

Westwood Business Improvement District Management District Plan

**For
A Property Based
Business Improvement District
In Westwood**

November 2015

**Prepared By
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For the
Westwood Business Improvement District (District)
Los Angeles, California

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**Section 1
Management District Plan Summary**

The name of the proposed Property-based Business Improvement District is the Westwood Business Improvement District (the "District"). The District is being renewed pursuant to Section 36600 et seq. of the California Streets and Highways Code, the "Property and Business Improvement District Law of 1994 as amended", hereinafter referred to as State Law.

Developed by the Westwood Business Improvement District Renewal Committee, the Westwood Business Improvement District Management Plan is proposed to improve and convey special benefits to properties located within the Westwood Business Improvement District area. The District will provide new and continued improvements and activities, including clean/safe/beautiful, communication/development, and management. Each of the programs are designed to meet the goals and mission of the District: to improve the safety of each individual assessed parcel within the District, to increase building occupancy and lease rates, to encourage new business development; and attract ancillary businesses and services for parcels within the District.

The boundary of the Westwood Business Improvement District was created to include what has historically and traditionally been the Westwood Village Business District. It includes the area commonly known as "The Village" and the commercial office area directly south of the Village that has been historically considered a part of Westwood Village. The commercial office area provides consumers to the Village during lunch time and post-work hours who enjoy the dining and retail options available. The Business Improvement District area is bounded by Westwood Boulevard, Le Conte Avenue, Gayley Avenue, and Hilgard Avenue. The area is considered the primary commercial area of Westwood. The proposed boundaries have not changed since the establishment of the District in 2011.

Boundary: See Section 2, Page 6 and map page 8.

Budget: The total District budget for the 2017 year of operation is approximately \$1,359,380.40.

Improvements, Activities, Services:

CLEAN, SAFE, BEAUTIFUL

\$982,101.75 72%

Enhanced Safe Programs:

A Westwood Business Improvement District Safe Team Program to deal with crime prevention and inappropriate conduct in the District.

- Walking and Segway Patrols
- Safety Programs
- Homeless Programs

Enhanced Clean and Beautiful Programs

- Sidewalk Sweeping
- Sidewalk Pressure Washing
- Graffiti & Handbill Removal
- Trash Removal
- Landscape programs
- Tree Trimming
- Tree Lighting Program

COMMUNICATION/DEVELOPMENT

\$183,763.65 14%

- Website
- Newsletter
- Social Media
- Business Retention
- Business Recruitment
- Broker Support and Outreach
- Customer Recruitment
- Parking Use Improvement
- Pedestrian Use Improvement

MANAGEMENT/SLOW PAY/CITY FEES

\$193,515 14%

Management staff expenses are allocated according to generally accepted accounting job costing procedures and are allocated to the specific areas in which staff works.

Method of Financing: A levy of special assessments upon real property that receives special benefits from the improvements and activities. (See Section 4, for assessment methodology)

Benefit Zones: The State Law and State Constitution Article XIID require that special assessments be levied according to the special benefit each parcel receives from the improvements. In order to match assessment rates to special benefits received, two benefit zones have been created within the Westwood Business Improvement District. See section 2 for detailed description of Zones.

Cost: Annual assessments are based upon an allocation of program costs by assessable footage. Three property assessment variables, parcel square footage, building square footage and linear front footage will be used in the calculation. See pages 17 and 18 for a definition of parking structures inclusion in determining assessable square footage. The 2017 year assessments per assessment variable will not exceed amounts listed in the following chart:

Zone One Assessment Rates	
Lot Square Footage Assessment	\$0.2097
Building Square Foot Assessment	\$0.0894
Linear Front Footage	\$19.5044

Zone Two Assessment Rates	
Lot Square Footage Assessment	\$0.1772
Building Square Foot Assessment	\$0.0624
Linear Front Footage	\$17.4769

Cap: Annual assessment increases will not exceed 5% per year. Increases will be determined by the business improvement district Owners' Association and will vary between 0 and 5% in any given year.

District Formation: District formation requires submission of favorable petitions from property owners representing more than 50% of total assessments to be paid and the return of mail ballots evidencing a majority of ballots cast in favor of the assessment. Ballots are weighted by each property owner's assessment as proportionate to the total proposed District assessment amount.

Duration: The District will have a 10-year life beginning January 1, 2017 and ending December 31, 2026.

Governance: The Owners' Association will review District budgets and policies annually within the limitations of the Management District Plan. Annual and quarterly reports, financial statements and newsletters will be filed with the City of Los Angeles (City). The Owners' Association will oversee the day-to-day implementation of services as defined in the Management District Plan.

Section 2

Westwood Business Improvement District Boundaries

Overall Boundary

Beginning at the intersection of Levering Avenue and Le Conte Avenue the northern boundary of the District follows the south side of Le Conte Avenue east to the intersection with the eastern parcel line of parcels facing on the east side of Hilgard Avenue. Turn south along the eastern parcel line of parcels facing on the east side of Hilgard Avenue until the intersection with Weyburn Avenue. Turn west along the north side of Weyburn Avenue to the intersection with Hilgard Avenue. At Hilgard Avenue turn south following the west side of Hilgard Avenue to the intersection with Lindbrook Drive. Turn south along the east parcel line of parcel number 4360-003-028 and 4360-003-029 to the intersection with Wilshire Boulevard. Cross Wilshire Boulevard and continue south along the east parcel line of parcel number 4325-005-019, then follow the south parcel line of parcel number 4325-005-019 to the eastern parcel line of parcel number 4325-005-074. Turn south along the eastern parcel line of parcel 4325-005-074 to the south parcel line of the same parcel. Turn west along the south parcel line of parcel 4325-005-074 to the intersection with Glendon Avenue. Cross Glendon Avenue continuing west along the south parcel line of parcel number 4325-005-083 to Westwood Boulevard. Cross Westwood Boulevard and continue west on the north side of Ashton Avenue to the intersection with the west parcel line of parcel number 4324-002-028. Turn north along the west parcel line of parcel number 4324-002-028 to the intersection with the south parcel line of parcel number 4324-002-027. Turn west along the south parcel line of parcel number 4324-002-027 to Veteran Avenue. Turn north on the east side of Veteran Avenue to the intersection with Wilshire Boulevard. Turn east on the south side of Wilshire Boulevard to the intersection with the west parcel line of parcel number 4363-023-001. Turn north along the west parcel line of parcel number 4363-023-001 and continue along the west parcel line of parcels facing on the west side of Gayley Avenue to the intersection with Weyburn Avenue. Turn east along the south side of Weyburn Avenue to the eastern side of Gayley Avenue. Turn north along the east side of Gayley Avenue to Levering Avenue. Continue north along the east side of Levering Avenue to the starting point at the intersection of Levering Avenue and Le Conte Avenue.

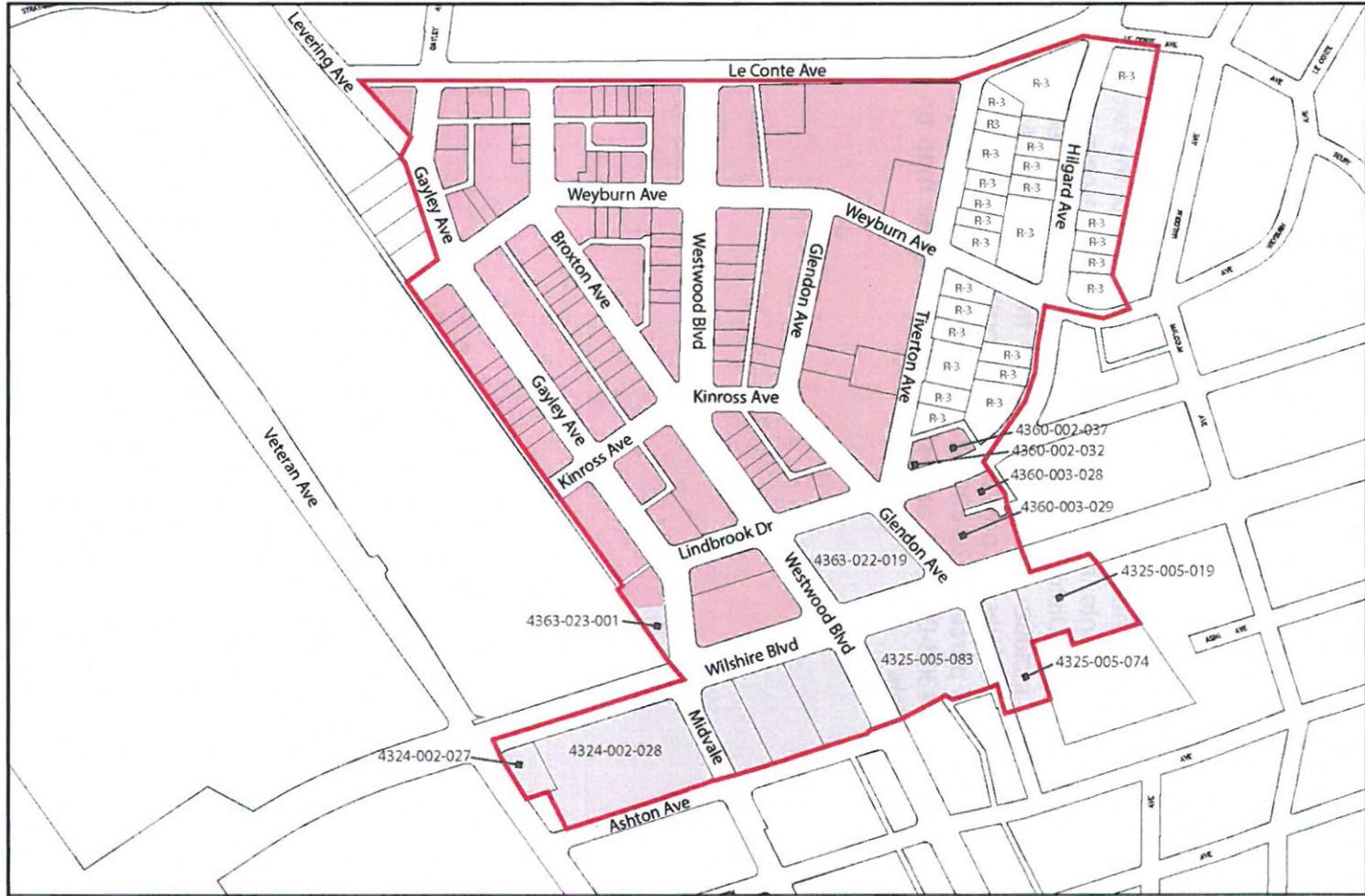
Zone One Boundary

Zone 1 contains the highest concentration of retail uses in the District, the highest pedestrian counts and the highest demand for clean and safe services. Beginning at the intersection of Levering Avenue and Le Conte Avenue the northern boundary of the District follows the south side of Le Conte Avenue east to the intersection with Tiverton Avenue. At Tiverton Avenue the boundary follows the west side of Tiverton Avenue to the north parcel line of parcel 4360-002-032. Turn east along the north parcel line of parcels 4360-002-032 and 4360-002-037, turn south along the east parcel line of parcel 4360-002-037, continue south across Lindbrook Drive following the east parcel line of parcels 4360-003-028 and 4360-003-029 to Wilshire Boulevard. Turn west along the north side of Wilshire Boulevard to Glendon Avenue, turn north along the east side of Glendon Avenue to Lindbrook Drive. At Lindbrook Drive turn west to Westwood

Boulevard, at Westwood Boulevard turn south to Wilshire Boulevard, turn west along Wilshire Boulevard to Gayley Avenue, turn north along Gayley Avenue to the north parcel line of parcel 4363-023-001, turn west along the north parcel line of parcel 4363-023-001 to the west District boundary, follow the west District boundary to the beginning point at Levering Avenue and Le Conte Avenue.

Zone Two Boundary

Parcels within Zone 2 are on the periphery of the District and are made up primarily of high rise office buildings. Zone 2 has the lowest pedestrian traffic of the two zones and less need for cleaning and maintenance services. Zone Two parcels are all of the assessable parcels within the District Boundary that are not included in Zone 1. Specifically, these parcels include assessable parcels fronting Hilgard Avenue from LeConte Avenue to Lindbrook Avenue, parcels on the south side of Wilshire Boulevard from parcel 4324-002-027 to parcel 4325-005-019, parcels on the north side of Wilshire Boulevard include parcels 4363-023-001 and 4363-022-019. (See map on page 8 for further identification of parcels)



- Zone 1
- Zone 2
- PROPOSED BID BOUNDARY
- R-3 ZONE R-3 RESIDENTIAL NOT ASSESSED

WESTWOOD

BUSINESS IMPROVEMENT DISTRICT

Map To Guide

District Boundary Rationale

The boundary of the Westwood Business Improvement District was created to include what has historically and traditionally been the Westwood Village Business District. It includes the area commonly known as "The Village" and the commercial office area directly south of the Village that supplies many of the users of the Village and has been historically considered a part of Westwood Village. Westwood Village consists of an area bounded by Westwood Boulevard, Le Conte Avenue, Gayley Avenue, and Hilgard Avenue. The area is considered the primary commercial area of Westwood. The proposed boundaries have not changed since the establishment of the District in 2011.

The property uses within the general boundaries of the Westwood Business Improvement District are a mix of retail, theater, religious, parking, office and mixed-use residential. Services and improvements provided by the District are designed to provide special benefits to parcels that contain retail, theater, religious, parking, office and mixed-use residential. All of the services provided such as the security work provided by the Safe Team and work provided by the Clean Team are services that are over and above the City's baseline of services and are not provided by the City. These services are not provided outside of the District because of the unique nature of these services focusing on the particular needs of each individually assessed property within the District. These services provide particular and distinct benefits to each of the individually assessed parcels within the District.

In order to ensure that parcels outside of the District will not specially benefit from the improvements and services funded with the assessment, improvements and services will only be provided to individual assessed parcels within the boundaries of the District. Specifically, security patrols, cleaning / sanitation personnel, and similar service providers employed in connection with the District will only patrol and provide services to individually assessed parcels within the District, and will not provide services outside of District boundaries. Nor will District promotional efforts promote activities outside of District boundaries.

Northern Boundary: Le Conte Avenue represents the northern boundary of the Westwood Business Improvement District. The northern boundary of the Westwood Business Improvement District was determined by the zoning and use of the parcels north of the District boundaries. The parcels north of the District boundaries are the University of California, Los Angeles campus and are zoned open space (University land). The open spaced zoned parcels will not benefit from the District programs that are designed to provide special benefits to parcels which contain retail, theater, religious, parking, mixed use residential and office uses. In order to ensure that parcels outside of the District will not specially benefit from the unique improvements and services funded with the assessment, improvements and services will only be provided to individual assessed parcels within the boundaries of the District.

Eastern Boundary: Hilgard Avenue, including parcels on both sides of Hilgard Avenue, represents the eastern boundary of the Westwood Business Improvement District. The eastern boundary of the Westwood Business Improvement District was determined by

the zoning of the parcels east of the District boundaries and the lack of commercial business activity, such as the commercial hotel and parking uses which are located within the District, east of the District. The parcels east of the District boundaries are zoned residential and as per State of California Streets and Highways code section 36632.(c) *“are conclusively presumed not to benefit from the improvements and service funded through these assessments...”* In order to ensure that parcels outside of the District will not specially benefit from the unique improvements and services funded with the assessment, improvements and services will only be provided to assessed parcels within the boundaries of the District. Specifically, security patrols, maintenance personnel, and similar service providers employed in connection with the District will only patrol and provide services to individual assessed parcels within the District, and will not provide services outside of District boundaries.

Southern Boundary: Wilshire Boulevard, including parcels on both sides of Wilshire Boulevard, represents the southern boundary of the Westwood Business Improvement District. The southern boundary of the Business Improvement District was determined by the zoning and use of the parcels south of the District boundaries. The parcels south of the District boundaries are primarily a concentration of apartment buildings and condominiums lacking ground floor retail, as well as small commercial businesses along Westwood Boulevard. These uses are not consistent with other Zone 2 property (see district boundary rationale below, for Zone 2 description) and will not benefit from the District programs because services will not be provided, and services are designed to provide special benefits to parcels which contain hotel, parking, and office uses. Wilshire Boulevard marks the southern edge of the area considered to be Westwood Village and the area historically within the Westwood Village Business Improvement District. In order to ensure that parcels outside of the District will not specially benefit from the unique improvements and services funded with the assessment, improvements and services will only be provided to individual assessed parcels within the boundaries of the District. Specifically, security patrols, maintenance personnel, and similar service providers employed in connection with the District will only patrol and provide services to individual assessed parcels within the District, and will not provide services outside of District boundaries.

Western Boundary: Gayley Avenue, including parcels on both sides of Gayley Avenue, represents the western boundary of the Westwood Business Improvement District. The western boundary of the Westwood Business Improvement District was determined by the zoning and use of the parcels west of the District boundaries. The parcels west of the District boundaries are zoned open space (cemetery land). The open spaced zoned parcels will not benefit from the District programs that are designed to provide special benefits to parcels that contain retail, theater, religious, parking, and office uses. In order to ensure that parcels outside of the District will not specially benefit from the unique improvements and services funded with the assessment, improvements and services will only be provided to individual assessed parcels within the boundaries of the District. Specifically, security patrols, maintenance personnel, and similar service providers employed in connection with the District will only patrol and provide services

to individual assessed parcels within the District, and will not provide services outside of District boundaries.

Benefit Zone Rationale

Zone 1:

Parcels within Zone 1 are in the core of the District and are made up primarily of low rise retail and office buildings. Zone 1 contains the highest concentration of retail uses in the District, the highest pedestrian traffic and the highest demand for clean and safe services. Zone 1 boundaries are described in detail on pages 6 and 7, and detailed by map on page 8.

Zone 2:

Parcels within Zone 2 are on the periphery of the District and are made up primarily of high rise office buildings, hotels and parking. Zone 2 has the lowest pedestrian traffic of the two zones and because of the high concentration of office buildings, hotels and parking uses has lower demand than Zone 1 for cleaning and safe services. Zone 2 boundaries are described in detail on page 7 and detailed by map on page 8.

Section 3 District Improvement and Activity Plan

Process to Renew the Improvement and Activity Plan

Through a series of property owner meetings, the Westwood District Business Improvement District Renewal Committee collectively determined the priority for improvements and activities to be delivered by the business improvement district in order to support increased commerce, business attraction and retention, increased property rental income and increased residential serving uses. The primary needs as determined by the property owners were: clean, safe and beautiful, and communication/business development. Each of the services provided by the District are designed to meet the needs of the mix of retail, theater, religious, parking, office and mixed use residential parcels that make up the District and provide special benefit to each of the assessed parcels.

Retail parcels benefit from District programs that work to attract and retain pedestrian traffic, increased sales, an enhanced business climate, new business attraction, business retention, and increased business investment. Theater parcels benefit from District programs that work to provide greater pedestrian traffic, an enhanced sense of safety and a positive user experience which increases ticket sales. Religious parcels benefit from District programs that work to provide a better pedestrian experience and an enhanced sense of safety which provides an opportunity to increase membership, and increase donations. Parking parcels benefit from District programs which work to provide an enhanced business climate and offering, new business attraction, business retention, and District investment, and increased sales all of which work to draw more users and cars to the District. Office parcels benefit from the District programs which work to increase pedestrian foot traffic, provide an enhanced sense of safety and a positive user experience which all work to increase occupancy, enhance business

climate, and new business attraction, business retention, and business investment. Mixed use residential parcels benefit from District programs that work to provide an enhanced sense of safety and a positive user experience which in turn enhances the business climate and improves the business offering, retains and attracts new businesses, and District investment.

All of the services provided such as the security work provided by the Safe Team and work provided by the Clean Team are services that are over and above the City's baseline of services and are not provided by the City. These services are not provided outside of the District and because of their unique nature focusing on the particular needs of each assessed property within the District provide particular and distinct benefits to each of the individually assessed parcels within the District.

All of the improvements and activities detailed below are provided only to the individually assessed properties defined as being within the boundaries of the District and provide benefits which are particular and distinct to each of the assessed properties within the proposed District. No improvement or activities are provided to properties outside the District boundaries. All assessments outlined in this Management District Plan go only for services directly benefiting each of the individually assessed parcels in this specialized zone. All services will be provided to the individually assessed properties defined as being within the District boundaries and no services will be provided outside the District boundaries. Each of the services: clean, safe, communication/development, and administration are unique to the District and to each of the Districts assessed properties therefore all benefits provided are particular and distinct to each individually assessed property.

All benefits derived from the assessments outlined in the Management District Plan are for services directly benefiting each individually assessed property within this area and support increased commerce, business attraction and retention, increased property rental income and enhanced safety and image for parcels within this commercial core. All services: clean, safe, communication/development, and administration are provided solely to individual assessed properties within the district to enhance individual assessed properties and businesses within the Westwood Business Improvement District boundaries and are designed only for the direct special benefit of the assessed properties in the District to enhance the image and viability of assessed parcels and businesses within the Westwood Business Improvement District boundaries and are designed only for the direct special benefit of the individually assessed parcels in the District. No services will be provided to parcels outside the District boundaries. (For a further definition of special benefits see Engineer's Report page 12 "Special Benefit")

The total improvement and activity plan budget for 2017 is \$1,359,380.40. Of the total budget, special benefit to parcels within the District totals \$1,354,413.40 and is funded by property assessments. General benefit from the District budget is calculated to be \$4,967 and is not funded by assessment revenue from District parcels. The costs of providing each of the budget components was developed from actual experience obtained in providing these same services over the last 5 years. Actual service hours

and frequency may vary in order to match varying District needs over the 10-year life of the District. A detailed operation deployment for 2017 is available from the property owner's association. The budget is made up of the following components.

CLEAN, SAFE, BEAUTIFUL PROGRAMS **\$982,101.75**

Safe Team Program

The Safety Program will provide security services for the individual assessed parcels located within the District in the form of walking and segway patrols. The purpose of the Safe Team Program is to prevent, deter and report illegal activities. The presence of the Safe Team Program is intended to deter such illegal activities as public urination, indecent exposure, trespassing, drinking in public, prostitution, illegal panhandling, illegal vending, and illegal dumping for individually assessed parcels. The Program will supplement, not replace, other ongoing police, security and patrol efforts within the District. The Safe Team Program will maintain communication with the Los Angeles Police Department (LAPD) area patrols and with the University of California at Los Angeles Police Department patrols (UCLAPD) and intends to report illegal activities to the LAPD and UCLAPD. The Safe Team Program will only provide its services to individually assessed properties within the District boundaries. The special benefit to assessed parcels from these services is increased commercial activity which directly relates to increases in lease rates and customer usage. Retail parcels benefit from District programs that work to attract and retain pedestrian traffic, increased sales, an enhanced business climate, new business attraction, business retention, and increased business investment. Theater parcels benefit from District programs that work to provide greater pedestrian traffic, an enhanced sense of safety and a positive user experience which increases ticket sales. Religious parcels benefit from District programs that work to provide a better pedestrian experience and an enhanced sense of safety which provides an opportunity to increase membership, and increase donations. Parking parcels benefit from District programs which work to provide an enhanced business climate and offering, new business attraction, business retention, and District investment, and increased sales all of which work to draw more users and cars to the District. Office parcels benefit from the District programs which work to increase pedestrian foot traffic, provide an enhanced sense of safety and a positive user experience which all work to increase occupancy, enhance business climate, and new business attraction, business retention, and business investment. Mixed use residential parcels benefit from District programs that work to provide an enhanced sense of safety and a positive user experience which in turn enhances the business climate and improves the business offering, retains and attracts new businesses, and District investment.

Clean and Beautiful Program

In order to consistently deal with cleaning issues, a Clean and Beautiful Program is provided. The clean team will only provide service to assessed properties within District boundaries. The special benefit to individually assessed parcels from these services is increased commercial activity which directly relates to increases in lease rates and customer usage. In order to consistently deal with clean and beautiful issues, a multi-dimensional approach has been developed consisting of the following elements.

Sidewalk Cleaning: Uniformed, radio equipped personnel sweep litter, debris and refuse from sidewalks and gutters of the District. District personnel will pressure wash the sidewalks. Clean sidewalks support an increase in commerce and provides a special benefit to each individually assessed parcel in the district.

Trash Collection: Collector truck personnel collect trash from sidewalk trash receptacles as needed. District trucks are often called to dispose of illegal food vendors' inventory. They are also dispatched to collect stolen shopping carts and large bulky items illegally dumped in the District.

Graffiti Removal: District personnel remove graffiti by painting, using solvent and pressure washing. The District maintains a zero tolerance graffiti policy. An effort is made to remove all tags within 24 hours on weekdays.

Landscape Maintenance/Tree Lighting: Landscape maintenance and street tree trimming are important programs that work to attract increased customers to the District. Landscape maintenance includes weed abatement and median maintenance. A tree lighting program on existing street trees in the public right-of-way also increases the uniqueness of the District and increases the overall lighting within the District which works to attract more customers to the District. A well lit and well landscaped district supports an increase in commerce and provides a special benefit to each individually assessed parcel in the district.

Retail parcels benefit from District programs that work to attract and retain pedestrian traffic, increased sales, an enhanced business climate, new business attraction, business retention, and increased business investment. Theater parcels benefit from District programs that work to provide greater pedestrian traffic, an enhanced sense of safety and a positive user experience which increases ticket sales. Religious parcels benefit from District programs that work to provide a better pedestrian experience and an enhanced sense of safety which provides an opportunity to increase membership, and increase donations. Parking parcels benefit from District programs which work to provide an enhanced business climate and offering, new business attraction, business retention, and District investment, and increased sales all of which work to draw more users and cars to the District. Office parcels benefit from the District programs which work to increase pedestrian foot traffic, provide an enhanced sense of safety and a positive user experience which all work to increase occupancy, enhance business climate, and new business attraction, business retention, and business investment. Mixed use residential parcels benefit from District programs that work to provide an enhanced sense of safety and a positive user experience which in turn enhances the business climate and improves the business offering, retains and attracts new businesses, and District investment.

COMMUNICATION & DEVELOPMENT

\$183,763.65

It is important to not only provide the services needed in the District, but to tell the story of improvement in the District. The special benefit to District parcels from the programs

below is an increased awareness of the businesses within the district and their individual offerings which attracts new customers to the District businesses and provides an increase in commercial activity which directly relates to increases in lease rates and enhanced commerce. Retail parcels benefit from District programs that work to attract and retain pedestrian traffic, increased sales, an enhanced business climate, new business attraction, business retention, and increased business investment. Theater parcels benefit from District programs that work to provide greater pedestrian traffic, an enhanced sense of safety and a positive user experience which increases ticket sales. Religious parcels benefit from District programs that work to provide a better pedestrian experience and an enhanced sense of safety which provides an opportunity to increase membership, and increase donations. Parking parcels benefit from District programs which work to provide an enhanced business climate and offering, new business attraction, business retention, and District investment, and increased sales all of which work to draw more users and cars to the District. Office parcels benefit from the District programs which work to increase pedestrian foot traffic, provide an enhanced sense of safety and a positive user experience which all work to increase occupancy, enhance business climate, and new business attraction, business retention, and business investment. Mixed use residential parcels benefit from District programs that work to provide an enhanced sense of safety and a positive user experience which in turn enhances the business climate and improves the business offering, retains and attracts new businesses, and District investment.

Some of the communication/image programs being considered are:

- Quarterly Newsletter
- Westwood BID Web Site
- Social Media
- Business Retention
- Business Recruitment
- Broker Support and Outreach
- Customer Recruitment
- Parking Use Improvement
- Pedestrian Use Improvement

MANAGEMENT/CITY FEES AND SLOW PAY

\$193,515

The improvements and activities are managed by a professional staff that requires centralized administrative support. Management staff oversees the District's services which are delivered seven days a week. Management staff actively works on behalf of the District parcels to insure that City and County services and policies support the District. Included in this item are management labor, office expense and organizational expenses such as insurance and the cost to conduct a yearly financial review. A well managed District provides necessary BID program oversight and guidance that produces higher quality and more efficient programs. Management staff expenses are allocated according to generally accepted accounting job costing procedures and are allocated to the specific areas in which staff works. The special benefit to parcels from these services is increased commercial activity which directly relates to increases in lease rates and enhanced commerce. Included in this budget item are City fees to

collect and process the assessments.

TEN YEAR OPERATING BUDGET

A projected ten-year operating budget for the Westwood Business Improvement District is provided below. The projections are based upon the following assumptions.

Assessments will be subject to annual increases not to exceed 5% per year. The cost of providing programs and services may vary depending on the market cost for those programs and services. Expenditures may require adjustment up or down to continue the intended level of programs and services. Increases will be determined by the District Owners Association and will vary between 0 and 5% in any given year. The projections below illustrate a maximum 5% annual increase for all budget items.

The cost of providing programs and services may vary depending on the market cost for those programs and services. Expenditures may require adjustment up or down to continue the intended level of programs and services. The owner's association shall have the right to reallocate up to 10% by line item of budget allocation within the budgeted categories. The management/administration line item may only be increased by the annual increase subject to the 5% cap and cannot be increased through the 10% budget reallocation. Any change will be approved by the owners' association board of directors and submitted to the City of Los Angeles within its annual planning report. Pursuant to Section 36650 of the California Streets and Highways Code. The overall budget shall remain consistent with this Management District Plan. Each assessed parcel pays for 100% of the special benefit received based on the level of benefit received.

Ten Year Budget Projections *

	2017	2018	2019	2020	2021
Clean, Safe, Beautiful	\$982,101.75	\$1,031,206.84	\$1,082,767.18	\$1,136,905.54	\$1,193,750.82
Communication & Development	\$183,763.65	\$192,951.83	\$202,599.42	\$212,729.40	\$223,365.87
Management/City Fees/Slow Pay	\$193,515.00	\$203,190.75	\$213,350.29	\$224,017.80	\$235,218.69
Total Budget	\$1,359,380.40	\$1,427,349.42	\$1,498,716.89	\$1,573,652.74	\$1,652,335.38
Assessment Revenues	\$1,354,413.40	\$1,422,134.07	\$1,493,240.77	\$1,567,902.81	\$1,646,297.95
Other Revenues	\$4,967.00	\$5,215.35	\$5,476.12	\$5,749.93	\$6,037.43
Total Revenues	\$1,359,380.40	\$1,427,349.42	\$1,498,716.89	\$1,573,652.74	\$1,652,335.38
	2022	2023	2024	2025	2026
Clean, Safe, Beautiful	\$1,253,438.36	\$1,316,110.27	\$1,381,915.79	\$1,451,011.58	\$1,523,562.16
Communication & Development	\$234,534.16	\$246,260.87	\$258,573.91	\$271,502.61	\$285,077.74
Management/City Fees/Slow Pay	\$246,979.63	\$259,328.61	\$272,295.04	\$285,909.79	\$300,205.28
Total Budget	\$1,734,952.15	\$1,821,699.75	\$1,912,784.74	\$2,008,423.98	\$2,108,845.18
Assessment Revenues	\$1,728,612.85	\$1,815,043.49	\$1,905,795.67	\$2,001,085.45	\$2,101,139.72
Other Revenues	\$6,339.30	\$6,656.26	\$6,989.07	\$7,338.53	\$7,705.46
Total Revenues	\$1,734,952.15	\$1,821,699.75	\$1,912,784.74	\$2,008,423.98	\$2,108,845.18

***Assumes 5% yearly increase on all budget items funded by the Westwood Business Improvement District.** Note: Any accrued interest or delinquent payments will be expended in the above categories.

Section 4

Assessment Methodology

In order to ascertain the correct assessment methodology to equitably apply special benefits to each assessed parcel for property related services as proposed to be provided by the Westwood Business Improvement District, benefit will be measured by square feet of parcel size, square feet of building size and parcel street frontage. Special circumstances such as a parcel's location within the District area and need and/or frequency for services are carefully reviewed relative to the specific and distinct type of programs and improvements to be provided by the District in order to determine the appropriate levels of assessment. For a definition of special benefits see the Engineer's Report page 12.

The methodology to levy assessments upon real property that receives special benefits from the improvements and activities of the Westwood Business Improvement District are Parcel Square Footage, Building Square Footage, and Parcel Street Front Footage as the three assessment variables. Lot square footage is relevant to the best use of a property and will reflect the long term special benefit implications of the improvement district. Building square footage is relevant to the interim use of a property and is utilized to measure short and mid-term special benefit. Street front footage is relevant to the street level usage of a parcel.

Services and improvements provided by the District are designed to provide special benefits to the mix of retail, theater, religious, parking, office and mixed use residential parcels. The use of each parcel's lot square footage, building square footage and street front footage is the best measure of benefit for the programs because the intent of the District programs is to improve the safety of each individual parcel, to increase building occupancy and lease rates, to encourage new business development and attract ancillary businesses and services for parcels within the District, in other words to attract more customers, clients and or employees. The best way to determine each parcels proportionate special benefit from the District programs is to relate each parcel's lot square footage, building square footage and street front footage to every other parcel's lot square footage, building square footage, and street front footage.

Building Square Footage Defined. Building square footage is defined as gross building square footage as determined by the outside measurements of a building.

Lot Square Footage Defined. Lot square footage is defined as the total amount of area within the borders of the parcel. The borders of a parcel are defined on the County Assessor parcel maps.

Street Front Footage Defined. Street Front Footage is defined as the front footage of a parcel that fronts a public street.

Gross Square Footage of Parking: Because parking structures and lots are primarily used to park cars and not to house tenants, or businesses and because parking uses have less daily pedestrian traffic than similarly sized buildings parking uses require

fewer services and receive less special benefit from Westwood BID improvements and activities. Parking uses will be subject to one of the following methodologies:

- Parking square footage that is integrated within a building, has the same ownership and on the same single parcel as the building (and the building has other uses in addition to parking), because it is integrated within the building, require no District services and receive no special benefit. The square footage of the building that is comprised of parking will be excluded from the calculation of building square footage when determining building assessments. (All three conditions must be met to be excluded)
- Non-integrated structured commercial parking and/or surface parking with the same ownership as a building and with a majority of its parking dedicated to the building's tenants require fewer services and receive less special benefit. These parking parcels will not be assessed for building footage, but will be assessed on lot square footage and street front footage only.
- Non-integrated structured commercial parking with ownership different than buildings that may use a majority of the parking and independent stand-alone structured parking are commercial businesses that require the same services as other non-parking commercial business parcels and receive the same special benefit. These parcels will be assessed the same as other parcels within the District. They will be assessed on lot square footage, building square footage (parking structure) and street front footage.
- Surface commercial parking requires the same services as other non-parking commercial business parcels and receives the same special benefit. These parcels will be assessed the same as other parcels within the District on lot square footage, street front footage and building footage if there is a building.

New assessments for a Change in Land Use

If any parcel within the Westwood PBID changes land use during the life of the Westwood PBID, it will be subject to the assessment rate consistent with the assessment methodology for the new land use.

Calculation of Assessments

The proportionate special benefit derived by each identified parcel shall be determined in relationship to the entirety of the capital cost of an improvement or the cleaning and operation expenses of an improvement or for the cost of the property service being provided. Due to the proportionate special benefits received by these parcels from the District services, these parcels will be assessed a rate which is proportionate to the amount of special benefits received. Only special benefits are assessable and these benefits must be separated from any general benefits. The Engineer's report has

calculated that 0.5057% of the programs provided by the District provide general benefit. Assessment revenue cannot be used to pay for general benefits. (See page 12 of the Engineer's Report for discussion of general and special benefits)

A number of factors enter into the determination of how much weight is to be given to each assessment variable, lot, building and frontage. Historical data from the last 5 years detailing the type and level of service delivery to each individual assessed parcel within each of the two zones was reviewed. The unique difference in building type in each zone was analyzed. The relationship between the current assessable footage and historical assessable footage of each of the three assessment variables within each zone to each other and the total of all assessment variables within each zone was reviewed.

The preceding methodology is applied to a database of properties receiving special benefit that has been constructed by District Property Owners and its consultant team. The process for compiling the property database includes the following steps:

- Property data was first obtained from the County of Los Angeles Assessor's Office.
- A database was submitted to the City Clerk's office for verification.
- A list of properties to be included within the District is provided in Section 7.

Total Assessable Footage within the District

	Total District	Zone 1	Zone 2
Lot Sq Ft	2,236,230	1,558,865	677,365
Building Sq Ft.	5,994,746	2,700,514	3,294,232
Front Footage	24,199	18,475	5,724

EXPENDITURES	Zone 1	Zone 2	TOTAL BUDGET
Clean, Safe and Beautiful	\$673,427.17	\$308,674.58	\$982,101.75
Communication & Development	\$126,006.73	\$57,756.92	\$183,763.65
Management/City Fees/Slow Pay	\$132,693.24	\$60,821.76	\$193,515.00
Total Expenditures	\$932,127.14	\$427,253.26	\$1,359,380.40
REVENUES	Zone 1	Zone 2	
Assessment Revenues	\$928,721.27	\$425,692.13	\$1,354,413.40
Other Revenues (General Benefit)	\$3,405.87	\$1,561.13	\$4,967.00
Total Revenues	\$932,127.14	\$427,253.26	\$1,359,380.40

Based upon the methodology as set forth above, first year assessments are established as follows.

Zone 1 Assessments Parcels within Zone 1 are in the core of the District and are made up primarily of low rise retail and office buildings. Zone 1 contains the highest concentration of retail uses in the District, the highest pedestrian traffic and the highest demand for clean and safe services.

A number of factors enter into the determination of how much weight is to be given to each assessment variable, lot, building and frontage. Historical data from the last 5 years detailing the type and level of service delivery to each individual assessed parcel was reviewed. The unique difference in building type in each zone was analyzed. The relationship between the current assessable footage and historical assessable footage of each of the three assessment variables to each other and the total of all assessment variables was reviewed. The result of this process was to confirm the validity of the weighting that was determined with the 2011 establishment which established that lot footage would be weighted at 35%, building footage at 26% and front footage at 39%.

The most emphasis is placed on a property's front footage because the benefit of ground floor safety, maintenance and marketing is realized by those properties with frontage on the street. Thirty-nine percent of zone one's budget is assessed against a parcel's linear front footage.

The second most emphasis is placed on gross lot square footage due to the more substantial long term value impacts on highest and best use and due to the nature of proposed district services providing direct benefit to ground floor property and land. Thirty-five percent of zone one's budget is assessed against gross lot square footage.

The least emphasis is placed on gross building square footage due to the short term benefits for interim uses and the dilution of direct benefit to uses above the ground floor. Twenty-six percent of zone one's budget is assessed against gross building square footage.

Zone 1 assessments are determined by dividing the Zone 1 assessment budget of \$928,721.27 by the appropriate Zone 1 square footages for each variable. Zone 1 assessments Per Foot for Each Assessment Variable:

Lot Footage Assessment (\$928,721.27x35.20%/1,558,865 lot sq ft)	\$00.2097 per square foot
Building Footage Assessment (\$928,721.27x26.00%/2,700,514 bldg sq ft)	\$00.0894 per building square foot
Linear Front Footage Assessment (\$928,721.27x38.80%/18,475 linear front ft)	\$19.5044 per street front foot

Zone 2 Assessments The parcels in Zone 2 are primarily high rise office buildings, hotels and parking structures these parcels have needs that are unique from Zone 1 parcels, and has a lower demand for clean and safe services. Zone 2 has the lowest pedestrian traffic of the two zones.

A number of factors enter into the determination of how much weight is to be given to each assessment variable, lot, building and frontage. Historical data from the last 5 years detailing the type and level of service delivery to each individual assessed parcel was reviewed. The unique difference in building type in each zone was analyzed. The relationship between the current assessable footage and historical assessable footage of each of the three assessment variables to each other and the total of all assessment variables was reviewed. The result of this process was to confirm the validity of the weighting that was determined with the 2011 establishment which established that lot footage would be weighted at 28%, building footage at 48% and front footage at 24%.

Because zone two is comprised primarily of high rise office buildings, hotels and parking structures. The most emphasis is placed on a property's building square footage because the benefit of safety, maintenance and marketing is realized by those properties with high occupation density and high useable square footage. Forty-eight percent of zone two's budget is assessed against a parcel's building square footage.

The second most emphasis is placed on gross lot square footage due to the long term value impacts on highest and best use and due to the nature of proposed district services providing direct benefit to ground floor property and land. Twenty-eight percent of zone two's budget is assessed against gross lot square footage.

The least emphasis is placed on linear front footage due to the relationship of front foot to building square footage of high rise buildings. Twenty-four percent of zone two's budget is assessed against linear front footage.

Zone 2 assessments are determined by dividing the Zone 2 budget of \$425,692.13 by the appropriate Zone 2 square footages for each variable. Zone 2 Assessments Per Foot for Each Assessment Variable:

Lot Footage Assessment (\$425,692.13x28.20%/677,365 lot sq ft)	\$00.1772 per square foot
Building Footage Assessment (\$425,692.13x48.30%/3,294,232 bldg sq ft)	\$00.0624 per building square foot
Linear Front Footage Assessment (\$425,692.13x23.50%/5,724 linear front ft)	\$17.4769 per street front foot

	Assessment Rates
Zone 1 Lot per sq ft	\$0.2097
Zone 1 Building per sq ft	\$0.0894
Zone 1 Front Footage	\$19.5044
Zone 2 Lot per sq ft	\$0.1772
Zone 2 Building per sq ft	\$0.0624
Zone 2 Front Footage	\$17.4769

Zone 1 Example:

Lot Square Footage = 1,000	1,000X\$0.2097 = \$209.70
Building Square Footage = 2,000	2,000X\$0.0894 = \$178.80
Frontage = 100	100X\$19.5044= <u>\$1,950.44</u>
Total Zone 1 Parcel Assessment	\$2,338.94

The total of lot footage assessment plus building footage assessment plus street front footage assessment for each parcel constitutes the total assessment for that parcel.

Zone 2 Example:

Lot Square Footage = 1,000	1,000X\$0.1772 = \$ 177.20
Building Square Footage = 2,000	2,000X\$0.0624 = \$ 124.80
Frontage = 100	100X\$17.4769= <u>\$1,747.69</u>
Total Zone 2 Parcel Assessment	\$2,049.69

The total of lot footage assessment plus building footage assessment plus street front footage assessment for each parcel constitutes the total assessment for that parcel.

The total of lot footage assessment plus building footage assessment plus street front footage assessment for each parcel constitutes the total assessment for that parcel.

Maximum Annual Assessment Adjustments

The cost of providing programs and services may vary depending on the market cost for those programs and services. Expenditures may require adjustment up or down to continue the intended level of programs and services. Assessments maybe subject to annual increases not to exceed the assessment rates in the table below for any given year. Increases will be determined by the District Owner's Association and will vary between 0 and 5% in any given year. Any change will be approved by the owner's association board of directors and submitted to the City within its annual planning report. Pursuant to Section 36650 of the California Streets and Highways Code.

The cost of providing programs and services may vary depending on the market cost for those programs and services. Expenditures may require adjustment up or down to continue the intended level of programs and services. The owner's association shall have the right to reallocate up to 10% by line item of budget allocation within the budgeted categories. The management/administration line item may only be increased by the annual increase subject to the 5% cap and cannot be increased through the 10% budget reallocation. Any change will be approved by the owners' association board of directors and submitted to the City of Los Angeles within its annual planning report. Pursuant to Section 36650 of the California Streets and Highways Code. The overall budget shall remain consistent with this Management District Plan. Each assessed parcel pays for 100% of the special benefit received based on the level of benefit received.

The projections below illustrate a maximum 5% annual increase for all assessment rates.

Maximum Assessment Table

	2017	2018	2019	2020	2021
Zone 1 Lot	\$0.2097	\$0.2202	\$0.2312	\$0.2428	\$0.2549
Zone 1 Building	\$0.0894	\$0.0939	\$0.0986	\$0.1035	\$0.1087
Zone 1 Frontage	\$19.5044	\$20.4796	\$21.5036	\$22.5788	\$23.7077
Zone 2 Lot	\$0.1772	\$0.1861	\$0.1954	\$0.2052	\$0.2154
Zone 2 Building	\$0.0624	\$0.0655	\$0.0688	\$0.0723	\$0.0759
Zone 2 Frontage	\$17.4769	\$18.3507	\$19.2683	\$20.2317	\$21.2433
	2022	2023	2024	2025	2026
Zone 1 Lot	\$0.2676	\$0.2810	\$0.2951	\$0.3098	\$0.3253
Zone 1 Building	\$0.1141	\$0.1198	\$0.1258	\$0.1321	\$0.1387
Zone 1 Frontage	\$24.8931	\$26.1378	\$27.4447	\$28.8169	\$30.2577
Zone 2 Lot	\$0.2262	\$0.2375	\$0.2494	\$0.2618	\$0.2749
Zone 2 Building	\$0.0797	\$0.0836	\$0.0878	\$0.0922	\$0.0968
Zone 2 Frontage	\$22.3054	\$23.4207	\$24.5917	\$25.8213	\$27.1124

Budget Adjustments

Any annual budget surplus will be included into the following year's District budget. The budget will be set accordingly, within the constraints of the management plan to adjust for surpluses that are carried forward. District funds may be used to fund the cost of renewing the District. Funds from an expired District shall be rolled over into the new District if one is established, or returned to the property owners if one is not established, in accordance with the Streets and Highways Code section 36671.

If an error is discovered on a parcel's assessed footages, the District may investigate and correct the assessed footages after confirming the correction with the L.A. County Assessor Data and City Clerk's office. The correction may result in an increase or decrease to the parcels assessment.

Future Development

As a result of continued development, the District may experience the addition or subtraction of assessable footage for parcels included and assessed within the District boundaries. The modification of parcel improvements assessed within the District may then change upwards or downwards the amount of total footage assessment for these parcels, pursuant to Government Code 53750, will be prorated to the date they receive the temporary and/or permanent certificate of occupancy.

In future years, the assessments for the special benefits bestowed upon the included BID parcels may change in accordance with the assessment methodology formula listed in the Management District Plan and Engineer's Report provided the assessment rate does not change. If the assessment formula changes and increases assessments then a Proposition 218 ballot will be required for approval of the formula changes.

Time and Manner for Collecting Assessments

As provided by State law, the District assessment will appear as a separate line item on annual property tax bills prepared by the County of Los Angeles. The Los Angeles City

Clerk's office may direct bill the first years assessment for all property owners and will direct bill any property owners whose special assessment does not appear on the tax rolls.

The assessments shall be collected at the same time and in the same manner as for the ad valorem property tax paid to the County of Los Angeles. These assessments shall provide for the same lien priority and penalties for delinquent payment as is provided for the ad valorem property tax.

However, assessments may be billed directly by the City for the first fiscal year of operation and then by the County for all subsequent years. Any delinquent assessments owed for the first year will be added to the County property tax roll for the following year as delinquent. These assessments shall provide for the same lien priority and penalties for delinquent payment as is provided for the ad valorem property tax. The "property owner" means any person shown as the owner/taxpayer on the last equalized assessment roll or otherwise known to be the owner/taxpayer by the City.

Disestablishment

California State Law Section 36670 provides for the disestablishment of a District. Upon the termination of this District any remaining revenues shall be transferred to the renewed District, if one is established, pursuant to Streets and Highways Code Section 36660 (b). Unexpended funds will be returned to property owners based upon each parcels percentage contribution to the total year 2017 assessments if the District is not renewed.

Bond Issuance

The District will not issue Bonds.

Public Property Assessments

The Westwood Business Improvement District will provide all the improvements and activities to the City of Los Angeles or any other government-owned parcels within the PBID boundary. All publicly-owned parcels will pay their proportional share of costs based on the special benefits conferred to those individual parcels. The special benefit to government assessed parcels from these services is an increase in District customers that follow from having a cleaner and safer area. Public owned parcels will receive special benefit in the form of increased use of the public facilities which directly relates to fulfilling their public service mission. In the case of the Los Angeles City owned public parking garage that parcel benefits from District programs which work to provide an enhanced business climate and offering, new business attraction, business retention, and District investment, and increased sales all of which work to draw more users and cars to the District. Article XIII D of the California Constitution was added in November of 1996 to provide for these assessments. It specifically states in Section 4(a) that "*Parcels within a district that are owned or used by any agency...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.*" Below is a list of the publicly-owned parcels and their respective assessments.

Zone	APN	Legal Owner Name	Site Address	Building	Lot Size	FF	Assessment	%
1	4363-018-904	L A City (Public Parking Structure)	1036 Broxton Ave	89,040	29,640	299	\$20,009.17	1.48%
		Total LA City					\$20,009.17	1.48%
2	4324-001-900	Regents Of The University Of CA	10920 Wilshire Blvd	315,776	52,839	174	\$32,114.44	2.37%
1	4363-019-901	Regents Of The University Of CA	10886 Le Conte Ave	36,579	22,144	146	\$10,762.19	0.79%
1	4363-019-903	Regents Of The University Of CA	930 Westwood Blvd	145,497	42,420	574	\$33,101.11	2.44%
		Total Regents of the University of CA					\$75,977.74	5.61%
		Total Govt Parcels					\$95,986.92	7.09%

Section 5 District Rules and Regulations

Pursuant to the Property and Business Improvement law of 1994, as amended, a business improvement district may establish rules and regulations that uniquely apply to the District. The District has adopted the following rules:

- **Competitive Procurement Process**
The Owner's Association shall develop a policy for competitive bidding when purchasing substantial amounts of services, products and/or equipment. The policy will aim to maximize service, quality, efficiency and cost effectiveness.
- **Treatment of Residential Housing**
In accordance with Section 36632 (c) of the California Streets and Highways Code, properties zoned solely for residential or agricultural use are conclusively presumed not to receive special benefit from the improvements and service funded through the assessments of the District and are not subject to any assessment pursuant to Section 36632 (c). Therefore, properties zoned solely for residential or agricultural use within the boundaries of the District, if any, will not be assessed.
- **Renewal**
District funds may be used for renewing the District. District rollover funds may be spent on renewal.

Section 6 Implementation Timetable

The Westwood Business Improvement District is expected to be renewed and begin implementation of the Management District Plan on January 1, 2017. Consistent with State law the Westwood Business Improvement District will have a ten-year life through December 31, 2026.

Section 7 Parcel Roll

Zone	APN	Legal Owner Name	Site Address	Building	Lot Size	FF	Assessment	%
1	4363-018-904	L A City (Public Parking Structure)	1036 Broxton Ave	89,040	29,640	299	\$20,009.17	1.48%
		Total LA City					\$20,009.17	1.48%
2	4324-001-900	Regents Of The University Of CA	10920 Wilshire Blvd	315,776	52,839	174	\$32,114.44	2.37%
1	4363-019-901	Regents Of The University Of CA	10886 Le Conte Ave	36,579	22,144	146	\$10,762.19	0.79%
1	4363-019-903	Regents Of The University Of CA	930 Westwood Blvd	145,497	42,420	574	\$33,101.11	2.44%
		Total Regents of the University of CA					\$75,977.74	5.61%
		Total Govt Parcels					\$95,986.92	7.09%

Zone	APN	Site Address	Building	Lot Size	FF	Assessment	%
2	4324-001-031	10900 Wilshire Blvd 520	251,862	49,658	435	\$32,122.97	2.37%
2	4324-001-032	10940 Wilshire Blvd	229,553	36,390	390	\$27,592.69	2.04%
2	4324-002-027	10990 Wilshire Blvd	216,998	21,340	289	\$22,376.69	1.65%
2	4324-002-028	10960 Wilshire Blvd	584,752	145,490	771	\$75,756.22	5.59%
2	4325-005-019	10850 Wilshire Blvd.	225,692	63,600	276	\$30,181.60	2.23%
2	4325-005-074	10866 WILSHIRE BLVD	202,388	43,828	482	\$28,823.25	2.13%
2	4325-005-083	10880 Wilshire Blvd	618,301	86,684	883	\$69,385.77	5.12%
2	4360-001-182	927 HILGARD AVE	19,920	9,160	65	\$4,002.67	0.30%
2	4360-002-013	1015 Hilgard Ave	43,410	22,790	275	\$11,554.50	0.85%
1	4360-002-032	10863 Lindbrook Dr	6,519	6,990	180	\$5,559.57	0.41%
1	4360-002-037	10841 Lindbrook Dr	11,531	10,440	130	\$5,756.00	0.42%
1	4360-003-028	10844 Lindbrook Dr	0	13,160	120	\$5,100.31	0.38%
1	4360-003-029	10877 Wilshire Blvd	278,192	51,836	653	\$48,481.56	3.58%
2	4360-006-029	936 HILGARD AVE	249,699	63,366	405	\$33,893.05	2.50%
1	4363-017-002	10962 Le Conte Ave	6,766	4,000	40	\$2,224.00	0.16%
1	4363-017-003	10966 Le Conte Ave	5,466	8,000	80	\$3,726.78	0.28%
1	4363-017-004	900 Gayley Ave	0	8,750	177	\$5,287.24	0.39%
1	4363-017-005	10984 Le Conte Ave	1,101	13,200	503	\$12,677.34	0.94%
1	4363-017-006	922 Gayley Ave	3,729	8,011	80	\$3,573.77	0.26%
1	4363-017-008	10975 Weyburn Ave	1,784	11,610	258	\$7,626.39	0.56%
1	4363-017-009	10965 Weyburn Ave	4,043	5,334	40	\$2,260.28	0.17%
1	4363-017-010	959 Broxton Ave	17,853	39,380	228	\$14,301.72	1.06%
1	4363-017-011	939 Broxton Ave	3,878	3,360	60	\$2,221.64	0.16%
1	4363-017-012	921 Broxton Ave	3,861	3,876	69	\$2,503.87	0.18%
1	4363-017-013	911 Broxton Ave	19,052	7,490	166	\$6,512.00	0.48%
1	4363-017-014	950 Gayley Ave	6,212	12,160	129	\$5,621.59	0.42%
1	4363-018-001	921 Westwood Blvd	50,790	31,640	508	\$21,084.88	1.56%
1	4363-018-008	920 Broxton Ave	21,227	17,850	257	\$10,653.98	0.79%
1	4363-018-009	10935 Weyburn Ave	7,484	3,955	57	\$2,610.34	0.19%
1	4363-018-010	10929 Weyburn Ave	3,360	4,000	40	\$1,919.45	0.14%
1	4363-018-011	10923 Weyburn Ave	3,360	4,000	40	\$1,919.45	0.14%

1	4363-018-014	1081 Westwood Blvd	28,391	20,720	461	\$15,875.32	1.17%
1	4363-018-015	1041 Westwood Blvd	8,360	4,000	40	\$2,366.53	0.17%
1	4363-018-018	10924 Weyburn Ave	3,360	4,000	40	\$1,919.45	0.14%
1	4363-018-019	10930 Weyburn Ave	3,200	4,000	40	\$1,905.15	0.14%
1	4363-018-020	10940 Weyburn Ave	9,852	10,830	273	\$8,476.78	0.63%
1	4363-018-025	NO SITE ADDRESS	0	9,750	100	\$3,995.11	0.29%
1	4363-018-026	1001 Westwood Blvd	17,624	8,151	176	\$6,717.98	0.50%
1	4363-018-027	1019 Westwood Blvd	3,780	4,200	42	\$2,037.96	0.15%
1	4363-018-028	1025 Westwood Blvd	5,040	6,001	60	\$2,879.39	0.21%
1	4363-018-029	1029 Westwood Blvd	5,857	8,000	80	\$3,761.74	0.28%
1	4363-018-030	10913 Weyburn Ave	10,252	7,950	80	\$4,144.23	0.31%
1	4363-018-033	10918 Le Conte Ave	4,845	50,997	415	\$19,222.14	1.42%
1	4363-019-008	10861 Weyburn Ave	193,648	176,854	1170	\$77,223.35	5.70%
1	4363-019-009	947 Tiverton Ave	188,062	31,770	376	\$30,811.79	2.27%
1	4363-020-001	10875 Kinross Ave	7,700	9,750	150	\$5,658.83	0.42%
1	4363-020-002	1071 Glendon Ave	7,500	5,950	60	\$3,088.66	0.23%
1	4363-020-006	1000 Westwood Blvd	64,491	17,117	263	\$14,485.76	1.07%
1	4363-020-007	1018 Westwood Blvd	7,259	8,137	61	\$3,545.25	0.26%
1	4363-020-008	1030 Westwood Blvd	10,800	6,426	50	\$3,288.50	0.24%
1	4363-020-009	1038 Westwood Blvd	10,500	12,068	100	\$5,420.08	0.40%
1	4363-020-010	1056 Westwood Blvd	6,684	6,738	60	\$3,180.94	0.23%
1	4363-020-011	1060 Westwood Blvd	3,564	5,327	50	\$2,411.02	0.18%
1	4363-020-013	1072 Westwood Blvd	2,964	5,345	60	\$2,556.19	0.19%
1	4363-020-014	1090 Westwood Blvd	11,276	7,504	165	\$5,800.14	0.43%
1	4363-021-018	1100 Glendon Ave	305,260	59,139	753	\$54,383.81	4.02%
1	4363-021-021	1060 Glendon Ave	366,614	185,130	1730	\$105,347.20	7.78%
1	4363-021-800	1041 Tiverton Ave	53,580	20,534	130	\$11,632.64	0.86%
1	4363-022-003	1101 Glendon Ave	16,387	12,637	211	\$8,230.79	0.61%
1	4363-022-004	1100 Westwood Blvd	7,611	7,697	194	\$6,078.53	0.45%
1	4363-022-005	1116 Westwood Blvd	5,880	7,000	70	\$3,359.04	0.25%
1	4363-022-006	1124 Westwood Blvd	3,400	4,000	40	\$1,923.03	0.14%
1	4363-022-007	1130 Westwood Blvd 202	3,400	4,000	40	\$1,923.03	0.14%
1	4363-022-008	1140 Westwood Blvd	6,340	4,000	40	\$2,185.91	0.16%
1	4363-022-009	1142 Westwood Blvd	16,267	12,292	245	\$8,810.86	0.65%
1	4363-022-010	1139 Glendon Ave	8,851	7,288	196	\$6,142.65	0.45%
1	4363-022-015	1125 Glendon Ave	5,480	3,888	40	\$2,085.53	0.15%
1	4363-022-016	1129 Glendon Ave	2,877	4,322	68	\$2,489.91	0.18%
2	4363-022-019	10889 Wilshire Blvd	335,881	72,310	1098	\$52,968.66	3.91%
2	4363-023-001	10951 Wilshire Blvd	0	9,910	181	\$4,919.60	0.36%
1	4363-023-027	10912 Kinross Ave	17,904	16,780	262	\$10,229.98	0.76%
1	4363-023-029	1101 Westwood Blvd	60,602	42,600	612	\$26,289.10	1.94%
1	4363-023-030	10929 Lindbrook Dr	0	16,570	249	\$8,331.49	0.62%
1	4363-023-032	10921 Wilshire Blvd	147,876	54,450	689	\$38,079.65	2.81%

1	4363-023-033	1101 Gayley Ave	81,478	36,250	434	\$23,352.29	1.72%
1	4363-023-034	10920 Lindbrook Dr	36,830	22,420	399	\$15,777.13	1.16%
1	4363-023-039	1157 Gayley Ave	0	12,840	148	\$5,579.33	0.41%
1	4363-024-001	1091 Broxton Ave	14,122	9,682	193	\$7,057.49	0.52%
1	4363-024-002	1081 Broxton Ave	5,700	6,600	60	\$3,064.02	0.23%
1	4363-024-003	1073 Broxton Ave	4,750	5,500	50	\$2,553.35	0.19%
1	4363-024-004	1067 Broxton Ave	4,750	5,500	50	\$2,553.35	0.19%
1	4363-024-005	1061 Broxton Ave	4,275	4,950	45	\$2,298.01	0.17%
1	4363-024-006	1055 Broxton Ave	3,800	4,400	40	\$2,042.68	0.15%
1	4363-024-007	1043 Broxton Ave	5,733	8,250	75	\$3,705.56	0.27%
1	4363-024-008	1037 Broxton Ave Prope	8,118	4,400	40	\$2,428.78	0.18%
1	4363-024-009	NO SITE ADDRESS	0	4,400	40	\$1,702.90	0.13%
1	4363-024-010	NO SITE ADDRESS	0	4,400	40	\$1,702.90	0.13%
1	4363-024-011	1013 Broxton Ave	0	8,800	80	\$3,405.80	0.25%
1	4363-024-012	1001 Broxton Ave	8,530	9,850	194	\$6,612.21	0.49%
1	4363-024-016	1072 Gayley Ave	11,200	8,800	80	\$4,407.25	0.33%
1	4363-024-017	10925 Kinross Ave	9,130	14,082	232	\$8,294.52	0.61%
1	4363-024-019	1066 Gayley Ave	3,504	4,400	40	\$2,016.21	0.15%
1	4363-024-020	1000 Gayley Ave	3,370	3,440	126	\$3,480.29	0.26%
1	4363-024-021	1050 Gayley Ave	16,936	46,011	428	\$19,511.20	1.44%
1	4363-025-001	1085 Gayley Ave	12,355	12,982	222	\$8,157.16	0.60%
1	4363-025-002	1079 Gayley Ave	5,000	5,500	50	\$2,575.70	0.19%
1	4363-025-003	NO SITE ADDRESS	1,600	4,400	40	\$1,845.97	0.14%
1	4363-025-004	1067 Gayley Ave	7,520	4,400	40	\$2,375.30	0.18%
1	4363-025-005	1061 Gayley Ave	8,245	4,400	40	\$2,440.13	0.18%
1	4363-025-006	1057 Gayley Ave	3,760	4,400	40	\$2,039.10	0.15%
1	4363-025-007	1049 Gayley Ave	3,800	4,400	40	\$2,042.68	0.15%
1	4363-025-008	1045 Gayley Ave	7,364	4,400	40	\$2,361.36	0.17%
1	4363-025-009	1033 Gayley Ave 200	18,458	13,200	120	\$6,759.13	0.50%
1	4363-025-010	1019 Gayley Ave	7,362	4,400	40	\$2,361.18	0.17%
1	4363-025-011	1015 Gayley Ave	8,822	4,400	40	\$2,491.72	0.18%
1	4363-025-012	1001 Gayley Ave	23,340	9,850	194	\$7,936.46	0.59%
		Total Non-Govt Parcels				\$1,258,426.48	92.91%
		Total Govt Parcels				\$95,986.92	7.09%
		Total All Parcels				\$1,354,413.40	100.00%