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**REDEVELOPMENT AGENCY OF THE  
CITY OF OAKLAND  
AGENDA REPORT**

TO: Office of the Agency Administrator  
ATTN: Deborah Edgerly  
FROM: Community and Economic Development Agency  
DATE: July 10, 2007

RE: **Agency Resolution Waiving The Competitive Request For Proposals /  
Qualifications Process And Authorizing The Agency Administrator To Negotiate  
And Execute A Professional Services Agreement With C.H. Johnson Consulting,  
Inc. In An Amount Not To Exceed Seventy Eight Thousand Five Hundred  
Dollars (\$78,500) To Prepare the Initial Phase of A World Trade Center  
Feasibility Analysis, Business Plan And Implementation Strategy**

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#### **SUMMARY**

The attached Agency report and resolution is in response to a Rules Request by the Agency Board for Agency staff to evaluate the feasibility of developing a City of Oakland/Redevelopment Agency led process for the establishment of a World Trade Center complex.

The Agency Board is requested to approve the execution of a contract with C.H. Johnson Consulting, Inc., to prepare a Phase I Feasibility Analysis, Business Plan and Implementation Strategy for development of a World Trade Center in Oakland. Staff recommends that this contract be sole-sourced to C.H. Johnson Consulting, whose principal is a nationally recognized consultant with over 20 years of experience in the conference/convention, hotel, tourism, and general real estate consulting fields, and over ten years in World Trade Center consultation.

The proposed feasibility analysis contract is anticipated to include the following elements:

1. **Phase I:** Economic feasibility for the establishment of a World Trade Center by a municipality, operating structure options and tenant recruitment strategy, market research, and location requirements. Research verifying potential local and regional economic impacts of a physical World Trade Center in Oakland.
2. **Phase II:** The Phase I results would be presented to the Agency in the Fall of 2007 with a request for approval to proceed to Phase II. Phase II would examine specific physical locations, provide projected visual overlays and 10-year financial projections (development costs and Profit and Loss projections). Final deliverables under Phase II

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would include both a written report and power point presentation detailing the recommendations and findings.

Approval of this Resolution will leverage discussions with the Port of Oakland and other public and private entities to provide funds for future phases of international trade strategy development and implementation.

The economic impacts of Oakland's identification as home to a World Trade Center/Showcase Center/Trade Zone has the potential to expand visitor business across hotels, eating and drinking places, entertainment venues (theater, sports, etc.), retail trade, local and regional transportation systems; attract, expand and retain local, regional and international businesses, with the attendant economic multiplier effects of increased investment in Oakland; increased real estate values both locally and regionally; and increased employment opportunities for Oakland residents.

### **FISCAL IMPACT**

Approval of this resolution will authorize the Agency Administrator to negotiate and execute a Professional Services Agreement with C.H. Johnson Consulting, Inc. to prepare Phase I of the World Trade Center Feasibility Analysis, Business Plan and Implementation Strategy. Staff is requesting the Agency authorize funding not to exceed \$78,500 for the first Phase I of the project.

Pending satisfactory results of the Phase I analysis, staff will return to the Agency to request authorization to enter into a Phase II contract with C.H. Johnson Consulting in the fall of 2007.

Phases I and II of the proposed contract would total an amount not to exceed \$112,000, which includes the following:

<b>Phase I Contract Deliverables</b>	
(\$71,000 contract plus \$7,500 max. expense allowance)	\$ 78,500
<b>Phase II Contract Deliverables</b>	
(\$27,500 contract plus \$6,000 max. expense allowance)	<u>33,500</u>
Total	<u>\$112,000</u>

See Attachment A for C.H. Johnson Consulting, Inc.'s project scope and budget.

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Staff proposes to allocate the \$112,000 as follows:

- \$32,000 from Coliseum Operations Fund (9450), Business Development Organization (88559), Coliseum-Staff Project (S82600)
- \$15,000 from Oakland Army Base Redevelopment Area Operations Fund (9570), West Oakland Base Reuse Organization (88679), OARB Bay Bridge Gateway Project (P235310)
- \$20,000 from Central District: Operations Fund (9510), Business Development Organization (88559), Central District Planning Project (S00800)
- \$40,000 from Unrestricted Land Sales Proceeds Fund (9553), CIP Economic Development Organization (94800), Downtown Capital Project Support Project (P130610)
- \$5,000 from Coliseum Operations Fund (9450), Coliseum Redevelopment Organization (88659), Coliseum Staff Project (S82600)

## **KEY ISSUES AND IMPACTS**

### **I. Developments Since May 2006 In Pursuit of an Oakland World Trade Center**

In May 2006, the City of Oakland was approached by representatives of the Trade Center Development Corp. (TCDC) and the Bay Area World Trade Center to discuss their joint proposal to renovate the Henry J. Kaiser Convention Center for the purpose of developing and operating a World Trade Showcase Center (“WTSC”) in Oakland. These representatives had recently completed an inventory and tour of potential sites in downtown Oakland, including the future office space development at Jack London Square, and had identified the Kaiser Center site as their first choice for the proposed World Trade Center.

The City Council did not choose to pursue this proposal, resulting by December 2006 in TCDC’s final withdrawal of interest in developing a WTSC in Oakland. Nevertheless, the proposal prompted a closer working relationship between CEDA’s Business Development staff and the Bay Area World Trade Center.

### **Staff/BAWTC Trade Mission to China, September 2006**

A key outcome of this renewed partnership included a trade mission to China by Business Development staff and the Executive Director of the Bay Area World Trade Center, Jose Duenas. The mission included several events to strengthen the City’s international trade efforts.

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### **Other Related International Trade Related Activities and Events**

1. The City has renewed its participation on the BAWTC Board through active representation by CEDA's Business Development Manager who joined as a Board member early in 2007. This active membership has ensured City collaboration with the BAWTC Board's goals and policy directives. The City has continued to budget and pay its \$25,000 annual BAWTC membership fee since 2000, although the City did not actively participate in BAWTC Board activities and decisions for most of that period.
2. The City has programmed the funding of the annual 2007 World Trade Center franchise fee (\$10,000) on behalf of BAWTC. Additionally, the City continues to budget its \$25,000 annual BAWTC membership fee.
3. The City's growing identification with International Trade has been marketed through Staff's participation in Bay Area international trade events. This included:
  - Panel facilitation by staff (Deborah Acosta) at Image Global Impact's March 2007 conference "Doing Business in China"; and
  - Staff (Deborah Acosta) was the featured speaker at the January 2007 East Bay Women in Business Roundtable's January breakfast event "Oakland: The Expanding Landscape – The View to China".
4. An initial site survey of potential World Trade Showcase Center sites led to identifying the following areas of focus
  - Downtown Oakland, including the T5/T6 site, located adjacent to the Marriott Hotel and the Scotlan Convention Center. This 1.6 acre development site, owned by the Agency, has a provision in the Disposition and Development Agreement with Shorenstein Properties for World Trade Center consideration.
  - The Oakland Coliseum Redevelopment Area
  - The Oakland Army Base

See Attachment D for a more thorough assessment of this real estate survey.

Results of the events, research and networking outlined above have prepared Staff to respond to the City Council's request for a report and resolution regarding next steps for development of a physical Oakland World Trade Center.

### **II. The Role of the Bay Area World Trade Center**

The Bay Area World Trade Center has long established roots in the Bay Area and the City of Oakland. In 1992, under the leadership of former Mayor Elihu Harris, the BAYTRADE initiative was established. One of the most successful international trade organizations that

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emerged from BAYTRADE was that of the Greater Oakland International Trade Center (GOITC). The success of the GOITC was due in part to the fact that the City and Port of Oakland were founding partners in the organization, enabling the organization to make tremendous strides in positioning the City of Oakland in the emerging global market place of the 1990's.

In the booming economy of the late 1990's, the City of Oakland attempted to purchase the license of the Bay Area World Trade Center (BAWTC), one of the BAYTRADE partners then located in San Francisco. These discussions eventually led to a merger of the two organizations, resulting in moving the BAWTC headquarters to Oakland, bringing the cachet of the World Trade Center name to this side of the Bay. The spring 2000 merger created a dynamic World Trade Center by combining the diverse skill sets and extensive networks of the two organizations.

At the same time that these changes were occurring, the City of Oakland requested that the BAWTC significantly reduce its financial reliance on the City. As a result, the BAWTC implemented regional and private funding strategies that increased its financial independence from the City. BAWTC support has continued to be a high priority for the Port of Oakland, increasing its financial contribution to the BAWTC since 2000 and today contributes well over \$200,000 annually in financial assistance and in-kind services.

The BAWTC Board of Directors has decided that the time has arrived to develop a physical Bay Area World Trade Center. There is regional interest in establishing a World Trade Center presence, and the BAWTC has been in discussions with both San Jose and San Francisco, who have expressed interest in initiating development discussion with the BAWTC Executive Director and Board of Directors. Accordingly, *the first priority for Oakland must be to ensure that development of a World Trade Center stays here in Oakland.*

### III. The Economic Rationale for Developing a World Trade Center in Oakland

#### 1. **McKinsey & Company Report – “Taking Stock of Oakland’s Economy” April 2007**

The report “*Taking Stock of Oakland’s Economy*” completed by the McKinsey & Company in April 2007 at the request of the Oakland Metropolitan Chamber of Commerce identifies the Maritime Port of Oakland as “*one of the City’s strategic advantages . . . from a competitive standpoint, it offers huge spillover benefits to Oakland, such as enhancing the City’s image as an international gateway and offering an enriched slate of employment and training opportunities.*”<sup>1</sup>

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<sup>1</sup> *Taking Stock of Oakland’s Economy*, Chapter Four, pg. 43

Recommendations to assist the Maritime Port with business expansion opportunities include strategic joint ventures between the Port and the City “to retain and grow trade and logistics partnerships. . . The advantages of such a facility include increased traffic, new jobs, an enhanced quality of urban life, a reduced number of foreign middlemen, and the promotion of a thriving business climate”.<sup>2</sup> Specific recommendations to anchor this joint venture include direction to:

- Explore the feasibility of a World Trade Showcase Center (such as the Taipei WTSC), to promote interaction, trade and commerce with international sellers and buyers; and
- Retain and grow the Bay Area World Trade Center in Oakland.

Other key international trade recommendations in the McKinsey report will be explored through the **Trade and Logistics Cluster Group** now being formed through the Oakland Metropolitan Chamber of Commerce and the Mayor’s office. The initial meeting took place June 20<sup>th</sup>.

## 2. Mayor’s Port Task Force Recommendations – May 2007

The Mayor’s Port Task Force, reinforcing the recommendations of the McKinsey report, includes the following recommendation in its final report to Mayor Dellums:

*“Designate an official World Trade Center Area that includes a Bay Area World Trade Center building and other structures organized around a transportation nexus modeled on New York City’s newly-developing World Trade Center Transportation Hub.”*

The Chamber’s **Trade and Logistics Cluster Group** will incorporate the Mayor’s Port Task Force recommendations and membership into its efforts.

## 3. C.H. Johnson Consulting, Inc. – “World Trade Centers: An Analysis of the Role They Play in Their Markets” – November 2001; and “Updated Report on World Trade Centers’ Role in Their Markets” – April 2007

Prepared for the World Trade Centers Association by C.H. Johnson Consulting, Inc., a real estate consulting firm based in Chicago, Illinois, these comprehensive economic studies traced the development and economic impact of nine World Trade Centers around the world, including:

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<sup>2</sup> Ibid, pg. 51

- a. 2001 Report: Boston, Dresden, Macau, New York, Sao Paulo, Taipei
- b. 2007 Report: Amsterdam, Boston, San Marino, Sao Paulo, Seoul

These reports conclude that the case studies show World Trade Centers combining programs, services and real estate components are “quite successful in generating positive impacts in their surrounding areas.” The most successful projects have been developed using both public and private resources.

Specific Case Studies regarding the development strategies for three U.S. World Trade Centers, including Boston, San Diego and New York, are presented in Attachment C. Each case study is supported by information gathered through staff telephone interviews with WTC representatives at each location.

### **Conclusion**

These case studies provide ample justification for assessing the feasibility of establishing a World Trade Center in Oakland. Based on these case studies and others introduced in the two Johnson WTC reports published in 2001 and 2007, there is ample justification for assessing the feasibility of developing a physical World Trade Center in Oakland.

As these reports show, World Trade Centers have unique development paths dependent upon geography, public and private willingness to leverage resources, and local and regional economics among other factors. These WTC’s all share a common public/private development structure, usually with collaboration by the local Redevelopment Agency, local city government, and the local port authority.

The City of Oakland has many of the elements needed to move forward, including:

- the fourth largest maritime port in the U.S. and an expanding international airport;
- a successful and growing international airport;
- the transportation hub and logistics center for the Bay Area, including service by two Class I freight railroads, Amtrack, and BART;
- significant investment in international trade strategies in the past, leading to the successful establishment of the BAWTC, an experienced World Trade Center Association franchise that has an established regional presence; and

Approval of this proposed contract with C.H. Johnson Consulting, Inc. will signal the City’s willingness to participate in the development of an international trade strategy for Oakland – a strategy that includes the development of a physical World Trade Center.

## PROJECT DESCRIPTION

Development of a physical World Trade Center should be considered a critical element of a comprehensive International Trade Strategy, not an end to itself. As identified in this report, private/public partnerships formed to develop World Trade Centers are generally motivated by redevelopment and economic development strategies. All of the WTC Directors contacted by staff across the United States universally agree on one key element: Development of a physical World Trade Center must have significant political will and political determination to succeed.

Two elements have been identified as key to moving forward with plans to create both a physical World Trade Center and a comprehensive international trade strategy:

### **World Trade Center Feasibility Analysis, Business Plan and Implementation Strategy**

Staff recommends that the Agency fund a sole-source contract with C.H. Johnson Consulting, Inc. to develop a World Trade Center Feasibility Analysis, Business Plan and Implementation Strategy for the City of Oakland.

#### **The Contractor Team:**

**C. H. Johnson Consulting, Inc.** is a real estate consulting firm based in Chicago, Illinois. The firm has been active with World Trade Centers for over 10 years and has assisted in advancing WTC projects in Cleveland, Savannah, San Juan, and Buffalo. Additionally, Johnson Consulting completed two comprehensive economic impact studies, commissioned by the World Trade Center Association in New York, of ten different WTC's around the world. These reports were published in November 2001 and April 2007. Other notable projects that the firm's staff has advised on include the Hong Kong Convention and Exhibition Center, Singapore's Suntec City, Navy Pier in Chicago, and numerous other convention, trade show, and real estate projects.

Local expertise will be provided by Oakland-based **Northern Real Estate**, Jai Jennifer, Principal. Northern Real Estate (NRE)), an Oakland-certified LSBE, has almost ten years of experience in real estate research and analysis, as well as a solid knowledge of project feasibility, planning, and coordination. NRE has performed extensive research pertaining to the expansion and decline of the urban housing market, the overlooked yet significant purchasing power of the inner city, and the importance of utilizing a comprehensive approach to redevelopment in urban communities. Jai has performed project management, site feasibility, financial analysis, and market feasibility for office, industrial, retail, and mixed-use development projects. During the past three years he has consulted as financial analyst on commercial and mixed-use developments in northern and southern California; most notably, as financial consultant to the commercial real estate division of the Port of Oakland for the Jack London Square portfolio and in the acquisitions department of the Anschutz Corporation, developer of the STAPLES Center Arena and more than 300,000



square feet of retail, office, and restaurant space that is under development in downtown Los Angeles.

**Skidmore, Owings and Merrill (SOM)**, from its office in San Francisco, will add its planning expertise to Phase 2 of the proposed contract if authorized to proceed by the Agency. Preliminary investigations of existing buildings or sub areas of the city, or proposed district solutions can be considered and graphically described and visualized. For this assignment, we will work with **Skidmore, Owings and Merrill (SOM)**, and utilize their firm's planning expertise. Johnson Consulting has worked with SOM on over 30 assignments, most recently with a proposed conference center at YMCA's national headquarters; the master planning of downtown Waukegan, Illinois; the expansion of the Hong Kong Convention and Exhibition Center; expansion and upgrades to COEX, the World Trade Center in Seoul, and many other projects domestically and internationally.

The Scope is proposed to include the following elements (see Attachment A for additional details):

- A. **Phase I:** Research verifying potential local and regional economic impacts of a physical World Trade Center in Oakland.
- *Leadership Awareness Workshops:* Meet with Client officials and representatives of regional economic and trade organizations to confirm the objectives of the study, develop clear lines of communication, and review project methodology. Leadership group will include representatives from the Bay Area World Trade Center, the Port of Oakland, Peralta Community College District, the Oakland Metropolitan Chamber and other key public and private trade organizations.
  - *Market Research:* (a) Analysis of the regional and national real estate market and the market for a World Trade Center given the specific characteristics of the Bay Area region. (b) Preparation of case studies of World Trade Center projects to understand development and operating characteristics.
  - *Local and Regional Market Demand Assessment* for a World Trade Center/Showcase Center.
  - *Economic and Fiscal Impact Analysis:* Potential economic impact of (a) tenant and visitor spending, (b) WTC project on real estate adjacent to the Center, (c) increased trade on the Port, the Bay Area region, California and the United States, and (d) presentation of scenarios to identify the economic impact tradeoffs of varying investment levels.
- B. **Phase II:** Phase I results would be presented to the Agency in the Fall of 2007 with the request for approval to proceed. If the Agency agrees, the next steps are anticipated to include:

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- *Leadership Awareness Workshops:* Presentation of Phase I findings and continuation of work from Phase I.
- *Physical Investigation:* Identification of potential buildings and site development areas and establish criteria for selecting the optimal WTC site. Recommended site selection will be limited to one of the three Oakland Redevelopment areas funding this study: Central District, Coliseum, or the Army Base Redevelopment area. Produce visual renderings of potential WTC projects.
- *Financial Projection:* Based on recommended sites and configurations, prepare a 10-year financial projection, including estimated development costs and operational cash flow projections.
- *Final Deliverables:* (a) Meetings to conduct Kickoff, Leader Awareness, Midpoint Workshops, Final Workshop, (b) Draft report with initial market findings, (c) fully documented final report, and (d) PowerPoint presentation detailing findings and recommendations.

#### **I. Development of Oakland International Trade Leadership Council**

Following the recommendations of the McKinsey Report regarding the importance of developing Oakland's international trade presence, Mayor Dellums' Office and the Oakland Metropolitan Chamber of Commerce are convening the first meeting of the Trade and Logistics Cluster Group on June 20<sup>th</sup>. Key representatives from the Port of Oakland, the BAWTC, City Staff and key international trade-related and economic organizations, public and private, have been invited to this kickoff meeting.

It is anticipated that a Leadership group will emerge from the Trade and Logistics Cluster Group, a group that will move on under the guidance of the BAWTC, the Port of Oakland, the Oakland Metropolitan Chamber and Peralta Community Colleges to become the Oakland International Trade Leadership Council. A report on the work of the Oakland International Trade Leadership Council will be brought to the City Council/Agency in the Fall along with the Phase I results of the Oakland WTC Business Plan and Implementation Strategy.

This Leadership Council will also provide the local leadership key to development of the Oakland World Trade Center Business Plan and Implementation Strategy under the Johnson Consulting Contract.

To guide the work of the Leadership Council, the BAWTC and staff have developed a preliminary scope for the International Trade Strategy, as well as a first round assessment of a potential office space and development sites for a physical WTC. See Attachment C

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(Key Elements of an Effective International Trade Strategy for Oakland) and Attachment D (Potential Strategies and Locations for World Trade Center Site Development) for details.

## **SUSTAINABLE OPPORTUNITIES**

### **Economic Opportunities:**

The report results will assess the potential economic impacts of developing a physical WTC, which could include:

- Business expansion opportunities for local and regional businesses;
- Elimination of economic blight in the Redevelopment area in which a WTC is built;
- Increased job opportunities throughout the trade and logistics industries, real estate (office and industrial space), hotels, tourism, and other industries directly or indirectly connected to the expanded business opportunities resulting from a physical World Trade Center;
- Increased property values in the surrounding areas, reducing high office vacancy rates and providing investor incentives to develop vacant lots and redevelop older buildings suffering from deferred investment.
- Increased business and real estate tax revenues for the City.

### **Environmental Opportunities:**

The report will serve to identify the potential environmental opportunities of developing a physical WTC, which could include:

- Elimination of physical blight in the Redevelopment project area in which the WTC is developed;
- In keeping with the Mayor's vision of a Model City, the Mayor's Task Force on Green Business and the Oakland Chamber's Green Cluster Group, development of a WTC or WTSC could be the model for Green Building design. Tenant attraction could also focus on attracting businesses with a "green" or sustainable energy focus as part of a cluster attraction strategy.

### **Social Equity Opportunities:**

The report will serve to identify the potential environmental opportunities of developing a physical WTC, which could include:

- Development of an effective, multi-level International Trade Strategy and ultimate development of a World Trade Center that would brand Oakland's efforts to become a Model City in an international market – a Model International City.

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- A World Trade Center could become the focus of cultural activities for Oakland's diverse residents and neighborhoods, inviting tourists to participate in locally and internationally sponsored events.

#### **DISABILITY AND SENIOR CITIZEN ACCESS**

Opportunities will be identified through the WTC Business Plan and Implementation Strategy process.

#### **RECOMMENDATION(S) AND RATIONALE**

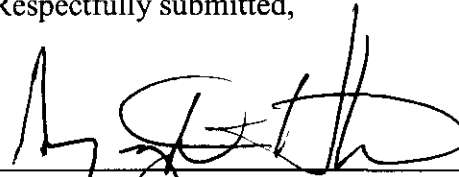
This report and resolution requests waiver of the competitive Request for Proposals/Qualifications process and authorization for the Agency Administrator to negotiate and execute a professional services agreement with C.H. Johnson Consulting, Inc. in an amount not to exceed \$78,500 to prepare a World Trade Center Business Plan and Implementation Strategy that will consider the feasibility of a City led World Trade Center project. Staff recommendations are based upon the considerable City investment in the BAWTC through the present, and the potential economic, environmental, social and marketing opportunities that Oakland could realize with the development of a physical World Trade Center.

This Agency request was very timely, as the BAWTC continues to receive moderate pressure to identify permanent space for trade activities to occur. Failure to approve this resolution most likely will result in the BAWTC reinstating its discussions with other Bay Area cities to develop a physical World Trade Center outside of Oakland and significantly impede efforts to develop a comprehensive international trade strategy in Oakland.

**ACTION REQUESTED OF THE CITY COUNCIL**

Authorize waiver of the competitive Request for Proposals/Qualifications process and authorization for the Agency Administrator to negotiate and execute a professional services agreement with C.H. Johnson Consulting, Inc. in an amount not to exceed \$78,500 to prepare Phase I of a World Trade Center Feasibility Analysis, Business Plan and Implementation Strategy and Business Plan.

Respectfully submitted,



**GREGORY D. HUNTER**

Interim Director, Redevelopment, Economic  
Development, Housing and Community  
Development

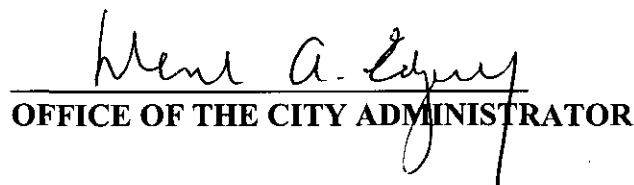
Reviewed by:

Aliza Gallo, Business Development Manager

Prepared by:

Deborah V. Acosta, UEA III  
Business Development

APPROVED AND FORWARDED TO THE  
COMMUNITY AND ECONOMIC DEVELOPMENT COMMITTEE:



**OFFICE OF THE CITY ADMINISTRATOR**

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**C.H. JOHNSON CONSULTING, INC.**  
*EXPERTS IN CONVENTION, SPORT AND REAL ESTATE CONSULTING*

June 26, 2007

Ms. Deborah Acosta  
Office Real Estate Specialist &  
International Trade, Project Manager  
250 Frank H. Ogawa Plaza, Suite 3315  
Oakland CA 94612

Dear Ms. Acosta:

C. H. Johnson Consulting, Inc. (Johnson Consulting), is pleased to present this proposal to analyze the feasibility and correct strategy for developing a physical World Trade Center (WTC) in the greater Oakland/ San Francisco market area. The community has toiled greatly in developing a strong regional services platform for world trade. The newly elected Mayor sees Oakland serving as a springboard for international trade, especially with Asia. It is both yours and the City's desire to understand if a physical facility, facilities or District could evolve to help support your World Trade Center efforts and the Mayor's vision.

This letter outlines our team's background, understanding of the assignment, scope of work, timing and fees associated with performing the engagement, and our contractual conditions.

**Johnson Consulting** is a real estate and hospitality consulting firm that specializes in convention centers, sports facilities, hotels, urban mixed-use projects, and other real estate land uses that are irregular or occur on a one-time basis in a typical marketplace. World Trade Center development and operations fall within this category.

Although we specialize in out-of-the-ordinary projects, we also provide general real estate consulting services and are knowledgeable in office, retail, residential, and hotel markets. I have worked as a real estate and hospitality consultant for 23 years at both Laventhol & Horwath and KPMG. At KPMG, I was the firm's national director for convention, sports and entertainment consulting. I also worked for two real estate development firms, one in Orlando and one in Chicago.

To add local expertise, **Northern Real Estate** - Principal Jai Jennifer will support our efforts. Northern Real Estate has almost ten years of experience in real estate research and analysis, as well as a solid knowledge of project feasibility, planning, and coordination. He has performed extensive research pertaining to the expansion and decline of the urban housing market, the overlooked yet significant purchasing

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power of the inner city, and the importance of utilizing a comprehensive approach to redevelopment in urban communities. Jai has performed project management, site feasibility, financial analysis, and market feasibility for office, industrial, retail, and mixed-use development projects. During the past three years he has consulted as financial analyst on commercial and mixed-use developments in northern and southern California; most notably, as financial consultant to the commercial real estate division of the Port of Oakland for the Jack London Square portfolio and in the acquisitions department of the Anschutz Corporation, developer of the STAPLES Center Arena and more than 300,000 square feet of retail, office, and restaurant space that is under development in downtown Los Angeles.

As we discussed, it may be appropriate to have planning expertise available, so in Phase 2 of our work, preliminary investigations of existing buildings or sub areas of the city, or proposed district solutions can be considered and graphically described. For this assignment, we will work with **Skidmore, Owings and Merrill (SOM)**, and utilize their firm's planning expertise. They have an office in San Francisco, which provides a convenient base for the team. We have worked with SOM on over 30 assignments, most recently with a proposed conference center at YMCA's national headquarters; the masterplanning of downtown Waukegan, Illinois; the expansion of the Hong Kong Convention and Exhibition Center; expansion and upgrades to COEX, the World Trade Center in Seoul, among many other projects domestically and internationally.

## **SCOPE OF WORK**

Johnson Consulting has been consulting on World Trade Centers for the last 15 years. We enclose a presentation we prepare for the 2006 Annual Conference for the World Trade Center Association. We presented this data in October 2006. The data shows that World Trade Centers take many forms, but when built and operated appropriately, they fare well. The trick is to be sure the vision is correct, the appropriate tenants are achieved and as appropriate, and various levels of government, as a stakeholders properly support the WTC mission and its physical address. In our scope of work we will develop a strategic plan the helps conceptualize the project and subsequently sets the stage for adopting the project as an initiative, and if appropriate, hopefully implement the project.

It should be noted that the Bay Area WTC is among the best organizations in its service platform nationally, if not internationally. While we will take advantage of work and research they have performed in analyzing tenant opportunities, our work will focus on the real estate and economic development aspects of a WTC, not its services.

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While presented on a task-specific basis, much of the work will be performed concurrently. Johnson Consulting will manage the coordination and integration of the various work elements. The following tasks detail our proposed methodology for completing this engagement.

**PHASE 1- INITIAL FRAMEWORK ANALYSIS**

**Task 1. Project Orientation**

Johnson Consulting will meet with Client officials and others to confirm the objectives of the study, develop clear lines of communication, and review project methodology. Johnson Consulting will also use this opportunity to begin project fieldwork. Work to be performed includes:

- Gathering and analyzing background information related to proposed projects.
- Identifying appropriate contacts and resources necessary to ensure complete review and assessment of issues and specific data.
- Obtaining information and data from client representatives and appropriate governmental agencies.
- Tour alternative sites and physical buildings and districts, as identified by the WTC and the City of Oakland.
- Conduct an internal brainstorming session to debate various land uses

**Task 2. Leadership Awareness Workshop(s)**

It is our understanding that a business leader meeting is being held in the near future. We will prepare a presentation segment that announces our study effort and describes what a world trade center is and how they vary among markets. We will then ask questions from the audience, seeking their initial input.

We also discussed formulation of a committee to serve as our sounding board as the analysis proceeds. While in the field for the above workshop, we would like to meet with this committee and establish study protocols and gain their input and direction. We will meet with this committee periodically as the planning effort proceeds.

**Task 3. Assess the Local Market Demand for the Facility**



**C.H. JOHNSON CONSULTING, INC.**  
*EXPERTS IN CONVENTION, SPORT AND REAL ESTATE CONSULTING*

Northern Real Estate and Johnson Consulting will summarize the Oakland real estate market, especially office, retail, hotel and residential. This analysis will provide a realistic assessment of the market's strengths, weaknesses, opportunities, and threats in each of these land use categories and in the vicinity of the proposed project. Among the data gathered and analyzed will be:

- Population and demographic trends
- Supply and demand relationships
- Broker interviews
- Achievable revenue, expense and net income attributes
- Oakland's and the Bay Area's economic development resources, programs, needs, and long-term development objectives.

**Task 4. Market Research**

We will conduct required analyses appropriate to analyze both the real estate market in general and the market for a World Trade Center in general, given the character of the region. We will also prepare case studies of projects in order to understand their operating characteristics. For each case study we will profile:

- Ownership and operating profile, and tenant mix
- Demand, revenue and expense profiles
- Physical profile
- Pre-opening budgets and duties by the building manager and the World Trade Center operator, if different
- Funding approach
- Duties performed by other parties in the market, such as Chambers of Commerce, economic development agencies, etc.
- At this juncture we will also independently investigate mentioned initiatives or strategies, such as a Chinese Import/ Export mart, or product sector showroom space. We will request to see initial project or concept studies, to see how those notions fit and help the project. We will also analyze whether they will generally be "cash cows" for the project or "loss leaders".

**Task 5. Initial Demand Projection and Financial Projection**

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Johnson Consulting will project demand for the proposed World Trade Center. The projection will include:

- Size and strategy for the project's size, mix of uses, phasing strategy, location
- Target tenants and project elements
- Summary of tenant mix and rents and pass through expenses paid in two to three comparable facilities that are approximately the size and orientation of the indicated facility
- Development of long-range demand projections addressing
  - Absorption
  - Rental or sales prices
  - Unique operating revenue opportunities and required expenses to support them
  - Typical operating and expense ratios for each land use considered
  
  - Absorption, revenue and expense projection
  - Development of an initial real estate financial model, to be expanded upon in Phase 2.
- Testing of demand projections using two analytic methods:
  - 'Bottom-up' approach reflecting current demand, event programming, and transfers from other location, and
  - 'Top-down' approach reflecting analysis of comparable facility demand, relative levels of supply and demand in the overall market and anticipated future market share.
- Discuss the effects that the proposed facility would have on the adjacent real estate market, and in providing a physical location for trade related activities that do, could and should happen in the region.

**Task 6. Initial Findings**

The preceding work will provide initial working assumptions regarding a potential project. We will summarize our findings in a report and presentation (boards and PowerPoint). We will then meet with the Committee and client representatives to describe our findings, suggest options and then discuss alternatives. At this point, we will be prepared to present to other stakeholder groups as appropriated.

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Once we have the above workshops regarding the project, upon separate authorization, we will continue with next steps of the analysis.

## **PHASE 2- BUSINESS PLAN DEVELOPMENT**

### **Task 7. Leadership Awareness Workshop(s)**

We will expand on the business leader process which begun in Phase 1. We will prepare a presentation segment that summarizes our Phase 1 study effort and describes what a world trade center is and how they vary among markets. We will then ask questions from the audience, seeking their initial input.

We also use this committee to serve as our sounding board as the analysis proceeds. We will meet with this committee periodically as the planning effort proceeds.

### **Task 8. Physical Investigation**

SOM will develop templates of other World Trade Centers and "districts" and scale them to a base map of sub areas in Oakland. They will choose small, medium and large examples. Subsequently, SOM will work with the City identify a reasonable number of buildings and site areas in Oakland submarkets. Working with Johnson Consulting, they will devise a criteria matrix for use in selecting the appropriate WTC site. The templates will then be used to superimpose alternative models over alternative venues and locations in Oakland. If a specific site area is chosen, SOM will develop concept studies for a hypothetical site and district for that area.

### **Task 9. Financial Projection**

We will update the Phase 1 research and develop a more focused tenant targeting strategy, make assumptions absorption and lease up and tenant mix. Then the team will prepare a 10 year projection that:

- Uses agreed upon project development assumptions as arrived at in prior tasks, pertaining to capital costs (assumptions provided by SOM), funding support, management structures and other critical assumptions
- Reflects a realistic pre-opening budget
- Incorporates projections for operations
- Calculates coverage ratios and fund balances

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- Results in a report that is suitable for use by client representatives for continued discussions with the City, the Committee, other levels of government, and ultimately lenders; for grant applications, and for deal structuring purposes.

### **Task 10. Economic and Fiscal Impact Analysis**

Johnson Consulting will use the model it developed for the World Trade Center Association to calculate economic and fiscal impacts associated with the development. We will discuss what spending by new tenants and visitors will have on the project, will discuss the changes that should be expected to occur around the project if it is built and operated as indicated by the market, and how trade should improve for the Bay Area, California and the US if the project is built.

If necessary, we will present scenarios so the reader can understand the tradeoffs of investment level and economic impact.

### **Reports and Meetings**

Johnson Consulting, Northern Real Estate and SOM are noted for the clarity, graphics and quality of their reports, and we have a superior ability to synthesize team information into appropriate documents. The reports will be presented in draft form, and then in final form once review comments are incorporated. As appropriate, we will be pleased to post all reports on our Website for ease of client use and distribution.

We have budgeted for three formal meetings for each phase:

- Kickoff,
- Leader Awareness Meeting
- Midpoint workshops, and a
- Final workshop.

Our staff will be in the market to conduct fieldwork at other points during the study process. We will be available for meetings during these fieldwork trips, and via conference calls. We will also provide a PowerPoint presentation and explain the study's findings and recommendations to the community.

We will provide the following deliverable products for client representatives for each phase:

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- Draft report with initial market findings,
- Fully documented final report, and
- PowerPoint presentation detailing findings and recommendations.

**Schedule**

Johnson Consulting will complete the Phase 1 scope of work outlined above in approximately eight to twelve weeks. We will be available to work with client representatives and community officials immediately.

**Cost Proposal**

Fees for Johnson Consulting's research and analysis and project coordination and administration for Phase 1 are \$71,000 plus an expense allowance of no more than \$7,500.

For Phase 2, Total fees are estimated at \$27,500 including SOM's fees plus a \$6,000 expense allowance, assuming a reasonable, not exhaustive graphics package.

Such expenses will be incurred for direct out-of-pocket costs such as renderings and graphics, report reproduction, telephone and messenger service, and travel and lodging, etc. Expenses also include a \$7 per hour charge for indirect costs such as telephone, fax, computer time, report preparation and production, etc. We will submit progress bills at monthly intervals during the engagement.

*For Phase 1 We require a \$15,000 retainer as well as a signed copy of this agreement as our authorization to proceed.*

Our estimated fees are based on the previously detailed scope of work. Should you determine that changes to the scope of work are necessary; our fees will be adjusted accordingly. Fees for report updates, which may be required, will be negotiated when requested. We are prepared to commence work at your request and will complete the project in the time frame stated in this proposal. Hourly rates for additional services, requested are as follows:

**Staffing**

We commit that each member of the Consulting Team will be fully involved in the project and will perform the research and analytical work necessary to complete the

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project. The day-to-day involvement of our senior staff will assure that the work on your project will be of the highest possible quality.

**Johnson Consulting**

- **Charles H. Johnson, ISHC**, is a nationally recognized consultant with over 20 years of experience in the conference/convention, hotel, tourism, and general real estate consulting fields. Prior to forming Johnson Consulting, he was National Director of KPMG Peat Marwick's Convention, Sports and Leisure Consulting practice. He worked with Laventhol and Horwath's Hospitality division and also worked for two real estate development firms. Johnson has worked on over 600 consulting assignments in the U.S. and abroad. His prior experience includes convention center/hotel studies in Fresno, CA; Palm Springs, CA; Bellevue, WA; Ft. Worth, TX; Austin, TX; Portsmouth, VA; and Boston, MA. He is currently providing an analysis of World Trade Centers in Seoul, Ekaterinburg, Amsterdam, San Marino, Boston and Sao Paulo for the World Trade Center Association.
- **Jai Jennifer** has a strong interest in urban community-based development with a particular interest in urban infill, transit-oriented, and waterfront master-planned development projects. Northern Real Estate, LLC will collaborate with Johnson Consulting in all areas of their analyses.
- **David O'Neal** is the former Executive Director of the Orange County (FL) Convention Center, has extensive experience in assembly facility programming, design, development, construction, marketing, event servicing, and operations. He helps owners and managers of facilities develop operational design criteria, reviews management practices, and analyzes facility markets. O'Neal's recent or current projects include planning for the Tacoma Convention Center, Phoenix Civic Plaza, Wisconsin Center District in Milwaukee, the San Diego Convention Center, the new Tacoma Convention Center, and the resort hotel and convention center in Osceola County, FL.
- **Ayu Listiowati** holds a Masters Degree in Real Estate from Cornell University. Her graduate work focused on real estate development and market and financial analysis. Prior to Cornell, she earned a Professional Degree in Architecture from the University of Indonesia and had work experience in architecture and real estate planning and design. At Johnson Consulting, she specializes in market and financial analysis, room tax analysis, and economic and fiscal impact analysis for high-impact real estate projects such as hotels, conference centers, and tourism promotion agencies. She recently provided analysis for a convention center/hotel development in Overland Park, KS, developed a comprehensive real estate planning

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model for a convention center and hotel complex in San Juan, Puerto Rico, and developed financial models and City or County Council reports used in the developer selection process in San Juan, Overland Park, and Ft. Worth. She is currently working on an analysis of the Oglebay Resort in West Virginia as part of our contract with the West Virginia Development Office.

- **Ryan Johnson** has done extensive work in international relations and finance, statistics, and business management. He has studied at the University of Denver and DePaul University and is completing his degree in finance. Prior to joining Johnson Consulting, Ryan worked as a line producer for a major production company in Los Angeles and New York. Since joining Johnson Consulting, he has worked on the analysis of the venue for Expo 2010 in Shanghai, China as well as an analysis of the Wenatchee Convention Center in Wenatchee, Washington. Currently, Ryan is managing the selection of a development company for a new convention center hotel in Fort Wayne, Indiana and is also working on an analysis of the Javits Convention Center in New York City.
- **Joe Zeit** holds a Bachelor of Arts in Political Science degree from the University of Dayton, and specializes in research for sports development projects. Prior to joining Johnson Consulting, he was an intern at a law firm completing projects in legal research and legal writing. He is currently providing an analysis of a proposed expansion for Papa John's Stadium at the University of Louisville, KY. He is also working on a feasibility analysis for a Minor League Baseball Stadium in Lee's Summit, Missouri.

### **Contractual Conditions**

The following conditions are standard policy for Johnson Consulting and are customary for engagements of this type. Should you have any questions concerning any of these conditions, please feel free to contact us.

The findings and recommendations of our research will reflect analyses of primary and secondary sources of information. Estimates and analyses presented in our report will be based on economic trends, market assumptions, and financial data that are subject to variation. Johnson Consulting will use sources that it deems reliable, but will not guarantee their accuracy. Recommendations will be made from information provided by the analyses, internal databases, and from information provided by external sources.

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It is understood in accepting this proposal that neither fees nor payment thereof is contingent upon the findings of the study. Additionally, all outstanding invoices must be current prior to the release of any draft and final reports.

Johnson Consulting will have no responsibility to update its report for events and circumstances occurring after the date of its report. If you decide not to proceed with the project, or if it appears that the study will result in a finding that the project cannot achieve it's required results, Johnson Consulting would, at your request, terminate its work and would only bill you for fees and expenses incurred to that point in time.

Billing rates are subject to a minimum five percent increase as of January 1, 2007.

Invoices outstanding after thirty days of receipt shall accrue at the interest rate of 1.5 percent per month until paid. If we need to bring action to enforce the terms contained in this letter, you will be responsible to pay our reasonable attorney's fees, costs and expenses.

We commit to delivering the highest quality product within the timeframe we have proposed. We look forward to the opportunity to serve you. If you have any questions, please feel free to call me at 312-444-1031.

Thank you for your interest in our firm. We look forward to the opportunity to serve you.

Sincerely,



CHARLES H. JOHNSON  
PRESIDENT



**C.H. JOHNSON CONSULTING, INC.**  
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**If the preceding is acceptable, please sign a copy of this agreement and fax it back to 312 444 1125. Also our receipt of the retainer is required before we commence work.**

**AUTHORIZATION TO PROCEED- Phase 1**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

If you wish to wire payments, our wire information is provided below.  
JPMorgan Chase Bank NA

ABA: 021000021  
Account: 840714364

**CASE STUDIES – BOSTON, NEW YORK AND SAN DIEGO**

**C.H. Johnson Consulting, Inc. – “Updated Report on World Trade Centers’ Role in Their Markets” – April 2007”**

Prepared for the World Trade Centers Association by C.H. Johnson Consulting, Inc., a real estate consulting firm based in Chicago, Illinois, these comprehensive economic studies traced the development and economic impact of nine World Trade Centers around the world, including:

The report concludes that the case studies show World Trade Centers combining programs, services and real estate components are “quite successful in generating positive impacts in their surrounding areas.” The most successful projects have been developed using both public and private resources. From the 2007 report:

*“The projects that have created the greatest relative impacts combine public and private resources to centralize components of the region’s economic development services, real estate expertise, and effective management.*

*Our research confirms the hypothesis that real estate performs better if a World Trade Center license is associated with it. WTC facilities throughout the world have demonstrated the ability to lift the level of utilization and quality of surrounding development. Many are considered the pioneer developments and the main driving forces behind the development of previously underutilized regions in major cities.*

*While the impacts, value, and local benefits vary from market to market, it is clear that many positive economic results come from a well-conceived World Trade Center project. Each must be tailored to local conditions and take advantage of the World Trade Center brand name. The presence of a WTC in a market does offer potential in the previously mentioned areas if leveraged by the license holder, community leadership, and governmental trade organizations. The greater the alignment among these elements, the more effective a WTC will become.”<sup>1</sup>*

I. Case Studies: New York, Boston and San Diego

The following case study summaries will focus on the development partnerships that created the New York and Boston WTC’s, culled from the C.H. Johnson Consulting, Inc.’s 2001 and 2007 WTC reports. Additional Staff research was conducted through telephone interviews with senior representatives from each of these World Trade Centers.

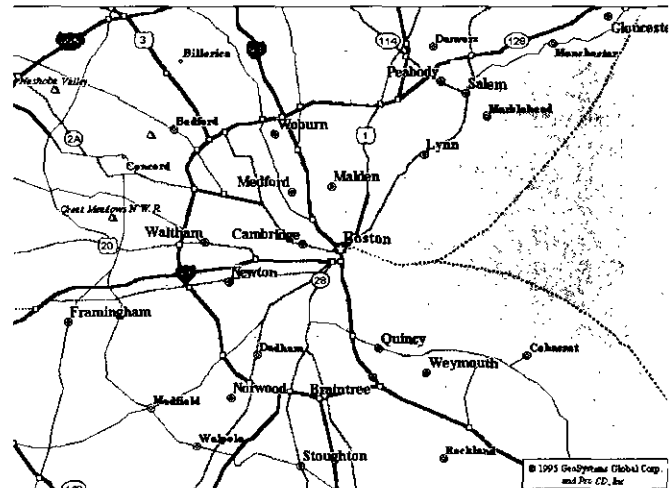
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<sup>1</sup> “Updated Report on World Trade Centers’ Role in Their Markets” Section 2, pg. 3-4

A. **Boston World Trade Center**

1. **Description of Market Area:**

“Boston is the state capital of Massachusetts as well as the hub of the New England Region, located in the northeastern edge of the United States. It is a center for financial, governmental, professional, higher educational and medical services. It is also a center for transportation, communications, export, cultural and entertainment activities. Boston is also one of the US’s most historic cities, as much of the character from early colonial times has been well preserved and maintained. The Boston Metropolitan Statistical Area (MSA), which stretches from Maine and New Hampshire down to southeastern Connecticut, has a total population of approximately 5.8 million and is the seventh largest MSA in the country. The population of Boston is young and racially and ethnically diverse. The MSA is home to the western hemisphere’s oldest continually active major port, and Boston’s Logan International Airport is the 6th busiest in the nation.....



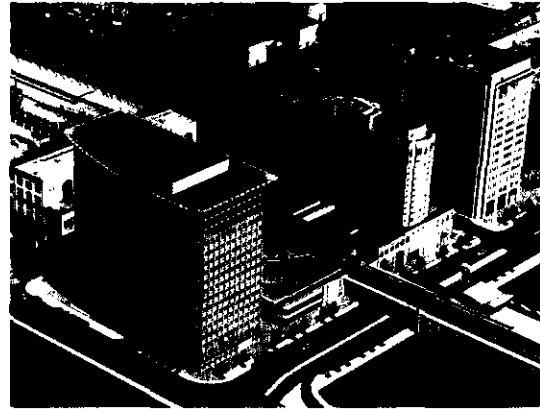
In the United States, Boston is rivaled only by California’s Silicon Valley in terms of its presence in the technology industry; its Route 128 corridor has been known as “America’s technology highway” since the 1960s and more than half of the world’s computer networking firms are based in Massachusetts. Boston is also a financial and health care capital, with a higher volume of mutual funds managed and National Institute of Health grants received than any other U.S. city.”<sup>2</sup>

2. **Boston WTC Development History and Purpose**

“The World Trade Center Boston (WTC Boston) was built as a redevelopment of Boston’s historic Commonwealth Pier. The original \$110-million project was a joint venture of the Drew Company, Inc., a Boston-based real estate development and management firm, and Fidelity Investments, the global financial services provider. The pier is located in

<sup>2</sup> “Updated Report on World Trade Centers’ Role in Their Markets” Section 6, pg. 1-2

south Boston's Seaport District, which is an area that was historically a derelict industrial and wharfing area. Since the 1986 opening of the WTC Boston, commercial development of the South Boston waterfront, the traditional center for Boston's shipping and fish-processing industries, has been ongoing. Various development teams have been working diligently over the past twenty years to plan and develop a number of major commercial projects in the Seaport District, that include apartment and condominium residential, hotel, retail, office, meeting and convention, and industrial. The WTC Boston is situated in the center of this activity and serves as the hub for international commerce and business as the anchor development of Seaport District's revival.



The World Trade Center Boston, which is a member of the World Trade Centers Association, serves as a focal point for international trade activity in the New England area. The World Trade Center Boston supports international trade through such activities as:

- Housing the US Export Assistance Center, including the US Department of Commerce and other trade related organizations
- Offering one of the largest venues in the Northeast for international meetings, exhibitions and conventions. The World Trade Center Boston hosts numerous regional and international technology trade shows, product introductions, corporate meetings, sales seminars and training programs.
- Organizing tradeshow and exhibitions that attract international exhibitors and attendees to Boston as well as help support the expansion of the New England economy.
- Connecting Boston to a global network of World Trade Centers, and in turn, connecting these and other foreign trade organizations to industry, associations and universities in the Boston area.

Seaport Hotel, financed largely through the City's successful bid to obtain Federal HUD Section 108 funds for the project.

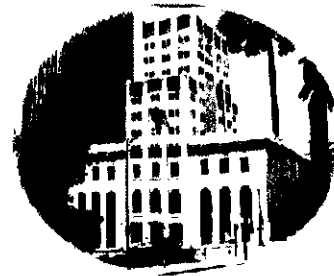
Drew Company, Inc. continues to manage the WTC real estate. Unlike many of the other WTC's, Boston does not offer programmatic trade services to businesses. It focuses on development of trade conventions and conferences, whether international, regional or local in nature. Mr. DiLeo emphasized that the marketing impact of the WTC designation was the primary purpose of purchasing a WTCA license. Mr. DiLeo told Staff he is an eager participant in WTCA membership meetings, believes strongly in the collaborative marketing of the WTC brand, and believes strongly that "it is time" for the 289 WTCA member community to be joined by a physical World Trade Center in the Bay Area.

**B. *San Diego World Trade Center***

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**1. Development History of the San Diego World Trade Center**

The following information was obtained by Staff through a conversation with Belle Huele, Executive Director of the San Diego World Trade Center. The San Diego WTC is a tenant of the City of San Diego and located in a modest, 50,000 s.f. Class C building in the downtown area.



San Diego's efforts to develop international trade began 30 years ago through the creation of an informal network of volunteers that called themselves the San Diego World Trade Association. This informal network of business owners and other international trade-related organizations continued to support and market San Diego's presence in international trade from 1977 through 1994. Just prior to 1994, the WTA approached San Diego's Mayor and the Port of San Diego to enlist the support of these organizations in developing a World Trade Center.

The City and Port agreed, resulting in the Port's purchase of the World Trade Center Assn. license, which allowed the WTA to become a full-fledged member of the international World Trade Center Association. The Port continues to pay the annual WTCA franchise fee. The City, which coincidentally was gifted a 50,000 Class C office building in 1994, provides the San Diego WTC with 7,000 s.f. of free office space, with an estimated annual lease value of \$180,000 per year.

In addition to the San Diego WTC, the building is 65% occupied by City offices unrelated to international trade, and the remainder to trade-related non-profits. The San Diego WTC has no tenanting or management responsibilities for the building. Ms. Huele has a staff of 7 people, including herself, with an additional 20 interns rotating through the operation, primarily with research duties. The WTC operates under the guidance of a Board of Directors.

The County of San Diego provides financial support through Community Enhancement Funds, while the City contributes through its Transit Occupancy Tax. The WTC has a fee membership base of 750 individuals and businesses. Additional income is generated through fees for services and 30 business trade events annually.

Ms. Huele supports the need for a Class A space to maximize the marketability and image recognition of any world class World Trade Center. She emphasized to staff that for Oakland's initiative to succeed in any reasonable time-frame, the project must have "political will and political clout."

### C. *New York World Trade Center*

The New York World Trade Center with its twin towers, destroyed by a terrorist attack in 2001, was easily the most recognizable World Trade Center in the world. Its economic impact on New York has been well documented. This report will focus on the development partnerships that built the New York WTC, and why it was built.



#### 1. **Development Process:**

"The Downtown-Lower Manhattan Association proposed the development of a World Trade Center by the Port Authority of NY-NJ in 1960 as a way to revitalize the languishing area, which had been losing ground steadily to the Midtown market. Following complex negotiations between the States of New York and New Jersey (who oversee the bistate agency), NYC and the Port Authority, a deal was reached and legislation was passed in both states allowing the Port Authority to develop the WTC New York. At the same time, the agency was authorized to acquire the Hudson and Manhattan Railroad (known today as the Port Authority Trans Hudson system [PATH]) which links the two states. Architectural

plans for the project were unveiled in 1964, excavations began in August 1966, and construction began in August 1968. One WTC opened in December 1970. Two WTC and Five WTC both opened in 1972. Construction and improvements continued after the 1973 dedication, with the U.S. Customs building opening in 1974, the Observation Deck at Two WTC in 1975, the Club at the WTC and Windows on the World restaurant in 1976, Four WTC in 1977, and the Vista International Hotel (now the Marriott) in 1981.”<sup>4</sup>

## 2. New York WTC and the World Trade Center Assn

Staff talked at length in July 2006 to Bob Dichiara, EVP at the World Trade Centers Assn. (WTCA) headquartered in New York. Mr. Dichiara was on the original development team of the New York-New Jersey Port Authority in the early days of the New York WTC development. He revealed that the World Trade Center Association was originally created as part of the local Port Authority in 1970, and spun off as a non-profit organization in 1987.

- a. The original New York World Trade Center was funded by the Port Authority of New York and New Jersey through tax-free bonds as an economic development platform for international trade. The purpose was to introduce small and medium sized businesses to international trade, an opportunity that would be virtually impossible for them without the business assistance and centralized place offered by the World Trade Center.
- b. The WTCA has financed studies through C.H. Johnson Consulting, Inc., that:
  - provide empirical evidence that World Trade Centers as real estate projects perform better than similar real estate projects in the same market;
  - provide case study and anecdotal information on how World Trade Centers have been developed and how they positively impact their neighborhoods;
  - provide standards for economic impacts and other informational tools that individual WTC’s can use in their markets to calculate and communicate their value to their respective markets

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<sup>4</sup> *World Trade Centers: An Analysis of the Role They Play in Their Markets*: Johnson Consulting, 2001

Mr. Dichiara confirmed that WTCA studies have found that WTC's have a significant positive economic impact on their communities through increased business transactions; increased tourist spending; increased real estate development (residential, office and hotels) and resulting increased real estate values; and regional multiplier impacts resulting from the overall increased spending.

- c. Mr. Dichiara stated, "The whole goal is to maintain and increase the economic base. If you can take a company that has never had any contact with the international market, and show it how to reach this larger market, and provide a platform that makes it easier for it to do so, then you increase wealth, both for the business and its community, including the creation of jobs."
- d. Mr. Dichiara also opined that, "Each World Trade Center created responds to its own market." There is no cookie-cutter formula for a WTC. The closest example to what is being proposed in Oakland is the former New York WTC, which had exhibition halls, conference center, offices, and a World Trade Institute that taught the business of world trade to students from around the world. The new Ronald Reagan WTC in Washington D.C. has convention facilities and trade facilitation, but does not showcase businesses. The Boston WTC has extensive office space, as does Long Beach, Vancouver, Los Angeles and others, but none have showcase centers.
- e. "Every Trade Center we have strengthens our network," Mr. Dichiara pointed out. The Bay Area is a critical component of the WTC network, yet the benefits to its network members are limited without a building to act as an international "home" for its world-wide membership. He stated unreserved support for the proposed World Trade Showcase Center in Oakland.



**Key Elements of an Effective International Trade Strategy for Oakland**

1. **Leadership** to develop an Oakland International Trade Council. The Council will be responsible for developing international trade strategy, program implementation and funding sources. Leadership would be drawn from the City, Port, BAWTC, Oakland Foreign Trade Zone, other regional and economic organizations such as Bay Area Economic Forum, East Bay Economic Development Assn., the U.S. Commerce Import/Export Assistance Center, U.C. Berkeley, Peralta Community Colleges, and private businesses (Clorox, APL, GSC Logistics, etc.) as identified through the partnership principals.

Preliminary Implementation Strategy:

- Staffing to prepare Partnership Meetings and materials and to follow through on decisions as needed.
- Material preparation and duplication
- Appropriately appointed meeting room with audio/visual technology access central to participants

2. **Integrate and Centralize the City's International Trade Functions, including Oakland's Protocol and Sister City Program.** It is Recommended that this role be contracted out to BAWTC.

Preliminary Implementation Strategy:

- Contract with BAWTC to manage the City's International Trade Functions, including Protocol and Sister City Program.
- Provide dedicated City staff function to coordinate International Trade strategy with BAWTC and Oakland International Trade Council, manage BAWTC contract, and provide or coordinate City presence/leadership as required internally and externally, represent the City on trade missions, etc.

3. **Develop and Implement Local, Regional, National and International Oakland/BAWTC Marketing Program** to develop Oakland's image as an international trade city and regional international trade hub

Preliminary Implementation Strategy:

- Leverage the City of Oakland's partnership with BAWTC by engaging its worldwide World Trade Assn. network in more than 100 countries to promote the City's businesses in the global marketplace.
- In concert with the Port of Oakland, Oakland's Sister City program, local and regional Chambers of Commerce, the Oakland Visitor and Convention Bureau, the Scotlan Convention Center management and others to identify, attract, and promote international trade events and conferences, and to actively participate in trade missions.

- As outlined in this plan, implement the strategies associated with development of a World Trade Center/World Trade Showcase Center building or buildings, a World Trade Center Club, the Foreign Trade Zone and immediate relocation of the BAWTC office to a more central, downtown location to enhance the City's image as an international City and hub for international trade.
- Develop, and keep updated, an international marketing brochure for the City in multiple languages.
- Produce an international marketing DVD.
- Develop collateral material as needed for specific inbound foreign delegations, and outbound trade missions, and at other similar international trade outreach activities.
- Ensure state-of-the-art BAWTC web portal to attract foreign investors, foreign-based importers, as well as domestic-based international firms to Oakland.

#### 4. **Education and Workforce Preparedness**

##### Preliminary Implementation Strategy:

- Expand ongoing BAWTC educational programs designed to strengthen Oakland businesses and their competitiveness in the international marketplace.
- Incorporate international business training at the high school and college levels through partnerships with Oakland Unified School District and Peralta Community College.

#### 5. **Competitive analysis** of Oakland industries/businesses in a global market.

##### Preliminary Implementation Strategy:

- Identify those Oakland industry sectors targeted for expansion<sup>1</sup>
- Develop analysis of each industry cluster for their competitiveness in global markets.
- Based on this cluster analysis, BAWTC will develop specific international trade-related programs if not already in place for companies operating in these individual clusters. Programs will be regionally marketed.
- Analyses should be updated annually, and programs reviewed, to ensure competitiveness with changing global market conditions.
- Provide online trade reports, market studies, industry analyses for each targeted industry segment as it relates to international trade.

#### 6. **Import/Export Assistance** for small and growing businesses. Maintain a comprehensive international trade center for meeting the international needs associated with importing and exporting for Oakland businesses.

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<sup>1</sup> As identified in the McKinsey Report, key sectors include International Trade and Logistics/Transportation; Healthcare; Green Industries; Arts and Entertainment; Retail; Biotechnology; Food Manufacturing

Preliminary Implementation Strategy:

- Continue to offer and expand trade development services, including: market intelligence, strategic planning, international marketing, sales execution, export credit management and finance, shipping and logistics, export compliance, foreign sales leads, overseas partner identification and qualification, business protocol training, business matching with foreign delegations.
- Targeted marketing of BAWTC programs and services to Oakland businesses, private and public organizations
- Review BAWTC website for effectiveness and integration with Oaklandnet.com and CEDA web sites.
- Ongoing coordination with government international trade services provides by the State of California, the U.S. Department of Commerce Export Assistance Center, the EX-IM Bank and others to ensure unified trade assistance to Oakland businesses.

7. **Programmatic approach** to increasing local and regional international business opportunities

Preliminary Implementation Strategy:

- The City and Port must work actively with BAWTC to seek private sector, foundation, State and Federal funding, as well as develop programs that create revenue sources for BAWTC.
- Contract out the lead to BAWTC on all City International Trade programs and services.
- City of Oakland should organize and attend one or more trade missions annually for the purpose of fulfilling business expansion goals developed under the International Trade Strategy.
- City of Oakland/BAWTC should sponsor a minimum of one international trade show annually.

8. **International Trade Business and Investment Attraction:** Develop an International Investment Program. The International Trade Council should play a key role in the development of this program.

Preliminary Implementation Strategy:

- Focused implementation of the *other* strategies in this program will create a powerful economic argument that Oakland is an international trade city and a regional economic driver, encouraging investment.
- As the City re-evaluates the need for business incentives offered to domestic businesses, it should also evaluate whether there are additional incentives that could be created to attract international business to Oakland.

- Survey firms and countries that contribute foreign direct investment to the Bay Area and to Oakland, obtaining data regarding the factors used by international firms to invest. Based on this data, the BAWTC/City should develop an effective international business investment strategy.
- Create international marketing materials.
- Work with the Port of Oakland to have a City of Oakland presence in overseas offices in the Pacific Rim (currently only in Shanghai).
- Use the State of California foreign offices (if an international trade program is re-established) to promote the City's International Investment Attraction Program.
- Coordinate joint trade missions with the Port of Oakland.
- Take advantage of Sister City relationships to promote outreach and implementation of International Investment Attraction Program.

9. **Foreign Trade Zone:** Enhance utilization of the City's incentive benefit districts.

Preliminary Implementation Strategy:

- Identify those industrial areas and sub-areas in Oakland that could benefit from utilization of the Foreign Trade Zone for domestic and international business attraction
- The City, BAWTC and Port should actively promote the FTZ both to domestic businesses and when traveling overseas.
- Hold one major business promotion event annually at the FTZ to expose it to the business community.
- Collateral material used to promote the FTZ should be updated annually.
- Estimated Annual Budget: \$ \_\_\_\_\_

10. **World Trade Center:** Develop a World Trade Center Business Plan and Implementation Strategy.

### **Potential Strategies and Locations for World Trade Center Site Development**

1. Development of a Master Lease or Option to Lease in an existing downtown commercial office building:
  - Staff and BAWTC have discussed with local developers and buildings owners the potential of an international trade tenancing strategy for their properties. The office space could be tenanted by import/export related businesses, the BAWTC and its related program space (classrooms, offices, etc.), public trade organizations such as the U.S. Dept. of Commerce, etc.
  - The Bay Area World Trade Center could receive marquee signage on an existing office building, effectively branding the building as World Trade Center One.
  - If ground floor space is available, a potential tenancing strategy could include dedication of the retail space to branded Chinese or other international retailers for sale to the general public.
  - As discussed at the BAWTC Board of Directors meeting in May, the Board is interested in discussing with property owners the potential of exercising an option to control space or to develop a Master Lease. This would provide the BAWTC with office space to offer potential sub-tenants, resulting in the ability to develop and execute a tenancing strategy. This would allow the BAWTC to go to China and other countries with specific business space to offer for lease.
  - Funding of this space should be pursued with the Port, City of Oakland, Peralta Community Colleges (which may be interested in selling its existing administrative real estate and locate at the BAWTC), and perhaps others that have not yet been identified.
  - Potential sites: (1) 1945 Broadway – Sears Building (historic Class B building containing 195,000 s.f. of available office space; and (2) Center Twenty One (new Class A office building developed by Brandywine Realty Trust, 215,000 s.f. of office space, 16,000 s.f. retail space, now leasing and due for completion October 2007.

2. Potential Development Areas and Sites for Future WTC: Development of future phases of the WTC will be explored in depth during Phase II of the proposed contract with C.J. Johnson Consulting, Inc. These sites are not listed in order of feasibility:

- *Jack London Square (California Harvest Hall)/Port of Oakland*
- *Oakland Army Base Redevelopment Area*
- *Coliseum Redevelopment Area*
- *City-owned office space located on 7<sup>th</sup> Street next to the Oakland Police Dept. headquarters. Currently occupied by Alameda County, expected to vacate by year end 2007.*
- *Two county-owned buildings at the corner of 5<sup>th</sup> Street and Clay. These buildings are currently the focus of a reuse study by the County of Alameda. It is likely that these buildings will be sold within the next few years.*
- *(T5/T6) 1.6 acres at the corner of 11<sup>th</sup> & Clay Street:*  
Owned by the Oakland Redevelopment Agency, this site is controlled under a Demand Development Agreement (DDA) with Shorenstein Properties, LLC, a privately-held, San Francisco-based company. The site is entitled for commercial development up to 600,000 s.f. Shorenstein is required under the recently approved 12<sup>th</sup> DDA amendment to reserve the site for at least 6 months to examine the feasibility of developing a WTSC. It's location is considered to be ideal for such a use because of its central, downtown location and access to BART and other transportation systems. Shorenstein has until 2013 to develop firm plans for this site under the existing DDA.
- *T12: This is a large surface parking lot (1 City block) adjacent to Shorenstein's 555 City Center, located between 11<sup>th</sup> and 12<sup>th</sup> Streets/Martin King Luther, Jr. Way and Jefferson St. Owned by the Oakland Redevelopment Agency, this site is controlled under a Demand Development Agreement (DDA) with Shorenstein Properties, LLC. This site has no height limitations, providing outstanding potential for magnificent views of the Bay Area and San Francisco. Shorenstein must begin construction on a commercial office building no later than October 2008 on the site. They are currently developing a tenanting strategy.*

- *301 – 285 12<sup>th</sup> Street*

This 75,359 s.f. real estate site is currently listed in two parcels: (1) about 60,000 s.f. (an entire City block), and (2) a separate parcel across the street totaling about 15,000 s.f. Has been on the market for one month at this writing, priced at \$20,800,000. Clearly priced for a residential market, the property is owned by the heirs of the Cochran-Celli auto dealership that formerly occupied the site. They are not in a hurry to sell, have zero basis in the property, and their broker tells me they could be motivated to negotiate.

- *1100 Broadway*

This parcel actually includes an historic Class B office site, the former Key Systems Bldg., and an adjacent, vacant 17,000 s.f. lot. Recently purchased by SKS Investments, aka SKS Broadway LLC, the developer is identifying potential tenants for the site and is willing to build to suit. SKS is also willing to consider selling the site to the end-user after construction. Total office entitlements for the existing lot include approval for up to 250,000 square feet, although the developer is considering seeking entitlements for a much larger building on the vacant parcel. The 12<sup>th</sup> Street BART station entrance is located one block away.

- *1640 Broadway*

Fully entitled for 178,000 s.f. of office space (36 story). Owned by 1640 Broadway Associates. Current project status uncertain.

- *1930 Broadway*

Current improvements include 29,000 s.f. of retail storefront, built in 1937. Mixed-use developments plans include 1.1 million square feet of office. Entitlements in process. Owned by Encinal Jackson, LLC.

OFFICE OF THE CITY CLERK  
9, 11, 13, 15, 17, 19, 21, 23, 25, 27, 29, 31, 33, 35, 37, 39, 41, 43, 45, 47, 49, 51, 53, 55, 57, 59, 61, 63, 65, 67, 69, 71, 73, 75, 77, 79, 81, 83, 85, 87, 89, 91, 93, 95, 97, 99, 101, 103, 105, 107, 109, 111, 113, 115, 117, 119, 121, 123, 125, 127, 129, 131, 133, 135, 137, 139, 141, 143, 145, 147, 149, 151, 153, 155, 157, 159, 161, 163, 165, 167, 169, 171, 173, 175, 177, 179, 181, 183, 185, 187, 189, 191, 193, 195, 197, 199, 201, 203, 205, 207, 209, 211, 213, 215, 217, 219, 221, 223, 225, 227, 229, 231, 233, 235, 237, 239, 241, 243, 245, 247, 249, 251, 253, 255, 257, 259, 261, 263, 265, 267, 269, 271, 273, 275, 277, 279, 281, 283, 285, 287, 289, 291, 293, 295, 297, 299, 301, 303, 305, 307, 309, 311, 313, 315, 317, 319, 321, 323, 325, 327, 329, 331, 333, 335, 337, 339, 341, 343, 345, 347, 349, 351, 353, 355, 357, 359, 361, 363, 365, 367, 369, 371, 373, 375, 377, 379, 381, 383, 385, 387, 389, 391, 393, 395, 397, 399, 401, 403, 405, 407, 409, 411, 413, 415, 417, 419, 421, 423, 425, 427, 429, 431, 433, 435, 437, 439, 441, 443, 445, 447, 449, 451, 453, 455, 457, 459, 461, 463, 465, 467, 469, 471, 473, 475, 477, 479, 481, 483, 485, 487, 489, 491, 493, 495, 497, 499, 501, 503, 505, 507, 509, 511, 513, 515, 517, 519, 521, 523, 525, 527, 529, 531, 533, 535, 537, 539, 541, 543, 545, 547, 549, 551, 553, 555, 557, 559, 561, 563, 565, 567, 569, 571, 573, 575, 577, 579, 581, 583, 585, 587, 589, 591, 593, 595, 597, 599, 601, 603, 605, 607, 609, 611, 613, 615, 617, 619, 621, 623, 625, 627, 629, 631, 633, 635, 637, 639, 641, 643, 645, 647, 649, 651, 653, 655, 657, 659, 661, 663, 665, 667, 669, 671, 673, 675, 677, 679, 681, 683, 685, 687, 689, 691, 693, 695, 697, 699, 701, 703, 705, 707, 709, 711, 713, 715, 717, 719, 721, 723, 725, 727, 729, 731, 733, 735, 737, 739, 741, 743, 745, 747, 749, 751, 753, 755, 757, 759, 761, 763, 765, 767, 769, 771, 773, 775, 777, 779, 781, 783, 785, 787, 789, 791, 793, 795, 797, 799, 801, 803, 805, 807, 809, 811, 813, 815, 817, 819, 821, 823, 825, 827, 829, 831, 833, 835, 837, 839, 841, 843, 845, 847, 849, 851, 853, 855, 857, 859, 861, 863, 865, 867, 869, 871, 873, 875, 877, 879, 881, 883, 885, 887, 889, 891, 893, 895, 897, 899, 901, 903, 905, 907, 909, 911, 913, 915, 917, 919, 921, 923, 925, 927, 929, 931, 933, 935, 937, 939, 941, 943, 945, 947, 949, 951, 953, 955, 957, 959, 961, 963, 965, 967, 969, 971, 973, 975, 977, 979, 981, 983, 985, 987, 989, 991, 993, 995, 997, 999

2007 JUN 28 PM 8:00

APPROVED AS TO FORM AND LEGALITY:

**DRAFT**

Agency Counsel

## REDEVELOPMENT AGENCY OF THE CITY OF OAKLAND

RESOLUTION No. \_\_\_\_\_ C. M. S.

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**AGENCY RESOLUTION WAIVING THE COMPETITIVE REQUEST FOR PROPOSALS/QUALIFICATIONS PROCESS AND AUTHORIZING THE AGENCY ADMINISTRATOR TO NEGOTIATE AND EXECUTE A PROFESSIONAL SERVICES AGREEMENT WITH C.H. JOHNSON CONSULTING, INC. IN AN AMOUNT NOT TO EXCEED SEVENTY EIGHT THOUSAND FIVE HUNDRED DOLLARS (\$78,500) TO PREPARE THE INITIAL PHASE OF A WORLD TRADE CENTER FEASIBILITY ANALYSIS, BUSINESS PLAN AND IMPLEMENTATION STRATEGY**

WHEREAS the City of Oakland historically has considerable investment in advancing an international trade economic development strategy through the creation of the Greater Oakland International Trade Center (GOITC) as part of the intergovernmental BAYTRADE Initiative in 1992; and

WHEREAS the GOITC emerged as the most successful of the six international trade organizations launched by BAYTRADE, primarily due to the support provided by the City and Port of Oakland and its focus on the stimulation of small and medium sized business in an international context; and

WHEREAS, the 2000 merger of the GOITC with the Bay Area World Trade Center (BAWTC), founded in 1980 in San Francisco and now located in Oakland, created a dynamic franchise member of the international World Trade Centers Association; and

WHEREAS, the BAWTC provides professional services and expertise to local and international businesses engaged in export and import of manufactured good and services and has supported member businesses and public sector organizations representing a wide spectrum of industries and interests; and



WHEREAS, Oakland's historic position as a transportation hub offers a unique opportunity for the East Bay to capture much of the global growth in the logistics and international trade industries; and

WHEREAS, the Oakland Maritime Port is the fourth largest container port in the country, offering significant related benefits to Oakland, including enhancement of the City's image as an international gateway and offering an expanding slate of employment and training opportunities; and

WHEREAS, establishing a World Trade Center ("WTC") in either the Coliseum Redevelopment Project Area, the Oakland Army Base Redevelopment Project Area, or the Central District Redevelopment Project Area could provide huge benefits to the City of Oakland, its citizens and businesses by contributing to the elimination of blight in the project area in that the proposed WTC, once developed: (1) will create permanent jobs for low and moderate income people, including jobs for area residents; (2) will help create a stable business community which will enhance the viability of other commercial and retail businesses in the area; (3) will enhance depreciated and stagnant property values in the surrounding areas, and will encourage efforts to alleviate economic and physical blight conditions in the area, including high business vacancy rates, excessive vacant lots, and abandoned buildings, by enhancing the development potential and overall economic viability of neighboring properties; and

WHEREAS, development of the proposed WTC conforms to the respective Redevelopment Plans, including Implementation Plans of the Coliseum, Oakland Army Base, and the Central District Redevelopment Project Areas; and

WHEREAS, creation of a physical WTC in Oakland could provide huge economic benefits to the City of Oakland, its citizens and businesses through increased business opportunities through access to global markets, increased tourism, expanded job opportunities and increased property and business tax revenues; and

WHEREAS, development of a WTC will advance Mayor Dellums' vision of a Model City, providing an international venue for the promotion of U.S. exports (including biotechnology, venture capital, green technology, energy efficient products, food production, etc.) and invite global cultural exchanges with Oakland, a City where over 100 languages are spoken; and

WHEREAS, development of a WTC Business Plan and Implementation Strategy satisfies the recommendation of the Mayor's Port Task Force that the City "explore the feasibility of a World Trade Showcase Center to promote interaction, trade and commerce with international sellers and buyers, and to retain and growth the Bay Area World Trade Center in Oakland"; and

WHEREAS, the BAWTC is prepared to expand its presence in the Bay Area through the development of a physical WTC; and

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WHEREAS, the Agency will help ensure the exclusive near-term commitment of the BAWTC to stay in Oakland through the commission of a WTC Business Plan and Implementation Strategy; and

WHEREAS, C.H. Johnson Consulting, Inc., is a real estate consulting firm that has actively advised clients in the niche area of World Trade Centers for over 10 years, and has assisted in advancing WTC projects in Cleveland, Savannah, San Juan, and Buffalo, in addition to completing two economic impact studies, commissioned by the World Trade Center Association in New York, of ten different WTC's around the world; additionally, the firm has extensive international real estate consulting experience, including consulting on the Hong Kong Convention and Exhibition Center, Singapore's Suntec City, Navy Pier in Chicago, and numerous other convention, trade show, and real estate projects; and

WHEREAS, because of C.H. Johnson Consulting, Inc.'s unique and special expertise in the area of WTC consulting, the Agency requests a waiver of the competitive request for proposals/qualifications process to facilitate entering into a professional services agreement with C.H. Johnson Consulting, Inc. to develop a WTC business plan and implementation strategy; and

WHEREAS, there are sufficient Agency funds to pay for this contract; and

WHEREAS, the Agency finds that the services provided pursuant to the agreement with C.H. Johnson Consulting, Inc., are of a professional, scientific or technical nature, and are temporary in nature; and

WHEREAS, the Agency finds that this agreement shall not result in the loss of employment or salary by any person having permanent status in the competitive service; now, therefore, be it

RESOLVED, That the Agency hereby finds and determines that it is in the best interests of the Agency to waive the competitive request for proposals/qualifications process for the agreement between the Agency and C.H. Johnson Consulting, Inc., for consulting services regarding a WTC business and implementation plan; and be it further

FURTHER RESOLVED: That the Agency Administrator is authorized to negotiate and execute a professional services agreement with C.H. Johnson Consulting, Inc. to deliver to the Agency a WTC Business Plan and Implementation Strategy regarding the development of a WTC in either the Coliseum Redevelopment Project Area, the Oakland Army Base Redevelopment Project Area, or the Central District Redevelopment Project Area, in an amount not to exceed \$78,500; and be it

FURTHER RESOLVED: That Agency funds will be allocated for payment of said Phase I and Phase II (if necessary) agreement as follows:

- \$32,000 from Coliseum Operations Fund (9450), Business Development Organization (88559), Coliseum-Staff Project (S82600)

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- \$15,000 from Oakland Army Base Redevelopment Area Operations Fund (9570), West Oakland Base Reuse Organization (88679), OARB Bay Bridge Gateway Project (P235310)
- \$20,000 from Central District: Operations Fund (9510), Business Development Organization (88559), Central District Planning Project (S00800)
- \$40,000 from Unrestricted Land Sales Proceeds Fund (9553), CIP Economic Development Organization (94800), Downtown Capital Project Support Project (P130610)
- \$5,000 from Coliseum Operations Fund (9450), Coliseum Redevelopment Organization (88659), Coliseum Staff Project (S82600); and be it

FURTHER RESOLVED: That the Agency Administrator or his/her designee is hereby *authorized to approve any subsequent amendments to, or extensions of, said agreement except those involving compensation or the allocation of additional funds provided that such amendments or extensions shall be filed with the Agency Secretary; and be it*

FURTHER RESOLVED: That the City Attorney shall review and approve said agreement as to form and legality.

IN AGENCY, OAKLAND, CALIFORNIA, \_\_\_\_\_, 2007

**PASSED BY THE FOLLOWING VOTE:**

AYES- BROOKS, BRUNNER, CHANG, KERNIGHAN, NADEL, QUAN, REID, AND  
CHAIRPERSON DE LA FUENTE

NOES-

ABSENT-

ABSTENTION-

**DRAFT**

ATTEST:

LATONDA SIMMONS  
Secretary, Redevelopment Agency  
of the City of Oakland