

**PORT COMMISSION  
CITY & COUNTY OF SAN FRANCISCO**

**RESOLUTION NO. 05-36**

- WHEREAS, Charter Section B3.581 empowers the Port Commission with the authority and duty to use, conduct, operate, maintain, manage, regulate and control the lands within Port jurisdiction; and
- WHEREAS, the real property located at 1789 Embarcadero, commonly known as the Pier 39 Garage, is within the Port's jurisdiction; and
- WHEREAS, the Pier 39 Garage is leased to the Pier 39 Ltd. Partnership pursuant to Port Lease L-9707; and
- WHEREAS, State law authorizes local jurisdictions to enact Property or Business Improvement Districts ("PBID") to fund certain business-related improvements, maintenance and activities through the levy of assessments; and
- WHEREAS, local legislation further extends the rights granted under State law by enabling neighborhood commercial areas to more easily form Community Benefit Districts ("CBDs"); and
- WHEREAS, the Fisherman's Wharf Association ("FWA") has initiated the process of forming a property-based CBD in the Fisherman's Wharf area; and
- WHEREAS, the boundaries of the proposed CBD include the Pier 39 Garage; and
- WHEREAS, Port Lease L-9707 requires Pier 39 Ltd. Partnership to pay all taxes and assessments levied on the leased premises; and
- WHEREAS, State and local law are not clear as to whether property owners or business tenants have the right to petition or vote in the PBID or CBD formation process; and
- WHEREAS, based on the foregoing, Port staff recommends that the Port Commission formally assign its voting rights to the Pier 39 Ltd. Partnership relating to the formation of the proposed CBD, as further described in the Staff Memo dated June 7, 2005 for this agenda item ("Staff Memo"); and now therefore be it
- RESOLVED, that the Port Commission, based on staff's recommendation and its own review and consideration, approves the assignment of the Port's voting rights to Pier 39 Ltd. Partnership relating to the formation of the CBD as described in the Staff Memo; and further be it
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Resolution No. 05-36  
Page 2

RESOLVED, the Port Commission authorizes and directs the Executive Director, or her delegee, to prepare and execute any transfer agreement or other documentation necessary to effectuate the intent of this resolution, in a form as shall be approved by the City Attorney's Office.

*I hereby certify that the foregoing resolution was adopted by the San Francisco Port Commission at its meeting of June 14, 2005.*

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Secretary

**PORT COMMISSION  
CITY & COUNTY OF SAN FRANCISCO**

**RESOLUTION NO. 05-50**

- WHEREAS, Charter Section B3.581 empowers the Port Commission with the authority and duty to use, conduct, operate, maintain, manage, regulate and control the lands within Port jurisdiction; and
- WHEREAS, the real property located at 2 North Point, Assessor's Parcel No. 0017 002, also known as Seawall Lot 313, is within the Port's jurisdiction; and
- WHEREAS, Seawall Lot 313 is leased to Embarcadero Triangle Associates pursuant to Lease L-9073; and
- WHEREAS, the real property known as Seawall Lot 312, Assessor's Parcel No. 0016 001 is within the Port's jurisdiction; and
- WHEREAS, Seawall Lot 312 serves as a driveway entrance to the Pier 39 Garage and is leased to the Pier 39 Ltd. Partnership pursuant to Lease L-9707; and
- WHEREAS, State law authorizes local jurisdictions to establish Property and Business Improvement Districts ("PBID") to fund improvements and activities that benefit properties and/or businesses through the levy of assessments; and
- WHEREAS, local legislation augmented State law by enabling property and/or business owners to more easily initiate the formation of PBIDs, commonly referred to in the City as Community Benefit Districts (CBD); and
- WHEREAS, the Fisherman's Wharf Association ("FWA") has initiated the process of forming a property-based CBD in the Fisherman's Wharf area; and
- WHEREAS, the boundaries of the proposed CBD include the Pier 39 Garage, which includes Seawall Lot 312, and Seawall 313; and
- WHEREAS, Port Lease L-9707 requires Pier 39 Ltd. Partnership to pay all taxes and assessments levied on the leased premises; and
- WHEREAS, State and local law are not clear as to whether property owners or business tenants have the right to petition or vote in the PBID or CBD formation process; and
- WHEREAS, through Resolution 05-36, the Port Commission authorized the Pier 39 Ltd. Partnership to cast the assessment ballot for Parcel No. 0015 001; and
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- WHEREAS, Seawall Lots 312 and 313 were inadvertently excluded from Port Commission Resolution 05-36; and

WHEREAS, Port staff recommends that the Port Commission authorize Pier 39 Ltd. Partnership to cast the assessment ballot for Parcel No. 0016 001 (Seawall Lot 312) and authorize Embarcadero Triangle Associates to cast the assessment ballot for Parcel No. 0017 002 (Seawall Lot 313), as further described in the Staff Memo dated July 20, 2005 for this agenda item ("Staff Memo"); and now therefore be it

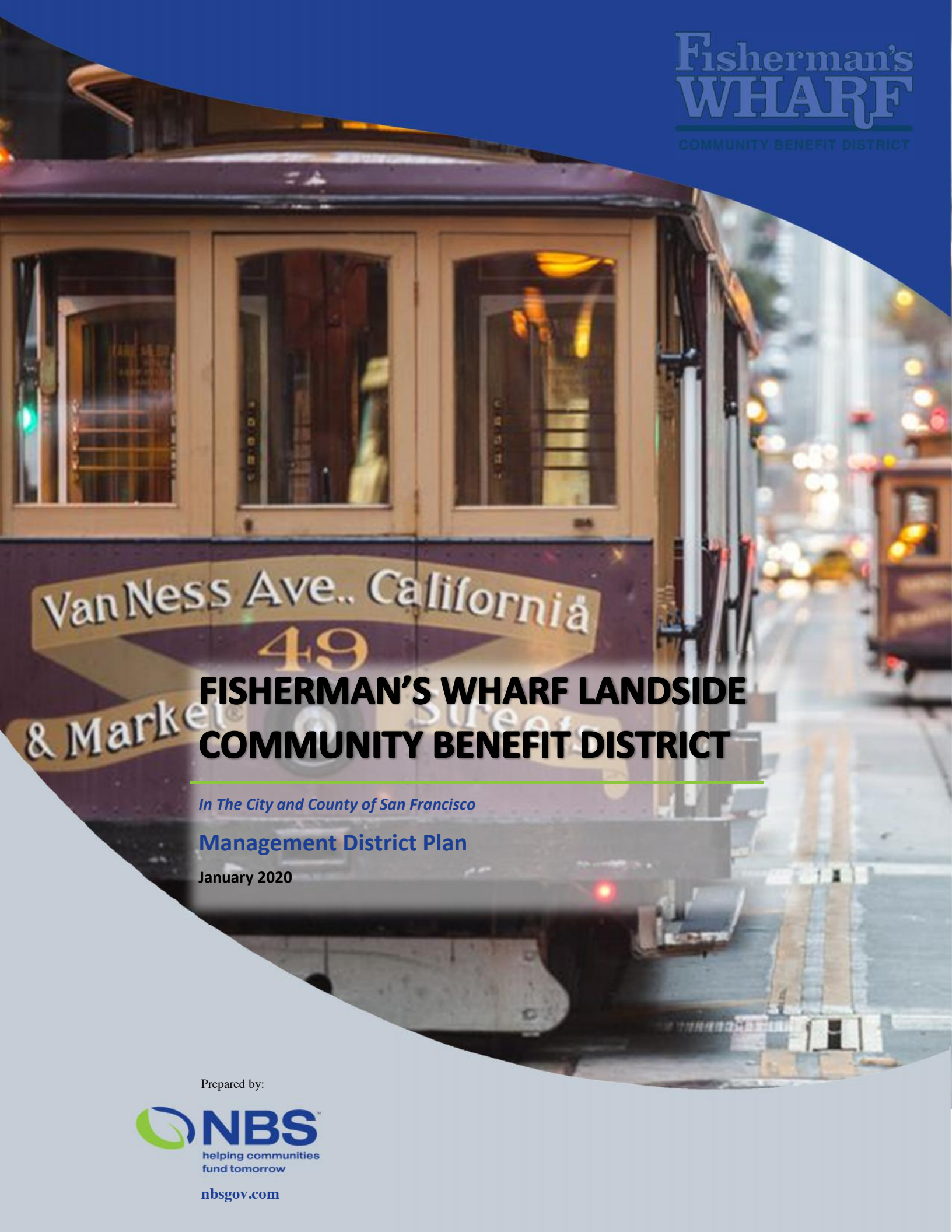
RESOLVED, that the Port Commission, based on staff's recommendation and its own review and consideration, authorizes Pier 39 Ltd. Partnership to cast the assessment ballot for Parcel No. 0016 001 (Seawall Lot 312), as described in the Staff Memo; and further be it

RESOLVED, that the Port Commission, based on staff's recommendation and its own review and consideration, authorizes Embarcadero Triangle Associates to cast the assessment ballot for Parcel No. 0017 002 (Seawall Lot 313), as described in the Staff Memo; and further be it

RESOLVED, the Port Commission authorizes and directs the Executive Director, or her delegate, to prepare and execute any transfer agreement or other documentation necessary to effectuate the intent of this resolution, in a form as shall be approved by the City Attorney's Office.

*I hereby certify that the foregoing resolution was adopted by the San Francisco Port Commission at its meeting of July 26, 2005.*

  
Secretary



**FISHERMAN'S WHARF LANDSIDE  
COMMUNITY BENEFIT DISTRICT**

*In The City and County of San Francisco*

**Management District Plan**

January 2020

Prepared by:



[nbsgov.com](http://nbsgov.com)

# TABLE OF CONTENTS

<b>1. EXECUTIVE SUMMARY .....</b>	<b>1</b>
1.1 Fisherman’s Wharf Community Benefit District .....	1
1.2 Goals of the FWCBD .....	1
1.3 Management District Plan Overview .....	2
<b>2. DISTRICT AT A GLANCE.....</b>	<b>3</b>
2.1 Landside CBD Boundaries.....	3
2.2 Services and Activities .....	3
2.3 Annual Total Budget and Assessments .....	3
2.4 Term .....	3
<b>3. BACKGROUND .....</b>	<b>4</b>
3.1 What is a Property and Business Improvement District? .....	4
3.2 Contents of a PBID Management District Plan .....	4
3.3 PBID Name Designation .....	5
3.4 Timeline for Implementation and Completion of the District .....	5
<b>4. DESCRIPTION OF SERVICES AND ACTIVITIES .....</b>	<b>6</b>
4.1 Clean and Safe Program .....	6
4.2 Marketing and Event Program .....	9
4.3 Administration and Contingency.....	11
4.4 Service Frequencies.....	12
<b>5. ANNUAL AMOUNT TO BE COLLECTED AND EXPENDED .....</b>	<b>13</b>
<b>6. METHOD OF ASSESSMENT .....</b>	<b>15</b>
6.1 Source(s) of Funding.....	15
6.2 Basis of Assessment .....	15
6.3 Special Benefit Point Assignment.....	15
6.4 Assignment of Benefit Points for Each Property Land Use .....	15
6.5 Assessment Calculation.....	16
6.6 Number of Years Assessments will be Levied .....	17
6.7 Time and Manner of Collecting Assessments .....	17
6.8 Appeals Process.....	17
6.9 Assessor’s Parcel Listing .....	17
<b>7. DISTRICT MANAGEMENT .....</b>	<b>18</b>
7.1 Fisherman’s Wharf Community Benefit District .....	18

7.2	Annual Report by the FWCBD .....	18
7.3	Public Access .....	18
7.4	Rules and Regulations .....	19
7.5	Dissolution.....	19
<b>APPENDIX A: LANDSIDE CBD BOUNDARY MAP .....</b>		<b>21</b>
<b>APPENDIX B: ASSESSOR'S PARCEL LISTING .....</b>		<b>22</b>
<b>APPENDIX C: ENGINEER'S REPORT .....</b>		<b>23</b>

# 1. EXECUTIVE SUMMARY

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## 1.1 Fisherman’s Wharf Community Benefit District

The Fisherman’s Wharf Community Benefit District (the “FWCBD”) was formed by the City of San Francisco in November 2005 with the establishment of the Landside CBD property-based assessment (the "Landside CBD" or “District”) to serve the business and property owners of this San Francisco neighborhood. Later, in December 2006, the City of San Francisco formed the Portside CBD business-based assessment (the "Portside CBD"), which incorporates businesses with leases from the Port of San Francisco.

The FWCBD immediately began serving businesses and residents of San Francisco through the levy and collection of these assessments to fund vital marketing, events, advocacy, cleaning, streetscapes, security, and safety programs within the Landside CBD. The Landside CBD will fund these vital programs and activities through Fiscal Year 2034/35.

## 1.2 Goals of the FWCBD

The mission of the FWCBD is to preserve and enhance its vast San Francisco waterfront landscape and multi-cultural heritage, while integrating modern efficiencies to enrich the experience of visitors from both near and far through:

- Market Research
- Brand and Destination Marketing
- Cleaning Operations
- Streetscape Improvements
- Promote and maintain a positive and safe atmosphere for visitors and locals
- Traffic and Urban Planning
- Emergency Preparedness

Given its broad representation and focused activities, the FWCBD has served as a catalyst for the unification of Fisherman’s Wharf constituents and has successfully supported a number of positive changes in this historic San Francisco neighborhood.



We envision San Francisco’s Fisherman’s Wharf to be a world-class destination that celebrates its unique history and historical importance in the fishing industry while offering an unparalleled retail, dining, and entertainment experience that showcases the natural beauty of the waterfront.



### **1.3 Management District Plan Overview**

The Management District Plan is the result of the work of the FWCBD, dedicated to improving the Fisherman’s Wharf area for the benefit of business owners and the community. This Management District Plan focuses on proposed activities and improvements within the boundaries of the Landside CBD only and includes a boundary, annual budget, assessment methodology, and district management guidelines. For definitions, descriptions, and calculations of special benefits relative to the FWCBD, that information can be found in the Engineer’s Report attached as Appendix C within this Management District Plan. There is a separate Management Plan that contains information on the proposed Portside CBD.

## 2. DISTRICT AT A GLANCE

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Property owners established the existing Landside CBD for a fifteen-year operational term. Based on the success of the prior district, property owners have shown support to renew the Landside CBD, with certain adjustments to the assessment methodology.

### 2.1 Landside CBD Boundaries

The Landside CBD is located in the historic Fisherman’s Wharf neighborhood of the City of San Francisco. The District is generally bounded by Jefferson Street to the North, Bay Street to the South (reaching Francisco Street in some areas), The Embarcadero to the East, and Van Ness Avenue to the West. The proposed Landside CBD boundary includes the property described below:

There are 198 assessable physical properties, 28,337 linear front feet, 4,806,700 building square feet, and 2,340,298 lot square feet within the Landside CBD.

Refer to Appendix A of this Management District Plan for a Boundary Map that more fully provides a description of the Landside CBD boundaries.

### 2.2 Services and Activities

The services and activities described in this Management District Plan include the provision of the Clean and Safe program, the Marketing and Event program, as well as various management activities to support those efforts, as further described in Section 4, herein.

### 2.3 Annual Total Budget and Assessments

The total proposed annual budget for Fiscal Year 2020/21 is \$1,346,000. Anticipated assessment revenue of \$1,223,783.20 will provide 90.92% of the annual operating budget. The remaining portion of the annual budget will be generated from sources other than assessments, such as contributions, fundraising, grants, donations, or other revenues. Any surplus monies from the existing Landside CBD, as of December 31, 2020, to be carried over can only be used to benefit those properties within the Landside CBD. If this is not practical, such surplus monies will be refunded to property owners in the Landside CBD in proportion to how they were assessed under the prior Landside CBD.

The assessment calculation for each property utilizes a combination of land use, street front footage, building square footage, and lot square footage. Section 6 of this Management District Plan provides a more detailed procedure of the annual assessment calculation.

### 2.4 Term

If renewed, assessments would be collected for fifteen years (July 1, 2020, through June 30, 2035). Expenditure of those collected assessments can continue for up to six months after the end of the assessment collection period (December 31, 2035), at which point the Landside CBD would terminate, if not renewed again.

## 3. BACKGROUND

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The City can establish special assessment districts to provide a constant funding source for improvements, maintenance, and activities that benefit properties within a defined geographical area. The improvements, maintenance, and activities can include providing enhanced cleaning and maintenance services, improving security, providing for marketing activities to promote and revitalize an area, and other programs found to benefit an area. The ongoing revenue stream for the improvements, maintenance, and activities comes from annual assessments levied on properties in the district that will specially benefit from the activities. The process by which special assessment districts are formed is outlined below.

### 3.1 What is a Property and Business Improvement District?

A Property and Business Improvement District (“PBID”) is a special assessment district that provides for the levy and collection of assessments on properties within a geographically defined area. Assessment revenue collected from the benefitting properties pays the costs associated with the improvements, maintenance, and activities provided to such area. The legislation that allows for the establishment of a PBID is the Property and Business Improvement District Law of 1994 (commencing with Section 36600 of the California Streets and Highways Code) (the “Law”).

As the City and County of San Francisco is a “charter city” as defined by State law, Section 1510 of San Francisco’s Business and Tax Regulations Code provides authority for the City to augment the Law by authorizing the Board of Supervisors to do any of the following:

1. Reduce the percentage of petitions required from owners in order to initiate formation;
2. Have the district encompass residential property, and to assess residential property;
3. Extend the term of the district to a maximum of 15 years, or such longer term as is authorized by state law;
4. Extend the term of the district to a maximum of 40 years, if all or a portion of the assessments will be pledged or applied to pay any bond, financing lease (including certificates of participation therein), or other similar obligations of the City;
5. Recover through assessments the costs incurred in formation of the district;
6. Disestablish a district upon a supermajority vote of the Board of Supervisors; or,
7. Require a weighted two-thirds (2/3) vote of business owners to be assessed (based on ballots cast), as an alternative or additional procedure for establishing a business improvement district and levying assessments on business owners.

### 3.2 Contents of a PBID Management District Plan

The Law provides the legal framework for establishing a PBID. As part of the formation proceedings, proponents prepare a Management District Plan in accordance with Section 36622 of the Law. The Management District Plan must contain, but is not limited to, the following required elements:

1. A map of the district in sufficient detail to locate each parcel of property within the district;

2. The name of the proposed district;
3. A description of the boundaries of the district, including the boundaries of any benefit zones, proposed for the establishment or extension of the district in a manner sufficient to identify the lands included. The boundaries of a proposed district shall not overlap with the boundaries of another existing district created pursuant to the Law. The Law does not prohibit the boundaries of a district created pursuant to the Law to overlap with other assessment districts established pursuant to other provisions of law including, but not limited to, the Parking and Business Improvement Area Law of 1989;
4. The improvements and activities proposed for each year of operation of the district and the maximum cost thereof;
5. The total annual amount proposed to be expended for improvements, maintenance and operations;
6. The proposed source or sources of financing, including the proposed method and basis of levying the assessment in sufficient detail to allow each property owner to calculate the amount of the assessment to be levied against his or her property;
7. The time and manner of collecting the assessments;
8. The specific number of years in which assessments will be levied. San Francisco's Business and Tax Regulations Code allows the term of the district to be extended by 15 years;
9. The proposed time for implementation and completion of the management district plan;
10. Any proposed rules and regulations to be applicable to the district;
11. A list of the properties to be assessed, including assessor's parcel numbers for properties to be assessed, and a statement of the method or methods by which the expenses of a district will be imposed upon benefited real property, in proportion to the benefit received by the property, to defray the cost thereof, including operation and maintenance;
12. Any other item or matter required to be incorporated therein by the City Council.

### **3.3 PBID Name Designation**

The name designation of this proposed PBID is the Fisherman's Wharf Landside Community Benefit District (the "Landside CBD" or "District").

### **3.4 Timeline for Implementation and Completion of the District**

If approved, the Landside CBD assessment will be effective beginning July 1, 2020, and ending June 30, 2035. District operations will begin in January 2021 and end in December 2035.

## 4. DESCRIPTION OF SERVICES AND ACTIVITIES

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The Landside CBD will provide for the ongoing provision of the Clean and Safe program, the Marketing and Event program, and management activities all located within the boundaries of the District.

The District will fund certain services and activities described below, which are collectively referred to as the “Services and Activities.”

### 4.1 Clean and Safe Program

The District will supplement certain services provided by the City, such as those services provided by the Department of Public Works, through a comprehensive Clean and Safe program that is designed to improve safety and cleanliness of sidewalks, curbs, and street fixtures within the District boundaries. By using a team of Fisherman’s Wharf CBD Ambassadors (“Ambassadors”), the Clean and Safe program is designed to strive for safe, litter-free sidewalks that are absent of graffiti and other signs of decay, through services supplemental to those already provided by the Department of Public Works.

The goal is for property owners, merchants and residents alike to maintain pride in the area, and to develop perceptions of cleanliness and increased safety which will contribute to an aesthetically pleasing and vibrant community. Property owners, merchants and residents should feel comfortable and secure. A key objective of the FWCBD Board of Directors is to improve the quality of life for property owners, business owners, and residents within the District, as well as to continually improve the experience of visitors by providing a safe and welcoming presence throughout the area.

#### 4.1.1 FWCBD STAFFING PROGRAM

The FWCBD’s staffing program offers critical support to property owners, residents, merchants, and visitors in terms of cleanliness and public safety. The team of FWCBD staff not only assist visitors with directions and questions, but they also clean and remove graffiti in the District, collect litter, provide outreach to the District’s street population, and aid law enforcement in the District area.



The primary function of the FWCBD’s staff is to assist the public with information and to direct them to destinations within the District, by drawing on their extensive knowledge of local geography, District businesses, transportation systems, and other useful information. FWCBD staff serve as a welcoming and informed presence that assist the public in navigating the District.

FWCBD staff members also play an important role in promoting the District as a safe and friendly environment. The FWCBD staff are identified by their bright and colorful uniforms, which make them easily visible and recognizable, causing their presence to serve as a deterrent to misdemeanor crime. In addition, they carry hand-held radios that enable them to communicate with each other and request assistance from management if necessary. When present, the private security/10B officer carries one of these radios. The FWCBD also maintains a hotline (staffed by the FWCBD management team) that enables community members to report problems and request necessary service or actions.

FWCBD's staff members receive extensive training on the rules and procedures governing quality of life offenses and public nuisances, and work diligently to employ excellent communication procedures that enable prompt response from the SFPD when an incident occurs.

The FWCBD staffing program goals can be summarized as follows:

- Public awareness and “crime watch”-style programs to involve property owners, merchants, residents, and citizens
- Reduction of criminal activities, public intoxication, and public nuisance crimes through the persuasive efforts of the FWCBD staff and the coordinated enforcement back-up provided by SFPD
- Continuing development of relationships between FWCBD staff and the merchants of Fisherman’s Wharf, greeting them regularly and offering assistance
- Continued development of strong, supportive relationships between FWCBD staff and SFPD officers
- Ongoing assistance to the homeless by providing useful information and referral to social services

#### **4.1.2 10B SFPD OFFICERS (OR PRIVATE SECURITY)**

The District contracts with 10B SFPD or private security officers, at times, to provide a uniformed presence and provide the enforcement element of the Clean and Safe program. A 10B SFPD officer is a regular uniformed SFPD officer who is assigned directly to and paid for by the District. At times when 10B officers are not available or the FWCBD Board of Directors decides that private security may be more cost effective, the District will employ private security officers that will be a visual deterrent, will report crimes to 911 or non-emergency as needed, and advise the public as necessary on laws and rules regarding the public realm. The 10B SFPD officer, or private security officer, has a direct communication link via radio to the FWCBD staff, as well as to SFPD dispatch. The 10B SFPD officers, or private security officers, will patrol the entire District area and respond to calls from within the District boundaries when needed.

### 4.1.3 SERVICES COMMITTEE

The Services Committee, which is chaired by a board member and volunteer committee members, oversees the Clean and Safe staffing program and the working groups that may be developed for short-term issues. Examples of these working groups are the Safety Outreach, Transportation Improvement, and Jefferson Street Working Groups, discussed further below:

- The Safety Outreach Working Group, formerly *PIERSafe (Partners in Emergency Readiness)*, focuses on emergency preparedness planning and security in Fisherman’s Wharf. A key achievement of the group was the establishment of a comprehensive Preparedness Plan to help property owners prepare for, respond to, and recover from various emergencies, as well as prevent or mitigate future emergencies.
- The goal of the Transportation Improvement Working Group is to help mitigate traffic congestion and to improve vehicle and pedestrian safety at Fisherman’s Wharf. The working group’s initiatives have included advocating for transit service increases/route expansions and advising the FWCBD Board of Directors regarding bike and scooter share companies in the public right of way. Supporting the continued success and safe roadway operations of all tour operators within the Fisherman's Wharf Area remains a top priority. Buses and passenger loading zones are an ongoing focus of this working group as well.
- The Jefferson Street Working Group provides businesses an opportunity to voice their concerns and more effectively engage with various contractors and/or the Department of Public Works to minimize disruption to their businesses and receive updates related to the Jefferson Streetscape Project.



#### **4.1.4 SECURITY CAMERAS**

The FWCBD Board of Directors will maintain and expand the District’s security camera program (24 security cameras installed in 2018). This will help to address overnight safety issues, and provide relevant information to the cleaning team or other FWCBD staff, as applicable.

## **4.2 Marketing and Event Program**

Another vital program of the FWCBD is the Marketing and Event program, focused on improving the image of Fisherman’s Wharf through community events, communications, outreach, and marketing efforts. The Marketing and Event Program’s mission is to attract more tourists and locals to the area and increase the length of their visits to the Wharf. The FWCBD’s tourist marketing efforts, focusing on state, national, and international visitors, have been very successful. While maintaining those channels, the FWCBD will broaden its efforts to include multiple events that draw more local people to rediscover what the Wharf has to offer.

Effectiveness in forming and maintaining relationships with the community is critical to the District’s success. A strong community relations effort emphasizes the importance of positive relationships within the Fisherman’s Wharf area in an atmosphere of maximum community involvement.

### **4.2.1 COMMUNICATION AND PUBLIC RELATIONS**

The FWCBD’s executive director plays a central communications role and spends considerable time addressing community meetings, working one-on-one as a problem solver, and speaking to the media in representing the District and its objectives for community betterment.

Regular activities and initiatives include:

- Newsletter provided regularly to merchants, property owners, and members of the media
- Ongoing media relations
- Coordination of services among merchants and the public sector
- Utilization of neighborhood and City social services to help problem areas
- District website with useful and important links
- Regular attendance at community and City meetings
- Participation on committees of neighborhood organizations
- Issuing press releases on the District’s programs and the positive results attributable to them
- Event promotion and coordination



## 4.2.2 MARKETING

The FWCBD Board of Directors has concluded that new marketing programs that improve the District’s image, appeal, and visibility will promote increased economic activity in the District in the form of more customers and higher lease revenue. Marketing programs will promote the District and its properties and businesses through special targeted programs and initiatives.

Regular activities and initiatives include:

- Maintaining an active destination website to promote Fisherman’s Wharf businesses and events
- Wayfinding and District signage
- Social media marketing
- District/area marketing via radio, television, print to bring more visitors to the area
- E-newsletter to highlight Fisherman’s Wharf events and happenings
- Public space activations/events for visitors
- Networking and educational opportunities for Fisherman’s Wharf member businesses as an internal marketing method

Other marketing initiatives can be undertaken as appropriate and as budget resources allow.

## 4.2.3 ADVOCACY

The purpose of advocacy is to promote the District as a clean, safe, and vibrant area. This goes well beyond the marketing programs that create image and visibility and, in fact, advocate for services and resources that increase the area’s perceptions as a friendly, clean, and exciting place for dining, shopping, entertainment, and investing in business opportunities and properties. Advocacy is intended to support business growth, which can be especially advantageous when recessionary economic conditions occur.

## 4.2.4 STREETScape IMPROVEMENTS

Beautifying the physical landscape of the District can add tangible value and often consists of simple touches. A recent example of District beautification includes a partnership with the Port of San Francisco to create new and attractive directional signage. The new wayfinding signs bring a special District identity component, while effectively communicating state of place.

The Streetscape Improvement services and activities include, but are not limited to, the following landscaping, activation and events:

- Jefferson Street activations
- Jefferson Street Phase II improvements
  - Note: special assessments are not funding the underlying Department of Public Works and City and County of San Francisco improvements, but subsequent improvements and activation once the project is complete
- “Little Embarcadero” events

In addition, the District will continue to design and install wayfinding signage and District banners to effectively improve access and promote the locations of District businesses, points of interest, and amenities.

#### 4.2.5 SPECIAL COMMUNITY EVENTS

The FWCBD regularly assists in the creation and hosting of several important community events year-round including, but not limited to:

- Fourth of July Waterfront Celebration
- Fleet Week
- Holiday Lights & Sights Campaign
- Wharf Fest
- Lighted Boat Parade

These events have come to be well-known and loved by the community and visitors of Fisherman’s Wharf. The continued creation and hosting of similar events has become a vital component of the District’s identity.



### 4.3 Administration and Contingency

The District will also incur costs for staff time and expenses related to managing the above programs, and related administrative costs. For example, these tasks will include oversight and coordination of both District and contractor-provided services, annual assessment roll preparation, addressing property owner questions and concerns, adherence to the Management District Plan, and compliance with audit/reporting requirements. Administration also includes efforts to work on behalf of the District to ensure City and County services and policies support the District. District funds for Administration may also be used to establish and/or renew the District. A well-managed District provides necessary oversight and guidance that produces higher quality and more efficient programs.

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

## 4.4 Service Frequencies

The frequency for the provision of certain Services and Activities is as follows:

- Cleaners – in front of District properties two times per day between 8:00am and 8:00pm, with on-call services as needed
- Pressure washing – monthly, with limited on-call services as needed
- FWCBD Staff – regular District patrols with multiple passes per day and on-call services as needed
- 10B SFPD Officer/Private Security – 8 hours per day, 5 days per week

## 5. ANNUAL AMOUNT TO BE COLLECTED AND EXPENDED

The budget for the first operating year of the Landside CBD (January 1, 2021 through December 31, 2021) is as follows:

Description	Fiscal Year 2020/21
Clean and Safe Program	\$605,700.00
Marketing and Events Program	349,960.00
Contingency/Reserve Allocation	121,140.00
<b>Total Operating Costs</b>	<b>\$1,076,800.00</b>
Administration Costs <sup>1</sup>	269,200.00
<b>Total Operating and Administration Costs</b>	<b>\$1,346,000.00</b>

(1) Includes costs of the FWCBD staff, administration, and County Auditor/Controller fees.

The 2020/21 operating budget will be funded as follows:

Description of Revenue Source	Fiscal Year 2020/21 Revenue
Assessment Revenue	\$1,223,783.20
Contributions for General Benefit (9.08% of Operating Costs) 1	122,216.80
<b>Total Annual Revenue</b>	<b>\$1,346,000.00</b>

(1) Comprised of additional funds generated from sources other than assessments. Refer to the Engineer's Report for an explanation of General Benefit. The General Benefit percentage only applies to the Total Operating Costs and not the Administration Costs, as noted in the Engineer's Report.

Each fiscal year beginning Fiscal Year 2021/2022, the maximum allowable assessment rate per Special Benefit Point may be increased by the greater of (i) five-percent (5%) or (ii) the change in the Consumer Price Index for All Urban Consumers (CPI-U) for the San Francisco-Oakland-Hayward area for February. In no event shall the maximum assessment rates decrease. If, in the future, the Bureau of Labor Statistics discontinues or alters the CPI-U, the City (OEWD) shall select a comparable index as a replacement.

Based upon a maximum possible annual assessment increase of 5.0%, beginning July 1, 2021, the total annual maximum assessment revenue for each of the 15-years of the Landside CBD's proposed renewed term is described in the table on the following page.

The total annual maximum assessment revenue generated throughout the proposed renewed term of the Landside CBD is as follows:

Fiscal Year	Total Maximum Annual Assessment Revenue <sup>1</sup>	Fiscal Year	Total Maximum Annual Assessment Revenue <sup>1</sup>
2020/2021	\$1,223,873.20	2028/2029	1,808,218.12
2021/2022	1,285,066.86	2029/2030	1,898,629.03
2022/2023	1,349,320.20	2030/2031	1,993,560.48
2023/2024	1,416,786.21	2031/2032	2,093,238.50
2024/2025	1,487,625.52	2032/2033	2,197,900.43
2025/2026	1,562,006.80	2033/2034	2,307,795.45
2026/2027	1,640,107.14	2034/2035	2,423,185.22
2027/2028	1,722,112.50	<b>Total:</b>	<b>\$26,409,425.67</b>

(1) Based upon assigned Special Benefit Points for FY 2020/2021. Property characteristics may change from year-to-year, which can affect the calculation of Special Benefit Points in future years. If the total Special Benefit Points increase in future years due to development, land use classification changes, etc., the maximum assessment revenue may increase accordingly.

## 6. METHOD OF ASSESSMENT

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### 6.1 Source(s) of Funding

The levy and collection of annual assessments upon property within the Landside CBD provides the primary funding source for the services and activities previously outlined. The FWCBD will also generate additional funds from sources other than annual assessments on properties within the Landside CBD. These funds may include City contributions, fundraising, grants, and donations.

The Landside CBD will not issue bonds to finance any of the services and activities.

### 6.2 Basis of Assessment

The assessments will be levied in proportion to the special benefits that the parcels within the Landside CBD receive from the services and activities provided by the FWCBD.

### 6.3 Special Benefit Point Assignment

To calculate each parcel's proportionate share of the special benefits, it is necessary assign each parcel what are referred to as special benefit points. This is accomplished by taking into account the physical various characteristics of each parcel, as well as each parcel's land use type.

The special benefits derived from the Landside CBD services and activities are improved aesthetics, increased safety, and increased economic activity. It was determined that linear street frontage, lot square footage, building square footage, and land use are the most appropriate property characteristics for use in this calculation. As such, each parcel's linear street frontage, lot square footage, building square footage, and land use were used as the primary assessment variables for the assignment of parcel factors.

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. A parcel with a large building for example 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 also appropriate factors for determining proportional special benefit.

In order to relate differing parcel characteristics to one another, a relative factor is determined for each. To calculate each of the three relative factors, each parcel's actual square footage or front footage values were divided by the average of those values for each parcel in the District boundary. Based upon the different service levels that the District will provide, the weighting of these factors is adjusted to reflect a 70%/30% split between the Frontage Factor and Lot/Building Factors. Lot and Building Factors are assigned equal weight of the 30% allocation.

### 6.4 Assignment of Benefit Points for Each Property Land Use

The assessment calculations also vary based on land use types, since the same services may benefit parcels differently based on how the parcels are used. For example, a commercial parcel may derive greater benefit from certain activities than a publicly owned parcel. The assignment of benefit points is based on the fact that

each of the three Landside CBD programs provide certain benefits, apportioned as described in the Engineer’s Report prepared for the Landside CBD.

The table below summarizes the Land Use Benefit Points assigned to the various assessable land use types within the District:

Land Use Type	Aesthetic Benefit Points	Safety Benefit Points	Economic Benefit Points	Total Land Use Benefit Points
Non-Residential Property	1.00	1.00	2.00	4.00
Apartment Property	1.00	1.00	1.00	3.00
Condominium Property	1.00	1.00	0.00	2.00
Public Property	1.00	1.00	0.00	2.00

By adjusting the assigned benefit points for each property land use type by other factors, a more complete picture of the proportional special benefits received by each parcel within the Landside CBD is presented. Therefore, lot factors, building factors, and frontage factors were calculated and assigned for each parcel in the Landside CBD.

#### 6.4.1 TOTAL SPECIAL BENEFIT POINTS

The calculation of Total Benefit Points for each parcel takes into account the Lot, Building, and Frontage Factors described above, and land use. The formula for determining each parcel’s Total Special Benefit Points is as follows:

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

The Total Special Benefit Points are computed for each parcel in the proposed District and summed. The Total District Special Benefit Points are 4,817.96. These Total District Special Benefit Points are used to determine the proposed assessment amounts on each parcel. The Total District Special Benefit Points may change in the future due to development, redevelopment, or changes in property land uses.

### 6.5 Assessment Calculation

The assessment per Special Benefit Point is calculated by dividing the total costs to be assessed by the total Special Benefit Points assigned to the parcels within the Landside CBD. The following formula provides the assessment per Special Benefit Point calculation:

$$\text{Total Costs to be Assessed} / \text{Total Special Benefit Points} =$$

$$\text{Assessment Rate per Special Benefit Point}$$

$$\$1,223,783.20 / 4,817.96 = \$254.00440$$

The Special Benefit Points have been calculated in relation to the total costs to be assessed. No assessment will be imposed on any parcel that exceeds the reasonable cost of the proportional special benefit conferred on the parcel.

In the first fiscal year, a parcel's assessment = \$254.00440 x Parcel's Total Special Benefit Points

## **6.6 Number of Years Assessments will be Levied**

The proposed term for the Landside CBD is 15 years. The assessment will be effective July 1, 2020, through June 30, 2035 (Fiscal Year 2020/21 through Fiscal Year 2034/35). Expenditure of collected assessments may continue for up to six months after June 30, 2035, if the District is not renewed. In order to authorize the levy and collection of assessments after Fiscal Year 2034/35, the City and FWCBD will need to go through the renewal process pursuant to the Law.

## **6.7 Time and Manner of Collecting Assessments**

Each property owner pays a share of the cost of the Landside CBD services and activities, based on the formula described above and in the Engineer's Report. The payment is collected through the annual City and County of San Francisco property tax bill. The Landside CBD assessment, including any delinquent assessment and related interest and penalties, will be received by the Tax Collector of the City and County of San Francisco. The City shall then transfer the assessment revenues to the Landside CBD for the funding of the services and activities described in this Management District Plan. Any assessment on a property that does not receive a property tax bill from the City and County of San Francisco will be billed-directly by the City.

## **6.8 Appeals Process**

The FWCBD, or its designee, may assist with the resolution of any discrepancies in individual assessment amounts or calculations. The FWCBD reserves the right to:

- Conduct reviews of existing primary data; verify assessment data as compiled by any consultant, subcontractor or other party hired by the FWCBD; and perform field or on-site inspections to verify the accuracy of existing or secondary data, or to investigate the claim of any property owner in the Landside CBD.
- Recalculate the assessment amount due and direct the City Auditor-Controller to respond appropriately.

Upon the request of the City, the FWCBD shall promptly complete requests for an investigation of discrepancies and make all reasonable efforts to obtain additional documentation related to the assessment upon any or all of the properties for which a correction or adjustment is requested.

## **6.9 Assessor's Parcel Listing**

Appendix B of this Management District Plan provides a listing of all of the Assessor's Parcels within the Landside CBD, including property addresses, Special Benefit Points, and Fiscal Year 2020/21 assessment amounts.



## 7. DISTRICT MANAGEMENT

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### 7.1 Fisherman’s Wharf Community Benefit District

The FWCBD is a 501(C)(3) non-profit organization whose Board of Directors membership consists of the parcel owners assessed under the Landside CBD, and is the “designated non-profit entity” as outlined in Section 36614.5 of the Law. The FWCBD will administer the Landside CBD through an agreement with the City.

The FWCBD is charged with the day-to-day operations of the Landside CBD and also jointly administers the separately-formed Portside CBD.

### 7.2 Annual Report by the FWCBD

The FWCBD will select members to serve on the FWCBD Board of Directors. Board membership is designed to equitably represent all stakeholders and areas of the Landside CBD. The Board of Directors structure represents residential property owners, as well as commercial property owners of various sizes.

The FWCBD Board of Directors shall annually make a recommendation on the expenditure of revenues derived from the levy of assessments, on the classification of properties applicable, and on the method and basis of levying the assessments.

Each year, the FWCBD Board of Directors shall prepare a report for each fiscal year, except the first year, for which assessments are levied and collected to pay the costs of the services and activities described in the report. Each annual report must be filed with the Clerk of the Board of Supervisors, per Section 36650(b) of the Law; each report shall contain all of the following information:

1. any proposed changes in the Landside CBD boundaries or any benefit zones or any classification of property within the District;
2. the improvements and activities to be provided for that fiscal year;
3. an estimate of the cost of providing the improvements and the activities for that fiscal year;
4. the method and basis of levying the assessment in sufficient detail to allow each real property owner, as appropriate, to estimate the amount of the assessment to be levied against his or her property for that fiscal year;
5. the amount of any surplus or deficit revenues to be carried over from a previous fiscal year; and
6. the amount of any contributions to be made from sources other than assessments levied.

### 7.3 Public Access

The FWCBD Board of Directors is required to comply with specified state open meeting and public records laws, the Ralph M. Brown Act (the “Brown Act”), commencing with Section 54950 of the Government Code, the California Public Records Act, commencing with Section 6250 of the Government Code, and Section 12L of San Francisco’s Administrative Code. Brown Act compliance is required when Landside CBD business is heard, discussed, or deliberated, and the California Public Records Act compliance is required for all documents relating to Landside CBD business.

The FWCBD Board of Directors is also required to comply with Section 12L of the San Francisco Administration Code, concerning public access to records and meetings of nonprofit organizations.

## 7.4 Rules and Regulations

Pursuant to the Law, the FWCBD Board of Directors may establish rules and regulations that uniquely apply to the Landside CBD. A few initial rules and regulations should be employed in the administration of the Landside CBD:

- Following the initial formation of the Landside CBD, the FWCBD Board of Directors developed a policy for competitive bidding as it pertains to contracted services for the Landside CBD. The policy's aim is to maximize service quality, efficiency, and cost effectiveness.
- Any stakeholder who serves on the FWCBD Board of Directors shall recuse themselves from any vote in which a potential conflict of interest is apparent. Such potential conflicts include, but are not limited to: prioritizing services and/or activities that result in a special benefit to specific property owners, prioritization of services to benefit a particular owner or group of owners, hiring or selecting the relatives of FWCBD Board members.
- As previously noted, meetings of the FWCBD Board of Directors shall be open to all stakeholders paying into the Landside CBD and are subject to the Brown Act. Regular financial reports shall be submitted to FWCBD Board members and made available upon request by the membership. Subcommittee meetings of the FWCBD shall be open and encourage participation among various stakeholders, business owners, and community members. The FWCBD Board of Directors shall retain the right to enter into executive session for reasons including, but not limited to: legal matters, personnel issues, etc.
- The FWCBD Board of Directors will create a number of policies that will help the board effectively manage the Landside CBD. Such policies may include, but not be limited to: a decision-making policy, use of banner policy, special event underwriters policy, use of logo policy, and an economic hardship policy.

## 7.5 Dissolution

The Landside CBD, when there is no indebtedness, outstanding and unpaid, incurred to accomplish any of the purposes of the Landside CBD, may be disestablished by resolution by the Board of Supervisors in either of the following circumstance:

1. If the Board of Supervisors finds there has been misappropriation of funds, malfeasance, or a violation of law in connection with the management of the Landside CBD, it shall notice a hearing on disestablishment.
2. During the operation of the Landside CBD, there shall be a 30-day period each year in which assessed property owners may request disestablishment of the Landside CBD. The first such period shall begin one year after the date of establishment of the Landside CBD and shall continue for a 30-day period. The next such 30-day period shall begin two years after the date of the establishment of the Landside CBD. Each successive year of operation of the Landside CBD shall have such a 30-day period. Upon the written petition of the owners of real property in the area

who pay more than 30 percent of the assessments levied, the Board of Supervisors shall notice a hearing on disestablishment.

The Board of Supervisors shall adopt a resolution of intention to disestablish the Landside CBD prior to the public hearing. The resolution shall state the reason for the disestablishment, shall state the time and place of the public hearing, and shall contain a proposal to dispose of any assets acquired with the revenues of the assessments levied within the Landside CBD. The public hearing shall be held not less than 30-days or more than 60-days after the adoption of the resolution of intention.

Upon the disestablishment of the Landside CBD, any remaining revenues derived from the levy of assessments, or any revenues derived from the sale of assets acquired with the revenues, shall be refunded to the owners of the property then located and operating within the Landside CBD in which assessments were levied by applying the same method and basis that was used to calculate the assessments levied in the fiscal year in which the District was disestablished. If the disestablishment occurs before an assessment is levied for the fiscal year, the method and basis that was used to calculate the assessment levied in the immediate prior fiscal year shall be used to calculate the amount of refund.

## APPENDIX A: LANDSIDE CBD BOUNDARY MAP

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The following pages contain the Boundary Map for the Landside CBD.

San Francisco  
Maritime  
National  
Historical Park

# Fisherman's WHARF

COMMUNITY BENEFIT DISTRICT

## FISHERMAN'S WHARF LANDSIDE COMMUNITY BENEFIT DISTRICT

MAP OF PARCELS CURRENTLY IN THE DISTRICT AND EXPANSION

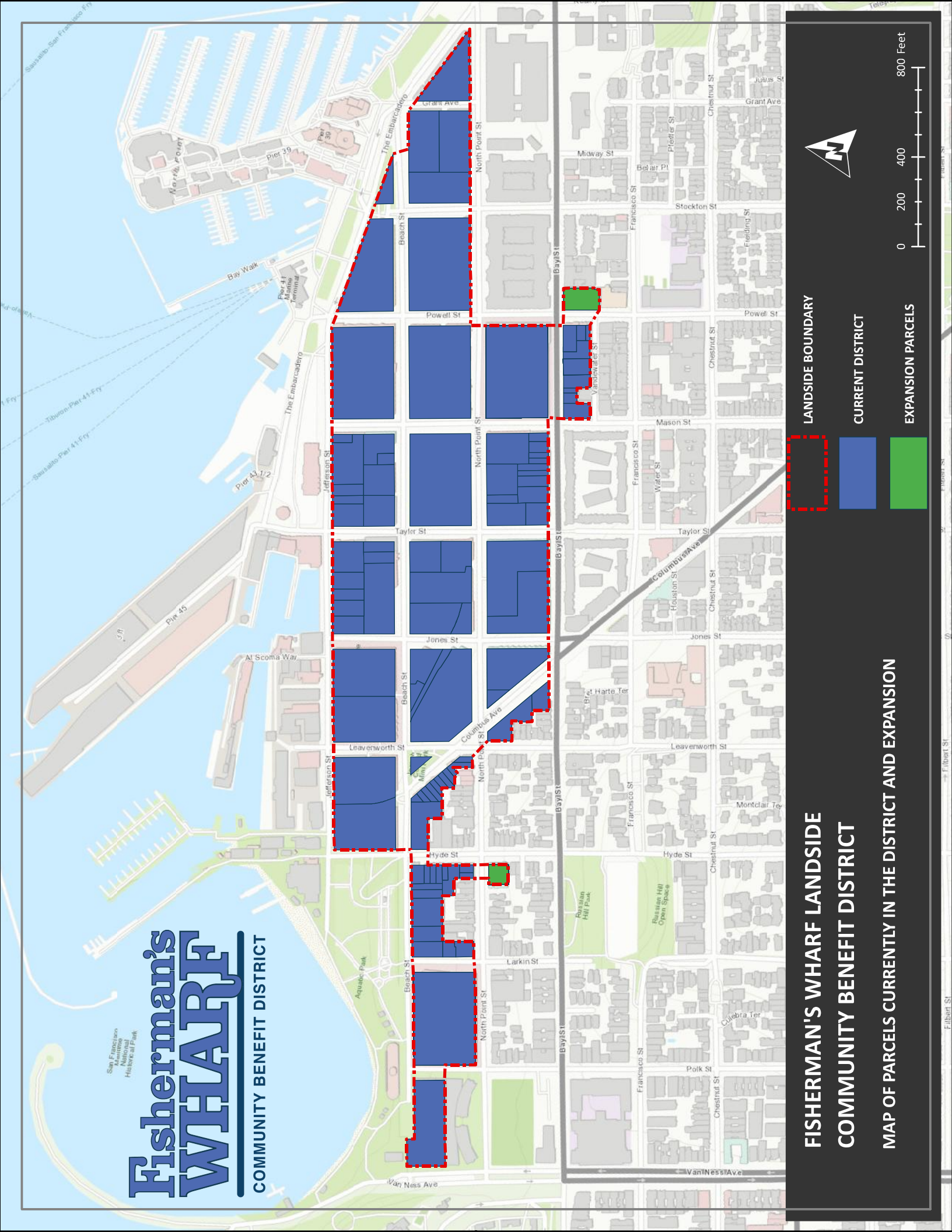
LANDSIDE BOUNDARY

CURRENT DISTRICT

EXPANSION PARCELS



0 200 400 800 Feet



## APPENDIX B: ASSESSOR'S PARCEL LISTING

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The following pages contain the Fiscal Year 2020/21 assessment roll for the Landside CBD.

**FISHERMAN'S WHARF COMMUNITY BENEFIT DISTRICT**  
**Fisherman's Wharf Landside Community Benefit District**  
**Fiscal Year 2020/21 Special Assessment Roll**

			Fiscal Year 2020/21	
APN	Property Address	Special Benefit Points	Assessment <sup>(1)</sup>	
0010 001	2801 LEAVENWORTH ST	130.91	\$33,252.76	
0010 002	455-495 JEFFERSON ST	142.50	36,196.48	
0011 007	2800 LEAVENWORTH ST	128.45	32,627.10	
0011 008	500 BEACH ST	142.97	36,315.43	
0012 001	2739-2755 TAYLOR ST	46.35	11,773.75	
0012 002	2701-2731 TAYLOR ST	46.39	11,782.03	
0012 003	418 BEACH ST	9.95	2,526.90	
0012 003A	498 BEACH ST	75.00	19,051.39	
0012 005	283-293 JEFFERSON ST	32.77	8,324.50	
0012 006	275-281 JEFFERSON ST	12.97	3,294.77	
0012 007	281 JEFFERSON ST	9.27	2,353.41	
0012 007A	243 JEFFERSON ST	15.82	4,017.45	
0013 001	101 JEFFERSON ST	17.97	4,563.91	
0013 004	350 BEACH ST	37.77	9,594.10	
0013 005	2720 TAYLOR ST	51.20	13,005.74	
0013 006	2770 TAYLOR ST	42.25	10,731.19	
0013 006A	165 JEFFERSON ST	7.76	1,970.12	
0013 007	155 JEFFERSON ST	10.33	2,623.48	
0013 009	2601 MASON ST	37.12	9,427.46	
0013 010	330 BEACH ST	4.21	1,068.55	
0013 016	107 JEFFERSON ST	57.05	14,490.27	
0014 001	91-97 JEFFERSON ST	254.27	64,586.38	
0015 001	1789 THE EMBARCADERO	115.25	29,274.32	
0016 001	50 BEACH ST	36.08	9,164.68	
0017 002	2 N POINT ST	82.65	20,993.54	
0018 001	1 BEACH ST	83.85	21,297.09	
0018 004	2340 STOCKTON ST	91.74	23,301.12	
0018 005	100 N POINT ST	78.04	19,823.28	
0019 001	2301 STOCKTON ST	109.90	27,913.88	
0020 001	2500 MASON ST	273.89	69,568.88	
0021 001	400 N POINT ST	223.09	56,665.96	
0022 001	421 BEACH ST	43.89	11,147.28	
0022 010	475 BEACH ST	66.33	16,847.99	
0022 012	475 BEACH ST	39.34	9,992.45	
0022 014	2629-2633 TAYLOR ST	41.78	10,613.47	
0022 015	550 N POINT ST	79.58	20,213.91	
0023 002	505 BEACH ST	47.96	12,183.06	
0023 003	555 BEACH ST	21.01	5,337.08	
0023 004	575 BEACH ST	14.24	3,617.95	
0023 005	1300 COLUMBUS AVE	174.11	44,225.01	
0024 001	601 BEACH ST	23.10	5,868.67	

**FISHERMAN'S WHARF COMMUNITY BENEFIT DISTRICT**  
**Fisherman's Wharf Landside Community Benefit District**  
**Fiscal Year 2020/21 Special Assessment Roll**

APN	Property Address	Special Benefit Points	Fiscal Year 2020/21 Assessment <sup>(1)</sup>
0024 002	704 N POINT ST	17.01	4,320.15
0024 015	1363-1365 COLUMBUS AVE	7.98	2,027.07
0024 016	1335 COLUMBUS AVE	4.41	1,119.40
0024 017	1333 COLUMBUS AVE	4.45	1,130.29
0024 018	1331 COLUMBUS AVE	5.39	1,370.05
0024 019	1329 COLUMBUS AVE	4.64	1,178.82
0024 020	1327 COLUMBUS AVE	4.11	1,042.94
0024 021	1325 COLUMBUS AVE	4.48	1,138.08
0024 022	1323 COLUMBUS AVE	4.70	1,194.54
0024 024	1321 COLUMBUS AVE	7.48	1,899.81
0024 025	2750 HYDE ST	55.76	14,164.01
0025 003	2749-2751 HYDE ST	5.07	1,287.92
0025 003A	2741-2743 HYDE ST	4.84	1,229.96
0025 003B	2735-2737 HYDE ST	4.78	1,213.02
0025 004	2719-2721 HYDE ST	3.36	852.19
0025 004A	2711 HYDE ST	14.01	3,558.81
0025 004B	804 N POINT ST	4.02	1,020.62
0025 004D	2715 HYDE ST	11.39	2,894.09
0025 012	3040 LARKIN ST	32.02	8,132.90
0025 014	781 BEACH ST	18.51	4,700.85
0025 017	715-719 BEACH ST	4.72	1,198.56
0025 019	717-719 BEACH ST	16.09	4,086.40
0025 020	757-777 BEACH ST	24.68	6,270.05
0025 021	737-747 BEACH ST	8.47	2,152.21
0025 023	3030 LARKIN ST	7.93	2,014.41
0025 024	3000-3012 LARKIN ST	17.09	4,341.69
0026 Timeshare Interests <sup>(2)</sup>	2655 HYDE ST	30.37	7,714.41
0028 003	1201-1205 COLUMBUS AVE	34.56	8,779.12
0028 014	1255-1275 COLUMBUS AVE	52.74	13,395.30
0028 016	1250 COLUMBUS AVE	168.03	42,679.74
0029 003	590 BAY ST	120.56	30,622.16
0029 007	555 N POINT ST	150.71	38,279.94
0030 001	425 N POINT ST	66.87	16,985.00
0030 003	400-402 BAY ST	17.79	4,519.23
0030 004	416 BAY ST	6.55	1,663.02
0030 007	430 BAY ST	4.51	1,146.34
0030 008	2552 TAYLOR ST	5.95	1,511.50
0030 009	2552 TAYLOR ST	4.79	1,217.51
0030 010	2552 TAYLOR ST	8.60	2,183.32
0030 011	2552 TAYLOR ST	18.05	4,585.45
0030 011A	2552 TAYLOR ST	8.23	2,091.52



**FISHERMAN'S WHARF COMMUNITY BENEFIT DISTRICT**  
**Fisherman's Wharf Landside Community Benefit District**  
**Fiscal Year 2020/21 Special Assessment Roll**

APN	Property Address	Special Benefit Points	Fiscal Year 2020/21 Assessment <sup>(1)</sup>
0030 012	2552 TAYLOR ST	55.99	14,221.10
0030 012A	490 BAY ST	29.76	7,558.29
0030 013	2552 TAYLOR ST	34.98	8,885.53
0030 014	420A A BAY ST	0.86	217.58
0030 015	420B B BAY ST	0.87	221.07
0030 016	420C C BAY ST	0.87	220.47
0031 007	300 BAY ST	171.41	43,539.91
0031 008	2351 POWELL ST	0.45	115.20
0031 009	2351 POWELL ST	0.69	176.26
0031 010	2351 POWELL ST	0.57	145.22
0031 011	2351 POWELL ST	0.77	194.92
0031 012	2351 POWELL ST	0.62	157.39
0031 013	2351 POWELL ST	0.71	180.72
0031 014	2351 POWELL ST	0.58	148.27
0031 015	2351 POWELL ST	0.77	194.51
0031 016	2351 POWELL ST	0.59	150.09
0031 017	2351 POWELL ST	0.60	153.13
0031 018	2351 POWELL ST	0.49	124.13
0031 019	2351 POWELL ST	0.56	141.17
0031 020	2351 POWELL ST	0.79	200.19
0031 021	2351 POWELL ST	0.45	113.78
0031 022	2351 POWELL ST	0.52	132.24
0031 023	2351 POWELL ST	0.67	169.56
0031 024	2351 POWELL ST	0.51	129.60
0031 025	2351 POWELL ST	0.67	170.98
0031 026	2351 POWELL ST	0.48	120.68
0031 027	2351 POWELL ST	0.54	136.30
0031 028	2351 POWELL ST	0.77	196.34
0031 029	2351 POWELL ST	0.73	186.60
0031 030	2351 POWELL ST	0.57	145.63
0031 031	2351 POWELL ST	0.84	212.97
0031 032	2351 POWELL ST	0.45	115.20
0031 033	2351 POWELL ST	0.69	174.84
0031 034	2351 POWELL ST	0.57	145.22
0031 035	2351 POWELL ST	0.77	194.71
0031 036	2351 POWELL ST	0.62	157.39
0031 037	2351 POWELL ST	0.71	180.72
0031 038	2351 POWELL ST	0.58	148.27
0031 039	2351 POWELL ST	0.77	194.51
0031 040	2351 POWELL ST	0.59	150.09
0031 041	2351 POWELL ST	0.60	153.13

**FISHERMAN'S WHARF COMMUNITY BENEFIT DISTRICT**  
**Fisherman's Wharf Landside Community Benefit District**  
**Fiscal Year 2020/21 Special Assessment Roll**

APN	Property Address	Special Benefit Points	Fiscal Year 2020/21 Assessment <sup>(1)</sup>
0031 042	2351 POWELL ST	0.49	124.13
0031 043	2351 POWELL ST	0.56	141.17
0031 044	2351 POWELL ST	0.79	199.58
0031 045	2351 POWELL ST	0.45	113.78
0031 046	2351 POWELL ST	0.52	132.24
0031 047	2351 POWELL ST	0.67	169.56
0031 048	2351 POWELL ST	0.51	129.60
0031 049	2351 POWELL ST	0.67	171.19
0031 050	2351 POWELL ST	0.48	120.68
0031 051	2351 POWELL ST	0.54	136.30
0031 052	2351 POWELL ST	0.96	244.20
0031 053	2351 POWELL ST	0.73	186.19
0031 054	2351 POWELL ST	0.57	144.82
0031 055	2351 POWELL ST	0.84	212.97
0031 056	2351 POWELL ST	0.46	117.23
0031 057	2351 POWELL ST	0.69	174.84
0031 058	2351 POWELL ST	0.57	144.82
0031 059	2351 POWELL ST	0.77	194.71
0031 060	2351 POWELL ST	0.62	157.19
0031 061	2351 POWELL ST	0.71	181.53
0031 062	2351 POWELL ST	0.58	148.27
0031 063	2351 POWELL ST	0.77	194.51
0031 064	2351 POWELL ST	0.59	150.29
0031 065	2351 POWELL ST	0.62	158.20
0031 066	2351 POWELL ST	0.49	124.13
0031 067	2351 POWELL ST	0.56	141.98
0031 068	2351 POWELL ST	0.81	205.67
0031 069	2351 POWELL ST	0.45	114.19
0031 070	2351 POWELL ST	0.52	132.24
0031 071	2351 POWELL ST	0.67	169.56
0031 072	2351 POWELL ST	0.53	133.66
0031 073	2351 POWELL ST	0.68	172.20
0031 074	2351 POWELL ST	0.48	120.68
0031 075	2351 POWELL ST	0.53	135.28
0031 076	2351 POWELL ST	0.99	251.51
0031 077	2351 POWELL ST	0.73	186.60
0031 078	2351 POWELL ST	0.57	146.03
0031 079	2351 POWELL ST	0.86	218.04
0040 017	295-299 BAY ST	44.78	11,373.58
0041 002	2237-2241 POWELL ST	6.86	1,742.08
0041 004	2231-2233 POWELL ST	3.03	768.47

**FISHERMAN'S WHARF COMMUNITY BENEFIT DISTRICT**  
**Fisherman's Wharf Landside Community Benefit District**  
**Fiscal Year 2020/21 Special Assessment Roll**

APN	Property Address	Special Benefit Points	Fiscal Year 2020/21 Assessment <sup>(1)</sup>
0041 031	365-367 BAY ST	3.99	1,014.70
0041 035	333 BAY ST	9.87	2,508.10
0041 039	377 BAY ST	7.32	1,859.09
0041 040	315 BAY ST	9.51	2,414.75
0041 102	383-393 BAY ST	29.23	7,424.13
0041 104	329 BAY ST	3.26	826.84
0041 105	329 BAY ST	3.28	832.19
0041 106	329 BAY ST	0.32	82.54
0041 107	329 BAY ST	0.28	72.30
0041 108	329 BAY ST	0.17	43.50
0041 109	329 BAY ST	0.21	54.35
0041 110	329 BAY ST	0.21	54.35
0041 111	329 BAY ST	0.17	43.50
0041 112	329 BAY ST	0.22	56.17
0041 113	329 BAY ST	0.20	51.17
0041 114	329 BAY ST	0.22	56.07
0041 115	329 BAY ST	0.17	43.50
0041 116	329 BAY ST	0.21	54.35
0041 117	329 BAY ST	0.21	54.35
0041 118	329 BAY ST	0.17	43.50
0041 119	329 BAY ST	0.22	56.17
0041 120	329 BAY ST	0.25	63.86
0041 121	329 BAY ST	0.22	56.17
0041 122	329 BAY ST	0.17	43.50
0041 123	329 BAY ST	0.21	54.35
0041 124	329 BAY ST	0.21	54.35
0041 125	329 BAY ST	0.17	43.50
0041 126	329 BAY ST	0.22	56.17
0041 154	2293-2299 POWELL ST	25.02	6,355.59
0451 004	3250 VAN NESS AVE	99.56	25,289.83
0452 002	0920 N POINT ST	25.34	6,437.42
0452 003	851 BEACH ST	165.98	42,160.35
0452 011	900 N POINT ST	4.95	1,256.95
0452 Timeshare Interests <sup>(2)</sup>	900 N POINT ST	76.64	19,467.52
<b>198 Properties <sup>(2)</sup></b>		<b>4,817.96</b>	<b>\$1,223,782.18</b>

(1) Rounded to even cents to be placed on County Tax Roll.

(2) Assessment obligations on related Timeshare Interests are grouped in the above listing.

## APPENDIX C: ENGINEER'S REPORT

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The following pages contain a copy of the Engineer's Report prepared associated with the renewal of the Landside CBD.



# CITY AND COUNTY OF SAN FRANCISCO

*Renewal Engineer's Report For:*

**Fisherman's Wharf Landside Community Benefit District**

January 2020

Prepared by:



[nbsgov.com](http://nbsgov.com)

# TABLE OF CONTENTS

<b>1.</b>	<b>INTRODUCTION .....</b>	<b>1</b>
1.1	District History.....	1
1.2	Proposed Duration .....	1
1.3	Legislative Context .....	1
1.4	Court Rulings .....	2
<b>2.</b>	<b>SERVICES AND ACTIVITIES.....</b>	<b>4</b>
2.1	Clean and Safe Program .....	4
2.2	Marketing and Event Program .....	6
2.3	Administration and Contingency.....	8
2.4	Service Frequencies.....	8
<b>3.</b>	<b>SPECIAL BENEFITS .....</b>	<b>9</b>
3.1	Improved Aesthetics .....	9
3.2	Increased Safety .....	9
3.3	Increased Economic and Promotional Activity .....	9
<b>4.</b>	<b>SPECIAL BENEFIT DISTRIBUTION.....</b>	<b>10</b>
4.1	Parcel Characteristics .....	10
4.2	Land Use Types.....	12
4.3	Total Special Benefit Points.....	14
<b>5.</b>	<b>SEPARATION AND QUANTIFICATION OF GENERAL BENEFITS .....</b>	<b>15</b>
5.1	General Benefit Analysis .....	15
<b>6.</b>	<b>BUDGET.....</b>	<b>19</b>
6.1	Balance to Be Assessed .....	19
6.2	Assessment per Special Benefit Point.....	19
<b>7.</b>	<b>ASSESSMENT RATES.....</b>	<b>20</b>
7.1	Initial Maximum Assessment Rates .....	20
7.2	Annual Maximum Assessment Rate Increases.....	20
7.3	Data for Annual Assessment Calculations.....	20
7.4	Appeals.....	21
7.5	Method of Collection .....	22
<b>8.</b>	<b>ENGINEER’S STATEMENT .....</b>	<b>23</b>
<b>9.</b>	<b>ASSESSMENT DIAGRAM.....</b>	<b>24</b>
<b>10.</b>	<b>ASSESSMENT ROLL.....</b>	<b>25</b>
<b>11.</b>	<b>REFERENCES .....</b>	<b>26</b>

# 1. INTRODUCTION

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## 1.1 District History

The Board of Directors for the Fisherman’s Wharf Community Benefit District (the “FWCBD”) desires that the City and County of San Francisco (the “City”) levy an assessment to fund certain services and activities (the “Services and Activities”), as described in Section 2 of this Report, within the renewed Fisherman’s Wharf Landside Community Benefit District (the “District”). The proposed assessment is subject to the substantive and procedural requirements described in Section 4, Article XIII D of the California Constitution (“Article XIII D”), and would be assessed and collected by the City.

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

## 1.2 Proposed Duration

Assessments for the proposed District will be levied upon renewal of the District, to fund District Services and Activities over the next 15 years. The first year of Services and Activities will be Fiscal Year 2020/21 and the final year will be Fiscal Year 2034/35.

## 1.3 Legislative Context

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

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

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

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

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

## 1.4 Court Rulings

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

### 1.4.1 GENERAL BENEFIT

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

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

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

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

### 1.4.2 BENEFIT-BASED NOT COST-BASED

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

The assessment on a particular property cannot be based on the relative cost of the improvements, but rather the special benefit conferred on such property. The Court in *Tiburon* also stated, “*an assessment represents the entirety of the cost of the improvement or property-related service, less any amount attributable to general benefits (which may not be assessed), allocated to individual properties in proportion to the relative special benefit conferred on the property.*”

### 1.4.3 PUBLIC PROPERTY

Section 4, Subdivision (a) of Article XIII D states, in part, “*Parcels within a district that are owned or used by any agency, the State of California or the United States shall not be exempt from assessment unless the agency can demonstrate by clear and convincing evidence that those publicly owned parcels in fact receive no special benefit.*” Historically there had been differing opinions about whether this requirement that publicly owned property should not be exempt actually meant those properties must be assessed.



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

#### **1.4.4 IMPRECISION**

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

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

## 2. SERVICES AND ACTIVITIES

---

The District will fund certain services and activities described below, which are collectively referred to as the “Services and Activities.”

### 2.1 Clean and Safe Program

The District will supplement certain services provided by the City, such as those services provided by the Department of Public Works, through a comprehensive Clean and Safe program that is designed to improve safety and cleanliness of sidewalks, curbs, and street fixtures within the District boundaries. By using a team of Fisherman’s Wharf CBD clean and safe staff, the Clean and Safe program is designed to strive for safe, litter-free sidewalks that are absent of graffiti and other signs of decay.

The goal is for property owners, merchants and residents alike to maintain pride in the area and to develop perceptions of cleanliness and increased safety which will contribute to an aesthetically pleasing and vibrant community. Property owners, merchants, and residents should feel comfortable and secure. A key objective of the FWCBD Board of Directors is to improve the quality of life for property owners, businesses, and residents within the District, as well as to continually improve the experience of visitors by providing a safe and welcoming presence throughout the area.

#### 2.1.1 FWCBD STAFFING PROGRAM

The FWCBD’s staffing program offers critical support to property owners, residents, merchants, and visitors in terms of cleanliness and public safety. The team of FWCBD staff not only assist visitors with directions and questions, but they also clean and remove graffiti in the District, collect litter, provide outreach to the District’s street population, and aid law enforcement in the District area.

The primary function of the FWCBD’s staff is to assist the public with information and to direct them to destinations within the District, by drawing on their extensive knowledge of local geography, District businesses, transportation systems, and other useful information. FWCBD staff serve as a welcoming and informed presence that assist the public in navigating the District.

FWCBD staff members also play an important role in promoting the District as a safe and friendly environment. The FWCBD staff are identified by their bright and colorful uniforms, which make them easily visible and recognizable, causing their presence to serve as a deterrent to misdemeanor crime. In addition, they carry hand-held radios that enable them to communicate with each other and request assistance from management if necessary. When present, the private security/10B officer carries one of these radios. The FWCBD also maintains a hotline (staffed by the FWCBD management team) that enables community members to report problems and request necessary service or actions.

FWCBD’s staff members receive extensive training on the rules and procedures governing quality of life offenses and public nuisances, and work diligently to employ excellent communication procedures that enable prompt response from the SFPD when an incident occurs.

The FWCBD staffing program goals can be summarized as follows:

- Public awareness and “crime watch”-style programs to involve property owners, merchants, residents, and citizens

- Reduction of criminal activities, public intoxication, and public nuisance crimes through the persuasive efforts of the FWCBD staff and the coordinated enforcement back-up provided by SFPD
- Continuing development of relationships between FWCBD staff and the merchants of Fisherman’s Wharf, greeting them regularly and offering assistance
- Continued development of strong, supportive relationships between FWCBD staff and SFPD officers
- Ongoing assistance to the homeless by providing useful information and referral to social services

### **2.1.2 10B SFPD OFFICERS (OR PRIVATE SECURITY)**

The District contracts with 10B SFPD or private security officers, at times, to provide a uniformed presence and provide the enforcement element of the Clean and Safe program. A 10B SFPD officer is a regular uniformed SFPD officer who is assigned directly to and paid for by the District. At times when 10B officers are not available or the FWCBD Board of Directors decides that private security may be more cost effective, the District will employ private security officers that will be a visual deterrent, will report crimes to 911 or non-emergency as needed, and advise the public as necessary on laws and rules regarding the public realm. The 10B SFPD officer, or private security officer, has a direct communication link via radio to the FWCBD staff, as well as to SFPD dispatch. The 10B SFPD officers, or private security officers, will patrol the entire District area and respond to calls from within the District boundaries when needed.

### **2.1.3 SERVICES COMMITTEE**

The Services Committee oversees the Clean and Safe staffing program and the working groups that may be developed for short-term issues. Examples of these working groups are the Safety Outreach, Transportation Improvement, and Jefferson Street Working Groups, discussed further below:

- The Safety Outreach Working Group, formerly *PIERSafe (Partners in Emergency Readiness)*, focuses on emergency preparedness planning and security in Fisherman’s Wharf. A key achievement of the group was the establishment of a comprehensive Preparedness Plan to help property owners prepare for, respond to, and recover from various emergencies, as well as prevent or mitigate future emergencies.
- The goal of the Transportation Improvement Working Group is to help mitigate traffic congestion and to improve vehicle and pedestrian safety at Fisherman’s Wharf. The working group’s initiatives have included advocating for transit service increases/route expansions and advising the District Board of Directors regarding bike and scooter share companies in the public right of way. Supporting the continued success and safe roadway operations of all tour operators within the Fisherman's Wharf Area remains a top priority. Buses and passenger loading zones are an ongoing focus of this working group as well.
- The Jefferson Street Working Group provides businesses an opportunity to voice their concerns and more effectively engage with contractors and/or the Department of Public Works to minimize disruption to their businesses and receive updates related to the Jefferson Streetscape Project.

#### **2.1.4 SECURITY CAMERAS**

The FWCBD Board of Directors will maintain and expand the District's security camera program (24 security cameras installed in 2018). This will help to address overnight safety issues, and provide relevant information to the cleaning team or other FWCBD staff, as applicable.

## **2.2 Marketing and Event Program**

Another vital program of the FWCBD is the Marketing and Event program, focused on improving the image of Fisherman's Wharf through community events, communications, outreach, and marketing efforts. The Marketing and Event Program's mission is to attract more tourists and locals to the area and increase the length of their visits to the Wharf. The FWCBD's tourist marketing efforts, focusing on state, national, and international visitors, have been very successful. While maintaining those channels, the FWCBD will broaden its efforts to include multiple events that draw more local people to rediscover what the Wharf has to offer.

Effectiveness in forming and maintaining relationships with the community is critical to the District's success. A strong community relations effort emphasizes the importance of positive relationships within the Fisherman's Wharf area in an atmosphere of maximum community involvement.

### **2.2.1 COMMUNICATION AND PUBLIC RELATIONS**

The FWCBD's executive director plays a central communications role and spends considerable time addressing community meetings, working one-on-one as a problem solver, and speaking to the media in representing the District and its objectives for community betterment.

Regular activities and initiatives include:

- Newsletter provided regularly to merchants, property owners, and members of the media
- Ongoing media relations
- Coordination of services among merchants and the public sector
- Utilization of neighborhood and City social services to help problem areas
- District website with useful and important links
- Regular attendance at community and City meetings
- Participation on committees of neighborhood organizations
- Issuing press releases on the District's programs and the positive results attributable to them
- Event promotion and coordination

## 2.2.2 MARKETING

The FWCBD Board of Directors has concluded that new marketing programs that improve the District's image, appeal, and visibility will promote increased economic activity in the District in the form of more customers and higher lease revenue. Marketing programs will promote the District and its properties and businesses through special targeted programs and initiatives.

Regular activities and initiatives include:

- Maintaining an active destination website to promote Fisherman's Wharf businesses and events
- Wayfinding and District signage
- Social media marketing
- District/area marketing via radio, television, print to bring more visitors to the area
- E-newsletter to highlight Fisherman's Wharf events and happenings
- Public space activations/events for visitors
- Networking and educational opportunities for Fisherman's Wharf member businesses as an internal marketing method

Other marketing initiatives can be undertaken as appropriate and as budget resources allow.

## 2.2.3 ADVOCACY

The purpose of advocacy is to promote the District as a clean, safe, and vibrant area. This goes well beyond the marketing programs that create image and visibility and, in fact, advocate for services and resources that increase the area's perceptions as a friendly, clean, and exciting place for dining, shopping, entertainment, and investing in business opportunities and properties. Advocacy is intended to support business growth, which can be especially advantageous when recessionary economic conditions occur.

## 2.2.4 STREETScape IMPROVEMENTS

Beautifying the physical landscape of the District can add tangible value and often consists of simple touches. A recent example of District beautification includes a partnership with the Port of San Francisco to create new and attractive directional signage. The new wayfinding signs bring a special District identity component, while effectively communicating state of place.

The Streetscape Improvement services and activities include, but are not limited to, the following landscaping, activation and events:

- Jefferson Street activations
- Jefferson Street Phase II improvements
  - Note: special assessments are not funding the underlying Department of Public Works and City and County of San Francisco improvements, but subsequent improvements and activation once the project is complete
- "Little Embarcadero" events

In addition, the District will continue to design and install wayfinding signage and District banners to effectively improve access and promote the locations of District businesses, points of interest, and amenities.

### 2.2.5 SPECIAL COMMUNITY EVENTS

The FWCBD regularly assists in the creation and hosting of several important community events year-round including, but not limited to:

- Fourth of July Waterfront Celebration
- Fleet Week
- Holiday Lights & Sights Campaign
- Wharf Fest
- Lighted Boat Parade

These events have come to be well-known and loved by the community and visitors of Fisherman's Wharf. The continued creation and hosting of similar events has become a vital component of the District's identity.

### 2.3 Administration and Contingency

The District will also incur costs for staff time and expenses related to managing the above programs, and related administrative costs. For example, these tasks will include oversight and coordination of both District and contractor-provided services, annual assessment roll preparation, addressing property owner questions and concerns, adherence to the Management District Plan, and compliance with audit/reporting requirements. Administration also includes efforts to work on behalf of the District to ensure City and County services and policies support the District. District funds for Administration may also be used to establish and/or renew the District. A well-managed District provides necessary oversight and guidance that produces higher quality and more efficient programs.

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

### 2.4 Service Frequencies

The frequency for the provision of certain Services and Activities is as follows:

- Cleaners – in front of District properties two times per day between 8:00 am and 8:00 pm, with on-call services as needed
- Pressure washing – monthly, with limited on-call services as needed
- FWCBD Staff – regular District patrols with multiple passes per day and on-call services as needed
- 10B SFPD Officer/Private Security – 8 hours per day, 5 days per week

## 3. SPECIAL BENEFITS

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

### 3.1 Improved Aesthetics

Several of the proposed Services and Activities will confer aesthetic benefits. The cleaning and pressure washing services are designed to improve the visual appearance of immediately surrounding properties within the District. It is believed a cleaner environment is more aesthetically pleasing to residents, customers, tenants, patrons, and visitors. When areas where consumers conduct business are more aesthetically pleasing, research shows that these areas are also considered more desirable (Vilnai-Yavetz, 2010). Therefore, several of the proposed Services and Activities, including cleaners and pressure washing will confer aesthetic benefits.

### 3.2 Increased Safety

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

Research has shown that security patrols can be used to "reinforce social control and mitigate criminal activities" (Hoyt, 2005). Furthermore, business improvement districts with similar staffing programs supporting safety services have been successful in reducing crime rates (Brooks, 2008). The increased safety should be experienced by all assessable 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 Services and Activities will confer safety benefits.

### 3.3 Increased Economic and Promotional Activity

The Marketing and Event program, which includes the website, events, and the newsletter, provides economic benefits designed to promote the area as a unique destination, thereby helping to attract customers, patrons, and visitors to the District for the benefit of the property owners.

The Clean and Safe program, in addition to conferring aesthetic and safety benefits, will concurrently confer economic benefits as well. These Services and Activities will help both customers and tenants feel safer, so they feel welcome to stay longer and feel comfortable shopping and dining in the area. The Services and Activities will create a more aesthetically pleasing environment, which has been shown to "increase consumer's intentions to spend money" (Vilnai-Yavetz, 2010). Therefore, the Clean and Safe Services and Activities will also confer economic benefits.

## 4. SPECIAL BENEFIT DISTRIBUTION

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Once special benefits are identified, the cost of providing those special benefits must then be assigned, based on the estimated proportionate special benefit derived by each parcel. The proportionate special benefit that each parcel derives from the District's Services and Activities is calculated based on an analysis of each parcel's physical characteristics and land use type.

### 4.1 Parcel Characteristics

The following parcel characteristics reflect 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. A parcel with a large building for example will generally experience greater special benefit than a parcel with a small building. Therefore, these parcel characteristics are appropriate factors for determining proportional special benefit.

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

#### 4.1.1 LOT FACTOR

The average lot size in the proposed District is 11,820 square feet. Each parcel's actual lot square footage was divided by the average lot square footage to determine a Lot Factor.

$$\frac{\text{Parcel's Lot Square Footage}}{\text{District's Average Lot Square Footage}} = \text{Parcel's Lot Factor}$$

#### 4.1.2 BUILDING FACTOR

The average building size in the proposed District is 24,280 square feet. Each parcel's actual building square footage was divided by the average building square footage to determine a Building Factor.

$$\frac{\text{Parcel's Building Square Footage}}{\text{District's Average Building Square Footage}} = \text{Parcel's Building Factor}$$



### 4.1.3 FRONTAGE FACTOR

The average linear frontage in the proposed District 143 feet. Each parcel’s actual linear frontage feet was divided by the average linear frontage feet and multiplied by the appropriate Factor Weighting to determine a Frontage Factor.

$$\left( \frac{\text{Parcel's Frontage Feet}}{\text{District's Average Frontage Feet}} \right) \times \text{Factor Weighting} \left( 4\frac{2}{3} \right) = \text{Parcel's Frontage Factor}$$

### 4.1.4 FACTOR WEIGHTING

Having identified Lot, Building, and Frontage as the relevant parcel characteristics, the next step is to determine how those factors should be weighted relative to each other. Weighting the factors helps to ensure that the assessments accurately reflect the aesthetic, safety, and economic special benefits that the parcels will receive.

The aesthetic and safety special benefits mostly derive from Services and Activities that will be provided in a linear fashion. For example, street cleaning will be performed along a property's frontage, the security officers will patrol along property frontage, and FWCBD staff members will travel along property frontage. In addition, all pedestrian and vehicular traffic must travel along the frontage of a property (often the entire frontage), but may only experience a small portion of the building and lot square footage. By contrast, economic and promotional activity special benefits are intended to benefit entire parcels and are not necessarily provided directly along the parcel frontage and vary more based on lot size and building size.

Based on the different service levels that the District will provide, the factors are weighted to reflect a 70%/30% split between the Frontage Factor and Lot/Building Factors. Lot and Building Factors are assigned equal weight of the 30% allocation. Therefore, the weighting is applied as follows:

Parcel Factor	Special Benefit Weight
Lot	15%
Building	15%
Frontage	70%

In order to reflect this weighted apportionment in the Special Benefit Point calculations, the Frontage Factor will simply be multiplied by  $4\frac{2}{3}$  (70% / 15%). This Factor Weight recognizes the increased weighting that a parcel’s assigned Frontage Factor has in the overall Special Benefit Point calculation, as compared to weighting of the Lot Factor and the Building Factor.

## 4.2 Land Use Types

In addition to lot size, building size, and linear frontage, a parcel's land use type will also affect the special benefits received. Accordingly, each parcel within the proposed District boundary is also 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.

**Non-Residential Property** consists of parcels used for commercial or for-profit purposes including, but not limited to, retail, offices, restaurants, commercial garages, private schools, hotels/motels, medical/dental offices, hospitals, parking lots, and privately-owned pay-to-use parking structures.

**Apartment Property** consists of duplexes, triplexes, fourplexes, and apartment buildings leased exclusively for residential rental purposes.

**Condominium Property** consists of condominiums or other residential dwelling configurations (duplexes, triplexes, etc.) where the residential dwelling units are individually owned exclusively for residential purposes.

**Public Property** consists of the following:

- parcels owned by public entities, or parcels used for public purposes including, police and fire stations, parks, public schools, libraries, and other government administration offices
- parcels used by a public utility

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

### 4.2.1 APPORTIONING AESTHETIC BENEFIT

The aesthetic benefits conferred by the Services and Activities will specially benefit all assessable land use types. The benefit of visual appeal is not restricted to a 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.

As a property-related benefit, improved aesthetics from the Services and Activities can be measured by the characteristics of a parcel, namely the presence of a building, its size, street frontage, and the size of the underlying lot. Larger parcels and parcels with larger developments have a greater intensity of use and will experience the Aesthetic Benefits to a greater degree than smaller, less-developed parcels. Therefore, building, lot, and frontage factors are used to measure Aesthetic Benefits.

### 4.2.2 APPORTIONING SAFETY BENEFIT

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

As a property-related benefit, improved safety from the Services and Activities can be measured by the characteristics of a parcel, namely the presence of a building, its size, street frontage, and the size of the

underlying lot. Larger parcels and parcels with larger developments will experience the Safety and Accessibility Benefits to a greater degree than smaller, less-developed parcels. Therefore, building, lot, and frontage factors are used to measure Safety Benefits.

#### 4.2.3 APPORTIONING ECONOMIC ACTIVITY BENEFIT

Condominium Property does not generally benefit from activities to attract customers and tenants, as its land-use status is that of an individual, private owner for a single residential dwelling unit. The District’s Condominium Property units are generally owner-occupied as primary residences or as second residences. In addition, the City has limited short-term rentals of a primary residence to 90 days. Therefore, Condominium Property is assigned zero Economic Activity Benefit Points.

This is in contrast to Apartment Property, which typically operates more like a commercial business than individually-held Condominium Property and which relies more heavily on attracting and keeping tenants. As a result, Apartment Property receives economic benefits from the Clean and Safe program. By contrast, Apartment Property does not receive economic benefits from the Marketing and Event program, which is directed toward non-residential, commercial uses such as retail. Thus, Apartment Property will receive only one Economic Activity Benefit Point.

Non-residential Property receives economic benefits from both the Clean and Safe program and the Marketing and Event program. As noted earlier, the Clean and Safe program will create a more aesthetically pleasing environment, which has been shown to “increase consumer’s intentions to spend money” (Vilnai-Yavetz 2010). The security aspect of the Clean and Safe program help customers feel safer, so they stay longer and feel comfortable returning in the future. In addition, the Marketing and Event program is designed to increase customer traffic and promote a positive image of the area. Thus, Non-residential Property concerned with customer attraction will receive one Economic Activity Benefit Point for the Marketing and Event program and one Economic Activity Benefit Point for the Clean and Safe program.

Public Property is not concerned with customers like Non-residential Property or Apartment Property. Nor is Public Property a for-profit endeavor. Therefore, Public Property will be assigned zero Economic Activity Benefit Points.

#### 4.2.4 LAND USE BENEFIT POINT SUMMARY

The table below summarizes the Land Use Benefit Points assigned to the various assessable land use types within the District:

Land Use Type	Aesthetic Benefit Points	Safety Benefit Points	Economic Benefit Points	Total Land Use Benefit Points
Non-Residential Property	1.00	1.00	2.00	4.00
Apartment Property	1.00	1.00	1.00	3.00
Condominium Property	1.00	1.00	0.00	2.00
Public Property	1.00	1.00	0.00	2.00

### 4.3 Total Special Benefit Points

The calculation of Total Benefit Points for each parcel takes into account each component analyzed and described above, including parcel characteristics and land use. The formula for determining each parcel's Total Special Benefit Points is as follows:

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

The Total Special Benefit Points are computed for each parcel in the proposed District and summed. The Total District Special Benefit Points are 4,817.96. These Total District Special Benefit Points are used to determine the proposed assessment amounts on each parcel. The Total District Special Benefit Points may change in the future due to development, redevelopment, or changes in property land uses.

# 5. SEPARATION AND QUANTIFICATION OF GENERAL BENEFITS

As described in the Introduction, only special benefits are assessable and in order to assess only special benefits, the general benefits resulting from the Services and Activities 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”, 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.

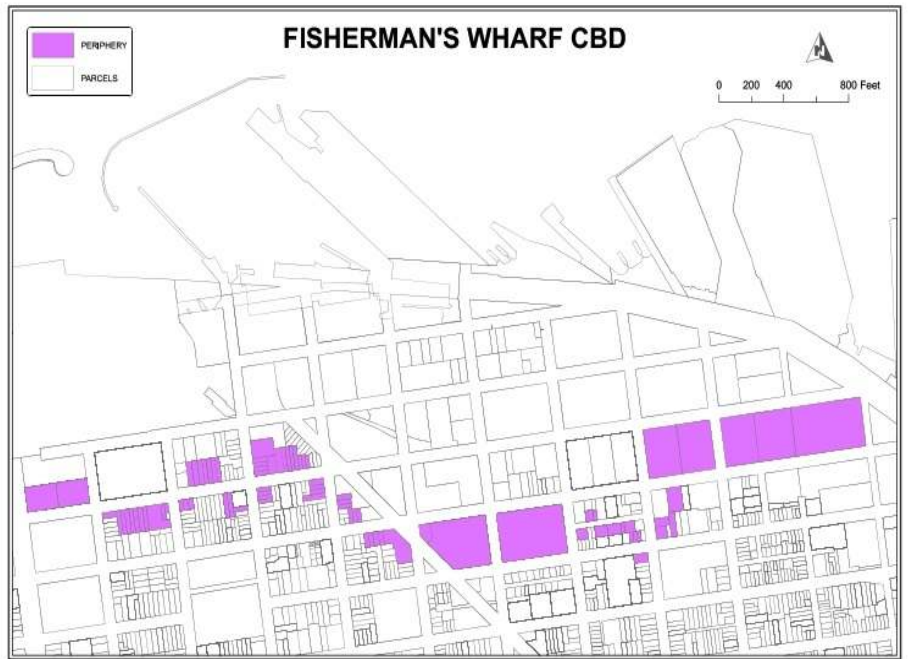
## 5.1 General Benefit Analysis

### 5.1.1 GENERAL BENEFIT: PARCELS ON THE PERIPHERY OF THE DISTRICT

One approach is to define general benefit as the benefit that accrues to properties on the periphery of the District. Both the Clean and Safe and Marketing and Event programs will be provided solely within the District, but for purposes of this analysis, we assume a certain level of aesthetic, safety, and economic benefits will accrue to properties on the periphery of the District. For example, cleaning services could improve the aesthetics viewed from the side of the street opposite the assessed parcels, and it is likely patrolling security could

report/respond to security issues near the properties just outside the boundary of the District. To calculate the benefit accruing to property on the periphery of the District as a result of the Services and Activities, the total Benefit Points were recalculated by including those parcels on the periphery of the District (i.e., those non-District parcels directly across the street from parcels within the District).

In performing the analysis described above, it was determined that parcels on the periphery of the District do not necessarily receive Economic Activity benefits in the same manner that District parcels would, as a result of the Services and Activities. As such, Aesthetic and Safety Benefit Points were assigned to parcels on the periphery of the District normally, and Non-Residential parcels were assigned 0.5 Economic Activity Benefit Points for the purposes of this analysis (associated with partial benefit received from the Marketing and Event program). Furthermore, as these periphery parcels do not directly benefit from District Services and Activities, but rather experience benefit from District Services and Activities next to or across the street



from these parcels, the total Benefit Points accruing to parcels on the periphery of the District were determined to be half of those received by parcels within the District.

Applying the methodology described in Section 4, with the above-mentioned modifications, results in the following Benefit Point totals:

Area	Benefit Points	Percentage
Property within the District	4,817.96	90.52%
Property on the Periphery of the District	504.54	9.48%
<b>Totals</b>	<b>5,322.50</b>	<b>100.00%</b>

The Benefit Points for property within the District represents the proportionate amount of special benefit to the assessed parcels, and the Benefit Points for property on the periphery of the District represents benefit to non-assessed parcels outside the District. Under this measure, approximately 9.48% of the benefits from the Services and Activities should be treated as general benefits.

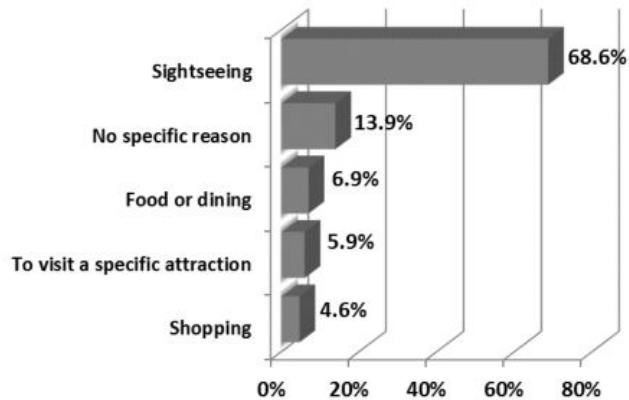
<b>General Benefit: Parcels on the Periphery of the District</b>	<b>9.48%</b>
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### 5.1.2 GENERAL BENEFIT: PEDESTRIANS PASSING THROUGH THE DISTRICT

Another approach is to calculate the benefits that will accrue to pedestrians passing through the District who do not intend to access property within the District. The Clean and Safe program will be provided solely to properties within the District, but some level of aesthetic and safety benefits could also accrue to pedestrians who do not intend to access property within the District.

In September of 2014, Destination Analysts, Inc. prepared a report, entitled *Fisherman’s Wharf Visitor Survey 2014* (Destination Analysts, 2014), intended to detail what people are doing while visiting the Fisherman’s Wharf area. The report states

*“As in previous years, the majority of visitors to Fisherman’s Wharf come to the area to do what they consider sightseeing. Nearly 70 percent of survey respondents indicated “Sightseeing” as their primary reason for coming to the Wharf. Again, “sightseeing” may encompass many of the myriad of activities available to visitors in the Wharf, from checking out street performances to people watching. “No specific reason” was the next most cited answer (13.9%). “Food or dining” brought in 6.9 percent of visitors. About 6 percent came to Fisherman’s Wharf with a specific attraction in mind (5.9%), while 4.6 percent stated “Shopping” as their primary reason.”*



*“It seems reasonable to conclude that those respondents who cited that they were visiting the area for “No specific reason” represents the pedestrians passing through the District, who receive general*

benefit from the District Services and Activities. Likewise, the other four survey responses indicate that pedestrians are engaging in District-related activities.

As similar surveys were conducted in 2006, 2009-10, and 2014, it appears most appropriate to use the average of the percentages reported in each category of these surveys to determine a more accurate percentage of the reasons most pedestrians visit the Fisherman’s Wharf Area. Results from each of the three pedestrian surveys conducted can be found below:

	<b>2006</b>	<b>2009-2010</b>	<b>2014</b>
<b>Sightseeing</b>	66.7%	58.0%	68.6%
<b>No specific reason</b>	6.6%	5.5%	13.9%
<b>Food or dining</b>	10.0%	10.9%	6.9%
<b>To visit a specific attraction</b>	8.7%	15.8%	5.9%
<b>Shopping</b>	8.0%	9.7%	4.6%

Based on each survey’s percentage of respondents who answered “No specific reason,” the average measure of pedestrians who are merely passing through the District is calculated at approximately 8.67%  $((6.6\% + 5.5\% + 13.9\%) / 3)$ , correlated to the portion of the District Services and Activities providing general benefits.

<b>General Benefit: Pedestrians Passing Through the District</b>	<b>8.67%</b>
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### 5.1.3 COLLECTIVE GENERAL BENEFIT

As noted above, we have determined that a “multi-perspective average approach” is the most appropriate approach given the combination of services specific to this District. Under this approach, the District-wide general benefits are (1) viewed in totality, (2) analyzed from more than one perspective, (3) quantified with separate percentages for each perspective, and then (4) averaged to determine a single, overall general benefit percentage. The decision of which method to use is dictated by the availability of data, the types of improvements and related benefits, as well as the layout, geography, and characteristics of the subject area. Based on the available data and the characteristics of the District, the “multi-perspective average approach” was chosen as the most appropriate method for determining the overall general benefit. Therefore, the average of the general benefit perspectives was used to determine the overall general benefit as shown in the table below:

General Benefit: Parcels on the Periphery of the District	8.67%
General Benefit: Pedestrians Passing Through the District	9.48%
<b>Collective District General Benefit</b>	<b>9.08%</b>

The general benefit, which is the percentage of the total budget that must be funded through sources other than assessments, is 9.08%. The special benefit, which is the percentage of the total budget that may be funded by assessments, is 90.92%.



## 6. BUDGET

The following table summarizes the estimated annual costs to fund District Services and Activities for Fiscal Year 2020/21:

Description	Amount
Clean and Safe Program	\$605,700.00
Marketing and Event Program	349,960.00
Administration	269,200.00
Contingency and Reserves	121,140.00
<b>Total Cost of Services and Activities</b>	<b>\$1,346,000.00</b>

### 6.1 Balance to Be Assessed

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

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

Description	Amount
Total Cost of Services and Activities	\$1,346,000.00
Less General Benefit Portion (9.08%)	(122,216.80)
<b>Balance to Be Assessed</b>	<b>\$1,223,783.20</b>

Each year the estimated budget may change, which will cause a corresponding change in the dollar amount of general benefit. However, the general benefit percentage will remain at 9.08% in future years.

### 6.2 Assessment per Special Benefit Point

The Assessment per Special Benefit Point is determined by dividing the Balance to Be Assessed by the sum of the Total District Special Benefit Points noted in Section 4.

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

Description	Amount
Balance to Be Assessed	\$1,223,783.20
Total District Special Benefit Points	4,817.96
<b>Assessment per Special Benefit Point</b>	<b>\$254.00</b>

The Assessment per Special Benefit Point is multiplied by each parcel's Total Special Benefit Points to determine an assessment amount per parcel.

## 7. ASSESSMENT RATES

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### 7.1 Initial Maximum Assessment Rates

The rate below represents the maximum assessment rate per Special Benefit Point for Fiscal Year 2020/21:

**Total Costs to be Assessed / Total Special Benefit Points =**

**Assessment Rate per Special Benefit Point**

**\$1,223,783.20 / 4,817.96 = \$254.00440**

Based on the most recent parcel characteristics, the application of the above rate is expected to generate \$1,223,783.20 in assessment revenue during the first year of levy (2020/21). This assessment revenue will be supplemented by \$122,216.80 from sources other than assessments, to meet the total estimated budget of \$1,346,000.00. Non-assessment revenues represent 9.08% 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) will 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.

### 7.2 Annual Maximum Assessment Rate Increases

Each year the Board of Directors may increase the maximum assessment rate by the greater of (i) five-percent (5%) or (ii) the change in the Consumer Price Index for All Urban Consumers (CPI-U) for the San Francisco-Oakland-Hayward area for February. In no event shall the maximum assessment rate decrease. If, in the future, the Bureau of Labor Statistics discontinues or alters the CPI-U, the City (OEWD) shall select a comparable index as a replacement.

In any given year, the assessments may be levied at any assessment rate sufficient to meet the estimated budget, as long as the actual assessment rate does not exceed the maximum assessment rate for that fiscal year.

### 7.3 Data for Annual Assessment Calculations

Each year, as part of the assessment calculation procedures, the FWCBD shall determine the land use type for each parcel based on the City 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 City 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 City 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. However, the District averages used to determine the lot, building, and frontage factors, established in Section 4, shall remain fixed and not change.

### 7.3.1 MIXED USE

Property in the District may have multiple parcels and land uses, within a single structure, which could be categorized as having more than one of the identified land use types. If the FWCBD is made aware of a property with more than one land use type via relevant information supplied by the property owner, the following shall apply:

The FWCBD shall attempt to separate out the land use types by actual building square footage. The FWCBD shall then pro-rate the total underlying lot square footage and frontage feet in 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 District shall calculate the applicable assessment upon the respective land use type.

For example, if a property has both Non-Residential and Apartment land uses, where the Non-Residential land use represents 40% of the total building square footage and the Apartment 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 Non-Residential land use and 60% to the Apartment land use. Those characteristics assigned to the Non-Residential land use shall be used to calculate the Benefit Points for the Non-Residential land use, and those characteristics assigned to the Apartment land use shall be used to calculate the Benefit Points for the Apartment land use.

If there are multiple land use types on a property, but data sufficient to delineate the building square footages is not available, the FWCBD shall choose the most appropriate method for assigning Benefit Points and calculating the assessment.

## 7.4 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 shall submit, in writing, a request for review to the FWCBD. The property owner shall provide documentation needed to support the request for review. The District staff 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 shall continue to pay all assessment amounts owed according to the City's due dates.

If the review results in changes to any parcel characteristics used to compute the assessment, the FWCBD shall recalculate the assessment. When recalculating the assessment, the assessment rate approved and 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 City 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 City'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 FWCBD.

For example, if a request for review is submitted to the FWCBD during Fiscal Year 2021/22, the Fiscal Year 2021/22 and 2020/21 assessments will be reviewed. The property owner credit shall be

limited to any difference calculated for Fiscal Year 2021/22 (the current fiscal year) and Fiscal Year 2020/21 (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 City on the secured property tax roll, the FWCBD 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 FWCBD'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.

## **7.5 Method of Collection**

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

Future changes to a parcel's characteristics (lot, building, frontage, and land use) will cause changes in the assessment amount. The assessment amounts for any given year will be the product of each parcel's characteristics and the District budget in effect for such fiscal year.

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

## 8. ENGINEER'S STATEMENT

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The Board of Directors of the Fisherman's Wharf Community Benefit District have directed NBS to prepare a report presenting plans and specifications describing the general nature, location, and extent of the Services and Activities to be maintained, as well as the estimate of the costs of the maintenance, operations, and servicing of the Services and Activities for the Fisherman's Wharf Landside Community Benefit District.

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

1. I have identified all parcels that will have a special benefit conferred upon them by the Services and Activities described in Section 2 of this Report (the "Specially Benefited Parcels").
  - a. For particulars as to the identification of these parcels, reference is made to the Assessment Diagram, a copy of which is included in Section 9 of this Report.
2. I have assessed the estimated costs and expenses of the Services and Activities upon the Specially Benefited Parcels. In making such assessment:
  - a. The proportionate special benefit derived from the Services and Activities by each Specially Benefited Parcel was determined in relationship to the total special benefits derived by all Specially Benefited Parcels;
  - b. No assessment has been imposed on any Specially Benefited Parcel which exceeds the reasonable cost of the proportional special benefit conferred on such parcel by the Services and Activities; and
  - c. The general benefits have been separated from the special benefits and only special benefits have been assessed.

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

By: \_\_\_\_\_

John G. Egan  
Assessment Engineer  
R.C.E. 14853

## 9. ASSESSMENT DIAGRAM

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The following pages contain the assessment diagram for the District.

**ASSESSMENT DIAGRAM**  
**FOR THE ASSESSMENT DISTRICT KNOWN AS THE**  
**FISHERMAN'S WHARF LANDSIDE COMMUNITY BENEFIT DISTRICT**  
 A PROPERTY AND BUSINESS IMPROVEMENT DISTRICT  
 ESTABLISHED IN THE CITY AND COUNTY OF SAN FRANCISCO, STATE OF CALIFORNIA,  
 UNDER PART 7 OF THE CALIFORNIA STREETS AND HIGHWAYS CODE  
 ("PROPERTY AND BUSINESS IMPROVEMENT DISTRICT LAW OF 1994", §§36600 ET SEQ.)  
 AND ARTICLE 15 OF THE SAN FRANCISCO BUSINESS AND TAX REGULATIONS CODE



AN ASSESSMENT WAS LEVIED BY THE BOARD OF SUPERVISORS FOR THE CITY AND COUNTY OF SAN FRANCISCO, STATE OF CALIFORNIA, ON THE LOTS, PLOTS, AND PARCELS OF LAND SHOWN ON THIS ASSESSMENT DIAGRAM. THE LEVY OF ASSESSMENT WAS APPROVED BY THE BOARD OF SUPERVISORS ON THE \_\_\_\_ DAY OF \_\_\_\_\_, 20\_\_\_\_, AND SIGNED BY THE MAYOR ON THE \_\_\_\_ DAY OF \_\_\_\_\_, 20\_\_\_\_. RESOLUTION NO. \_\_\_\_ THE ASSESSMENT DISTRICT PASSED ON THE \_\_\_\_ DAY OF \_\_\_\_\_, 20\_\_\_\_. THE ASSESSMENT DISTRICT PASSED ON THE \_\_\_\_ DAY OF \_\_\_\_\_, 20\_\_\_\_. TOGETHER WITH THE STATUTORILY REQUIRED MANAGEMENT DISTRICT PLAN AND CERTIFIED ENGINEER'S REPORT FOR THIS DISTRICT AS ALSO APPROVED BY THE BOARD OF SUPERVISORS ON THE \_\_\_\_ DAY OF \_\_\_\_\_, 20\_\_\_\_, THE BOARD OF SUPERVISORS AND THE SUBMITTER HEREBY THE ASSESSMENT DIAGRAM TO THE REFERENCED DISTRICT PLAN AND CERTIFIED ENGINEER'S REPORT AND ASSESSMENT DIAGRAM FOR THE AMOUNT OF EACH ASSESSMENT LEVIED AGAINST EACH PARCEL OF LAND SHOWN ON THIS ASSESSMENT DIAGRAM.

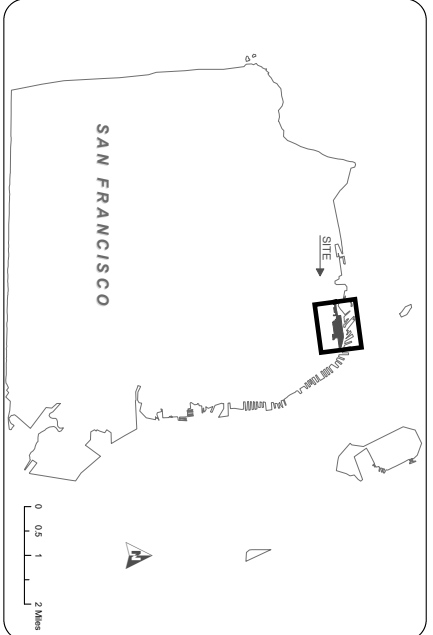
UPON RECORPTION BY THE COUNTY ASSESSOR-RECORPER, A COMPANED COPY OF THE ASSESSMENT DIAGRAM WILL BE FILED WITH THE CLERK OF THE BOARD OF SUPERVISORS FOR THE CITY AND COUNTY OF SAN FRANCISCO, AND A NOTICE OF ASSESSMENT WILL BE ISSUED PURSUANT TO CALIFORNIA, STREETS AND HIGHWAYS CODE §§3114 AND 36627.

ANGELA CAVILLO, CLERK OF THE BOARD OF SUPERVISORS, CITY AND COUNTY OF SAN FRANCISCO

THE ASSESSMENT DIAGRAM AND RESOLUTION NO. \_\_\_\_\_ TOGETHER WITH THE MANAGEMENT DISTRICT PLAN AND ENGINEER'S REPORT FOR THIS ASSESSMENT DISTRICT, THAT WERE SUBMITTED FOR RECORPTION BY THE CLERK OF THE BOARD OF SUPERVISORS (SEE PARAGRAPH 1 ABOVE), WERE RECORDED BY THE ASSESSOR-RECORPER FOR THE CITY AND COUNTY OF SAN FRANCISCO, STATE OF CALIFORNIA ON THE \_\_\_\_ DAY OF \_\_\_\_\_, 20\_\_\_\_. THE ASSESSMENT DIAGRAM WAS FILED IN BOOK \_\_\_\_ OF MAPS OF ASSESSMENT AND COMMUNITY FACILITIES DISTRICTS AT PAGES \_\_\_\_ IN THE OFFICE OF THE ASSESSOR-RECORPER CITY AND COUNTY OF SAN FRANCISCO, STATE OF CALIFORNIA, AT THE HOUR OF \_\_\_\_ O'CLOCK \_\_\_\_M, ON THIS SAME DATE.

CARMEN CHIU, ASSESSOR-RECORPER, CITY AND COUNTY OF SAN FRANCISCO

FOR PARTICULARS OF THE LINES AND DIMENSIONS OF ASSESSOR PARCELS, REFERENCE IS MADE TO THE MAPS OF THE ASSESSOR OF THE CITY AND COUNTY OF SAN FRANCISCO.



Source: DataSto.org  
 Geographic Coordinate Reference: GCS North American 1983  
 Projection: NAD 1983 StatePlane California III FIPS 0403 Feet



**ASSESSMENT DIAGRAM**  
**FOR THE ASSESSMENT DISTRICT KNOWN AS THE**  
**FISHERMAN'S WHARF LANDSIDE COMMUNITY BENEFIT DISTRICT**  
 A PROPERTY AND BUSINESS IMPROVEMENT DISTRICT  
 ESTABLISHED IN THE CITY AND COUNTY OF SAN FRANCISCO, STATE OF CALIFORNIA,  
 UNDER PART 7 OF THE CALIFORNIA STREETS AND HIGHWAYS CODE  
 ("PROPERTY AND BUSINESS IMPROVEMENT DISTRICT LAW OF 1994", §§36600 ET SEQ.)  
 AND ARTICLE 15 OF THE SAN FRANCISCO BUSINESS AND TAX REGULATIONS CODE

APN	ASSESSMENT ID	APN	ASSESSMENT ID	APN	ASSESSMENT ID	APN	ASSESSMENT ID	APN	ASSESSMENT ID	APN	ASSESSMENT ID	APN	ASSESSMENT ID	APN	ASSESSMENT ID	APN	ASSESSMENT ID	APN	ASSESSMENT ID	APN	ASSESSMENT ID	APN	ASSESSMENT ID	APN	ASSESSMENT ID	APN	ASSESSMENT ID	APN	ASSESSMENT ID	APN	ASSESSMENT ID	APN	ASSESSMENT ID	APN	ASSESSMENT ID	
0010001	1	0018001	26	0024024	51	0030004	76	0031019	101	0031044	126	0031069	151	0041110	176																					
0010002	2	0018004	27	0024025	52	0030007	77	0031020	102	0031045	127	0031070	152	0041111	177																					
0011007	3	0018005	28	0025003	53	0030008	78	0031021	103	0031046	128	0031071	153	0041112	178																					
0011008	4	0019001	29	0025003A	54	0030009	79	0031022	104	0031047	129	0031072	154	0041113	179																					
0012001	5	0020001	30	0025003B	55	0030010	80	0031023	105	0031048	130	0031073	155	0041114	180																					
0012002	6	0021001	31	0025004	56	0030011	81	0031024	106	0031049	131	0031074	156	0041115	181																					
0012003	7	0022001	32	0025004A	57	0030011A	82	0031025	107	0031050	132	0031075	157	0041116	182																					
0012003A	8	0022010	33	0025004B	58	0030012	83	0031026	108	0031051	133	0031076	158	0041117	183																					
0012005	9	0022012	34	0025004D	59	0030012A	84	0031027	109	0031052	134	0031077	159	0041118	184																					
0012006	10	0022014	35	0025012	60	0030013	85	0031028	110	0031053	135	0031078	160	0041119	185																					
0012007	11	0022015	36	0025014	61	0030014	86	0031029	111	0031054	136	0031079	161	0041120	186																					
0012007A	12	0023002	37	0025017	62	0030015	87	0031030	112	0031055	137	0040017	162	0041121	187																					
0013001	13	0023003	38	0025019	63	0030016	88	0031031	113	0031056	138	0041002	163	0041122	188																					
0013004	14	0023004	39	0025020	64	0031007	89	0031032	114	0031057	139	0041004	164	0041123	189																					
0013005	15	0023005	40	0025021	65	0031008	90	0031033	115	0031058	140	0041031	165	0041124	190																					
0013006	16	0024001	41	0025023	66	0031009	91	0031034	116	0031059	141	0041035	166	0041125	191																					
0013006A	17	0024002	42	0025024	67	0031010	92	0031035	117	0031060	142	0041039	167	0041126	192																					
0013007	18	0024015	43	0026028	68	0031011	93	0031036	118	0031061	143	0041040	168	0041154	193																					
0013009	19	0024016	44	0028003	69	0031012	94	0031037	119	0031062	144	0041102	169	0451004	194																					
0013010	20	0024017	45	0028014	70	0031013	95	0031038	120	0031063	145	0041104	170	0452002	195																					
0013016	21	0024018	46	0028016	71	0031014	96	0031039	121	0031064	146	0041105	171	0452003	196																					
0014001	22	0024019	47	0029003	72	0031015	97	0031040	122	0031065	147	0041106	172	0452011	197																					
0015001	23	0024020	48	0029007	73	0031016	98	0031041	123	0031066	148	0041107	173	Block 0452 Timeshare Interests (2)																						
0016001	24	0024021	49	0030001	74	0031017	99	0031042	124	0031067	149	0041108	174																							
0017002	25	0024022	50	0030003	75	0031018	100	0031043	125	0031068	150	0041109	175																							

(2) Assessment obligations on related Timeshare Interests are grouped in the above listing.



## 10. ASSESSMENT ROLL

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The following pages contain the Fiscal Year 2020/21 assessment roll for the District.

**FISHERMAN'S WHARF COMMUNITY BENEFIT DISTRICT**  
**Fisherman's Wharf Landside Community Benefit District**  
**Fiscal Year 2020/21 Special Assessment Roll**

APN	Property Address	Special Benefit Points	Fiscal Year 2020/21
			Assessment <sup>(1)</sup>
0010 001	2801 LEAVENWORTH ST	130.91	\$33,252.76
0010 002	455-495 JEFFERSON ST	142.50	36,196.48
0011 007	2800 LEAVENWORTH ST	128.45	32,627.10
0011 008	500 BEACH ST	142.97	36,315.43
0012 001	2739-2755 TAYLOR ST	46.35	11,773.75
0012 002	2701-2731 TAYLOR ST	46.39	11,782.03
0012 003	418 BEACH ST	9.95	2,526.90
0012 003A	498 BEACH ST	75.00	19,051.39
0012 005	283-293 JEFFERSON ST	32.77	8,324.50
0012 006	275-281 JEFFERSON ST	12.97	3,294.77
0012 007	281 JEFFERSON ST	9.27	2,353.41
0012 007A	243 JEFFERSON ST	15.82	4,017.45
0013 001	101 JEFFERSON ST	17.97	4,563.91
0013 004	350 BEACH ST	37.77	9,594.10
0013 005	2720 TAYLOR ST	51.20	13,005.74
0013 006	2770 TAYLOR ST	42.25	10,731.19
0013 006A	165 JEFFERSON ST	7.76	1,970.12
0013 007	155 JEFFERSON ST	10.33	2,623.48
0013 009	2601 MASON ST	37.12	9,427.46
0013 010	330 BEACH ST	4.21	1,068.55
0013 016	107 JEFFERSON ST	57.05	14,490.27
0014 001	91-97 JEFFERSON ST	254.27	64,586.38
0015 001	1789 THE EMBARCADERO	115.25	29,274.32
0016 001	50 BEACH ST	36.08	9,164.68
0017 002	2 N POINT ST	82.65	20,993.54
0018 001	1 BEACH ST	83.85	21,297.09
0018 004	2340 STOCKTON ST	91.74	23,301.12
0018 005	100 N POINT ST	78.04	19,823.28
0019 001	2301 STOCKTON ST	109.90	27,913.88
0020 001	2500 MASON ST	273.89	69,568.88
0021 001	400 N POINT ST	223.09	56,665.96
0022 001	421 BEACH ST	43.89	11,147.28
0022 010	475 BEACH ST	66.33	16,847.99
0022 012	475 BEACH ST	39.34	9,992.45
0022 014	2629-2633 TAYLOR ST	41.78	10,613.47
0022 015	550 N POINT ST	79.58	20,213.91
0023 002	505 BEACH ST	47.96	12,183.06
0023 003	555 BEACH ST	21.01	5,337.08
0023 004	575 BEACH ST	14.24	3,617.95
0023 005	1300 COLUMBUS AVE	174.11	44,225.01
0024 001	601 BEACH ST	23.10	5,868.67

**FISHERMAN'S WHARF COMMUNITY BENEFIT DISTRICT**  
**Fisherman's Wharf Landside Community Benefit District**  
**Fiscal Year 2020/21 Special Assessment Roll**

			Fiscal Year 2020/21	
APN	Property Address	Special Benefit Points	Assessment <sup>(1)</sup>	
0024 002	704 N POINT ST	17.01	4,320.15	
0024 015	1363-1365 COLUMBUS AVE	7.98	2,027.07	
0024 016	1335 COLUMBUS AVE	4.41	1,119.40	
0024 017	1333 COLUMBUS AVE	4.45	1,130.29	
0024 018	1331 COLUMBUS AVE	5.39	1,370.05	
0024 019	1329 COLUMBUS AVE	4.64	1,178.82	
0024 020	1327 COLUMBUS AVE	4.11	1,042.94	
0024 021	1325 COLUMBUS AVE	4.48	1,138.08	
0024 022	1323 COLUMBUS AVE	4.70	1,194.54	
0024 024	1321 COLUMBUS AVE	7.48	1,899.81	
0024 025	2750 HYDE ST	55.76	14,164.01	
0025 003	2749-2751 HYDE ST	5.07	1,287.92	
0025 003A	2741-2743 HYDE ST	4.84	1,229.96	
0025 003B	2735-2737 HYDE ST	4.78	1,213.02	
0025 004	2719-2721 HYDE ST	3.36	852.19	
0025 004A	2711 HYDE ST	14.01	3,558.81	
0025 004B	804 N POINT ST	4.02	1,020.62	
0025 004D	2715 HYDE ST	11.39	2,894.09	
0025 012	3040 LARKIN ST	32.02	8,132.90	
0025 014	781 BEACH ST	18.51	4,700.85	
0025 017	715-719 BEACH ST	4.72	1,198.56	
0025 019	717-719 BEACH ST	16.09	4,086.40	
0025 020	757-777 BEACH ST	24.68	6,270.05	
0025 021	737-747 BEACH ST	8.47	2,152.21	
0025 023	3030 LARKIN ST	7.93	2,014.41	
0025 024	3000-3012 LARKIN ST	17.09	4,341.69	
0026 Timeshare Interests <sup>(2)</sup>	2655 HYDE ST	30.37	7,714.41	
0028 003	1201-1205 COLUMBUS AVE	34.56	8,779.12	
0028 014	1255-1275 COLUMBUS AVE	52.74	13,395.30	
0028 016	1250 COLUMBUS AVE	168.03	42,679.74	
0029 003	590 BAY ST	120.56	30,622.16	
0029 007	555 N POINT ST	150.71	38,279.94	
0030 001	425 N POINT ST	66.87	16,985.00	
0030 003	400-402 BAY ST	17.79	4,519.23	
0030 004	416 BAY ST	6.55	1,663.02	
0030 007	430 BAY ST	4.51	1,146.34	
0030 008	2552 TAYLOR ST	5.95	1,511.50	
0030 009	2552 TAYLOR ST	4.79	1,217.51	
0030 010	2552 TAYLOR ST	8.60	2,183.32	
0030 011	2552 TAYLOR ST	18.05	4,585.45	
0030 011A	2552 TAYLOR ST	8.23	2,091.52	

**FISHERMAN'S WHARF COMMUNITY BENEFIT DISTRICT**  
**Fisherman's Wharf Landside Community Benefit District**  
**Fiscal Year 2020/21 Special Assessment Roll**

APN	Property Address	Special Benefit Points	Fiscal Year 2020/21 Assessment <sup>(1)</sup>
0030 012	2552 TAYLOR ST	55.99	14,221.10
0030 012A	490 BAY ST	29.76	7,558.29
0030 013	2552 TAYLOR ST	34.98	8,885.53
0030 014	420A A BAY ST	0.86	217.58
0030 015	420B B BAY ST	0.87	221.07
0030 016	420C C BAY ST	0.87	220.47
0031 007	300 BAY ST	171.41	43,539.91
0031 008	2351 POWELL ST	0.45	115.20
0031 009	2351 POWELL ST	0.69	176.26
0031 010	2351 POWELL ST	0.57	145.22
0031 011	2351 POWELL ST	0.77	194.92
0031 012	2351 POWELL ST	0.62	157.39
0031 013	2351 POWELL ST	0.71	180.72
0031 014	2351 POWELL ST	0.58	148.27
0031 015	2351 POWELL ST	0.77	194.51
0031 016	2351 POWELL ST	0.59	150.09
0031 017	2351 POWELL ST	0.60	153.13
0031 018	2351 POWELL ST	0.49	124.13
0031 019	2351 POWELL ST	0.56	141.17
0031 020	2351 POWELL ST	0.79	200.19
0031 021	2351 POWELL ST	0.45	113.78
0031 022	2351 POWELL ST	0.52	132.24
0031 023	2351 POWELL ST	0.67	169.56
0031 024	2351 POWELL ST	0.51	129.60
0031 025	2351 POWELL ST	0.67	170.98
0031 026	2351 POWELL ST	0.48	120.68
0031 027	2351 POWELL ST	0.54	136.30
0031 028	2351 POWELL ST	0.77	196.34
0031 029	2351 POWELL ST	0.73	186.60
0031 030	2351 POWELL ST	0.57	145.63
0031 031	2351 POWELL ST	0.84	212.97
0031 032	2351 POWELL ST	0.45	115.20
0031 033	2351 POWELL ST	0.69	174.84
0031 034	2351 POWELL ST	0.57	145.22
0031 035	2351 POWELL ST	0.77	194.71
0031 036	2351 POWELL ST	0.62	157.39
0031 037	2351 POWELL ST	0.71	180.72
0031 038	2351 POWELL ST	0.58	148.27
0031 039	2351 POWELL ST	0.77	194.51
0031 040	2351 POWELL ST	0.59	150.09
0031 041	2351 POWELL ST	0.60	153.13

**FISHERMAN'S WHARF COMMUNITY BENEFIT DISTRICT**  
**Fisherman's Wharf Landside Community Benefit District**  
**Fiscal Year 2020/21 Special Assessment Roll**

APN	Property Address	Special Benefit Points	Fiscal Year 2020/21 Assessment <sup>(1)</sup>
0031 042	2351 POWELL ST	0.49	124.13
0031 043	2351 POWELL ST	0.56	141.17
0031 044	2351 POWELL ST	0.79	199.58
0031 045	2351 POWELL ST	0.45	113.78
0031 046	2351 POWELL ST	0.52	132.24
0031 047	2351 POWELL ST	0.67	169.56
0031 048	2351 POWELL ST	0.51	129.60
0031 049	2351 POWELL ST	0.67	171.19
0031 050	2351 POWELL ST	0.48	120.68
0031 051	2351 POWELL ST	0.54	136.30
0031 052	2351 POWELL ST	0.96	244.20
0031 053	2351 POWELL ST	0.73	186.19
0031 054	2351 POWELL ST	0.57	144.82
0031 055	2351 POWELL ST	0.84	212.97
0031 056	2351 POWELL ST	0.46	117.23
0031 057	2351 POWELL ST	0.69	174.84
0031 058	2351 POWELL ST	0.57	144.82
0031 059	2351 POWELL ST	0.77	194.71
0031 060	2351 POWELL ST	0.62	157.19
0031 061	2351 POWELL ST	0.71	181.53
0031 062	2351 POWELL ST	0.58	148.27
0031 063	2351 POWELL ST	0.77	194.51
0031 064	2351 POWELL ST	0.59	150.29
0031 065	2351 POWELL ST	0.62	158.20
0031 066	2351 POWELL ST	0.49	124.13
0031 067	2351 POWELL ST	0.56	141.98
0031 068	2351 POWELL ST	0.81	205.67
0031 069	2351 POWELL ST	0.45	114.19
0031 070	2351 POWELL ST	0.52	132.24
0031 071	2351 POWELL ST	0.67	169.56
0031 072	2351 POWELL ST	0.53	133.66
0031 073	2351 POWELL ST	0.68	172.20
0031 074	2351 POWELL ST	0.48	120.68
0031 075	2351 POWELL ST	0.53	135.28
0031 076	2351 POWELL ST	0.99	251.51
0031 077	2351 POWELL ST	0.73	186.60
0031 078	2351 POWELL ST	0.57	146.03
0031 079	2351 POWELL ST	0.86	218.04
0040 017	295-299 BAY ST	44.78	11,373.58
0041 002	2237-2241 POWELL ST	6.86	1,742.08
0041 004	2231-2233 POWELL ST	3.03	768.47

**FISHERMAN'S WHARF COMMUNITY BENEFIT DISTRICT**  
**Fisherman's Wharf Landside Community Benefit District**  
**Fiscal Year 2020/21 Special Assessment Roll**

APN	Property Address	Special Benefit Points	Fiscal Year 2020/21 Assessment <sup>(1)</sup>
0041 031	365-367 BAY ST	3.99	1,014.70
0041 035	333 BAY ST	9.87	2,508.10
0041 039	377 BAY ST	7.32	1,859.09
0041 040	315 BAY ST	9.51	2,414.75
0041 102	383-393 BAY ST	29.23	7,424.13
0041 104	329 BAY ST	3.26	826.84
0041 105	329 BAY ST	3.28	832.19
0041 106	329 BAY ST	0.32	82.54
0041 107	329 BAY ST	0.28	72.30
0041 108	329 BAY ST	0.17	43.50
0041 109	329 BAY ST	0.21	54.35
0041 110	329 BAY ST	0.21	54.35
0041 111	329 BAY ST	0.17	43.50
0041 112	329 BAY ST	0.22	56.17
0041 113	329 BAY ST	0.20	51.17
0041 114	329 BAY ST	0.22	56.07
0041 115	329 BAY ST	0.17	43.50
0041 116	329 BAY ST	0.21	54.35
0041 117	329 BAY ST	0.21	54.35
0041 118	329 BAY ST	0.17	43.50
0041 119	329 BAY ST	0.22	56.17
0041 120	329 BAY ST	0.25	63.86
0041 121	329 BAY ST	0.22	56.17
0041 122	329 BAY ST	0.17	43.50
0041 123	329 BAY ST	0.21	54.35
0041 124	329 BAY ST	0.21	54.35
0041 125	329 BAY ST	0.17	43.50
0041 126	329 BAY ST	0.22	56.17
0041 154	2293-2299 POWELL ST	25.02	6,355.59
0451 004	3250 VAN NESS AVE	99.56	25,289.83
0452 002	0920 N POINT ST	25.34	6,437.42
0452 003	851 BEACH ST	165.98	42,160.35
0452 011	900 N POINT ST	4.95	1,256.95
0452 Timeshare Interests <sup>(2)</sup>	900 N POINT ST	76.64	19,467.52
<b>198 Properties <sup>(2)</sup></b>		<b>4,817.96</b>	<b>\$1,223,782.18</b>

(1) Rounded to even cents to be placed on County Tax Roll.

(2) Assessment obligations on related Timeshare Interests are grouped in the above listing.

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