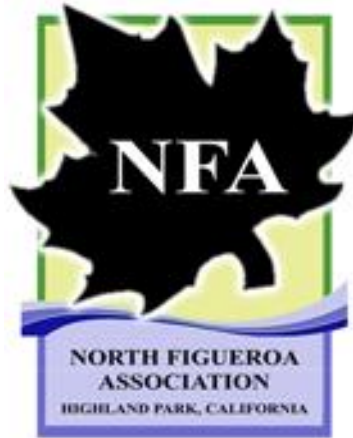


HIGHLAND PARK PROPERTY BUSINESS IMPROVEMENT DISTRICT



MANAGEMENT DISTRICT PLAN

Los Angeles, California

Formed pursuant to the provisions of the City of Los Angeles' Landscaping, security, programming and maintenance Property Business Improvement District (LSPM PBID) Ordinance (Division 6, Chapter 9, Los Angeles Administrative Code)

Prepared for:

North Figueroa Association

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The City Clerk's Office

Presented by

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North Figueroa Association

Highland Park Business Improvement District

Table of Contents

MANAGEMENT DISTRICT PLAN3

BOUNDARY3

DISTRICT IMPROVEMENT AND ACTIVITY PLAN.....6

BUDGET:6

Right of Way Programs (65%).....6

Corporate Identity, Organization and Contingency (35%).....6

District Formation6

Duration.....6

Governance.....7

PROCESS TO ESTABLISH THE IMPROVEMENT AND ACTIVITY PLAN7

RIGHT OF WAY PROGRAMS8

Security Service Program8

Maintenance Program8

ORGANIZATION AND CORPORATE IDENTITY PROGRAMS9

Organization10

 Administration and Corporate Operations:.....10

 Corporate Identity Programs10

 Contingency/Reserve10

Ten Year Operating Budget Projections10

2009 District Rollover.....10

2019 District Rollover.....11

Assessment Methodology11

 Street Frontage Defined12

 Building Square Footage Defined12

 Lot Square Footage Defined.....12

 Service Cost Allocations12

Total Assessable Footage.....12

 Calculation Formula:.....12

Corporate Identity Programs13

 Annual Assessment Adjustments14

 Budget Adjustments14

 Future Development14

 Implementation Timeline for Collecting Assessments15

 Non Profit Assessments15

 Government Assessments15

 Government Parcels List15

 Residential Assessments16

DISTRICT RULES AND REGULATIONS.....16

 Bonds16

 Accrued Interest & Delinquent Payments16

 Reserve for Slow Payments.....16

 Disestablishment16

APPENDIX A17

Management District Plan

The name of the proposed renewed Property-based Business Improvement District is the “*Highland Park Property Business Improvement District*” which would be formed pursuant to the provisions of the City of Los Angeles’ Landscaping Security, Programming and Maintenance Property Business Improvement District (LSPM PBID) Ordinance (Division 6, Chapter 9, Los Angeles Administrative Code). For the sake of simplicity, the name of the enabling ordinance shall be referred to as the “*Alpha BID Law*”.

Highland Park BID is located within a “special economic incentive zone” as defined in Division 6 of Los Angeles Administrative Code, Chapter 9, Section 6.601.

A “special economic incentive zone” means those areas of the City of Los Angeles which have been previously designated as, or subsequently designated as: Los Angeles Neighborhood Initiative areas (LANI), Targeted Neighborhood Initiative areas (TNI); Transportation Oriented Districts (TOD); or are commercial or industrial census tracts with a poverty level of 20% or higher. In addition, the area has been designated as:

- a State Enterprise Zone,
- a Housing and Urban Development Low and Moderate Census Tract and is eligible for Community Development Block Grant funding.

The district qualifies for the “Alpha Bid Law” ordinance due to the fact that its census tracts are at a poverty level of 20% or higher, according to the 2000 Census.

Developed by the Highland Park BID Renewal Committee and District Owners Association, the Highland Park Business Improvement District Management District Plan is proposed to improve and convey special benefits to properties located within the Highland Park Business Improvement District area. The District will provide new and continued improvements and activities, including maintenance, security, Corporate ID/Organization and special programs to support the District property owners and continue the work begun with the establishment of the Highland Park BID in 2001. The District Owners Association Board of Directors is comprised of property owners within the Highland Park BID.

Each of the programs is designed to meet the goals of improved commerce for the individual parcels within the district through the following:

- Improve the appearance, promote beautification and safety of the District, as well as other landscaping issues by providing ongoing street and sidewalk cleaning, provide security, combat vandalism and graffiti to improve economic prosperity for property owners.
- Provide improvements and activities to assist in economic and commercial revitalization within the BID Boundaries.

Boundary

The district is located directly to the west of and running parallel to the historic Arroyo Seco freeway, (110). North Figueroa in Highland Park has special historic designation as one of the final legs of Route 66, which served as the first east-west freeway in the United States.

The statistics of the district are as follows:

<u>Inclusive address series and streets:</u>	5000-6146 North Figueroa
<u>Number of parcels:</u>	150 parcels
<u>Number of Property Owners:</u>	112 property owners
<u>Total lot size square footage:</u>	1,803,275 square feet
<u>Total building size square footage:</u>	807,688 square feet
<u>Total street frontage:</u>	13,454 linear feet
<u>Existing assessment districts:</u>	Existing lighting district in place

Highland Park Business Improvement District

BID BOUNDARIES

The proposed BID includes parcels fronting the northwest and southeast sides of North Figueroa Street, and is bounded on the southwest by Avenue 50 and on the northeast by Piedmont Avenue. Also included within the BID boundaries are the peripheral public parking lots to the northwest and southeast of Figueroa Street, and the contiguous parcels between said public parking lots and those parcels fronting Figueroa Street.

Northeastern Boundary: The northeastern boundary of the Highland Park Business Improvement District is the intersection of the southeast side of Piedmont Avenue and the northwest side of Figueroa Street.

Northwestern Boundary: The northwestern boundary of the Highland Park Business Improvement District is the northwesterly side of those parcels fronting the northwest side of Figueroa Street, and the northwesterly side of the peripheral public parking lots to the northwest of Figueroa Street, and is more specifically described as follows:

Beginning at intersection of the southeast side of Piedmont Avenue and the northwest side of Figueroa Street; thence southwest along the southeast side of Piedmont Avenue to the northeast side of Avenue 61; thence southeast along the northeast side of Avenue 61 to the northeasterly prolongation of the northwesterly line of those properties fronting the northwest side of Figueroa Street; thence southwest along northwesterly side of those properties fronting the northwest side of Figueroa Street to the southwest side of Avenue 59; thence northwest along the southwest side of Avenue 59 to the southeast side of Marmion Way; thence southwest along the southeast side of Marmion Way to the northwest corner of Parcel 5492-012-900; thence southeast along the southwest side of Parcel 5492-012-900 to the northwesterly side of those properties fronting the northwest side of Figueroa Street; thence southwest along northwesterly side of those properties fronting the northwest side of Figueroa Street to the southwest side of Avenue 58; thence northwest along the southwest side of Avenue 58 to the southeast side of Marmion Way; thence southwest along the southeast side of Marmion Way to the northeast side of Avenue 57; thence southeast along the northeast side of Avenue 57 to the northeasterly prolongation of the northwesterly line of Parcels 5468-033-900 and 901; thence southwest along the northwesterly line of Parcels 5468-033-900 and 901 to the northeast side of Avenue 56; thence southeast along the northeast side of Avenue 56 to the northwesterly side of those properties fronting the northwest side of Figueroa Street; thence southwest along northwesterly side of those properties fronting the northwest side of Figueroa Street to the southwest side of Avenue 55; thence northwest along the southwest side of Avenue 55 to the southeast side of Marmion Way; thence southwest along the southeast side of Marmion Way to the northeast side of Avenue 54; thence southeast along the northeast side of Avenue 54 to the northwesterly side of those properties fronting the northwest side of Figueroa Street; thence southwest along northwesterly side of those properties fronting the northwest side of Figueroa Street to the northeast side of Avenue 50.

Southwestern Boundary: The southwestern boundary of the Highland Park Business Improvement District is the northeasterly side of Avenue 50.

Southeastern Boundary: The southeastern boundary of the Highland Park Business Improvement District is the southeasterly side of those parcels fronting the southeast side of Figueroa Street, and the southeasterly side of the peripheral public parking lots to the southeast of Figueroa Street, and is more specifically described as follows:

Beginning at intersection of the southeast side of Piedmont Avenue and the northwest side of Figueroa Street; thence southwest along the northwesterly side of Figueroa Street to the northwesterly prolongation of the southwest side of Arroyo Glen Street; thence southeast along the southwest side of Arroyo Glen Street to the southeast line of the abandoned Los Angeles & Salt Lake Railroad right of way; thence southwest along the southeast line of the abandoned Los Angeles & Salt Lake Railroad right of way to the northeast side of the Atchison, Topeka and Santa Fe Railroad right of way; thence northwesterly along the northeast side of the Atchison, Topeka and Santa Fe Railroad right of way to the northwest side of Avenue 61; thence to the southwest corner of Avenue 61 and Figueroa Street; thence southeast along the southwest side of Avenue 61 to the northwest side of Echo Street; thence southwest along the northwest side of Echo Street to the southwesterly line of Parcel 5492-024-015; thence northwesterly along the southwesterly line of Parcel 5492-024-015 to the southeasterly side of those properties fronting the southeast side of Figueroa Street; thence along the southeasterly side of those properties fronting the southeast side of Figueroa Street to the northwest corner of Parcel 5492-011-900; thence southeast along the northwest line of Parcel 5492-011-900 to the southeast line of Parcel 5492-011-900; thence southwest along the southeast line of Parcel 5492-011-900 southwest side of Avenue 58; thence southeast along the southwest side of Avenue 58 to the southeast line of Parcel 5492-002-900; thence southwest along the southeast line of Parcel 5492-002-900 to the southwest line of Parcel 5492-002-900; thence northwesterly along southwest line of Parcel 5492-002-900 to the southerly line of Parcel 5492-002-901; thence westerly along the southerly line of Parcel 5492-002-901 and its westerly prolongation to the westerly line of Avenue 57; thence southerly along the westerly line of Avenue 57 to the southerly line of Parcel 5468-032-901; thence westerly along the southerly line of Parcel 5468-032-901 to the easterly line of Parcel 5468-032-903;

Highland Park Business Improvement District

thence southerly along the easterly line of Parcel 5468-032-903 to the southerly line of Parcel 5468-032-903; thence westerly along the southerly line of Parcel 5468-032-903 to the easterly corner of Parcel 5468-032-902; thence southwesterly along the southeasterly line of Parcel 5468-032-902 and its southwesterly prolongation to the most southerly corner of Parcel 5468-025-900; thence northwesterly along the southwesterly line of Parcel 5468-025-900 to the southeasterly line of Parcel 5468-025-901; thence southwesterly along the southeasterly line of Parcel 5468-025-901 to the northeasterly line of Roselawn Place; thence northwesterly along the northeasterly line of Roselawn Place to the northeasterly prolongation of the southeasterly side of those properties fronting the southeast side of Figueroa Street; thence along the southeasterly side of those properties fronting the southeast side of Figueroa Street to the to the northeast side of Avenue 50.

DISTRICT BOUNDARY RATIONALE

The property uses with the general boundaries of the Highland Park Business Improvement District are a mix of retail, restaurant, services and parking. Services and improvements provided by the District are designed to provide special benefits to the retail, restaurant, services and parking parcels. All of the services provided, such as security and cleaning, are services that are over and above the City's baseline of services and are not provided by the City. These services are not provided outside of the District, and because of the unique nature of these services focusing on the particular needs of each property within the District, provide particular and distinct benefits to each of the parcels within the District.

In order to ensure that parcels outside of the District will not specifically benefit from the improvements and services funded the assessment, improvements and services will only be provided within the boundaries of the District. Specifically, security patrols, maintenance/sanitation personnel and similar service providers employed in connection with the District will only provide services on the streets and sidewalks within the District, and will not provide services outside of District boundaries.

Northeastern Boundary: The northeastern boundary of the Highland Park Business Improvement District was determined by the fact that the area northeast of the intersection of Figueroa Street and Piedmont Avenue does not meet the criteria for an Alpha BID. In order to ensure that parcels outside of the District will not specifically benefit from the improvements and services funded with the assessment, improvements and services will only be provided to the individually assessed parcels located within the District. Specifically, security patrols, maintenance/sanitation personnel and similar service providers employed in connection with the District will only patrol and provide services on the streets and sidewalks within the District, and will not provide services outside of District boundaries or non assessed parcels within the District.

Northwestern Boundary: The northwestern boundary of the Highland Park Business Improvement District was determined by the zoning and use of the parcels northeast of the District boundaries. The majority of the parcels northwest of the District's northwestern boundary are zoned residential and because of their residential use the parcels will not benefit from the District programs that are designed to improve commerce by providing special benefits to retail, restaurant, services and parking uses. In order to ensure that parcels outside of the District will not specifically benefit from the improvements and services funded with the assessment, improvements and services will only be provided to the individually assessed parcels located within the District. Specifically, security patrols, maintenance/sanitation personnel and similar service providers employed in connection with the District will only patrol and provide services on the streets and sidewalks within the District, and will not provide services outside of District or non assessed parcels within the District boundaries.

Southwestern Boundary: The southwestern boundary of the Highland Park Business Improvement District was determined by the zoning and use of the parcels southwest of the District boundaries. The majority of the parcels southwest of the District's southwestern boundary are zoned residential and because of their residential use the parcels will not benefit from the District programs that are designed to improve commerce by providing special benefits to retail, restaurant, services and parking uses. In order to ensure that parcels outside of the District will not specifically benefit from the improvements and services funded with the assessment, improvements and services will only be provided to the individually assessed parcels located within the District. Specifically, security patrols, maintenance/sanitation personnel and similar service providers employed in connection with the District will only patrol and provide services on the streets and sidewalks within the District, and will not provide services outside of District boundaries or non assessed parcels within the District.

Southeastern Boundary: The southwestern boundary of the Highland Park Business Improvement District was determined by the zoning and use of the parcels southwest of the District boundaries. The majority of the parcels southwest of the District's southwestern boundary are zoned residential because of their residential use the parcels will not benefit from the District programs that are designed to improve commerce by providing special benefits to retail, restaurant, services and parking uses. In order to ensure that parcels outside of the District will not specifically benefit from the improvements and services funded with the assessment, improvements and services will only be provided to the individually assessed parcels located within the District. Specifically, security patrols, maintenance/sanitation personnel and similar service providers employed in connection with the District will only patrol and provide services on the streets and sidewalks within the District, and will not provide services outside of District boundaries or non assessed parcels within the District.

District Improvement and Activity Plan

Budget:

The total District budget for the 2010 year of operation is approximately \$361,606.82 and is composed of the following elements:

Right of Way Programs (65%)

Security (Safe), Street Maintenance (Clean) and Beautification, Design Elements and any Right-of-Way consulting, etc.

Corporate Identity, Organization and Contingency (35%)

Organization, marketing and promotions and contingency/reserve

Table 1
Budget Categories

BID Function or Service	% of Budget	Estimated Initial Cost
Right of Way	65%	\$ 235,044.43
Corporate Identity & Organization	35%	\$ 126,562.39
Total	100%	\$ 361,606.82

Method of Financing

A levy of special assessments upon real property that receives special benefits from the improvements and activities. (See assessment methodology)

Benefit Zones

The State Law and State Constitution Article XIIID require that special assessments be levied according to the special benefit each parcel receives from the improvements. The district is comprised of a single benefit zone.

Cost

Annual assessments are based upon an allocation of program costs and a calculation of assessable footage. Three property assessment variables, street frontage, lot square footage, building square footage, will be used in the calculation.

District Formation

District formation requires submission of favorable petitions from property owners representing more than 30% of total assessments to be paid and the return of mail ballots evidencing a majority of ballots cast in favor of the assessment. Ballots are weighted by each property owner's assessment as proportionate to the total proposed District assessment amount.

Duration

The Highland Park BID will have a 10-year life beginning January 1, 2010 and ending December 31, 2019.

Highland Park Business Improvement District

Governance

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

Process to Establish the Improvement and Activity Plan

Through a series of property owner meetings the Highland Park BID Renewal Committee collectively determined the priority for improvements and activities to be delivered by the business improvement district. The primary needs as determined by the property owners were: Right of Way activities include: safety/security, maintenance and corporate Identity/Organization which include: branding, organization, communication and image.

All of the services provided such as the security work provided by the Safe Team and the maintenance work provided by the Clean Team are services that are over and above the City's baseline level of services and are not provided by the City. These services are not provided outside of the District and because of their unique nature focusing on the particular needs of each property within the District provide particular and distinct special benefits to each of the parcels within the District. All improvements and activities detailed below are provided only to properties defined as being within the boundaries of the District and provide benefits which are particular and distinct to each of the properties within the proposed District. No improvement or activities are provided to properties outside the District boundaries.

All benefits derived from the assessments outlined in the Management District Plan are for services specially benefiting the property owners within the BID boundaries and support increased commerce to improve the appearance, promote beautification and safety of the District, as well as other landscaping issues by providing ongoing street and sidewalk cleaning; provide security, combat vandalism and graffiti to improve economic prosperity for property within the BID boundaries; market and promote the historic business corridor within the BID boundaries; provide Educational, Cultural and Artistic improvements within the BID boundaries; improve commerce for individual commercial properties within the BID boundaries; provide improvements and activities to assist in economic and commercial revitalization within the BID boundaries; bring about investment of capital within the BID boundaries for enhanced overall safety and image. All services, projects, promotions, security, maintenance and professional/administration services are provided solely to properties within the district to enhance the image and viability of properties within the Highland Park BID boundaries and are designed only for the direct special benefit of the assessed commercially zoned properties in the District. No services will be provided to non-assessed parcels outside the District boundaries.

Special Benefit Definition

Special benefit must affect the assessed property in a way that is particular and distinct from its effect on other parcels and that real property in general and the public at large do not share." 'Public at large' is defined by the court as "all members of the public - including those that live, work and shop within the district - and not simply transient visitors."

General Benefit Definition

The general benefit definition include those benefits "conferred generally on real property located in the district" and are not restricted to benefits conferred only on persons and property outside the assessment district

The total improvement and activity plan budget for 2010, which is funded entirely by property assessments, is projected at \$361,606.82. The costs of providing each of the budget components was developed from actual experience obtained in providing these same services for the last 8 years. Actual service hours and frequency may vary in order to match varying District needs over the 10 year life of the District. A detailed operation deployment for 2010 is available from the property owners association. The budget is made up of the following components.

RIGHT OF WAY PROGRAMS

Security Service Program

The Highland Park Business Improvement District Safety Program will provide security services for the parcels located within the District and can include the forms of patrolling bicycle personnel, nighttime vehicle personnel and walking patrols. The purpose of the Security Program is to prevent, deter and report illegal activities taking place on the streets, sidewalks, storefronts, parking lots and alleys. The presence of the Security Program is intended to deter such illegal activities as drug dealing, public urination, indecent exposure, trespassing, drinking in public, prostitution, illegal panhandling, illegal vending, and illegal dumping. The Security Program will supplement, not replace, other ongoing police, security and patrol efforts within the District. The Security Program will maintain communication with the Los Angeles Police Department (LAPD) area patrols and Los Angeles Sheriffs Dept. and intends to report illegal activities to the LAPD Northeast Division. The Security Program will only provide its services within the District boundaries. The special benefit to individual parcel owners within the district from these services is increased commercial activity within BID boundaries.

- Private security over and above those services currently provided by the Los Angeles Police Department.

The above services will only be provided to the individual assessed parcels within the BID boundaries and therefore parcels outside of the boundaries will not receive special benefit.

Maintenance Program

In order to consistently deal with maintenance issues like graffiti, trash and bulky items, the Maintenance Program, which began in 2001 will be continued and expanded. In order to effectively deal with the many maintenance issues, in the District, a multi-dimensional approach has been developed consisting of the following elements: trash collection, sidewalk maintenance, graffiti removal, weed abatement, tree trimming and landscaping, paper sign and handbill removal, special collections, maintenance problems requiring third party intervention, design elements, special projects and right of way consulting. The clean team will only provide service to properties within District boundaries. The special benefit to property owners from these services is increased commerce through the attraction of pedestrians, commercial leases and retention of commercial leases for parcels within BID boundaries. The above services will only be provided to the individual assessed parcels within the BID boundaries and therefore parcels outside of the boundaries will not receive special benefit.

Sidewalk Maintenance

Uniformed, radio equipped personnel sweep litter, debris and refuse from sidewalks and gutters within the BID boundaries. The above services will only be provided to the individual assessed parcels within the BID boundaries and therefore parcels outside of the boundaries will not receive special benefit.

Trash Collection

Collect trash from sidewalk trash receptacles and maintenance. The clean team and safe team each have responsibility in this area. Safety personnel encourage and report property and business owners' compliance of City code issues relating to cleanliness of sidewalks, alleys and illegal dumping. The clean team clears the alley of debris when a responsible party cannot be found for illegal dumping or other violations within the BID boundaries. The above services will only be provided to the individual assessed parcels within the BID boundaries and therefore parcels outside of the boundaries will not receive special benefit.

Graffiti Removal

Uniform personnel remove graffiti by painting, using solvent and pressure washing. The District maintains a zero tolerance graffiti policy. An effort is made to remove all tags within 24 hours weekdays within the BID boundaries. The above services will only be provided to the individual assessed parcels within the BID boundaries and therefore parcels outside of the boundaries will not receive special benefit.

Weed Abatement

Weeds are removed as they become unsightly or by special request within the BID boundaries. The above services will only be provided to the individual assessed parcels within the BID boundaries and therefore parcels outside of the boundaries will not receive special benefit.

Highland Park Business Improvement District

Tree Trimming and Landscaping

Trees are trimmed on a schedule determined by District personnel and as funds are available within the BID boundaries. The above services will only be provided to the individual assessed parcels within the BID boundaries and therefore parcels outside of the boundaries will not receive special benefit.

Paper Sign and Handbill Removal

Paper signs and handbills that are scotch taped or glued on public property, utility boxes, poles and telephones are removed by hand or when necessary by high-pressure hose within the BID boundaries. The above services will only be provided to the individual assessed parcels within the BID boundaries and therefore parcels outside of the boundaries will not receive special benefit.

Special Collections

District trucks are called to assist LAPD to dispose of illegal food vendors' inventory. They are also dispatched to collect stolen shopping carts and large bulky items illegally dumped within the BID boundaries. The above services will only be provided to the individual assessed parcels within the BID boundaries and therefore parcels outside of the boundaries will not receive special benefit.

Maintenance Problems Requiring Third Party Intervention

Problems are monitored that create blighted or unsafe conditions within the District, but are not within the authority/jurisdiction of the BID to repair or correct. Requests are made to the responsible party/agency for the repair within the Highland Park BID boundaries. Types of problems include blocked or damaged sewers or drains, damaged sidewalks/streets/alleys, non-operating streetlights, damaged or missing street signs, etc within the BID boundaries. The above services will only be provided to the individual assessed parcels within the BID boundaries and therefore parcels outside of the boundaries will not receive special benefit.

Design Elements

Design, installation and maintenance of gateway signs; design, installation and maintenance of banner brackets and banner production; design and branding of logo development; design, purchase, install and maintain street furniture and streetscape; purchase, installation, removal and maintenance of holiday decoration program within the BID boundaries. The above services will only be provided to the individual assessed parcels within the BID boundaries and therefore parcels outside of the boundaries will not receive special benefit.

Special Projects

The special projects budget is reserved for opportunities and additional projects that present themselves during the life of the District. Some special projects that have been implemented by the BID and may be again are a follows: WiFi, Northeast Los Angeles Holiday Parade; Old LA Certified Farmers Market; and relevant Right of Way activities within the BID boundaries. All special projects are designed to enhance the assets and the image of the District. Special project funds will only be used to specially benefit parcels within the District. The benefit to individual parcels within the District from these services is increased commercial activity and increase in the attraction of pedestrians from transit ridership, which directly relates to increases in lease rates and enhanced commerce. The above services will only be provided to the individual assessed parcels within the BID boundaries and therefore parcels outside of the boundaries will not receive special benefit.

Right of Way Consulting

Develop strategies for economic development and possible expansion; developing goals and an annual plan of action for the implementation of revitalization goals; develop strategies related to business attraction, retention and promotion of the area to prospective businesses; private and public grant funds to facilitate the work of the corporation. The above services will only be provided to the individual assessed parcels within the BID boundaries and therefore parcels outside of the boundaries will not receive special benefit.

ORGANIZATION AND CORPORATE IDENTITY PROGRAMS

It is important to not only provide the services needed in the District, but to tell the story of improvement in the District. The benefits to individual parcels within the District from these services are increased commercial activity, which directly relates to increase in lease rates and enhanced commerce. To tell the story the BID will utilize

Highland Park Business Improvement District

communication/branding programs currently in place or being considered are: quarterly newsletter, Highland Park BID website, shopping map and restaurant guide. The above services will only be provided to the individual assessed parcels within the BID boundaries and therefore parcels outside of the boundaries will not receive special benefit.

Organization

Administration and Corporate Operations:

The Highland Park BID improvements and activities are managed by a professional staff and require administrative support. Management staff oversees the District's services which are delivered seven days a week. The benefit to individual parcels within the District from these services is increased commercial activity, which directly relates to increases in lease rates and enhanced commerce.

Examples of these special benefit services include, but are not limited to:

- Staff and administrative costs
- Insurance
- Office related expenses
- Financial reporting

The above services will only be provided to the individual assessed parcels within the BID boundaries and therefore parcels outside of the boundaries will not receive special benefit.

Corporate Identity Programs

The benefit to individual parcels within the District from these services is increased commercial activity which directly relates to increases in lease rates and enhanced commerce. Some of the Corporate Identity programs currently in place or being considered are: image and communication programs, quarterly newsletter, Highland Park BID Web Site, holiday campaign, Buyer Attraction Program, Public and Media Relations, Development of Highland Park Business Improvement District Image Pieces, Banner Programs, Market Research, Old L.A. Branding, Old L.A. Certified Farmers Market, Other Relevant Marketing and Promotion activities. The above services will only be provided to the individual assessed parcels within the BID boundaries and therefore parcels outside of the boundaries will not receive special benefit.

Contingency/Reserve

Costs to conduct a yearly financial review as well as City and County fees, uncollectible assessments, hardship credits and depreciation are included in this budget item. Also included are costs to renew the District. The above services will only be provided to the individual assessed parcels within the BID boundaries and therefore parcels outside of the boundaries will not receive special benefit.

Ten Year Operating Budget Projections

A projected ten-year operating budget for the Highland Park BID is provided on page 17. The projections are based upon the following assumptions. Assessments will be subject to annual increases not to exceed 5% per year. Increases will be determined by the District Owners Association.

Revenues for specific programs may be reallocated from, year-to-year, among District activities within a 10% range. Budget reallocations above 10% must be approved by the City of Los Angeles. However, the overall budget shall remain consistent with this Management District Plan.

*Assumes 5% yearly increase on all budget

* See Appendix A for operating budget projections

2009 District Rollover

Any unexpended funds at the end of the current Highland Park BID (2001-2009) will be rolled over to the new proposed Highland Park BID (2010-2019).

Highland Park Business Improvement District

Parcels that were not in the current Highland Park Business Improvement District, but are in the proposed Highland Park BID will not receive any services paid for by rolled over funds.

Parcels that are in the initial Highland Park BID, but are not in the proposed Highland Park BID will receive a refund of any unexpended funds that remain after all expenses of the initial Highland Park BID have been paid.

The percentage of this refund of assessment will be calculated based on the 2009 assessment methodology. Only parcels that were in the 2009 Highland Park BID area and paid their assessment and are not in the proposed Highland Park BID area are eligible for the assessment refund. The assessment refund amount for each parcel, if any, will be paid after completion of an outside audit of the financial records for the 2009 fiscal year and determination if any unexpended funds remain.

Step 1- Example 2009 Parcel Assessment / Total District Assessment = Rollover percent

\$5,000 Parcel Assessment / \$300,000 Total District Assessment = 1.67% Rollover percent

Step 2 Example Total rollover % x parcel percent = \$ refund

1.67% Total rollover % x \$10,000 parcel percent = \$162.00 refund

2019 District Rollover

Any unexpended funds at the end of the current Highland Park BID (2010-2019) will be rolled over to the new Highland Park BID (2020-2029). A portion of remaining funds may be used for BID renewal activities.

Parcels that were not in the 2019 Highland Park BID, but are in the 2020 Highland Park BID will not receive any services paid for by rolled over funds.

Parcels that are in the 2020 Highland Park BID, but were not in the 2019 Highland Park BID will receive a refund of any unexpended funds that remain after paying all expenses of the 2019 Highland Park BID have been paid. If there is no renewal of the 2020 Highland Park BID then the remaining funds will be refunded to assessed property owners in the established Highland Park BID.

The percentage of this refund of assessment will be calculated based on the 2019 assessment methodology. Only parcels that were in the 2019 Highland Park BID area and paid their assessment and are not in the 2020 Highland Park BID area are eligible for the assessment refund. The assessment refund amount for each parcel, if any, will be paid after completion of an outside audit of the financial records for the 2019 fiscal year and determination if any unexpended funds remain.

Assessment Methodology

In order to ascertain the correct assessment methodology to equitably apply costs to each parcel for property that specially benefit from the improvements and activities as proposed to be provided by the Highland Park BID, the assessment variables will be measured by linear feet of street frontage plus square feet of lot size plus square feet of building. This constitutes the total assessment for each parcel. It is noted that single family residential parcels within the PBID will not benefit from the PBID programs which include marketing, advertising, image identity/enhancement and area-wide maintenance and security targeted specifically for non-residential uses. Thus, residentially used parcels will not be assessed. Parcels with mixed uses will be fully assessed for non-residential building areas while any residential building areas on the property will also be subject to assessment. In the future, should the land use on any of these residential use/commercial zoned parcels convert from residential to non-residential, a full assessment will be levied in accordance with the assessment formula rates in effect at the time. It is noted that while the City of Los Angeles' LSPM PBID Ordinance does not specifically preclude levying assessments on properties zones solely for residential use as does the state of California PBID law, it is hereby concluded that the same rules of logic shall apply. Therefore only commercial zoned and other non residential zoned parcels shall be assessed to fund special benefit services as outlines in the Management Plan which will benefit proportionately to the proposed programs and services based on the proposed levels of service and the corresponding cost estimate.

Highland Park Business Improvement District

Street Frontage Defined

Properties are assessed for all street frontages. Properties with more than one street frontage such as corner lots or whole block parcels are assessed for the sum of all the parcels' street frontage. Street frontage footage was obtained from the County Assessor's parcel maps. Street footage is relevant to the need for services along North Figueroa street, sidewalks and building fronts. It is noted that street frontage primarily includes only the property widths facing Figueroa Street including any property corner cuts or radii dimensions. Side or rear street frontages are not counted since no services will be extended or provided along these other streets frontages. A few exceptions occur where the District will be providing extended property perimeter services to certain City owned public parking lots and other City facilities and multiple street frontages will be assessed.

Building Square Footage Defined

Building square footage is defined as gross building square footage as determined by the outside measurements of a building. Building square footage is relevant to the interim use of a property and is utilized to measure short and mid-term value impacts.

Lot Square Footage Defined

Lot square footage is defined as the total amount of area within the borders of the parcel. The borders of a parcel are defined on the County Assessor parcel maps. Lot square footage is relevant to the highest and best use of a property and will reflect the long term value implications of the improvement district.

Service Cost Allocations

The methodology is applied to a database that has been constructed by the Highland Park BID District Owners Assoc. The process for compiling the property database includes the following steps:

- Property data was first obtained from the County of Los Angeles Assessor's Office.
- Database was submitted to the City Clerk's Office for verification.
- List of properties to be included within the District is provided.

Total Assessable Footage

Calculation Formula:

- Actual Lot Square Footage X square foot rate = Parcel Lot Footage Assessment
- Actual Building Square Foot X square foot rate = Parcel Building Footage Assessment
- Actual Street Frontage X linear frontage rate = Parcel Street Frontage Assessment

The property owners in the proposed Highland Park BID seek to establish the district for a *10 year period*. The Highland Park BID will have annual reviews of the budget and opportunities to disestablish the district on the anniversary of its approval.

The first year budget, due to the limited amount of revenues generated, shall serve as the basis for each year budget for the 10 years of the district.

* See table 2

The method and basis for levying the assessment shall be on the basis of lot size, building square footage size and street frontage. The annual budget shall be derived from the following variables, generating the following amounts of revenue:

Lot size:	About 40%, generating \$144,262 of the annual budget
Building Size:	About 31%, generating \$113,076.32 of the annual budget
Street Frontage:	About 29%, generating \$104,268.50 of the annual budget

Highland Park Business Improvement District

The Highland Park Property Business Improvement District property owners have agreed to assess themselves at the following annual rates:

Lot size:	\$0.0800 per square foot annually
Building Size:	\$0.1400 per square foot annually
Street Frontage:	\$ 7.75 per linear front foot

There is a single benefit zone within the proposed district. All private, public and non-profit properties, except residential, shall be assessed.

There are 1,803,275 total lot square feet, 807,688 total building square footage and 13,454 feet of total street frontage in the proposed district, yielding an estimated revenue flow of \$361,606.82 during the first year.

Corporate Identity Programs

The BID will utilize communication/branding programs currently in place or being considered are: quarterly newsletter, Highland Park BID website, shopping map and restaurant guide, Old L.A. Branding, Direct Marketing Pieces.

Highland Park Business Improvement District

Table 2
Assessment Adjustment Schedule

Assessment Variable	2010	2011	2012	2013	2014
Lot Size (per square foot)	\$0.08	\$0.084	\$0.09	\$0.09	\$0.10
Building Size (per square foot)	\$0.14	\$0.15	\$0.15	\$0.16	\$0.17
Street Frontage (per linear foot)	\$7.75	\$8.14	\$8.54	\$8.97	\$9.42

Assessment Variable	2015	2016	2017	2018	2019
Lot Size (per square foot)	\$0.10	\$0.11	\$0.11	\$0.11	\$0.12
Building Size (per square foot)	\$0.18	\$0.19	\$0.20	\$0.21	\$0.22
Street Frontage (per linear foot)	\$9.89	\$10.39	\$10.91	\$11.45	\$12.02

Annual Assessment Adjustments

The District Owners Association will be granted the option upon majority vote of the District Owners Association to annual increase by one of the following means:

- By a flat percentage Rate, not to exceed 5% of the previous year's rate. Increase will be determined by the District Owners Association.
- Based upon the regional Consumer Price Adjustor as determined by the U.S. Department of Labor

The projections in Appendix A will illustrate a maximum 5% annual increase for all budget items.

Budget Adjustments

Any annual budget surplus will be rolled into the following year's District budget. The budget will be set accordingly, within the constraints of the management plan to adjust for surpluses that are carried forward.

Future Development

As a result of continued development, the District may experience the addition or subtraction of assessable commercial footage for parcels included and assessed within the District boundaries. The modification of parcel

Highland Park Business Improvement District

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

Implementation Timeline for Collecting Assessments

The "*Alpha PBID*" is established with a successful petition drive by more than 30% of the property owners who *must pay* into the district. These petitions demonstrate stakeholder support for the district and trigger a Proposition 218 mail ballot procedure. The "*Alpha PBID*", can be established and function for a maximum of 10 years and must be re-established through a similar petitioning and balloting process at the end of its pre-designated life. The North Figueroa BID Steering Committee has elected to establish the district for the period of 10 years to save on the costs required to re-establish the district within 4 - 5 years.

As provided by local ordinance, the Highland Park BID will appear as a separate line item on the annual property tax bills prepared by the County of Los Angeles. The Los Angeles City Clerk's Office will direct bill any property owners whose special assessment does not appear on the tax rolls. The County of Los Angeles shall distribute the assessments collected to the City of Los Angeles who will in turn then forward them to the District Owners Association. Pursuant to the administrative contract executed between the City of L.A. and the District Owners Association, existing laws for enforcement and appeal of property taxes apply to the District assessments.

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

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

The Highland Park BID is expected to be established and begin implementation of the Management District Plan on January 1, 2010. Consistent with State law the Highland Park BID will have a ten-year life through December 31, 2019.

Non Profit Assessments

All tax-exempt, non-profit properties shall pay into the district. All of these properties have been included in the district as these properties will benefit from the same services and programs like: increased commerce to improve the appearance, promote beautification and safety of the District, as well as other landscaping issues by providing ongoing street and sidewalk cleaning; provide security, combat vandalism and graffiti to improve economic prosperity for property; market and promote the historic business corridor; provide educational, cultural and artistic improvements within the Highland Park BID Boundaries; increase economic well being; provide improvements and activities to assist in economic and commercial revitalization

Government Assessments

The Highland Park BID Management Plan assumes that the City of Los Angeles and other government entities will pay assessments for property owned within the boundaries of the District. Article XIII D of the California Constitution was added in November of 1996 to provide for these payments. Proposition 218, also known as "The Right to Vote on Taxes Act" states "Parcels within a district that are owned or used by any agency, the State of California or the United States shall not be exempt from assessment unless the agency can demonstrate a clear and convincing evidence that those publicly owned parcels in fact receive no benefit." Parcels in the District are assessed on their street footage, lot square footage and building square footage and receive special benefits based upon these footages that increase the aesthetic value for that parcel. It has been proposed that all government agencies pay each agency's "fair share" of assessment.

Government Parcels List

* See Appendix C

Highland Park Business Improvement District

Residential Assessments

In accordance with Section 36632 (c) of the California Streets and Highways Code, properties zoned solely for residential or agricultural use are conclusively presumed not to receive special benefit from the improvements and service funded through the assessments of the District and are not subject to any assessment pursuant to Section 36632 (c). Since state law presumes residential parcels do not benefit, it is reasonable to assume the residential parcels will not benefit. Therefore, properties zoned solely for residential or agricultural use within the boundaries of the District, if any, will not be assessed. If and when those properties are converted from residential zoning to commercial zoning, they will begin paying full assessments for building square footage, lot square footage and street frontage into the District. Parcels with mixed uses will be fully assessed for non-residential building areas while any residential building areas on the property will also be subject to assessment.

District Rules and Regulations

Bonds

The District Owners Association will not issue bonds to finance any services or improvements in the District.

Accrued Interest & Delinquent Payments

Any and all delinquent payments and accrued interest will be expended in the budgeted categories.

Reserve for Slow Payments

A percent of the budget is held in reserve to offset delinquent and/or slow payment from both public and private properties.

Disestablishment

Local ordinance provides for the disestablishment of the “Alpha PBID” pursuant to an annual review process. Each year that the Highland Park BID is in existence, there will be a 30-day period during which the property owners will have the opportunity to request disestablishment of the district. This 30 day period begins each year on the anniversary day that the district was first established by the Los Angeles City Council. Within that 30 day period, if a written petition is submitted by the owners of real property who pay 30% or more of the assessments levied, the “Alpha PBID” disestablishment procedure may be initiated. The Los Angeles City Council will hold a public hearing on disestablishing the BID prior to actually doing so.

Due to its long term nature, (up to 10 years), this new ordinance allows for the growth of landscaping, its maintenance as well as economic development strategies related to revitalization that create a more permanent improvement to the area. If there is debt against the District, the District cannot be disestablished. All financial obligations in the form of bonds or loans for capital improvements must be paid off before the district can be disestablished.

Unexpended funds will be returned to property owners based upon each parcels percentage contribution to the total year 2019 assessments if the District is not renewed.

Assessments for the Maintenance of Improvements Constructed by the District shall continue to be levied on each parcel of land within the District for a period of time, as determined by the Los Angeles City Clerk, equal to the useful life of the improvement whether the District is disestablished or the term of the original levy has expired. The City of Los Angeles shall not be responsible for the maintenance nor repair of any privately funded, special improvements made in the Highland Park BID in its implementation of the enhanced services district created by adoption of this the Management District Plan. If the District is disestablished during the time the capital improvements are still in need of ongoing maintenance, the assessment district will be reduced accordingly to accommodate the annual maintenance needs.

Appendix A

Projected Budget for 2010-2019

Highland Park Business Improvement District

Budget for 2010-2019

Projected Budget	% of Budget	2010	2011	2012	2013
Right of Way	65	\$235,044.43	\$246,796.65	\$259,136.48	\$272,093.31
Corporate ID & Organ	35	\$126,562.39	\$132,890.51	\$139,535.04	\$146,511.79
Total	100	\$361,606.82	\$379,687.16	\$398,671.52	\$418,605.10

Projected Budget	% of Budget	2014	2015	2016	2017
Right of Way	65	\$285,697.98	\$299,982.88	\$314,982.02	\$330,731.12
Corporate ID & Organ	35	\$153,837.37	\$161,529.24	\$169,605.70	\$178,085.99
Total	100	\$439,535.35	\$461,512.12	\$484,587.72	\$508,817.11

Projected Budget	% of Budget	2018	2019
Right of Way	65	\$347,267.68	\$364,631.06
Corporate ID & Organ	35	\$186,990.29	\$196,339.80
Total	100	\$534,257.97	\$560,970.86

Appendix B

Parcels Properties Information

Highland Park Business Improvement District

APN	ANNUAL ASMT
5468-003-004	\$0.00
5468-003-005	\$0.00
5468-003-007	\$1,322.70
5468-003-008	\$1,353.94
5468-003-020	\$3,146.65
5468-003-021	\$1,042.50
5468-004-006	\$3,354.94
5468-004-007	\$2,136.20
5468-004-008	\$2,581.40
5468-004-009	\$3,651.97
5468-005-032	\$1,783.88
5468-005-042	\$2,837.78
5468-005-044	\$4,223.64
5468-005-045	\$23,212.01
5468-014-001	\$1,127.56
5468-014-002	\$1,029.84
5468-014-003	\$1,647.24
5468-014-028	\$5,622.42
5468-015-001	\$1,825.82
5468-015-002	\$1,642.34
5468-015-003	\$1,211.28
5468-015-015	\$1,043.28
5468-015-016	\$1,804.17
5468-015-033	\$1,256.08
5468-016-001	\$3,961.22
5468-016-002	\$1,086.25
5468-016-035	\$1,010.34
5468-016-040	\$1,638.99
5468-016-043	\$1,265.62
5468-017-001	\$888.89
5468-017-023	\$1,426.46
5468-017-024	\$1,246.07
5468-017-025	\$1,082.62
5468-017-027	\$1,257.82
5468-017-028	\$1,441.10
5468-017-031	\$1,596.72
5468-020-002	\$1,375.90
5468-020-003	\$1,457.08
5468-020-013	\$1,840.30
5468-020-014	\$1,232.28
5468-020-015	\$5,729.84
5468-020-025	\$2,263.00
5468-021-014	\$2,134.12

5468-021-024	\$2,384.64
5468-021-025	\$4,178.81
5468-021-030	\$5,662.40
5468-021-031	\$16,690.16
5468-024-007	\$2,546.50
5468-024-008	\$4,590.66
5468-024-009	\$2,389.10
5468-024-010	\$3,847.80
5468-025-001	\$1,895.85
5468-025-002	\$611.00
5468-025-003	\$2,173.35
5468-025-004	\$801.00
5468-025-005	\$1,091.02
5468-025-016	\$2,000.58
5468-025-017	\$652.40
5468-025-027	\$1,143.30
5468-026-001	\$1,204.34
5468-026-012	\$3,184.74
5468-026-013	\$3,280.28
5468-026-021	\$1,036.80
5468-026-023	\$2,093.48
5468-032-001	\$5,008.54
5468-032-014	\$1,887.50
5468-032-015	\$1,327.50
5468-032-016	\$1,411.50
5468-032-017	\$1,646.00
5468-032-018	\$3,103.00
5468-033-015	\$1,158.64
5468-033-016	\$2,541.00
5468-033-017	\$1,700.16
5468-033-018	\$844.35
5468-033-019	\$2,809.41
5468-033-020	\$3,269.67
5468-033-021	\$5,305.14
5468-033-023	\$1,515.70
5492-001-007	\$887.50
5492-001-012	\$1,687.50
5492-001-013	\$1,617.50
5492-001-014	\$805.25
5492-001-015	\$2,037.50
5492-001-016	\$2,947.50
5492-001-017	\$1,491.50
5492-001-018	\$1,205.65
5492-002-008	\$53.24
5492-002-013	\$117.50

5492-002-025	\$3,148.22
5492-002-026	\$1,897.63
5492-002-027	\$852.28
5492-002-028	\$868.20
5492-002-029	\$471.50
5492-011-002	\$1,212.40
5492-011-019	\$1,695.90
5492-011-020	\$1,442.50
5492-011-021	\$987.50
5492-011-024	\$2,130.78
5492-012-022	\$4,522.84
5492-012-024	\$5,447.60
5492-013-020	\$2,015.50
5492-013-021	\$1,351.62
5492-013-022	\$1,431.30
5492-013-023	\$1,690.44
5492-013-024	\$1,452.30
5492-014-017	\$4,636.90
5492-014-019	\$5,604.74
5492-014-020	\$2,398.04
5492-015-002	\$1,504.50
5492-015-003	\$1,485.34
5492-015-004	\$1,722.50
5492-015-005	\$1,490.94
5492-015-006	\$715.50
5492-015-007	\$440.00
5492-015-008	\$1,810.70
5492-015-009	\$1,757.50
5492-015-010	\$4,209.96
5492-015-027	\$4,785.42
5492-024-004	\$3,197.24
5492-024-015	\$5,092.52
5492-025-001	\$473.35
5492-026-005	\$1,415.30
5492-026-007	\$1,651.65
5492-026-022	\$1,026.80
5492-026-024	\$1,564.05
5492-026-025	\$3,937.85
5492-026-027	\$3,499.54
8900-763-599	\$294.00
	\$299,962.07

Appendix C

Government Parcels

HIGHLAND PARK PROPERTY BUSINESS IMPROVEMENT DISTRICT

NO	APN	SITE #	ST NAME	BLDG SF	BLDG ASMT	LOT SF	LOT ASMT	FRONTAGE	FRONT ASMT	ANNUAL ASMT
1	5468-025-900	116	Avenue 56	0	\$0.00	13,449	\$1,075.92	66	\$511.50	\$1,587.42
2	5468-025-901	116	Avenue 56	0	\$0.00	4,280	\$342.40	40	\$310.00	\$652.40
3	5468-032-901	124	Avenue 57	0	\$0.00	14,150	\$1,132.00	138	\$1,069.50	\$2,201.50
4	5468-032-902			0	\$0.00	10,500	\$840.00	70	\$542.50	\$1,382.50
5	5468-032-903	124	Avenue 57	0	\$0.00	4,160	\$332.80	0	\$0.00	\$332.80
6	5468-033-900	122	Avenue 57	0	\$0.00	10,188	\$815.04	50	\$387.50	\$1,202.54
7	5468-033-901	122	Avenue 57	0	\$0.00	10,188	\$815.04	50	\$387.50	\$1,202.54
8	5468-033-902	122	Avenue 57	0	\$0.00	4,600	\$368.00	46	\$356.50	\$724.50
9	5468-033-903	122	Avenue 57	0	\$0.00	9,900	\$792.00	66	\$511.50	\$1,303.50
10	5492-001-900	123	Avenue 57	0	\$0.00	21,875	\$1,750.00	288	\$2,232.00	\$3,982.00
11	5492-001-901	123	Avenue 57	0	\$0.00	7,500	\$600.00	200	\$1,550.00	\$2,150.00
12	5492-001-902	126	Avenue 58	0	\$0.00	9,375	\$750.00	63	\$488.25	\$1,238.25
13	5492-002-900	120	Avenue 58	0	\$0.00	9,100	\$728.00	65	\$503.75	\$1,231.75
14	5492-002-901	120	Avenue 58	0	\$0.00	1,130	\$90.40	24	\$186.00	\$276.40
15	5492-011-900	117	Avenue 58	0	\$0.00	7,000	\$560.00	50	\$387.50	\$947.50
16	5492-011-901	117	Avenue 58	0	\$0.00	7,000	\$560.00	50	\$387.50	\$947.50
17	5492-012-900	124	Avenue 59	0	\$0.00	13,500	\$1,080.00	240	\$1,860.00	\$2,940.00
18	5492-013-900	5921	N Figueroa St.	10,260	\$1,436.40	7,500	\$600.00	50	\$387.50	\$2,423.90
19	5492-024-900	6000	N Figueroa St.	17,300	\$2,422.00	25,100	\$2,008.00	160	\$1,240.00	\$5,670.00
20	5492-025-900	6103	N Figueroa St	17,400	\$2,436.00	154,170	\$12,333.60	729	\$5,649.75	\$20,419.35
21	5492-025-901	6145	N Figueroa St	13,895	\$1,945.30	18,520	\$1,481.60	564	\$4,371.00	\$7,797.90
22	5492-025-902	N/A	N Figueroa St	0	\$0.00	6,100	\$488.00	70	\$542.50	\$1,030.50
	Total			58,855	\$8,239.70	369,285	\$29,542.80	3,079	\$23,862.25	\$61,644.75

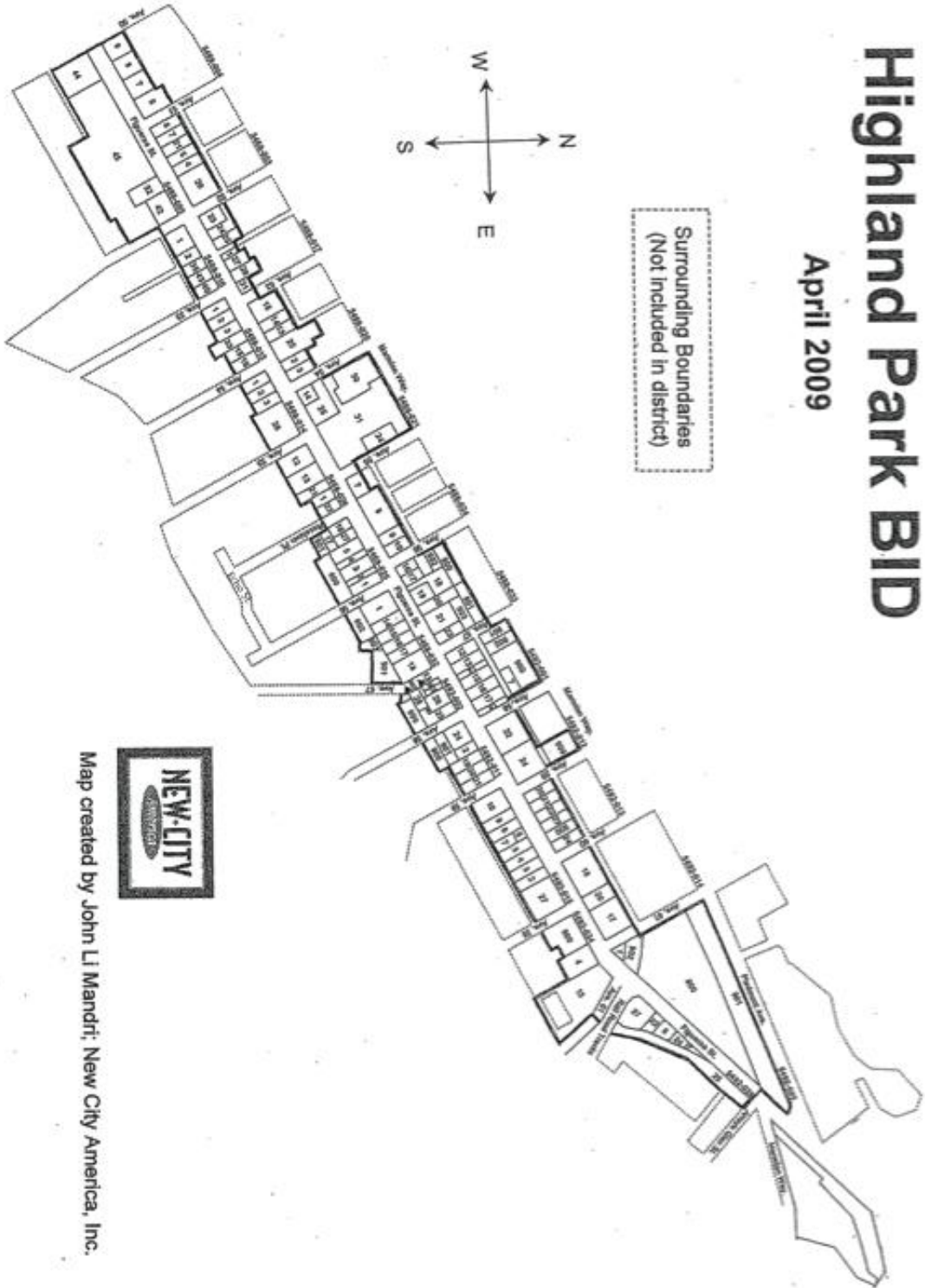
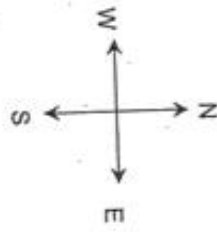
Appendix D

Map of District

Highland Park BID

April 2009

Surrounding Boundaries
(Not Included in district)



Map created by John L. Mandri, New City America, Inc.