

Attachment 1 - Management Plan



PASADENA PLAYHOUSE DISTRICT ASSOCIATION

**RENEWED
PROPERTY & BUSINESS IMPROVEMENT DISTRICT
(PDA PBID)**

MANAGEMENT DISTRICT PLAN

Formed in 2001- Renewed in 2006 and 2011- Being Renewed for 5 Years Pursuant to California Streets and Highways Code Section 36600 et seq. - Property Business Improvement District Act of 1994, as amended

PRESENTED BY:

THE PLAYHOUSE DISTRICT ASSOCIATION

NOVEMBER 2015

MANAGEMENT DISTRICT PLAN

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I. MANAGEMENT PLAN SUMMARY

The Playhouse District Association PBID is a Property and Business Improvement District (PDA PBID) being renewed for a 5 year period by a consortium of property and business owners within the PBID. The PDA PBID was originally formed in 2001 for a 5 year period and was renewed in 2006 and 2011 for 5 year terms and is now being renewed again. The purpose of this renewed PBID is to continue to provide and manage supplemental services and improvements for this important business center, including a "clean and safe" program, a professional marketing and business promotion program, and a program of installing and upgrading physical amenities throughout the greater Playhouse District. The PBID is a unique benefit assessment district that will enable the PDA PBID property owners, businesses and residents working as a unit, to continue to fund needed property and business related improvement programs, services and programs above what can be provided by the City of Pasadena.

Name: The name of the PBID is the Playhouse District Association Property & Business Improvement District (PDA PBID).

Location: The PDA PBID is located in the center of Pasadena and is bounded roughly by Walnut Street, Catalina Avenue, Green Street and Los Robles Avenue.

Zones: There are two benefit zones within the renewed PBID - Zone A includes those parcels generally along the Colorado Boulevard/Lake Avenue corridors and Zone B includes all other parcels within the PBID boundary. Zone A has higher levels of activity and pedestrian traffic and, thus, requires higher levels of service than Zone B and has higher associated program costs and corresponding assessment rates.

Services: Maintenance, public safety ambassadors, image enhancement, promotions, physical amenities and related management and operation services in order to maintain a clean, safe, competitive and high-quality business and residential environment.

Finance: Benefit assessment of 582 parcels. No bonds shall be issued to fund PDA PBID programs.

Budget: PBID assessment revenue for Year 1 (2016-17) is projected to be approximately \$902,000. Additional Year 1 revenues from grants, dues and interest are estimated to be a minimum of

\$194,000. It is noted that the Assessment Engineer has determined that general benefits equate to 5% of the total adjusted PBID program costs of \$949,474 or \$47,474. General benefit costs shall be derived from non-assessment revenue sources such as grants, program income, credits, interest, memberships and other sources.

Year 1 – 2016-17 PROPOSED BUDGET SUMMARY (ASSESSMENT REVENUES)

ACTIVITY	Allocation	%
1.0 Design & Physical Enhancement (maintenance/amenities)	\$287,700	32%
2.0 Economic Enhancement (safety ambassadors)	\$294,300	33%
3.0 Organizational/Resources Development (administration)	\$138,800	15%
4.0 Promotions & Marketing	\$181,200	20%
TOTAL	\$902,000	100%

Benefits: “General Benefit” is defined as: “A benefit to properties in the area and in the surrounding community or benefit to the public in general resulting from the improvement, activity, or service to be provided by the assessment levied”. “Special Benefit” as defined by the California State Constitution means a distinct benefit over and above general benefits conferred on real property located in the PBID or to the public at large.

Formula: There are two benefit zones in the PDA PBID. (A map showing the PBID boundaries and each benefit zone is shown on Appendix 2 attached to this Plan). In Zone A, Year 1 property assessment rates per parcel are \$0.0695 per square foot of land, plus \$0.0695 per square foot of building, plus \$9.74 per linear foot of street frontage. In Zone B, the rates are \$0.0510825, \$0.0510825 and \$7.1589 respectively. For government/institutional/non-profit parcels and residential uses of 5 or more units, the assessment shall be set at 50% of the respective Zone rates. Parcels with residential uses of 1 to 4 units (including residential condominiums) shall be assessed at the Year 1 rate of \$0.118 per square foot of building area in Zone A and \$0.08673 in Zone B. An overall building area cap of 3 times the floor area ratio (F.A.R.) shall be used for calculating the building area portion of commercial parcel assessments.

Mixed use development building area assessments shall be pro-rated based on the ratios of each respective use.

Cap: Assessment increases are capped at a maximum of 5% per year, subject to approval by the PBID Property Owner Association (PDA) Board of Directors.

Renewal: PBID renewal is a two-step process. First, petitions signed by PBID property owners representing at least 50% of the total assessment to be levied must be secured. Second, property owners will be sent a ballot to vote on the PBID renewal. Returned ballots in support of the PBID renewal must outweigh those in opposition based on the amount of assessment to be levied.

Duration: The renewed PBID will have a term of five (5) years. After five years, the petition and balloting process must be repeated in order to renew the PBID and levy assessments again at that time.

II. PBID BOUNDARIES

General Setting

The PDA PBID is located in the center of historic "Downtown" Pasadena. The PDA PBID encompasses properties bounded roughly by Walnut on the north, Catalina on the east, Green Street on the south, and Los Robles Avenue on the west. This area is a bustling center of commerce, culture, livability and architecture. The PBID is generally surrounded by residential neighborhoods on the north and the south and other business districts on the west, east and south east. Based on information provided by the Los Angeles County Assessor's Office, the City of Pasadena and field reviews, there are 582 parcels within the renewed PBID. The boundary of the proposed PDA PBID and benefit zones are shown on the map of the proposed renewed PDA PBID included as Appendix 2 at the end of this Plan. More specifically, the PDA PBID boundaries are described as follows:

Beginning at the intersection of the centerlines of El Dorado Street and Los Robles Avenue; thence north along said centerline of Los Robles Avenue to the westerly prolongation of the north property line of the parcel located at the northeast corner of Los Robles Avenue and Walnut Street; thence easterly along the north property line of each parcel located on the north side of Walnut Street between Los Robles Avenue and Hudson Avenue to the centerline of Hudson Avenue; thence north along said centerline of Hudson Avenue to the centerline of Locust Street; thence east along said centerline of Locust Street to the centerline of Mentor Avenue; thence south along said centerline of Mentor Avenue to the centerline of Union Street; thence east along said centerline of Union Street to the centerline of Catalina Avenue; thence south along said centerline of Catalina Avenue to the centerline of Colorado Boulevard; thence west along said centerline of Colorado Boulevard to the centerline of Hudson Avenue; thence south along said centerline of Hudson Avenue to the easterly prolongation of the parcel located at the southeast corner of Hudson Avenue and Green Street; thence westerly along the south property line of each parcel located on the south side of Green Street between Hudson Avenue and Madison Avenue to the centerline of Madison Avenue; thence south along said centerline of Madison Avenue to the centerline of El Dorado Street; thence west along said centerline of El Dorado Street to the point of beginning.

Benefit Zones: There are two benefit zones in the PDA PBID.

- **Zone A** is generally centered along Colorado Boulevard and Lake Avenue and represents the core of the PDA PBID. PBID activity and pedestrian traffic is highest in this portion of the PBID, and thus these parcels require the highest level of programmed and response PBID services. As a result, Zone A parcels will receive a higher level of special benefit from PBID funded activities and improvements and are assessed at a higher proportional rate than Zone B to offset higher program service level costs.
- **Zone B** consists of the remaining parcels within the PDA PBID boundaries. Zone B has less activity and pedestrian traffic than Zone A and requires lower levels of programmed and response service from the PBID. Zone B parcels will receive a lower level of special benefit from PBID funded activities and improvements and therefore are assessed at a lower rate than Zone 1 parcels to reflect lower program service level costs.

PBID Boundary Rationale

Northern Boundary: The northern boundary of the PDA PBID was determined by zoning and land uses where parcels located to the north of the northern PBID boundary (generally north of the parcels on the north side of Walnut Street) are zoned and/or developed solely residential with residential land uses while those south of the northern boundary are zoned commercial. State of California Streets and Highways Code Section 36632(c) conclusively presumes that properties zoned solely residential do not benefit from the improvements and service funded through PBID assessments, cannot be assessed and, thus, these single use neighborhoods are not included in the PDA PBID.

Eastern Boundary: The parcels located to the northeast of the PBID boundaries are residential zoning and land uses, and for the reason stated above, are not included within the PDA PBID. The parcels due east of the PDA PBID, primarily along Colorado Boulevard, do not share the same cultural and arts marketing needs as the parcels within the PDA PBID boundaries and thus, are not included in the PDA PBID.

Southern Boundary: The southern boundary of the PDA PBID was determined by zoning and land uses where properties located to the south of the southern PBID boundary (generally south of the parcels along the south side of Green Street) are zoned and/or developed solely residential with residential land uses while those north of the southern boundary are zoned commercial. For the reason stated above, these single use residential neighborhoods are not included in the PDA PBID. Parcels on the southeast of the PDA PBID along the south side of Colorado Boulevard and both sides of Lake Avenue are included within the South Lake Avenue PBID. State Law precludes two PBIDs from overlapping and, thus these parcels are not included in the PDA PBID.

Western Boundary: The area west of the western PDA PBID boundary is all part of the business and government "Civic Center" of Pasadena. This area to the west does not share the same cultural and arts marketing needs as the parcels within the PDA PBID boundaries and thus, are not included in the PDA PBID.

A list of all parcels included in the proposed PDA PBID is shown as Appendix 1, attached to this Plan with their respective Los Angeles County assessor parcel number. The boundary of the proposed PDA PBID and benefit zones are shown on the map of the proposed renewed PDA PBID attached as Appendix 2 to this Plan.

All identified parcels within the above-described boundaries shall be assessed to fund supplemental special benefit programs, services and improvements as outlined in this Plan and in the Assessment Engineer's Report. All PBID funded services, programs and improvements provided within the above described boundaries shall confer special benefit to identified assessed parcels inside the PBID boundaries and none will be provided outside of the PBID. Each assessed parcel within the PDA PBID will proportionately specially benefit from the PBID funded design & physical enhancement, economic enhancement, organization/resource development and promotions & marketing. These services, programs and improvements are intended to improve commerce, employment, rents and occupancy rates and investment return of parcels and businesses within the PDA PBID by reducing crime, litter and debris and professionally marketing goods and services available within the PBID, all considered necessary in a competitive properly managed business district. All PBID funded services programs and improvements are

considered supplemental, above normal base level services provided by the City of Pasadena and are only provided for the special benefit of assessed parcels within the boundaries of the PDA PBID.

III. Proposed 5 Year PBID Work Plan and Budget

Overview

The Programs and activities to be funded by the PDA PBID include design & physical enhancement, economic enhancement, organization/resource development and promotions & marketing. The property uses within the boundaries of the PBID that will receive special benefits from PBID funded programs, services and improvements are currently a mix of commercial, non-profit and residential. PBID funded activities are primarily designed to provide special benefits as described below to identified assessed parcels and array of land uses within the boundaries of the PBID.

Assessed commercial parcels as well as commercial portions of mixed use parcels are conferred proportionate special benefits from all PBID funded programs, services and improvements which are intended to attract more customers, users, visitors, employees, tenants and investors. For these parcels, PBID programs, services and improvements are designed to increase business volumes, sales transactions, commercial occupancies, commercial rental income and return on investments. These programs, services and improvements are designed to improve commerce, security and aesthetic appeal for patrons, visitors and employees of these parcels within the PDA PBID by reducing crime, litter and debris and professionally marketing the array of goods and services available within the PBID, all considered necessary in a competitive properly managed business district.

For non-profit owned and occupied parcels and facilities within the PBID, each of these parcels specially benefit, but differently than commercial type parcels, from PBID funded programs and services from the clean and safe and district identity and special project programs designed to improve the cleanliness, security, and aesthetic appeal for their employees, students, patrons, visitors, vendors and other users of these non-profit locations and facilities.

For residential parcels and residential portions of mixed use parcels within the PBID (all located on commercial zoned parcels), each of these parcels and uses specially benefit, but differently than commercial type parcels, from PBID funded programs and services from the clean and safe and district identity and

special project programs designed to improve the cleanliness, security, marketability and livability of these parcels and residential units on them. The special benefits conferred on all residential parcels and units is proportionate to those conferred on commercial parcels within the PDA PBID. For these parcels, PBID programs, services and improvements are designed to increase residential rental occupancies, rental income and return on investments. These programs, services and improvements are designed to improve security and aesthetic appeal for tenants, visitors and landlords of these parcels within the PDA PBID by reducing crime, litter and debris and professionally marketing the availability of residential rental units within the PBID and the nearby array of goods, services and activities, all considered necessary in a competitive properly managed contemporary mixed-use business district.

These benefits are particular and distinct to each and every identified and assessed parcel within the PDA PBID and are not provided to non-assessed parcels outside of the PBID. These programs, services and improvements will only be provided to each individual assessed parcel within the PBID boundaries and, in turn, confer proportionate "special benefits" to each assessed parcel.

In the case of the PDA PBID, the very nature of the purpose of this PBID is to fund supplemental programs, services and improvements to assessed parcels within the PBID boundaries above and beyond what is being currently funded either via normal tax supported methods or other funding sources. The City of Pasadena does not provide these programs and services. All benefits derived from the assessments to be levied on assessed parcels within the PBID are for services, programs and improvements directly benefiting each individual assessed parcel within the PBID. No PBID funded services, activities or programs will be provided outside of the PBID boundaries.

The projected program special benefit cost allocation of the PBID assessment revenues for the 5 year PBID term assuming a 5% maximum annual assessment rate increase is shown in the Table on page 15 of this Plan.

WORK PLAN DETAILS

The proposed PDA PBID work plan is described in more detail as follows:

Design & Physical Enhancement

The Design & Physical Enhancement category includes regular maintenance of areas adjacent to each assessed parcel and physical amenities for the special benefit of each identified and assessed parcel and land use (i.e. general commercial, non-profit and residential) within the PDA PBID. Maintenance includes power washing of sidewalks/bus stop areas/trash bins, trash, debris and litter pickup and removal of posters, signs and stickers on street furniture and poles. Maintenance levels will be the highest level in Zone A and about 25% less in Zone B. Types of physical amenities include: additional street furniture such as benches and trash bins; seasonal banners; and other improvements, as approved by the PDA Board of Directors. This element also includes related management and operation costs.

This component is designed to specially benefit and improve the aesthetic appeal of each identified and assessed parcel within the PBID and attract more commercial customers and clients, employees, tenants, residents and investors which potentially would increase business volumes, sales transactions, occupancies, rental income and return on investments. Image Enhancement improvements will only be provided for identified and assessed parcels and their businesses and occupants located within the PBID boundaries.

Economic Enhancement

The economic enhancement component includes deploying safety ambassadors throughout the PBID with an extra dedicated ambassador for Zone A. Safety ambassadors provide directions; handout business directories, maps, promotional material, respond to PBID related questions of business and property owners and employees, assist Playhouse Association with dissemination of newsletters, alerts, promotions and patrol day/night/weekends for graffiti, crime, code violations, suspicious activities.

This component also includes business development, retention and recruitment as well as related management and operation costs.

The economic enhancement component is designed to specially benefit each identified and assessed parcel and land use within the PDA PBID. This element is designed to professionally manage the appearance of each parcel as a safe place to work, live, transact business, shop and dine. Economic Enhancement services are designed to attract more customers, clients, employees, residents, tenants and investors which potentially would increase business volumes, sales transactions, occupancies, rental income and return on

investments. Economic Enhancement services will be provided only within the PBID boundaries and for the special benefit of identified and assessed parcels and the array of land uses within the PDA PBID.

Organization/Resources Development

Included in the organization/resources development component are the costs for accounting, legal, bank charges, annual report and Directors and Officers and General Liability insurance and other office and operation expenses. This component also includes County collection fees, allowance for delinquent assessment payments and other variable expenses related to each program element. A portion of PBID assessment funds remaining in the last two years of the proposed PBID renewal term may be used to develop the Management District Plan, Engineer's Report and related renewal costs for the following renewal term.

This component is key to the proper expenditure of PBID assessment funds and the administration of PBID programs and activities. This component exists only for the purposes of the PBID and will only be provided for matters specially benefitting each individual assessed parcel and land use (i.e. commercial, non-profit and residential) within the PDA PBID.

Promotions & Marketing

The promotions and marketing component will include newsletters, website and social media management, development and distribution of promotional materials, seasonal decorations, special events, media advertising and other programs that will promote the array of goods and services available within the PDA PBID.

This component is designed to specially benefit and improve the marketability of assessed parcels within the PDA PBID. This element is designed to attract more customers and clients, employees, tenants, residents and investors which potentially would increase business volumes, sales transactions, occupancies, rental income and return on investments. Marketing programs will only be provided for identified and assessed parcels located within the PBID boundaries.

In summary, all PBID funded services, programs and improvements described above confer special benefits to identified assessed parcels inside the PBID boundaries and none will be provided outside of the PBID. Each assessed parcel within the PDA PBID will proportionately specially benefit from the PBID funded

design & physical enhancement, economic enhancement, organization/resource development and promotions & marketing. These services, programs and improvements are intended to improve commerce, employment, livability, rents, occupancy rates and investment return of parcels, businesses and residences within the PDA PBID by reducing crime, litter and debris and professionally marketing goods, services and spaces available within the PBID, all considered necessary in a competitive properly managed contemporary mixed-use business district. All PBID funded services programs and improvements are considered supplemental, above normal base level services provided by the City of Pasadena and are only provided for the special benefit of assessed parcels within the boundaries of the PDA PBID.

PROGRAM & ACTIVITY BUDGET

Each identified parcel within the PDA PBID will be assessed the full amount of the proportionate special benefit conferred upon it based on the level of PBID funded services provided within each benefit zone. The projected program special benefit cost allocation for the Year 1 (2017) of the renewed PDA PBID is shown in the following Table:

Year 1 (2017) Projected PBID Special Benefit Costs
(Assessment Revenue Only)

ACTIVITY	Allocation	%
1.0 Design & Physical Enhancement (maintenance/amenities)	\$287,700	32%
2.0 Economic Enhancement (safety ambassadors)	\$294,300	33%
3.0 Organizational/Resources Development (administration)	\$138,800	15%
4.0 Promotions & Marketing	\$181,200	20%
TOTAL	\$902,000	100%

A detailed proposed Year 1 (2017) PBID budget is shown below in the Table below.

<u>PDA PBID - Projected Yr 1 - 2017 Budget</u>	
Description	2017 Budget
<u>PBID Income</u>	
District Fee Income	\$901,849
<u>Total Income</u>	\$901,849

<i>PBID Expenditures</i>		
<i>Design & Physical Enhancement</i>		
Maintenance	\$239,649	
Physical Amenities	\$25,000	
Staffing -	\$11,810	
Payroll taxes	\$3,116	
Employee Benefits	\$7,108	
Postage	\$1,000	
<i>Total D. & P.E. Costs</i>	\$287,683	32%
<i>Economic Enhancement</i>		
Ambassador Guides	\$226,250	
Annual Meeting Speaker	\$2,000	
Business Development	\$30,000	
Staffing	\$21,810	
Payroll taxes	\$4,155	
Employee Benefits	\$7,108	
Conferences	\$2,000	
Postage	\$1,000	
<i>Total Economic Enhancement Costs</i>	\$294,323	33%
<i>Organizational & Resource Development</i>		
Accounting Fees	\$5,500	
Attorney Fees	\$1,000	
Conferences	\$0	
Consultant Services	\$3,000	
Dues/Subscriptions Members	\$4,000	
Employee Benefits	\$7,110	
Equipment Leasing/Rental	\$8,000	
Insurance	\$9,000	
Meetings	\$2,500	
Office Equipment	\$3,000	
Office Supplies	\$2,000	
P/R Taxes	\$6,105	
Payroll Services	\$3,000	
Payroll/Wages	\$36,335	
Postage	\$1,000	
Printing & Repro	\$1,000	
Rent	\$38,000	
Repairs & Maintenance	\$2,500	
Software	\$750	

Telephone & Utilities	\$5,000	
Total Org. & Res. Dev. Costs	\$138,800	15%
Promotion & Marketing		
Advertising	\$10,000	
Annual Meeting	\$3,000	
Annual Report	\$3,000	
Artwalk	\$7,500	
Holiday Event		
Banner Installation	\$2,500	
Shop Indie	\$5,500	
Merry Merry Movie	\$1,500	
Kiosk	\$1,200	
Long Table	\$7,000	
Make Music Pasadena	\$10,000	
Map	\$2,950	
Marketing Staff	\$28,725	
Membership Development	\$200	
Mixers	\$5,000	
Newsletters	\$4,000	
Other Cultural Events	\$4,000	
Summer Concert Series	\$5,000	
Website	\$3,500	
Wine Walk	\$1,500	
Postage	\$1,000	
software	\$750	
Staffing	\$55,674	
Payroll Taxes	\$10,597	
Employee Benefits	\$7,108	
Total Prom. & Marketing Costs	\$181,204	20%
Total Expenditures	\$902,000	

In order to carry out the PBID programs outlined in the previous section, a first year assessment budget of \$902,000 is proposed. Since the renewed PBID is planned for a five year term, projected program costs for future years (Years 2-5) are set at the inception of the PBID. While future inflationary and other program cost increases are unknown at this point, a built in maximum increase of 5% per annum is incorporated into the projected program costs and assessment rates for the five year PBID term. Carryovers, if any, may be

reapportioned the following year for related programs, services and improvements. Detailed annual budgets will be prepared by the PDA Board and included in an Annual Plan for the City Council's review and approval. It is noted that the allocations shown may be shifted between these major categories based on changing needs, program costs, demands and contract prices, up to 35% of each category's allocation throughout the five year PBID term. A 5 year projected PDA PBID budget is shown in the following Table:

YEAR 1-5 PROJECED PBID BUDGET SUMMARY

(Assumes 5% max rate increase per year)

ACTIVITY	Year 1	Year 2	Year 3	Year 4	Year 5
1.0 Design & Physical Enhancement (maintenance/amenities)	\$287,700	\$302,085	\$317,189	\$333,049	\$349,701
2.0 Economic Enhancement (safety ambassadors)	\$294,300	\$309,015	\$324,466	\$340,689	\$357,723
3.0 Organizational/Resources Development (administration)	\$138,800	\$145,740	\$153,027	\$160,678	\$168,712
4.0 Promotions & Marketing	\$181,200	\$190,260	\$199,773	\$209,762	\$220,250
TOTAL	\$902,000	\$947,100	\$994,455	\$1,044,178	\$1,096,387

A 5 year projected PDA PBID budget allocation by benefit zone is shown in the following Table:

YEAR 1-5 PROJECED PBID BUDGET ALLOCATION SUMMARY BY ZONE

(Assumes 5% max rate increase per year)

ACTIVITY	Year 1	Year 2	Year 3	Year 4	Year 5
ZONE A					
1.0 Design & Physical Enhancement (maintenance/amenities)	\$211,460	\$222,032	\$233,134	\$244,791	\$257,030
2.0 Economic Enhancement (safety ambassadors)	\$216,311	\$227,126	\$238,482	\$250,406	\$262,927
3.0 Organizational/Resources Development (administration)	\$102,018	\$107,119	\$112,475	\$118,099	\$124,004
4.0 Promotions & Marketing	\$133,182	\$139,841	\$146,833	\$154,175	\$161,884
SUBTOTAL ZONE A	\$662,970	\$696,119	\$730,924	\$767,471	\$805,844
ZONE B					
1.0 Design & Physical Enhancement (maintenance/amenities)	\$76,241	\$80,053	\$84,055	\$88,258	\$92,671
2.0 Economic Enhancement (safety ambassadors)	\$77,990	\$81,889	\$85,983	\$90,283	\$94,797
3.0 Organizational/Resources Development (administration)	\$36,782	\$38,621	\$40,552	\$42,580	\$44,709
4.0 Promotions & Marketing	\$48,018	\$50,419	\$52,940	\$55,587	\$58,366
SUBTOTAL ZONE B	\$239,030	\$250,982	\$263,531	\$276,707	\$290,542
TOTAL ZONE A & B	\$902,000	\$947,100	\$994,455	\$1,044,178	\$1,096,387

The Assessment Engineer (see attached Engineer's Report) has found that the general benefits (i.e. benefits to the general public and surrounding parcels outside the PBID) of the proposed programs, services and improvements (i.e. design/physical enhancement, economic enhancement, organization/resource development and promotions & marketing), represent 5% of the total benefits generated and, in turn, 5% of the costs of the PBID funded improvements, activities and services provided. Thus, 5% of the total PBID costs will need to be funded by non-assessment revenue sources such as grants, donations, program income, volunteer credits, etc.

The proposed PDA PBID may increase the assessment for each individual parcel each year during the 5 year effective operating period, but in no event shall the assessment increase exceed 5% and must be approved by the PDA Board of Directors, included in the Annual Planning Report and adopted by the City of Pasadena City Council. Any accrued interest and delinquent payments will be expended within the budgeted categories. The PDA Board of the Directors ("Property Owner's Association of the PDA PBID) shall determine the percentage increase to the annual assessment and the methodology employed to determine the amount of the increase. The PDA Executive Director shall communicate the annual increase to the City each year in which the PBID operates at a time determined in the Administration Contract held between PDA and the City of Pasadena. No bonds are to be issued in conjunction with the proposed renewed PBID.

It is recognized that market conditions may cause the cost of providing goods and services to fluctuate from year to year during the 5 year term of the proposed PBID. Accordingly, PDA shall have the right to reallocate up to 35% of any budget line item within the budget categories based on such cost fluctuations subject to the review and approval by the PDA Board and included in the Annual Planning Report that will be approved by the Pasadena City Council pursuant to Streets and Highways Code Section 36650. Any accrued interest or delinquent payments may be expended in any budget category.

Pursuant to Section 36671 of the Streets and Highways Code, any funds remaining after the fifth year of operation will be rolled over into the renewal budget or returned to stakeholders. PBID assessment funds may be used to pay for costs related to the following PBID renewal term. If the PBID is not renewed or terminated for any reason, unexpended funds will be returned to the property owners.

The Assessment Engineer (see attached Engineer's Report) has found that the general benefits (i.e. benefits to the general public and surrounding parcels outside the PBID) of the proposed programs and services represent 5% of the total benefits generated and, in turn, 5% (\$47,474) of the costs of the PBID funded programs and services provided. Thus, 5% of the total PBID costs will need to be funded by non-assessment revenue sources such as grants, donations, program income, etc.

Duration

The effective operation period of the proposed PDA PBID is January 1, 2017 through December 31, 2021. It is noted that the range of property tax years for levying the proposed PBID assessments is 2016-17 through 2020-21. At the conclusion of this term the PBID may be renewed again for a maximum of ten years. If the proposed PDA PBID is not renewed at the end of the proposed 5 year term, PBID services will end on December 31, 2021.

Manner of Collection

Assessments for the Fiscal Year beginning January 1, 2017 and assessments for subsequent fiscal years, through and including the Fiscal Year ending December 31, 2021 will be collected at the same time and in the same manner as ad valorem taxes paid to the County of Los Angeles. The City of Pasadena is authorized to collect any assessments not placed on the County tax rolls, or to place assessments, unpaid delinquent assessments, or penalties on the County tax rolls as appropriate to implement this Management District Plan.

IV PROPOSED ASSESSMENT FORMULA

The PBID programs and services described in this Management District Plan will be funded through benefit assessments against real property in the PBID and non-assessment revenues to fund the costs associated with general benefits conferred on the public at large and surrounding parcels outside of the PBID boundaries. The assessment formula has been developed by the Assessment Engineer to ensure that no parcel will be assessed an amount that exceeds the cost of the proportional special benefit that parcel derives from the programs, services and improvements to be funded by the proposed benefit assessments. The assessment rates are based on the anticipated benefit to be derived by each individual parcel within the boundary of the PBID.

It has been determined by the Assessment Engineer (see Engineer's Report attached to this Plan as Attachment 1) that the benefit assessment of each identified parcel within the PBID will be based on three factors - building area, land area and street frontage within two benefit zones. Assessments for parcels with residential uses (1-4 units including residential condominiums) are based solely on building area for each residential unit.

Zone A assessments will be applied at 100% of the base unit rates and Zone B will be based on 73.5% of Zone A rates. Within the PBID there are roughly 42,000 linear feet of property frontage, 4.8 million square feet of land and 7 million square feet of building area. For a more detailed explanation of the assessment methodology used to calculate the assessment rates, refer to the attached Engineer's Report.

PDA PBID Year 1 (2016-17) ASSESSMENT FORMULA

[Assessment = Street Frontage Assmt + Land Area Assmt + Building Area Assmt]

- Street Frontage Assmt = parcel street frontage x street frontage rate (from chart below)
- Land Area Assmt = land area x land area rate (from chart below)
- Building Area Assmt = building area x building area rate (from chart below)

YEAR 1 (2016-17) ASSESSMENT RATES

Assessment Factor	Year 1 Rate
ZONE A	
Street Frontage Rate (\$/LF)	\$9.7400000
Land Area Rate (\$/sq ft)	\$0.0695000
Building Area Rate (\$/sq ft)	\$0.0695000
Residential (1-4 units) Bldg Area Rate (\$/sq ft bldg.)	\$0.1180000
ZONE B	
Street Frontage Rate (\$/LF)	\$7.1589000
Land Area Rate (\$/sq ft)	\$0.0510825
Building Area Rate (\$/sq ft)	\$0.0510825
Residential (1-4 units) Bldg Area Rate (\$/sq ft bldg.)	\$0.0867300

Adjustments:

1. Building area assessments are based on gross exterior bldg area, but not to exceed 3 times the land area (F.A.R = 3)
2. Assessments for non-profit and residential (5 + units) parcels are set at 50% of applicable rates
3. Assessments for residential (1-4 units), including condominiums, are set at \$0.118 per sq ft of building area in Zone A and \$0.08673 in Zone B.
4. Mixed use development building areas are assessed based on pro-rated ratios of land uses

Since the PBID is planned for a five year term, maximum assessments for future years (Years 2-5) must be set at the inception of the PBID. While future inflationary and other program cost increases are unknown at this point, a built in maximum increase of 5% per annum is incorporated into the projected program costs and, in turn, the resultant assessment rates for the five year life of the PBID. These figures are shown in the table below. Assessment rates may not exceed those indicated below.

In addition, any annual budget surplus or deficit will be incorporated into the subsequent year's PBID budget. Within the constraints of the annual adjustment, annual assessments will be set to account for surpluses or deficits carried forward.

Five Year Maximum Assessment Rates
(Includes a 5% max annual increase)

Annual Assessment Rates	Yr 1 Rate	Yr 2 Rate	Yr 3 Rate	Yr 4 rate	Yr 5 Rate
ZONE A					
Street Frontage Rate (\$/LF)	\$9.7400000	\$10.227000	\$10.738350	\$11.275268	\$11.839031
Land Area Rate (\$/sq ft)	\$0.0695000	\$0.072975	\$0.076624	\$0.080455	\$0.084478
Building Area Rate (\$/sq ft)	\$0.0695000	\$0.072975	\$0.076624	\$0.080455	\$0.084478
Residential (1-4 units) Rate (\$/sq ft bldg.)	\$0.1180000	\$0.123900	\$0.130095	\$0.136600	\$0.143430
ZONE B					
Street Frontage Rate (\$/LF)	\$7.1589000	\$7.516845	\$7.892687	\$8.287322	\$8.701688
Land Area Rate (\$/sq ft)	\$0.0510825	\$0.053637	\$0.056318	\$0.059134	\$0.062091
Building Area Rate (\$/sq ft)	\$0.0510825	\$0.053637	\$0.056318	\$0.059134	\$0.062091
Residential (1-4 units) Rate (\$/sq ft bldg.)	\$0.0867300	\$0.091067	\$0.095620	\$0.100401	\$0.105421

SAMPLE ASSESSMENT CALCULATIONS:

SAMPLE A:

12,000 sq ft building on 15,000 sq ft lot with 100 LF of street frontage located in Zone A

Frontage = 100 LF x \$9.74/LF = \$ 974.00

Land = 15,000 x 6.951¢/sq ft = \$1,042.50

Bldg = 12,000 x 6.95¢/sq ft = \$ 834.00

TOTAL YEAR 1 ASSESSMENT = \$2,850.50

PER MONTH = \$ 238/mo PER SQ FT OF BLDG PER MO = 2¢/sq ft bldg/mo

SAMPLE B:

12,000 sq ft building on 15,000 sq ft lot with 100 LF of street frontage located in Zone B

Frontage = 100 LF x \$7.1589/LF = \$ 715.89

Land = 15,000 x 5.10825¢/sq ft = \$ 766.24

Bldg = 12,000 x 5.10825¢/sq ft = \$ 612.99

TOTAL YEAR 1 ASSESSMENT = \$2,095.12

PER MONTH = \$175/mo PER SQ FT OF BLDG PER MO = 1.5¢/sq ft bldg/mo

Future Development

Other than future maximum rates and the assessment methodology delineated in this Report, per State Law (Government Code Section 53750), future assessments may increase for any given parcel if such an increase is attributable to events other than an increased rate or revised methodology, such as a change in the density, intensity, or nature of the use of land. Any change in assessment formula methodology or rates other than as stipulated in this Report would require a new Proposition 218 ballot procedure in order to approve any such changes.

The complete Yr 1 – 2017 assessment roll of all parcels to be assessed by this PBID is included in this Plan as Appendix I.

V. PUBLICLY OWNED PARCELS

The State Constitution - Article 13D (Proposition 218) states that government owned properties are not exempt from benefit assessments, unless there is clear and convincing evidence showing that they receive no special benefit from the programs and services to be funded by the proposed benefit assessments.

Thus, the municipal public parking lots on Union Street and Green Street (3 parcels) owned by the City of Pasadena will be assessed along with all of the privately owned parcels within the PBID. Relative to the Social Security Office on federal owned land on Mentor Avenue, the US Attorney General has opined that all federal properties are exempt from local taxes and assessments pursuant to the Supremacy Clause of the US Constitution. Thus, this parcel will not be assessed nor will PBID funded services be provided for the special benefit of this parcel. Relative to the AT&T owned parcel and facility on Green Street, this parcel contains a building which houses public utility based electronic telephonic switching equipment, similar in function to utility transmission and conveyance infrastructure located along, over and beneath public rights of ways and utility easements and, thus, will not be assessed nor will PBID funded services be provided for the special benefit of this parcel.

VI. PBID DISTRICT GOVERNANCE

The governance or management of a PBID typically requires an "Owner's Association" to carry out the PBID services and activities. State PBID Law (36600 Streets & Highways Code) also requires that the Owner's Association carry out specific additional functions. This includes preparation of an Annual Report to the City Council on the PBID activities for the past fiscal year and those proposed for the next fiscal year. The Owner's Association may also recommend to the City Council from time to time, changes to the PBID boundaries, benefit zones, assessment formula or PBID programs and activities, all subject to public notification and, in some cases petition/balloting requirements.

Meetings of the Owner's Association and its standing Committees shall be subject to the State of California "Brown Act" open meeting law.

It is proposed that the Playhouse District Association (PDA), under contract with the City of Pasadena, continue to serve as the "Property Owner's Association" and be responsible for the ongoing day-to-day management and administration of the Playhouse District Association PBID (PDA-PBID). Incorporated in

the mid-1990's, the PDA is a non-profit corporation formed by business and professional firms and property owners located within the greater Playhouse District. Upon renewal of the PBID, it is proposed that the City Council and the PDA will execute a contract for the continued performance and delivery of the stipulated PBID programs and services authorized by this Management Plan.

VII. PROPOSED RULES AND REGULATION APPLIED TO THE DISTRICT

There are no specific rules or regulations applied to this PBID

VIII. OTHER ITEMS

No bonds will be issued for any PBID projects in conjunction with this PBID renewal.

IX. PLAN AUTHOR

The author and preparer of this Plan is Ed Henning of Edward Henning & Associates

X. IMPLEMENTATION TIME TABLE

The renewed PBID is expected to begin operation by January 2017. In order to meet this goal, the following procedural timeline is proposed:

<u>Date</u>	<u>Action/Task</u>
July-Oct '15	• Develop a PBID Management Plan
Oct-Nov '15	• Strategize support campaign/meetings etc.
Nov '15	• Initiate petition drive
Nov '15-March '16	• Collect petitions signed by property owners
April '16	• Submit majority support petitions to City along with final Management Plan
April '16	• City Council adopts Resolution of Intention to renew the PBID
April '16	• City sends notice of PBID public hearing and a ballot to property owners within PBID
June '16	• City Council conducts hearing (ballots due by this date)
June '16	• Providing no majority ballot protest is filed at the hearing, Council approves Resolution of Renewal for the PBID
August '16	• Assessment roll submitted to LA County Assessor
Dec 10/Apr 10 (due)	• Assessments billed and collected by LA County with property taxes
1st Qtr '17	• Revenues remitted to PDA per contract with City
(5yrs)	• PDA carries out renewed PBID programs and services

APPENDIX 1

YR 1 – 2016/17 ASSESSMENT ROLL

APN	2016-17 PBID ASSMT
5723005019	\$357.76
5723005020	\$403.56
5723005021	\$441.51
5723005022	\$881.54
5723005023	\$935.05
5723005041	\$2,070.17
5723006030	\$889.36
5723006040	\$1,658.60
5723006271	\$3,437.95
5723007016	\$1,950.68
5723007017	\$529.94
5723007018	\$194.62
5723007019	\$575.11
5723007020	\$1,335.74
5723009017	\$1,482.35
5723009018	\$50.22
5723009019	\$124.20
5723009022	\$715.52
5723009023	\$246.66
5723009026	\$896.35
5723009027	\$1,197.84
5723009034	\$1,750.57
5723009036	\$2,590.15
5723010041	\$1,102.52
5723010042	\$1,896.65
5723010043	\$1,094.37
5723010044	\$797.07
5723010045	\$4,291.65
5723010046	\$743.84
5723010047	\$743.84
5723010063	\$12,429.67
5723011010	\$1,277.10
5723011016	\$5,520.03
5723011017	\$3,014.92
5723011018	\$469.83
5723011019	\$2,006.30
5723011028	\$30,044.65
5723011034	\$1,089.37

5723011035	\$1,089.37
5723011036	\$23,169.04
5723012001	\$1,264.78
5723012002	\$650.84
5723012003	\$259.15
5723012004	\$747.47
5723012005	\$1,220.85
5723012006	\$548.62
5723012007	\$755.46
5723012013	\$972.29
5723012014	\$507.76
5723012015	\$526.66
5723012021	\$778.21
5723012022	\$1,026.99
5723012027	\$4,732.72
5723012029	\$95.40
5723012030	\$598.17
5723012031	\$96.27
5723012032	\$96.27
5723012033	\$120.55
5723012034	\$120.55
5723012035	\$134.43
5723012036	\$134.43
5723012037	\$141.37
5723012038	\$141.37
5723012039	\$141.37
5723012040	\$141.37
5723012041	\$141.37
5723012042	\$141.37
5723012043	\$141.37
5723012044	\$141.37
5723012045	\$98.00
5723012046	\$96.27
5723012047	\$95.40
5723012048	\$91.93
5723012049	\$96.27
5723012050	\$96.27
5723012051	\$120.55
5723012052	\$120.55
5723012053	\$134.43
5723012054	\$134.43

5723012055	\$98.00
5723012056	\$95.40
5723012057	\$95.40
5723012058	\$91.93
5723012059	\$95.40
5723012060	\$96.27
5723012061	\$120.55
5723012062	\$120.55
5723012063	\$134.43
5723012064	\$134.43
5723012065	\$141.37
5723012066	\$141.37
5723012067	\$141.37
5723012068	\$141.37
5723012069	\$141.37
5723012070	\$141.37
5723012071	\$141.37
5723012072	\$141.37
5723012073	\$98.00
5723012074	\$95.40
5723012075	\$95.40
5723012076	\$91.93
5723012077	\$95.40
5723012078	\$95.40
5723012079	\$120.55
5723012080	\$120.55
5723012081	\$134.43
5723012082	\$133.56
5723012083	\$9,806.03
5723013017	\$8,521.46
5723013018	\$0.00
5723013019	\$706.61
5723013020	\$1,379.30
5723013021	\$764.36
5723013024	\$1,178.51
5723013036	\$45.88
5723013037	\$45.88
5723013038	\$45.88
5723013039	\$45.88
5723013040	\$67.30
5723013041	\$45.88

5723013042	\$45.88
5723013043	\$45.88
5723013044	\$45.88
5723013045	\$45.88
5723013046	\$45.88
5723013047	\$59.67
5723013048	\$60.19
5723013049	\$60.19
5723013050	\$60.19
5723013051	\$60.19
5723013052	\$60.19
5723013053	\$60.19
5723013054	\$59.67
5723013055	\$45.88
5723013056	\$45.88
5723013057	\$45.88
5723013058	\$45.88
5723013059	\$45.88
5723013060	\$45.88
5723013061	\$45.88
5723013062	\$45.88
5723013063	\$45.88
5723013064	\$1,793.12
5723013065	\$1,106.37
5723013066	\$1,304.29
5723013068	\$1,175.00
5723013069	\$3,738.40
5723013070	\$0.00
5723013071	\$0.00
5723013072	\$0.00
5723013907	\$3,045.86
5723014006	\$1,957.62
5723014012	\$845.13
5723014020	\$284.56
5723014021	\$1,081.12
5723014022	\$2,196.23
5723014023	\$2,012.65
5723014024	\$778.04
5723014027	\$5,213.95
5723014028	\$11,429.93
5723014030	\$95.92

5723014031	\$151.60
5723014032	\$142.84
5723014033	\$142.84
5723014034	\$142.84
5723014035	\$151.60
5723014036	\$95.92
5723014037	\$95.92
5723014038	\$151.60
5723014039	\$142.84
5723014040	\$142.84
5723014041	\$151.60
5723014042	\$95.92
5723014043	\$95.92
5723014044	\$151.60
5723014045	\$142.84
5723014046	\$142.84
5723014047	\$151.60
5723014048	\$95.92
5723014049	\$95.92
5723014050	\$151.60
5723014051	\$142.84
5723014052	\$142.84
5723014053	\$151.60
5723014054	\$95.92
5723014055	\$95.92
5723014056	\$151.60
5723014057	\$142.84
5723014058	\$142.84
5723014059	\$151.60
5723014060	\$95.92
5723014061	\$95.92
5723014062	\$151.60
5723014063	\$142.84
5723014064	\$142.84
5723014065	\$142.84
5723014066	\$151.60
5723014067	\$95.92
5723014068	\$2,460.97
5723015022	\$736.76
5723015024	\$520.73
5723015025	\$347.46

5723015026	\$868.72
5723015027	\$1,042.32
5723015028	\$2,977.87
5723015029	\$867.38
5723015030	\$1,303.05
5723015037	\$1,526.28
5723015038	\$548.17
5723015039	\$686.86
5723015040	\$540.84
5723015041	\$611.46
5723015044	\$739.91
5723015045	\$524.03
5723015047	\$5,788.02
5723015048	\$158.54
5723015050	\$40.07
5723015051	\$70.68
5723015052	\$60.62
5723015054	\$42.24
5723015055	\$25.93
5723015056	\$40.94
5723015057	\$40.94
5723015058	\$71.99
5723015059	\$60.71
5723015060	\$41.20
5723015061	\$57.94
5723015062	\$42.24
5723015063	\$25.93
5723015064	\$40.94
5723015065	\$40.94
5723015066	\$69.82
5723015067	\$58.63
5723015068	\$43.54
5723015069	\$66.96
5723015070	\$42.24
5723015071	\$25.93
5723015072	\$40.94
5723015073	\$40.94
5723015074	\$69.82
5723015075	\$80.14
5723015076	\$20.64
5723015077	\$66.96

5723015078	\$775.13
5723015079	\$40.94
5723016014	\$157.15
5723016015	\$722.80
5723016016	\$1,555.63
5723016017	\$514.70
5723016019	\$1,121.35
5723016020	\$788.82
5723016021	\$1,934.63
5723016025	\$1,837.97
5723016026	\$1,155.52
5723016029	\$611.61
5723016030	\$525.46
5723016031	\$596.08
5723016033	\$3,207.79
5723016036	\$5,403.21
5723016038	\$6,243.35
5723028014	\$4,911.81
5723028015	\$1,042.86
5723028016	\$1,793.56
5723028017	\$9,292.20
5723028018	\$3,919.36
5723028019	\$2,648.76
5723028020	\$1,428.32
5723028021	\$1,140.06
5723028022	\$8,288.89
5723028023	\$7,672.17
5723028024	\$8,653.30
5723028025	\$8,582.40
5723028026	\$661.69
5723028027	\$1,881.66
5723028030	\$1,807.62
5723029015	\$5,658.91
5723029018	\$5,401.59
5723029021	\$1,627.25
5723029024	\$9,450.12
5723029025	\$6,375.76
5723029027	\$8,007.98
5723029028	\$52,132.69
5723029030	\$247.80
5723029031	\$192.34

5723029032	\$179.36
5723029033	\$185.26
5723029034	\$194.70
5723029035	\$225.38
5723029036	\$106.20
5723029037	\$140.42
5723029038	\$108.56
5723029039	\$147.50
5723029040	\$108.56
5723029041	\$105.02
5723029042	\$129.80
5723029043	\$99.12
5723029044	\$220.66
5723029045	\$164.02
5723029046	\$136.88
5723029047	\$109.74
5723029048	\$136.88
5723029049	\$142.78
5723029050	\$109.74
5723029051	\$173.46
5723029052	\$246.62
5723029053	\$205.32
5723029054	\$112.10
5723029055	\$126.26
5723029056	\$180.54
5723029057	\$187.62
5723029058	\$100.30
5723029059	\$114.46
5723029060	\$158.12
5723029061	\$14,635.98
5723030023	\$56,823.38
5723030024	\$3,180.52
5723030025	\$1,759.07
5723030026	\$1,192.22
5723030027	\$968.47
5723030028	\$1,056.73
5723030029	\$1,311.48
5723030030	\$1,144.38
5723030031	\$2,340.03
5723030045	\$637.89
5723030046	\$1,982.76

5723030050	\$8,843.42
5723030052	\$2,793.22
5723030053	\$1,084.80
5723030054	\$19,272.96
5734012002	\$2,745.18
5734012003	\$1,174.62
5734012006	\$3,467.24
5734012010	\$909.33
5734012011	\$383.30
5734012012	\$3,658.65
5734012013	\$1,251.21
5734012014	\$636.82
5734012029	\$6,265.55
5734012030	\$1,591.50
5734013001	\$1,308.66
5734013002	\$1,489.37
5734013003	\$1,563.80
5734013004	\$7,812.85
5734013005	\$3,158.18
5734013017	\$1,384.90
5734013018	\$1,173.59
5734013022	\$22,398.22
5734014001	\$3,332.80
5734014806	\$0.00
5734024013	\$844.23
5734024016	\$513.65
5734024017	\$840.29
5734024020	\$1,687.32
5734024021	\$2,379.95
5734024022	\$482.90
5734025014	\$2,693.29
5734025024	\$4,375.22
5734025026	\$2,001.03
5734036001	\$6,924.83
5734036002	\$1,939.79
5734036003	\$849.09
5734036006	\$1,514.16
5734036007	\$1,537.18
5734036008	\$1,527.44
5734036009	\$7,594.36
5734036010	\$6,227.55

5734036012	\$5,163.38
5734036013	\$4,566.88
5734036014	\$4,715.51
5734036016	\$6,093.18
5734036017	\$325.65
5734036018	\$8,126.56
5734037002	\$2,203.67
5734037003	\$1,743.44
5734037004	\$2,462.16
5734037005	\$1,438.74
5734037006	\$3,956.69
5734037007	\$6,155.20
5734037009	\$935.86
5734037010	\$608.18
5734037011	\$308.29
5734037012	\$357.36
5734037013	\$370.77
5734037016	\$4,369.25
5734037022	\$2,638.45
5734037023	\$2,211.44
5734037024	\$1,079.65
5734037025	\$1,384.00
5734037026	\$3,256.15
5734037031	\$2,934.21
5734037033	\$13,574.82
5734037034	\$3,626.38
5734037036	\$19,765.30
5734037900	\$390.26
5734037902	\$1,759.18
5738001052	\$3,699.10
5738001053	\$3,507.76
5738001054	\$2,711.93
5738001074	\$3,081.59
5738001075	\$120.36
5738001076	\$115.64
5738001077	\$160.48
5738001078	\$120.36
5738001079	\$115.64
5738001080	\$115.64
5738001081	\$120.36
5738001082	\$113.28

5738001083	\$113.28
5738001084	\$113.28
5738001085	\$160.48
5738001086	\$169.92
5738001087	\$169.92
5738001088	\$169.92
5738001089	\$169.92
5738001090	\$169.92
5738001091	\$160.48
5738001092	\$162.84
5738001093	\$172.28
5738001094	\$121.54
5738001095	\$121.54
5738001096	\$121.54
5738001097	\$160.48
5738001098	\$162.84
5738001099	\$198.24
5738001100	\$198.24
5738001101	\$198.24
5738001102	\$207.68
5738001103	\$207.68
5738001104	\$207.68
5738001105	\$207.68
5738001106	\$344.56
5738001107	\$140.42
5738001108	\$160.48
5738001109	\$140.42
5738001110	\$140.42
5738001111	\$162.84
5738001112	\$172.28
5738001113	\$182.90
5738001114	\$136.88
5738001115	\$136.88
5738001116	\$136.88
5738001117	\$160.48
5738001118	\$174.64
5738001119	\$162.84
5738001120	\$174.64
5738001121	\$174.64
5738001122	\$174.64
5738001123	\$174.64

5738001124	\$140.42
5738001125	\$140.42
5738001126	\$160.48
5738001127	\$140.42
5738001128	\$140.42
5738001129	\$162.84
5738001130	\$172.28
5738001131	\$160.48
5738001132	\$162.84
5738001133	\$105.02
5738001134	\$105.02
5738001135	\$105.02
5738001136	\$105.02
5738001137	\$101.48
5738001138	\$140.42
5738001139	\$140.42
5738001140	\$160.48
5738001141	\$134.52
5738001142	\$134.52
5738001143	\$162.84
5738001144	\$172.28
5738001145	\$123.90
5738001146	\$123.90
5738001147	\$123.90
5738001148	\$160.48
5738001149	\$162.84
5738001150	\$198.24
5738001151	\$198.24
5738001152	\$198.24
5738001153	\$105.02
5738001154	\$105.02
5738001155	\$105.02
5738001156	\$105.02
5738001157	\$101.48
5738001158	\$140.42
5738001159	\$129.80
5738001160	\$160.48
5738001161	\$134.52
5738001162	\$134.52
5738001163	\$162.84
5738001164	\$129.80

5738001165	\$129.80
5738001166	\$174.64
5738001167	\$123.90
5738001168	\$123.90
5738001169	\$123.90
5738001170	\$160.48
5738001171	\$174.64
5738001172	\$162.84
5738001173	\$174.64
5738001174	\$103.84
5738001175	\$174.64
5738001176	\$103.84
5738001177	\$174.64
5738001178	\$103.84
5738001179	\$174.64
5738001180	\$105.02
5738001181	\$105.02
5738001182	\$105.02
5738001183	\$105.02
5738001184	\$101.48
5738001185	\$140.42
5738003016	\$385.86
5738003038	\$113.63
5738003039	\$113.63
5738003040	\$113.63
5738003041	\$137.35
5738003042	\$137.35
5738003043	\$137.35
5738003044	\$137.35
5738003045	\$137.35
5738003067	\$102.42

5738003068	\$100.06
5738003069	\$99.83
5738003070	\$98.65
5738003071	\$98.65
5738003072	\$99.95
5738003073	\$99.95
5738003074	\$100.30
5738003075	\$100.42
5738003076	\$99.95
5738003077	\$100.06
5738003078	\$98.65
5738003079	\$98.65
5738003080	\$99.95
5738003081	\$100.06
5738003082	\$104.19
5738003901	\$0.00
5738004001	\$1,887.92
5738004002	\$1,003.54
5738004003	\$2,119.03
5738004004	\$6,733.31
5738004005	\$2,325.71
5738004006	\$2,140.88
5738004007	\$37.25
5738004008	\$1,279.72
5738004009	\$4,783.87
5738004010	\$2,408.26
5738004011	\$274.26
5738004012	\$589.99
5738004013	\$456.05
5738004038	\$4,094.06
5738007033	\$815.87

5738007035	\$2,196.72
5738007036	\$862.20
5738007038	\$1,181.79
5738007039	\$1,182.00
5738007040	\$5,785.58
5738007041	\$3,481.44
5738007043	\$20,030.67
5738008033	\$3,063.22
5738008034	\$4,092.31
5738008035	\$1,404.14
5738008036	\$1,134.11
5738008037	\$1,096.62
5738008038	\$2,329.97
5738008039	\$527.53
5738008040	\$1,298.65
5738008041	\$2,408.55
5738008046	\$784.71
5738008047	\$915.02
5738008048	\$671.08
5738008049	\$791.36
5738008050	\$1,782.24
5738008051	\$813.60
5738008052	\$1,260.02
5738008053	\$62.34
5738008056	\$1,171.68
5738008057	\$2,656.70
5738008058	\$1,468.03
5738008059	\$1,268.67
5738008065	\$2,572.00
5738008066	\$12,332.90
5738008067	\$13,697.06

APPENDIX 2

PDA PBID MAP



APPENDIX 3

ASSESSMENT ENGINEER'S REPORT



PASADENA PLAYHOUSE DISTRICT ASSOCIATION

**RENEWED
PROPERTY & BUSINESS IMPROVEMENT DISTRICT
(PDA PBID)**

*Formed in 2001- Renewed in 2006 and 2011- Being Renewed for 5 Years Pursuant to California Streets and Highways
Code Section 36600 et seq. - Property Business Improvement District Act of 1994, as amended*

**DISTRICT
ASSESSMENT ENGINEER'S
REPORT**

*Prepared by
Edward V. Henning
California Registered Professional Engineer # 26549
Edward Henning & Associates*

**NOVEMBER 2015
V1.02**

DISTRICT ASSESSMENT ENGINEER'S REPORT

To Whom It May Concern:

I hereby certify to the best of my professional knowledge and experience that each of the identified benefiting properties located within the proposed Playhouse District Association property & Business Improvement District ("PDA PBID") being renewed for a five (5) year term will receive a special benefit over and above the benefits conferred on the public at large and that the amount of the proposed assessment is proportional to, and no greater than the benefits conferred on each respective property.

Prepared by Edward V. Henning, California Registered Professional Engineer # 26549



A handwritten signature in black ink that reads "Edward V. Henning".

Edward V. Henning

RPE #26549

November 24, 2015

Date

(NOT VALID WITHOUT SIGNATURE AND CERTIFICATION SEAL HERE)

Introduction

This report serves as the "detailed engineer's report" required by Section 4(b) of Article XIIIID of the California Constitution (Proposition 218) to support the benefit property assessments proposed to be levied within the proposed PDA PBID in the City of Pasadena, California being renewed for a five (5) year term. The discussion and analysis contained within this Report constitutes the required "nexus" of rationale between assessment amounts levied and special benefits derived by real properties within the proposed PDA PBID. It is noted that whole numbers shown in this Report may have been rounded up or down for simplicity.

PASADENA PLAYHOUSE ASSOCIATION PBID RENEWAL – ASSESSMENT ENGINEER’S REPORT

Background

The PDA PBID is a property-based benefit assessment type district being renewed for a five (5) year term pursuant to Section 36600 et seq. of the California Streets and Highways Code (as amended), also known as the Property and Business Improvement District Law of 1994 (the “Act”). Due to the benefit assessment nature of assessments levied within a property and business improvement district (“PBID”), district program costs are to be distributed amongst all identified benefiting properties based on the proportional amount of special program benefit each property is expected to derive from the assessments levied. Within the Act, frequent references are made to the concept of relative “benefit” received from PBID programs and activities versus amount of assessment paid. Only those properties expected to derive special benefits from PBID funded programs and activities may be assessed and only in an amount proportional to the relative special benefits expected to be received.

Supplemental Article XIID Section 4(b) California Constitution
Proposition 218 Procedures and Requirements

Proposition 218, approved by the voters of California in November of 1996, adds a supplemental array of procedures and requirements to be carried out prior to levying a property-based assessment like the PDA PBID. These requirements are in addition to requirements imposed by State and local assessment enabling laws. These requirements were “chaptered” into law as Article XIID Section 4(b) of the California Constitution.

Since Article XIID provisions will affect all subsequent calculations to be made in the final assessment formula for the PDA PBID, these supplemental requirements will be taken into account. The key provisions of Article XIID along with a description of how the PDA PBID complies with each of these provisions are delineated below.

(Note: All section references below pertain to Article XIII of the California Constitution):

Finding 1. From Section 4(a): “Identify all parcels which will have a special benefit conferred upon them and upon which an assessment will be imposed”

District Boundary Description

General Setting

The PDA PBID is located in the center of historic “Downtown” Pasadena. The PDA PBID encompasses properties bounded roughly by Walnut on the north, Catalina on the east, Green Street on the south, and Los Robles Avenue on the west. This area is a bustling center of commerce, culture, livability and architecture. The PBID is generally surrounded by residential neighborhoods on the north and the south and other business districts on the west, east and south east. Based on information provided by the Los Angeles County Assessor’s Office, the City of Pasadena and field reviews, there are 582 parcels within the renewed PBID. The boundary of the proposed PDA PBID and benefit zones are shown on the map of the proposed renewed PDA PBID included as Appendix 2 at the end of this Plan. More specifically, the PDA PBID boundaries are described as follows:

Beginning at the intersection of the centerlines of El Dorado Street and Los Robles Avenue; thence north along said centerline of Los Robles Avenue to the westerly prolongation of the north property line of the parcel located at the northeast corner of Los Robles Avenue and Walnut Street; thence easterly along the north property line of each parcel located on the north side of Walnut Street between Los Robles Avenue and Hudson Avenue to the centerline of Hudson Avenue; thence north along said centerline of Hudson Avenue to the centerline of Locust Street; thence east along said centerline of Locust Street to the centerline of Mentor Avenue; thence south along said centerline of Mentor Avenue to the centerline of Union Street; thence east along said centerline of Union Street to the centerline of Catalina Avenue; thence south along said centerline of Catalina Avenue to the centerline of Colorado Boulevard; thence west along said centerline of Colorado Boulevard to the centerline of Hudson Avenue; thence south along said centerline of Hudson Avenue to the easterly prolongation of the parcel located at the southeast corner of Hudson Avenue and Green Street; thence westerly along the south property line of each parcel located on the south side of Green Street between Hudson Avenue and Madison Avenue to the centerline of Madison Avenue; thence south along said centerline of Madison Avenue to the centerline of El Dorado Street; thence west along said centerline of El Dorado Street to the point of beginning.

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Benefit Zones: There are two benefit zones in the PDA PBID.

- **Zone A** is generally centered along Colorado Boulevard and Lake Avenue and represents the core of the PDA PBID. PBID activity and pedestrian traffic is highest in this portion of the PBID, and thus these parcels require the highest level of programmed and response PBID services. As a result, Zone A parcels will receive a higher level of special benefit from PBID funded activities and improvements and will be assessed at a higher proportional rate than Zone B to offset higher program service level costs.
- **Zone B** consists of the remaining parcels within the PDA PBID boundaries. Zone B has less activity and pedestrian traffic than Zone A and requires lower levels of programmed and response service from the PBID. Zone B parcels will receive a lower level of special benefit from PBID funded activities and improvements and therefore are assessed at a lower rate than Zone 1 parcels to reflect lower program service level costs.

PBID Boundary Rationale

Northern Boundary: The northern boundary of the PDA PBID was determined by zoning and land uses where parcels located to the north of the northern PBID boundary (generally north of the parcels on the north side of Walnut Street) are zoned and/or developed solely residential with residential land uses while those south of the northern boundary are zoned commercial. State of California Streets and Highways Code Section 36632(c) conclusively presumes that properties zoned solely residential do not benefit from the improvements and service funded through PBID assessments, cannot be assessed and, thus, these single use neighborhoods are not included in the PDA PBID.

Eastern Boundary: The parcels located to the northeast of the PBID boundaries are residential zoning and land uses, and for the reason stated above, are not included within the PDA PBID. The parcels due east of the PDA PBID, primarily along Colorado Boulevard, do not share the same cultural and arts marketing needs as the parcels within the PDA PBID boundaries and thus, are not included in the PDA PBID.

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Southern Boundary: The southern boundary of the PDA PBID was determined by zoning and land uses where properties located to the south of the southern PBID boundary (generally south of the parcels along the south side of Green Street) are zoned and/or developed solely residential with residential land uses while those north of the southern boundary are zoned commercial. For the reason stated above, the single use residential neighborhoods are not included in the PDA PBID. Parcels on the southeast of the PDA PBID along the south side of Colorado Boulevard and both sides of Lake Avenue are included within the South Lake Avenue PBID. State Law precludes two PBIDs from overlapping and, thus these parcels are not included in the PDA PBID.

Western Boundary: The area west of the western PDA PBID boundary is all part of the business and government “Civic Center” of Pasadena. This area to the west does not share the same cultural and arts marketing needs as the parcels within the PDA PBID boundaries and thus, are not included in the PDA PBID.

A list of all parcels included in the proposed PDA PBID is shown as Appendix 1, attached to this Report with their respective Los Angeles County assessor parcel number. The boundary of the proposed PDA PBID and benefit zones are shown on the map of the District attached as Appendix 2 to this Report.

All identified parcels within the above-described boundaries shall be assessed to fund supplemental special benefit programs, services and improvements as outlined in this Plan and in the Assessment Engineer’s Report. All PBID funded services, programs and improvements provided within the above described boundaries shall confer special benefit to identified assessed parcels inside the PBID boundaries and none will be provided outside of the PBID. Each assessed parcel within the PDA PBID will proportionately specially benefit from the PBID funded design & physical enhancement, economic enhancement, organization/resource development and promotions & marketing as described in more detail under “Work Plan”, beginning on page 12 of this Report. These services, programs and improvements are intended to improve commerce, employment, rents and occupancy rates and investment return of parcels and businesses within the PDA PBID by reducing crime, litter and debris and professionally marketing goods and services available within the PBID, all considered necessary in a competitive properly managed business district. All PBID funded services programs and

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improvements are considered supplemental, above normal base level services provided by the City of Pasadena and are only provided for the special benefit of assessed parcels within the boundaries of the PDA PBID.

Finding 2. From Section 4(a): “Separate general benefits (if any) from the special benefits conferred on parcel(s). Only special benefits are assessable. “

QUANTITATIVE BENEFIT ANALYSIS

As stipulated in Article XIID Section 4(b) of the California Constitution, assessment district programs and activities confer a combination of general and special benefits to properties, but the only program benefits that can be assessed are those that provide special benefit to the assessed properties. For the purposes of this analysis, a “general benefit” is hereby defined as: “A benefit to properties in the area and in the surrounding community or benefit to the public in general resulting from the improvement, activity, or service to be provided by the assessment levied”. “Special benefit” as defined by the California State Constitution means a distinct benefit over and above general benefits conferred on real property located in the district or to the public at large.

The property uses within the boundaries of the PBID that will receive special benefits from PBID funded programs and services are currently a mix of commercial, non-profit and residential. No parcels within the PDA PBID are zoned solely residential. Services, programs and improvements provided and funded by the PBID are primarily designed to provide special benefits as described below to identified assessed parcels and the array of land uses within the boundaries of the PDA PBID.

The proposed PBID programs, improvements and services and Year 1 – 2017 budget allocation are as follows:

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Year 1 – 2017 District Special Benefit Cost Allocations (Assessment Revenue Only)

ACTIVITY	Allocation	%
1.0 Design & Physical Enhancement (maintenance/amenities)	\$287,700	32%
2.0 Economic Enhancement (ambassadors)	\$294,300	33%
3.0 Organizational/Resources Development	\$138,800	15%
4.0 Promotions & Marketing	\$181,200	20%
TOTAL	\$902,000	100%

Assessed commercial parcels as well as commercial portions of mixed use parcels are conferred proportionate special benefits from all PBID funded programs, services and improvements which are intended to attract more customers, users, visitors, employees, tenants and investors. For these parcels, PBID programs, services and improvements are designed to increase business volumes, sales transactions, commercial occupancies, commercial rental income and return on investments. These programs, services and improvements are designed to improve commerce, security and aesthetic appeal for patrons, visitors and employees of these parcels within the PDA PBID by reducing crime, litter and debris and professionally marketing the array of goods and services available within the PBID, all considered necessary in a competitive properly managed business district.

For non-profit owned and occupied parcels and facilities within the PBID, each of these parcels specially benefit, but differently than commercial type parcels, from PBID funded programs and services from cleaner and safer facilities for their employees, students, visitors, vendors and other users of these non-profit locations and facilities.

For residential parcels and residential portions of mixed use parcels within the PBID (all located on commercial zoned parcels), it is the opinion of this Assessment Engineer that each of these parcels and uses specially benefit , but differently than commercial type parcels, from PBID funded programs and services from the clean and safe and district identity and special project programs designed to improve the cleanliness, security, marketability and livability of these parcels and residential units on them. The proportionate special benefits conferred on all residential parcels and units shall be considered in proportion to those conferred on commercial parcels within the PDA PBID. For these parcels, PBID programs, services and improvements are designed to increase residential rental occupancies, rental income and return on investments. These programs, services and improvements are designed to

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improve security and aesthetic appeal for tenants, visitors and landlords of these parcels within the PDA PBID by reducing crime, litter and debris and professionally marketing the availability of residential rental units within the PBID and the nearby array of goods, services and activities, all considered necessary in a competitive properly managed contemporary mixed-use business district.

These benefits are particular and distinct to each and every identified and assessed parcel within the PDA PBID and are not provided to non-assessed parcels outside of the PDA PBID. These programs, services and improvements will only be provided to each individual assessed parcel within the PBID boundaries and, in turn, confer proportionate "special benefits" to each assessed parcel.

In the case of the PDA PBID, the very nature of the purpose of this PDA PBID is to fund supplemental programs, services and improvements to assessed parcels within the PBID boundaries above and beyond what is being currently funded either via normal tax supported methods or other funding sources. The City of Pasadena does not provide these programs and services. All benefits derived from the assessments to be levied on assessed parcels within the PBID are for services, programs and improvements directly specially benefiting each individual assessed parcel within the PBID. No PBID funded services, activities or programs will be provided outside of the PBID boundaries.

While every attempt is made to provide PBID services and programs to confer benefits only to those identified assessed parcels within the PBID, the California State Constitution was amended via Proposition 218 to stipulate that general benefits exist, either by design or unintentional, in all assessment districts and that a portion of the program costs must be considered attributable to general benefits and assigned a value. General benefits cannot be funded by assessment revenues. General benefits might be conferred on parcels within the PDA PBID, or "spillover" onto parcels surrounding the PDA PBID, or to the public at large who might be passing through the PDA PBID with no intention of transacting business within the PDA PBID or interest in the PDA PBID itself.

Empirical assessment engineering analysis throughout California has found that general benefits within a given business improvement district tend to range from 2-6% of the total costs. There are three methods that have been used by this Engineer for determining general and special benefit values within assessment districts:

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- (1) The parcel by parcel allocation method
- (2) The program/activity line item allocation method, and
- (3) The composite district overlay determinant method.

A majority of PBIDs in California for which this Assessment Engineer has provided assessment engineering services since the enactment of Proposition 218, (Article XIIIID Section 4(b) of the California Constitution) have used Method #3, the composite district overlay determinant method which will be used for the PDA PBID. This method of computing the value of general benefit involves a composite of three distinct types of general benefit – general benefit to assessed parcels within the PDA PBID, general benefit to the public at large within the PDA PBID and general benefit to parcels outside the PDA PBID.

General Benefit – Assessed Parcels within the PDA PBID

PBID funded programs are narrowly designed and carefully implemented to specially benefit the assessed PDA PBID parcels and are only provided for the special benefit to each and every assessed parcel within the PDA PBID. It is the opinion of this Engineer, based on over 30 years of professional assessment engineering experience, that 100% of benefits conferred on assessed parcels within the PDA PBID are distinct and special and that there are 0% general benefits conferred on these parcels. This is because the PBID funded programs and services are specially geared to the unique needs of each assessed parcel within the PBID and are directed specially only to these assessed parcels within the PBID. This concept is further reinforced by the proportionality of special benefits conferred on each assessed parcel within the PDA PBID as determined by the special benefit assessment formula as it is applied to the unique and varying property characteristics unique to each assessed parcel.

General Benefit - Public At Large

While the PDA PBID funded programs are narrowly designed and carefully implemented to specially benefit the assessed PDA PBID parcels and are only provided for the special benefit to each and every assessed parcel within the PDA PBID, these PBID funded programs may also provide an incidental general benefit to the public at large within the PDA PBID. Assessment Engineering experience in California has found that generally over 95% of people moving about within PBID boundaries are engaged in business related to assessed parcels and businesses located on them within a PBID, while

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the public at large “just passing through” is typically 5% or less. It is noted that the PDA PBID has a higher number of persons passing through the PDA PBID than many others in that the PDA PBID is bisected by 4 major public bus corridors with interconnects and transfers to the regional Metro Gold Line train. It is the opinion of this Engineer that the programs that may provide immediate general benefits to the public at large are maintenance, physical amenities and ambassadors (Year 1 budget of \$490,000 – 55% of total budget). Based on experience curves and the nature of the proposed PDA PBID funded programs and over 30 years of assessment engineering experience, it is the opinion of this Engineer that a conservative general benefit factor of 0.05 (5%) of PBID funded special benefit program costs that might provide an immediate general benefit to the public at large will be applied to these applicable program costs in order to compute the dollar and percent value of general benefits to the public at large. The dollar value of this general benefit type equates to \$13,475 as delineated in the following Table:

	A	B	C	D	E
Program Element	Dollar Allocation	% Allocation of Special Benefit Cost	General Benefit Factor	General Benefit Percent (B x C)	General Benefit Value (D x A)
At Large General Benefit Programs	\$490,000	55.00%	0.05	2.75%	\$13,475

General Benefits – Outside Parcels

While District programs and services will not be provided directly to parcels outside the PDA PBID boundaries, it is reasonable to conclude that PDA PBID services may confer an indirect general benefit on parcels adjacent to the PDA PBID boundaries. An inventory of the PDA PBID boundaries finds that the District is surrounded by 28 commercial zoned parcels with commercial uses located across streets or alleys on the perimeter of the PDA PBID. Of these 28 parcels, 6 are located within another existing PBID (SLBA PBID). In addition, there are 62 residentially zoned parcels with residential uses located across streets or alleys on the perimeter of the PDA PBID.

The 90 parcels directly outside the PDA PBID boundaries, including the 6 commercial parcels located within another PBID, can reasonably be assumed to receive some indirect general benefit as a result of PBID funded programs, services and improvements. Based on over 30 years of assessment engineering

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experience, it is the opinion of this Engineer that a benefit factor of 1.0 be attributed to the 582 parcels within the PDA PBID, a benefit factor of 0.50 be attributed to general benefits conferred on the 22 non-PBID commercial parcels and uses located across the street from assessed parcels within the PDA PBID, a benefit factor of 0.10 be attributed to general benefits conferred on the 62 non-PBID residential parcels and uses located across the street from assessed parcels within the PDA PBID and, a benefit factor of 0.25 be attributed to general benefits conferred on the 6 commercial parcels and uses located across the street from assessed parcels within the PDA PBID and located in another existing PBID outside of the PDA PBID. The cumulative dollar value of this general benefit type equates to \$28,953 (\$17,037+\$2,327+\$9,589) as delineated in the following Table:

Parcel Type	Quantity	Benefit Factor	Benefit Units	Benefit Percent	Benefit Value
Parcels within PDA PBID	582	1.00	582.0	96.89%	\$902,000
Commercial parcels outside of PDA PBID	22	0.50	11.0	1.83%	\$17,037
Commercial parcels outside of PDA PBID in SLBA PBID	6	0.25	1.5	0.25%	\$2,327
Residential use parcels outside of PDA PBID	62	0.10	6.2	1.03%	\$9,589
TOTAL			600.7	100.00%	\$930,953

Composite General Benefit

Based on the general benefit values delineated in the three sections above, the total value of general benefits conferred on assessed parcels within the PDA PBID, the public at large and parcels outside the PDA PBID equates to \$42,428 (\$13,475 + \$28,953) or 4.5%. For the purposes of this analysis, the general benefit factor of 4.5% will be conservatively rounded up to 5% which equates to a general benefit value of \$47,474. This leaves a value of 95% assigned to special benefit related costs. The general benefit value of \$47,474 when added to the special benefit value of \$902,000 (Year 1 – 2016 assessments) equates to a total Year 1 – 2016 program cost of \$949,474. Remaining costs that are attributed to general benefits, will need to be derived from other sources such as grants, donations, credits, sponsors and program income.

A breakdown of projected special and general benefit costs by benefit zone for each year is shown in the following Table:

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SPECIAL + GENERAL BENEFIT COSTS BY CATEGORY & ZONE	DESIGN – PHYSICAL ENHANCEMENT	ECONOMIC ENHANCEMENT	ORGANIZATION RESOURCES DEVELOPMENT	PROMOTIONS & MARKETING	TOTAL
ZONE A					
Year 1 - 2016 Special Benefit Cost	\$211,460	\$216,311	\$102,018	\$133,182	\$662,971
Year 1 - 2016 General Benefit Cost	\$11,130	\$11,385	\$5,369	\$7,010	\$34,894
Year 1 - 2016 Sub Total Costs	\$222,590	\$227,696	\$107,387	\$140,192	\$697,865
ZONE B					
Year 1 - 2016 Special Benefit Cost	\$76,241	\$77,990	\$36,782	\$48,018	\$239,031
Year 1 - 2016 General Benefit Cost	\$4,013	\$4,105	\$1,936	\$2,527	\$12,581
Year 1 - 2016 Sub Total Costs	\$80,254	\$82,095	\$38,718	\$50,545	\$251,612
Total Yr 1 Special Benefit Costs	\$287,700	\$294,300	\$138,800	\$181,200	\$902,000
Total Yr 1 General Benefit Costs	\$15,143	\$15,490	\$7,305	\$9,537	\$47,475
TOTAL YR 1 - 2016 COSTS	\$302,843	\$309,790	\$146,105	\$190,737	\$949,475
ZONE A					
Year 2 - 2017 Special Benefit Cost	\$222,032	\$227,126	\$107,119	\$139,841	\$696,118
Year 2 - 2017 General Benefit Cost	\$11,686	\$11,954	\$5,638	\$7,360	\$36,638
Year 2 - 2017 Sub Total Costs	\$233,718	\$239,080	\$112,757	\$147,201	\$732,756
ZONE B					
Year 2 - 2017 Special Benefit Cost	\$80,053	\$81,889	\$38,621	\$50,419	\$250,982
Year 2 - 2017 General Benefit Cost	\$4,213	\$4,310	\$2,033	\$2,654	\$13,210
Year 2 - 2017 Sub Total Costs	\$84,266	\$86,199	\$40,654	\$53,073	\$264,192
TOTAL YR 2 Special Benefit Costs	\$302,085	\$309,015	\$145,740	\$190,260	\$947,100
TOTAL YR 2 General Benefit Costs	\$15,899	\$16,264	\$7,671	\$10,014	\$49,848
TOTAL YR 2 - 2017 COSTS	\$317,984	\$325,279	\$153,411	\$200,274	\$996,948
ZONE A					
Year 3 - 2018 Special Benefit Cost	\$233,134	\$238,482	\$112,475	\$146,833	\$730,924
Year 3 - 2018 General Benefit Cost	\$12,270	\$12,552	\$5,920	\$7,728	\$38,470
Year 3 - 2018 Sub Total Costs	\$245,404	\$251,034	\$118,395	\$154,561	\$769,394
ZONE B					
Year 3 - 2018 Special Benefit Cost	\$84,055	\$85,983	\$40,552	\$52,940	\$263,530
Year 3 - 2018 General Benefit Cost	\$4,424	\$4,525	\$2,134	\$2,786	\$13,869
Year 3 - 2018 Sub Total Costs	\$88,479	\$90,508	\$42,686	\$55,726	\$277,399
TOTAL YR 3 Special Benefit Costs	\$317,189	\$324,466	\$153,027	\$199,773	\$994,455
TOTAL YR 3 General Benefit Costs	\$16,694	\$17,077	\$8,054	\$10,514	\$52,339
TOTAL YR 3 - 2018 COSTS	\$333,883	\$341,543	\$161,081	\$210,287	\$1,046,794
ZONE A					
Year 4 - 2019 Special Benefit Cost	\$244,791	\$250,406	\$118,099	\$154,175	\$767,471
Year 4 - 2019 General Benefit Cost	\$12,884	\$13,179	\$6,216	\$8,115	\$40,394
Year 4 - 2019 Sub Total Costs	\$257,675	\$263,585	\$124,315	\$162,290	\$807,865
ZONE B					
Year 4 - 2019 Special Benefit Cost	\$88,258	\$90,283	\$42,580	\$55,587	\$276,708

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Year 4 - 2019 General Benefit Cost	\$4,645	\$4,752	\$2,241	\$2,926	\$14,564
Year 4 - 2019 Sub Total Costs	\$92,903	\$95,035	\$44,821	\$58,513	\$291,272
TOTAL YR 4 Special Benefit Costs	\$333,049	\$340,689	\$160,678	\$209,762	\$1,044,178
TOTAL YR 4 General Benefit Costs	\$17,529	\$17,931	\$8,457	\$11,041	\$54,958
TOTAL YR 4 - 2019 COSTS	\$350,578	\$358,620	\$169,135	\$220,803	\$1,099,136
<u>ZONE A</u>					
Year 5 - 2020 Special Benefit Cost	\$257,030	\$262,927	\$124,004	\$161,884	\$805,845
Year 5 - 2020 General Benefit Cost	\$13,528	\$13,838	\$6,527	\$8,520	\$42,413
Year 5 - 2020 Sub Total Costs	\$270,558	\$276,765	\$130,531	\$170,404	\$848,258
<u>ZONE B</u>					
Year 5 - 2020 Special Benefit Cost	\$92,671	\$94,797	\$44,709	\$58,366	\$290,543
Year 5 - 2020 General Benefit Cost	\$4,877	\$4,989	\$2,353	\$3,072	\$15,291
Year 5 - 2020 Sub Total Costs	\$97,548	\$99,786	\$47,062	\$61,438	\$305,834
TOTAL YR 5 Special Benefit Costs	\$349,701	\$357,723	\$168,712	\$220,250	\$1,096,387
TOTAL YR 5 General Benefit Costs	\$18,405	\$18,827	\$8,880	\$11,592	\$57,704
TOTAL YR 5 - 2020 COSTS	\$368,106	\$376,550	\$177,592	\$231,842	\$1,154,091

PROPOSED 5 YEAR PBID WORK PLAN AND BUDGET

Overview

The Programs and activities to be funded by the PDA PBID include design & physical enhancement, economic enhancement, organization/resource development and promotions & marketing. The property uses within the boundaries of the PBID that will receive special benefits from PBID funded programs, services and improvements are currently a mix of commercial, non-profit and residential. PBID funded activities are primarily designed to provide special benefits as described below to identified assessed parcels and array of land uses within the boundaries of the PBID.

Assessed commercial parcels as well as commercial portions of mixed use parcels are conferred proportionate special benefits from all PBID funded programs, services and improvements which are intended to attract more customers, users, visitors, employees, tenants and investors. For these parcels, PBID programs, services and improvements are designed to increase business volumes, sales transactions, commercial occupancies, commercial rental income and return on investments. These programs, services and improvements are designed to improve commerce, security and aesthetic appeal for patrons, visitors and employees of these parcels within the PDA PBID by reducing crime, litter and debris and professionally marketing the array of goods and services available within the PBID, all

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considered necessary in a competitive properly managed business district.

For non-profit owned and occupied parcels and facilities within the PBID, each of these parcels specially benefit, but differently than commercial type parcels, from PBID funded programs and services from the clean and safe and district identity and special project programs designed to improve the cleanliness, security, and aesthetic appeal for their employees, students, patrons, visitors, vendors and other users of these non-profit locations and facilities.

For residential parcels and residential portions of mixed use parcels within the PBID (all located on commercial zoned parcels), each of these parcels and uses specially benefit, but differently than commercial type parcels, from PBID funded programs and services from the clean and safe and district identity and special project programs designed to improve the cleanliness, security, marketability and livability of these parcels and residential units on them. The special benefits conferred on all residential parcels and units is proportionate to those conferred on commercial parcels within the PDA PBID. For these parcels, PBID programs, services and improvements are designed to increase residential rental occupancies, rental income and return on investments. These programs, services and improvements are designed to improve security and aesthetic appeal for tenants, visitors and landlords of these parcels within the PDA PBID by reducing crime, litter and debris and professionally marketing the availability of residential rental units within the PBID and the nearby array of goods, services and activities, all considered necessary in a competitive properly managed contemporary mixed-use business district.

These benefits are particular and distinct to each and every identified and assessed parcel within the PDA PBID and are not provided to non-assessed parcels outside of the PBID. These programs, services and improvements will only be provided to each individual assessed parcel within the PBID boundaries and, in turn, confer proportionate "special benefits" to each assessed parcel.

In the case of the PDA PBID, the very nature of the purpose of this PBID is to fund supplemental programs, services and improvements to assessed parcels within the PBID boundaries above and beyond what is being currently funded either via normal tax supported methods or other funding sources. The City of Pasadena does not provide these programs and services. All benefits derived from

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the assessments to be levied on assessed parcels within the PBID are for services, programs and improvements directly benefiting each individual assessed parcel within the PBID. No PBID funded services, activities or programs will be provided outside of the PBID boundaries.

The projected program special benefit cost allocation of the PBID assessment revenues for the 5 year PBID term assuming a 5% maximum annual assessment rate increase is shown in the Table on page 21 of this Report.

WORK PLAN DETAILS

The proposed PDA PBID work plan is described in more detail as follows:

Design & Physical Enhancement

The Design & Physical Enhancement category includes regular maintenance of areas adjacent to each assessed parcel and physical amenities for the special benefit of each identified and assessed parcel and land use (i.e. general commercial, non-profit and residential) within the PDA PBID. Maintenance includes power washing of sidewalks/bus stop areas/trash bins, trash, debris and litter pickup and removal of posters, signs and stickers on street furniture and poles. Maintenance levels will be the highest level in Zone A and about 25% less in Zone B. Types of physical amenities include: additional street furniture such as benches and trash bins; seasonal banners; and other improvements, as approved by the PDA Board of Directors. This element also includes related management and operation costs.

This component is designed to specially benefit and improve the aesthetic appeal of each identified and assessed parcel within the PBID and attract more commercial customers and clients, employees, tenants, residents and investors which potentially would increase business volumes, sales transactions, occupancies, rental income and return on investments. Image Enhancement improvements will only be provided for identified and assessed parcels and their businesses and occupants located within the PBID boundaries.

Economic Enhancement

The economic enhancement component includes deploying safety ambassadors throughout the PBID with an extra dedicated ambassador for Zone A. Safety ambassadors provide directions; handout business directories, maps, promotional material, respond to PBID related questions of business and

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property owners and employees, assist Playhouse Association with dissemination of newsletters, alerts, promotions and patrol day/night/weekends for graffiti, crime, code violations, suspicious activities.

This component also includes business development, retention and recruitment as well as related management and operation costs.

The economic enhancement component is designed to specially benefit each identified and assessed parcel and land use within the PDA PBID. This element is designed to professionally manage the appearance of each parcel as a safe place to work, live, transact business, shop and dine. Economic Enhancement services are designed to attract more customers, clients, employees, residents, tenants and investors which potentially would increase business volumes, sales transactions, occupancies, rental income and return on investments. Economic Enhancement services will be provided only within the PBID boundaries and for the special benefit of identified and assessed parcels and the array of land uses within the PDA PBID.

Organization/Resources Development

Included in the organization/resources development component are the costs for accounting, legal, bank charges, annual report and Directors and Officers and General Liability insurance and other office and operation expenses. This component also includes County collection fees, allowance for delinquent assessment payments and other variable expenses related to each program element. A portion of PBID assessment funds remaining in the last two years of the proposed PBID renewal term may be used to develop the Management District Plan, Engineer’s Report and related renewal costs for the following renewal term.

This component is key to the proper expenditure of PBID assessment funds and the administration of PBID programs and activities. This component exists only for the purposes of the PBID and will only be provided for matters specially benefitting each individual assessed parcel and land use (i.e. commercial, non-profit and residential) within the PDA PBID.

Promotions & Marketing

The promotions and marketing component will include newsletters, website and social media management, development and distribution of promotional materials, seasonal decorations, special events, media advertising and other programs that will promote the array of goods and services available within the PDA PBID.

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This component is designed to specially benefit and improve the marketability of assessed parcels within the PDA PBID. This element is designed to attract more customers and clients, employees, tenants, residents and investors which potentially would increase business volumes, sales transactions, occupancies, rental income and return on investments. Marketing programs will only be provided for identified and assessed parcels located within the PBID boundaries.

In summary, all PBID funded services, programs and improvements described above confer special benefits to identified assessed parcels inside the PBID boundaries and none will be provided outside of the PBID. Each assessed parcel within the PDA PBID will proportionately specially benefit from the PBID funded design & physical enhancement, economic enhancement, organization/resource development and promotions & marketing. These services, programs and improvements are intended to improve commerce, employment, livability, rents, occupancy rates and investment return of parcels, businesses and residences within the PDA PBID by reducing crime, litter and debris and professionally marketing goods, services and spaces available within the PBID, all considered necessary in a competitive properly managed contemporary mixed-use business district. All PBID funded services programs and improvements are considered supplemental, above normal base level services provided by the City of Pasadena and are only provided for the special benefit of assessed parcels within the boundaries of the PDA PBID.

PROGRAM & ACTIVITY BUDGET

Each identified parcel within the PDA PBID will be assessed the full amount of the proportionate special benefit conferred upon it based on the level of PBID funded services provided within each benefit zone. The projected PBID program special benefit cost allocation for Year 1 (2017) of the renewed PDA PBID is shown in the following Table:

Year 1 (2017) Projected PBID Special Benefit Costs
(Assessment Revenue Only)

ACTIVITY	Allocation	%
1.0 Design & Physical Enhancement (maintenance/amenities)	\$287,700	32%
2.0 Economic Enhancement (safety ambassadors)	\$294,300	33%

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3.0 Organizational/Resources Development (administration)	\$138,800	15%
4.0 Promotions & Marketing	\$181,200	20%
TOTAL	\$902,000	100%

A detailed proposed Year 1/(2017) PBID budget is shown below in the Table below:

PDA PBID - Projected Yr 1 - 2017 Budget		
Description	2017 Budget	
<i>PBID Income</i>		
District Fee Income	\$901,849	
<i>Total Income</i>	\$901,849	
<i>PBID Expenditures</i>		
<i>Design & Physical Enhancement</i>		
Maintenance	\$239,649	
Physical Amenities	\$25,000	
Staffing -	\$11,810	
Payroll taxes	\$3,116	
Employee Benefits	\$7,108	
Postage	\$1,000	
<i>Total D. & P.E. Costs</i>	\$287,683	32%
<i>Economic Enhancement</i>		
Ambassador Guides	\$226,250	
Annual Meeting Speaker	\$2,000	
Business Development	\$30,000	
Staffing	\$21,810	
Payroll taxes	\$4,155	
Employee Benefits	\$7,108	
Conferences	\$2,000	
Postage	\$1,000	
<i>Total Economic Enhancement Costs</i>	\$294,323	33%
<i>Organizational & Resource Development</i>		
Accounting Fees	\$5,500	
Attorney Fees	\$1,000	
Conferences	\$0	

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Consultant Services	\$3,000	
Dues/Subscriptions Members	\$4,000	
Employee Benefits	\$7,110	
Equipment Leasing/Rental	\$8,000	
Insurance	\$9,000	
Meetings	\$2,500	
Office Equipment	\$3,000	
Office Supplies	\$2,000	
P/R Taxes	\$6,105	
Payroll Services	\$3,000	
Payroll/Wages	\$36,335	
Postage	\$1,000	
Printing & Repro	\$1,000	
Rent	\$38,000	
Repairs & Maintenance	\$2,500	
Software	\$750	
Telephone & Utilities	\$5,000	
Total Org. & Res. Dev. Costs	\$138,800	15%
Promotion & Marketing		
Advertising	\$10,000	
Annual Meeting	\$3,000	
Annual Report	\$3,000	
Artwalk	\$7,500	
Holiday Event		
Banner Installation	\$2,500	
Shop Indie	\$5,500	
Merry Merry Movie	\$1,500	
Kiosk	\$1,200	
Long Table	\$7,000	
Make Music Pasadena	\$10,000	
Map	\$2,950	
Marketing Staff	\$28,725	
Membership Development	\$200	
Mixers	\$5,000	
Newsletters	\$4,000	
Other Cultural Events	\$4,000	
Summer Concert Series	\$5,000	
Website	\$3,500	
Wine Walk	\$1,500	

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Postage	\$1,000	
software	\$750	
Staffing	\$55,674	
Payroll Taxes	\$10,597	
Employee Benefits	\$7,108	
Total Prom. & Marketing Costs	\$181,204	20%
Total Expenditures	\$902,000	

In order to carry out the PBID programs outlined in the previous section, a first year assessment budget of \$902,000 is proposed. Since the renewed PBID is planned for a five year term, projected program costs for future years (Years 2-5) are set at the inception of the PBID. While future inflationary and other program cost increases are unknown at this point, a built in maximum increase of 5% per annum is incorporated into the projected program costs and assessment rates for the five year PBID term. Carryovers, if any, may be reapportioned the following year for related programs, services and improvements. Detailed annual budgets will be prepared by the PDA Board and included in an Annual Plan for the City Council’s review and approval. It is noted that the allocations shown may be shifted between these major categories based on changing needs, program costs, demands and contract prices, up to 35% of each category’s allocation throughout the five year PBID term. A 5 year projected PDA PBID budget is shown in the following Table:

YEAR 1-5 PROJECED PBID BUDGET SUMMARY

(Assumes 5% max rate increase per year)

ACTIVITY	Year 1	Year 2	Year 3	Year 4	Year 5
1.0 Design & Physical Enhancement (maintenance/amenities)	\$287,700	\$302,085	\$317,189	\$333,049	\$349,701
2.0 Economic Enhancement (safety ambassadors)	\$294,300	\$309,015	\$324,466	\$340,689	\$357,723
3.0 Organizational/Resources Development (administration)	\$138,800	\$145,740	\$153,027	\$160,678	\$168,712
4.0 Promotions & Marketing	\$181,200	\$190,260	\$199,773	\$209,762	\$220,250
TOTAL	\$902,000	\$947,100	\$994,455	\$1,044,178	\$1,096,387

A 5 year projected PDA PBID budget allocation by benefit zone is shown in the following Table:

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YEAR 1-5 PROJECED PBID BUDGET ALLOCATION SUMMARY BY ZONE

(Assumes 5% max rate increase per year)

ACTIVITY	Year 1	Year 2	Year 3	Year 4	Year 5
ZONE A					
1.0 Design & Physical Enhancement (maintenance/amenities)	\$211,460	\$222,032	\$233,134	\$244,791	\$257,030
2.0 Economic Enhancement (safety ambassadors)	\$216,311	\$227,126	\$238,482	\$250,406	\$262,927
3.0 Organizational/Resources Development (administration)	\$102,018	\$107,119	\$112,475	\$118,099	\$124,004
4.0 Promotions & Marketing	\$133,182	\$139,841	\$146,833	\$154,175	\$161,884
SUBTOTAL ZONE A	\$662,970	\$696,119	\$730,924	\$767,471	\$805,844
ZONE B					
1.0 Design & Physical Enhancement (maintenance/amenities)	\$76,241	\$80,053	\$84,055	\$88,258	\$92,671
2.0 Economic Enhancement (safety ambassadors)	\$77,990	\$81,889	\$85,983	\$90,283	\$94,797
3.0 Organizational/Resources Development (administration)	\$36,782	\$38,621	\$40,552	\$42,580	\$44,709
4.0 Promotions & Marketing	\$48,018	\$50,419	\$52,940	\$55,587	\$58,366
SUBTOTAL ZONE B	\$239,030	\$250,982	\$263,531	\$276,707	\$290,542
TOTAL ZONE A & B	\$902,000	\$947,100	\$994,455	\$1,044,178	\$1,096,387

This Assessment Engineer has found that the general benefits (i.e. benefits to the general public and surrounding parcels outside the PBID) of the proposed programs, services and improvements (i.e. design/physical enhancement, economic enhancement, organization/resource development and promotions & marketing), represent 5% of the total benefits generated and, in turn, 5% of the costs of the PBID funded improvements, activities and services provided. Thus, 5% of the total PBID costs will need to be funded by non-assessment revenue sources such as grants, donations, program income, volunteer credits, etc.

The proposed PDA PBID may increase the assessment for each individual parcel each year during the 5 year effective operating period, but in no event shall the assessment increase exceed 5% and must be approved by the PDA Board of Directors, included in the Annual Planning Report and adopted by the City of Pasadena City Council. Any accrued interest and delinquent payments will be expended within the budgeted categories. The PDA Board of the Directors (“Property Owner’s Association of the PDA PBID) shall determine the percentage increase to the annual assessment and the methodology employed to determine the amount of the increase. The PDA Executive Director shall communicate the annual increase to the City each year in which the PBID operates at a time determined in the Administration Contract held between PDA and the City of Pasadena. No bonds are to be issued in conjunction with

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the proposed renewed PBID.

It is recognized that market conditions may cause the cost of providing goods and services to fluctuate from year to year during the 5 year term of the proposed PBID. Accordingly, PDA shall have the right to reallocate up to 35% of any budget line item within the budget categories based on such cost fluctuations subject to the review and approval by the PDA Board and included in the Annual Planning Report that will be approved by the Pasadena City Council pursuant to Streets and Highways Code Section 36650. Any accrued interest or delinquent payments may be expended in any budget category.

Pursuant to Section 36671 of the Streets and Highways Code, any funds remaining after the fifth year of operation will be rolled over into the renewal budget or returned to stakeholders. PBID assessment funds may be used to pay for costs related to the following PBID renewal term. If the PBID is not renewed or terminated for any reason, unexpended funds will be returned to the property owners.

Finding 3. From Section 4(a): “(Determine) the proportionate special benefit derived by each parcel in relationship to the entirety of the.....cost of public improvement(s) or the maintenance and operation expenses.....or the cost of the property related service being provided.

Each identified parcel within the district will be assessed based on property characteristics unique only to that parcel. Based on the specific needs and corresponding nature of the program activities to be funded by the proposed PDA PBID (i.e. design & physical enhancement, economic enhancement, organization/resource development and promotions & marketing) it is the opinion of this Assessment Engineer that the assessment factors on which to base assessment rates relate directly to the proportionate amount of building area, land area and street frontage within two benefit zones. Assessments for parcels with residential uses (1-4 units including residential condominiums) are based solely on building area for each residential unit.

The calculated assessment rates are applied to the actual measured parameters of each parcel and thereby are proportional to each and every other identified parcel within the district as a whole and the Benefit Zone in which it is located. Larger parcels and/or ones with larger building areas and/or street frontages and/or located in Zone A are expected to impact the demand for services and programs to a greater extent than smaller land and/or building areas and/or street frontages and/or located in Zone B

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and thus, are assigned a greater proportionate degree of assessment program and service costs. The proportionality is further achieved by setting targeted formula component weights for the respective parcel by parcel identified property attributes.

The proportionate special benefit cost for each parcel has been calculated based on proportionate formula components and is listed as an attachment to the Management District Plan and this Report. The individual percentages (i.e. proportionate relationship to the total special benefit related program and activity costs) is computed by dividing the individual parcel assessment by the total special benefit program costs.

Finding 4. From Section 4(a): “No assessment shall be imposed on any parcel which exceeds the reasonable cost of the proportional special benefit conferred on that parcel.”

Not only are the proposed program costs reasonable due to the benefit of group purchasing and contracting which would be possible through the proposed PDA PBID, they are also considerably less than other options considered by the proposed PDA PBID Formation Committee. The actual assessment rates for each parcel within the PBID directly relate to the level of service and, in turn, special benefit to be conferred on each parcel based on the respective building area, land area and street frontage of each parcel within two benefit zones. Assessments for parcels with residential uses (1-4 units including residential condominiums) are based solely on building area for each unit.

Finding 5. From Section 4(a): “Parcels.....that are owned or used by any (public) agency shall not be exempt from assessment.....”

The State Constitution - Article 13D (Proposition 218) states that publicly owned properties are not exempt from benefit assessments, unless there is clear and convincing evidence showing that they receive no special benefit from the programs and services to be funded by the proposed benefit assessments.

Thus, the municipal public parking lots on Union Street and Green Street (3 parcels) owned by the City of Pasadena will be assessed along with all of the privately owned parcels within the PBID. Relative to the Social Security Office on federal owned land on Mentor Avenue, the US Attorney General has opined that all federal properties are exempt from local taxes and assessments pursuant to the

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Supremacy Clause of the US Constitution. Thus, this parcel will not be assessed nor will PBID funded services be provided for the special benefit of this parcel. Relative to the AT&T owned parcel and facility on Green Street, this parcel contains a building which houses public utility based electronic telephonic switching equipment, similar in function to utility transmission and conveyance infrastructure located along, over and beneath public rights of ways and utility easements and, thus, will not be assessed nor will PBID funded services be provided for the special benefit of this parcel.

There is no compelling evidence that publicly owned parcels, except as noted above, would not proportionately specially benefit from PBID funded programs, services and improvements and, thus, in the opinion of this Assessment Engineer, will be assessed as delineated herein.

Finding 6. From Section 4(b): “All assessments must be supported by a detailed engineer’s report prepared by a registered professional engineer certified by the State of California”.

This report serves as the “detailed engineer’s report” to support the benefit property assessments proposed to be levied within the proposed PDA PBID.

Finding 7. From Section 4(c): “The amount of the proposed assessment for each parcel shall be calculated (along with) the total amount thereof chargeable to the entire district, the duration of such payments, the reason for such assessment and the basis upon which the amount of the proposed assessment was calculated.”

The individual and total parcel assessments attributable to special property benefits are shown on Appendix 1 to the Management District Plan and this Report. The proposed District and resultant assessment payments will continue for 5 years and may be renewed again at that time. The reasons (purposes) for the proposed assessments are outlined in Finding 2 above as well as in the Management District Plan. The calculation basis of the proposed assessment is attributed to building area, land area and street frontage. Assessments for parcels with residential uses (1-4 units including residential condominiums) are based solely on building area for each unit.

Assessment Formula Methodology

Step 1. Select “Basic Benefit Unit(s)”

General Description of Assessment Formula Development

The method used to determine special benefits derived by each identified property within a PBID begins with the selection of a suitable and tangible basic benefit unit. For property related services, such as those proposed in the PDA PBID, the benefit unit may be measured in linear feet of street frontage or parcel size in square feet or building size in square feet or any combination of these factors. Factor quantities for each parcel are then measured or otherwise ascertained. From these figures, the amount of benefit units to be assigned to each property can be calculated. Special circumstances such as unique geography, land uses, development constraints etc. are carefully reviewed relative to specific programs and improvements to be funded by the PBID in order to determine any levels of different benefit that may apply on a parcel-by-parcel or categorical basis.

Based on the factors described above such as geography and nature of programs and activities proposed, an assessment formula is developed which is derived from a singular or composite basic benefit unit factor or factors. Within the assessment formula, different factors may be assigned different “weights” or percentage of values based on their relationship to programs/services to be funded.

Next, all program and activity costs, including incidental costs, District administration and ancillary program costs, are estimated. It is noted, as stipulated in Article XIID Section 4(b) of the California Constitution, and now required of all property based assessment Districts, indirect or general benefits costs may not be incorporated into the assessment formula and levied on the District properties; only direct or “special” benefits and costs may be considered. Indirect or general benefit costs, if any, must be identified and, if quantifiable, calculated and factored out of the assessment cost basis to produce a “net” cost figure. In addition, Article XIID Section 4(b) of the California Constitution also no longer automatically exempts publicly owned property from being assessed unless the respective public agency can provide clear and convincing evidence that their property does not specially benefit from the programs and services to be funded by the proposed special assessments. If special benefit is determined to be conferred upon such properties, they must be assessed in proportion to special benefits conferred in a manner similar to privately owned property assessments. (See Page 22 of this Report for discussion regarding publicly owned parcels within the PDA PBID).

From the estimated net program costs, the value of a basic benefit unit or “basic net unit cost” can be

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computed by dividing the total amount of estimated net program costs by the total number of benefit units. The amount of assessment for each parcel can be computed at this time by multiplying the Net Unit Cost times the number of Basic Benefit Units per parcel. This is known as “spreading the assessment” or the “assessment spread” in that all costs are allocated proportionally or “spread” amongst all benefitting properties within the PBID.

The method and basis of spreading program costs varies from one PBID to another based on local geographic conditions, types of programs and activities proposed, and size and development complexity of the district. PBIDs may require secondary benefit zones to be identified to allow for a tiered assessment formula for variable or “stepped-down” benefits derived.

PDA PBID Assessment Formula

Based on the specific needs and corresponding nature of the program activities to be funded by the proposed PDA PBID (i.e. design and physical enhancement; economic enhancement, organization and resource development; and, promotions and marketing) it is the opinion of this Assessment Engineer that the assessment factors on which to base assessment rates relate directly to the proportionate amount of building area, land area and street frontage within two benefit zones. Assessments for parcels with residential uses (1-4 units including residential condominiums) are based solely on building area for each residential unit.

The “Basic Benefit Units” will be expressed as a combined function of gross building square footage (Benefit Unit “A”), land square footage (Benefit Unit “B”), street frontage (Benefit Unit “C”) and in the case of residential parcels with 1-4 units, building square footage (Benefit Unit “D”). Based on the shape of the proposed PDA PBID, as well as the nature of the District program elements, it is determined that all identified properties will gain a direct and proportionate degree of special benefit based on the respective amount of building area, land area and street frontage (except as noted herein) within two benefit zones.

For the array of land uses within the PBID, the interactive application of building and land areas and street frontage quantities are a proven method of fairly and equitably spreading special benefit costs to these beneficiaries of PBID funded services, programs and improvements. Each of these factors directly relates to the degree of special benefit each assessed parcel will receive from PBID funded activities. There are no parcels zoned solely residential within the PDA PBID.

Building area is a direct measure of the static utilization of each parcel and its corresponding impact or

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draw on PBID funded activities. In the opinion of this Assessment Engineer, the targeted weight of this factor, building area, should generate approximately 35% of the total PBID revenue (37.31% when adjusted for precise parcel measurements and program costs and service levels). It is noted that this includes building area for residential use parcels with 1-4 units including condominiums:

Land area is a direct measure of the current and future development capacity of each parcel and its corresponding impact or draw on PBID funded activities. In the opinion of this Assessment Engineer, the targeted weight of this factor, land area, should generate approximately 30% of the total PBID revenue (27.57% when adjusted for precise parcel measurements and program costs and service levels).

Street Frontage is a direct measure of the current and future development capacity of each parcel and its corresponding impact or draw on PBID funded activities. Street frontage includes all public street frontages of a parcel. In the opinion of this Assessment Engineer, the targeted weight of this factor, street frontage, should generate approximately 35% of the total PBID revenue (35.12% when adjusted for precise parcel measurements and program costs and service levels).

Special Assessment Circumstances

1. FAR Building Area Limit

Most buildings within the PDA PBID are in the 1-3 floor range with similar development densities. The City zoning and development limitation on new developments is an FAR of 3.0 (i.e. floor area ratio which is derived by dividing the building area on a parcel by the parcel land area). There are currently about a dozen parcels for which the FAR exceeds the 3.0 FAR development limitation. It is the opinion of this Assessment Engineer that special benefits conferred on such parcels diminish as the FAR increases. As such, a building area limitation of an FAR of 3.0 is set upon which building assessments shall be based.

2. Residential Uses (1-4 units)

There are approximately 350 parcels within the PDA PBID that have residential uses on them in the range of 1-4 units. The vast majority of these parcels and units are newer “in town” residential condominiums. It is the opinion of this Assessment Engineer that these residential parcels with 1-4 units will proportionately specially benefit from PBID funded programs and activities, but differently than commercial parcels and other residential parcels with 5 or more units on them. As such, based on

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the development configuration of such units which are generally multi floor buildings with no direct land or street frontage, the assessments for residential use parcels with 1-4 units, including residential condominiums shall be assessed based solely on the building area of each unit.

3. Residential Uses (5+ units)

In the opinion of this Engineer, parcels with multi-unit residential uses (5+ units) within the proposed PDA PBID), will proportionately specially benefit from PBID funded programs, services and improvements but different than commercial parcels and uses. The reason for this finding is rooted in the fact that commercial parcels and buildings provide the double benefit of directly generating income for the parcel in the form of market driven rents and, in turn, generate income to business owners as a function of retail sales areas, food and other service business space and office space to house revenue generating employees. This double benefit does not hold true for multi-unit residential use parcels. In the opinion of this Engineer, the level of benefit for the proposed PBID funded programs, services and improvements for multi-unit residential use parcels shall be set at 50% of the respective zone rates of commercial parcels and uses.

4. Non-Profit and Publicly Owned Parcels

In the opinion of this Engineer, non-profit owned parcels, including publicly owned ones, within the proposed PDA PBID, will proportionately specially benefit from PBID funded programs, services and improvements but different than commercial parcels. The reason for this finding is rooted in the fact that commercial parcels and buildings provide the double benefit of directly generating income for the parcel in the form of market driven rents and, in turn, generate income to business owners as a function of retail sales areas, food and other service business space and office space to house revenue generating employees. This double benefit does not hold true for non-profit and publicly owned parcels and facilities. In the opinion of this Engineer, the level of benefit for the proposed PBID funded programs, services and improvements for non-profit and publicly owned parcels and facilities shall be set at 50% of the respective zone rates of commercial parcels and uses.

5. Commercial and Mixed-Use Condominiums

Commercial condominiums within the PDA PBID shall be assessed based on actual land area covered, condo building area and direct street frontage for each unit. Because such uses are typically developed

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as part of a multi-floor mixed-use complex, special methodologies are needed to address the levy of assessments on such land uses as follows:

Multi-Floor Commercial Only Condominiums

- Building area assessed at respective building area rate
- Land assessed at land area rate but pro-rated for each unit relative to the unit building area compared to the total building area of the complex
- Frontage assessed at frontage rate but pro-rated for each unit relative to the unit building area compared to the total building area of the complex

Multi-Floor Mixed-Use Condominiums

- Commercial condo building area assessed at respective commercial building area rate
- Residential condo building area assessed at respective residential building area rate
- Commercial and assessed at land area rate, pro-rated for each unit relative to the unit building area compared to the total building area of the complex
- Commercial street frontage assessed at frontage rate, pro-rated for the unit building area compared to the total building area of the complex

Future Development

Other than future maximum rates and the assessment methodology delineated in this Report, per State Law (Government Code Section 53750), future assessments may change for any given parcel if such a change is attributable to events other than an increased rate or revised methodology, such as a change in the density, intensity, or nature of the use of land. Any change in assessment formula methodology or assessment rates higher than as stipulated in this Report would require a new ballot procedure (Section 4(b) of Article. XIID of the California Constitution - Proposition 218) in order to approve any such changes.

Step 2. Quantify Total Basic Benefit Units

Taking into account all identified specially benefiting parcels within the PBID and their respective assessable benefit units, the rates, cumulative quantities and assessment revenues by factor and zone are shown in the following Table:

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Assessable Benefit Units; Year 1 –2016/17 Assessment Rates and Projected Revenue

ZONE	FORMULA FACTOR	ASSMT RATE	GROSS QUANTITIES	ADJUSTED ASSESSBLE QUANTITIES	ASSMT REV BY FACTOR & ZONE	REV % BY FACTOR	% Factor by Zone
A	Bldg Area (SF)	0.06950000	4,958,059	3,424,161	\$237,979	26.330200%	
B	Bldg Area (SF)	0.05108250	2,106,673	1,165,526	\$59,538	6.587327%	32.92%
A	Land Area (SF)	0.06950000	2,787,523	2,612,604	\$181,576	20.089707%	
B	Land Area (SF)	0.05108250	2,022,359	1,323,918	\$67,629	7.482529%	27.57%
A	Frontage (LF)	9.74000000	26,203	24,689	\$240,472	26.605976%	
B	Frontage (LF)	7.15890000	15,841	10,747	\$76,939	8.512599%	35.12%
A	Resid (1-4) Bldg Area (SF)	0.11800000	-	204,309	\$24,108	2.667374%	
B	Resid (1-4) Bldg Area (SF)	0.08673000	-	179,691	\$15,585	1.724288%	4.39%
					\$902,000	100.00%	

Step 3. Calculate Benefit Units for Each Property.

The number of Benefit Units for each identified benefiting parcel within the proposed PDA PBID was computed from data extracted from County Assessor records and maps. These data sources delineate current land uses, building areas, property areas and dimensions of record for each tax parcel. While it is understood that this data does not represent legal field survey measurements or detailed title search of recorded land subdivision maps or building records, it does provide an acceptable basis for the purpose of calculating property based assessments. All respective property data being used for assessment computations will be provided to each property owner in the PBID for their review. All known or reported discrepancies, errors or misinformation will be corrected.

Step 4. Determine Assessment Formula

In the opinion of this Engineer, the assessment formula for the proposed PDA PBID is as follows:

$$\begin{aligned}
 \text{Assessment} &= \text{Building Area (Unit A) Sq Ft x Unit A Rate, plus} \\
 &\quad \text{Land Area (Unit B) Sq Ft x Unit B Rate, plus} \\
 &\quad \text{Street Frontage (Unit C) Lin Ft x Unit C Rate} \\
 &\quad \text{or} \\
 &= \text{Residential 1-4 units Building Area (Unit D) Sq Ft x Unit D Rate}
 \end{aligned}$$

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Assessment Formula Unit Rates

Using figures from the Assessable Benefit Units Table above, the assessment rates for each factor and zone are calculated as follows:

ZONE A

Building Area Rate (Unit A-A)

$$(\$903,826 \times 26.3302\%) / 3,424,161 \text{ assessable building units} = \$0.0695/\text{sq ft building area}$$

Land Area Rate (Unit B-A)

$$(\$903,826 \times 20.089707\%) / 2,612,604 \text{ assessable land units} = \$0.0695/\text{sq ft land area}$$

Street Frontage Rate (Unit C-A)

$$(\$903,826 \times 26.605976\%) / 24,689 \text{ assessable frontage units} = \$9.74/\text{LF street frontage}$$

Residential (1-4 Units) Building Area Rate (Unit D-A)

$$(\$903,826 \times 2.667374\%) / 204,309 \text{ assessable building units} = \$0.118/\text{sq ft building area}$$

ZONE B

Building Area Rate (Unit A-B)

$$(\$903,826 \times 6.587327\%) / 1,165,526 \text{ assessable building units} = \$0.0510825/\text{SF building area}$$

Land Area Rate (Unit B-B)

$$(\$903,826 \times 7.482529\%) / 1,323,918 \text{ assessable land units} = \$0.0510825/\text{SF land area}$$

Street Frontage Rate (Unit C-B)

$$(\$903,826 \times 8.512599\%) / 10,747 \text{ assessable frontage units} = \$7.1589/\text{LF street frontage}$$

Residential (1-4 Units) Building Area Rate (Unit D-B)

$$(\$903,826 \times 1.724288\%) / 179,691 \text{ assessable building units} = \$0.08673/\text{sq ft building area}$$

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YEAR 1 –2016/17 ASSESSMENT RATE CHART

Assessment Factor	Year 1 Rate
ZONE A	
Street Frontage Rate (\$/LF)	\$9.740000
Land Area Rate (\$/sq ft)	\$0.0695000
Building Area Rate (\$/sq ft)	\$0.0695000
Residential (1-4 units) Rate (\$/sq ft bldg.)	\$0.1180000
ZONE B	
Street Frontage Rate (\$/LF)	\$7.1589000
Land Area Rate (\$/sq ft)	\$0.0510825
Building Area Rate (\$/sq ft)	\$0.0510825
Residential (1-4 units) Rate (\$/sq ft bldg.)	\$0.0867300

SAMPLE ASSESSMENT CALCULATIONS:

SAMPLE A:

12,000 sq ft building on 15,000 sq ft lot with 100 LF of street frontage located in Zone A

Frontage = 100 LF x \$9.74/LF = \$ 974.00

Land = 15,000 x 6.951¢/sq ft = \$1,042.50

Bldg = 12,000 x 6.95¢/sq ft = \$ 834.00

TOTAL YEAR 1 ASSESSMENT = \$2,850.50

PER MONTH = \$ 238/mo PER SQ FT OF BLDG PER MO = 2¢/sq ft bldg/mo

SAMPLE B:

12,000 sq ft building on 15,000 sq ft lot with 100 LF of street frontage located in Zone B

Frontage = 100 LF x \$7.1589/LF = \$ 715.89

Land = 15,000 x 5.10825¢/sq ft = \$ 766.24

Bldg = 12,000 x 5.10825¢/sq ft = \$ 612.99

TOTAL YEAR 1 ASSESSMENT = \$2,095.12

PER MONTH = \$175/mo PER SQ FT OF BLDG PER MO = 1.5¢/sq ft bldg/mo

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Step 5. Estimate Total District Costs

The total projected 5 year special benefit costs for 2017 – 2021 of the PBID are shown in the chart of page 20 of this Report assuming a maximum 5% increase per year.

Step 6. Separate General Benefits from Special Benefits and Related Costs (Article XIID Section 4(b) of the California Constitution – Proposition 218)

Total costs are estimated at \$949,474. General benefits are factored at 5% of total (see Finding 2 on page 11 of this Report) with special benefits set at 95%. Article XIID Section 4(b) of the California Constitution limits the levy of property assessments to costs attributed to special benefits only. The 5% general benefit cost is computed to be \$47,474 with a resultant 95% special benefit limit computed at \$902,000. *This is the maximum amount of revenue that can be derived from property assessments from the subject PBID.*

All program costs associated with general benefits will be derived from sources other than PBID assessments. Sample “other” revenue sources are shown in the following table:

Special and General Benefit Revenue Sources

Revenue Source	Revenue	% of Total
PBID Assessments	\$902,000	95%
Grants, donations, sponsors, program income, etc	\$47,474	5%
TOTAL	\$949474	100.0%

Step 7. Calculate “Basic Unit Cost”

With a YR 1 - 2017 assessment revenue portion of the budget set at \$902,000 (special benefit only), the Basic Unit Costs are shown above in Step 4. Since the PBID is being proposed for a 5 year term, maximum assessments for future years (2018-2021) must be set at the inception of the proposed PBID. An annual inflationary assessment rate increase of up to 5% may be imposed for future year assessments, on approval by the PBID Property Owner’s Association. The maximum assessment rates for the 5 year proposed PBID term of 2017-2021 are shown in the table below. The assessment rates listed constitute the maximum assessment rates that may be imposed for each year of the proposed PBID term (2017-2021).

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YR 1-5 (2017-21) Maximum Assessment Rates (assumes 5% maximum annual increase)

Annual Assessment Rates	Yr 1 Rate	Yr 2 Rate	Yr 3 Rate	Yr 4 rate	Yr 5 Rate
ZONE A					
Street Frontage Rate (\$/LF)	\$9.7400000	\$10.227000	\$10.738350	\$11.275268	\$11.839031
Land Area Rate (\$/sq ft)	\$0.0695000	\$0.072975	\$0.076624	\$0.080455	\$0.084478
Building Area Rate (\$/sq ft)	\$0.0695000	\$0.072975	\$0.076624	\$0.080455	\$0.084478
Residential (1-4 units) Rate (\$/sq ft bldg.)	\$0.1180000	\$0.123900	\$0.130095	\$0.136600	\$0.143430
ZONE B					
Street Frontage Rate (\$/LF)	\$7.1589000	\$7.516845	\$7.892687	\$8.287322	\$8.701688
Land Area Rate (\$/sq ft)	\$0.0510825	\$0.053637	\$0.056318	\$0.059134	\$0.062091
Building Area Rate (\$/sq ft)	\$0.0510825	\$0.053637	\$0.056318	\$0.059134	\$0.062091
Residential (1-4 units) Rate (\$/sq ft bldg.)	\$0.0867300	\$0.091067	\$0.095620	\$0.100401	\$0.105421

Step 8. Spread the Assessments

The resultant assessment spread calculation results for each parcel within the PBID are shown in the Management District Plan and were determined by applying the District assessment formula to each identified benefiting property.

Miscellaneous District Provisions

Time and Manner of Collecting Assessments:

Assessments for the Fiscal Year beginning January 1, 2017 and assessments for subsequent fiscal years, through and including the Fiscal Year ending December 31, 2021 will be collected at the same time and in the same manner as ad valorem taxes paid to the County of Los Angeles. The District assessments shall appear as a separate line item on the property tax bills issued by the Los Angeles County Assessor. The City of Pasadena is authorized to collect any assessments not placed on the County tax rolls, or to place assessments, unpaid delinquent assessments, or penalties on the County tax rolls as appropriate to implement this Management District Plan. If necessary, a manual billing may be prepared by the City of Pasadena in lieu of the assessment's inclusion on the Assessor's property tax bills.

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Bonds:

No bonds are to be issued in conjunction with this proposed PBID.

Duration

As allowed by State PBID Law, the PDA PBID will have a five year operational term from January 1, 2017 to December 31, 2021. The proposed renewed PBID operation is expected to begin services on January 1, 2017. If the proposed renewed PDA PBID is not renewed at the end of the proposed 5 year term, services will end on December 31, 2021.

APPENDIX 1

PDA PBID YR 1 – 2016/2017 ASSESSMENT ROLL

APN	2016-17 PBID ASSMT
5723005019	\$357.76
5723005020	\$403.56
5723005021	\$441.51
5723005022	\$881.54
5723005023	\$935.05
5723005041	\$2,070.17
5723006030	\$889.36
5723006040	\$1,658.60
5723006271	\$3,437.95
5723007016	\$1,950.68
5723007017	\$529.94
5723007018	\$194.62
5723007019	\$575.11
5723007020	\$1,335.74
5723009017	\$1,482.35
5723009018	\$50.22
5723009019	\$124.20
5723009022	\$715.52
5723009023	\$246.66
5723009026	\$896.35
5723009027	\$1,197.84
5723009034	\$1,750.57
5723009036	\$2,590.15
5723010041	\$1,102.52
5723010042	\$1,896.65
5723010043	\$1,094.37
5723010044	\$797.07
5723010045	\$4,291.65
5723010046	\$743.84
5723010047	\$743.84
5723010063	\$12,429.67
5723011010	\$1,277.10
5723011016	\$5,520.03
5723011017	\$3,014.92
5723011018	\$469.83
5723011019	\$2,006.30
5723011028	\$30,044.65
5723011034	\$1,089.37
5723011035	\$1,089.37
5723011036	\$23,169.04
5723012001	\$1,264.78
5723012002	\$650.84
5723012003	\$259.15

5723012004	\$747.47
5723012005	\$1,220.85
5723012006	\$548.62
5723012007	\$755.46
5723012013	\$972.29
5723012014	\$507.76
5723012015	\$526.66
5723012021	\$778.21
5723012022	\$1,026.99
5723012027	\$4,732.72
5723012029	\$95.40
5723012030	\$598.17
5723012031	\$96.27
5723012032	\$96.27
5723012033	\$120.55
5723012034	\$120.55
5723012035	\$134.43
5723012036	\$134.43
5723012037	\$141.37
5723012038	\$141.37
5723012039	\$141.37
5723012040	\$141.37
5723012041	\$141.37
5723012042	\$141.37
5723012043	\$141.37
5723012044	\$141.37
5723012045	\$98.00
5723012046	\$96.27
5723012047	\$95.40
5723012048	\$91.93
5723012049	\$96.27
5723012050	\$96.27
5723012051	\$120.55
5723012052	\$120.55
5723012053	\$134.43
5723012054	\$134.43
5723012055	\$98.00
5723012056	\$95.40
5723012057	\$95.40
5723012058	\$91.93
5723012059	\$95.40
5723012060	\$96.27
5723012061	\$120.55
5723012062	\$120.55
5723012063	\$134.43
5723012064	\$134.43

5723012065	\$141.37
5723012066	\$141.37
5723012067	\$141.37
5723012068	\$141.37
5723012069	\$141.37
5723012070	\$141.37
5723012071	\$141.37
5723012072	\$141.37
5723012073	\$98.00
5723012074	\$95.40
5723012075	\$95.40
5723012076	\$91.93
5723012077	\$95.40
5723012078	\$95.40
5723012079	\$120.55
5723012080	\$120.55
5723012081	\$134.43
5723012082	\$133.56
5723012083	\$9,806.03
5723013017	\$8,521.46
5723013018	\$0.00
5723013019	\$706.61
5723013020	\$1,379.30
5723013021	\$764.36
5723013024	\$1,178.51
5723013036	\$45.88
5723013037	\$45.88
5723013038	\$45.88
5723013039	\$45.88
5723013040	\$67.30
5723013041	\$45.88
5723013042	\$45.88
5723013043	\$45.88
5723013044	\$45.88
5723013045	\$45.88
5723013046	\$45.88
5723013047	\$59.67
5723013048	\$60.19
5723013049	\$60.19
5723013050	\$60.19
5723013051	\$60.19
5723013052	\$60.19
5723013053	\$60.19
5723013054	\$59.67
5723013055	\$45.88
5723013056	\$45.88

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5723013057	\$45.88
5723013058	\$45.88
5723013059	\$45.88
5723013060	\$45.88
5723013061	\$45.88
5723013062	\$45.88
5723013063	\$45.88
5723013064	\$1,793.12
5723013065	\$1,106.37
5723013066	\$1,304.29
5723013068	\$1,175.00
5723013069	\$3,738.40
5723013070	\$0.00
5723013071	\$0.00
5723013072	\$0.00
5723013907	\$3,045.86
5723014006	\$1,957.62
5723014012	\$845.13
5723014020	\$284.56
5723014021	\$1,081.12
5723014022	\$2,196.23
5723014023	\$2,012.65
5723014024	\$778.04
5723014027	\$5,213.95
5723014028	\$11,429.93
5723014030	\$95.92
5723014031	\$151.60
5723014032	\$142.84
5723014033	\$142.84
5723014034	\$142.84
5723014035	\$151.60
5723014036	\$95.92
5723014037	\$95.92
5723014038	\$151.60
5723014039	\$142.84
5723014040	\$142.84
5723014041	\$151.60
5723014042	\$95.92
5723014043	\$95.92
5723014044	\$151.60

5723014045	\$142.84
5723014046	\$142.84
5723014047	\$151.60
5723014048	\$95.92
5723014049	\$95.92
5723014050	\$151.60
5723014051	\$142.84
5723014052	\$142.84
5723014053	\$151.60
5723014054	\$95.92
5723014055	\$95.92
5723014056	\$151.60
5723014057	\$142.84
5723014058	\$142.84
5723014059	\$151.60
5723014060	\$95.92
5723014061	\$95.92
5723014062	\$151.60
5723014063	\$142.84
5723014064	\$142.84
5723014065	\$142.84
5723014066	\$151.60
5723014067	\$95.92
5723014068	\$2,460.97
5723015022	\$736.76
5723015024	\$520.73
5723015025	\$347.46
5723015026	\$868.72
5723015027	\$1,042.32
5723015028	\$2,977.87
5723015029	\$867.38
5723015030	\$1,303.05
5723015037	\$1,526.28
5723015038	\$548.17
5723015039	\$686.86
5723015040	\$540.84
5723015041	\$611.46
5723015044	\$739.91
5723015045	\$524.03
5723015047	\$5,788.02

5723015048	\$158.54
5723015050	\$40.07
5723015051	\$70.68
5723015052	\$60.62
5723015054	\$42.24
5723015055	\$25.93
5723015056	\$40.94
5723015057	\$40.94
5723015058	\$71.99
5723015059	\$60.71
5723015060	\$41.20
5723015061	\$57.94
5723015062	\$42.24
5723015063	\$25.93
5723015064	\$40.94
5723015065	\$40.94
5723015066	\$69.82
5723015067	\$58.63
5723015068	\$43.54
5723015069	\$66.96
5723015070	\$42.24
5723015071	\$25.93
5723015072	\$40.94
5723015073	\$40.94
5723015074	\$69.82
5723015075	\$80.14
5723015076	\$20.64
5723015077	\$66.96
5723015078	\$775.13
5723015079	\$40.94
5723016014	\$157.15
5723016015	\$722.80
5723016016	\$1,555.63
5723016017	\$514.70
5723016019	\$1,121.35
5723016020	\$788.82
5723016021	\$1,934.63
5723016025	\$1,837.97
5723016026	\$1,155.52
5723016029	\$611.61

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5723016030	\$525.46
5723016031	\$596.08
5723016033	\$3,207.79
5723016036	\$5,403.21
5723016038	\$6,243.35
5723028014	\$4,911.81
5723028015	\$1,042.86
5723028016	\$1,793.56
5723028017	\$9,292.20
5723028018	\$3,919.36
5723028019	\$2,648.76
5723028020	\$1,428.32
5723028021	\$1,140.06
5723028022	\$8,288.89
5723028023	\$7,672.17
5723028024	\$8,653.30
5723028025	\$8,582.40
5723028026	\$661.69
5723028027	\$1,881.66
5723028030	\$1,807.62
5723029015	\$5,658.91
5723029018	\$5,401.59
5723029021	\$1,627.25
5723029024	\$9,450.12
5723029025	\$6,375.76
5723029027	\$8,007.98
5723029028	\$52,132.69
5723029030	\$247.80
5723029031	\$192.34
5723029032	\$179.36
5723029033	\$185.26
5723029034	\$194.70
5723029035	\$225.38
5723029036	\$106.20
5723029037	\$140.42
5723029038	\$108.56
5723029039	\$147.50
5723029040	\$108.56
5723029041	\$105.02
5723029042	\$129.80

5723029043	\$99.12
5723029044	\$220.66
5723029045	\$164.02
5723029046	\$136.88
5723029047	\$109.74
5723029048	\$136.88
5723029049	\$142.78
5723029050	\$109.74
5723029051	\$173.46
5723029052	\$246.62
5723029053	\$205.32
5723029054	\$112.10
5723029055	\$126.26
5723029056	\$180.54
5723029057	\$187.62
5723029058	\$100.30
5723029059	\$114.46
5723029060	\$158.12
5723029061	\$14,635.98
5723030023	\$56,823.38
5723030024	\$3,180.52
5723030025	\$1,759.07
5723030026	\$1,192.22
5723030027	\$968.47
5723030028	\$1,056.73
5723030029	\$1,311.48
5723030030	\$1,144.38
5723030031	\$2,340.03
5723030045	\$637.89
5723030046	\$1,982.76
5723030050	\$8,843.42
5723030052	\$2,793.22
5723030053	\$1,084.80
5723030054	\$19,272.96
5734012002	\$2,745.18
5734012003	\$1,174.62
5734012006	\$3,467.24
5734012010	\$909.33
5734012011	\$383.30
5734012012	\$3,658.65

5734012013	\$1,251.21
5734012014	\$636.82
5734012029	\$6,265.55
5734012030	\$1,591.50
5734013001	\$1,308.66
5734013002	\$1,489.37
5734013003	\$1,563.80
5734013004	\$7,812.85
5734013005	\$3,158.18
5734013017	\$1,384.90
5734013018	\$1,173.59
5734013022	\$22,398.22
5734014001	\$3,332.80
5734014806	\$0.00
5734024013	\$844.23
5734024016	\$513.65
5734024017	\$840.29
5734024020	\$1,687.32
5734024021	\$2,379.95
5734024022	\$482.90
5734025014	\$2,693.29
5734025024	\$4,375.22
5734025026	\$2,001.03
5734036001	\$6,924.83
5734036002	\$1,939.79
5734036003	\$849.09
5734036006	\$1,514.16
5734036007	\$1,537.18
5734036008	\$1,527.44
5734036009	\$7,594.36
5734036010	\$6,227.55
5734036012	\$5,163.38
5734036013	\$4,566.88
5734036014	\$4,715.51
5734036016	\$6,093.18
5734036017	\$325.65
5734036018	\$8,126.56
5734037002	\$2,203.67
5734037003	\$1,743.44
5734037004	\$2,462.16

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5734037005	\$1,438.74
5734037006	\$3,956.69
5734037007	\$6,155.20
5734037009	\$935.86
5734037010	\$608.18
5734037011	\$308.29
5734037012	\$357.36
5734037013	\$370.77
5734037016	\$4,369.25
5734037022	\$2,638.45
5734037023	\$2,211.44
5734037024	\$1,079.65
5734037025	\$1,384.00
5734037026	\$3,256.15
5734037031	\$2,934.21
5734037033	\$13,574.82
5734037034	\$3,626.38
5734037036	\$19,765.30
5734037900	\$390.26
5734037902	\$1,759.18
5738001052	\$3,699.10
5738001053	\$3,507.76
5738001054	\$2,711.93
5738001074	\$3,081.59
5738001075	\$120.36
5738001076	\$115.64
5738001077	\$160.48
5738001078	\$120.36
5738001079	\$115.64
5738001080	\$115.64
5738001081	\$120.36
5738001082	\$113.28
5738001083	\$113.28
5738001084	\$113.28
5738001085	\$160.48
5738001086	\$169.92
5738001087	\$169.92
5738001088	\$169.92
5738001089	\$169.92
5738001090	\$169.92

5738001091	\$160.48
5738001092	\$162.84
5738001093	\$172.28
5738001094	\$121.54
5738001095	\$121.54
5738001096	\$121.54
5738001097	\$160.48
5738001098	\$162.84
5738001099	\$198.24
5738001100	\$198.24
5738001101	\$198.24
5738001102	\$207.68
5738001103	\$207.68
5738001104	\$207.68
5738001105	\$207.68
5738001106	\$344.56
5738001107	\$140.42
5738001108	\$160.48
5738001109	\$140.42
5738001110	\$140.42
5738001111	\$162.84
5738001112	\$172.28
5738001113	\$182.90
5738001114	\$136.88
5738001115	\$136.88
5738001116	\$136.88
5738001117	\$160.48
5738001118	\$174.64
5738001119	\$162.84
5738001120	\$174.64
5738001121	\$174.64
5738001122	\$174.64
5738001123	\$174.64
5738001124	\$140.42
5738001125	\$140.42
5738001126	\$160.48
5738001127	\$140.42
5738001128	\$140.42
5738001129	\$162.84
5738001130	\$172.28

5738001131	\$160.48
5738001132	\$162.84
5738001133	\$105.02
5738001134	\$105.02
5738001135	\$105.02
5738001136	\$105.02
5738001137	\$101.48
5738001138	\$140.42
5738001139	\$140.42
5738001140	\$160.48
5738001141	\$134.52
5738001142	\$134.52
5738001143	\$162.84
5738001144	\$172.28
5738001145	\$123.90
5738001146	\$123.90
5738001147	\$123.90
5738001148	\$160.48
5738001149	\$162.84
5738001150	\$198.24
5738001151	\$198.24
5738001152	\$198.24
5738001153	\$105.02
5738001154	\$105.02
5738001155	\$105.02
5738001156	\$105.02
5738001157	\$101.48
5738001158	\$140.42
5738001159	\$129.80
5738001160	\$160.48
5738001161	\$134.52
5738001162	\$134.52
5738001163	\$162.84
5738001164	\$129.80
5738001165	\$129.80
5738001166	\$174.64
5738001167	\$123.90
5738001168	\$123.90
5738001169	\$123.90
5738001170	\$160.48

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5738001171	\$174.64
5738001172	\$162.84
5738001173	\$174.64
5738001174	\$103.84
5738001175	\$174.64
5738001176	\$103.84
5738001177	\$174.64
5738001178	\$103.84
5738001179	\$174.64
5738001180	\$105.02
5738001181	\$105.02
5738001182	\$105.02
5738001183	\$105.02
5738001184	\$101.48
5738001185	\$140.42
5738003016	\$385.86
5738003038	\$113.63
5738003039	\$113.63
5738003040	\$113.63
5738003041	\$137.35
5738003042	\$137.35
5738003043	\$137.35
5738003044	\$137.35
5738003045	\$137.35
5738003067	\$102.42
5738003068	\$100.06
5738003069	\$99.83
5738003070	\$98.65
5738003071	\$98.65

5738003072	\$99.95
5738003073	\$99.95
5738003074	\$100.30
5738003075	\$100.42
5738003076	\$99.95
5738003077	\$100.06
5738003078	\$98.65
5738003079	\$98.65
5738003080	\$99.95
5738003081	\$100.06
5738003082	\$104.19
5738003901	\$0.00
5738004001	\$1,887.92
5738004002	\$1,003.54
5738004003	\$2,119.03
5738004004	\$6,733.31
5738004005	\$2,325.71
5738004006	\$2,140.88
5738004007	\$37.25
5738004008	\$1,279.72
5738004009	\$4,783.87
5738004010	\$2,408.26
5738004011	\$274.26
5738004012	\$589.99
5738004013	\$456.05
5738004038	\$4,094.06
5738007033	\$815.87
5738007035	\$2,196.72
5738007036	\$862.20

5738007038	\$1,181.79
5738007039	\$1,182.00
5738007040	\$5,785.58
5738007041	\$3,481.44
5738007043	\$20,030.67
5738008033	\$3,063.22
5738008034	\$4,092.31
5738008035	\$1,404.14
5738008036	\$1,134.11
5738008037	\$1,096.62
5738008038	\$2,329.97
5738008039	\$527.53
5738008040	\$1,298.65
5738008041	\$2,408.55
5738008046	\$784.71
5738008047	\$915.02
5738008048	\$671.08
5738008049	\$791.36
5738008050	\$1,782.24
5738008051	\$813.60
5738008052	\$1,260.02
5738008053	\$62.34
5738008056	\$1,171.68
5738008057	\$2,656.70
5738008058	\$1,468.03
5738008059	\$1,268.67
5738008065	\$2,572.00
5738008066	\$12,332.90
5738008067	\$13,697.06

APPENDIX 2

PDA PBID BOUNDARY MAP

