27,424.61	0.87%
0785 -052	4,962.24	0.16%	0836 -001	1,761.12	0.06%
0785 -061	303.41	0.01%	0836 -002	1,053.09	0.03%
0785 -062	477.71	0.02%	0836 -003	1,128.86	0.04%
0785 -066	176.07	0.01%	0836 -004	3,925.17	0.12%
0785 -067	195.66	0.01%	0836 -005	6,814.20	0.22%
0785 -068	81.88	0.00%	0836 -006	1,292.41	0.04%
0785 -069	81.88	0.00%	0836 -007	4,828.55	0.15%
0785 -070	180.84	0.01%	0836 -008	2,953.90	0.09%
0785 -071	88.91	0.00%	0836 -009	1,823.20	0.06%
0785 -072	93.18	0.00%	0836 -010	8,241.43	0.26%
0785 -073	121.81	0.00%	0836 -013	6,055.77	0.19%
0785 -074	91.93	0.00%	0836 -031	3,133.85	0.10%
0785 -075	87.15	0.00%	0837 -001	3,912.99	0.12%
0785 -076	179.33	0.01%	0837 -002	4,538.67	0.14%
0785 -077	101.47	0.00%	0837 -005	1,894.96	0.06%
0785 -078	186.62	0.01%	0837 -006	4,973.28	0.16%
0785 -079	177.82	0.01%	0837 -007	1,936.63	0.06%
0785 -080	177.82	0.01%	0837 -008	3,802.23	0.12%
0785 -081	195.66	0.01%	0837 -010	977.91	0.03%
0785 -082	81.88	0.00%	0837 -011	3,510.03	0.11%
0785 -083	81.88	0.00%	0837 -012	4,074.16	0.13%

0785 -084	180.84	0.01%	0837 -013	2,969.24	0.09%
0785 -085	88.91	0.00%	0837 -014	2,815.86	0.09%
0785 -086	93.18	0.00%	0837 -015	5,301.10	0.17%
0785 -087	121.81	0.00%	0837 -067	7,480.70	0.24%
0785 -088	91.93	0.00%	0837 -068	500.23	0.02%
0785 -089	87.15	0.00%	0837 -069	278.28	0.01%
0785 -090	179.33	0.01%	0837 -070	375.31	0.01%
0785 -091	101.47	0.00%	0837 -071	322.61	0.01%
0785 -092	186.62	0.01%	0837 -072	429.97	0.01%
0785 -093	177.82	0.01%	0837 -081	190.62	0.01%
0785 -094	177.82	0.01%	0837 -082	190.62	0.01%
0785 -095	195.66	0.01%	0837 -083	190.62	0.01%
0785 -096	81.88	0.00%	0837 -084	190.62	0.01%
0785 -097	81.88	0.00%	0837 -085	190.62	0.01%
0785 -098	180.84	0.01%	0837 -095	232.25	0.01%
0785 -099	88.91	0.00%	0837 -096	142.77	0.00%
0785 -100	93.18	0.00%	0837 -097	223.00	0.01%
0785 -101	121.81	0.00%	0837 -098	167.04	0.01%
0785 -102	91.93	0.00%	0837 -099	107.79	0.00%
0785 -103	87.15	0.00%	0837 -100	91.54	0.00%
0785 -104	179.33	0.01%	0837 -101	93.60	0.00%
0785 -105	101.47	0.00%	0837 -102	112.53	0.00%
0785 -106	186.62	0.01%	0837 -103	182.47	0.01%
0785 -107	177.82	0.01%	0837 -104	167.04	0.01%
0785 -108	176.07	0.01%	0837 -105	107.79	0.00%
0785 -109	140.40	0.00%	0837 -106	91.54	0.00%
0785 -110	81.88	0.00%	0837 -107	98.54	0.00%
0785 -111	81.88	0.00%	0837 -108	112.53	0.00%
0785 -112	180.84	0.01%	0837 -109	193.37	0.01%
0785 -113	88.91	0.00%	0837 -110	167.04	0.01%
0785 -114	93.18	0.00%	0837 -111	107.79	0.00%
0785 -115	121.81	0.00%	0837 -112	91.54	0.00%
0785 -116	91.93	0.00%	0837 -113	98.54	0.00%
0785 -117	87.15	0.00%	0837 -114	112.53	0.00%
0785 -118	179.33	0.01%	0837 -115	193.37	0.01%
0785 -119	101.47	0.00%	0837 -116	167.04	0.01%
0785 -120	186.62	0.01%	0837 -117	103.47	0.00%
0785 -121	177.82	0.01%	0837 -118	91.54	0.00%
0785 -122	177.82	0.01%	0837 -119	98.54	0.00%
0785 -123	81.88	0.00%	0837 -120	112.53	0.00%
0785 -124	81.88	0.00%	0837 -121	193.37	0.01%
0785 -125	180.84	0.01%	0837 -122	167.04	0.01%
0785 -126	88.91	0.00%	0837 -123	103.47	0.00%
0785 -127	93.18	0.00%	0837 -124	210.86	0.01%

0785 -128	121.81	0.00%	0837 -125	98.54	0.00%
0785 -129	91.93	0.00%	0837 -126	207.36	0.01%
0785 -130	87.15	0.00%	0837 -127	103.47	0.00%
0785 -131	179.33	0.01%	0837 -128	161.90	0.01%
0785 -132	101.47	0.00%	0837 -129	98.54	0.00%
0785 -133	186.62	0.01%	0837 -130	221.97	0.01%
0785 -134	177.82	0.01%	0837 -131	201.40	0.01%
0792 -003	2,991.44	0.09%	0837 -132	161.90	0.01%
0792 -007A	2,604.58	0.08%	0854 -002	8,720.10	0.28%
0792 -007D	2,947.12	0.09%	0854 -003	4,152.97	0.13%
0792 -007E	3,917.30	0.12%	0854 -004	1,891.98	0.06%
0792 -031	8,071.98	0.26%	0854 -005	4,710.04	0.15%
0792T-001A	2,513.67	0.08%	0854 -006	5,040.58	0.16%
0809 -001	3,833.01	0.12%	0854 -011	3,111.68	0.10%
0809 -002	2,368.54	0.07%	0854 -012	126.81	0.00%
0809 -003	2,068.03	0.07%	0854 -013	215.94	0.01%
0809 -003A	952.57	0.03%	0854 -014	76.19	0.00%
0809 -004	3,543.21	0.11%	0854 -015	113.70	0.00%
0809 -004A	3,627.72	0.11%	0854 -016	76.85	0.00%
0809 -005	1,611.01	0.05%	0854 -017	136.44	0.00%
0809 -006	1,688.39	0.05%	0854 -018	141.92	0.00%
0809 -007	4,367.63	0.14%	0854 -019	142.08	0.00%
0809 -011	3,361.56	0.11%	0854 -020	135.94	0.00%
0809 -012	1,577.27	0.05%	0854 -021	74.36	0.00%
0809 -014	12,195.30	0.39%	0854 -022	85.48	0.00%
0809 -015	1,924.54	0.06%	0854 -023	205.49	0.01%
0809 -016	2,029.56	0.06%	0854 -024	186.90	0.01%
0809 -017	2,055.64	0.07%	0854 -025	186.56	0.01%
0809 -018	942.79	0.03%	0854 -026	203.16	0.01%
0809 -019	1,914.78	0.06%	0854 -027	181.25	0.01%
0809 -020	1,693.51	0.05%	0854 -028	113.37	0.00%
0809 -021	6,410.32	0.20%	0854 -029	192.54	0.01%
0809 -022	3,310.59	0.10%	0854 -030	67.06	0.00%
0809 -029	147.74	0.00%	0854 -031	107.22	0.00%
0809 -030	123.33	0.00%	0854 -032	167.31	0.01%
0809 -031	226.58	0.01%	0854 -033	172.12	0.01%
0809 -032	223.89	0.01%	0854 -034	79.01	0.00%
0809 -033	209.61	0.01%	0854 -035	124.49	0.00%
0809 -034	184.99	0.01%	0854 -036	79.51	0.00%
0809 -035	223.89	0.01%	0854 -037	164.32	0.01%

0809 -036	224.72	0.01%	0854 -038	66.56	0.00%
0809 -037	226.58	0.01%	0854 -039	123.82	0.00%
0809 -038	166.37	0.01%	0854 -040	111.87	0.00%
0809 -039	163.68	0.01%	0854 -041	123.82	0.00%
0809 -040	162.44	0.01%	0854 -042	67.06	0.00%
0809 -041	130.36	0.00%	0854 -043	195.53	0.01%
0809 -042	165.54	0.01%	0854 -044	72.70	0.00%
0809 -043	165.54	0.01%	0854 -045	140.59	0.00%
0809 -044	166.37	0.01%	0854 -046	164.82	0.01%
0809 -061	221.64	0.01%	0854 -047	169.80	0.01%
0809 -062	221.64	0.01%	0854 -048	107.22	0.00%
0809 -063	221.64	0.01%	0854 -049	189.72	0.01%
0809 -064	221.64	0.01%	0854 -050	189.72	0.01%
0811 -010	4,923.04	0.16%	0854 -051	122.50	0.00%
0811 -012	4,641.45	0.15%	0854 -052	107.22	0.00%
0811 -018	6,919.59	0.22%	0854 -053	167.31	0.01%
0811 -020	9,023.70	0.29%	0854 -054	172.12	0.01%
0811 -022	11,042.11	0.35%	0854 -055	79.01	0.00%
0811 -031	16,154.38	0.51%	0854 -056	79.01	0.00%
0813 -007	12,635.23	0.40%	0854 -057	79.51	0.00%
0813 -008	28,432.81	0.90%	0854 -058	164.32	0.01%
0813 -009	22,008.07	0.70%	0854 -059	66.56	0.00%
0813 -010	6,968.15	0.22%	0854 -060	123.82	0.00%
0814 -001	8,524.51	0.27%	0854 -061	110.54	0.00%
0814 -003	1,453.76	0.05%	0854 -062	123.82	0.00%
0814 -010	3,780.86	0.12%	0854 -063	67.06	0.00%
0814 -014	15,520.56	0.49%	0854 -064	157.19	0.00%
0814 -015	9,902.51	0.31%	0854 -065	143.74	0.00%
0814 -016	3,557.65	0.11%	0854 -066	140.59	0.00%
0814 -019	2,858.46	0.09%	0854 -067	164.82	0.01%
0814 -020	24,877.29	0.79%	0854 -068	169.80	0.01%
0814 -021	4,688.60	0.15%	0854 -069	107.22	0.00%
0814 -022	17,899.91	0.57%	0854 -070	122.50	0.00%
0816 -003	11,519.13	0.36%	0854 -071	107.22	0.00%
0816 -005	2,319.19	0.07%	0854 -072	167.31	0.01%
0816 -006	4,589.66	0.15%	0854 -073	172.12	0.01%
0816 -009	7,716.75	0.24%	0854 -074	79.01	0.00%
0816 -012	1,729.07	0.05%	0854 -075	124.49	0.00%
0816 -013	1,933.17	0.06%	0854 -076	79.51	0.00%
0816 -014	1,782.28	0.06%	0854 -077	164.32	0.01%
0816 -015	2,197.11	0.07%	0854 -078	66.56	0.00%
0816 -020	795.66	0.03%	0854 -079	123.82	0.00%
0816 -021	890.14	0.03%	0854 -080	110.54	0.00%
0816 -023	715.76	0.02%	0854 -081	123.82	0.00%

0816 -024	540.10	0.02%	0854 -082	67.06	0.00%
0816 -025	873.61	0.03%	0854 -083	157.19	0.00%
0816 -026	1,062.21	0.03%	0854 -084	162.66	0.01%
0816 -027	627.39	0.02%	0854 -085	140.59	0.00%
0816 -028	659.88	0.02%	0854 -086	171.63	0.01%
0816 -029	445.84	0.01%	0854 -087	169.80	0.01%
0816 -030	219.23	0.01%	0854 -088	107.22	0.00%
0816 -031	223.87	0.01%	0854 -089	122.50	0.00%
0816 -032	413.35	0.01%	0854 -090	107.22	0.00%
0816 -033	4,711.78	0.15%	0854 -091	167.31	0.01%
0816 -034	294.51	0.01%	0854 -092	171.96	0.01%
0816 -035	340.34	0.01%	0854 -093	143.58	0.00%
0816 -036	223.50	0.01%	0854 -094	144.07	0.00%
0816 -037	308.89	0.01%	0854 -095	164.32	0.01%
0816 -038	315.18	0.01%	0854 -096	66.56	0.00%
0816 -039	319.97	0.01%	0854 -097	123.82	0.00%
0816 -040	321.47	0.01%	0854 -098	110.54	0.00%
0816 -041	320.57	0.01%	0854 -099	123.82	0.00%
0816 -042	223.80	0.01%	0854 -100	67.06	0.00%
0816 -043	208.22	0.01%	0854 -101	164.32	0.01%
0816 -044	207.02	0.01%	0854 -102	142.91	0.00%
0816 -045	267.54	0.01%	0854 -103	140.59	0.00%
0816 -046	313.38	0.01%	0854 -104	171.63	0.01%
0816 -047	223.50	0.01%	0854 -105	169.80	0.01%
0816 -048	319.67	0.01%	0854 -106	107.22	0.00%
0816 -049	315.18	0.01%	0854 -107	122.50	0.00%
0816 -050	319.97	0.01%	0854 -108	107.22	0.00%
0816 -051	321.47	0.01%	0854 -109	167.31	0.01%
0816 -052	320.57	0.01%	0854 -110	171.96	0.01%
0816 -053	223.80	0.01%	0854 -111	143.58	0.00%
0816 -054	208.22	0.01%	0854 -112	146.89	0.00%
0816 -055	207.02	0.01%	0854 -113	164.32	0.01%
0816 -056	267.54	0.01%	0854 -114	66.56	0.00%
0816 -057	309.19	0.01%	0854 -115	123.82	0.00%
0816 -058	219.31	0.01%	0854 -116	110.54	0.00%
0816 -059	315.48	0.01%	0854 -117	123.82	0.00%
0816 -060	310.98	0.01%	0854 -118	67.06	0.00%
0816 -061	315.78	0.01%	0854 -119	164.32	0.01%
0816 -062	317.27	0.01%	0854 -120	142.91	0.00%
0816 -063	316.68	0.01%	0854 -121	140.59	0.00%
0816 -064	223.80	0.01%	0854 -122	171.63	0.01%
0816 -065	208.22	0.01%	0854 -123	169.80	0.01%
0816 -066	207.02	0.01%	0854 -124	106.39	0.00%
0816 -068	328.05	0.01%	0854 -125	122.50	0.00%

0816 -069	464.54	0.01%	0854 -126	107.22	0.00%
0816 -070	294.44	0.01%	0854 -127	167.31	0.01%
0816 -071	209.44	0.01%	0854 -128	171.96	0.01%
0816 -072	310.46	0.01%	0854 -129	143.58	0.00%
0816 -073	209.44	0.01%	0854 -130	144.07	0.00%
0816 -074	209.44	0.01%	0854 -131	253.95	0.01%
0816 -075	231.61	0.01%	0854 -132	123.82	0.00%
0816 -076	179.87	0.01%	0854 -133	110.54	0.00%
0816 -077	192.19	0.01%	0854 -134	123.82	0.00%
0816 -078	368.36	0.01%	0854 -135	248.14	0.01%
0816 -079	317.85	0.01%	0854 -136	142.91	0.00%
0816 -080	214.36	0.01%	0854 -137	140.59	0.00%
0816 -081	331.40	0.01%	0854 -138	171.63	0.01%
0816 -082	214.36	0.01%	0854 -139	169.80	0.01%
0816 -083	214.36	0.01%	0854 -140	106.39	0.00%
0816 -084	335.10	0.01%	0854 -141	497.87	0.02%
0816 -085	293.21	0.01%	0854 -142	498.16	0.02%
0816 -086	376.98	0.01%	0854 -143	252.95	0.01%
0816 -087	317.85	0.01%	0854 -144	145.12	0.00%
0816 -088	214.36	0.01%	0854 -145	230.01	0.01%
0816 -089	331.40	0.01%	0854 -146	235.17	0.01%
0816 -090	214.36	0.01%	0854 -147	152.57	0.00%
0816 -091	214.36	0.01%	0854 -148	161.46	0.01%
0816 -092	335.10	0.01%	0854 -149	252.95	0.01%
0816 -093	293.21	0.01%	0854 -150	145.12	0.00%
0816 -094	376.98	0.01%	0854 -151	230.01	0.01%
0816 -095	317.85	0.01%	0854 -152	235.17	0.01%
0816 -096	214.36	0.01%	0854 -153	152.57	0.00%
0816 -097	331.40	0.01%	0854 -154	161.46	0.01%
0816 -098	214.36	0.01%	0854 -155	252.95	0.01%
0816 -099	214.36	0.01%	0854 -156	145.12	0.00%
0816 -100	570.40	0.02%	0854 -157	230.01	0.01%
0816 -101	1,530.11	0.05%	0854 -158	235.17	0.01%
0816 -102	457.94	0.01%	0854 -159	152.57	0.00%
0816 -103	331.34	0.01%	0854 -160	161.46	0.01%
0833 -002	2,573.12	0.08%	0854 -161	252.95	0.01%
0833 -003	26,788.08	0.85%	0854 -162	145.12	0.00%
0833 -014	3,675.36	0.12%	0854 -163	230.01	0.01%
0833 -015	4,151.77	0.13%	0854 -164	235.17	0.01%
0833 -018	4,395.80	0.14%	0854 -165	152.57	0.00%
0833 -019	3,649.89	0.12%	0854 -166	161.46	0.01%
0833 -020	1,556.26	0.05%	3505 -001	7,907.15	0.25%
0833 -021	2,214.48	0.07%	3505 -004	3,142.01	0.10%
0833 -022	140.62	0.00%	3505 -007	925.41	0.03%

0833 -023	140.62	0.00%	3505 -008	1,850.83	0.06%
0833 -024	73.46	0.00%	3505 -032	11,703.46	0.37%
0833 -025	249.71	0.01%	3505 - 032A	4,904.44	0.16%
0833 -026	255.70	0.01%	3505 -033	4,980.08	0.16%
0833 -027	257.90	0.01%	3505 - 033A	1,741.75	0.06%
0833 -028	257.90	0.01%	3506 - 003A	3,007.41	0.10%
0833 -029	257.90	0.01%	3506 -004	26,939.61	0.85%
0833 -030	262.63	0.01%	3507 -040	109,161.56	3.45%
0833 -031	265.79	0.01%	3507 -041	66,383.39	2.10%
0833 -032	246.55	0.01%	3508 -001	68,445.30	2.16%
				1,203,912.12	38.08%