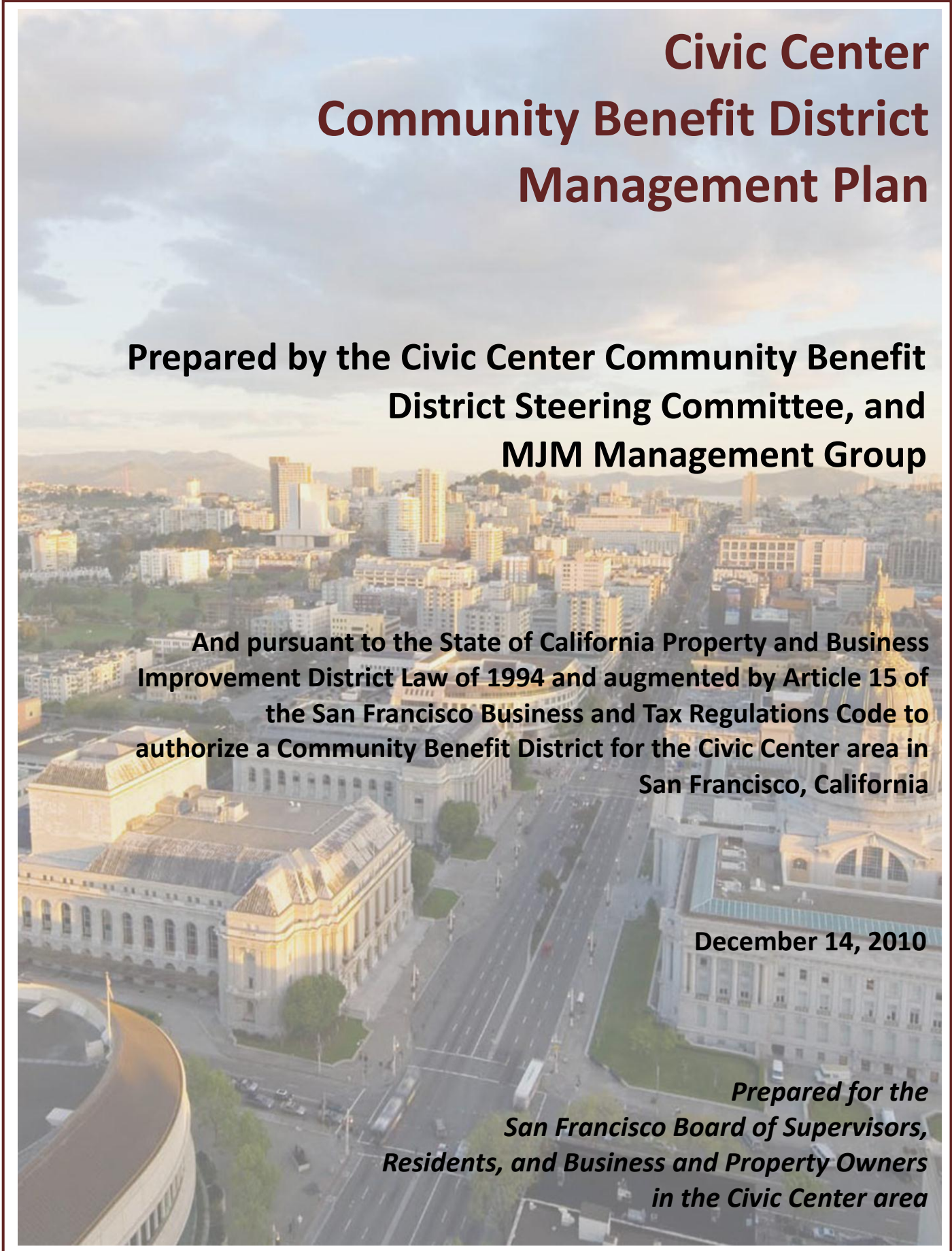


An aerial photograph of the San Francisco Civic Center area, showing the San Francisco City Hall and the United States Federal Courthouse. The image is used as a background for the document.

Civic Center Community Benefit District Management Plan

**Prepared by the Civic Center Community Benefit
District Steering Committee, and
MJM Management Group**

**And pursuant to the State of California Property and Business
Improvement District Law of 1994 and augmented by Article 15 of
the San Francisco Business and Tax Regulations Code to
authorize a Community Benefit District for the Civic Center area in
San Francisco, California**

December 14, 2010

***Prepared for the
San Francisco Board of Supervisors,
Residents, and Business and Property Owners
in the Civic Center area***

City Hall: Black & White Ball
Credit: SF Symphony



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1. The Civic Center Community Benefit District (CBD) Overview

1.1 Introduction. The Civic Center Community Benefit District (CBD) is a proposed special assessment district conceived and organized by a group of concerned Civic Center property owners, arts organizations, government entities, and other stakeholders. The goal of the CBD is to improve coordination and communication around the management, image, safety, beautification and cleanliness of the greater Civic Center area for the benefit of patrons, residents, employees, merchants, property owners and other visitors within the district.

This Civic Center CBD Management Plan or “Proposed CBD Plan” describes the District proposed for authorization to operate for a 10-year period beginning July 1, 2011. As a property owner within the boundaries of the proposed district you have an opportunity to vote on whether to adopt this proposed plan.

The Civic Center CBD proposes to improve the experience of residents, cultural facility patrons, employees, merchants, property owners and visitors to the Civic Center area by providing additional public safety services, advocacy, maintenance, beautification and management over and above the type of services the City of San Francisco currently provides. This management plan outlines how Civic Center can operate better and reach its full potential as a dynamic center for government and the performing arts and culture.



Target Bay at Asian Art Museum
Credit: Asian Art Museum

2. Why form the Civic Center Community Benefit District?

The San Francisco Civic Center neighborhood is the center of government and culture in San Francisco and is visited by thousands of people every day – by patrons of the arts and cultural institutions, by members of the public participating in local, state and federal government, by employees of those institutions, by other office workers and increasingly, residents, and by tourists and visitors from around the world.

The Civic Center itself is an Historic District, the most extensive and complete Beaux Arts ensemble in North America and the most magnificent complex of buildings in San Francisco, but the setting does not live up to the architecture. While the public buildings and their grounds are generally well maintained in terms of cleanliness, even this central portion of the district is somewhat barren in appearance. There is little to do of interest in the Civic Center Plaza, one of the largest open spaces in central San Francisco and consequently, it can feel unsafe and barren, especially when the day time worker population is gone.

While the district is relatively safe, it does not feel safe, particularly on the long walks from the BART and Muni Metro stations to the institutions in the central part of the district. As one reaches the edges of the district, closer to Franklin and Market Street on the south and west, and adjoining the Tenderloin on the north and east, a feeling of pedestrian comfort and safety is lacking along the sidewalks.

The Civic Center requires more attention as the ceremonial and functional center of San Francisco's City Government as well as a regional center for state and federal governmental agencies and a major center for employment. Its role as the premiere regional performing arts district for the entire San Francisco Bay Area merits a high level of management and coordination. Civic Center Plaza itself is a site of both planned and unplanned activities that need to be coordinated with the institutions around it. The district's growing residential population has special needs that must be coordinated with the other needs of the district.

Since the Loma Prieta earthquake, nearly one billion dollars has been invested in the refurbishment and construction of new public

buildings, with more to come. And while recent landscape improvements have been made along Van Ness Avenue, and flower baskets hung around City Hall, the effects quickly dissipate as one moves outward in the district. There are a number of underutilized parcels in the district, including surface parking lots, and vacant storefronts particularly on Market Street, which need external maintenance and property management.

In 2004, the Board of Supervisors adopted and the Mayor signed, a new law making it easier to establish special assessment districts in San Francisco, known as Community Benefit Districts. The first step in the formation of a CBD is to determine whether neighborhood property and business owners support assessing themselves to fund services and improvements that benefit the properties in the district over and above those provided by the City.

In May 2009, the Friends of the Library funded by a grant from the Office of Workforce and Economic Development (OWED) contracted with MJM Management Group to investigate the possible creation of a CBD in the Civic Center neighborhood. Even earlier in 2009, property owners and others interested in forming a CBD formed the Civic Center CBD Steering Committee. Since that time, the 25 member Steering Committee, with the assistance of MJM and OWED, conducted extensive outreach to the community and property owners, including property owner meetings, community meetings, and one-on-one meetings. The Steering Committee mailed two surveys to property owners, and held nine meetings with property owners on the following dates:

May 7, 2009
December 3, 2009
March 3, 2010
March 24, 2010
April 7, 2010
April 21, 2010
May 18, 2010
June 16, 2010
August 4, 2010

Additionally MJM held two lunch meetings hosted by Absinthe for the property owners and merchants in the Hayes Valley area in particular on:

April 20, 2010 & April 27, 2010

Based on the results of the two surveys, and feedback received from the community and property owner meetings, on August 4, 2010, the Civic Center Community Benefit District Steering Committee, at a meeting attended by 15 members, unanimously voted to select an assessment formula and to move forward with the establishment of a District. This Management Plan represents the culmination of the investigative phase and the beginning of the formation stage of the Civic Center Community Benefit District.



Ambassador assisting tourists
Credit: MJM Management Group



Maintenance Worker
Credit: MJM Management Group

3. What is a Community Benefit District (CBD)

A CBD provides essential services such as safety, cleaning and maintenance and activation to supplement and complement those provided by local government. (Called Business Improvement Districts or BIDs in many communities, in San Francisco most are called Community Benefit Districts or CBDs.) Today there are over 450 such districts in the United States, with ten in San Francisco alone, formed in recent years as local communities respond to declining municipal budgets and services. While local governments provide a baseline level of service, property owners have realized that in order to create a truly positive and unique experience for visitors they need to invest in their neighborhoods beyond what the City provides and organize themselves into a productive coalition that advocates and invests in the betterment of their district.

The International Downtown Association estimates that more than 950 such districts currently operate throughout the United States and Canada. CBDs have proven their value by providing services that improve the overall viability of neighborhoods with results measured in maintained property values and sales.

In California, the enabling legislation is the California's Streets and Highways Code 36600 et seq. "Property and Business Improvement District Law of 1994", a piece of legislation that ushered in a new generation of such districts in California by allowing for a greater range of locally managed services. San Francisco augmented this law with the passage of Article 15 of the San Francisco Business and Tax Regulations Code in 2004.

These laws include provisions that in San Francisco:

- Allow such districts to undertake services including safety, maintenance, marketing, capital improvements, economic development, and special events.
- Allow revenue for services to be raised from assessments on property.
- Require petition support from private property owners paying more than 30% of proposed private property assessments to form a district and ballots representing more than 50% support of the ballots returned.
- Provide for up to a 15-year life for a district and require a new petition process to reauthorize a district.

Since the passage of the Property and Business Improvement District Law of 1994, new districts have been formed as well as older districts reauthorized in dozens of California communities. As a result of the clear successes of established districts, more districts are currently being formed in San Francisco as well as throughout California and the United States.

As CBDs have proliferated, a national organization has been formed called the International Downtown Association for the purpose of sharing resources and promoting best practices throughout the country. Such growth is a strong testament to the effectiveness and positive results demonstrated by CBDs in communities everywhere. San Francisco has also organized an informal consortium of Community Benefit Districts that regularly meets to share ideas, resources, and information.

Aerial of 150 Van Ness Avenue and Civic Center District
Credit: Patson Companies



4. Civic Center Community Benefit District Boundary

The proposed district consists of the area generally thought of as the San Francisco Civic Center as well as an expanded area around the Civic Center that functionally is affected by and affects the Civic Center itself. It consists of approximately 35 whole or partial blocks surrounding City Hall/Civic Center Plaza/Market Street and generally bounded on the north by Turk Street, on the east by a varying boundary along Hyde, Larkin and Ninth streets, on the south by and including the south side of Market Street, on the west by the west side Franklin Street. It also includes both sides of Grove, Ivy, and Hayes streets westward to Gough Street. (Please see Proposed Civic Center CBD map on the following page.)

4.1 Zones. There are three zones with differing levels of services:

- **Zone 1.** This is the area generally from the north side of McAllister Street to the south side of Golden Gate between Larkin and Polk and from the south side of Turk from Polk to Van Ness. The Eastern boundary is from Larkin Street in the east where it adjoins the Tenderloin Community Benefit District, to the properties on the west side of Franklin Street, extending south to include parcel 792-031 “the Ballet building” midway in the block between Fulton and Grove streets and extending to the North to Elm Street.
- **Zone 2.** This zone generally includes the Civic Center Plaza, the Asian Art Museum, the Main Library, Bill Graham Auditorium, Symphony Hall, the Opera House, the War Memorial Building, the Performing Arts Garage, and properties along Grove, Ivy, and Hayes streets west to Gough Street, and properties on both sides of Van Ness Avenue extending south to Market Street.

Zone 3. This zone includes the areas along Polk Street south of Lech Walesa Street, Fox Plaza, Fell, Hickory, and Oak streets west to Franklin Street, and both sides of Market Street from Ninth Street to Franklin Street.

The precise list of properties included in the District and in each zone is found in Appendix 1: Proposed Assessment Roll Sorted by Assessor’s Parcel Number.



SF Conservatory at Night
Credit: SFCM



5. Service Plan

5.1 Service Plan Development Process. During the sixteen (16) month period in which the Steering Committee met, considerable effort was expended considering various services that could be provided. In those meetings and in the surveys, it became clear that safety and the perception of safety was the number one concern of the stakeholders in the district. Safety is provided in two ways, by both uniformed Ambassadors, and by activation of the sidewalks and open space of the district. In addition, enhanced cleaning services are provided, and advocacy for the district is carried out by the Executive Director. A small initial budget is also provided for beautification.

5.2 Zone 1 Services (which are also the basic services for Zone 2 and Zone 3)

- **ADVOCACY**

The purpose of advocacy is to promote the Civic Center neighborhood as a beautiful, clean, safe, and vibrant district. This goes well beyond marketing programs that create image and visibility. The larger purpose is to advocate for services and resources that increase the area's perception as a friendly, clean, and exciting place for attending performances, dining, shopping, and investing in business opportunities and properties. It is intended to support patronage growth, business growth and well being for residents, workers and visitors and can be especially advantageous in a recessionary economic environment such as we are currently in.

One of the most distinguishing features about the Civic Center District is the wide variety of land uses, and hence management needs, which occur here. The Executive Director of the CBD will have a key role in participating in community meetings, coordinating information between City agencies and Civic Center stakeholders related to events and issues affecting the Civic Center, speaking at hearings, and raising additional resources and investment for the district from decision makers and funders. The Executive Director will coordinate a process for regular exchange of information among Civic Center stakeholders.

Other tasks the Executive Director will undertake include:

- Representing the district's members on issues of common concern and promoting the CBD and its members to agencies, organizations and the public.
- Partnering with, establishing and maintaining effective working relationships and cooperative arrangements with city agencies and other business organizations, neighboring CBD's as appropriate to advance the district's goals.
- Communicating with all property owners and tenants in the proposed CBD regarding important issues of concern or impact as well as effectiveness of services being provided by the CBD. This includes scheduling and management of events in Civic Center Plaza to minimize negative impacts and maximize positive impacts on the venues surrounding that property.
- Producing a newsletter regularly to district organizations, merchants, property owners, and members of the media.
- Conducting ongoing media relations.
- Coordinating services among arts venues, property managers, merchants and the public sector.
- Establishing working partnership with neighborhood social services to help make connections and referrals for services to homeless population interested and open to receiving services.
- Developing a Civic Center CBD website with useful and important links.
- Attending community and city meetings regularly.
- Participating on committees of neighborhood organizations.
- Issuing press releases on the CBDs programs and the positive results attributable to them.
- **DAYTIME PUBLIC SAFETY**

The goal of this service is to create an environment in which residents, workers, patrons, tourists and other visitors will feel comfortable and secure. A key objective will be to maintain the quality of life for persons living, working or visiting the district and continually improving the experience of visitors by providing safe and welcoming presence throughout the area.

Community Service Ambassadors (CSAs). The team of Community Service Ambassadors will be a key element of the CBD. Their function will be to assist the public with information and direct them to destinations within the area, made possible by training on local geography, area venues and businesses, transportation systems, and other useful information. The CSAs will be goodwill ambassadors who assist the public in navigating the district with a welcoming and informed presence.

They will also play an important role in promoting the Civic Center area as safe and friendly. They will be easily visible and identifiable by their uniforms that will be unique to this district. Their presence will be a deterrent to misdemeanor crime, they will have a communication system to enable them to report conditions or observations of criminal activity immediately through the CBD dispatch to the San Francisco Police Department (SFPD). It is important to recognize, however, that their role will be one of deterrence, not of enforcement.

Most importantly, the CSAs will be trained on information and techniques to assist anyone on the street in need of social service programs, shelters, and places to eat, as well as emergency situations.

The CSAs also play an important role in interfacing with SFPD. In this way, they perform a valuable function in contributing to public safety in the CBD. It is this partnership between the CBD's CSA team and the SFPD and other building security in the area that will provide greater public safety and acts as an efficient crime deterrent.

CSAs are a visible but unarmed presence and will have no special police powers. While the CSAs will be the “eyes and ears” for the district, the focus for the program will be on information and public assistance. The dispatch will handle direct contact with police and requests for assistance as necessary using standard emergency procedures.

There will be a daily assignment of four uniformed Community Service Ambassadors who support police and property owners in crime prevention, assist visitors with area information and provide street population/homeless with social services information and referrals. In Zone 1 and the baseline services in Zones 2 and 3 include Ambassadors providing services for 12 hours a day, five days/week. For example the hours could be 7:30 a.m. - 7:30 p.m. Tuesday through Saturday. Two Ambassadors could work from 7:30 a.m. – 4 p.m. and the other two could work from 11 a.m. - 7:30 p.m.

The CSA baseline Zone 1 program goals can be summarized as follows:

- Public awareness and “crime watch”-style programs to involve businesses and citizens.
- High levels of pedestrian satisfaction related to personal safety and comfort during all hours day and evening along the sidewalk and public open spaces.

- Development of relationships between CSAs and each institution's security teams and building or business managers, greeting them regularly and offering assistance.
 - Development of strong, supportive relationships between CSAs and SFPD officers.
 - Development of strong, supportive relationship between CSAs and neighborhood and City run social services.
 - Continued maintenance of a centralized database used for monitoring progress and allocating resources.
 - Ongoing assistance to the homeless by providing useful information and referral to social services.
- **Cleaning and Maintenance (On Call).** The Zone 1 and baseline Zone 2 and Zone 3 service provides for a uniformed maintenance worker to respond to maintenance calls to remove graffiti, wash down the sidewalk or pick up an accumulation of debris on the sidewalk 20 hours/week. This individual will be supported by calls by the CBD staff to the Department of Public Works (DPW) to coordinate delivery of the maintenance services that the City provides.
 - **Beautification Programs** that could include such things as streetscape improvements including wayfinding signage and other public right of way and capital enhancements to the district with a small amount of assessment funds as well as additional non assessment funds secured. Additional greening throughout the district and hanging additional flower baskets at certain intersections and entry points to the district will also be considered.

The CBD can serve as an effective vehicle for planning and implementing a program of capital improvements that can become major community assets. Design and installation of wayfinding signage, for example, is an effective means of improving access and promoting the locations of cultural facilities, area businesses, eating and drinking establishments and amenities.

Furthermore, adding beauty to a community can often add value and often consists of simple touches. One of the most effective is a program of providing and maintaining hanging flower baskets at key intersections and entry points of the district. This has been done with great effectiveness in various neighborhoods around the city including around City Hall and some of the other City buildings but not necessarily yet throughout the district. It adds a special liveliness through colorful seasonal plant materials and acts as a thematic element that defines a community and visibly ties it together. Seasonal decorations are another option for adding to the look and draw of the area.

5.3 Zone 2 Additional Services. (These services are in addition to the basic services listed in Zone 1, all of which will also be provided in Zone 2):

- **Additional Evening Public Safety** which includes four uniformed Community Service Ambassadors to work for 200 evenings/year for 4 five hour shifts from 6:30pm - 11:30pm or the equivalent as deemed necessary by the district. Actual number of nights may be expanded as deemed necessary by the district by staggering hours of service. These individuals will walk

throughout Zone 2 to ensure for the safe and comfortable passage of visitors to and from evening performances, events and meetings. All Community Service Ambassadors will carry communication devices that are connected to a centralized dispatch. In all cases, the Executive Director will work with the affected institutions to provide the most appropriate scheduling of services.

- **Public Space and Sidewalk Activation.** In addition to the Community Service Ambassadors, security is provided by activating public spaces and sidewalks in District 2; that is, Civic Center Plaza itself and paths from the Bart/MuniMetro stations and from the pedestrian entrances to the garages. Examples of this could be free performing art or music performances on the public open spaces and sidewalks to set the tone and suspend the audiences in anticipation of night performances and events. The CBD would coordinate with the Recreation and Park Department on the permitting of Civic Center Plaza.
- **Additional Advocacy.** The venues surrounding the actual Civic Center Plaza require additional advocacy related to the management of the Plaza and events therein. The Executive Director of the CBD will spearhead additional advocacy and management of existing permitted events, street closures and First Amendment activities that primarily occur in Zone 2 to ensure that these events do not negatively impact business and venues.

5.4 Zone 3 Additional Services. (These Services are in addition to the basic services listed in Zone 1, all of which will be provided in Zone 3.)

- **Cleaning And Maintenance.** Zone 3 does not receive the high level of cleaning services that the Civic Center proper receives from the City. Conditions are currently worse along the Market Street corridor and on some of the smaller streets such as Lech Walesa, Hickory and Oak Streets. Therefore, these areas will receive one maintenance worker providing daily sidewalk sweeping or steam cleaning and graffiti removal between 7:30 a.m. – 4:00 p.m.; trash receptacle control including topping off and wiping down receptacles and removal of bulky items between 7:30 a.m. - 4:00 p.m.

Table 1 – Proposed Services by Zone*

**Services will be refined by the CBD management corporation board based on evaluation of need and effectiveness and availability of additional resources.*

Services	Zone 1	Zone 2	Zone 3
Ambassador s (CSAs) –5 days per week	7:30am-7:30pm 4 CSAs throughout all zones Shift 1: 7:30am-4pm Shift 2: 11am-7:30pm	7:30am-7:30pm 4 CSAs throughout all zones Shift 1: 7:30am-4pm Shift 2: 11am-7:30pm	7:30am-7:30pm 4 CSAs throughout all zones Shift 1: 7:30am-4pm Shift 2: 11am-7:30pm
Evening Ambassadors	–	6:30pm-11:30pm 4 CSAs for 200 evenings/year or equivalent based on more evenings/year	–
Advocacy	Provided by Executive Director	Provided by Executive Director	Provided by Executive Director
Beautification	Capital improvements such as wayfinding signage, sidewalk lighting and other streetscape improvements throughout district. Flower baskets/other greening throughout district using both assessment and non-assessment funds.	Capital improvements such as wayfinding signage, sidewalk lighting and other streetscape improvements throughout district. Flower baskets/other greening throughout district using both assessment and non-assessment funds.	Capital improvements such as wayfinding signage, sidewalk lighting and other streetscape improvements throughout district. Flower baskets/other greening throughout district using both assessment and non-assessment funds.
Public Space and Sidewalk Activation	–	Provided in Civic Center Plaza, Fulton Mall and throughout Zone 2 on sidewalks.	–
Daily Cleaning and Maintenance	On call maintenance services for graffiti removal, washing down sidewalks etc. for 20 hours/week.	On call maintenance services for graffiti removal, washing down sidewalks etc. for 20 hours/week.	1 Maintenance worker to sweep sidewalks and remove graffiti. Shift: 7:30-4pm daily and on call maintenance services for graffiti removal, washing down sidewalks etc. for 20 hours/week.

6. Budget

Civic Center Community Benefit District

First year budget: \$691,964.00

The annual operating budget for the year July 1, 2011 to June 30, 2012 is \$ 691,964.

Proposed Annual Operating Budget

The proposed service plan budget was developed based on the priorities that the stakeholders expressed through the surveys and Steering Committee meetings. All improvements and activities are allowed under the 1994 California Property and Business Improvement Act. While the first year's budget is set at \$736,850 the annual budgets for subsequent years will be outlined in annual reports prepared by the management corporation and submitted to the San Francisco Board of Supervisors as required by California State law.

Table 2 – Proposed Annual Operating Budget

<u>Budget Description</u>	<u>All Zones</u>
Executive Director:	
Salary	\$63,491.00
Taxes, workers compensation, benefits, etc.	27,211.00
Administration:	
Rent, Office Expenses, Insurance, Office Equipment, Printing & Reproduction, Legal & Accounting	50,000.00
Safety Program	
Ambassadors	165,248.00
Extra Ambassadors (Zone 2 Only)	89,391.00
Management & Dispatch	102,856.00
Activation of Public Places Zone 2 Only	24,081.00
Cleaning Program (Zone 3 Only)	106,583.00
On call graffiti removal	33,307.00
Beautification	22,876.00
Non assessment funds	6,920.00
Budget Grand Total	\$691,964.00

Method of Financing. Annual operating funds will come from an annual special assessment on properties within the district including both public and private properties.

Non-assessment Funds.

Of the total service plan budget, 99% of the revenues (\$685,044) will be generated from the special benefit assessments. The remaining 1% (\$6,920) will be generated from other (non-assessment) sources including grants, donations, contracts for services, in kind services, etc. These funds can be

used to supplement the assessments, most likely for special projects such as beautification, activation, and so on. These budget allocations are the basis for the annual assessments found in Appendix 1.

7. Assessments and Assessment Methodology

- Proposed Assessment Method.** The special benefits of the Civic Center CBD will be assessed to parcels based on a combination of a parcel's linear front footage (that is served by and within the boundaries of the CBD) and building square footage. The entire CBD budget is split 50/50, so that 50% is assessed proportionately based on a parcel's linear footage with the remaining 50% assessed proportionately based on a parcel's improved building square footage, modified by a building size classification multiplier. For more information please see the Engineer's Report (where building size classification multiplier is referred to as building benefit factor).
- Building Size Classification.** Some benefits, such as sidewalk sweeping, are directly proportional to linear frontage. Thus every parcel is assessed based on its linear frontage. Other benefits, such as the Community Service Ambassadors, are related to the number of people using a building, the number of trips generated by those people, and so on. This relationship is not linear, but rather is expressed in a "Building Size Classification Multiplier". The following table shows the classification of building square footage and the translation to the Building Size Classification Multiplier. Within each benefit zone, a parcel's assessment is the combination of its proportional linear footage assessment plus its Building Size Classification.

TABLE 5 – Building Categories

Building Size Classification	Parcel Land Use	Building Square Footage	Building Size Classification Multiplier
1	Residential	All Square Footages	0.50
2	Non-Residential	Less than 10,000	1.00
3	Non-Residential	10,000 -19,999	1.50
4	Non-Residential	20,000 - 49,999	3.00
5	Non-Residential	50,000 - 99,999	6.00
6	Non-Residential	100,000 - 299,999	20.00
7	Non-Residential	300,000 – 499,999	40.00
8	Non-Residential	Greater than 500,000	60.00

Table 6 - Calculation of Assessments

The Fiscal Year 2011/12 assessment calculation rate is:

Assessment Classification Description	Fiscal Year 2011/12 Assessment Rate
Linear Street Frontage for all Assessor's Parcels	\$7.05 per Linear Street Foot
Additional Linear Street Frontage for all Zone 1 Assessor's Parcels	\$0.00 per Linear Street Foot (total of \$7.05 per Linear Street Foot)
Additional Linear Street Frontage for all Zone 2 Assessor's Parcels	\$3.04 per Linear Street Foot (total of \$10.09 per Linear Street Foot)
Additional Linear Street Frontage for all Zone 3 Assessor's Parcels	\$6.41 per Linear Street Foot (total of \$13.46 per Linear Foot)
Building Size Classification Multiplier for all Assessor's Parcels	\$178.86 per Building Size Classification (total of \$178.86 per Bldg. Size Classification)
Additional Building Size Classification Multiplier for all Zone 1 Assessor's Parcels	\$0.00 per Building Size Classification (total of \$178.86 per Bldg. Size Classification)
Additional Building Size Classification Multiplier for all Zone 2 Assessor's Parcels	\$104.73 per Building Size Classification (total of \$283.59 per Bldg. Size Classification)
Additional Building Size Classification Multiplier for all Zone 3 Assessor's Parcels	\$129.45 per Building Size Classification (total of \$308.31 per Bldg. Size Classification)

Annual Assessment Calculation:

Annual assessments are based on one or more of four property factors:

1. Linear sidewalk frontage of the lot abutting any public right of way that will receive services within the district.
2. Gross building square footage which determines which of 8 building size classifications your property falls within.
3. Location within a particular benefit zone – Zone 1, 2 or 3. (See map on page 8)

4. Use – Primarily residential or non-residential. (All residential parcels fall in Building Size Classification 1)

Exemptions and Exclusions:

Consistent with Article XIIID of the State Constitution (1996 Proposition 218), it has been determined that all parcels within the proposed district will derive special benefit from the assessments. Therefore, no parcels will be exempted from payment of assessments, regardless of use or ownership.

Application of Assessment Methodology to Benefit Zones and Use.

There are 3 benefit zones in the Civic Center CBD. The creation of the benefit zones is based upon the level and types of services that will be provided in each zone. See budget on page 15.

How to calculate your individual property assessment:

1. Determine what zone your property is located in – Zone 1, 2 or 3. (See map on page 8).

For Zone 1 parcels your calculation is as follows:

Linear Street Frontage X \$7.05	+	Building Size Classification Multiplier	x	\$178.86	=	Total first year annual assessment
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For Zone 2 parcels your calculation is as follows:

Linear Street Frontage X \$10.09	+	Building Size Classification Multiplier	x	\$283.59	=	Total first year annual assessment
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For Zone 3 parcels your calculation is as follows:

Linear Street Frontage X \$13.46	+	Building Size Classification Multiplier	x	\$308.31	=	Total first year annual assessment
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- **Annual Assessment Adjustments**

- **CPI Adjustments.** For the ten years of the Civic Center Community Benefit District, annual assessments may be adjusted annually by the CBD's Board of Directors by the annual changes in the Bay Area consumer Price Index (CPI) for all urban consumers, or 3 %, whichever is less.

The annual budgets below assume a 3% maximum increase in overall assessment revenue collected each year. This is the maximum allowable assessments to be levied annually for the ten year term proposed in this plan.

Table 7 – Total Maximum Annual Assessment Revenue

Fiscal Year	Total Maximum Annual Assessment Revenue (1)
2011/12	\$685,044
2012/13	705,596
2013/14	726,763
2014/15	748,566
2015/16	771,023
2016/17	794,154
2017/18	817,979
2018/19	842,518
2019/20	867,794
2020/21	893,827
Total Maximum Assessment Revenue	\$7,853,264

(1) The total maximum amount assessed to property owners within the Civic Center CBD each Fiscal Year.

- **Budget Adjustments:**

Any annual budget surplus or deficit will be rolled into the following year's CBD budget.

- **Time and Manner of Collecting Assessments**

As provided by the Property and Business Improvement District Law of 1994, the CBD's assessment shall appear as a separate line item on annual property tax bills prepared by the City and County of San Francisco. Payment of Property Taxes is due on November 1 and February 1, with the bill becoming delinquent at the close of business December 10 and April 10 respectively. The total bill may be paid with the first installment. If the CBD passes the first installments will be due December, 2011.



City Hall
Credit: SFCVB

8. Timeline for Implementation

8.1 Formation Process: District formation (and any subsequent reauthorization at the end of the authorized period) requires submission of petitions from property owners representing at least 30% of the total proposed assessments in the district. Petitions will be mailed out to all property owners within the boundaries of the proposed Civic Center CBD. If favorable petitions representing the 30% threshold are received, the Board of Supervisors may adopt a Resolution of Intent to establish the district and to levy the assessments for 10 years. If this Resolution of Intent is approved by the Board of Supervisors, the Department of Elections of the City and County of San Francisco will mail out assessment ballots to all owners of properties included in the proposed district.

The Board of Supervisors will hold a public hearing between 45-90 days after adopting the Resolution of Intent. At this hearing, the ballots will be counted. More than fifty (50%) of the returned weighted ballots must be in support of the district for the Board of Supervisors to vote on the authorization of the Civic Center CBD. “Weight” is determined by the percentage of monetary contribution each property owner will make to the Community Benefit District based upon the assessment methodology. A majority of the Board of Supervisors must vote to approve the establishment of the district.

8.2 Duration: The district will have a 10-year term, at which point it is renewable.

8.3 Disestablishment: There will be a thirty-day window every year beginning on the one-year anniversary of the establishment of the Civic Center CBD, in which property owners may petition to disestablish the Civic Center CBD. If the owners of real property who pay 50% or more of the assessments levied submit a written petition to disestablish, the Board of Supervisors can vote on the request for disestablishment from the property owners. Any remaining revenues derived from the assessment or sale of assets purchased with the assessment will be returned to the owners of the property proportionate to the amount that each owner paid.

8.4 Formation Schedule:

Submit Draft Management Plan & Engineer's Report to City Attorney	September 2, 2010
Finalize Management Plan & Engineer's Report	September 14, 2010
Distribution of Petitions	September 15- October 19, 2010
Analyze Petition Results if 30 % Returned	October 18-19, 2010
Introduce Resolution of Intent with Final Documents (Management Plan, Engineer's Report)	October 19, 2010
BOS Committee Hearing @ Finance Committee	October 27, 2010
BOS Vote	November 2, 2010
Department of Elections Mail Ballots	November 5, 2010
Final Hearing at BOS	January 4, 2010
Formation of District (if established)	July 1, 2011
Collection of First Year's Assessment	July 2011-June 2012

SF Opera Rainbow Night



Credit: Fox Plaza

Asian Art Museum
Credit: AAMAbbot Kinney Brasserie & Bar
Credit: sanfranciscoshop.comSF Main Public Library
Credit: SEPL

9. Civic Center Community Benefit District Governance The Civic Center Community Benefit District, Inc., will be a 501(c)(3) non-profit organization whose responsibility is to manage programs for the Civic Center Community Benefit District. Consistent with the vision expressed by the Civic Center district stakeholders throughout the service plan development process, Civic Center Community Benefit District will be guided by the following organizational mission:

Civic Center Community Benefit District, Inc. is the non-profit organization that represents the owners and institutions in order to provide leadership, services, and programs to improve the experience and economic vitality for the Civic Center area in San Francisco.

Civic Center Community Benefit District, Inc. will aim to meet the following operational objectives for the CBD:

- Create and manage programs that best respond to the top priorities of the Civic Center CBD stakeholders
- Maximize coordination with the City and County of San Francisco and the San Francisco Board of Supervisors to avoid duplication of services and leverage resources
- Deliver services through a cost-effective non-bureaucratic and easy to assess organizational structure
- Provide for accountability to those who pay assessments.

The Board of Directors will oversee the management and operations for the Civic Center CBD Inc. Property owners who are assessed within the CBD will elect future members of the CBD Board of Directors.

To ensure broad representation and accountability, the Board of Directors will be comprised of stakeholders within the district.

A mix of large and small property owners, businesses, district art organizations, governmental, commercial and residential tenants will be sought to fill the seats on the Board. According to Article 1511 (f) of the San Francisco Business Tax and Regulations Code, at least 20% of the Board must be comprised of commercial tenants/businesses that are non-property owners in the district.

Once the district has been approved by the property owners and the

Board of Supervisors, the Civic Center CBD Steering Committee will continue its work to run the board election process, write the bylaws and register the new non-profit corporation. The Steering Committee will be open to all community stakeholders interested in developing the rules and regulations of the new management corporation, whose sole function would be to manage the district and allocate the assessment district funds and non-assessment funds secured consistent with the plan.

The CBD will be non-profit corporation with provision for election or appointment of board members based upon the various land uses, location and weight within the district. The board will serve as a volunteer Board of Directors, however may have paid staff to implement the programs as outlined in the plan. The Civic Center CBD is cognizant of the need to have this management corporation as transparent as possible and responsive to the various sectors of this community.

The Operating Board of Directors will prepare the required annual report as called for in the Streets and Highways Code Section 36650.

10. Continuation of City Services. Throughout the process to establish the Civic Center Community Benefit District, the steering committee expressed concerns that the City of San Francisco maintains existing services at verifiable “baseline” service levels. A formal base level of service policy ensures that existing City services are enhanced not replaced by the proposed CBD services. By adopting this plan, the Board of Supervisors will confirm and guarantee a baseline level of service equivalent to that being provided in similar areas of the city. Throughout the duration of the district, these services will be maintained consistently with other similar areas of the City.



Civic Center Plaza
Credit: MJM Management Group



CC Plaza at lunch time
Credit: Same as above

Table 8 – Civic Center CBD Baseline Level of City Services

City of San Francisco Cleaning and Maintenance Services (DPW)	
Services	Frequency
Mechanical Street Sweep	51% of the blocks are swept 5x/week(2x Southside 3x North side) 40% of blocks are swept 7x/week both sides Alleys are swept 3x/week
Graffiti Removal Services	As needed or by a generated Service Request. Must abate within 48hrs.
Street Tree Maintenance	Majority of trees within this grid are maintained by various City Agencies. Pruned annually and maintained on an as needed basis.
Manual Sweeping Workfare Crew	GA and P-20 crews sweep the major Market Street 7x/week. Polk ,Larkin and Fulton as needed
Public Litter Receptacles: -Emptying	Recology Recycling and Waste Disposal service all City Trash Receptacles daily with the major corridors receiving a second pass truck in the afternoon
- Repairs/maintenance - Cleaning/washing	CTR's are repaired as needed and steamed cleaned 1x/week
Code Enforcement (environmental, safety, cleanliness, and litter laws)	Staffed 24/7 for issuing citations as required or by a generated Service Request
Sidewalk Steam Cleaning	Major Hot-Spots are steamed as need or required to maintain cleanliness
UN Plaza Services	Hosed nightly and maintained daily by Plaza/Maintenance Personnel
City Hall	Maintained daily for cleanliness (steamed cleaned, graffiti abatement, debris removal).
Civic Center Square (Plaza)	Perimeter maintained daily for cleanliness(steamed cleaned , graffiti abatement, debris removal, homeless concerns)
Fulton Mall	Crews maintain this area on a daily basis. The Night Shift cleans/steams/flushes this area every night. The daytime staff is responsible for cleaning this area first thing every morning. Additional staff monitors Fulton Mall for cleanliness throughout the day and evening.

City of San Francisco Safety Services	
Services	Frequency
Primarily Northern Police Station Boundary although also served by Tenderloin Task Force (east of Larkin) and Southern Station (south of Market)	
Boundaries of Northern: Market/Larkin/Steiner/San Francisco Bay	
- 1 beat officer (foot patrol) dedicated to City Hall and Civic Center Park	Mon-Thurs 6-4pm
- 1 FTE homeless Officer for District although Civic Center merits a lot of attention	10 hours/day, days rotate
- 1 radio car (1-2 officers) in sector	24 hrs/day, 7 days/week roaming car surveillance
MUNI/MTA/BART Police	4 Sergeants from Embarcadero to 16 th Street. Also provide supplemental safety services for 48/hrs/week on Civic Center Plaza. Served by substation at Powell/Market.

City of San Francisco Civic Center Plaza Recreation and Park Department	
Services	Frequency
Gardening	2 Gardeners for Civic Center Plaza and City Hall + 1.4 for War Memorial Buildings
Permitting of events/vendors	Staff member assigned as needed
Activation including art installations/holiday tree/café vendors etc.	Through partnerships and resource development
Maintenance Engineers to handle light/flag replacements etc.	Staff members assigned as needed
Janitorial Staff	Staff members assigned as needed
Safety	Staff members assigned as needed

Appendix 1



Supreme Court: Black & White Ball
Credit: SF Symphony

Appendix 1 – Proposed Assessment Roll Sorted by Assessor’s Parcel Number

City and County of San Francisco
Civic Center CBD
2011/12 Assessment Roll

APN	Owner	Site Address	Proposed CBD Zone	Linear Frontage	Building Size	Non-Residential / Residential	Building Size Class	Building Size Classification Multiplier	Assessment	% of CBD Budget
0353 - 001	CITY & COUNTY OF SF	45 HYDE ST	2	996.375	185,000	Non-Residential	6	20.00	\$15,725.21	2.16
0354 - 001	CITY & COUNTY OF SF	100 LARKIN ST	2	996.375	376,000	Non-Residential	7	40.00	21,397.01	2.93
0761 - 002	STATE PROPERTY	801	1	127.500	0	Non-Residential	2	1.00	1,077.73	0.15
0761 - 003	STATE PROPERTY	700 GOLDEN GATE AVE	1	165.310	0	Non-Residential	2	1.00	1,344.29	0.18
0762 - 026	OPERA PLAZA, C/O GENERAL MANAGER	601 VAN NESS AVE	1	299.120	203,866	Non-Residential	6	20.00	5,685.99	0.78
0762 - 027	OPERA PLAZA	601 VAN NESS AVE	1	121.490	86,904	Non-Residential	5	6.00	1,929.65	0.26
0763 - 001	MATTISON FAMILY TRUST, C/O J S MATTISON & CO	555 POLK ST	1	217.500	19,582	Non-Residential	3	1.50	1,801.66	0.25
0763 - 002	507 POLK STREET LLC	507 POLK ST	1	285.000	29,688	Non-Residential	4	3.00	2,545.82	0.35
0763 - 005	544 GOLDEN GATE ASSCS LLC	544 GOLDEN GATE AVE	1	120.000	16,920	Non-Residential	3	1.50	1,114.28	0.15
0763 - 006	MCDONALDS CORPORATION	550 GOLDEN GATE AVE	1	65.000	3,900	Non-Residential	2	1.00	637.10	0.09
0763 - 007	MCDONALDS CORPORATION	556 GOLDEN GATE AVE	1	50.000	4,250	Non-Residential	2	1.00	531.36	0.07
0763 - 008	MCDONALDS CORPORATION	558 GOLDEN GATE AVE	1	50.000	0	Non-Residential	2	1.00	531.36	0.07
0763 - 009	MCDONALDS CORPORATION	600 VAN NESS AVE	1	338.000	10,770	Non-Residential	3	1.50	2,651.18	0.36
0763 - 010	S F UNIFIED SCHOOL DISTRICT	600 SAINT MARYS AVE	1	132.330	4,523	Non-Residential	2	1.00	1,111.78	0.15
0763 - 011	S F UNIFIED SCHOOL DISTRICT	636 VAN NESS AVE	1	46.667	10,136	Non-Residential	3	1.50	597.28	0.08
0763 - 012	690 VAN NESS LLC	690 VAN NESS AVE	1	50.000	5,292	Non-Residential	2	1.00	531.36	0.07
0763 - 013	S F UNIFIED SCHOOL DISTRICT	690	1	27.500	3,240	Non-Residential	2	1.00	372.74	0.05
0763 -	S F UNIFIED SCHOOL DISTRICT	639V TURK ST	1	90.000	0	Non-	2	1.00	813.35	0.11

APN	Owner	Site Address	Proposed CBD Zone	Linear Frontage	Building Size	Non-Residential / Residential	Building Size Class	Building Size Classification Multiplier	Assessment	% of CBD Budget
014						Residential				
0763 - 015	S F UNIFIED SCHOOL DISTRICT	625 TURK ST	1	60.000	0	Non-Residential	2	1.00	601.85	0.08
0763 - 016	LAW ALICE S TRUST	530 GOLDEN GATE AVE	1	100.000	10,050	Non-Residential	3	1.50	973.28	0.13
0765 - 002	STATE PROPERTY	530	1	652.500	1,130,000	Non-Residential	8	60.00	15,331.72	2.10
0765 - 003	STATE PROPERTY	350 MCALLISTER ST	1	722.500	447,559	Non-Residential	7	40.00	12,248.02	1.68
0766 - 001	CITY & COUNTY OF SF-PUC STATE OF CALIFORNIA	525 GOLDEN GATE AVE	1	483.000	0	Non-Residential	2	1.00	3,584.00	0.49
0766 - 002	ADMINISTRATIVE OF THE COURTS STATE OF CALIFORNIA	400 MCALLISTER ST	1	395.000	231,000	Non-Residential	6	20.00	6,361.94	0.87
0766 - 003	ADMINISTRATIVE OF THE COURTS STATE OF CALIFORNIA	450 MCALLISTER ST	1	137.500	0	Non-Residential	2	1.00	1,148.23	0.16
0766 - 004	ADMINISTRATIVE OF THE COURTS STATE OF CALIFORNIA	456 MCALLISTER ST	1	68.750	8,250	Non-Residential	2	1.00	663.54	0.09
0766 - 005	ADMINISTRATIVE OF THE COURTS	460 MCALLISTER ST	1	68.750	0	Non-Residential	2	1.00	663.54	0.09
0766 - 006	REF SF PROPERTIES LLC	512 VAN NESS AVE	1	338.000	46,500	Non-Residential	4	3.00	2,919.47	0.40
0766 - 010	BETZ JOSEF	545 GOLDEN GATE AVE	1	132.000	7,919.00	Non-Residential	2	1.00	1,109.45	0.15
0766 - 013	GOLDEN VAN BUILDING LLC, C/O JDC INVESTMENTS/BIJA	180 REDWOOD ST	1	393.000	39,166	Non-Residential	4	3.00	3,307.22	0.45
0767 - 001	STATE PROPERTY	545	1	132.000	293,000	Non-Residential	6	20.00	4,507.79	0.62
0767 - 002	STATE PROPERTY	545	1	48.000	0	Non-Residential	2	1.00	517.26	0.07
0767 - 003	STATE PROPERTY	545	1	48.000	25,915	Non-Residential	4	3.00	874.97	0.12
0767 - 004	STATE PROPERTY	545	1	60.000	32,905	Non-Residential	4	3.00	959.57	0.13
0767 - 005	SF STATE BUILDING AUTHORITY	501V VAN NESS AVE	1	169.750	0	Non-Residential	2	1.00	1,375.59	0.19
0767 - 006	SF STATE BUILDING AUTHORITY	530V MCALLISTER ST	1	55.000	0	Non-Residential	2	1.00	566.60	0.08

APN	Owner	Site Address	Proposed CBD Zone	Linear Frontage	Building Size	Non-Residential / Residential	Building Size Class	Building Size Classification Multiplier	Assessment	% of CBD Budget
0767 - 007	SF STATE BUILDING AUTHORITY	540V MCALLISTER ST	1	82.500	0	Non-Residential	2	1.00	760.48	0.10
0767 - 008	BARBARA APARTMENTS, C/O MERIDIAN MNGMT GROUP	580 MCALLISTER ST	1	395.000	51,240	Non-Residential	5	6.00	3,857.90	0.53
0767 - 009	SF STATE BUILDING AUTHORITY	679V GOLDEN GATE AVE	1	290.000	0	Non-Residential	2	1.00	2,223.35	0.30
0767 - 010	SF STATE BUILDING AUTHORITY	675V GOLDEN GATE AVE	1	100.000	0	Non-Residential	2	1.00	883.85	0.12
0767 - 011	SF STATE BUILDING AUTHORITY	661V GOLDEN GATE AVE	1	49.500	0	Non-Residential	2	1.00	527.84	0.07
0767 - 012	SF STATE BUILDING AUTHORITY	649V GOLDEN GATE AVE	1	23.000	0	Non-Residential	2	1.00	341.01	0.05
0767 - 013	SF STATE BUILDING AUTHORITY	629V GOLDEN GATE AVE	1	71.750	15,970	Non-Residential	3	1.50	774.12	0.11
0767 - 014	STATE PROPERTY	629V	1	70.000	0	Non-Residential	2	1.00	672.35	0.09
0768 - 013	REDEVELOPMENT AGENCY OF CCSF, C/O DEVELOPMENT SERVICES	629V	1	395.000	0	Non-Residential	2	1.00	2,963.60	0.41
0768 - 072	GIANNINI PROPERTIES NO ONE	600 MCALLISTER ST	1	198.560	0	Non-Residential	2	1.00	1,578.70	0.22
0768 - 073	GIANNINI PROPERTIES NO ONE	600	1	115.480	0	Non-Residential	2	1.00	992.98	0.14
0785 - 028	S F UNIFIED SCHOOL DISTRICT	601 MCALLISTER ST	1	220.000	28,840	Non-Residential	4	3.00	2,087.57	0.29
0785 - 035	S F UNIFIED SCHOOL DISTRICT	555 FRANKLIN ST	1	313.750	0	Non-Residential	2	1.00	2,390.79	0.33
0786A - 001	CITY & COUNTY OF SF-WAR MEMORIAL	679V	2	2,007.000	533,200	Non-Residential	8	60.00	37,266.02	5.11
0787 - 001	CITY & COUNTY OF SF		2	2,002.500	543,611	Non-Residential	8	60.00	37,220.62	5.10
0788 - 001	CITY & COUNTY OF SF-RECREATION AND PARK DEPT	679V	2	2,062.500	355,674	Non-Residential	7	40.00	32,154.22	4.41
0792 - 003	ALLEN KIMBALL & JANE TRUST	300 GROVE ST	2	126.250	3,953	Non-Residential	2	1.00	1,557.44	0.21
0792 - 029	CITY & COUNTY OF SF-MUNICIPAL TRANSPORTATION AUTHORITY	365V	2	330.000	213,564	Non-Residential	6	20.00	9,001.49	1.23
0792 - 031	SAN FRANCISCO BALLET ASSOCN, C/O CONTROLLER	455 FRANKLIN ST	1	313.750	62,140	Non-Residential	5	6.00	3,285.09	0.45
0809 - 001	SF BOARD OF REALTORS	301 GROVE ST	2	155.000	6,876	Non-Residential	2	1.00	1,847.53	0.25

APN	Owner	Site Address	Proposed CBD Zone	Linear Frontage	Building Size	Non-Residential / Residential	Building Size Class	Building Size Classification Multiplier	Assessment	% of CBD Budget
0809 - 002	HALLINAN LAUREN P & PATRICK S	345 FRANKLIN ST	2	47.500	10,212	Non-Residential	3	1.50	904.65	0.12
0809 - 003	HALLINAN PATRICK S & LAUREN P	331 FRANKLIN ST	2	93.500	5,175	Non-Residential	2	1.00	1,227.00	0.17
0809 - 003A	NURRE CHARLOTTE E 1996 TRUST, C/O CHARLOTTE NURRE	208 IVY ST	2	39.000	2,811	Non-Residential	2	1.00	677.09	0.09
0809 - 004	LE PAUL T & MAI V 2002 REV TR	325 FRANKLIN ST	2	135.000	9,690	Non-Residential	2	1.00	1,645.73	0.23
0809 - 004A	LAT CORPORATION, C/O LEONA TARANTINO	305 FRANKLIN ST	2	135.000	11,310	Non-Residential	3	1.50	1,787.53	0.25
0809 - 005	UNTERMAN PATRICIA & SANDER RIC	320 HAYES ST	2	50.000	3,750	Non-Residential	2	1.00	788.08	0.11
0809 - 006	UNTERMAN PATRICIA & SANDER RIC	324 HAYES ST	2	50.000	5,250	Non-Residential	2	1.00	788.08	0.11
0809 - 007	TRATTNER JUDY	340 HAYES ST	2	100.000	29,460	Non-Residential	4	3.00	1,859.76	0.25
0809 - 011	BUCKLEY DANIEL KIERAN	364 HAYES ST	2	100.000	10,175	Non-Residential	3	1.50	1,434.38	0.20
0809 - 012	GHI LTD, C/O SEELA L LEWIS	368 HAYES ST	2	50.000	3,120	Non-Residential	2	1.00	788.08	0.11
0809 - 015	ROBINSON GERTIE S TRUST, C/O RONALD HOLLINS	361 GROVE ST	2	55.000	7,047	Non-Residential	2	1.00	838.53	0.11
0809 - 016	SATURNO RONALD P	355 GROVE ST	2	55.000	9,060	Non-Residential	2	1.00	838.53	0.11
0809 - 017	ARRIAZA RAUL & VALERIE	351 GROVE ST	2	55.000	9,560	Non-Residential	2	1.00	838.53	0.11
0809 - 018	R ROBERT E & PATRICIA A HUNT	345 GROVE ST	2	27.500	3,150	Non-Residential	2	1.00	561.06	0.08
0809 - 018A	LITZINGER CHARLES A TRUST	240 IVY ST	2	27.500	2,200	Non-Residential	2	1.00	561.06	0.08
0809 - 019	GIN FAMILY TRUST	335 GROVE ST	2	55.167	6,786	Non-Residential	2	1.00	840.22	0.12
0809 - 020	DANIEL BROSNAN SEPARATE PROPER	311 GROVE ST	2	59.833	0	Non-Residential	2	1.00	887.29	0.12
0809 - 021	GHI LTD, C/O SEELA L LEWIS	372 HAYES ST	2	144.500	20,655	Non-Residential	4	3.00	2,308.77	0.32
0809 - 023	WIEGEL ANDREW J & JAN A (Owner of APN 0809 -022)		2	13.417	2,684	Non-Residential	2	1.00	418.97	0.06
0809 - 024	WIEGEL ANDREW J & JAN A (Owner of APN 0809 -022)		2	13.417	2,684	Non-Residential	2	1.00	418.97	0.06
0809 -	WIEGEL ANDREW J & JAN A		2	13.417	2,683	Non-	2	1.00	418.97	0.06

APN	Owner	Site Address	Proposed CBD Zone	Linear Frontage	Building Size	Non-Residential / Residential	Building Size Class	Building Size Classification Multiplier	Assessment	% of CBD Budget
025	(Owner of APN 0809 -022)					Residential				
0809 - 026	WIEGEL ANDREW J & JAN A (Owner of APN 0809 -022)		2	13.417	2,683	Non-Residential	2	1.00	418.97	0.06
0809 - 027	WIEGEL ANDREW J & JAN A (Owner of APN 0809 -022)		2	13.417	2,683	Non-Residential	2	1.00	418.97	0.06
0809 - 028	WIEGEL ANDREW J & JAN A (Owner of APN 0809 -022)		2	13.417	2,683	Non-Residential	2	1.00	418.97	0.06
0809 - 029	PRIVAT CESAR A TRUST	348 HAYES ST	2	6.250	575	Residential	1	0.50	204.86	0.03
0809 - 030	SCOTT DAVID & OHMORI YUKO	350 HAYES ST	2	6.250	684	Residential	1	0.50	204.86	0.03
0809 - 031	STRANO ROSEANNE	342 HAYES ST #A	2	6.250	1,095	Residential	1	0.50	204.86	0.03
0809 - 032	ENDERS ERIC	342 HAYES ST #B	2	6.250	1,082	Residential	1	0.50	204.86	0.03
0809 - 033	LEE BRANDON & MARIA	342 HAYES ST #C	2	6.250	1,013	Residential	1	0.50	204.86	0.03
0809 - 034	NG MAY Y	342 HAYES ST #D	2	6.250	894	Residential	1	0.50	204.86	0.03
0809 - 035	MARSHALL PAUL G JR	342 HAYES ST #E	2	6.250	1,082	Residential	1	0.50	204.86	0.03
0809 - 036	PRIVAT CESAR A TRUST	342 HAYES ST #F	2	6.250	1,086	Residential	1	0.50	204.86	0.03
0809 - 037	EDINGTON MARY E	342 HAYES ST #G	2	6.250	1,095	Residential	1	0.50	204.86	0.03
0809 - 038	NISHIOKA KEVIN	340 HAYES ST #H	2	6.250	804	Residential	1	0.50	204.86	0.03
0809 - 039	BASKERVILLE-TSADIK PATRICE M	342 HAYES ST #I	2	6.250	791	Residential	1	0.50	204.86	0.03
0809 - 040	DRISCOLL MARTIN J REVOC TR	342 HAYES ST #J	2	6.250	785	Residential	1	0.50	204.86	0.03
0809 - 041	CHAKLER CHERYL	342 HAYES ST #K	2	6.250	630	Residential	1	0.50	204.86	0.03
0809 - 042	PRIVAT CESAR A TRUST	342 HAYES ST #L	2	6.250	800	Residential	1	0.50	204.86	0.03
0809 - 043	SHANE LESLEY A	342 HAYES ST #M	2	6.250	800	Residential	1	0.50	204.86	0.03
0809 - 044	ABBOTT ELIZABETH C & DON P	342 HAYES ST #N	2	6.250	804	Residential	1	0.50	204.86	0.03
0809 - 050	MAX LIMITED LLC (Owner of APN 0809 -014)		2	137.500	24,750	Non-Residential	4	3.00	2,238.14	0.31

APN	Owner	Site Address	Proposed CBD Zone	Linear Frontage	Building Size	Non-Residential / Residential	Building Size Class	Building Size Classification Multiplier	Assessment	% of CBD Budget
0809 - 051	MAX LIMITED LLC (Owner of APN 0809 -014)		2	137.500	24,750	Non-Residential	4	3.00	2,238.14	0.31
0810 - 001	CITY & COUNTY OF SF-WAR MEMORIAL	270 HAYES ST	2	1,319.500	229,500	Non-Residential	6	20.00	18,985.55	2.60
0811 - 001	CITY & COUNTY OF SF	270	2	533.584	104,000	Non-Residential	6	20.00	11,055.65	1.52
0811 - 002	WEINGARTEN-FROMM 2005 REVOC TR	101V POLK ST	3	240.000	0	Non-Residential	2	1.00	3,538.70	0.49
0811 - 003	WEINGARTEN-FROMM 2005 REV TRUS	103V POLK ST	3	100.000	0	Non-Residential	2	1.00	1,654.30	0.23
0811 - 010	CITISTAR INC	200 VAN NESS AVE	2	169.073	17,640	Non-Residential	3	1.50	2,131.32	0.29
0811 - 012	ROSE RESNICK LIGHTHOUSE FORTH	214 VAN NESS AVE	2	168.927	12,360	Non-Residential	3	1.50	2,129.85	0.29
0811 - 016	CITY & COUNTY OF SF	155 GROVE ST	2	70.208	4,163	Non-Residential	2	1.00	991.98	0.14
0811 - 018	234 VAN NESS LLC	234 VAN NESS AVE	2	134.000	5,444	Non-Residential	2	1.00	1,635.64	0.22
0811 - 019	CITY & COUNTY OF SF	240 VAN NESS AVE	2	50.000	15,950	Non-Residential	3	1.50	929.88	0.13
0811 - 020	250 VAN NESS LLC, C/O JOHN N MCBAIN	171 GROVE ST	2	150.000	9,450	Non-Residential	2	1.00	1,797.08	0.25
0811 - 021	CITY & COUNTY OF SF	165 GROVE ST	2	70.208	0	Non-Residential	2	1.00	991.98	0.14
0811 - 022	VNO PATSON VAN NESS HOLDINGS L	150 HAYES ST	3	330.000	138,460	Non-Residential	6	20.00	10,607.99	1.45
0812 - 001	CITY & COUNTY OF SF	150	2	1,375.000	312,870	Non-Residential	7	40.00	25,217.34	3.46
0813 - 007	TISHMAN SPEYER ARCHSTONE-SMITH	1390 MARKET ST	3	257.686	144,784	Non-Residential	6	20.00	9,634.64	1.32
0813 - 008	TISHMAN SPEYER ARCHSTONE-SMITH	1390 MARKET ST	3	403.334	232,323	Non-Residential	6	20.00	11,595.07	1.59
0813 - 009	BRCP 1390 MARKET LLC	1390 MARKET ST	3	380.927	216,653	Non-Residential	6	20.00	11,293.47	1.55
0813 - 010	TISHMAN SPEYER ARCHSTONE-SMITH	1390 MARKET ST	3	78.426	41,791	Non-Residential	4	3.00	1,980.53	0.27
0814 - 001	COLUMBUS ENVIRONMENTAL CO	69 POLK ST	3	160.000	0	Non-Residential	2	1.00	2,461.90	0.34
0814 - 003	FOOK CHONG HONG FRIENDLY SOCIE	45 POLK ST	3	30.000	6,580	Non-Residential	2	1.00	712.10	0.10
0814 -	GUCKER BERNARD WM	50 FELL ST	3	109.000	22,288	Non-	4	3.00	2,392.06	0.33

APN	Owner	Site Address	Proposed CBD Zone	Linear Frontage	Building Size	Non-Residential / Residential	Building Size Class	Building Size Classification Multiplier	Assessment	% of CBD Budget
010						Residential				
0814 - 014	VNO PATSON VAN NESS HOLDINGS L	150 VAN NESS AVE	2	220.000	83,972	Non-Residential	5	6.00	3,921.33	0.54
0814 - 015	VNO PATSON VAN NESS HOLDINGS L	155 HAYES ST	3	136.000	62,109	Non-Residential	5	6.00	3,680.41	0.50
0814 - 016	RESCALVO GEORGE & NORMA A	131 HAYES ST	3	23.000	0	Non-Residential	2	1.00	617.88	0.08
0814 - 019	IMBELLONI JOSEPH	55 POLK ST	3	60.000	15,600	Non-Residential	3	1.50	1,270.06	0.17
0814 - 020	VNO PATSON VAN NESS HOLDINGS L	100 VAN NESS AVE	2	255.000	448,110	Non-Residential	7	40.00	13,916.54	1.91
0814 - 021	COLUMBUS ENVIRONMENTAL CO	125V HAYES ST	3	25.000	0	Non-Residential	2	1.00	644.80	0.09
0814 - 022	ANKA CIVIC CENTER LLC	1 POLK ST	3	300.000	469,140	Non-Residential	7	40.00	16,370.39	2.24
0815 - 001	S F UNIFIED SCHOOL DISTRICT	125V	2	1,319.500	317,406	Non-Residential	7	40.00	24,657.35	3.38
0816 - 003	SFJ PROPERTIES LLC	205 FRANKLIN ST	2	120.000	20,545	Non-Residential	4	3.00	2,061.56	0.35
0816 - 009	PEARL INVESTMENT COMPANY, C/O JAY R BEGUN	381 HAYES ST	2	82.500	8,000	Non-Residential	2	1.00	1,116.01	0.15
0816 - 012	MARIA DE JAGER B TRUST	361 HAYES ST	2	27.500	3,300	Non-Residential	2	1.00	561.07	0.08
0816 - 013	KUERSCHNER MARK	355 HAYES ST	2	27.500	7,225	Non-Residential	2	1.00	561.07	0.08
0816 - 014	BRASH SIDNEY H TESTAMENTARY	347 HAYES ST	2	27.500	4,320	Non-Residential	2	1.00	561.07	0.08
0816 - 015	DIGIORNO JERETE	335 HAYES ST	2	55.000	8,140	Non-Residential	2	1.00	838.53	0.11
0816 - 023	HORN THOMAS E 2003 REVOC TR	377 HAYES ST	2	18.000	2,726	Non-Residential	2	1.00	465.20	0.06
0816 - 026	ESFAHANI LADAN NIKKI	327 HAYES ST	2	30.000	4,500	Non-Residential	2	1.00	586.28	0.08
0816 - 027	BRANIN FELIX & VERA	371 HAYES ST	2	18.500	2,298	Non-Residential	2	1.00	470.26	0.06
0816 - 028	BRANIN FELIX & VERA	369 HAYES ST	2	18.500	2,417	Non-Residential	2	1.00	470.26	0.06
0816 - 067	FRANKLIN HAYES BUILDERS CORP	315V HAYES ST	2	227.500	52,400	Non-Residential	5	6.00	3,997.01	0.55
0833 - 002	131 FRANKLIN STREET LLC	131 FRANKLIN ST	3	30.000	7,185	Non-Residential	2	1.00	712.10	0.10

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0833 - 003	NATIONAL CENTER FOR INTERNATIO	131 OAK ST	3	120.000	252,450	Non-Residential	6	20.00	7,781.39	1.07
0833 - 022	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	181 FRANKLIN ST	3	4.286	446	Residential	1	0.50	211.84	0.03
0833 - 023	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	183 FRANKLIN ST	3	4.286	446	Residential	1	0.50	211.84	0.03
0833 - 024	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	181 FRANKLIN ST	3	4.286	233	Residential	1	0.50	211.84	0.03
0833 - 025	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	181 FRANKLIN ST #1	3	4.286	792	Residential	1	0.50	211.84	0.03
0833 - 026	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	181 FRANKLIN ST #2	3	4.286	811	Residential	1	0.50	211.84	0.03
0833 - 027	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	183 FRANKLIN ST #7	3	4.286	818	Residential	1	0.50	211.84	0.03
0833 - 028	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	183 FRANKLIN ST #8	3	4.286	818	Residential	1	0.50	211.84	0.03
0833 - 029	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	185 FRANKLIN ST #13	3	4.286	818	Residential	1	0.50	211.84	0.03
0833 - 030	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	185 FRANKLIN ST #14	3	4.286	833	Residential	1	0.50	211.84	0.03
0833 - 031	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	181 FRANKLIN ST	3	4.286	843	Residential	1	0.50	211.84	0.03
0833 - 032	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	181 FRANKLIN ST	3	4.286	782	Residential	1	0.50	211.84	0.03
0833 - 033	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	181 FRANKLIN ST	3	4.286	770	Residential	1	0.50	211.84	0.03
0833 - 034	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	181 FRANKLIN ST	3	4.286	785	Residential	1	0.50	211.84	0.03
0833 - 035	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	181 FRANKLIN ST	3	4.286	818	Residential	1	0.50	211.84	0.03
0833 - 036	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	181 FRANKLIN ST	3	4.286	771	Residential	1	0.50	211.84	0.03
0833 - 037	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	181 FRANKLIN ST	3	4.286	815	Residential	1	0.50	211.84	0.03
0833 - 038	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	181 FRANKLIN ST	3	4.286	815	Residential	1	0.50	211.84	0.03
0833 - 039	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	181 FRANKLIN ST	3	4.286	782	Residential	1	0.50	211.84	0.03
0833 - 040	BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	181 FRANKLIN ST	3	4.286	893	Residential	1	0.50	211.84	0.03
0833 -	BRABY EDWARD P REVOCABLE	181 FRANKLIN ST	3	4.286	815	Residential	1	0.50	211.84	0.03

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041 - 0833 - 042	TRUS, C/O EDWARD P BRABY BRABY EDWARD P REVOCABLE TRUS, C/O EDWARD P BRABY	181 FRANKLIN ST	3	4.286	903	Residential	1	0.50	211.84	0.03
0834 - 004	CITY & COUNTY OF SF	11 VAN NESS AVE	2	456.000	130,000	Non-Residential	6	20.00	10,272.83	1.41
0834 - 008	EXEMPT TRUST	110 FRANKLIN ST	3	267.500	0	Non-Residential	2	1.00	3,908.85	0.54
0834 - 012	DAGOVITZ 2005 TRUST	150 FRANKLIN ST	3	220.000	23,550	Non-Residential	4	3.00	3,886.12	0.53
0834 - 013	GURU KRUPA LLC	171 FELL ST	3	65.000	6,680	Non-Residential	2	1.00	1,183.20	0.16
0834 - 014	COOK DAVID J & LILLIAN	165 FELL ST	3	55.000	6,594	Non-Residential	2	1.00	1,048.60	0.14
0834 - 015	CHEVALIER RENE	159 FELL ST	3	55.000	6,594	Non-Residential	2	1.00	1,048.60	0.14
0834 - 016	WHITE CHRISTOPHER C	155 FELL ST	3	55.000	6,594	Non-Residential	2	1.00	1,048.60	0.14
0834 - 017	COLIN FAMILY TRUST	149 FELL ST	3	55.000	4,300	Non-Residential	2	1.00	1,048.60	0.14
0834 - 018	PATTERSON RONALD J	145 FELL ST	3	82.500	18,780	Non-Residential	3	1.50	1,572.91	0.22
0834 - 019	W CR GROUP LP	131 FELL ST	3	82.500	9,896	Non-Residential	2	1.00	1,418.75	0.19
0834 - 022	VAN NESS & FELL LLC	41 VAN NESS AVE	2	339.500	14,165	Non-Residential	3	1.50	3,850.93	0.53
0834 - 027	SAN FRANCISCO CONSERVATORY OF	70 OAK ST	2	286.000	141,200	Non-Residential	6	20.00	8,557.53	1.17
0835 - 001	NEW CENTRAL HOTEL & HOSTEL LLC	15 FELL ST	3	315.459	35,921	Non-Residential	4	3.00	5,171.00	0.71
0835 - 002	LIBERTY PROPERTY MGMT LLC, C/O CHRIST DOLAN	1444 MARKET ST	3	69.208	23,260	Non-Residential	4	3.00	1,856.46	0.25
0835 - 003	HOPKINS ROCK W	1446 MARKET ST	3	122.781	16,994	Non-Residential	3	1.50	2,115.09	0.29
0835 - 004	CITY & COUNTY OF SF	30 VAN NESS AVE	2	635.333	180,939	Non-Residential	6	20.00	12,082.30	1.66
0836 - 001	LIM EDWARD S P & MARY	1500 MARKET ST	2	90.521	2,750	Non-Residential	2	1.00	1,196.94	0.16
0836 - 002	1540 MARKET STREET NV LLC, C/O CALIFORNIA MORTGAGE	1510V MARKET ST	3	49.115	0	Non-Residential	2	1.00	969.39	0.13
0836 - 003	1540 MARKET STREET NV LLC, C/O CALIFORNIA MORTGAGE &	1520V MARKET ST	3	49.115	0	Non-Residential	2	1.00	969.39	0.13

APN	Owner	Site Address	Proposed CBD Zone	Linear Frontage	Building Size	Non-Residential / Residential	Building Size Class	Building Size Classification Multiplier	Assessment	% of CBD Budget
0836 - 004	1540 MARKET STREET NV LLC, C/O CALIFORNIA MORTGATE	11 OAK ST	3	98.229	25,365	Non-Residential	4	3.00	2,247.08	0.31
0836 - 005	1540 MARKET STREET NV LLC	1540 MARKET ST	3	147.344	48,225	Non-Residential	4	3.00	2,908.17	0.40
0836 - 006	FUNG JAMES YET KAY & PEI XIA C	1550 MARKET ST	3	27.385	7,014	Non-Residential	2	1.00	676.90	0.09
0836 - 007	GARDNER ANNE MARIE	1554 MARKET ST	3	119.598	14,822	Non-Residential	3	1.50	2,072.24	0.28
0836 - 008	COLUMBUS ENVIRONMENTAL CO	P	3	71.115	0	Non-Residential	2	1.00	1,265.51	0.17
0836 - 009	COLUMBUS ENVIRONMENTAL CO	1576 MARKET ST	3	27.115	14,730	Non-Residential	3	1.50	827.42	0.11
0836 - 010	MERCY HOUSING CALIFORNIA XVII	1580 MARKET ST	3	207.156	52,372	Non-Residential	5	6.00	4,638.17	0.64
0836 - 011	AHO ENTERPRISES INC, A CAL COR	22 FRANKLIN ST	3	25.000	9,465	Non-Residential	2	1.00	644.80	0.09
0836 - 012	AHO ENTERPRISES INC, A CAL COR	24 FRANKLIN ST	3	25.000	12,215	Non-Residential	3	1.50	798.96	0.11
0836 - 013	COLUMBUS ENVIRONMENTAL CO FRANKLIN & OAK ASSOCIATES LLC, C/O MERIDIUM MANAGEMENT	98 FRANKLIN ST	3	222.750	0	Non-Residential	2	1.00	3,306.52	0.45
0837 - 001	SAAL ASSOCIATES LLC, C/O FLORENCE SPEYER	41 FRANKLIN ST	3	120.000	10,098	Non-Residential	3	1.50	2,077.66	0.28
0837 - 002	ONE FRANKLIN STREET ASSOCS LLC	23 FRANKLIN ST	3	60.000	9,780	Non-Residential	2	1.00	1,115.90	0.15
0837 - 003	SECURITY TITLE INS CO, C/O PENINSULA REAL ESTATE	1 FRANKLIN ST	3	60.000	0	Non-Residential	2	1.00	1,115.90	0.15
3505 - 001	ERCOLINO ANTONIO & DOROTHY M R	1601 MARKET ST	3	266.834	40,115	Non-Residential	4	3.00	4,516.51	0.62
3505 - 004	U A LOCAL #38 PENSION, C/O PENINSULA REAL ESTATE	40 12TH ST	3	125.917	7,588	Non-Residential	2	1.00	2,003.14	0.27
3505 - 007	U A LOCAL #38 PENSION, C/O PENINSULA REAL ESTATE	P	3	25.000	0	Non-Residential	2	1.00	644.80	0.09
3505 - 008	U A LOCAL #38 PENSION, C/O PENINSULA REAL ESTATE	1125 STEVENS ST	3	50.000	0	Non-Residential	2	1.00	981.30	0.13
3505 - 033	U A LOCAL #38 PENSION, C/O PENINSULA REAL ESTATE	1615 MARKET ST	3	150.000	0	Non-Residential	2	1.00	2,327.30	0.32
3505 - 033A	U A LOCAL #38 PENSION, C/O PENINSULA REAL ESTATE	1613 MARKET ST	3	50.000	0	Non-Residential	2	1.00	981.30	0.13
3506 - 001	CITY & COUNTY OF SF	15 VAN NESS AVE	3	452.260	656,844	Non-Residential	8	60.00	24,586.01	3.37

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3506 - 004	BOAS FAMILY INVESTMENT CO	12 SOUTH VAN NESS AVE	3	360.056	49,000	Non-Residential	4	3.00	5,771.27	0.79
3507 - 040	BANK OF AMERICA	1455 MARKET ST	3	320.500	1,320,000	Non-Residential	8	60.00	22,812.52	3.13
3507 - 041	TENTH & MARKET LLC	1411 MARKET ST	3	290.125	0	Non-Residential	2	1.00	4,213.38	0.58
3508 - 001	1355 MARKET STREET ASSOCS LP	1301 MARKET ST	3	670.000	941,017	Non-Residential	8	60.00	27,516.79	3.77
Totals:				35,981.254	12,425,207			1,181.50	\$685,044.25	100.00 %