



CITY OF OAKLAND

## SUPPLEMENTAL INFORMATIONAL REPORT

**TO:** Steven Falk,  
Interim City Administrator

**FROM:** Sofia Navarro, Interim  
Director of Economic &  
Workforce Development  
Department

**SUBJECT:** Supplemental Informational Report  
On The Joint Billboard Development  
Proposal From Becker-OFI And Staff  
Comparison To Alternative Proposals

**DATE:** May 12, 2023

---

City Administrator Approval

Date:

*Elizabeth Lake*

May 12, 2023

---

### RECOMMENDATION

**Staff Recommends That The City Council Receive A Supplemental Informational Report Regarding Alternatives To The Proposal To Adopt A Resolution:**

**(1) Authorizing the City Administrator to Negotiate and Enter Into Two Relocation Agreements: One With Becker Boards, L.L.C. ("Becker") And One With Outfront Foster Interstate LLC ("OFI"), With Each Agreement Including, Without Limitation, the Following: (A) Allowing Becker and OFI To Remove And Waive Its Respective Rights To Just Compensation To Certain Existing Advertising Sign Faces At Various Locations In the City Of Oakland In Exchange for Becker's and OFI's Construction of Up To Five New Double-Sided Digital Advertising Signs Each On Private Property; (B) Requiring Becker and OFI To Each Make Annual Payments to Designated Nonprofits and the City; and (C) Other Substantive Terms; and**

**(2) Adopting Appropriate California Environmental Quality Act Findings**

### EXECUTIVE SUMMARY

In addition to the joint proposal for two relocation agreements proposed by Becker Boards LLC and Outfront Foster Interstate LLC (Becker-OFI), the City of Oakland (City) has received two additional written proposals for new freeway-oriented billboard development from Champion Outdoor (Champion) and Clear Channel Outdoor (Clear Channel). This supplemental informational report analyzes and compares the three proposals, with assistance from Donna Desmond Associates, a consulting firm with expertise in the economics of billboards.

If the policy objective is to maximize financial and other benefits for both the Oakland Billboard Economic Development Coalition (Coalition) non-profit partners and the City, then the City could consider matching the Coalition and City with whichever proposal generates the most benefit. The City could enter into a Relocation Agreement with the chosen developer specifying all terms and listing the non-profit Coalition partners as third-party beneficiaries. Payments could be made directly from the billboard company to the non-profits, with regular compliance reports provided by the developer.

As discussed in more detail in this report, the Clear Channel proposal offers the most revenue to the Coalition and City by a significant margin and would minimize the visual impact of billboards in the City. The Becker-OFI proposal offers half as much revenue, is deemed below market, and would create more visual impact. The third proposal, from Champion, involves too few signs to compete on a total revenue basis and would likely require a change in the City's billboard ordinance in the Oakland Municipal Code (OMC).

More specifically, accepting the Clear Channel proposal would result in \$155 million for the Coalition and City over a forty-one-year term, or \$88 million more than if the City accepted the Becker-OFI proposal. Additionally, the Clear Channel proposal minimizes visual impacts by focusing on conversion of existing signs, adding only two new advertising structures, and removing far more signs from Oakland neighborhoods. The Becker-OFI proposal would add ten new advertising structures and the Champion proposal would add five. All three proposals offer comparable allocations of free advertising time.

## **BACKGROUND / LEGISLATIVE HISTORY**

Currently, new billboards can generally only be built in Oakland via a Relocation Agreement, an instrument that was created under State law to facilitate the development of new signs in exchange for the removal of existing signs.

On December 15, 2020 City Council passed [Resolution No. 88463](#) requesting that the Planning Commission (a) initiate a process to consider amendments to the Oakland Advertising Signs Ordinance (OMC Section 17.104.060 and Oakland Sign Code Section 14.04.270) to amend the mechanisms by which the City may approve the installation and operation of new outdoor advertising signs (i.e., billboards) via development agreements in limited geographic areas and (b) upon the conclusion of such process, recommend specific text amendments to the Planning and Municipal Codes for the City Administrator to incorporate into a future ordinance (Ordinance). The resolution's intent was to create a mechanism for development of new billboards on private property.

For the next two years staff worked to carry out the intent of this resolution, with the following key milestones:

- On February 17, 2021, staff presented an informational report to the Planning Commission;

- On March 10, 2021, staff met with the Zoning Update Committee of the Planning Commission;
- On November 17, 2021, staff presented an informational report to the Planning Commission that described a potential permitting and approvals process;
- In winter 2021-2022, staff convened two virtual stakeholder meetings with advertising sign company representatives and community stakeholders;
- On October 19, 2022, staff proposed to the Planning Commission new regulations in Titles 5, 14, and 17 of the OMC governing the review and approval of new or relocated Advertising Signs through a competitive request-for-proposals process. Planning Commission adopted an alternative approach in lieu of the staff recommendation; and
- On Feb 15, 2023, staff returned to the Planning Commission with revised recommendations for Titles 5, 14 and 17, which Planning Commission recommended for approval by City Council. These recommendations have not yet been heard by the Community & Economic Development (CED) Committee and would include the recommended location and design standards for new billboards attached as **Exhibit A**.

In July 2022, while this process was underway, the City received a written proposal just from OFI for development of four double-sided digital signs (eight faces) on City property via Relocation Agreement over a forty-year term paying to the City the greater of \$400,000 per year or 40% of annual advertising revenue. OFI estimated the four new structures would generate up to \$1 million per year in total revenue for the City and would remove 32 existing billboards in Oakland neighborhoods.

Also during this time, Becker separately assembled a coalition of non-profit organizations in support of a proposal for new double-sided digital billboards that would generate revenue for and provide free advertising to the members of the coalition, which identifies as the Oakland Billboard Economic Development Coalition (Coalition). The terms of this proposal were not submitted in writing to the City until April 2023 and the proposal is now a partnership with OFI. This joint proposal is the subject of the resolution scheduled for consideration by the CED Committee on May 23, 2023.

In recent weeks the City has also received two additional billboard development proposals in writing from Clear Channel and Champion. Therefore, as of now, the City has three active billboard development proposals for consideration from three parties: Becker-OFI, Clear Channel, and Champion. Taken together these proposals account for a total of 48 new digital billboard faces, far more than the market can bear and thus requiring that the City decide between the proposals. Staff have negotiated with Becker-OFI, Clear Channel and Champion, and those negotiated terms are summarized and evaluated in this supplemental informational report.

These contemporaneous proposals provide the best indications of current fair market value for new billboard development in Oakland. The Clear Channel and Champion proposals are attached as **Exhibit B**. The Becker-OFI proposal is captured in the legislation scheduled for consideration by the CED Committee on May 23<sup>rd</sup>. Maps of all of the proposed billboard locations are attached as **Exhibit C**.

The following table compares the essential terms of the three proposals currently in front of the City:

	# of Faces	Revenue/face	Revenue/year	Escalation	Term	Takedown ratio
Becker-OFI	20	\$75,000	\$1,500,000 <sup>2</sup>	4.5% every five years starting in year 11, equivalent to 0.6% annually	31 years + 10 year option	0.18:1
Clear Channel	18	\$128,333 <sup>3</sup>	\$2,310,000	2.5% annually	30 years	4:1 to 2:1 <sup>4</sup>
Champion	10	\$85,000 <sup>5</sup> (\$125,000 if new Ordinance)	\$850,000 (1,250,000 if new Ordinance)	3% annually	25 years	2:1 (none if new Ordinance)

<sup>1</sup> The takedown ratio represents the total square feet of existing advertising space removed for each square foot of new advertising space installed.

<sup>2</sup> The Becker-OFI proposal includes a one-time \$50,000 payment to offset staff costs and one-time payments of \$11,027.80 per sign as a carbon offset that are not factored into these figures.

<sup>3</sup> The Clear Channel proposal is a blend of conversions and new signs. New signs would pay \$210,000/face and conversions would pay \$105,000/face. The blended figure in the table is the total fixed revenue divided by the total number of faces.

<sup>4</sup> Clear Channel takedowns would be 4:1 for new signs and 2:1 for conversions.

<sup>5</sup> The Champion proposal offers two scenarios. The first figures in the table are for the scenario in which no new Ordinance is passed, such that Champion must somehow acquire existing signs to take down. The figures in parentheses are for the scenario in which a new Ordinance is passed allowing for new signs without takedowns.

Finally, to ensure the City is well informed, staff hired the consulting firm Donna Desmond Associates (DDA) to advise the City. Donna Desmond has deep knowledge of and forty years of experience in the billboard industry. She is a recognized expert in the economics and valuation of outdoor advertising assets, has valued assets of every major outdoor advertising company in California, and advises public entities in the development of static and digital billboards. The analysis provided herein were developed in close consultation with DDA.

## **ANALYSIS**

The Clear Channel proposal is the strongest proposal by a significant margin in terms of both revenue and visual impacts on the City. The Becker-OFI proposal offers half as much revenue, is deemed below market, and has a greater visual impact on the City. As discussed below, accepting the Becker-OFI proposal in lieu of the Clear Channel proposal would leave \$53 million of guaranteed revenue on the table over 30 years or \$88 million over 41 years, funds which would otherwise be available to the Coalition and the City.



Additionally, the Clear Channel proposal largely involves conversion of existing static signs to digital. It would result in only two new advertising structures and would remove far more signs from Oakland neighborhoods. The Champion proposal involves too few signs to compete on a total revenue basis and would require a change in the City's billboard ordinance.

The following analysis focuses on the Clear Channel and Becker-OFI proposals as these are the only proposals that generate a scale of revenue needed to meet the needs and expectations of the Coalition, that provide significant funds for the City's General Fund (which is facing historic deficits), and that can be delivered under Oakland's existing sign code.

Except where noted, the analysis compares the proposals over an initial 30-year term (Base Term), which is applicable to both of the proposals. While the Becker-OFI proposal is for 31 years with a ten-year option to extend at Becker-OFI's election along with corresponding revenue, it is assumed that the other proponents would readily agree to longer terms if invited and so the analysis includes some comparison based on a full forty-one-year extended term (Extended Term), as proposed for the Becker-OFI Relocation Agreements.

The financial projections supporting this analysis are attached as Exhibit D.

### **Revenue**

All of the proposals pledge fixed annual payments to the Coalition and/or the City. However, there is more than twice the revenue in the Clear Channel proposal than in the Becker-OFI proposal. Accepting Becker-OFI's proposal in lieu of Clear Channel's would forego \$53 million over the Base Term and \$88 million over the full Extended Term. On an annual basis, the City and Coalition would forego \$810,000 in year one, \$2.9 million in the last year of the Base Term and \$4.2 million in the last year of the Extended Term. The Becker-OFI signs would generate an average of \$169,000 per double-sided sign over the Extended Term compared to an average of \$439,000 per pair of Clear Channel faces.

	<b>Total revenue over Extended Term</b>	<b>Total revenue over Base Term</b>	<b>Annual revenue in year 1</b>	<b>Annual revenue in year 30</b>	<b>Annual revenue in year 41</b>
Becker-OFI	\$68 million	\$49 million	\$1.5 million	\$1.8 million	\$2.0 million
Clear Channel	\$156 million	\$101 million	\$2.3 million	\$4.7 million	\$6.2 million

The Becker-OFI proposal grows less competitive over time due to a significantly inferior escalator provision that does not track growth in the Consumer Price Index (CPI), does not begin until the eleventh year, and does not compound annually. The Becker-OFI escalator is equivalent to 0.6% annually. Conversely, the Clear Channel escalator of 2.5% annually tracks more closely to the historic CPI and applies every year from the outset, thereby compounding annually. Nationally, the CPI has increased an average of 2.9% over the last 30 years. The value of the Becker-OFI annual payments would very likely decline over time.

This revenue disparity between the two proposals would directly impact the bottom-line for the Coalition members and the City. As a hypothetical example, if all revenue from a given face

were dedicated to a given Coalition member, then that non-profit would receive \$3.2 million more from Clear Channel over the Base Term than from Becker-OFI (\$5.6 million vs \$2.4 million), or more than twice the total revenue. That non-profit would receive \$53,000 more from a Clear Channel face in year one, \$174,000 more in the last year of the Base Term, and \$243,000 more in the last year of the Extended Term.

While the Champion proposal is of insufficient size to meet the needs and expectations of the Coalition, it provides a useful point of comparison and insight into the current billboard market. It offers more revenue per face than Becker-OFI if takedowns are required and more revenue, on par with Clear Channel, if takedowns are not required. By the end of the Base Term it would generate more annual revenue than Becker-OFI on half as many faces. It is a second indicator that the revenue share and annual escalator offered by Becker-OFI is below market.

### ***Free Advertising***

The Clear Channel and Becker-OFI proposals offer similar terms for free advertising time.

Becker-OFI is offering one guaranteed free advertising spot on each of its proposed 20 faces. Digital billboards generally rotate eight advertising slots at a time. This means 12.5% of advertising time across the Becker-OFI portfolio would be available to Coalition partners and the City at no cost. Vacancy is typically around 15-20% in the industry, and so Becker-OFI is effectively offering a large portion of the time that they expect will otherwise be unsold.

Clear Channel is offering one free advertising spot on each of its proposed 18 faces, as well as on all of Clear Channel's existing digital billboards in Alameda County (see map in **Exhibit B**), on a space available basis. Clear Channel has 17 existing digital faces in the County, along I-80 at the Bay Bridge, SR-92 at the San Mateo-Hayward Bridge, SR-84 at the Dunbarton Bridge, I-880 and I-580. Given industry standards, this offer is expected to translate into at least 12.5% of advertising time across 35 faces.

The Champion proposal offers free advertising time on a space available basis with a guarantee of at least 10%.

### ***Visual Impact (Faces and Takedowns)***

The Clear Channel proposal is superior to Becker-OFI's with respect to its visual impact.

Both proposals involve the installation of entirely new billboard structures along Oakland freeways. However, the Clear Channel proposal is for just two new billboard structures (on public property) whereas the Becker-OFI proposal is for ten new structures (on private property). The remainder of Clear Channel's proposal is for the conversion of fourteen existing static faces to digital on eleven existing structures (on private property).

Both proposals offer to remove a certain number of smaller billboards from Oakland neighborhoods, a practice known as takedowns. This is the purpose of Relocation Agreements and is a means of removing blight from Oakland neighborhoods. The City has no other means of forcing the removal of neighborhood signs and thus Relocation Agreements are valuable tools for the removal of old signs in disproportionately impacted neighborhoods.

The Clear Channel proposal offers more and better takedowns than Becker-OFI's proposal, with Clear Channel proposing to remove more faces of greater size. Clear Channel would remove 76 large faces totaling approximately 20,664 square feet of signage, whereas Becker would remove 50 small faces, totaling only approximately 2,750 square feet of signage. Overall, Clear Channel would be removing more advertising space than it gains whereas Becker-OFI would actually increase the amount of advertising space in Oakland. On a square foot basis, Clear Channel is proposing a takedown ratio of 2:1 for the converted signs and 4:1 for the new signs. This means that for every one square foot of new digital face Clear Channel would remove 2.44 square feet of existing faces in Oakland neighborhoods, or a 244% reduction of outdoor advertising space City-wide. The Becker-OFI proposal provides for a takedown ratio of only 0.18:1. This means that for every square foot of new digital face Becker-OFI would create, they would remove just two square inches of existing faces in Oakland neighborhoods, or a 555% increase in outdoor advertising resulting from the proposal.

### ***Billboard Locations***

Staff have concerns with several of the proposed Becker-OFI and Clear Channel locations for the reasons described below. These concerns could be remedied through further discussions with the project proponents and substitution of alternative sites. There are no apparent issues with the Champion locations.

Becker-OFI locations of concern:

1. 1005 7<sup>th</sup> St – This site was substituted into the Becker-OFI proposal just prior to publication deadline and so staff will provide an analysis in a supplemental report or at the CED meeting on May 23.
2. 3401 E. 8<sup>th</sup> St – In a residential neighborhood with single family residences.
3. 2982 E. 7<sup>th</sup> St (alternative location) – In a residential neighborhood with single family residences.
4. 3650 Mandela Parkway – Potential driver safety concerns due to location on MacArthur Maze.

Clear Channel locations of concern:

1. 27th St. & I-980 (conversion) – In a residential zone adjacent to I-980.
2. 98th Ave. & Empire Road (new sign) – In a residential zone on de facto City open space.

### ***Other Considerations***

Public noticing: There have been numerous public and stakeholder engagement opportunities with respect to revision of Oakland's billboard ordinance since passage of Resolution 88463 in December 2020. This includes two stakeholder meetings and four visits to the Planning Commission. However, the May 23<sup>rd</sup> CED Committee meeting will be the first opportunity for public consideration of the terms of all three of the specific billboard proposals now in front of the City. To staff's knowledge, none of the neighbors to any of the proposed signs have been noticed as is typically required of development projects in Oakland.

## **POLICY ALTERNATIVES**

The City has the following four alternatives.

### ***Alternative 1 – Authorize the Clear Channel Relocation Agreement***

Authorize the City Administrator to negotiate a Relocation Agreement with Clear Channel subject to the attached design standards. This would generate \$2.31 million annually to the Coalition and City to be divided as City Council deems appropriate with 2.5% annual escalation.

### ***Alternative 2 – Authorize the Becker-OFI Relocation Agreements***

Authorize Relocation Agreements with Becker-OFI subject to the attached design standards. This would generate \$1.5 million annually – \$1 million to the Coalition partners and \$500,000 to the City – with the equivalent of 0.6% annual escalation.

### ***Alternative 3 – Require better terms from Becker-OFI***

Require that Becker-OFI revise their proposal to increase its annual revenue and annual escalation so that it is competitive with the other proposals before the City and closer to market value. Staff have been unsuccessful in achieving this outcome in negotiations with Becker-OFI to date.

### ***Alternative 4 – Authorize a combination***

Combine portions of the Becker-OFI, Clear Channel and/or Champion proposals by authorizing a subset of signs from each proposal. It is not possible to combine these proposals in their entirety because there are location conflicts due to State spacing requirements. This would also authorize more signs than the market can bear and only a portion would be built. Instead, the proponents would need to agree to a multi-party negotiation to allocate rights among the parties. The terms of each proposal would likely not hold and the economic benefit to the City would likely be less than offered by each of the proposals individually.

## **FISCAL IMPACT**

As more thoroughly discussed in the preceding section, approving the Becker-OFI proposal would generate \$1.5 million annually with minimal escalation over time, for a total of \$48 million in guaranteed revenue over the Base Term. Approving the Clear Channel proposal would generate an additional \$53 million in guaranteed revenue over the Base Term and \$88 million over the Extended Term, starting at an additional \$800,000 in year one and ending with an additional \$4.2 million in year 41. These revenues can be apportioned between the Coalition partners and the City as determined by City Council.

## **COORDINATION**

This report was prepared by the Economic & Workforce Development Department in coordination with the Mayor's Office, City Administrator's Office, Planning and Building

Department, Office of the City Attorney and Budget Bureau, and in consultation with Donna Desmond Associates.

### **SUSTAINABLE OPPORTUNITIES**

**Economic:** Both the Clear Channel and Becker-OFI proposals would provide dedicated revenue to vital community partners and to the City at a time of severe budget deficit, although Clear Channel would provide greater revenue for all parties. Both proposals would provide free advertising time that would be of great value to small, Oakland-based businesses, although the Clear Channel proposal would help these businesses reach a greater audience across Alameda County.

**Environmental:** The Becker-OFI proposal includes an approximately \$11,000 one-time payment for each sign to help offset the carbon impact of operating the digital signs over their lifespan. Given the relatively small amount of this payment, the City may be able to add this requirement to either of the other two proposals.

**Race & Equity:** New billboards along Interstate 880 will have some negative impacts on the immediately surrounding neighborhoods, which are already burdened due to their proximity to freeways. However, regardless of which proposal is approved, this development would generate revenue and free advertising time to Coalition partners, who are providing critical support to a number of Oakland's disadvantaged communities, including Native American, Black, Asian and LGBTQ communities. Both the Clear Channel and Becker-OFI proposals would improve conditions in some neighborhoods by removing existing billboards, although Clear Channel more expansively.

### **CALIFORNIA ENVIRONMENTAL QUALITY ACT**

The below analysis is contingent upon Becker-OFI's newly proposed site at 1005 7<sup>th</sup> Street (Site B in Exhibit C of the proposed Resolution) is not located in or near a historic resource or landmark and that the site location otherwise complies with the below analysis. This site was substituted into the Becker-OFI proposal just prior to publication deadline and so staff will provide an analysis in a supplemental report or at the CED meeting on May 23.

For the other proposed sites, the proposed Relocation Agreements rely on a previous set of applicable California Environmental Quality Act (CEQA) documents including: the Coliseum Area Specific Plan EIR (2015); Broadway Valdez Specific Plan EIR (2014); West Oakland Specific Plan EIR (2014); Central Estuary Area Plan EIR (2013); Land Use and Transportation Element of the General Plan EIR (1998); the Oakland Estuary Policy Plan EIRs (1999, 2006) and Supplemental EIR (2013); the Redevelopment Area EIRs- West Oakland (2003), Central City East (2003), Coliseum (1995), and Oakland Army Base (2002); and various Redevelopment Plan Final EIRs (collectively, "Previous CEQA Documents").

No further environmental review is required under CEQA Guidelines Sections 15162 and 15163. Moreover, each as a separate and independent basis, these Relocation Agreements are also exempt from CEQA pursuant to Public Resources Code Section 21080.17 and CEQA Guidelines Sections 15183 (projects consistent with General Plan and Zoning) and 15061(b)(3) (general rule, no significant effect on the environment).

Also, these Relocation Agreements are exempt pursuant CEQA Guidelines Sections 15301 (Existing Facilities); 15302 (Small Structures); 15303 (Minor Alterations to Land) and 15332 (Infill Development Projects). No exceptions to these exemptions apply. The majority of proposed Advertising Signs are in areas within the City on existing highway corridors not deemed to be a Landscaped Freeway by the California Department of Transportation (Caltrans), and are in areas already highly urbanized. Furthermore, these Advertising Signs to be allowed under the Relocation Agreements will only be allowed in conformance with the Caltrans Office of Outdoor Advertising as to location, dimensions, and distances from other permitted signs. Caltrans also requires written permission from a local government prior to its final approval.

Each of the foregoing would provide a separate and independent basis for a CEQA exemption and when viewed collectively provides an overall basis to support the finding that this project is exempt from CEQA.

#### **ACTION REQUESTED OF THE CITY COUNCIL**

Staff recommends that the City Council receive this Supplemental Informational Report regarding alternatives to the proposal to adopt a Resolution:

(1) Authorizing the City Administrator to Negotiate and Enter Into Two Relocation Agreements: One With Becker Boards, L.L.C. ("Becker") And One With Outfront Foster Interstate LLC ("OFI"), With Each Agreement Including, Without Limitation, the Following: (A) Allowing Becker and OFI To Remove And Waive Its Respective Rights To Just Compensation To Certain Existing Advertising Sign Faces At Various Locations In the City Of Oakland In Exchange for Becker's and OFI's Construction of Up To Five New Double-Sided Digital Advertising Signs Each On Private Property; (B) Requiring Becker and OFI To Each Make Annual Payments to Designated Nonprofits and the City; and (C) Other Substantive Terms; and

(2) Adopting Appropriate California Environmental Quality Act Findings

Respectfully submitted,



SOFIA NAVARRO,  
Interim Director, Economic and Workforce  
Development Department

Prepared by:  
Brendan Moriarty, Real Property Asset  
Manager

Reviewed by:  
Daniel Findley, Planner III

**Exhibit A:** Recommended location and design standards

**Exhibit B:** Clear Channel and Champion proposals

**Exhibit C:** Map of proposed locations

**Exhibit D:** Financial projections



## **Exhibit A: Recommended Location and Design Standards**

### Zoning restrictions

- New Advertising Signs are prohibited in all areas zoned residential and open space

### Location Restrictions (consider these to be local preference as opposed to State restrictions)

- New Advertising Signs are prohibited along 6<sup>th</sup> Street between Broadway and Oak Street
- New Advertising Signs are prohibited along Embarcadero between 5<sup>th</sup> and 16<sup>th</sup> Avenues
- New Advertising Signs are prohibited on local landmarks
- New Advertising Signs are prohibited in historic areas identified as Areas of Primary Importance
- New Advertising Signs should be no farther than 250' from the freeway

### Design Standards

- Caltrans Requirements. All Advertising Signs shall meet all relevant California Department of Transportation (Caltrans) requirements where applicable.
- Maximum Height. No Advertising Sign shall exceed eighty-five (85) feet in height inclusive of supporting structures, measured from finished grade of the freeway travel lane closest to the sign to the uppermost point of the Advertising Sign, except as may be approved for good cause as demonstrated by the applicant and determined in the sole discretion of the City.
- Minimum Clearance. All Advertising Signs projecting over a freeway shall comply with all Caltrans requirements for placement, minimum height over freeway lanes, and operation. All Advertising Signs projecting over a pedestrian path of travel shall have a minimum clearance of twenty (20) feet between the lowest point of the sign and path of travel grade.
- Number of faces. No Advertising Sign shall have more than one face (display surface) oriented in the same vertical plane.
- Visibility. All Advertising Signs shall plainly display the Advertising Sign number and name of the person or company owning or operating the Advertising Sign, to be readable by a person with average eyesight from no less than one hundred (100) feet.

### Operational Standards

- A. No Advertising Sign shall display any statement or words of an "obscene, indecent, or immoral character," as it applies to the California Business and Professions Code Section 5402 and judicial decisions interpreting the same.
- B. Advertising Signs shall not create a hazard to public safety or provide an attractive nuisance and shall be continually maintained free from graffiti.
- C. Advertising Signs shall not be operated in such a fashion as to constitute a hazard to safe and efficient operation of vehicles on streets or freeways and shall comply with all

applicable Federal, State, and local laws and regulations. Advertising Signs and Digital Advertising Signs when operated in accordance with the operational standards and pursuant to Federal, State and local laws, shall be deemed to be in compliance with this subsection C.

- D. No Advertising Sign shall simulate or imitate any directional, warning, danger or information sign, or any display likely to be mistaken for any permitted traffic sign intended or likely to be construed as giving warning to traffic, by, for example, the use of the words “stop” or “slow down.”
- E. No Advertising Sign shall involve any red or blinking or intermittent light likely to be mistaken for warning or danger signals nor shall its illumination impair the vision of travelers on the adjacent freeway and/or roadways. Digital Advertising Signs, when operated in accordance with the operating criteria in subsection B. above, shall be deemed to be in compliance with this subsection E.
- F. No Advertising Sign shall be operated or maintained so as to constitute an improper display, as defined or described in Business and Professions Code Section 5403.
- G. Digital Advertising Sign operating requirements.
  - 1. Each static message shall not include flashing lights or the varying of light intensity, nor have movement, or the appearance or optical illusion of movement.
  - 2. Minimum display time of each message shall be no less than four (4) seconds
  - 3. Digital Advertising Signs shall not operate at brightness levels of more than 0.3 foot candles above ambient light, as measured using a foot candle meter at a pre-set distance.
  - 4. Pre-set distances to measure the foot candles’ impact vary with the expected viewing distances of each size Advertising Sign. Measure distance criteria shall be:

<b>Nominal Face Size</b>	<b>Distance to be measured from:</b>
12' x 25'	150'
10'6 x 36'	200'
14' x 48'	250'
20' x 60' or 25' x 48'	350'

- 5. Each Digital Advertising Sign must have a light sensing device that adjusts the brightness as ambient light conditions change.
- 6. In the event of a Digital Advertising Sign malfunction, each Digital Advertising Sign shall be designed to freeze the display in one static position, display a full black screen, or turn off completely.
- 7. Each Digital Advertising Sign shall be connected to the National Emergency Network and provide emergency information, including child abduction alerts (e.g., “Amber Alerts”), in accordance with local and regional first responder protocols.

8. Digital Advertising Signs must utilize the most energy efficient lighting and technology that is possible and available.

**Exhibit B:** Clear Channel and Champion proposals

April 13, 2023

Leigh Hanson  
 Office of the Mayor, Chief of Staff  
 City of Oakland  
 1 Frank H. Ogawa Plaza  
 Oakland, CA 94612

RE: Digital Billboard Proposal

For roughly 100 years, Clear Channel Outdoor (“CCO”) has been active partner in the City of Oakland (“City”). CCO is pleased to propose the upgrade and conversion of existing printed billboards to digital billboards, extending our commitment in Oakland for many years to come. Pursuing a strategy of upgrading and conversion allows us to add no new billboard structures to the City and to continue our efforts reduce the number of billboards in Oakland near neighborhoods that has resulted in removal of 163 billboard faces over the past 15 years by CCO.

We propose the upgrading and conversion of up to nine existing 14’x48’ printed billboard faces to 14’x48’ digital faces. Additionally, we proposed to convert a 12’x24’ Poster Panel to a 14’x48’ digital billboard face. A list of the proposed locations is presented an attachment titled: Proposed Digital Conversion Locations. In *Table 1. Proposed Digital Conversion Deal Terms*, we provide a simple set of terms that can apply to all ten of the proposed digital face conversions. We propose using a relocation agreement that complies with all State and Federal laws and has the industry standard 20-year term with two 5-year options, and a standard 2.5% annual Minimum Annual Guaranteed (MAG) rent increase. This represents a total of \$1,050,000 in anticipated revenue to the City in Year 1.

*Table 1. Proposed Digital Conversion Deal Terms*

Term	20 years, plus two 5-year options
Minimum Annual Guaranteed Rent	\$105,000 per digital face
Rent Escalation	2.5% per a year
Takedown Ratio*	2 to 1 based on square footage, total ~12,600 sqft.
Space Available Messaging on Digitals for City**	1 spot on each side 4 times per year for 2 weeks**
Commencement Date	Date when new sign is fully permitted and operable

\*Most of the takedowns will be 12’x24’ poster size which could result in as many as 44 poster sized billboards being removed from Oakland neighborhoods.

\*\*CCO must be given prompt and proper notice for postings and unused time does not accumulate.

We look forward to reviewing the terms with you and your team. As with previous digital billboard agreements between the City and CCO, we would consider adding a revenue share percentage to the agreement. Given that the proposed sites are on private land, the revenue share percentage paid to the City would be lower than past agreements where the City contributed the land. This Term Sheet is for negotiation purposes and neither party will have any obligations to the other party upon execution of this Term Sheet. This Term Sheet is intended to set forth the high-level proposed terms that will form the basis of the draft relocation agreement and is subject to mutual execution of a definitive agreement.

We are eager to provide additional information, as required, and further refine the deal terms.

Sincerely,

A handwritten signature in black ink, appearing to read "Sarah", written over a horizontal line.

Sarah Fishleder

Attachment 1: *Proposed Digital Conversion Locations*

<b>Panel</b>	<b>Media Product</b>	<b>Panel Description</b>	<b>Latitude</b>	<b>Longitude</b>
001335	Bulletin 14x48	Nimitz Frwy (I-880) NS 200ft W/O Fruitvale F/E - 1	37.773742	-122.228348
001336	Bulletin 14x48	Nimitz Frwy (I-880) NS 200ft W/O Fruitvale F/W - 2	37.773764	-122.228396
001347	Bulletin 14x48	Nimitz Frwy (I-880) NS 20ft W/O High St F/E - 1	37.768741	-122.219808
001361	Bulletin 14x48	MacArthur FWY I-580 SS 31ft E/O San Pablo Av (%) F/E	37.826294	-122.285117
001372	Bulletin 14x48	Nimitz Fwy I-880 Frwy ES 0.25mi N/O High St F/N - 1	37.771743	-122.222308
001381	Bulletin 14x48	Bay Bridge (I.80) SS .7 mi E/O Toll Plaza (%) - F/E	37.825651	-122.299705
001382	Bulletin 14x48	Bay Bridge (I.80) SS .7 mi E/O Toll Plaza (%) - F/W	37.825645	-122.299672
001935	Bulletin 14x48	Nimitz Frwy (I-880) WS 0.3mi S/O I-980 (%) F/N - 1	37.797361	-122.273532
001941	Bulletin 14x48	Nimitz Frwy (I-880) NS 590ft E/O High St F/E - 1	37.766659	-122.218298
001386	Bulletin 14x48	98th Ave NL 2000' W/O I-880 - F/E	37.729488	-122.194643
001387	Bulletin 14x48	98th Ave NL 2000' W/O I-880 - F/W	37.729488	-122.194643
001883P	Poster Panel 12x24	I-980 Frwy WS 15ft N/O 27th St F/N - 1	37.817199	-122.271178



April 24, 2023

Leigh Hanson  
Office of the Mayor, Chief of Staff

Brendan Moriarty  
Real Estate Manager, Economic and Workforce Development

City of Oakland  
1 Frank H. Ogawa Plaza  
Oakland, CA 94612

RE: Digital Billboard Proposal

On April 13, 2023, Clear Channel Outdoor ("CCO") shared a proposal ("Initial Proposal") with the City of Oakland ("City") regarding the upgrading and conversion of up to nine existing 14'x48' printed billboard faces to 14'x48' digital faces, and the conversion of a 12'x24' Poster Panel to a 14'x48' digital billboard face.

Late last week, the City shared a list of five intersections where the City owned property, suggesting that these locations might be available to develop. Given the rushed nature of this process, CCO evaluated the locations and noted that two of the locations are adjacent to existing CCO poster sized boards. CCO wishes to amend its initial proposal to include to these two boards: Alameda Ave & High St, and 16th Ave & Embarcadero. In *Table 1. Proposed Digital Conversion Deal Terms*, we present the deal terms for the conversion of these two printed poster sized boards to bulletin sized billboards.

*Table 1. Proposed Digital Conversion Deal Terms*

Term	20 years, plus two 5-year options
Minimum Annual Guaranteed Rent	\$105,000 per digital face
Rent Escalation	2.5% per a year
Takedown Ratio*	2 to 1 based on square footage, total ~5,376 sq. ft.
Space Available Messaging on Digitals for City**	1 spot on each side 4 times per year for 2 weeks**
Commencement Date	Date when new sign is fully permitted and operable

\*Most of the takedowns will be 12'x24' poster size which could result in as many as 18 poster sized billboards being removed from Oakland neighborhoods.

\*\*CCO must be given prompt and proper notice for postings and unused time does not accumulate.

The City included three additional City-owned properties. We are interested in proposing 14 x 48 digital boards on two of the sites: Market & 7th Street, and Columbia Gardens at 98th & Empire Road. Since these would be new builds, we propose a high Minimum Annual Guaranteed ("MAG") rent, \$210,000, and a higher takedown ratio, 4 to 1, along with the industry standard 20-year term with two 5-year options, and a standard 2.5% annual MAG rent increase. In *Table 2. Proposed New Digital on City-owned Property Deal Terms*, we present the deal terms for both potential new builds.

*Table 2. Proposed New Digital on City-owned Property Deal Terms*

Term	20 years, plus two 5-year options
Minimum Annual Guaranteed Rent	\$210,000 per digital face
Rent Escalation	2.5% per a year
Takedown Ratio*	4 to 1 based on square footage, total ~2,688 sq. ft.
Space Available Messaging on Digitals for City**	1 spot on each side 4 times per year for 2 weeks**
Commencement Date	Date when new sign is fully permitted and operable

*\*Most of the takedowns will be 12'x24' poster size which could result in as many as 9 poster sized billboards being removed from Oakland neighborhoods.*

*\*\*CCO must be given prompt and proper notice for postings and unused time does not accumulate.*

When taken together with the "Initial Proposal" these additional projects bring the total Year 1 anticipated revenue to \$2,310,000. The total takedown square footage is approximately 20,664 sq. ft.. With most takedowns likely to be 12' x 24', it is possible that as many as 72 signs could be removed from Oakland neighborhoods.

We look forward to reviewing the terms with you and your team. We propose using a relocation agreement that complies with all State and Federal laws. This Term Sheet is solely for negotiation purposes and neither party will have any obligations to the other party upon execution of this Term Sheet. This Term Sheet is intended to set forth the high-level proposed terms that will form the basis of the draft relocation agreement and is subject to mutual execution of a definitive agreement.

We are eager to provide additional information, as required, and further refine the deal terms.

Sincerely,



Sarah Fishleder

May 2, 2023

Leigh Hanson  
Office of the Mayor, Chief of Staff

Brendan Moriarty  
Real Estate Manager, Economic and Workforce Development

City of Oakland  
1 Frank H. Ogawa Plaza  
Oakland, CA 94612

RE: Digital Billboard Proposal

Clear Channel Outdoor ("CCO") shared an initial digital billboard proposal on April 13, 2023 ("Initial Proposal"), and a revision on April 24, 2023 ("Revised Proposal"), to City of Oakland ("City"). CCO would like to provide additional detail and clarification on two proposals.

In the Initial Proposal, CCO offered the City with space on the proposed digital billboards for messaging. CCO intended to extend the messaging to community groups, local businesses, and other entities that the City would designate. Additionally, CCO will provide access to digital off-premises outdoor advertising structures, based on availability, within the County of Alameda, including all digital billboards resulting from any upgrade and conversion projects completed with the City as a result of the proposal. With a maximum of 500,000 ad spots per year and on a space available basis, CCO shall display advertising on a space available basis, one slot out of eight, under the following conditions:

- All advertising copy must be submitted electronically to CCO in "camera ready art" format, acceptable to CCO, at least ten (10) business days before the requested display date(s) and will be subject to CCO's sole discretion, to approve or disapprove copy and remove copy once posted or displayed, for any reason, at any time.
- It is expressly understood and agreed that this advertising space may not be sold, assigned or exchanged for consideration of any kind to any third party.
- Any digital advertising space not used in any one year shall not rollover and shall be forfeited.

We look forward to reviewing the terms with you and your team. We propose using a relocation agreement that complies with all State and Federal laws. This Term Sheet is solely for negotiation purposes and neither party will have any obligations to the other party upon execution of this Term Sheet. This Term Sheet is intended to set forth the high-

level proposed terms that will form the basis of the draft relocation agreement and is subject to mutual execution of a definitive agreement.

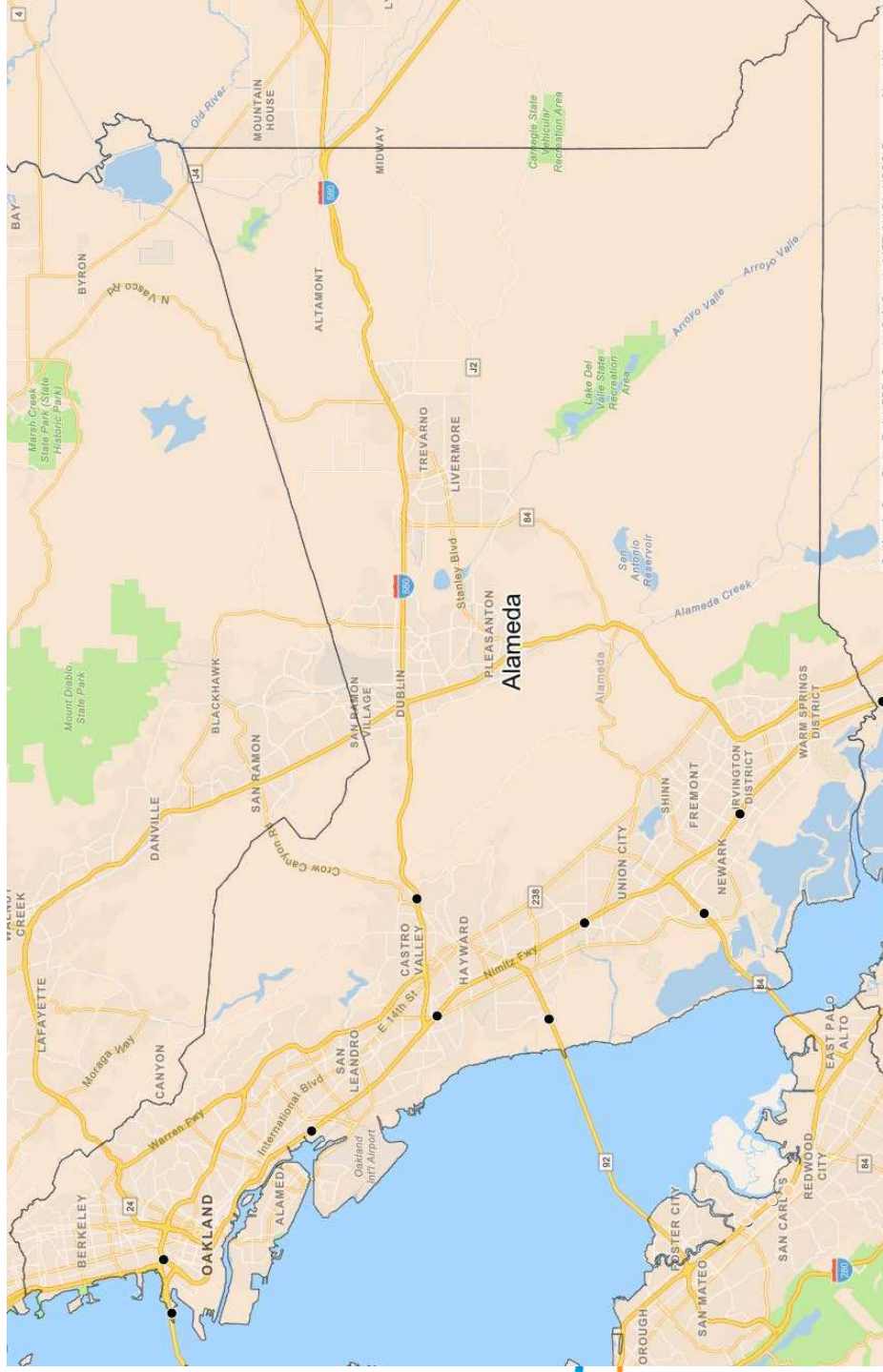
We are eager to provide additional information, as required, and further refine the deal terms.

Sincerely,

A handwritten signature in black ink, appearing to read "Sarah", written over a horizontal line.

Sarah Fishleder

# Clear Channel Outdoor Alameda County Digital Billboards



# CHAMPION OUTDOOR VENTURES OF CALIFORNIA, L.L.C.

36181 Eastlake Road, Suite 185,  
Palm Harbor, Florida 34685

E Mail: [championfinancellc@gmail.com](mailto:championfinancellc@gmail.com) 727-787-2158



May 8, 2023

Mr. Brendan Moriarty  
Real Property Asset Manager  
Economic & Workforce Development Department  
City of Oakland  
250 Frank H. Ogawa Plaza, 4th Floor  
Oakland, California 94612

***RE: LOI – Digital Billboard Project, East Bay Municipal Utility District (EBMUD) Property at 2100 Engineer & 5601 Oakport - City Owned Properties at 623 Market Street & 7th Street; Alameda Ave & 615 High Street***

## ***Financial Offer to the City of Oakland***

Dear Mr. Moriarty:

Please accept this Letter of Intent to the City of Oakland on behalf of Champion Ventures of California LLC. Our proposal is to construct and operate three (3) multiple double face 14' x 48' Digital Billboards on the East Bay Municipal Utility District property located on the 80 Freeway and 880 Freeway, and two (2) double face 14 x 48 Digital Billboards on City owned property at 623 Market Street & 615 High Street.

As previously discussed, there are more financial benefits to the City of Oakland should they elect to pass the **new ordinance** initially proposed by Becker Boards and modified by us enabling the construction of new digital billboards on only municipal and quasi-municipal owned properties (EBMUD). This will prevent an overbuilding of digital signs which would dilute the marketplace and negatively impact advertising rates.

Under the **new ordinance**, with the City of Oakland being the landlord of the two City owned properties mentioned herein and adhering to our previous offer of annual fees in permitting the three EDMUD properties; if we assume an increase of three (3%) percent annually for twenty-five (25) years, the financial benefit to the City of Oakland over that twenty-five (25) year term will be **\$ 45,224,970 dollars.**

Should the City of Oakland elect not to pass the proposed new ordinance, then under the current cap and trade provisions of the **existing ordinance**, the financial benefit to the City over that same twenty-five year term for all five locations mentioned herein will be **\$ 30,752,980 dollars.**

Regarding the financial benefits of passing the **new ordinance** with the City of Oakland being our landlord under two signs, the annual land rent for the first year for each location will be \$ 125,000 annually, while the fees for two (2) digital sign faces per structure would be \$ 200,000 annually, **totaling \$ 325,000**, increasing 3 % annually.

Regarding adhering to the **existing ordinance**, necessitating a **two for one trade, on a square footage basis**, the cost of that existing inventory that would be removed has an economic value, for which our partner would have to be compensated by us for that value. Therefore, under the existing sign ordinance with the City of Oakland being our landlord under two signs, the annual land rent for the first year for **each location** would be \$ 125,000 annually, while the fees for two (2) digital sign faces per structure would be \$ 120,000 annually, totaling **\$ 245,000** increasing 3 % per year.

I have included a spreadsheet below regarding the cost-of-living increases in each scenario. The City of Oakland can apply the fees from either of these proposals which can be donated to the non-profits of the City's choosing or to the non-profits originally agreed to by Champion and Becker Boards, including the **School of the Arts**. Additionally, we can offer **10% or more of the vacant advertising space** for use by the City of Oakland, contingent on availability with a guarantee of at least 10% of our vacant space.

Recall that as written in the Staff report to the EBMUD Directors it states "a long-term ground lease with Champion would provide a sustainable source of non-rate revenue funds which can **support programs such as the District's Customer Assistance Program**. Additionally, the District will receive 10% of the annual advertising time to promote customer programs and disseminate public service messages. The 25-year ground lease agreement, if executed, will **provide the District up to \$12,810,743** in non-rate revenue over the lease term."

**In Summary**, the following are the proposed New Digital Billboard locations, and the terms (increasing at 3 % annually) offered under a **New Ordinance**. Said terms would be reduced under the existing ordinance.

1. 80 Freeway, south line, east of the Bay Bridge, EBMUD Property 2100 Engineer Road, apn# 018-030500316 , Build new double face 14 x 48 digital billboard
  - 25-year term with City of Oakland
  - \$200,000 Minimum Annual Guarantee; (\$ 120,000 MAG under old ordinance)
2. 880 Freeway, east line, east of the Bay Bridge, EBMUD property 2100 Engineer Ave, apn# 018-030500316, Build new double face 14 x 48 digital billboard
  - 25-year term with City of Oakland
  - \$200,000 Minimum Annual Guarantee; (\$ 120,000 MAG under old ordinance)
3. 880 Freeway, south line, east of Zhone Way, EBMUD property 5601 Oakport,, apn# 041-390400105, Build new double face 14 x 48 digital billboard
  - 25-year term with City of Oakland
  - \$200,000 Minimum Annual Guarantee; (\$ 120,000 MAG under old ordinance)
4. 880 Freeway, southwest corner of 623 Market Street & 7<sup>th</sup> St., **City of Oakland Property**, apn# 4-5-6, Build new double face 14 x 48 digital billboard
  - 25-year term with City of Oakland
  - \$ 325,000 Minimum Annual Guarantee; (\$ 245,000 MAG under old ordinance)
5. 880 Freeway, northern most point of Alameda Ave & 615 High St., **City of Oakland Property**, apn# 33-2203-2, Build new double face 14 x 48 digital billboard
  - 25-year term with City of Oakland
  - \$ 325,000 Minimum Annual Guarantee; (\$ 245,000 MAG under old ordinance)



The terms contained in this LOI are subject to review, negotiations, and execution of a Lease and/or Licensing Agreement or other definitive written agreements relevant to the content of this offer.

Thank you for your consideration. We look forward to working with you in the future on this project.

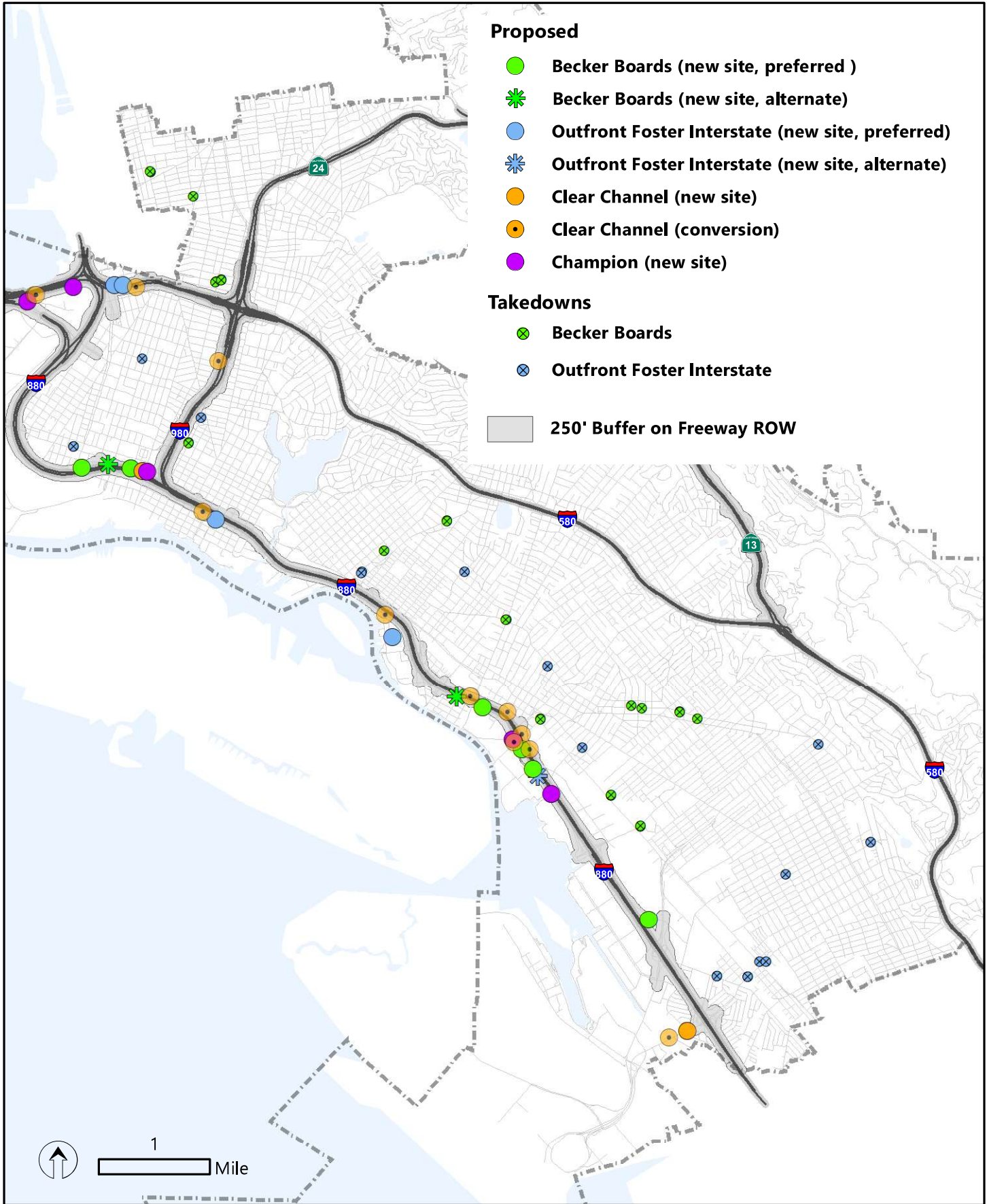
Sincerely



Gary Barbosa, Managing Partner, Champion Ventures of California LLC, 727-787-2158  
William Benham, Partner, Billboard Tech, LLC; [bill@billboardtech.com](mailto:bill@billboardtech.com) 352-789-4203  
Andy Goodman, Partner, Age Advertising, LLC; [andygoodman.age@gmail.com](mailto:andygoodman.age@gmail.com) 310-721-8422

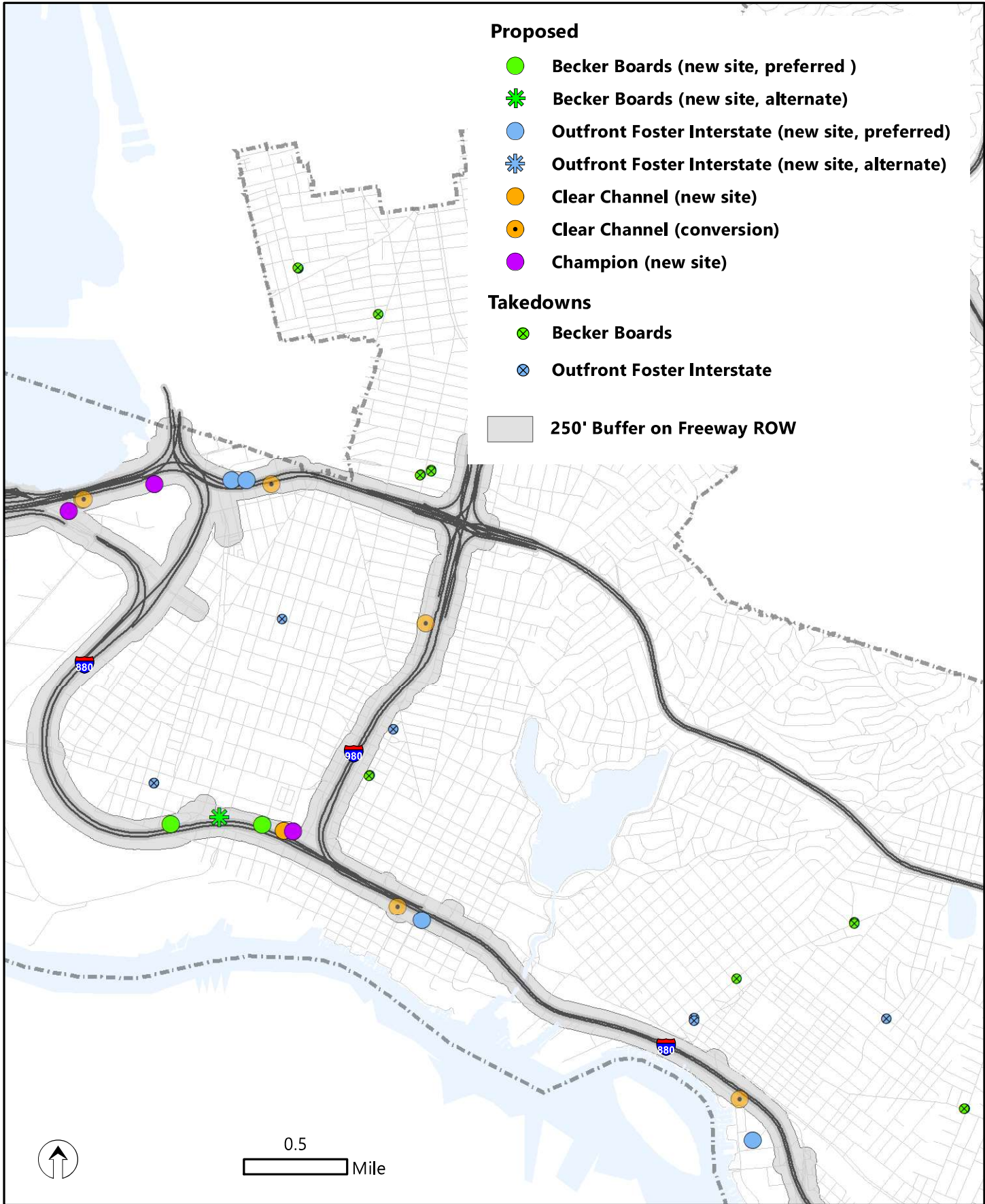
Interest Rate	Old Ordinance 0.03	New Ordinance 0.03
Year 1	\$850,000	\$1,250,000
2	\$875,500	\$1,287,500
3	\$901,765	\$1,326,125
4	\$928,818	\$1,365,909
5	\$956,682	\$1,406,886
6	\$985,383	\$1,449,093
7	\$1,014,944	\$1,492,565
8	\$1,045,393	\$1,537,342
9	\$1,076,755	\$1,583,463
10	\$1,109,057	\$1,630,966
11	\$1,142,329	\$1,679,895
12	\$1,176,599	\$1,730,292
13	\$1,211,897	\$1,782,201
14	\$1,248,254	\$1,835,667
15	\$1,285,701	\$1,890,737
16	\$1,324,272	\$1,947,459
17	\$1,364,000	\$2,005,883
18	\$1,404,920	\$2,066,060
19	\$1,447,068	\$2,128,041
20	\$1,490,480	\$2,191,883
21	\$1,490,480	\$2,191,883
22	\$1,535,195	\$2,257,639
23	\$1,581,250	\$2,325,368
24	\$1,628,688	\$2,395,129
25	\$1,677,549	\$2,466,983
	\$30,752,980	\$45,224,970

**Exhibit C:** Map of proposed locations



## Proposed New and Converted Digital Advertising Signs

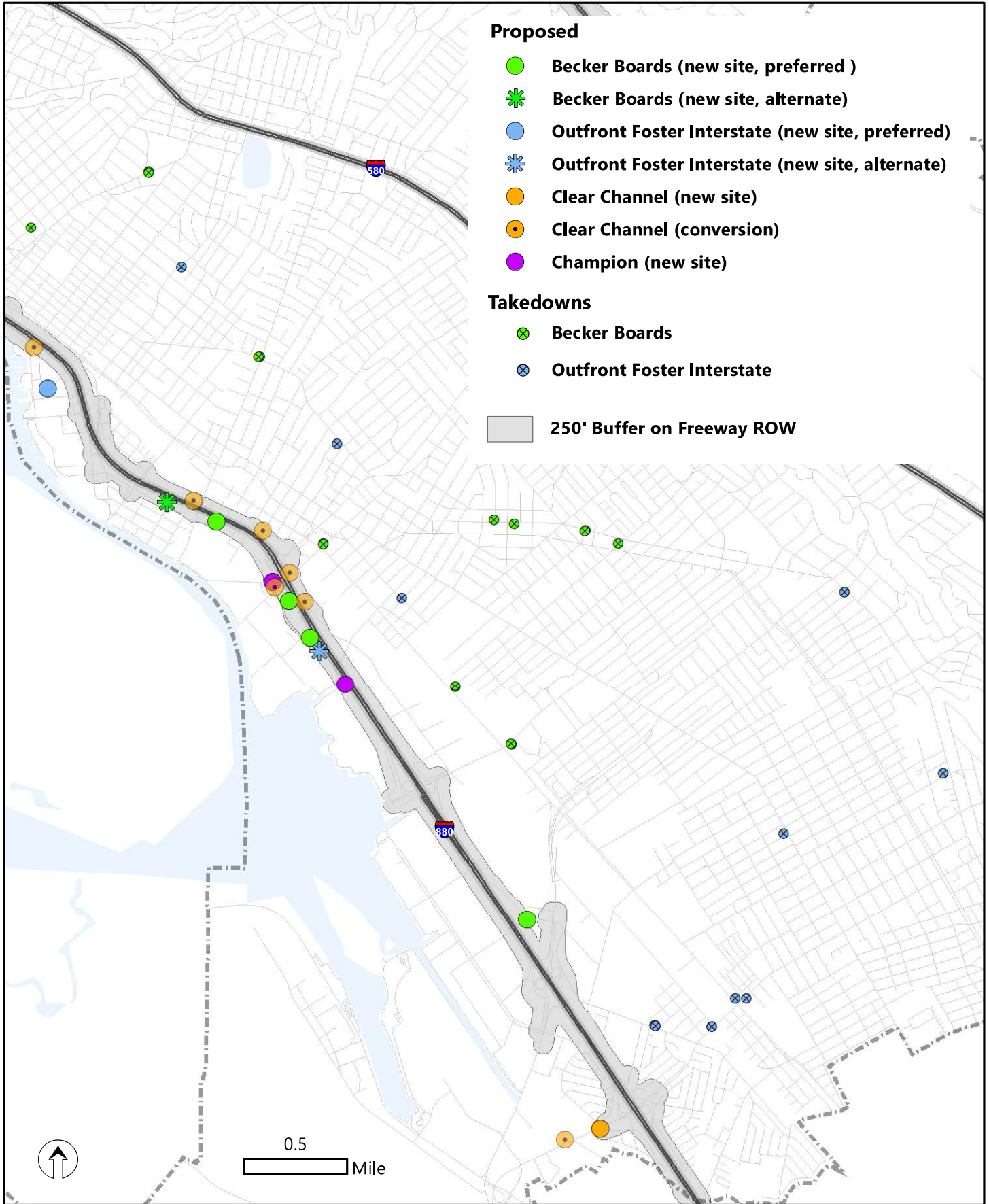




# Proposed New and Converted Digital Advertising Signs - West Oakland







## Proposed New and Converted Digital Advertising Signs - East Oakland



**Exhibit D: Financial Projections**

For the sake of comparison, these projections assume all signs are built in year 1. The Becker-OFI proposal includes \$11,000/face for carbon offsets and \$25,000 for staff time that are not factored into this analysis given that they are relatively small, one-time payments.

Year	Clear Channel	Becker-OFI	Difference	Differential	Multiplier
1	\$2,310,000	\$1,500,000	\$810,000	65%	1.5
2	\$2,367,750	\$1,500,000	\$867,750	63%	1.6
3	\$2,426,944	\$1,500,000	\$926,944	62%	1.6
4	\$2,487,617	\$1,500,000	\$987,617	60%	1.7
5	\$2,549,808	\$1,500,000	\$1,049,808	59%	1.7
6	\$2,613,553	\$1,500,000	\$1,113,553	57%	1.7
7	\$2,678,892	\$1,500,000	\$1,178,892	56%	1.8
8	\$2,745,864	\$1,500,000	\$1,245,864	55%	1.8
9	\$2,814,511	\$1,500,000	\$1,314,511	53%	1.9
10	\$2,884,873	\$1,500,000	\$1,384,873	52%	1.9
11	\$2,956,995	\$1,567,500	\$1,389,495	53%	1.9
12	\$3,030,920	\$1,567,500	\$1,463,420	52%	1.9
13	\$3,106,693	\$1,567,500	\$1,539,193	50%	2.0
14	\$3,184,361	\$1,567,500	\$1,616,861	49%	2.0
15	\$3,263,970	\$1,567,500	\$1,696,470	48%	2.1
16	\$3,345,569	\$1,638,038	\$1,707,531	49%	2.0
17	\$3,429,208	\$1,638,038	\$1,791,170	48%	2.1
18	\$3,514,938	\$1,638,038	\$1,876,901	47%	2.1
19	\$3,602,812	\$1,638,038	\$1,964,774	45%	2.2
20	\$3,692,882	\$1,638,038	\$2,054,844	44%	2.3
21	\$3,785,204	\$1,711,749	\$2,073,455	45%	2.2
22	\$3,879,834	\$1,711,749	\$2,168,085	44%	2.3
23	\$3,976,830	\$1,711,749	\$2,265,081	43%	2.3
24	\$4,076,251	\$1,711,749	\$2,364,501	42%	2.4
25	\$4,178,157	\$1,711,749	\$2,466,408	41%	2.4
26	\$4,282,611	\$1,788,778	\$2,493,833	42%	2.4
27	\$4,389,676	\$1,788,778	\$2,600,898	41%	2.5
28	\$4,499,418	\$1,788,778	\$2,710,640	40%	2.5
29	\$4,611,903	\$1,788,778	\$2,823,126	39%	2.6
30	\$4,727,201	\$1,788,778	\$2,938,423	38%	2.6
<b>Total</b>	<b>\$101,415,244</b>	<b>\$48,530,323</b>	<b>\$52,884,921</b>	<b>48%</b>	<b>2.1</b>
<b>NPV</b>	<b>\$41,896,287</b>	<b>\$21,610,189</b>	<b>\$20,286,098</b>	<b>52%</b>	<b>1.9</b>
<b>EXTENDED TERM</b>					
31	\$4,845,381	\$1,869,273	\$2,976,108	39%	2.6
32	\$4,966,516	\$1,869,273	\$3,097,243	38%	2.7
33	\$5,090,679	\$1,869,273	\$3,221,406	37%	2.7
34	\$5,217,945	\$1,869,273	\$3,348,673	36%	2.8
35	\$5,348,394	\$1,869,273	\$3,479,121	35%	2.9
36	\$5,482,104	\$1,953,390	\$3,528,714	36%	2.8
37	\$5,619,157	\$1,953,390	\$3,665,766	35%	2.9
38	\$5,759,635	\$1,953,390	\$3,806,245	34%	2.9
39	\$5,903,626	\$1,953,390	\$3,950,236	33%	3.0
40	\$6,051,217	\$1,953,390	\$4,097,827	32%	3.1
41	\$6,202,497	\$2,041,293	\$4,161,205	33%	3.0
<b>Total</b>	<b>\$155,699,899</b>	<b>\$67,643,638</b>	<b>\$88,056,260</b>	<b>43%</b>	<b>2.3</b>

Year	Clear Channel	Becker-OFI	Difference	Differential	Multiplier
<b>Faces</b>	<b>18</b>	<b>20</b>			
1	\$128,333	\$75,000	\$53,333	58%	1.7
2	\$131,542	\$75,000	\$56,542	57%	1.8
3	\$134,830	\$75,000	\$59,830	56%	1.8
4	\$138,201	\$75,000	\$63,201	54%	1.8
5	\$141,656	\$75,000	\$66,656	53%	1.9
6	\$145,197	\$75,000	\$70,197	52%	1.9
7	\$148,827	\$75,000	\$73,827	50%	2.0
8	\$152,548	\$75,000	\$77,548	49%	2.0
9	\$156,362	\$75,000	\$81,362	48%	2.1
10	\$160,271	\$75,000	\$85,271	47%	2.1
11	\$164,278	\$78,375	\$85,903	48%	2.1
12	\$168,384	\$78,375	\$90,009	47%	2.1
13	\$172,594	\$78,375	\$94,219	45%	2.2
14	\$176,909	\$78,375	\$98,534	44%	2.3
15	\$181,332	\$78,375	\$102,957	43%	2.3
16	\$185,865	\$81,902	\$103,963	44%	2.3
17	\$190,512	\$81,902	\$108,610	43%	2.3
18	\$195,274	\$81,902	\$113,372	42%	2.4
19	\$200,156	\$81,902	\$118,254	41%	2.4
20	\$205,160	\$81,902	\$123,258	40%	2.5
21	\$210,289	\$85,587	\$124,702	41%	2.5
22	\$215,546	\$85,587	\$129,959	40%	2.5
23	\$220,935	\$85,587	\$135,348	39%	2.6
24	\$226,458	\$85,587	\$140,871	38%	2.6
25	\$232,120	\$85,587	\$146,532	37%	2.7
26	\$237,923	\$89,439	\$148,484	38%	2.7
27	\$243,871	\$89,439	\$154,432	37%	2.7
28	\$249,968	\$89,439	\$160,529	36%	2.8
29	\$256,217	\$89,439	\$166,778	35%	2.9
30	\$262,622	\$89,439	\$173,183	34%	2.9
<b>Total</b>	<b>\$5,634,180</b>	<b>\$2,426,516</b>	<b>\$3,207,664</b>	<b>43%</b>	<b>2.3</b>
<b>NPV</b>	<b>\$2,327,572</b>	<b>\$1,080,509</b>	<b>\$6,361,995</b>	<b>46%</b>	<b>2.2</b>
<b>Avg/face</b>	<b>\$187,806</b>	<b>\$80,884</b>			
<b>Avg/sign</b>	<b>\$375,612</b>	<b>\$161,768</b>			
<b>EXTENDED TERM</b>					
31	\$269,188	\$93,464	\$175,724	35%	2.9
32	\$275,918	\$93,464	\$182,454	34%	3.0
33	\$282,815	\$93,464	\$189,352	33%	3.0
34	\$289,886	\$93,464	\$196,422	32%	3.1
35	\$297,133	\$93,464	\$203,669	31%	3.2
36	\$304,561	\$97,670	\$206,892	32%	3.1
37	\$312,175	\$97,670	\$214,506	31%	3.2
38	\$319,980	\$97,670	\$222,310	31%	3.3
39	\$327,979	\$97,670	\$230,310	30%	3.4
40	\$336,179	\$97,670	\$238,509	29%	3.4
41	\$344,583	\$102,065	\$242,519	30%	3.4
<b>Total</b>	<b>\$8,994,578</b>	<b>\$3,484,247</b>	<b>\$5,510,331</b>	<b>39%</b>	<b>2.6</b>
<b>Avg/face</b>	<b>\$219,380</b>	<b>\$84,982</b>			
<b>Avg/sign</b>	<b>\$438,760</b>	<b>\$169,963</b>			