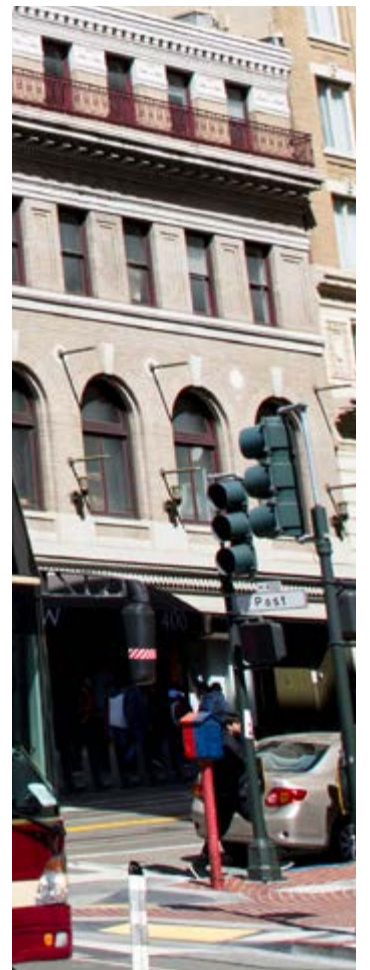


UNION SQUARE BUSINESS IMPROVEMENT DISTRICT

MANAGEMENT PLAN

2019-2029





UNION SQUARE BUSINESS IMPROVEMENT DISTRICT MANAGEMENT PLAN

San Francisco, CA
January 2019

Prepared by the Union Square Business Improvement District Renewal Steering Committee and staff. Engineer's Report prepared by NBS.

Prepared for the property owners, businesses and residents of the proposed renewed Union Square Business Improvement District, San Francisco Board of Supervisors, and the Mayor's Office.

[And] pursuant to the State of California and Business Improvement District Law of 1994 and augmented by Article 15 of the San Francisco Business and Tax Regulations Code to reauthorize a business improvement district for the Union Square area in San Francisco, California.

USBID Staff:

Karin Flood, Executive Director

Ben Horne, Deputy Director

Robbie Silver, Director of Marketing and Public Realm

Chris Boss, Director of Services

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MISSION STATEMENT

THE UNION SQUARE BUSINESS IMPROVEMENT DISTRICT
CREATES A HIGH QUALITY VISITOR EXPERIENCE THROUGH
PUBLIC SPACES, **ATTRACTING** NEW INVESTMENT AND
DRIVING THE DISTRICT'S FUTURE SUCCESS.

MENT DISTRICT **SERVES** MEMBERS AND
IENCE BY **MANAGING** AND **ACTIVATING**
TMENT, AND **ADVOCATING** FOR THE

VISION

UNION SQUARE IS THE VIBRANT HEART OF SAN FRANCISCO AND AN INTERNATIONAL DESTINATION WHERE VISITORS COME TO ENJOY EXCEPTIONAL RETAIL EXPERIENCES, LUXURY HOTELS, WORLD-CLASS CULTURAL INSTITUTIONS, AND GREAT PUBLIC SPACES FOUND ONLY IN THE CITY BY THE BAY.



1

***EXECUTIVE
SUMMARY***

Union Square
Association Formed

1980's



FIRST RENEWAL

2005

1999

Union Square BID
Formed



1 **EXECUTIVE SUMMARY**

HISTORY OF THE UNION SQUARE BID

Property owners and the San Francisco Board of Supervisors initially approved the formation of the Union Square Business Improvement District (USBID) in 1999 (the first BID established in San Francisco) for a five year term to enhance the quality of life for the business community, residents, stakeholders, and visitors. The original primary services were cleaning and safety within 10 blocks surrounding Union Square.

The Union Square Business Improvement District successfully renewed for an additional five year term starting in 2005. In 2009, the USBID renewed a second time and expanded its services to include

marketing, public realm beautification, and advocacy. The USBID also expanded geographically to 27 blocks, creating a more vibrant community for those who live, work, and play in the heart of San Francisco.

In July 2017, the Union Square Business Improvement District formed the Union Square Foundation, a 501C3 non-profit organization to raise additional funds for public realm improvements and homeless outreach services.

In 2016, a strategic planning process, led by the USBID Board of Directors and other community stakeholders, determined that the name "Union Square Business Improvement District" was limiting

and did not encompass all of the activities outlined in the organization's mission statement. Through the strategic planning process, the USBID explored the feasibility of renaming the organization the "Union Square Alliance" to include marketing, community development, and community partnership building. In its third renewal, the organization may conduct business as the Union Square Alliance.



Union Square Foundation
501C3Formed

2017

2009

SECOND RENEWAL

Services expanded to 27 blocks.



2019

**Union Square BID
THIRD RENEWAL**

**SAN FRANCISCO STARTS
HERE IN UNION SQUARE**

Union Square is an international destination for flagship and luxury shopping, world-renowned hotels, and entertainment. Approximately 1 million visitors come to Union Square every week to experience the heart of San Francisco and its vibrant, urban environment. In recent years, Union Square has become a center for economic development and investment in San Francisco with major hotel renovations completed and new entertainment and hospitality venues. Continuing to thrive in a changing retail environment, our community remains resilient and adaptable.

CORE VALUES

Clean 

We ensure a high level of cleanliness for Union Square and strive for continued operational improvements which is core to our mission.

Safe 

With rapid response times and innovative security camera coverage, our Ambassadors and partners at SFPD make our district a safer place for all.

Public Realm and Activation 

By working collaboratively with our government partners and district stakeholders, we are shaping the long-term vibrancy of our area through thoughtful public realm investment.

Destination

Marketing and Events 

We provide connectivity that creates a seamless experience for visitors and locals alike, activating public spaces with popular events that draw crowds and reinforce Union Square's brand as an international destination.

Advocacy 

As your champion, we take pride in representing our members to stay ahead of everyday challenges while building winning coalitions that achieve success.



SERVICES

The USBID will provide essential cleaning and safety services to the district. These services are supplemental to the City’s baseline services (see page 29). The USBID will also provide marketing, public realm, and advocacy services to increase economic vitality of the community.

Cleaning

Cleaning Ambassadors will continue to perform daily sidewalk cleanings and scrubs, regular pressure washing, graffiti removal, excessive trash removal, and address illegal dumping.

Safety

Safety Ambassadors will continue to visit businesses daily to address quality of life issues. 10B Police Officers or their equivalent will enforce City laws and ordinances in the USBID. Overnight security will

be added to augment safety. Member services will become a 24/7/365 operation to address member needs. Hospitality Ambassadors will also direct visitors to businesses and Union Square points of interest.

The USBID will maintain an existing security camera system with 350 cameras in the network and expand coverage from approximately 60% of the district to 100% over the next decade.

Advocacy

The USBID will continue to be “the voice of Union Square” and represent Union Square businesses at the local, regional, and state level. The USBID will advocate for best business practices, policies, and economic growth to the area.

Public Realm & Activations

The USBID will implement its Public Realm Action Plan and continue to beautify and activate public spaces, which may include public plazas and back alleys.

Destination Marketing & Events

The USBID will promote Union Square as an international destination for boutique and luxury shopping, hospitality, and entertainment through a variety of print and events geared toward visitors.

ZONE 1 & ZONE 2 SERVICES COMPARISON SUMMARY MATRIX

SERVICES	ZONE 1	ZONE 2
Cleaning Ambassadors	4 Cleanings/Day	3 Cleanings/Day
Overnight Sidewalk Vacuum	Yes	Yes
Pressure Washing	Every week	Every 2 weeks
Safety and Hospitality Ambassadors	Min. 4 Visits/Day	Min. 2 Visits/Day
Member Services/Dispatch	24/7/365 Operation	24/7/365 Operation
2 SFPD 10B Officers/ Private Security	12.5 Hours of Patrol	7.5 Hours of Patrol
Security Camera Program	Security Camera Program to expand from 60% of the district covered to 100% over the next decade term.	
Overnight Camera Monitoring	10PM-6AM	
Overnight Security	Patrol Team (10PM-6AM)	

RENEWAL PROCESS

The USBID began its renewal campaign by hosting a community meeting in October 2017. USBID staff then invited members to join a renewal committee, conducted service and district evaluations, gathered visitor feedback, and updated property owner contact information. Outreach to members took place between the fall of 2017 and summer of 2018 including community meetings, member surveys, and one on one meetings with stakeholders.

The Union Square Business Improvement District conducted a stakeholder survey as part of its renewal process to gather data on the overall importance of current programs as well as additional services members may be willing to implement. Surveys were mailed in March 2018 to all property owners and

tenants within the USBID boundaries. Surveys were also emailed and made available online. The survey period ended in May 2018. 196 parcel and business surveys were received. Surveys received from property owners totaled 62.68% of weighted assessments.

Throughout the summer of 2018, the renewal committee discussed budget and service level options reflective of the survey. The renewal committee came to a consensus on a budget and service plan with enhancements to cleaning and security programs and public realm improvements to prepare the USBID Board of Directors to vote on a service plan and budget starting FY 19/20 as part of renewal of the organization. The USBID Board of Directors voted unanimously in favor of this recommendation.

RENEWAL COMMITTEE MEMBERS

Leah Heil *COMMITTEE CHAIR*
San Francisco Westfield Centre

Jean Johnstone
Johnstone Partners, LLC

Tad Moore
250 Post Street, LP

Minna Tao
Recology

Cammy Blackstone
AT&T

Russ Keil, Jr.
The Keil Companies

Mary Padilla
Cushman & Wakefield

Don Thomas
Club Donatello

Tracy Boyd
Resident

Russ Keil, III
The Keil Companies

Maxine Papadakis
Resident

Ned Topham, Jr.
Geary-Grant LLC

Stephen Brett
Brett & Company

Elizabeth Macedo
Julie Venegas
Cushman & Wakefield

Garrett Parker
Hilton PARC 55

Wes Tyler
Chancellor Hotel

James Goody
Trinity Properties

Rob Malone
SFMTA

Kelly Powers
Hotel Council

Susan Walsh
Resident

Chris Hague
Pebblebrook Hotel Trust

Michelle McKinney
San Francisco Westfield Centre

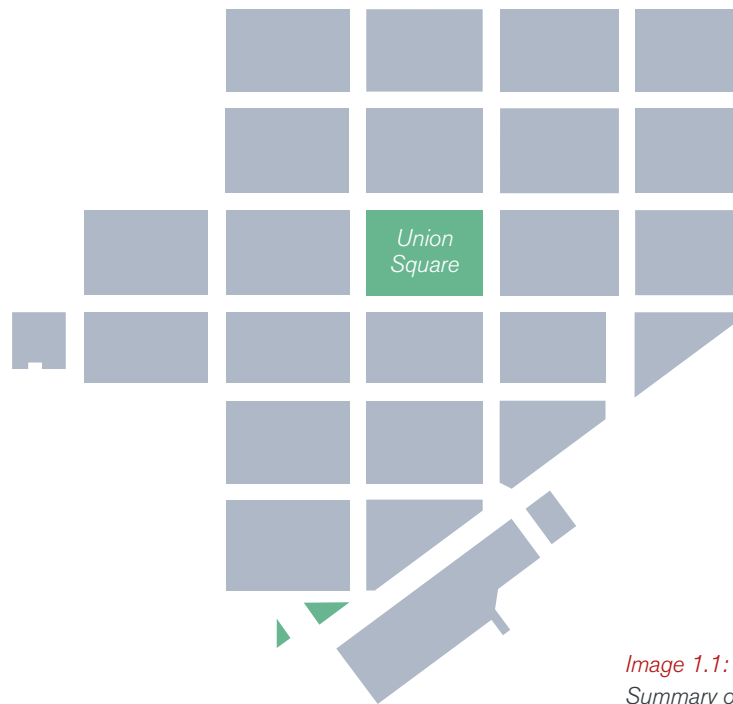
Mark Purdy
Grosvenor Americas

Carie Yox
Jeffery Ong
Cushman & Wakefield

Todd Hoyles
Albert Garcia
Neiman Marcus

Rusty Middleton
Jason White
Grand Hyatt SF

James Sangiacomo
Trinity Properties



*Image 1.1:
Summary of USBID District Map*

BOUNDARIES & ZONES

The USBID is made up of a vibrant 27-block community surrounding Union Square Park in the heart of San Francisco. It is generally bordered on the north by Bush Street, on the east by Kearny Street, on the south by Market Street and on the west of Taylor and Mason Streets. Within this service area there are over 620 parcels, which include both public and private ownership and more than 1,200 storefronts.

Clean and Safe service area zones were determined based on a 2017 heat map of Ambassador services, pedestrian traffic statistics, and commercial rent rates. Heavier pedestrian traffic areas require additional sidewalk Cleanings per day, more frequent pressure washing, and security foot patrols. Zone 1 will generally encompass

the core of Union Square, including Powell Street, Stockton Street, and Market Street corridor.

A specific description of zones and boundary map are included under Appendix A of this Management Plan.

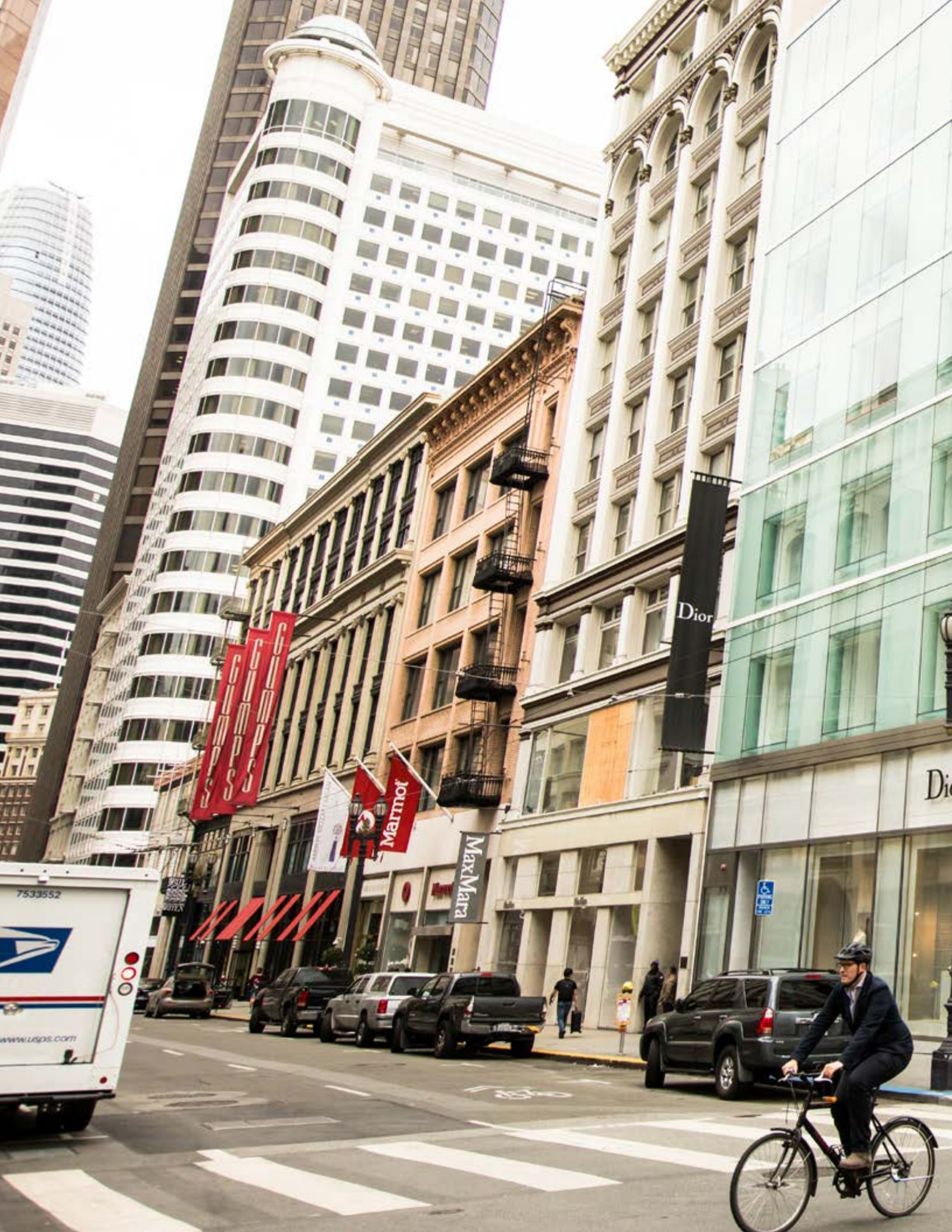
ASSESSMENT METHODOLOGY

Lot square footage, building square footage, linear frontage, and land uses are parcel characteristics that will be used to determine proportionate special benefit points. Special benefit points are distributed based on various cleaning and safety services provided along with public realm, marketing, events, and advocacy functions of the organization. The district will be divided into two cleaning and safety services zones. The Union Square core will receive additional cleaning and

safety services based on heavier pedestrian traffic and overall need. Both zones will benefit from the same marketing, public realm, and advocacy services.

MANAGEMENT PLAN DESCRIPTION

This Management Plan is the result of extensive outreach to property owners and managers, businesses, and community stakeholders with the desire to improve the quality of life in Union Square through enhanced cleaning and safety services, business advocacy, economic development, destination marketing, and public realm improvements. The Plan includes updated Union Square BID boundaries, service plans, an annual budget, the assessment methodology, and district management guidelines.



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GUMP'S

Marmot

Max Mara

Dior

Dior

Handicap Accessible

2

THE DISTRICT



2 THE DISTRICT

DESCRIPTION

The Union Square Business Improvement District is a special property assessment district that was originally established in 1999 by a group of concerned property owners whose goal was to improve the cleanliness and safety of the Union Square area. The Union Square BID was originally established for a five-year period. It was renewed in 2005 for an additional five years. The USBID was renewed a second time in 2009 for a 10-year term with expanded cleaning, safety, and marketing services. The BID also expanded to its current 27-blocks.

This Management Plan describes the proposed reauthorization of the district for a 10-year period beginning July 1, 2019 with a potential organizational name change to the Union Square Alliance for branding and partnership building purposes. The Plan proposes a minimal expansion (22 additional parcels), two benefit zones, and expanded services.

LOCATION

The properties located in the Union Square Business Improvement District represent a dynamic mix of flagship retailers and boutiques, hotels, entertainment venues, hospitality establishments, office uses, art galleries, public spaces, and residents. The boundaries of the proposed Union Square Business Improvement District include approximately 27 whole or partial blocks with two benefit zones.

Northern Boundary

- South side of Geary Street from Shannon Alley to Taylor Street
- South side of Post Street from Taylor Street to Mason Street
- South side of Bush Street from Mason Street to the west side of Kearny Street

Southern Boundary

- North side of Market Street from Kearny Street to Cyril Magnin including parcel 0341 -013 on the West intersection of Cyril Magnin and Market Streets
- South side of Market Street from 4th Street to 5th Street including parcel 3706 -047 on the east corner of 4th and Market Streets

Eastern Boundary

- West side of Kearny Street from Market Street to Bush Street

Western Boundary

- East side of Mason Street from Eddy Street to O'Farrell Street
- East side of Mason Street from Post Street to Bush Street
- East side of Taylor Street from Geary Street to Post Street
- East side of Shannon Alley from O'Farrell Street & Geary Street (0317-002, 0317-026, and 0317 -027)

**USBID PARCEL MAP
WITH PROPOSED EXPANSION AREAS**

- ZONE ONE PARCELS
- ZONE TWO PARCELS



ZONE BOUNDARIES

Zone 1 generally runs on the south by Market Street to the east by Stockton Street, to the north on Post Street between Powell Street and Stockton Street, and to the west on Powell Street between Post Street and Market Street. Properties in Zone 1 will receive an enhanced level of clean and safe services. Parcels not located in Zone 1 will be designated as Zone 2. Properties in Zone 2 will receive a base level

of clean and safe services. Refer to the district boundary map indicating Zones 1 and 2 in Appendix A.

CORE SERVICES AND PROGRAMS

The core services of the Union Square BID outlined in this Plan include: Cleaning, Safety, Security Camera Program, Destination Marketing and Events, Advocacy, and Public Realm and

Streetscapes Improvements.

ANNUAL TOTAL BUDGET AND ASSESSMENTS

The assessments are expected to generate \$6,036,111 in revenue during the first year of levy (2019/20). This assessment revenue will be supplemented by \$524,879 from sources other than assessments, to meet the total estimated budget of \$6,560,990. Non-assessment revenues



USBID District Map
Zone 1

represent 8% of the total budget, which corresponds to the general benefit percentage identified in the Separation and Quantification of General Benefits section of the Engineer's Report (Appendix C). The remaining portion of the annual operating budgets will be generated from sources such as grants, donations, fees for service contracts, and in-kind donations. Assessments are allocated based on a system of benefit points. The assessment calculation

for each property utilizes a combination of land use, linear street frontage, lot size, and building square footage. The Method of Assessment section of this Management Plan provides a more detailed procedure of the annual assessment calculation.

TERM

If renewed and expanded, assessments would be collected for 10 years (July 1, 2019 through

June 30, 2029). Expenditure of those collected assessments can continue for up to six months after the end of the assessment collection period (December 31, 2029), at which point the District would sunset, if not renewed.

3

**WHY RENEW
THE USBID**



3

WHY RENEW THE USBID

WHY REAUTHORIZE THE UNION SQUARE BID

Union Square is the heart of San Francisco. Serving as the City's retail, hotel, and economic engine of San Francisco, Union Square is vital to the City's continued success. Given Union Square's importance to the City's image and brand, it has been the USBID's focus since its founding in 1999, to keep the district clean, safe, attractive, and vibrant. Serving as the "voice of Union Square," the USBID represents the interests of its members while responding to emerging global trends in retail, hospitality, and the public realm that are reshaping dense, urban centers. As such, the USBID and its programs, initiatives, and priorities will expand services (see following pages), so it can respond and adapt to the needs of its members and the expectations of visitors attracted to Union Square.

DISTRICT HISTORY

To maintain Union Square's standing as a premier downtown district, a group of concerned property owners and retailers established a 10 block BID along lower Powell Street in 1999 to improve the area's cleanliness, safety, and economic vitality. This USBID, set up for an initial five-year period, was renewed and expanded for another five years beginning in 2005. The success of the USBID's efforts led to its second reauthorization for a 10-year period starting on July 1, 2009, and included an expansion of its boundaries to approximately 27 blocks and new services, such as marketing, advocacy, beautification, and capital improvements.

As the needs of the community grew, so did the services of the organization with a major boundary

expansion to 27 blocks in 2009. Current USBID services and programs include:

- Clean and Safe
- Cleaning and Maintenance Ambassadors
- Hospitality Ambassadors
- Public Safety Ambassadors
- 10B SFPD Officer (police patrol) or private security
- Security Camera Program
- Union Square Cares (Homeless Services & Outreach)
- Marketing and Communications
- Advocacy and Public Affairs
- Streetscapes and Public Realm





CLEANING & SAFETY


The USBID will continue to supplement cleaning and safety services provided by the City and County of San Francisco to ensure a maximum possible cleanliness of sidewalks, curbs, and street fixtures within the district boundaries. The City and County of San Francisco provides a minimal set of baseline services (See [Table 4.2](#) for City Baseline Services Matrix) for which the majority of the property owners within the district have determined as insufficient for maintaining Union Square as an international destination.

The utilization of a daily cleaning and safety ambassador program is designed to strive for litter-free sidewalks that are absent of graffiti, debris, and other signs of decay, in addition to creating a safe and welcoming environment for all to enjoy.

HIGHLIGHTS OF CLEAN AND SAFE FIGURES 2018:

Removed
572,375 LBS 
of debris


Addressed
44,125 
quality of life issues

Cleaned up
11,408 
hazardous waste items

Disposed of
9,319 
NEEDLES

Reached out to the mentally ill
6,885 TIMES 

Assisted
25K+ VISITORS 
with directions

Removed
17,182 
GRAFFITI TAGS
(The amount of graffiti tags removed can stretch across the Golden Gate Bridge 3.5 TIMES!)

Processed over
2,000 
REQUESTS
for video footage



ADVOCACY

The Union Square BID advocates for a clean, safe, attractive, and vibrant Union Square to City officials, stakeholders, and the broader public. Whether it's in the media, at the San Francisco Board of Supervisors, stakeholder meetings, or having a seat at the table at City Hall, we serve as “the voice of Union Square” addressing priorities on policy matters that impact the district. The Union Square BID accomplished the following:

- The Union Square BID informed the Planning Department on the retail environment and realistic use of 2nd and 3rd floor retail spaces.
- Union Square Cares launched to provide homeless services, including workforce development.
- A study to quantify the economic impact of Union Square to the City and County of San Francisco.

MANAGEMENT

The majority of USBID funding comes from annual property assessments, followed by foundation and City grants. A 23-member Board of Directors comprised of property owners, retailers, and hoteliers is responsible for setting the USBID priorities and policies, while the USBID management team oversees the organization's day-to-day operations.

PUBLIC REALM

Downtown districts worldwide are transforming and creating new economic opportunities, driven by technology and global investment, and regaining their footing as centers to shop, live, work, and play. This includes activating public spaces. Public realm improvements coupled with strong, effective activation have the potential to advance the USBID's objectives and community identity, such as enhancing the pedestrian experience, improving public safety,

promoting the Union Square brand, and spurring private- and public-sector reinvestment.

The USBID created a Public Realm Action Plan in 2016, outlining strategic streetscapes improvement projects and beautification goals. Highlights during this recent term include:

- Established the Union Square Foundation to fundraise for public realm and streetscape improvement projects in 2017
- Installed next generation pedestrian counters
- Installed holiday décor and lighting around the district every year
- Hosted Winter Walk SF between 2014 to 2018 (2.2 million visitors in 2018)
- Hosted Lunch on the Lane (Maiden Lane activation) since 2017



MARKETING & EVENTS

In recent years, branding and identity became a strategic objective of the USBID. The USBID focused its marketing and communications efforts to promote and reinforce Union Square's brand as an international destination while articulating the USBID's value, relevancy, and benefits to members and stakeholders. Marketing highlights include:

- Designed a destination website with business listings, events, and promotions
- Utilized social media to reach visitors for storytelling and district promotion
- Sent regular newsletters highlighting key district and member events
- Started first iteration of a street banner program

SUMMARY

Looking toward the future, the USBID is equipped to tackle challenges that lie ahead for the district. Clean and safe issues remain a top priority as the media continues to highlight the poor street conditions of San Francisco as a whole. Sadly, Union Square is often combined with negative stories because of its name recognition. The USBID will continue to share accurate data to highlight the positive impact the organization makes every day.

As the retail culture continues to evolve and change to experiential based models with smaller footprints, Union Square will need to adapt and remain resilient to these changes. Promoting Union Square as a place for entertainment and hospitality will draw more visitors and create a healthy nightlife environment. Additionally, activating public spaces within the district not only attracts visitors and new customers, it's also proven to drive

out negative street behavior. Events, public art, and other activations allow visitors to effectively tell the story of Union Square. The USBID is ready to meet these challenges.

Objectives in the future term of the USBID include:

- Strategic plan in 2020 or 2021
- Implement activations and beautification for the Powell Street Promenade, Campton Place, Maiden Lane, and Hallidie Plaza
- Install District gateway, banners, and way-finding signage

ECONOMIC IMPACT OF UNION SQUARE TO SAN FRANCISCO

Union Square accounts for less than 1% (0.35%) of the City's land area. Over the last five years, the amount of property tax revenue generated by properties in the Union Square BID increased by 17%. This accounted for:

- 3% of the City's total property tax revenues
- 13% of the City's total sales tax revenue
- 24% of the City's transient occupancy (hotel) tax revenue

In 2017, the total assessed value of properties in the Union Square BID was \$6.2 billion. Union Square generated \$20 million in sales tax revenue for the City. Also, Union Square generated over one-third (34%) of citywide sales in general consumer goods.

WHAT IS A BUSINESS IMPROVEMENT DISTRICT

A Business Improvement District is a defined area wherein property owners are self-assessed to fund services that improve the overall quality of life for residents and visitors. These services supplement those provided by the City and can include additional cleaning and safety programs, advocacy, beautification, marketing and a variety of other services that go above and beyond to promote this important area. The Union Square BID was the first BID established in San Francisco and sets an example for the other existing property-based business improvement districts through innovative pilot programs and partnerships. We work collaboratively with the City, community, and our members to support the district.

There are currently 17 other special districts, including:
The Castro, Central Market, Civic Center,

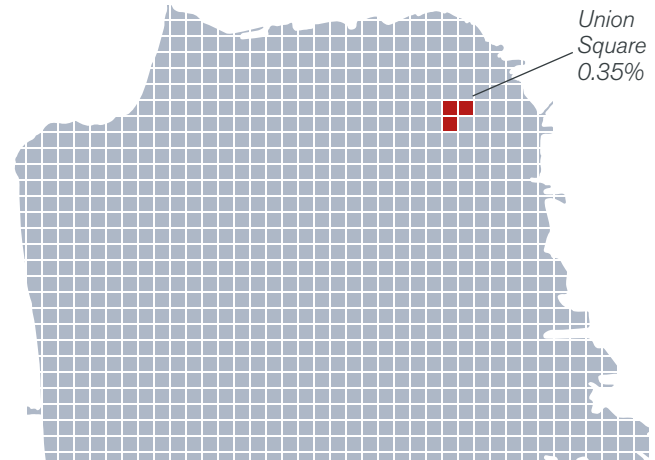



Table 3.1: Union Square Area within the City of San Francisco

Increased by
17% 
in property tax revenue

Generated
24% 
of the City's transient occupancy (hotel) tax revenue

Totaled
\$6,200,000,000
in assessed value of properties in 2017

Table 3.2: Highlights of economic impact of the USBID

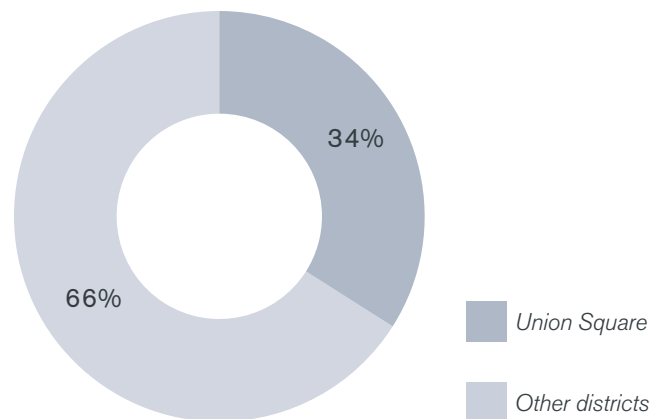


Table 3.3: Generated citywide sales in general consumer goods.





Discover Polk, Fisherman's Wharf, East Cut, Japantown, Lower Polk, Moscone Expansion District, Noe Valley, Tenderloin, Ocean Avenue, SoMa West, Top of Broadway, Tourism Improvement District, and Yerba Buena.

The International Downtown Association estimates that more than 1,200 BID's across the United States, Canada, and the UK continue to prove their value by providing enhanced services to improve the overall viability of those areas they individually serve.

STATE AND LOCAL LAW GOVERNING BID'S

In 2004, the City and County of San Francisco augmented the California Property and Business Improvement District Law of 1994 with the passage of Article 15 of the San Francisco Business and Tax Regulations Code. Article 15 lengthened the initial term that a district could be in place from 5 to 15 years and lowered the weighted petition threshold required to initiate the legislative approval process. This legislation, combined with a new technical assistance program initiated by then Mayor Gavin Newsom through the San Francisco Office of Economic and Workforce Development (OEWD), was instrumental in easing the process for the formation of new BID/CBD districts in San Francisco.

A BID established under the 1994 Act may be administered by an owners' non-profit association. The owners' non-profit association administers or implements the activities and improvements specified in the management plan. The owners' non-profit association determines the needed improvements, maintenance and activities within the BID boundaries, and how the assessment revenue collected is to be spent among the selected improvements, maintenance, and activities.

In San Francisco, the City's Board of Supervisors must authorize the formation and establishment of the BID/ CBD and the City to enter into a management contract with the owners' non-profit association and provide for the levy and collection of the annual assessments.

ESTABLISHING A BID

The 1994 Act as augmented by Article 15 provides the legal framework for establishing this BID. As part of the formation proceedings, proponents prepare a Management Plan in accordance with Section 36622 of the 1994 Act. The Management Plan must contain, but is not limited to, the following required elements:

- A map, in sufficient detail to locate each assessed



property within the proposed district

- Name of the proposed district
- Description of the boundaries, including the boundaries of any benefit zones
- Improvements, maintenance, and activities proposed for each year of operation, along with the maximum cost
- Annual amount to be expended, in each year of operation, for the proposed improvements, maintenance, and activities
- Proposed source(s) of financing, including the basis and method of levying the assessments, and whether or not bonds will be issued
- Time and manner of collecting the assessments
- Specific number of years in which the assessments will be levied
- Proposed time for implementation and completion of the Management Plan
- Rules and regulations applicable to the district
- Listing of the properties to be assessed along with the parcel number and the method by which expenses will be imposed upon benefited real

property in proportion to the benefit received.


- Total amount of all special benefits to be conferred upon the properties within district
- Total amount of general benefits, if any
- Any other item or matter required to be incorporated therein by the legislative body.

NAME DESIGNATION

The name designation of this proposed renewed district of the City and County of San Francisco's Union Square community will be referred to as the Union Square Business Improvement District but may do business as the Union Square Alliance.

TIMELINE FOR IMPLEMENTATION AND COMPLETION OF THE UNION SQUARE BID

The anticipated timeline on page 21 provides for the renewal and expansion of the Union Square BID and allows sufficient time to calculate and include the Fiscal Year 2019/20 assessments on the County's secured property tax roll.



SEPTEMBER 2017
Launched renewal campaign with USBID members, community stakeholders and the City.


SUMMER 2018
Engaged in community outreach


NOVEMBER 2018
USBID Board approved assessment methodology and boundaries.


FEBRUARY 2019
Petitions mailed to USBID members for initial round of voting.


JULY 2019
Resolution voted on by SF Board of Supervisors and signed by Mayor.


NOVEMBER 2017
Membership survey conducted to gather feedback and shared vision.


SEPTEMBER 2018
USBID Board approved budget and service levels.


JANUARY 2019
USBID Board approved management plan and engineer's report.


MAY 2019
45-day mailing period when USBID members receive and vote on their ballots.


JANUARY 2020
Launch new services

2017
2018
2019
2020

Timeline for Implementation and Completion of the Union Square BID

MASON Sts.

4

SERVICES



4

IMPROVEMENTS

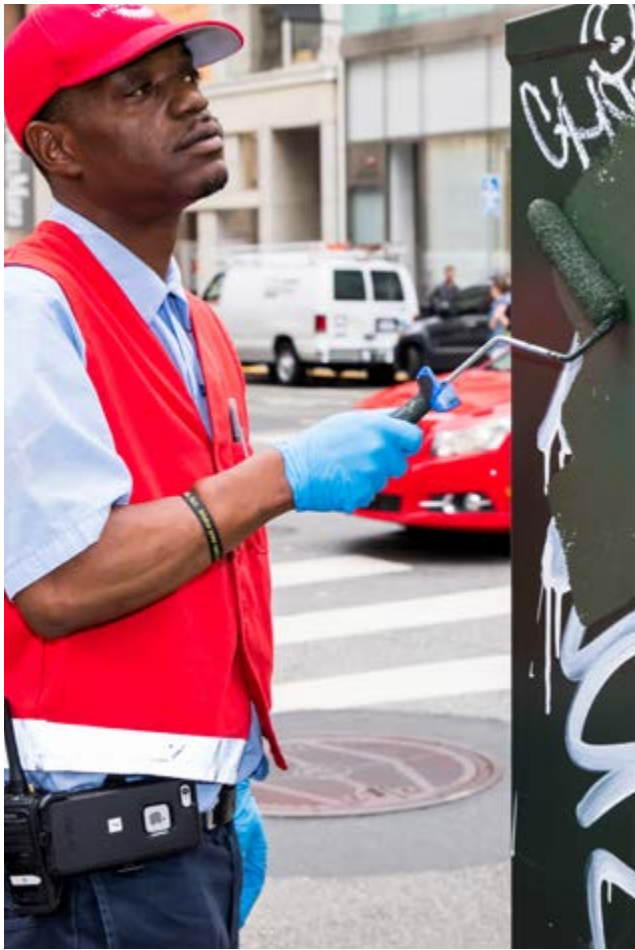
The services and activities outlined in this plan are provided within the USBID boundaries only and are of direct and special benefit to the parcels within the USBID.



CLEANING & MAINTENANCE

The Union Square BID plans to implement a comprehensive program that aims to ensure the cleanliness of sidewalks, alleys, curbs, fixtures, and buildings throughout its boundaries. Through the utilization of managed services, the Union Square BID will strive for a clean and litter-free area that significantly reduces graffiti or other signs of decay. The goal is for property owners, merchants and residents alike to maintain a sense of pride throughout the Union Square district. This includes properly disposing of trash, maintaining their facades and storefront appearances, and keeping sidewalk concrete up to city standards.

The Union Square BID's cleaning program includes daily sidewalk cleanings, on call scrubs and cleaning, scheduled pressure washing, graffiti removal, excessive trash removal, and illegal dumping abatement.



PUBLIC SAFETY

The Union Square BID will continue to work with property owners and managers, businesses, residents, stakeholders, and the San Francisco Police Department (SFPD) on a variety of safety programs and strategies to prevent crime and increase pedestrian safety throughout the Union Square area. The Union Square BID will continue to provide Safety Ambassadors and overnight security to help respond to safety issues and concerns. The Union Square BID will also continue to hire 10B Police officers or private security to address escalated safety incidents and maintain an overall safety presence in the district.

MEMBER SERVICES/DISPATCH

The Union Square BID's Member Services/Dispatch will be a 24/7/365 operation where members and stakeholders can contact the organization to report cleaning and safety issues and request services.



SECURITY CAMERA PROGRAM AND OVERNIGHT MONITORING

To further enhance safety, Union Square partnered with law enforcement and became the first area in San Francisco to deploy surveillance cameras (now over 350), resulting in crime enforcement and prosecution. Continued investment in this resource will promote safety and prevent incidents before they occur. This security camera network will be maintained and monitored as part of the organization's 24/7/365 Clean and Safe operations. Footage of incidents may be given to SFPD for investigative purposes. Members of the general public may request video camera footage if not part of an active investigation.



MANAGEMENT AND ADMINISTRATION

To achieve the services outlined in this Plan, the Union Square BID will employ a staff to carry out regular activities, initiatives, and resources to include but not limited to office expenses including accounting, rent, utilities, office supplies, insurance, legal, and other professional services related to organizational activities.

ZONE MATRIX

Organizing the district into two zones creates a more equitable means of distributing services. The Powell/Stockton/Market/Union Square Park corridor will receive more cleaning and safety services as this particular zone has more pedestrian traffic and need for a higher safety presence.

CONTINUATION OF CITY SERVICES

The City and County of San Francisco may not use BID assessment funds to pay for baseline services providing general benefits to the district. [Table 4.2](#) (on page 29) provides the existing baseline City services provided to the USBID area.

ZONE 1 & ZONE 2 SERVICES COMPARISON SUMMARY MATRIX

SERVICES	ZONE 1	ZONE 2
Cleaning Ambassadors	4 Cleanings/Day	3 Cleanings/Day
Overnight Sidewalk Vacuum	Yes	Yes
Pressure Washing	Every week	Every 2 weeks
Safety and Hospitality Ambassadors	Min. 4 Visits/Day	Min. 2 Visits/Day
Member Services/Dispatch	24/7/365 Operation	24/7/365 Operation
2 10B Officers/ Private Security	12.5 Hours of Patrol	7.5 Hours of Patrol
Security Camera Program	Security Camera Program to expand from 60% of the district covered to 100% over the next decade term.	
Overnight Camera Monitoring	10PM-6AM	
Overnight Security	Patrol Team (10PM-6AM)	
Other USBID Services	Marketing and Events	
	Public Realm and Activations	
	Advocacy	

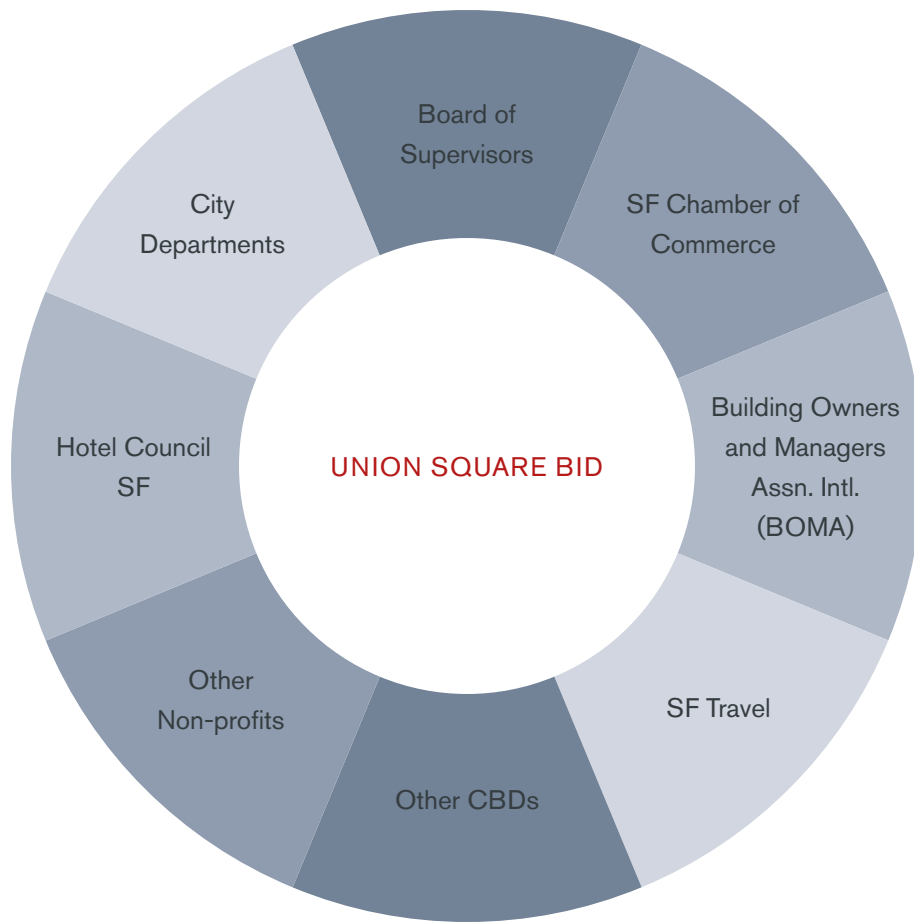


Table 4.1: Strategic Partners of the USBID

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 and enhance property values which can be especially advantageous in a recessionary economic environment.

PUBLIC REALM

The Union Square BID’s Public Realm Action Plan, which was written and approved in 2016, provides a single source for public realm improvements within the district and has identified 30+ projects and future opportunities to activate the district and its public spaces.

The district includes two major civic spaces: Union Square Park and Hallidie Plaza. It is served by the Powell Street BART/MUNI station, numerous bus lines, the historic Powell Street cable car lines, and soon the Central Subway Union Square/Market Street Station. Through active interventions, such as the Powell Street Promenade and the Winter Walk, the BID has begun the process of reinventing the public realm of the district.

Major principles guiding public realm improvements in the Union Square district include:

- Creating inviting streetscapes and activating public spaces with positive community engagement that increases pedestrian activity and disrupts negative street behavior.
- Making the City a place for the unexpected—pop up events, vendors, plazas, music and art—to encourage people to move beyond their usual path to explore the City.



- Beautifying the public realm and establishing district identity through unified approaches to pavement, street furniture, lighting, trees and planting, and other street design elements.

variety of digital and traditional means to include: a destination marketing website, social media presence, email blasts, street banners, printed marketing collateral, etc.

DESTINATION MARKETING & EVENTS

The organization will maintain an active branding and destination marketing campaign to promote Union Square as an international destination for shopping, hospitality and entertainment, and a world-class place to stay.

Businesses, properties, and points of interest will be promoted through target programs and initiatives. Destination marketing activities and consumer events contribute to Union Square's social vitality and economy. The organization will also support the creation and production of special events to draw visitors. Destination marketing and special events will be supported by the organization through a

MEMBER EVENTS

Member Mixers and regular member meetings such as Coffee and Connections are a collaborative way for our members to network with other members and learn about new products and services. The organization will offer regular member mixers and educational events to inform stakeholders on emerging issues and provide networking opportunities for the community.

CITY BASELINE SERVICES MATRIX *(San Francisco Office of Economic and Workforce Development, March 2017)*

DEPARTMENT	SERVICE	FREQUENCY
SFPUC (Per Jurisdiction)	Street Light Repair (Bulbs)	311 Request (No regular schedule)
HSH	HOT Team	311 Request (No regular schedule)
Comcast (City Contractor)	Bus Boarding Island Bus Shelters Bus Shelter/Boarding Island Graffiti	311 Request (No regular schedule)
SFMTA (Per Jurisdiction)	Street Light Repair	311 Request (No regular schedule)
SFPD	Two Sector Cars One Foot Beat	Day and Swing Beat
DPW	Street Cleaning Gutter Sweeping Cleaning and Repair of Trash Receptacles Cleaning and Repair of Street Furniture Graffiti Removal On: <i>Litter Receptacles (DPW Responsible)</i> <i>Mail Boxes (USPS Responsible)</i> <i>Meters (SFMTA/Sign Shop Responsible)</i> <i>Signs (SFMTA/Sign Shop Responsible)</i> <i>Utility Boxes (Owners Responsible)</i> Pressure Washing Sidewalk Repair/Damage Enforcement Code Enforcement Tree Maintenance Sidewalk Repair/Damage Caused by Trees Mechanical Street Sweeping	Per Posted Signage 311 Request (No regular schedule)

Table 4.2: City Baseline Services Matrix



5

BUDGET

BANANA REPUBLIC

BANANA REPUBLIC

THE WHITE HOUSE

BANANA REPUBLIC

ONE WAY

Red traffic light

5 BUDGET

BUDGET DESCRIPTION

The initial annual budget presented below represents the costs for providing the improvements, maintenance, and activities within the Union Square BID that are in addition to those services already provided by the City.

During any future year of operation the Union Square BID may re-allocate funds from one budget category to another budget category. The annual re-allocation of budget category amounts shall not exceed or decrease more than 10% of the approved budget category amount.

In each fiscal year beginning fiscal year 2020/21, total maximum assessment revenue may be subjected to an annual increase of the assessment revenue of the prior fiscal year by a vote of the Board of Directors of the Union Square BID. The maximum annual assessment revenue increase will reflect the annual change in the Consumer Price Index (CPI) for All Urban Consumers in San Francisco-Oakland-San Jose or 5% per yearly Board approval, whichever is more. If for any reason the percentage change is negative, the maximum allowable assessment would not be decreased by reason of such negative percentage change and would remain at the amount as computed

on the previous fiscal year regardless of any CPI adjustment. The annual assessment cannot exceed the actual costs to operate the Union Square BID in any given year. Based upon a maximum possible annual assessment increase of 5%, beginning July 1, 2020, the total annual maximum assessment revenue each year for each of the 10 years is described in [Table 5.2](#).

As a result of continued development, the District may experience an addition or subtraction of assessable footage for parcels included and assessed within the District boundaries. Modification of parcel improvements assessed within the District may change upwards or downwards depending upon the amount of total footage assessed for these parcels. Pursuant to Government Code 53750, total footage for parcels will be assessed on a prorated basis from the date each respective parcel receives a temporary and/or permanent certificate of occupancy. As a result, a district's total maximum assessment likely will increase when parcels are developed.

BUDGET CHARTS & TABLES

	Amount	Revenue (%)
Assessments	\$ 6,036,111	92%
Other (General Benefit)	\$ 524,879	8%
Total Revenue	\$ 6,560,990	100%

Table 5.1a: Budget Revenue

	Amount	Assessment Exp. (%)
Clean & Safe	\$ 4,868,481	74%
Public Realm, Marketing Events, & Advocacy	\$ 754,601	12%
Management & Admin.	\$ 937,908	14%
Total Expenses	\$ 6,560,990	100%

Table 5.1b: Budget Expenses

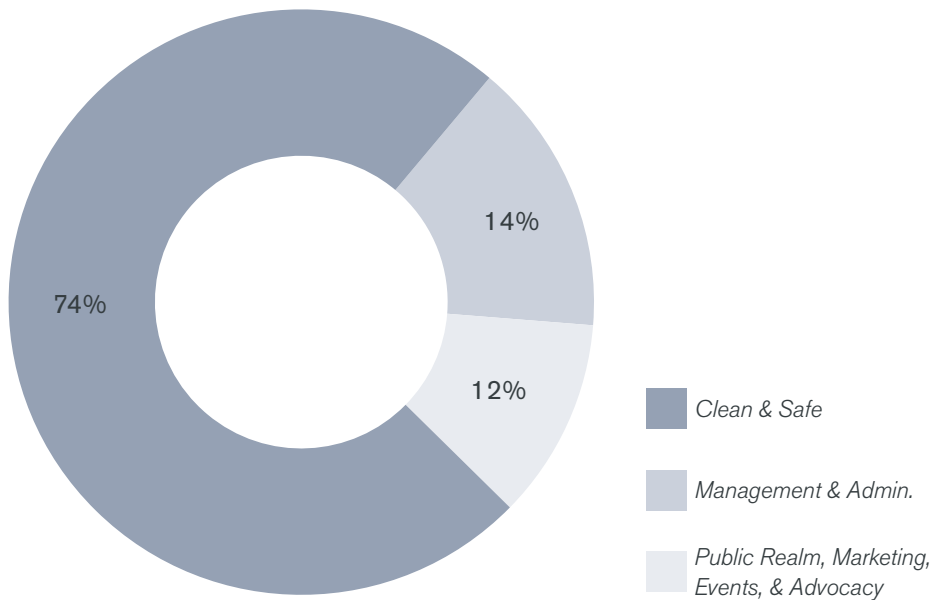


Table 5.1c: Budget Expenses Pie Chart

	Max. Annual Assessments (5%)
FY 2019/2020	\$ 6,036,111
FY 2020/2021	\$ 6,337,916
FY 2021/2022	\$ 6,654,812
FY 2022/2023	\$ 6,987,553
FY 2023/2024	\$ 7,336,931
FY 2024/2025	\$ 7,703,777
FY 2025/2026	\$ 8,088,966
FY 2026/2027	\$ 8,493,414
FY 2027/2028	\$ 8,918,085
FY 2028/2029	\$ 9,363,989

**The USBID performs an annual audit conducted by a CPA firm. Contact the USBID for past records.*

Table 5.2: Maximum assessments with 5% Increase

6

**METHOD OF
ASSESSMENT**





POWELL &

22

SAN

HOLD ON

HYDE

HOLD ON

DO NOT LEAN

DO NOT LEAN OUT

DO NOT LEAN

DO NOT LEAN OUT

6 METHOD OF ASSESSMENT

SOURCES AND FINANCING

The levy and collection of annual assessments upon property within the Union Square BID provides the primary funding source for the improvements, maintenance, and activities previously outlined. The Union Square BID will generate additional funds from sources other than annual assessments on properties within the district. These funds may include grants, donations, fees for service contracts, and in-kind donations.

BASIS OF ASSESSMENT

The benefits provided to real property within the Union Square Business Improvement District relate to the improvements, maintenance, and activities carried out by the USBID and more fully described in the “Description of the Improvements, Services, and Activities” section of this Management Plan.

GENERAL BENEFIT ASSIGNMENT IS 8%

The Clean and Safe and Marketing programs will be provided solely within the District. However, it's reasonable to assume a certain level of aesthetic, safety, and economic benefits will accrue to properties on the periphery of the District, as the cleaning services would increase the aesthetics of the side of the



street opposite these parcels, and it is likely patrolling security may report/respond to security issues near the properties just outside the boundary of the District. Furthermore, the Marketing activities could draw shoppers and diners to the District who might also explore the broader area and patronize businesses on the periphery of the boundary of the District.

The Benefit Points for property within the District represents special benefit, and the Benefit Points for property on the periphery of the District represents general benefit. The portion of general benefit accruing to parcels on the periphery of the District is 8.87%.

The Clean and Safe program will be provided solely to properties within the District. However, it's reasonable to assume a certain level of aesthetic and safety benefits will accrue to pedestrians passing through the District who do not intend to access property within the District. As such, the benefits accruing to pedestrians passing through the District needs to be quantified. The portion of general benefit accruing to pedestrians passing through the District is 5.4%.

Please see the Engineer's Report (Appendix C) for a more detailed discussion of the calculation of the general benefit.



SPECIAL BENEFIT POINT ASSIGNMENT AND TYPES OF LAND USE AND POINTS

The method of apportioning benefit to parcels within the Union Square Business Improvement District reflects the proportional special benefit assigned to each property from the USBID improvements, maintenance and activities based upon the various property characteristics for each parcel as compared to other properties within the district. Given that the special benefits provided by the Union Square BID improvements, maintenance, and activities focus on aesthetic benefit, safety benefit, and economic activity benefit, it was determined that linear street frontage, building square footage, lot size, and land use are the most appropriate parcel factors. Each parcel's linear street frontage, building square footage, lot size, and land use have been used as the primary assessment variables for the calculation and assignment of parcel factors. Please see the Engineer's Report for a more detailed discussion of the calculation of the special benefit.

Non-Residential Property consists of parcels used for a 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 pay-to-use parking structures.

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

Condominium Property consists of condominiums used exclusively for residential purposes.

Public Property consists of the following:

- Publicly owned and publicly accessible use; parcels owned by public entities and/or used for public purposes, including police and fire stations, parks, public schools, libraries, and other government administration offices
- Parcels used by a public utility

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

- Lot square footage
- Building square footage
- Linear frontage
- Land use

BENEFIT ZONE & TABLE

In addition to parcel characteristics and land use types, location also plays a role in determining special benefit. Two distinct areas within the proposed boundary of the District have been identified that will experience the Improvements to differing degrees and therefore will receive different levels of special benefit. As noted in the Engineer's Report, the Court in Tiburon made clear that zones cannot be zones of cost, but must instead

be zones of benefit. That is, assessments for different groups or areas cannot be differentiated because of differences in cost. They must be differentiated based on differences in benefit.

Thus, it is important to distinguish the differing service levels between the two zones to assign appropriate Zone Benefit Factors to parcels within each Zone.

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

Table 6.1a: Benefit Point Table

Clean Activities	Safe Activities	Marketing Activities
Improved Aesthetics	Increased Safety	Increased Economic Activity
Increased Economic Activity		

Table 6.1b: Benefit Point Breakdown

Land Use Type	Asst. Rate Per Lot sq ft.	Asst. Rate Per Building sq ft.	Asst. Rate Per Frontage sq ft.
Non-Residential Property	\$ 0.43727	\$ 0.06430	\$ 126.15163
Apartment Property	\$ 0.32795	\$ 0.04822	\$ 94.61372
Condominium Property	\$ 0.21864	\$ 0.03215	\$ 63.07582
Public Property	\$ 0.21864	\$ 0.03215	\$ 63.07582

Table 6.2a: Zone 1 Assessment Rates for FY 2019/20

Land Use Type	Asst. Rate Per Lot sq ft.	Asst. Rate Per Building sq ft.	Asst. Rate Per Frontage sq ft.
Non-Residential Property	\$ 0.34982	\$ 0.05144	\$ 100.92131
Apartment Property	\$ 0.26236	\$ 0.0385	\$ 75.69098
Condominium Property	\$ 0.17491	\$ 0.02572	\$ 50.46065
Public Property	\$ 0.17491	\$ 0.02572	\$ 50.46065

Table 6.2a: Zone 2 Assessment Rates for FY 2019/20

Factor	Weight
Lot	15%
Building	15%
Frontage	70%

Table 6.3: Factor Weighting

Service	Zone 1	Details	Zone 2	Details
Cleaning Ambassadors	1.33	4 Cleanings/Day	1.00	3 Cleanings/Day
Pressure Washing	2.00	1 Wash/Week	1.00	1 Wash/2-weeks
Safety & Hospitality Ambassadors	2.00	4 Visits/Day	1.00	2 Visit/Day
10B Officers/Private Security	1.67	Added Routes	1.00	Regular Routes
Security Cameras	1.00	Equal Services	1.00	Equal Services
Live Overnight Monitoring	1.00	Equal Services	1.00	Equal Services
Overnight Security	1.00	Equal Services	1.00	Equal Services
Member Services	1.00	Equal Services	1.00	Equal Services
Public Realm	1.00	Equal Services	1.00	Equal Services
Marketing	1.00	Equal Services	1.00	Equal Services
Events	1.00	Equal Services	1.00	Equal Services
Advocacy	1.00	Equal Services	1.00	Equal Services
Total:	15.00	Total:	12.00	
Zone Factor:	1.25*	Zone Factor:	1.00*	

Table 6.4: Zones of Benefit

LOT FACTOR

The average lot size in the proposed District is 4,104.43 square feet. Each parcel's actual lot size was divided by the average lot size to determine a Lot Factor.

$$\text{Parcel's Lot sqft.} \div \text{District's Average Lot sqft.} = \text{Parcel's Lot Factor}$$

Table 6.5a: Linear Factor Equation

BUILDING FACTOR

The average building size in the proposed District is 27,913.67 square feet. Each parcel's actual building size was divided by the average building size to determine a Building Factor.

$$\text{Parcel's Building sqft.} \div \text{District's Average Building sqft.} = \text{Parcel's Building Factor}$$

Table 6.5b: Building Factor Equation

FRONTAGE FACTOR

The average linear frontage in the proposed District is 66.39 feet. Each parcel's actual linear frontage was divided by the average linear frontage to determine a Frontage Factor.

$$\text{Parcel's Frontage sqft.} \div \text{District's Average Frontage sqft.} = \text{Parcel's Frontage Factor}$$

Table 6.5c: Frontage Factor Equation

BENEFIT POINT CALCULATION

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

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

Table 6.5d: Special Benefit Points Equation

ASSESSMENT CALCULATION

(Section 7.2 of Engineer's Report, Page 21)

The method of assessment is discussed in detail in the Engineer's Report and is summarized below:

<p>Total Cost Estimate to be levied in 2019/2020 ÷ Total Special Benefit Points = Assessment Rate per Special Benefit Point</p> <p>$\\$6,036,110.88 / 16,815.844 = \\358.95</p> <p>Parcel's Assessment = \$358.95 x Parcel's Total Benefit Points</p>
--

Table 6.5e: Assessment Calculation Equation

YEARS ASSESSMENTS WILL BE LEVIED

The proposed term for the Union Square BID is set at 10 years. Assessments for the proposed District will be levied upon renewal of the District, to fund District Improvements over the next 10 years. The first year of Improvements will be Fiscal Year 2019/20 and the final year will be Fiscal Year 2028/29.

Expenditure of collected assessments may continue for up to six months after June 30, 2029 if the district is not renewed. In order to authorize the levy and collection of assessments after Fiscal Year 2028/29, the USBID will need to go through the renewal process pursuant to the 1994 Act as augmented by Article 15.

TIME AND MANNER FOR COLLECTING ASSESSMENTS

Each property owner pays a share of the cost of the Union Square BID, based on an assessment formula. The payment is collected twice yearly, through the property tax bill. The Union Square BID assessment, including the collection and enforcement of any delinquent assessment and imposition of interest and penalties per City and County of San Francisco Business and Tax Regulations Code Article 6, and related law as it may be amended from time to time, will

be collected and enforced by the Treasurer and Tax Collector of the City. The Treasurer and Tax Collector shall transfer the assessment payments to the Union Square BID for the funding of improvements, maintenance, and activities described in this Management Plan.

ASSESSOR'S PARCEL LISTING

Appendix B of this Management Plan provides a listing of all of the Assessor's Parcels, including the Assessor's Parcel number, Site Address, Benefit Zone, Assessment Percentage, and 2019/20 Assessment subject to the Union Square BID's annual assessment.

7

TIFFANY &



TIFFANY &

MANAGEMENT



TIFFANY &
NEW YORK

7 MANAGEMENT

BOARD COMPOSITION

The Union Square Business Improvement District, a 501(C)4 non-profit organization, will administer the assessments levied. The Union Square BID will be governed by a Board of Directors comprised of a majority of members (property owners). The Board of Directors will have 23-29 members; at least 20% of voting Board members shall be business owners who do not own or have ownership interest in commercial property within the District, per San Francisco Business and Tax Regulations Code Section 1511 (h). To ensure representation from all stakeholder groups, the USBID will have representatives from hospitality, retail/commercial, residents, and government/non-profit sectors.

PUBLIC ACCESS

The Union Square BID is required to comply with specified State open meeting and public records laws, such as the Ralph M. Brown Act, commencing with Section 54950 of the Government Code, and the California Public Records Act, commencing with Section 6250 of the Government Code. Ralph M. Brown Act compliance is required when Union Square



BID business is heard, discussed, or deliberated, and the California Public Records Act compliance is required for all documents relating to Union Square business.

OPERATIONS MANAGEMENT

The powers and responsibilities for the Union Square BID are as follows:

- Review improvements, services, and activities provided and establish priorities for the upcoming Fiscal Year
- Implement the improvements, maintenance, and activities specified in the Management Plan by determining levels of improvements, maintenance, and activities
- Submit annual reports to the San Francisco Board of Supervisors
- Coordinate with City staff regarding operational issues of the Union Square BID
- Hold an Annual Meeting



STAFFING

The Union Square BID may hire paid staff and sub-contractors, or provide funds to grantees to implement the improvements, maintenance and activities as outlined in this Management Plan.

BUDGET & MANAGEMENT

The Union Square BID may reallocate funding within the budget categories, not to exceed 10% of the annual budgeted amount for the category, consistent with the Management Plan.

RULES & REGULATIONS

The Union Square BID will establish rules and regulations to be employed in its administration of the organization. Each year, the Union Square BID shall prepare an annual report for each Fiscal Year, for which assessments are levied and collected to pay the costs of the improvements, maintenance and activities described in the report. The first annual report shall be due after the first year of operation of the Union Square BID. The Union Square BID must file each annual report with the Clerk of the San Francisco Board of

Supervisors; each report shall contain or provide, but not be limited to the following:

- A reference to the Union Square BID by name
- The Fiscal Year to which the annual report applies
- Any proposed changes in the boundaries, benefit zones or classification of property of the BID
- The improvements, maintenance and activities to be provided for that Fiscal Year
- An estimate of the cost of providing the improvements, maintenance, and activities for that Fiscal Year
- Any proposed changes to the basis and method of levying the assessments
- The method and basis of levying the assessment in sufficient detail to allow each real property owner to estimate the amount of the assessment to be levied against his or her property for that Fiscal Year
- The amount of any surplus or deficit revenues to be carried over from a previous Fiscal Year
- The amount of any contributions to be made from sources other than assessments levied

The San Francisco Board of Supervisors may approve the annual report filed by the Union Square BID, or the Board of Supervisors may modify any particulars contained in the report, and then approve it as modified. Any modification to the annual report shall be made pursuant to Sections 36635 and 36636 of the 1994 Act. At the conclusion of the public hearing to establish the district, the city council may adopt, revise, change, reduce, or modify the proposed assessment or the type or types of improvements, maintenance, and activities to be funded with the revenues from the assessments. Proposed assessments may only be revised by reducing any or all of them. At the public hearing, the city council may only make changes in, to, or from the boundaries of the proposed property and business improvement district that will exclude territory that will not benefit from the proposed improvements, maintenance, and activities

vote (6 or more members) may disestablish the BID at any time if it finds there has been misappropriation of funds, malfeasance, or violation of law in connection with the management of the District. The Board of Supervisors by a super-majority vote (eight or more) may disestablish the BID for any reason. All outstanding obligations, finances, leases, or other similar obligations of the City, payable from or secured by assessments levied within BID must be paid prior to disestablishment of the BID.

ADDITIONAL MATTERS

Union Square area stakeholders formed the BID after considerable outreach and careful research, based on information and sources deemed to be reliable. If a property owner thinks an assessment on the property owner's property has been calculated or applied in error, he or she must first contact the Union Square BID to correct the property information used to calculate the assessment. If the property owner is not satisfied with the response, then he or she may request an assessment recalculation from the City and County of San Francisco's Office of Economic and Workforce Development and other City agencies as needed per the assessment formula included in the Management Plan.

DISESTABLISHMENT

Each year that the BID is in existence, there will be a 30-day period during which the property owners will have the opportunity to request disestablishment of the BID. This 30-day period begins each year on the anniversary of the date the San Francisco Board of Supervisors established the BID. Within that 30-day period if a written petition is submitted by the owners of real property who pay 50% or more of the assessments levied, the BID may be disestablished by the Board of Supervisors. The Board of Supervisors, by a majority

8

APPENDICES

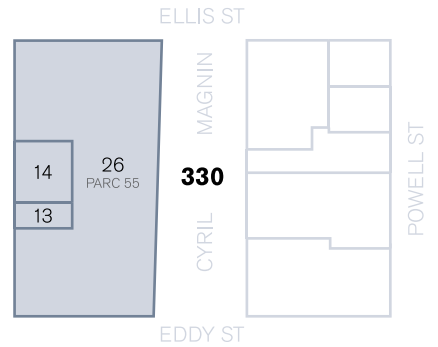
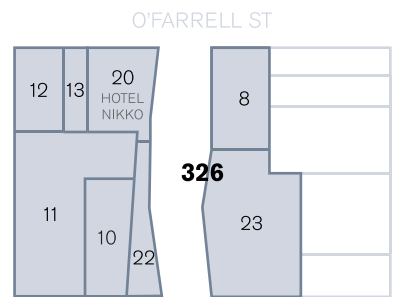
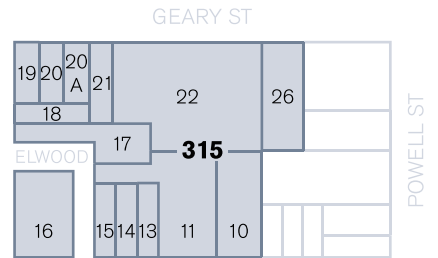
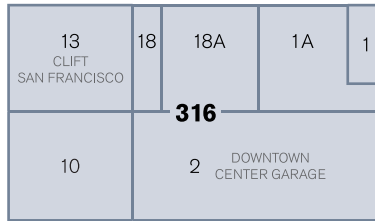
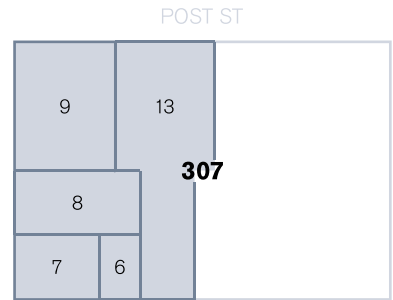
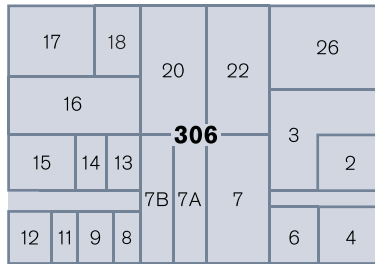
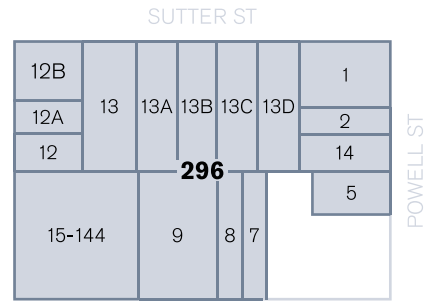
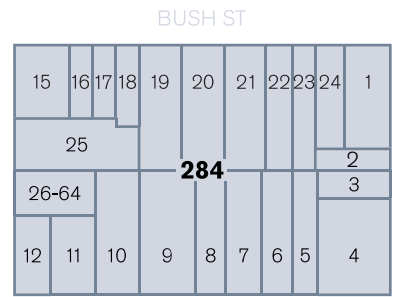
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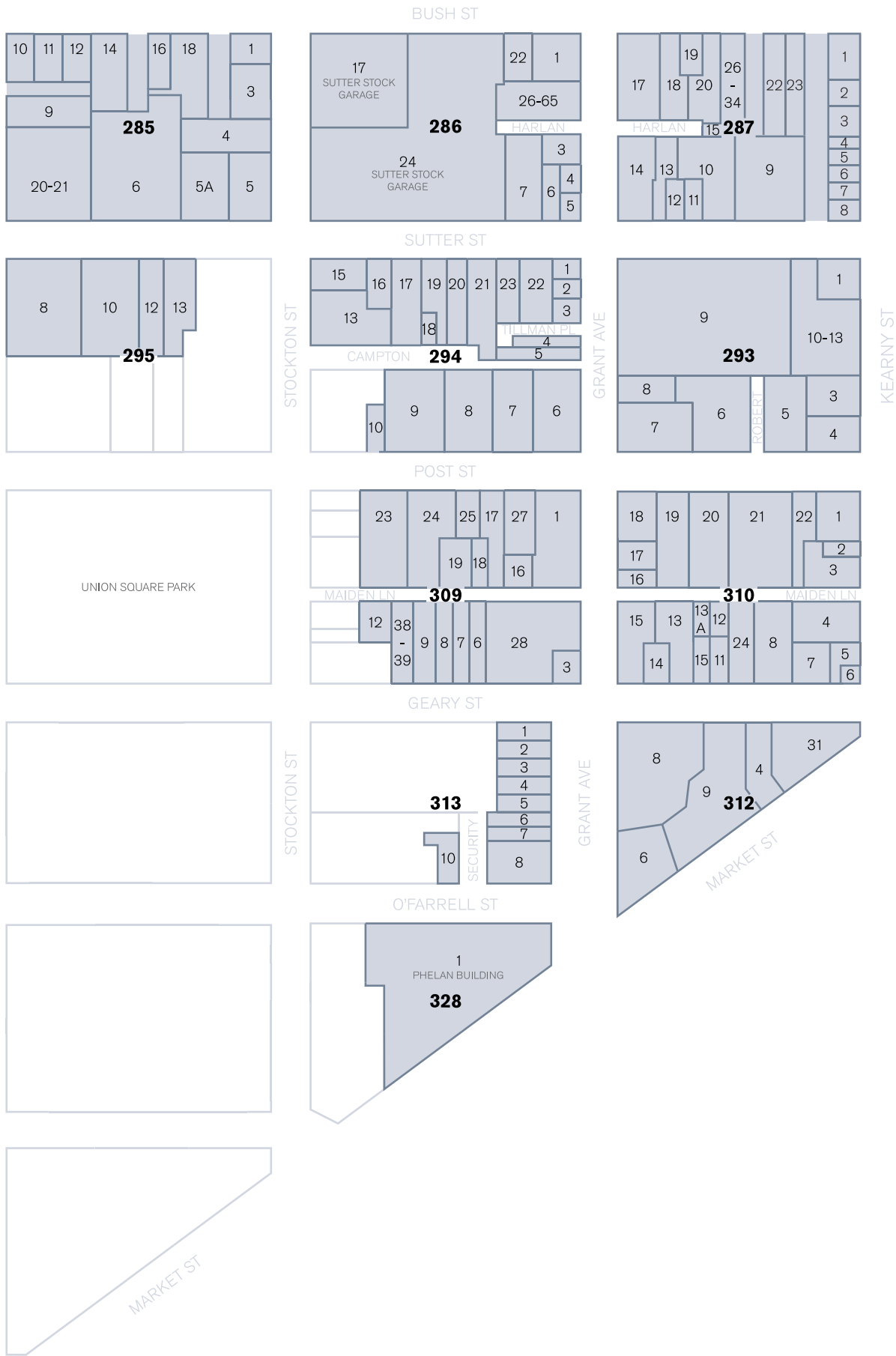
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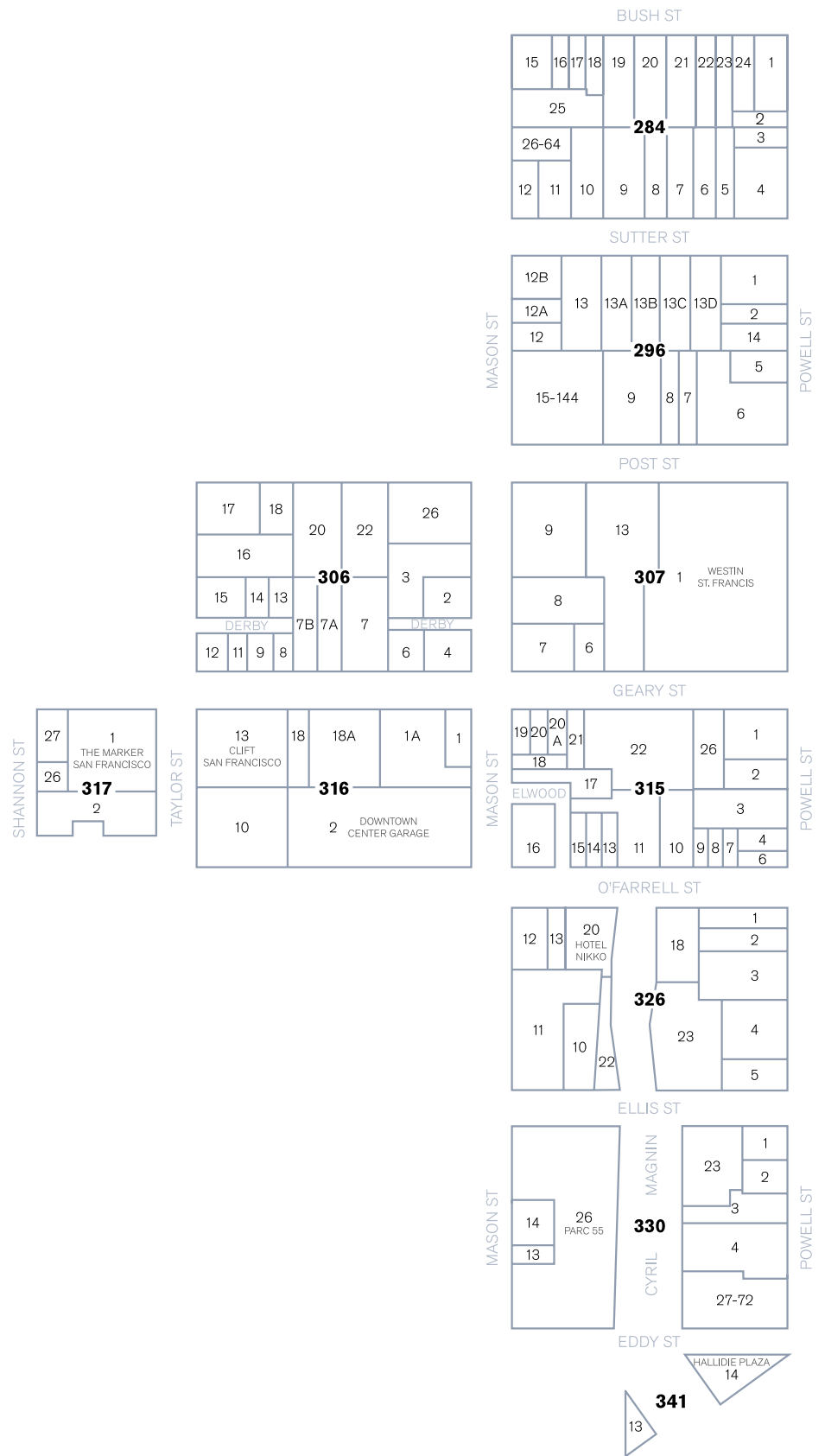
The Pavilion, Theater
and Foyers Entrance
at 7th Street

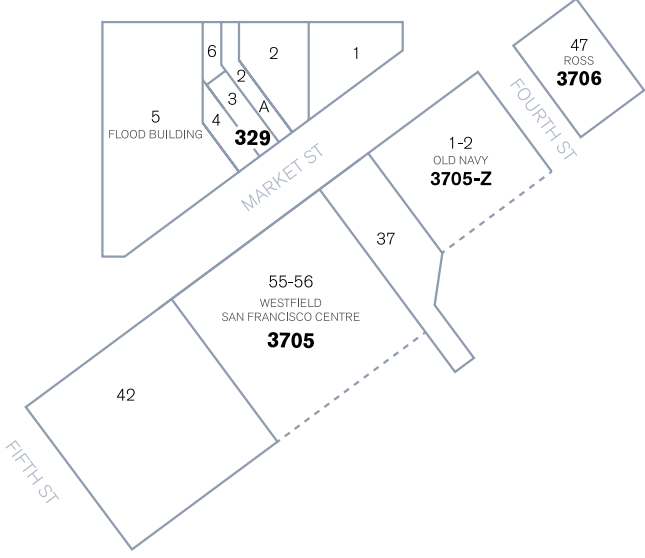
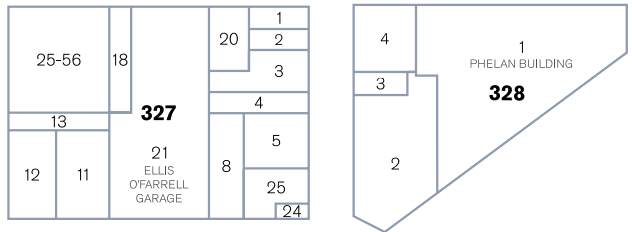
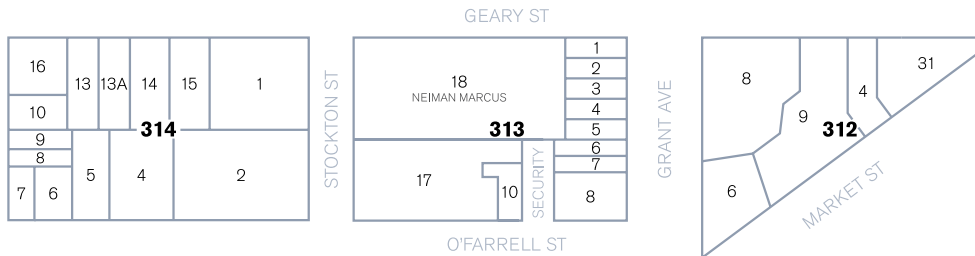
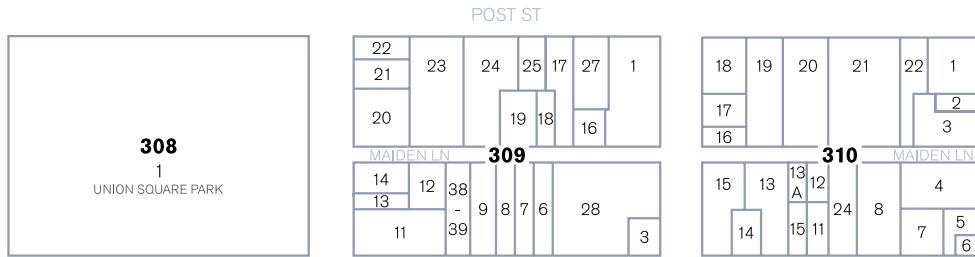
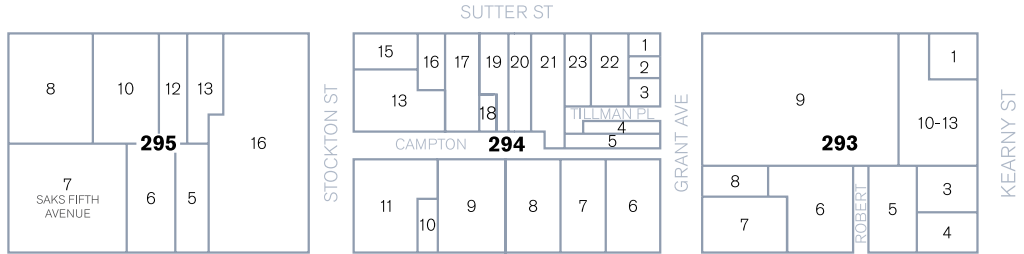
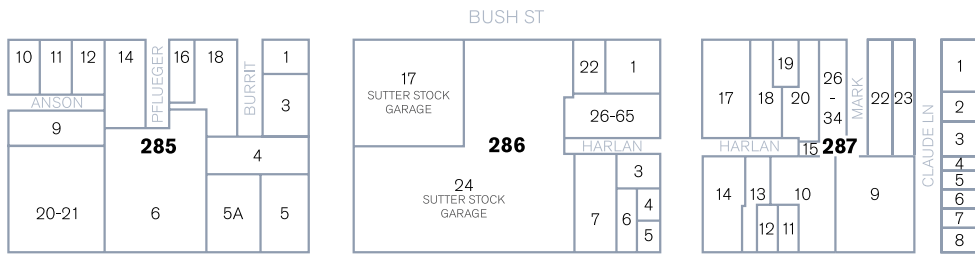
APPENDIX A
**BOUNDARY
MAP, ZONE 1 &
ZONE 2**











APPENDIX B
PARCEL
LISTING

APN	Zone	Frontage	Lot Area	Building Area	Property Type	Land Use Benefit Points	Zone Factor	Frontage Factor	Lot Factor	Building Factor	Special Benefit Points	Total Assessment
0330-071	1	4.04	159	962	Condominium	2.00	1.25	0.284	0.039	0.034	0.89	\$ 320.63
0330-072	1	2.02	79	480	Condominium	2.00	1.25	0.142	0.019	0.017	0.45	\$ 159.98
0341-013	1	865.03	8,915	-	Public	2.00	1.25	60.802	2.172	-	157.44	\$ 56,512.23
0341-014	1	842.70	6,630	-	Public	2.00	1.25	59.233	1.615	-	152.12	\$ 54,604.12
3705-037	1	80.00	20,987	136,850	Non-Residential	4.00	1.25	5.623	5.113	4.903	78.20	\$ 28,068.42
3705-042	1	550.00	75,624	302,496	Non-Residential	4.00	1.25	38.659	18.425	10.837	339.60	\$ 121,902.35
3705-055	1	137.50	37,812	81,577	Non-Residential	4.00	1.25	9.665	9.212	2.922	109.00	\$ 39,125.53
3705-056	1	137.50	37,812	81,577	Non-Residential	4.00	1.25	9.665	9.212	2.922	109.00	\$ 39,125.53
3705Z-001	1	33.00	1,919	103,350	Non-Residential	4.00	1.25	2.320	0.468	3.702	32.45	\$ 11,647.29
3705Z-002	1	307.00	26,356	113,083	Non-Residential	4.00	1.25	21.579	6.421	4.051	160.26	\$ 57,524.73
3706-047	1	370.00	17,000	155,871	Non-Residential	4.00	1.25	26.007	4.142	5.584	178.66	\$ 64,132.35

APPENDIX C
**ENGINEER'S
REPORT**

(Attached Separately)



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