

# **Westwood Business Improvement District Management District Plan**

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

**September 2010**

**Prepared By  
Urban Place Consulting Group, Inc.**

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

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## Section 1 Management District Plan Summary

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

Developed by the Westwood Business Improvement District Steering Committee, the Westwood Business Improvement District Management Plan is proposed to improve and convey special benefits to properties located within the Westwood Business Improvement District area. The District will provide new and continued improvements and activities, including clean/safe/beautiful, parking and traffic management, communication, special projects, and management. Each of the programs is designed to meet the goals of the District; to improve the safety of each individual parcel within the District, to increase building occupancy and lease rates, to encourage new business development; and attract ancillary businesses and services for parcels within the District. **This Management District Plan has been modified to include administration staff expenses that are allocated according to generally accepted accounting job costing procedures. This modification does not change any assessments, overall costs, or special benefits. This modification is pending City Council approval.**

**Boundary:** See Section 2, Page 6 and map page 7.

**Budget:** The total District budget for the 2011 year of operation is approximately \$1,300,513.

### **Improvements, Activities, Services:**

<b>CLEAN, SAFE, BEAUTIFUL</b>	<b>\$751,213</b>	<b>58%</b>
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#### **Enhanced Safe Programs:**

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

- Walking and Bicycle Patrol

#### **Enhanced Clean and Beautiful Programs**

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

- Tree Lighting Program

**PARKING/TRAFFIC MANAGEMENT** **\$231,250**    **18%**

- Parking System Improvements
- Wayfinding Signage
- One Way – Two Way streets
- Increased Parking

**COMMUNICATION** **\$30,000**    **2%**

- Website
- Newsletter

**SPECIAL PROJECTS** **\$125,000**    **10%**

**MANAGEMENT/CITY FEES/SLOW PAY** **\$163,050**    **12%**

- **Administrative staff expenses are allocated according to generally accepted accounting job costing procedures and are allocated to the specific areas in which staff works**

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

**Benefit Zones:** The State Law and State Constitution Article XIIID require that special assessments be levied according to the special benefit each parcel receives from the improvements. In order to match assessment rates to special benefits all property within the Westwood Business Improvement District is assessed using the same assessment methodology and rates for District wide programs. Parcels within the District, but outside the existing Sidewalk Maintenance District will pay an additional Maintenance Overlay rate in addition to the District wide rate. The total assessment rates for parcels not included in the existing Sidewalk Maintenance District are a total of the District Wide Assessment Rates and the Maintenance Overlay Rates. (See pages 12 and 17 for further definition of the Maintenance Overlay)

Parcels within the District and within the Sidewalk Maintenance District (SMD) currently pay a separate SMD assessment rate and will continue to pay this rate after establishment of the Westwood Business Improvement District. These parcels will pay the District Wide Assessment Rate in addition to the SMD assessment.

**Cost:** Annual assessments are based upon an allocation of program costs

by assessable footage. Three property assessment variables, parcel square footage, building square footage and linear front footage will be used in the calculation. The 2011 year assessments per assessment variable will not exceed amounts listed in the following chart:

District Wide Assessment Rates	
Lot Square Foot Assessment	\$0.1502
Building Square Foot Assessment	\$0.0555
Linear Front Footage	\$14.2567

Maintenance Overlay Rates	
Lot Square Footage Assessment	\$0.0200
Building Square Foot Assessment	\$0.0041
Linear Front Footage	\$2.4347

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

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

**Duration:** The District will have a 3-year life beginning January 1, 2011 and ending December 31, 2013.

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

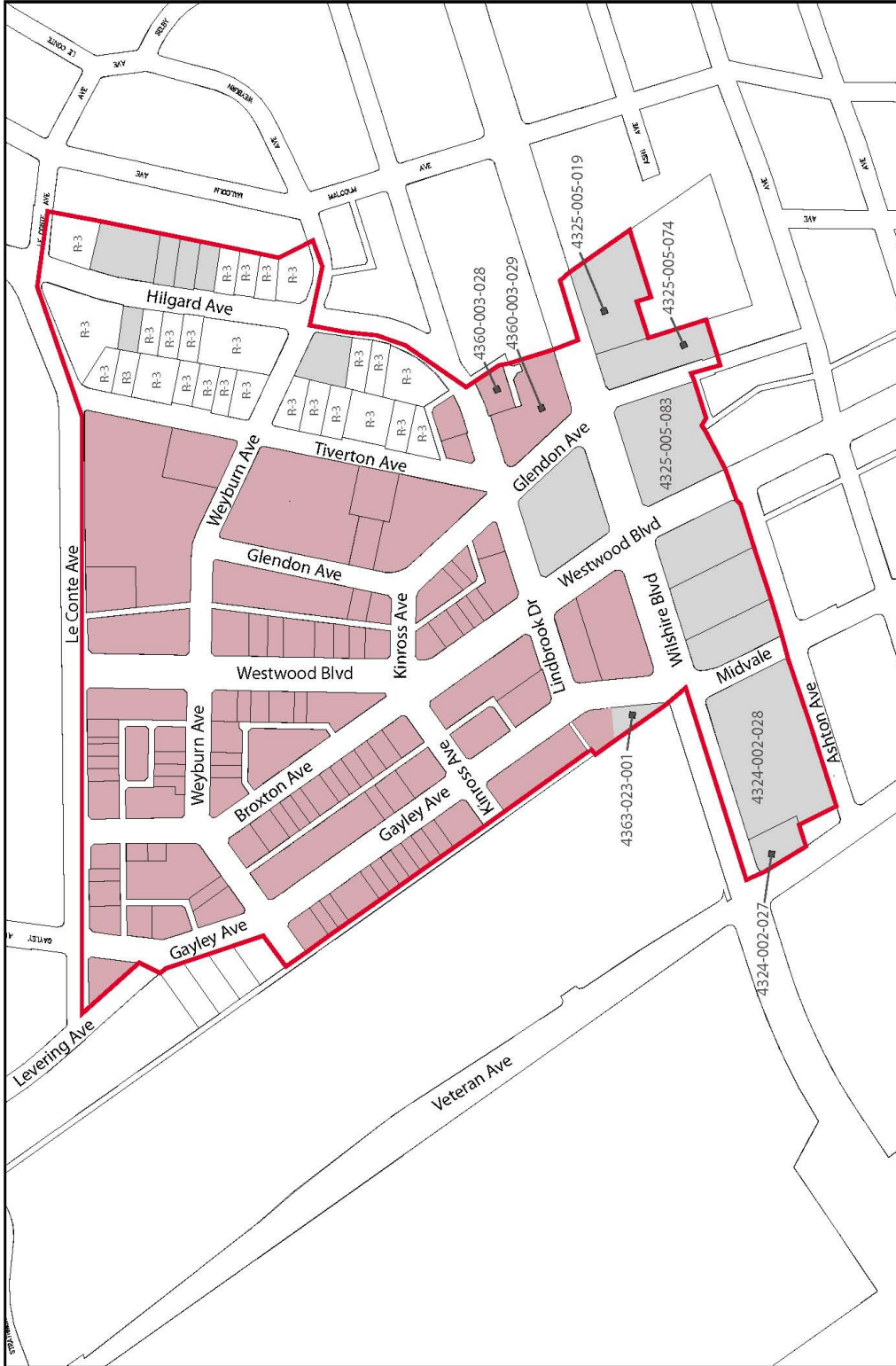
## **Section 2**

### **Westwood Business Improvement District Boundaries**

#### **Overall Boundary**

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

# Map



**WESTWOOD**  
BUSINESS IMPROVEMENT DISTRICT

Map To Scale

■ SIDEWALK MAINTENANCE DISTRICT ZONE  
■ MAINTENANCE OVERLAY  
■ PROPOSED BID BOUNDARY  
■ R-3  
■ ZONE R-3 RESIDENTIAL NOT ACCESSED



## **District Boundary Rationale**

The property uses within the general boundaries of the Westwood Business Improvement District are a mix of retail, theater, religious, parking, office and residential. Services and improvements provided by the District are designed to provide special benefits to the retail, theater, religious, parking, office and residential parcels. 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 of services and are not provided by the City. These services are not provided outside of the District because of the unique nature of these services focusing on the particular needs of each assessed property within the District. These services provide particular and distinct benefits to each of the assessed parcels within the District.

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

Northern Boundary: The northern boundary of the Westwood Business Improvement District is Le Conte Avenue. The University of California, Los Angeles campus is located on the north side of Le Conte Avenue. The campus is fully contained, provides its own services similar to those being provided by the District and is distinctly different in uses and character than the commercial properties on the south side of Le Conte Avenue and because of this difference will not benefit from the District programs that are designed to provide special benefits to retail, theater, religious, parking, and office uses. In order to ensure that parcels outside of the District will not specially benefit from the unique improvements and services funded with the assessment, improvements and services will only be provided to individual assessed parcels within the boundaries of the District.

Eastern Boundary: The eastern boundary of the Westwood Business Improvement District was determined by the zoning of the parcels east of the District boundaries. The parcels east of the District boundaries are zoned residential and as per State of California Streets and Highways code section 36632.(c) *"are conclusively presumed not to benefit from the improvements and service funded through these assessments..."* In order to ensure that parcels outside of the District will not specially benefit from the unique improvements and services funded with the assessment, improvements and services will only be provided to assessed parcels within the boundaries of the District. Specifically, security patrols, maintenance personnel, and similar service providers employed in connection with the District will only patrol and provide services to individual



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

Southern Boundary: The southern boundary of the Business Improvement District was determined by the zoning and use of the parcels south of the District boundaries. The parcels south of the District boundaries are zoned primarily residential. Residential zoned parcels, which are excluded by law from participating in the District, will not benefit from the District programs that are designed to provide special benefits to retail, theater, religious, parking, and office uses. In order to ensure that parcels outside of the District will not specially benefit from the unique improvements and services funded with the assessment, improvements and services will only be provided to individual assessed parcels within the boundaries of the District. Specifically, security patrols, maintenance personnel, and similar service providers employed in connection with the District will only patrol and provide services to individual assessed parcels within the District, and will not provide services outside of District boundaries.

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

### **Section 3 District Improvement and Activity Plan**

#### **Process to Establish the Improvement and Activity Plan**

Through a series of property owner meetings the Westwood District Business Improvement District Steering 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: safety/security, maintenance, parking/traffic management and communication. 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 of services and are not provided by the City. These services are not provided outside of the District and because of their unique nature focusing on the particular needs of each assessed property within the District provide particular and distinct benefits to each of the assessed parcels within the District.

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

All benefits derived from the assessments outlined in the Management District Plan are for services directly benefiting the assessed property and business owners within this area and support increased commerce, business attraction and retention, increased property rental income and enhanced overall safety and image within this commercial core. All services, projects, promotions, security, maintenance and professional/administration services are provided solely to assessed properties within the district to enhance the image and viability of assessed properties and businesses within the Westwood Business Improvement District boundaries and are designed only for the direct special benefit of the assessed properties in the District. No services will be provided to parcels outside the District boundaries. (For a further definition of special benefits see Engineer's Report page 8 "Special Benefit")

The total improvement and activity plan budget for 2011, which is funded by two property assessments districts, is projected at \$1,300,513. The Westwood Business Improvement District is providing \$1,058,163 of the total funds. The

Westwood Village Sidewalk Maintenance District is providing \$242,350 of the total funds. The costs of providing each of the budget components was developed from actual experience obtained in providing these same services to other business improvement districts within the City of Los Angeles. Actual service hours and frequency may vary in order to match varying District needs over the 3 year life of the District. A detailed operation deployment for 2011 is available from the property owners association. The budget is made up of the following components.

## **CLEAN, SAFE, BEAUTIFUL PROGRAMS**

**\$751,213**

### **Safe Team Program**

The Safety Program will provide security services for the individual assessed parcels located within the District in the form of patrolling bicycle personnel and walking patrols. The purpose of the Safe Team Program is to prevent, deter and report illegal activities taking place on the streets, sidewalks, storefronts, parking lots and alleys. The presence of the Safe Team Program is intended to deter such illegal activities as public urination, indecent exposure, trespassing, drinking in public, prostitution, illegal panhandling, illegal vending, and illegal dumping. The Program will supplement, not replace, other ongoing police, security and patrol efforts within the District. The Safe Team Program will maintain communication with the Los Angeles Police Department (LAPD) area patrols and with the University of California at Los Angeles Police Department patrols (UCLAPD) and intends to report illegal activities to the LAPD and UCLAPD. The Safe Team Program will only provide its services to assessed properties within the District boundaries. The special benefit to assessed parcels from these services is increased commercial activity which directly relates to increases in lease rates and customer usage.

### **Clean and Beautiful Program**

In order to consistently deal with maintenance issues, a Clean and Beautiful Program will be established. A multi-dimensional approach has been developed consisting of the following elements. The clean team will only provide service to assessed properties within District boundaries. The program will supplement, not replace, the existing Sidewalk Maintenance District programs. The special benefit to assessed parcels from these services is increased commercial activity which directly relates to increases in lease rates and customer usage.

### **Maintenance**

Uniformed, radio equipped personnel sweep litter, debris and refuse from sidewalks and gutters of the District. District personnel will pressure wash the sidewalks.

The clean team and safe team each have responsibility for alley maintenance. 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. Illegal signage within the District will be reported to the appropriate City department and if authorized to do so will be removed by District personnel.

Collector truck personnel collect trash from sidewalk trash receptacles as needed. District trucks are often 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 in the District.

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

**Landscape/Tree Lighting:** Landscape maintenance and street tree trimming are important to keep the District looking attractive. A tree lighting program on existing street trees in the public right-of-way is an idea that will be considered to make the area more attractive.

**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 District boundaries. Types of problems include blocked or damaged sewers or drains, damaged sidewalks/streets/alleys, non-operating streetlights, damaged or missing street signs, etc.

#### **Westwood Village Sidewalk Maintenance District Assessments**

Parcels within Westwood Village are currently being assessed through a Sidewalk Maintenance District (SMD). The annual budget for the SMD is \$242,350 and is included in the total District Budget of \$1,300,513. By working with Council District 5 and the Bureau of Street Services (the department that administers the SMD) the District will contract with the Bureau of Street Services to receive the SMD assessment funds and provide the baseline of services as defined in the SMD scope of services. Services provided through the SMD include sidewalk sweeping and pressure washing, trash collection, landscape maintenance and tree trimming.

Funds from the SMD will only be spent to provide services to parcels

assessed in the SMD District as outlined in the SMD agreement. The services provided by the SMD will only continue as long as the SMD is in effect and renewed annually through City Council action.

**Maintenance Overlay District**

Parcels within the District, but not within the SMD are on the periphery of the District and are made up primarily of high rise office buildings. Because the pedestrian traffic is much lower in the Maintenance Overlay District the frequency of sidewalk maintenance, graffiti removal and other maintenance services are much less than the SMD in order to provide the same level of cleanliness that is provided by the SMD assessment. Parcels within the District, but not within the SMD will pay an additional maintenance overlay assessment to receive services similar to those provided to parcels within the SMD. The maintenance overlay assessment will be in effect for the three year term of the District.

**PARKING & TRAFFIC MANAGEMENT**

**\$231,250**

The parking/traffic management budget will be used to develop programs that will make parking in Westwood simpler, convenient, and more attractive for users. The special benefit to assessed parcels from these services is increased commercial activity which directly relates to increases in lease rates and enhanced commerce. Several options that could be considered include; signage/wayfinding programs, a valet parking programs, parking maps/website and adding additional on-street parking.

**COMMUNICATION**

**\$30,000**

It is important to not only provide the services needed in the District, but to tell the story of improvement in the District. The special benefit to District assessed parcels from these services is increased commercial activity which directly relates to increases in lease rates and enhanced commerce. Some of the communication/image programs being considered are:

- Quarterly Newsletter
- Westwood BID Web Site

**SPECIAL PROJECTS**

**\$125,000**

The Special Projects budget is reserved for opportunities and additional projects that present themselves during the life of the District. These special projects will improve commerce by attracting pedestrians to provide a special benefit to the individual assessed parcels within the District. Special project funds will only be used to specially benefit assessed parcels within the District. Special projects may include activities

such as increased holiday lighting projects, increased landscape maintenance, tenant recruitment and support, increased communication or event production. The special benefit to assessed parcels from these services is increased commercial activity which directly relates to increases in lease rates and enhanced commerce.

**MANAGEMENT/CITY FEES AND SLOW PAY \$163,050**

The improvements and activities are managed by a professional staff that requires centralized administrative support. Management staff oversees the District’s services which are delivered seven days a week.

Management staff actively works on behalf of the District parcels to insure that City and County services and policies support the District.

**Administrative staff expenses are allocated according to generally accepted accounting job costing procedures and are allocated to the specific areas in which staff works.** Reimbursement of costs provided by the private property owners to establish the district as well as future costs to renew the District, conduct a yearly financial review as well as City fees, uncollectible assessments and depreciation are included in this budget item. The special benefit to parcels from these services is increased commercial activity which directly relates to increases in lease rates and enhanced commerce.

**THREE YEAR OPERATING BUDGET**

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

Assessments will be subject to annual increases not to exceed 5% per year. Increases will be determined by the District Owners Association and will vary between 0 and 5% in any given year. The projections below illustrate a maximum 5% annual increase for all budget items.

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. However, the overall budget shall remain consistent with this Management District Plan.

**Three Year Budget Projections \***

	<b>2011</b>	<b>2012</b>	<b>2013</b>
Clean, Safe, Beautiful	\$513,863	\$539,556	\$566,534
SMD Clean	\$237,350	\$237,350	\$237,350
Parking/Traffic Management	\$231,250	\$242,812	\$254,953
Communication	\$ 30,000	\$ 31,500	\$ 33,075
Special Projects	\$125,000	\$131,250	\$137,812

Management /City Fees/Slow	\$158,050	\$171,202	\$179,762
SMD City Fees	\$ 5,000	\$ 5,000	\$ 5,000
<b>Total Budget</b>	<b>\$1,300,513</b>	<b>\$1,358,670</b>	<b>\$1,414,486</b>

**\*Assumes 5% yearly increase on all budget items funded by the Westwood Business Improvement District. Items funded by the Sidewalk Maintenance District to not increase annually.** Note: Any accrued interest or delinquent payments will be expended in the above categories.

## **Section 4 Assessment Methodology**

In order to ascertain the correct assessment methodology to equitably apply special benefits to each assessed parcel for property related services as proposed to be provided by the Westwood Business Improvement District, benefit will be measured by square feet of parcel size, square feet of building size and parcel street frontage. Special circumstances such as a parcel's location within the District area and need and/or frequency for services are carefully reviewed relative to the specific and distinct type of programs and improvements to be provided by the District in order to determine the appropriate levels of assessment or percentage values to be assigned to each type of assessment variable. (For a definition of special benefits see Engineer's Report page 8 "Special Benefit")

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

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

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

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

**Gross Square Footage of Parking:** Because parking structures and lots are primarily used to park cars and not to house tenants, or businesses and because parking uses have less daily pedestrian traffic than similarly sized buildings parking uses require fewer services and receive less special benefit from Westwood BID improvements and activities. Parking uses will be subject to one of the following methodologies:

- Parking square footage that is integrated within a building, has the same ownership and on the same single parcel as the building (and the building has other uses in addition to parking) the square footage of the building that is comprised of parking require no



District services and receive no special benefit. This square footage will be excluded from the calculation of building square footage when determining building assessments. (All three conditions must be met to be excluded)

- Non-integrated structured parking and/or surface parking with the same ownership as a building and with a majority of its parking dedicated to the building's tenants require fewer services and receive less special benefit. These parcels will not be assessed for building footage, but will be assessed on lot square footage and street front footage only.
- Non-integrated structured parking with ownership different than buildings that may use a majority of the parking and independent stand-alone structured parking require the same services as other non-parking parcels and receive the same special benefit. These parcels will be assessed the same as other parcels within the District. They will be assessed on lot square footage, building square footage (parking structure) and street front footage. Non-integrated structured parking because of its commercial nature receives more special benefits than parking that primarily serves a single building.
- Surface parking will be assessed on lot square footage and street front footage.

### **Calculation of Assessments**

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

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

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

Total Assessable Footage Within the District

<b>Total District</b>	
Lot Sq Ft	2,234,308
Building Sq Ft	6,047,399
Front Footage	24,258

<b>Maintenance Overlay</b>	
Lot Sq Ft	677,365
Building Sq Ft.	3,294,232
Front Footage	5,724

<b>Budget Distribution</b>	<b>District Wide</b>	<b>SMD</b>	<b>Overlay</b>
Clean Safe Beautiful	\$472,874	\$237,350	\$40,989
Parking/Traffic	\$231,250		
Communication	\$ 30,000		
Special Projects	\$125,000		
Management	\$123,050		
City Fees/Slow Pay	\$ 35,000	\$ 5,000	
<b>Total</b>	<b>\$1,017,174</b>	<b>\$ 242,350</b>	<b>\$40,989</b>

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

**District Wide Assessments** are determined by dividing the district wide budget of \$1,017,174 by the appropriate total district wide square footages for each variable.

District Wide Assessments Per Foot For Each Assessment Variable;

**Lot Footage Assessment**                      **\$00.1502 per square foot**  
**Building Footage Assessment**            **\$00.0555 per building square foot**

**Linear Front Footage Assessment**      **\$14.2567 per street front foot**

**Maintenance Overlay Assessments** Parcels within the Maintenance Overlay are on the periphery of the District and are made up primarily of high rise office buildings. Because the pedestrian traffic is much lower in the Maintenance Overlay the frequency of sidewalk maintenance, graffiti removal and other maintenance services are much less than the SMD in order to provide the same level of cleanliness that is provided by the SMD assessment. A budget of \$40,989 has been established to provide the required level of Maintenance Overlay services.

Maintenance Overlay assessments are determined by dividing the maintenance overlay budget of \$40,989 by the appropriate maintenance overlay square

footages for each variable. Maintenance Overlay Assessments Per Foot For Each Assessment Variable:

**Lot Footage Assessment**                      **\$00.0200 per square foot**  
**Building Footage Assessment**            **\$00.0041 per building square foot**  
**Linear Front Footage Assessment**       **\$02.4347 per street front foot**

Calculation Formula For Parcels Within The Current Sidewalk Maintenance District:

Lot Square Footage X District Wide Assessment Rate = Parcel Lot Footage Assessment

Building Square Foot X District Wide Assessment Rate = Parcel Building Footage Assessment

Street Front Foot X District Wide Assessment Rate = Parcel Front Footage Assessment

Example:

Lot Square Footage = 1000	1000X\$0.1502 = \$150.20
Building Square Footage = 2000	2000X\$0.0555 = \$111.00
Frontage = 100	100X\$14.2567 = <u>\$1425.67</u>
Total Parcel Assessment	\$1686.87

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

Calculation Formula For Parcels Within The Maintenance Overlay:

Lot Square Footage X Total of District Wide Assessment Rate plus Overlay Assessment Rate = Parcel Lot Footage Assessment

Building Square Foot X Total of District Wide Assessment Rate plus Overlay Assessment Rate = Parcel Building Footage Assessment

Street Front Foot X Total of District Wide Assessment Rate plus Overlay Assessment Rate = Parcel Front Footage Assessment

Maintenance Overlay Example:

Lot Square Footage = 1000	1000X\$0.1702 (.1502 + .02) =
\$170.20	
Building Square Footage = 2000	2000X\$0.0596 (.0555 + .0041) =
\$119.20	
Frontage = 100	100X\$16.6914 (14.2567 + 2,4347) =
<u>\$1669.14</u>	
Total Maintenance Overlay Parcel Assessment	
\$1958.54	

The total of lot footage assessment plus building footage assessment plus street

front footage assessment for each parcel constitutes the total assessment for that parcel.

**Maximum Annual Assessment Adjustments**

Assessments will be subject to annual increases not to exceed 5% per year. Increases will be determined by the District Owners Association and will vary between 0 and 5% in any given year. The projections below illustrate a maximum 5% annual increase for all budget items.

**Maximum Assessment Table**

<b>District Wide</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Lot Footage Assessment</b>	\$0.1502	\$0.1577	\$0.1656
<b>Building Footage Assessment</b>	\$0.0555	\$0.0583	\$0.0612
<b>Front Footage Assessment</b>	\$14.2567	\$14.9695	\$15.7180
<b>Maintenance Overlay</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Lot Footage Assessment</b>	\$0.0200	\$0.0210	\$0.0220
<b>Building Footage Assessment</b>	\$0.0041	\$0.0043	\$0.0045
<b>Front Footage Assessment</b>	\$2.4347	\$2.5564	\$2.6843

**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 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.

**Time and Manner for Collecting Assessments**

As provided by State law, the District assessment will appear as a separate line

item on annual property tax bills prepared by the County of Los Angeles. The Los Angeles City Clerk's office may direct bill the first years assessment for all property owners and will direct bill any property owners whose special assessment does not appear on the tax rolls.

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

However, assessments may be billed directly by the City for the first fiscal year of operation and then by the County for all subsequent years. Any delinquent assessments owed for the first year will be added to the 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.

### **Disestablishment**

California State Law Section 36670 provides for the disestablishment of a District. Upon the termination of this District any remaining revenues shall be transferred to the renewed District, if one is established, pursuant to Streets and Highways Code Section 36660 (b). Unexpended funds will be returned to property owners based upon each parcels percentage contribution to the total year 2013 assessments if the District is not renewed.

### **Government Assessments**

The Westwood Business Improvement District 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.*" All parcels in the District are assessed on their parcel square footage, building square footage and street front footage and receive special benefits based upon these footages.. It has been proposed that all government agencies pay each agency's "fair share" of assessment. Below are the government parcels within the District boundaries.

APN	Legal Owner Name	Site Address	Building	Lot Size	FF	Annual Assessment	%
4363-018-904	L A City	1036 Broxton Ave	89,040	29,640	299	\$ 13,657.93	1.29%
	<b>Total L A City</b>					<b>\$ 13,657.93</b>	<b>1.29%</b>
4363-019-901	Regents Of The University Of CA	10886 Le Conte Ave	36,579	22,144	146	\$ 7,438.60	0.70%
4324-001-900	Regents Of The University Of CA	10920 Wilshire Blvd	315,776	52,839	174	\$ 30,721.72	2.90%
	<b>Total Regents Of The University Of CA</b>					<b>\$ 38,160.32</b>	<b>3.61%</b>
	<b>Total Government Parcels</b>					<b>\$ 51,818.25</b>	<b>4.90%</b>

## Section 5

### District Rules and Regulations

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

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

### **Bonds**

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

## Section 6

### Implementation Timetable

The Westwood Business Improvement District is expected to be established and

begin implementation of the Management District Plan on January 1, 2011. Consistent with State law the Westwood Business Improvement District will have a three-year life through December 31, 2013.

## Section 7 Parcel Roll

APN	Legal Owner Name	Site Address	Building	Lot Size	FF	Annual Assessment	%
4363-018-904	L A City	1036 Broxton Ave	89,040	29,640	299	\$ 13,657.93	1.29%
	<b>Total L A City</b>					<b>\$ 13,657.93</b>	<b>1.29%</b>
4363-019-901	Regents Of The University Of CA	10886 Le Conte Ave	36,579	22,144	146	\$ 7,438.60	0.70%
4324-001-900	Regents Of The University Of CA	10920 Wilshire Blvd	315,776	52,839	174	\$ 30,721.72	2.90%
	<b>Total Regents Of The University Of CA</b>					<b>\$ 38,160.32</b>	<b>3.61%</b>
	<b>Total Government Parcels</b>					<b>\$ 51,818.25</b>	<b>4.90%</b>

APN	Legal Owner Name	Site Address	Building	Lot Size	FF	Annual Assessment	%
4363-024-020	1000 Gayley LLC	1000 Gayley Ave	3,370	3,440	126	\$ 2,500.20	0.24%
4363-024-006	1055 Broxton Associates LLC	1055 Broxton Ave	3,800	4,400	40	\$ 1,442.22	0.14%
4325-005-083	10880 Ground LLC	10880 Wilshire Blvd	618,301	86,684	883	\$ 66,350.60	6.27%
4324-001-031	10900 Wilshire LLC	10900 Wilshire Blvd 520	251,862	49,658	435	\$ 30,726.71	2.90%
4363-022-003	1101 Glendon Avenue LLC	1101 Glendon Ave	16,387	12,637	211	\$ 5,816.24	0.55%
4363-024-017	220 Post Street Associates	10925 Kinross Ave	9,130	14,082	232	\$ 5,929.91	0.56%
4360-002-037	Alexandra Scharff	10841 Lindbrook Dr	11,531	10,440	130	\$ 4,061.85	0.38%
4325-005-019	AVCO CENTER CORP	10850 Wilshire Blvd.	225,692	63,600	276	\$ 28,885.69	2.73%
4363-017-006	Bank Of America Nt & Sa	922 Gayley Ave	3,729	8,011	80	\$ 2,551.04	0.24%
4363-018-030	Benjamin Pick	10913 Weyburn Ave	10,252	7,950	80	\$ 2,903.94	0.27%
4363-024-016	Benjamin Pick	1072 Gayley Ave	11,200	8,800	80	\$ 3,084.26	0.29%
4363-025-002	Benjamin Pick	1079 Gayley Ave	5,000	5,500	50	\$ 1,816.65	0.17%
4363-025-003	Benjamin Pick	NO SITE ADDRESS	1,600	4,400	40	\$ 1,320.10	0.12%
4324-002-028	Bp 10960 Wilshire LLC	10960 Wilshire Blvd	584,752	145,490	771	\$ 72,490.15	6.85%
4363-017-013	Broxton Plaza	911 Broxton Ave	19,052	7,490	166	\$ 4,549.36	0.43%
4363-024-003	Broxton Two LLC	1073 Broxton Ave	4,750	5,500	50	\$ 1,802.77	0.17%
4363-021-019	Casden Glendon LLC	1067 Glendon Ave	393,259	172,062	1729	\$ 72,327.55	6.84%
4363-021-020	Casden Glendon LLC	1070 Glendon Ave	26,008	12,746	80	\$ 4,499.01	0.43%
4363-017-010	Christopher G Hertrich	959 Broxton Ave	17,853	39,380	228	\$ 10,157.67	0.96%
4360-002-032	Christopher Lloyd	10863 Lindbrook Dr	6,519	6,990	180	\$ 3,978.18	0.38%
4363-025-001	Christopher Overfield	1085 Gayley Ave	12,355	12,982	222	\$ 5,801.09	0.55%
4363-019-903	CSHV WESTWOOD PLAZA LLC	930 Westwood Blvd	145,497	42,420	574	\$ 22,632.21	2.14%
4363-018-025	CVS 5828 CA LLC	NO SITE ADDRESS	0	9,750	100	\$ 2,890.45	0.27%
4363-018-026	CVS 5828 CA LLC	1001 Westwood Blvd	17,624	8,151	176	\$ 4,711.97	0.45%
4363-025-008	David Richman	1045 Gayley Ave	7,364	4,400	40	\$ 1,640.04	0.15%
4363-018-009	De Y Kim	10935 Weyburn Ave	7,484	3,955	57	\$ 1,822.21	0.17%
4363-017-012	Dearborn 2004 Living Trust	921 Broxton Ave	3,861	3,876	69	\$ 1,780.33	0.17%
4324-002-027	Douglas Emmett Realty Fund 1997	10990 Wilshire Blvd	216,998	21,340	289	\$ 21,391.66	2.02%
4363-018-027	Duesenberg Investment Company	1019 Westwood Blvd	3,780	4,200	42	\$ 1,439.57	0.14%
4363-018-028	Duesenberg Investment Company	1025 Westwood Blvd	5,040	6,001	60	\$ 2,036.70	0.19%
4363-018-029	Duesenberg Investment Company	1029 Westwood Blvd	5,857	8,000	80	\$ 2,667.50	0.25%
4363-020-006	Duesenberg Investment Company	1000 Westwood Blvd	64,491	17,117	263	\$ 9,900.70	0.94%
4363-020-008	Duesenberg Investment Company	1030 Westwood Blvd	10,800	6,426	50	\$ 2,277.70	0.22%

4363-020-009	Duesenberg Investment Company	1038 Westwood Blvd	10,500	12,068	100	\$	3,821.50	0.36%
4363-020-010	Duesenberg Investment Company	1056 Westwood Blvd	6,684	6,738	60	\$	2,238.68	0.21%
4363-020-011	Duesenberg Investment Company	1060 Westwood Blvd	3,564	5,327	50	\$	1,710.95	0.16%
4363-020-013	Duesenberg Investment Company	1072 Westwood Blvd	2,964	5,345	60	\$	1,822.92	0.17%
4363-022-005	Duesenberg Investment Company	1116 Westwood Blvd	5,880	7,000	70	\$	2,375.98	0.22%
4363-022-006	Duesenberg Investment Company	1124 Westwood Blvd	3,400	4,000	40	\$	1,359.92	0.13%
4363-022-007	Duesenberg Investment Company	1130 Westwood Blvd 202	3,400	4,000	40	\$	1,359.92	0.13%
4363-022-009	Duesenberg Investment Company	1142 Westwood Blvd	16,267	12,292	245	\$	6,242.48	0.59%
4363-023-027	Duesenberg Investment Company	10912 Kinross Ave	17,904	16,780	262	\$	7,249.95	0.69%
4363-017-005	F Prince	10984 Le Conte Ave	1,101	13,200	503	\$	9,215.31	0.87%
4363-017-008	Four Corners Investment Co	10975 Weyburn Ave	1,784	11,610	258	\$	5,521.46	0.52%
4363-017-009	Four Corners Investment Co	10965 Weyburn Ave	4,043	5,334	40	\$	1,596.02	0.15%
4363-024-012	Four Star Investments	1001 Broxton Ave	8,530	9,850	194	\$	4,719.07	0.45%
4363-025-012	Fudec Inc	1001 Gayley Ave	23,340	9,850	194	\$	5,541.11	0.52%
4363-025-010	Gayley Enterprises LLC	1019 Gayley Ave	7,362	4,400	40	\$	1,639.93	0.15%
4363-021-800	GTE California Inc.	1041 Tiverton Ave	53,580	20,534	130	\$	7,912.28	0.75%
4363-022-010	Harrison Properties	1139 Glendon Ave	8,851	7,288	196	\$	4,380.50	0.41%
4363-022-016	Harrison Properties	1129 Glendon Ave	2,877	4,322	68	\$	1,778.46	0.17%
4363-018-032	HB Landowners	NO SITE ADDRESS	0	19,110	0	\$	2,870.96	0.27%
4363-024-008	Hocroft Partnership	1037 Broxton Ave Prope	8,118	4,400	40	\$	1,681.89	0.16%
4363-023-030	Hollywood Theatre Co	10929 Lindbrook Dr	0	16,570	249	\$	6,039.29	0.57%
4363-018-015	Ihsan & Jamil Nizam	1041 Westwood Blvd	8,360	4,000	40	\$	1,635.23	0.15%
4360-002-013	In Cahoots LLC	1015 Hilgard Ave	43,410	22,790	275	\$	11,056.81	1.04%
4363-020-007	Indivest Incorporated	1018 Westwood Blvd	7,259	8,137	61	\$	2,495.03	0.24%
4363-020-014	J J Bhasin Investments	1090 Westwood Blvd	11,276	7,504	165	\$	4,105.59	0.39%
4363-017-011	Jeffrey Selzer	939 Broxton Ave	3,878	3,360	60	\$	1,575.44	0.15%
4363-025-007	Jeffrey Williams	1049 Gayley Ave	3,800	4,400	40	\$	1,442.22	0.14%
4363-017-002	Jews For Jesus	10962 Le Conte Ave	6,766	4,000	40	\$	1,546.76	0.15%
4363-024-002	John & Becky Jakosky	1081 Broxton Ave	5,700	6,600	60	\$	2,163.33	0.20%
4363-025-006	John A & Rosalind Ashkar	1057 Gayley Ave	3,760	4,400	40	\$	1,440.00	0.14%
4363-022-004	John Anderson	1100 Westwood Blvd	7,611	7,697	194	\$	4,344.60	0.41%
4363-025-004	John Jakosky	1067 Gayley Ave	7,520	4,400	40	\$	1,648.70	0.16%
4363-025-005	John Jakosky	1061 Gayley Ave	8,245	4,400	40	\$	1,688.94	0.16%
4363-022-008	Joseph A & Marie Rezzo	1140 Westwood Blvd	6,340	4,000	40	\$	1,523.11	0.14%
4363-018-020	Marjorie Cruise	10940 Weyburn Ave	9,852	10,830	273	\$	6,065.95	0.57%
4363-022-019	Oxy Westwood Corp	10889 Wilshire Blvd	335,881	72,310	1098	\$	50,657.10	4.79%
4363-018-008	Perla Johnson	920 Broxton Ave	21,227	17,850	257	\$	7,523.86	0.71%
4363-018-019	Phyllis Gabriel	10930 Weyburn Ave	3,200	4,000	40	\$	1,348.82	0.13%
4360-003-028	Plaza La Reina	10844 Lindbrook Dr	0	13,160	120	\$	3,687.87	0.35%
4363-024-019	Reed Springer	1066 Gayley Ave	3,504	4,400	40	\$	1,425.79	0.13%
4363-019-009	Senior Services LTD	947 Tiverton Ave	188,062	31,770	376	\$	20,572.02	1.94%
4360-006-019	SLT Westwood Realty LLC	936 HILGARD AVE	0	10,233	65	\$	2,826.62	0.27%
4360-006-020	SLT Westwood Realty LLC	932 HILGARD AVE	0	10,493	65	\$	2,870.88	0.27%
4360-006-025	SLT Westwood Realty LLC	922 HILGARD AVE	249,699	32,860	210	\$	23,983.14	2.27%
4360-006-027	SLT Westwood Realty LLC	942 HILGARD AVE	0	9,780	65	\$	2,749.52	0.26%
4324-001-032	Spk The Tower LLC	10940 Wilshire Blvd	229,553	36,390	390	\$	26,387.47	2.49%
4363-017-003	Squat Like A Hen	10966 Le Conte Ave	5,466	8,000	80	\$	2,645.80	0.25%
4363-018-010	Starkman Family Partnership	10929 Weyburn Ave	3,360	4,000	40	\$	1,357.70	0.13%
4363-018-011	Starkman Family Partnership	10923 Weyburn Ave	3,360	4,000	40	\$	1,357.70	0.13%
4363-017-004	Steven Cruise	900 Gayley Ave	0	8,750	177	\$	3,837.98	0.36%
4363-017-014	Steven Cruise	950 Gayley Ave	6,212	12,160	129	\$	4,010.76	0.38%
4363-024-001	Sutton Properties LLC	1091 Broxton Ave	14,122	9,682	193	\$	4,989.96	0.47%
4363-019-008	Teachers Insurance & Annuity	10861 Weyburn Ave	193,648	176,854	1170	\$	53,998.34	5.10%
4363-021-018	Trizec Westwood Center LLC	1100 Glendon Ave	305,260	59,139	753	\$	36,563.73	3.46%
4363-022-015	Twenty Eighth Church Of Christ	1125 Glendon Ave	5,480	3,888	40	\$	1,458.55	0.14%



4363-025-011	Westvill Ltd	1015 Gayley Ave	8,822	4,400	40	\$	1,720.97	0.16%
4363-018-014	Westwood Dome Partners	1081 Westwood Blvd	28,391	20,720	461	\$	11,261.05	1.06%
4360-001-182	Westwood Investments	927 HILGARD AVE	19,920	9,160	65	\$	3,831.47	0.36%
4363-023-034	Westwood Lindbrook Partners Ltd	10920 Lindbrook Dr	36,830	22,420	399	\$	11,100.94	1.05%
4363-024-007	Westwood Marketplace LLC	1043 Broxton Ave	5,733	8,250	75	\$	2,626.89	0.25%
4363-024-009	Westwood Marketplace LLC	NO SITE ADDRESS	0	4,400	40	\$	1,231.29	0.12%
4363-024-010	Westwood Marketplace LLC	NO SITE ADDRESS	0	4,400	40	\$	1,231.29	0.12%
4363-024-011	Westwood Marketplace LLC	1013 Broxton Ave	0	8,800	80	\$	2,462.59	0.23%
4363-024-021	Westwood Marketplace LLC	1050 Gayley Ave	16,936	46,011	428	\$	13,954.30	1.32%
4363-018-018	Westwood Partners LLC	10924 Weyburn Ave	3,360	4,000	40	\$	1,357.70	0.13%
4363-020-002	Westwood Partners LLC	1071 Glendon Ave	7,500	5,950	60	\$	2,165.59	0.20%
4363-024-004	Westwood Partners LLC	1067 Broxton Ave	4,750	5,500	50	\$	1,802.77	0.17%
4363-024-005	Westwood Partners LLC	1061 Broxton Ave	4,275	4,950	45	\$	1,622.49	0.15%
4325-005-074	WESTWOOD PLACE INVESTORS LLC	10866 WILSHIRE BLVD	202,388	43,828	482	\$	27,569.68	2.61%
4363-025-009	Westwood Professional Building L	1033 Gayley Ave 200	18,458	13,200	120	\$	4,718.42	0.45%
4363-020-001	Westwood Retail LLC	10875 Kinross Ave	7,700	9,750	150	\$	4,030.68	0.38%
4363-023-033	Westwood Village Dev Co	1101 Gayley Ave	81,478	36,250	434	\$	16,155.89	1.53%
4363-023-037	Wilshire Gayley LLC	1157 Gayley Ave	0	11,240	128	\$	3,513.48	0.33%
4363-023-001	Wilshire Gayley LLC	10951 Wilshire Blvd	0	9,910	181	\$	4,707.85	0.44%
4360-003-029	Wilshire Westwood Plaza LLC	10877 Wilshire Blvd	278,192	51,836	653	\$	32,538.47	3.07%
4363-023-029	Wvs Spe LLC	1101 Westwood Blvd	60,602	42,600	612	\$	18,488.82	1.75%
4363-018-001	Ww Properties LLC	921 Westwood Blvd	50,790	31,640	508	\$	14,814.94	1.40%
4363-018-002	Ww Properties LLC	10918 Le Conte Ave	4,845	5,851	60	\$	2,003.34	0.19%
4363-018-003	Ww Properties LLC	10922 Le Conte Ave	0	2,000	20	\$	585.60	0.06%
4363-018-004	Ww Properties LLC	10924 Le Conte Ave	0	4,000	40	\$	1,171.20	0.11%
4363-018-005	Ww Properties LLC	10928 Le Conte Ave	0	4,000	40	\$	1,171.20	0.11%
4363-018-006	Ww Properties LLC	10934 Le Conte Ave	0	4,000	40	\$	1,171.20	0.11%
4363-018-007	Ww Properties LLC	900 Broxton Ave	0	12,036	215	\$	4,873.40	0.46%
4363-023-032	Ww Westwood LP Lessee	10921 Wilshire Blvd	147,876	54,450	689	\$	26,211.09	2.48%
	Total non government parcels					\$	1,006,344.73	95.10%
	Total government parcels					\$	51,818.25	4.90%
	<b>Total all parcels</b>					\$	<b>1,058,162.98</b>	<b>100.00%</b>