

## FREQUENTLY ASKED QUESTIONS:

### Proposed Oakland A's Waterfront Ballpark at Howard Terminal

#### THE CITY'S POSITION ON THIS PROPOSE BALLPARK DEAL

##### Overall, what is the City's position on this deal?

The City Council is the legislative body that will ultimately review and make a decision on this deal. The City Council has not reached a decision or stated a position on the deal. That body will have its first opportunity to discuss the potential deal terms and financing options (Term Sheet) at a study session at the Community and Economic Development Committee on July 7, 2021, and will consider approving a non-binding term sheet at the full City Council meeting on July 20, 2021.

Oakland Mayor Libby Schaaf has made her position clear: The Waterfront Ballpark Project at Howard Terminal will keep our beloved A's rooted in Oakland with a world-class ballpark and mixed-used development that will catalyze community benefits for West Oaklanders and the region. This project is bigger than baseball, with long-needed infrastructure and transportation improvements that will allow people to move safely to and around the waterfront district and create a world-class waterfront neighborhood with beautiful public parks and gorgeous communal spaces for people to live, work and play, all while protecting the economic engine of our seaport. The project will be a good deal for the City and County -- with net new revenues, equitable jobs, housing, and other direct benefits for all residents -- without risk of leaving taxpayers on the hook as happened with bad sports deals of the past. The A's have committed to privately finance a new world-class ballpark and vibrant mixed-use development, and we commit it will include ongoing community benefits for generations to come.

#### TERM SHEET NEGOTIATIONS

##### What is a term sheet?

A "term sheet" is a non-binding document that memorializes a general agreement between parties in many different types of complex business negotiations. A term sheet is usually used as a framework or outline for subsequent binding contract documents. Term sheets are often used in negotiations between developers and cities as a way of bringing a conceptual "deal" to the City Council in advance of actual approvals to make sure it is aligned with the Council's priorities. A term sheet is not an approval, entitlement, or binding contract.

**What is the status of the negotiations? Is the Term Sheet the City Council will consider on July 20<sup>th</sup> the one that the Oakland A's released on April 23<sup>rd</sup>?**

City staff has been negotiating a term sheet with the A's for over a year. Most of the terms contained in the term sheet released by the A's on April 23, 2021 were mutually negotiated. However, the Financial Plan (Exhibit F to the A's proposed term sheet) has not yet been agreed to and remains the subject of extensive ongoing negotiations. Staff is continuing to work internally and with the Oakland A's to evaluate, revise and arrive at consensus on a new Term Sheet and Financial Plan. This new Term Sheet will be released publicly no later than July 16, 2021 and presented to the City Council on July 20, 2021.

**Can the public see the term sheet?**

Development negotiations are generally confidential until the deal is complete. The term sheet will be available for public review no later than July 16, 2021 as part of the staff report for the July 20 City Council meeting. Additionally, the Community and Economic Development Committee of the City Council is holding a public workshop about the project on July 7, 2021 at 10:00am, although the final Financial Plan is unlikely to be completed by that time.

**FINANCE/FISCAL IMPACT/ECONOMICS**

**What does it mean to say, the Howard Terminal Development is 100% privately financed??**

The City and the Oakland A's are in agreement that the Ballpark and all of the new residential and commercial development in the Waterfront Ballpark District at Howard Terminal will be 100% privately financed by the A's. The A's have asked the City and County to seek grants and use project-generated revenues to help fund the infrastructure and safety improvements, public parks, affordable housing and other community benefits needed to make the Ballpark District successful, resilient, safe and equitable. This sort of public-private partnership is common on projects of this size because the contemplated infrastructure improvements and amenities benefit the City as a whole, and not just the project. Many safety and infrastructure improvements that the project would accelerate and fund are ones that are needed right now, including environmental clean-up and resilience, anti-displacement protections and affordable housing, safer separation and protection of Port-serving rail and truck routes, and better bike, ped and transit connections between BART and Oakland's waterfront.

**How will the A's and City raise the funds for the infrastructure upgrades? What is an IFD?**

IFD stands for "Infrastructure Financing District" and is one of the financial tools being considered to finance infrastructure for the Waterfront Ballpark District project. It is sometimes also called an EIFD, or "Enhanced Infrastructure Financing District." Although an IFD

and an EIFD have slightly different rules under State law, they are very similar, and the terms IFD and EIFD are often used interchangeably.

When an IFD is established, the district's existing "base-year" level of property tax revenue is fixed. Then, as property tax revenues grow over the years due to new development, the additional (also known as "incremental" or "but for") revenues over and above the fixed base year revenues are used for infrastructure supporting the new development project.

For example, if in the base year, the property tax revenues inside an IFD total \$1,000, but increase to \$1,500 the following year as new development is added to the tax rolls, the extra \$500 would be used to pay for infrastructure, while the first \$1,000 would continue flowing into the City's or County's General Fund. As that incremental property tax revenue grows over the years, the City can use it on a "pay as you go" basis or issue bonds in order to fund or reimburse infrastructure costs. Unlike general obligation bonds, IFD bonds don't increase property tax rates, either in the District or elsewhere in the City. When the bonds are paid off, usually after 45 years, all of the property tax revenue resumes flowing into the City or County's General Fund. Other taxes, like sales and parking taxes, flow to the City's or County's General Fund throughout the project's life cycle.

IFDs are generally paired with a CFD, discussed below, and used as a reimbursement mechanism.

### **Are my taxes going to increase? / Will West Oakland neighbors see an increase in property taxes due to Howard Terminal Development?**

No and no. An IFD does not increase anybody's taxes and does not increase the property tax rate. It also does not impact or put at risk the City or County's General Funds.

The current assessed value of the Waterfront Ballpark District site is approximately \$29.5M. Over the next 16 years, as the proposed project is built out, that value is expected to grow to \$7.6B. Property taxes will be assessed on this new development, generating significant new tax revenues every year.

### **What is a CFD and will one be used on this project?**

CFD stands for "Community Facilities District", also sometimes known as a "Mello Roos District." When a CFD is created, the property owners within the district agree to impose a "special tax" on their property, over and above regular property taxes. The county tax collector collects these taxes, which can be used to help pay for construction or maintenance of public facilities. Typically, a CFD is used by a developer to secure inexpensive, upfront financing for

infrastructure; because the special taxes are collected by the county, they are considered secure revenue and investors will lend against that revenue at lower interest rates.

The Oakland As are likely to request that a CFD be placed over the Howard Terminal site, effectively taxing themselves and any development partners in order to be able to borrow money inexpensively to build infrastructure for the project. The special taxes would apply only to the Howard Terminal project and no property owner outside of the project site would be subject to them. The IFD would reimburse the developer for qualified infrastructure development costs.

**Bottom line: How much will this project cost Oakland taxpayers?**

The project will not raise taxes or put the City or County's General Funds at risk. The City's goal is for the Waterfront Ballpark District project to create a net fiscal gain for the City of Oakland and its taxpayers. Even with the project's new incremental property taxes diverted into an IFD to help cover the costs of infrastructure, the City will see increases in other revenue streams, such as sales taxes, real estate transfer taxes and business license taxes. Though more difficult to accurately measure, the City will also see indirect economic benefits from the project as it creates jobs and stimulates business activity from West Oakland to Chinatown. The City is committed to creating a financial structure wherein City and County taxpayers stand only to *gain* from the project, and are not at risk of being left "holding the bag," as happened when the Raiders left Oakland without an obligation to repay the debt incurred on their behalf by the City and County to renovate the Coliseum.

**So, is this like the Raiders deal?**

Not at all. The Raiders 1995 return to Oakland required the City and County, which jointly own the Coliseum, to issue bonds to pay for its renovation. Those bonds are secured by the General Funds of the City and County. The City and County also jointly operate and maintain the Coliseum and subsidize its annual operating losses.

In contrast, for the current proposed project, the Oakland A's will privately finance, construct, operate and maintain the ballpark. No public funds will be used to build or operate the facility, nor will the City or County have operational duties or liabilities. Further, unlike the general obligation bonds issued to renovate the Coliseum, IFD bonds don't put the General Fund at risk, and don't increase Oaklander's property tax rates.

**Will a waterfront ballpark impact the Port?**

No. By including transportation safety, infrastructure, and seaport compatibility measures, the ballpark project will not impact Port seaport operations. The Port has been consulted from the start of the environmental impact analysis and the design of the project so that potential

impacts on seaport operations are considered and addressed. Read the Port's own statements about the project and safeguards to ensure Port compatibility [here](#) and [here](#).

Howard Terminal cannot accommodate the modern ultra-large ships and hasn't been used for container cargo operations since 2014. The 50-acre site is separated from any adjacent Port-owned maritime terminal acreage by Schnitzer Steel, a metal recycling operation. There is still underutilized capacity for seaport terminal operations to expand along the Port's deeper water outer harbor, as well as in the more than 300 acres of converted Army Base land.

Also, the Project will include: 1) A land-use plan that ensures that residential development is restricted to the easterly portion of the project site, nearest Jack London Square and as far as possible from the Port and other industrial users; and 2) A transportation plan that minimizes disruption to truck and rail access to the Port.

In fact, in May of 2019, the Board of Port Commissioners voted unanimously in support of the Port's own term sheet with the Oakland A's. The Port has stated that it anticipates potential *benefits* of the project, including diversification of its business, greater nationwide visibility, more visitor traffic at Jack London Square, and a boost for neighboring businesses, and intends to impose its own Seaport Compatibility Measures to ensure that the project doesn't affect its maritime business.

### **What exactly is the City of Oakland asking of the County?**

The City is asking the County to make a non-binding resolution of intention to "opt in" to a planned Infrastructure Finance District (IFD) over the Howard Terminal site. By "opting in", the County would join the City in contributing a portion of its share of the net new property taxes generated by the new development of the Waterfront Ballpark District at Howard Terminal – revenue that would not exist "but-for" the project - for the purpose of financing affordable housing, parks and other infrastructure of communitywide significance. In doing so, the County would help make the project possible and, even after contributing its net new property taxes, realize millions of dollars each year in net new revenue from sales and transfer taxes to fund critically needed healthcare, early childhood education, and services for those experiencing homelessness.

### **Why is the County's participation needed?**

Development of the Howard Terminal site requires significant investment in infrastructure, both on- and off-site, as well as community benefits that include affordable housing and new public parks. The cost of those improvements is beyond what can be borne by the City and Developer alone. In order to bring the project to fruition, unlock the potential of the Howard Terminal site, grow the City's and County's tax bases, and achieve equitable benefits for our residents, public investment from both the City and County is needed. City staff will be proposing to use an Infrastructure Financing District that is ONLY on the new development site itself, thereby ensuring the project pays for the project. Investing the new project-generated revenues into public infrastructure and benefits, without putting either the county or city's

general funds at risk, is a responsible way to maximize the public benefits of this transformative development.

**Does this mean the County will be back in the sports business?**

No. We are asking the County to help finance critically needed public infrastructure, public parks, and affordable housing. The City and County would have no role in the financing, ownership, or management of the proposed Ballpark at Howard Terminal, which, unlike the Coliseum, will be entirely privately funded, maintained, and operated.

**Why do we need the County approval?**

Complex projects such as this were commonly funded without County approval in the past under California's Redevelopment law, which was repealed in 2011. Redevelopment financing operated very similarly to the Infrastructure Financing District proposed here, except that under Redevelopment, the County's participation would have been automatic. Under an IFD, the City and County must each independently "opt-in" through a vote of their elected officials and approve the Infrastructure Financing Plan. Because opting into an IFD does NOT raise anyone's taxes, a vote of the people is not required.

**What would the County's money be used for?**

The County's tax revenues generated by the project would be used to help build public parks and open space, affordable housing, and other public infrastructure of communitywide significance, both in and around the Howard Terminal site. Tax revenues from the IFD will NOT be used for the Ballpark, which will be privately financed, constructed, and operated.

**How long have the A's and the City of Oakland been negotiating regarding the Howard Terminal site?**

The A's selected Howard Terminal as the preferred site for their new ballpark in late 2018. The A's and the City began negotiating a development agreement term sheet for the Howard Terminal site in April 2020, and for approximately one year after that date, negotiations proceeded regarding non-financial aspects of the term sheet. Negotiation of the financial approach began in February 2021, and the A's first public submittal of a term sheet that detailed their proposed Financial Plan was on April 23, 2021.

**If the County Board of Supervisors votes against "opting in," is the Waterfront Ballpark District a dead deal?**

Most likely. The new County tax revenue generated by development of the Waterfront Ballpark District creates significant additional bonding capacity within the proposed IFD. Without any contribution from Alameda County to help fund the critical infrastructure and affordable housing required at the site, it's unlikely any other entity can or will make those sizable investments. And without development of the Waterfront Ballpark District, the County will miss

out on \$57M in projected one-time tax revenue, \$5M in projected recurring annual tax revenue generated by the project that can be used for affordable housing, healthcare and homelessness services throughout the county, and \$6M in recurring tax revenues for countywide transportation improvements.

### **When will the Board of Supervisors vote?**

The Board of Supervisors can vote on their intention to “opt in” at any time. At their special meeting of June 15, they indicated that County staff would undertake an independent financial analysis of the proposed district and its fiscal impacts to the County over the summer, and bring the matter back to the Supervisors for a vote in September. The City supports the County’s need for due diligence and will cooperate fully with the County as it conducts its analysis. The City’s non-binding term sheet for the Waterfront Ballpark Development will include the qualified assumption that the county will opt in. Final creation and binding approval of the IFD would require future votes of both the Oakland City Council and County Board of Supervisors.

## **COMMUNITY BENEFITS**

### **What has the community benefits process entailed so far?**

Community members, particularly those who live in the areas closest to the project site (Jack London, West Oakland, Old Oakland, and Chinatown) engaged in an equity-centered process throughout 2020 to identify and prioritize benefits of greatest value to the community. A Steering Committee consisting primarily of community representatives met monthly in 2020 to bring forth the community’s recommendations for deliberation, and in May 2021, the recommendations were presented publicly in a draft Community Benefits Recommendations Summary Report. This report will be used as a tool to help guide how resources are allocated to community benefits. Please visit the Community Benefits webpage for more information.

### **What’s next in the community benefits process?**

Now that the community has identified its priorities, the next step is to determine the sources of funding for affordable housing, jobs and other community benefits, as well as the specific mechanics of delivering community benefits over time, including governance, implementation, and oversight. The City intends to address only the funding sources for community benefits in the term sheet to be presented for consideration by the City Council on July 20, 2021; the approval of the benefits themselves will happen in future approval decisions. Again, the City has not agreed with the Financial Plan publicized by the A’s on April 23, 2021 and is developing a better framework for funding Community Benefits.

## **APPROVAL PROCESS**

### **Will the project be approved in July?**

No. The term sheet is a non-binding outline of the proposed financial deal between the City and the Oakland A’s.

### **What does the City of Oakland approval process entail?**

If a non-binding term sheet is approved by City Council in July, then City staff will work with the Oakland A's to expand the term sheet into a Development Agreement, which will address community benefits (affordable housing, parks, job standards, etc.), environmental mitigations, traffic and circulation plans, and all other aspects of this complex project. Other City actions required to bring the project to City Council for approval will include: certifying the Final Environmental Impact Report, amending the City's General Plan, rezoning the project area, and other land use approvals such as approving the Preliminary Development Plan and Tentative Tract Map for the project. Once City approvals are done, the project will require Port of Oakland approvals, including Seaport Compatibility Measures, as required by the Port Board of Commissioners.

### **Is the project approval process being accelerated for the July 20, 2021 vote? Is City Council voting to approve the full project?**

No. The City Council will consider a non-binding term sheet on July 20<sup>th</sup>. The remaining actions described in the approval process will require additional time beyond July 20, 2021.

### **Has the Port of Oakland already approved the Howard Terminal?**

No. In May 2019, the Board of Port Commissioners approved an Exclusive Negotiation Term Sheet, which gave the Oakland A's four years to achieve:

- A certified environmental impact report for the project;
- Land use approvals from various public agencies; and
- Real estate agreements with the Port and others.

For more information, visit the Port of Oakland's Proposed Howard Terminal Project webpage at <https://www.portofoakland.com/howard-terminal/>

### **What are the City's and Port's roles in the overall approval process?**

In short, the Port controls the real estate, while the City has jurisdiction over its use. In February 2020, the City and Port entered into a Memorandum of Understanding (MOU) documenting their respective roles and commitment to cooperate to their mutual benefit to establish a shared regulatory framework for the proposed project. The MOU can be found on the City's website [here](#). The City, as the regulatory body with jurisdiction over the General Plan, will first certify the EIR and modify the General Plan before the Port takes any actions. Then, the Port will be able to consider its real estate approvals, including option and lease agreements, as well as its Seaport Compatibility Measures.

### **What is the timeframe for the City and Port to act on the full project?**

After the City Council considers the term sheet on July 20, there remain significant steps for the City and Port to complete, as described above, before the project can be fully approved. Because the A's have not yet completed all of the applications required for full approval of the proposed project, the timeframe for final approvals is not fully known. For large, complex projects such as this one, project sponsors typically submit such applications at least six months in advance of their desired hearing dates. Following receipt and staff review of all applications, final approvals, including community benefits, will be presented together to the City Council for concurrent consideration.

**How will the Coliseum development proposals being heard on July 6th affect the negotiations/project development of the Waterfront Ballpark District at Howard Terminal?**

The negotiations for the Howard Terminal Project and for the Coliseum site are not related. The negotiations at the Coliseum should not have any effect on the Howard Terminal Project.

**Do the A's need the Coliseum site for the waterfront ballpark project to work?**

No. As noted above, the Howard Terminal Project is its own project proposal and is not tied to, or related to, the Coliseum site.

**Waterfront Ballpark District at Howard Terminal  
Development Agreement Term Sheet  
Oakland A's Presentation Draft April 23, 2021**

<p><b>1. Parties &amp; Intent</b></p>	<p>This non-binding term sheet (“<b>Term Sheet</b>”) sets forth the terms upon which the Athletics Investment Group LLC d/b/a The Oakland Athletics, a California limited liability company (or an affiliate thereof) (the “<b>Oakland A’s</b>” or “<b>Developer</b>”) and the City of Oakland (the “<b>City</b>”) would negotiate and draft a Development Agreement for a mixed-use ballpark development project, as described herein, to be presented to the City Council for consideration after environmental review of the project in accordance with the requirements of the California Environmental Quality Act (“<b>CEQA</b>”).</p> <p>Developer is proposing to acquire the rights to develop a site known as the Charles P. Howard Terminal (“<b>Howard Terminal</b>”) on the Oakland waterfront from the Port of Oakland (“<b>Port</b>”), acquire certain adjacent properties from private owners, and construct a new Major League Baseball ballpark, as well as residential, entertainment, office, hotel, and retail (mixed use) development, creating a new Oakland Waterfront Ballpark District (the “<b>Project</b>”). The proposed Project would be constructed in phases as described below.</p> <p>The site proposed for development of the Project includes the Howard Terminal and certain adjacent properties totaling approximately 55 acres (collectively, the “<b>Project Site</b>”). The Project Site is located on the Oakland waterfront, north of and across the Oakland-Alameda Estuary from the City of Alameda. A location map and aerial photographs of the Project Site and the surrounding vicinity are provided on <b>Exhibit A</b> attached hereto.</p> <p>The City and Developer desire to enter into a Development Agreement to secure benefits for the City of Oakland and its residents, which are not achievable through the regulatory process, as well as to vest in Developer and its successors and assigns certain entitlement rights with respect to the Project Site. This Term Sheet summarizes the key terms and conditions that will form the basis for the negotiation and completion of the final Development Agreement.</p>
<p><b>2. Term and Early Termination</b></p>	<p>The “<b>Term</b>” of the Development Agreement shall commence upon the latest to occur of the following: 1) full execution and delivery of the Development Agreement; 2) the last effective date of the ordinances establishing a shared regulatory framework for the Project, as shall be adopted by the City Council and Board of Port Commissioners, respectively; and 3) full execution and delivery of the Option Agreement for Howard Terminal between the Port and</p>

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	<p>Developer (such date being the “<b>Commencement Date</b>”), and shall expire on the date that is 35 years from the Commencement Date. The term of the Development Agreement shall not be subject to extension for Force Majeure or for any other reason.</p> <p>Notwithstanding the foregoing, upon delivery of a written notice from the City Administrator of the occurrence of an Early Termination event, the City may terminate the Development Agreement, notwithstanding any other requirement or process set forth in the Development Agreement or law.</p> <p>An “<b>Early Termination Event</b>” shall exist if:</p> <ul style="list-style-type: none"><li>(i) the Option Agreement with the Port expires or terminates before Developer and Port enter into the Disposition and Development Agreement (“<b>DDA</b>”);</li><li>(ii) the DDA terminates before Developer enters into the Ballpark Lease with the Port; or</li><li>(iii) Developer fails to Commence Construction of the Ballpark by that date (such date being the “<b>Ballpark Deadline</b>”) which is the later of: (a) May 13, 2025 or (b) four (4) years from the final adjudication of all third party legal challenges to the initial Project approvals that prevent the Commencement of Construction of the Ballpark, but, consistent with the Exclusive Negotiation Term Sheet for Howard Terminal between Developer and the Port, in no event later than May 13, 2028. The Ballpark Deadline shall be subject to extension as a result of one or more events of Force Majeure pursuant to Section 19, or, if the final Option Agreement approved by the Port effectively extends the date for Commencement of Construction of the Ballpark beyond the date contemplated in the Exclusive Negotiation Term Sheet, by the same amount of time as the Port-approved extension set forth in the final Option Agreement.</li></ul> <p>“<b>Commence Construction of the Ballpark</b>” means the start of substantial physical construction of the building foundation as part of a sustained and continuous construction plan. Related terms such as “<b>Commencement</b>”, “<b>Commenced</b>” and “<b>Commences</b>” Construction of the Ballpark shall have the same meaning.</p>
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<p><b>3. Termination</b></p>	<p>Under the proposed transaction documents with the Port (the “<b>Port Agreements</b>”), the Port has reserved recapture and reacquisition rights to portions of the Project Site for expansion or reconfiguration of the Inner Harbor Turning Basin of the Oakland Estuary (the portion of the Project Site subject to such recapture and reacquisition rights, the “<b>Termination Lands</b>”); however, Developer retains the right to re-annex such Termination Lands into the Project Site if the Port fails to meet the conditions set forth in the Master Lease (such occurrence giving rise to “<b>Re-Annexation Rights</b>”).</p> <p>If the Port exercises its recapture and reacquisition rights to any of the Termination Lands, the Development Agreement will remain in effect with respect to such Termination Lands so long as Developer still has Re-Annexation Rights under the Master Lease, and, if applicable, as to any Termination Lands for which the A’s has exercised its Re-Annexation Rights; provided, however, in no event shall the Term of the Development Agreement be extended as a result of Developer’s exercise of its Re-Annexation Rights.</p>
<p><b>4. Amendments</b></p>	<p>The Development Agreement may only be amended in whole or in part, by mutual consent of the parties or their successors in interest. Amendments constituting a Material Change will require consideration by the Planning Commission and the approval of the City Council by ordinance. All other proposed amendments may be approved, on behalf of the City, by the City Administrator.</p> <p>A proposed amendment shall constitute a Material Change if it seeks to or causes: (i) an extension of the Term or the Ballpark Deadline as set forth in the Development Agreement; (ii) a material increase in the monetary or non-monetary obligations or liabilities of the City or a material decrease in the monetary or non-monetary benefits (including Community Benefits) to the City; (iii) an acceleration of other vertical development prior to substantial completion of the Ballpark; (iv) a delay in the delivery of the Project’s parks and open space elements relative to the Ballpark or other vertical development; or (v) an amendment to the General Plan or Zoning Ordinance that would introduce new land uses or change the quantities of permitted land uses beyond the parameters set forth in the Development Program included with the Development Agreement.</p> <p>The granting of any subsequent project approvals or amendments to the initial project approvals or subsequent project approvals will</p>

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	not require an amendment to the Development Agreement, except as set forth above.
<b>5. Development Program</b>	The Project consists of the development of a new Major League baseball park for the Oakland Athletics with a capacity of up to 35,000 attendees (the “ <b>Ballpark</b> ”); surrounding mixed-use development including up to 3,000 residential units; up to 1.5 million square feet of commercial uses; up to approximately 270,000 square feet of retail uses; an indoor performance center with capacity of up to 3,500 persons; hotel space with up to 400-rooms; a network of up to approximately 18 acres of publicly-accessible open spaces (less if the Port exercises its recapture and reacquisition rights for the Termination Lands); and pedestrian and bicycle access on the Project Site.
<b>6. Phasing of Open Space and Horizontal Infrastructure</b>	<p><u>General</u></p> <p>For reference, the Master Phasing Diagram, attached hereto as <b>Exhibit B</b> (the “<b>Master Phasing Diagram</b>”), generally identifies the phases, vertical development parcels and key open space and infrastructure elements in the Project.</p> <p>The Development Agreement will include a final phasing plan and procedures designed to ensure that infrastructure and capital improvements are constructed in a manner that is appropriate and proportional to the level of development proposed in each phase (“<b>Phasing Plan</b>”). The Phasing Plan will be attached as an exhibit to the Development Agreement and will describe in detail how each required infrastructure or open space element will be linked to vertical development parcels or other triggers consistent with the requirements below.</p> <p><u>Vertical Development</u></p> <p>The Ballpark must be included in the first phase of Project development. No other vertical development may proceed until Commencement of Construction of the Ballpark has occurred, nor shall any other vertical development receive an occupancy permit prior to substantial completion of the Ballpark.</p> <p>Development south of Street A and west of Market Street (Phase 2B), excepting interim improvements, may not proceed as to any</p>

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	<p>portion until the Port's right to the Termination Lands has expired for the applicable portion, as set forth in the Section 3, above.</p> <p>Except as set forth in this Section 6 and in the Port Agreements, the Developer will retain the right to develop the vertical development in such order and time as it determines in the exercise of its business judgment.</p> <p><u>Infrastructure</u></p> <p>Phasing of infrastructure will be consistent with the final Phasing Plan and administered through the City's subdivision and permitting processes. The City will review each application for a Final Development Plan ("FDP"), phased final map and associated improvement plans, and building permits for consistency with the Phasing Plan and approved Tentative Tract Map ("TTM") and PDP to ensure that the infrastructure provided with each phase of development, including on- and off-site public streets, utilities and open space, will be delivered at an appropriate level to the proposed vertical development, as more specifically provided below.</p> <p><i>On-Site Streets, Sidewalks, and Utilities</i></p> <p>The Master Phasing Diagram shows all street segments to be included in the Project, which shall be described in greater detail in the TTM to be approved as part of initial Project approvals.</p> <p>All public streets, sidewalks and utilities contained within Phase 1 shall be completed before issuance of an occupancy permit for the Ballpark.</p> <p>For the remainder of the Project, in general, each street segment, including associated sidewalks, landscaping and utilities shall be constructed with a particular vertical development parcel, or in some cases, the first to be developed of a group of vertical development parcels. Developer shall complete the street segment as a condition precedent to issuance of an occupancy permit for that vertical development parcel, as may be further described in the Phasing Plan and approved in in each FDP.</p> <p><i>Off-Site Transportation Improvements</i></p> <p>All offsite transportation improvements required of the Project, including streets, sidewalks, bicycle lanes, at-grade and grade-separated rail safety improvements, and transit facilities, shall be</p>
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completed consistent with the requirements of the Project approvals. The Oakland A's proposal for funding these items are set forth in their Financial Plan described in Section 13 below.

*Parks and Open Space*

The Open Space Phasing Diagram attached hereto as **Exhibit C** shows the location of each park or open space element to be included in the Project.

Design standards and guidelines for the parks and open space elements will be included within the PDP and Design Standards and Guidelines to be approved as part of the initial Project approvals.

Athletics Way, MLK Plaza, Rooftop Park and Waterfront Park A, as well as an interim or permanent connection of the Bay Trail to Market Street, shall be completed before issuance of an occupancy permit for the Ballpark. Stomper Plaza shall be completed before issuance of an occupancy permit for Block 5.

Subject to the foregoing timing requirements for specific open spaces, individual Waterfront Parks and Open Space areas must be constructed proportional to the amount of gross square feet of development for which the City issues building permits on Blocks 1 through 17, as illustrated by the table below. The column in the table below labelled "Additional Gross SF Allowed" is based on the maximum GSF of 6.6 million gsf of development that may be permitted within the Project based on the EIR project description. For purposes of tracking proportionality of open space to development, the Baseline Allowable Gross Square Feet Table attached to the Development Agreement will assign an assumed amount of gross square feet to each development parcel that will be revised upon the completion of each development project, to reflect the actual gross square footage developed, so that parks are delivered in the same proportion as with the baseline project. The revised Allowable Gross Square Feet Table shall be utilized as the basis for issuances of future building and/or occupancy permits until such time as another Waterfront Park or Open Space is completed. Should the Port exercise the Maritime Reservation Option, the Additional Gross SF Areas shall be adjusted to reflect the revised proportion between the Waterfront Park areas and the total development areas and a revised Allowable Gross Square Feet

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Table shall be utilized as the basis for issuances of future building and/or occupancy permits.		
<b>Baseline Allowable Gross Square Feet Table</b>		
Open Space Area <sup>1</sup>	Additional Gross SF Allowed	Cumulative Gross SF <sup>2</sup>
Waterfront Park A, Rooftop Park, MLK Park, A's Way	3,451,457 <sup>3</sup>	3,451,457
Waterfront Park B	579,486	4,030,943
Stomper Plaza	96,581	4,127,524
Waterfront Park C	154,530	4,282,054
Waterfront Park D	927,178	5,209,232
Waterfront Park E	618,119	5,827,351
Waterfront Park F	772,649	6,600,000
<b>Total</b>	<b>6,600,000</b>	
<p>Developer shall be allowed to pull building permits and received occupancy permits for the Cumulative Gross SF noted above. Developer shall be allowed to pull additional building permits in excess of the Cumulative Gross SF so long as a permit for an additional Waterfront Park or Open Space is approved by the City prior to approval of the additional building permits and the resulting total development area is less than the resulting Cumulative Gross SF Area inclusive of the new Waterfront Park or Open Space. The additional Waterfront Park or Open Space shall be completed prior to the approval of the Certificate of Occupancy</p>		

<sup>1</sup> Parks and open spaces may be delivered in any order except as otherwise expressly provided for Athletics Way, MLK Plaza, Rooftop Park, Waterfront Park A, Waterfront Park C and Stomper Plaza, and further subject to the termination of the Port's right to the Maritime Reservation Areas.

<sup>2</sup> Cumulative Gross SF illustrative based on the Open Space Areas being developed in the order shown. Actual Cumulative Gross SF may differ based on actual order of Open Space Area development.

<sup>3</sup> Waterfront Park A, Rooftop Park, MLK Park and A's Way must all be completed as a condition to the issuance of an occupancy permit for the ballpark (estimated at 1,200,000 of ballpark and 15,000 of retail). The remaining 2,236,457 gsf (as may be adjusted) is permitted based on the completion of those parks.

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	<p>of the additional development project(s). The Developer shall be allowed to seek a Temporary Certificate of Occupancy prior to the completion of the additional Waterfront Park or Open Space if the Waterfront Park or Open Space is substantially complete and work is progressing to complete the Waterfront Park or Open Space within ninety (90) days of issuance of the Temporary Certificate of Occupancy.</p> <p><i>Fire Station No. 2</i></p> <p>Fire Station No. 2, located at 47 Clay Street, lies within the alignment of Athletics Way on the Project Site. Improvements to Station No. 2 to maintain sufficient access to the apparatus bay and fireboat, as well as onsite parking and yard space, shall be completed prior to issuance of an occupancy permit for the Ballpark. Additional improvements to add functionality to and expand the capacity of Fire Station No. 2 shall be completed prior to the completion of all buildings within Phase 1.</p>
<p><b>7. Vested Rights / Applicable Laws, Codes and Standards</b></p>	<p>Developer shall obtain approval of a PDP and a TTM for the Project Site in addition to the Development Agreement. Development, construction, occupation and implementation of the Project will be subject to additional review and approval in accordance with the requirements of these initial project approvals.</p> <p>Developer shall have vested rights for the development of the Project as set forth in the Development Agreement, Project approvals, and all Applicable Laws (defined below), which shall control the overall design, development and construction of the Project and all improvements and appurtenances in connection therewith, including, without limitation, the following: the locations and numbers of buildings proposed, the required infrastructure, land uses and parcelization, height and bulk limits, including the maximum density, intensity and gross square footages, permitted uses, provisions for open space, affordable housing, vehicular access and parking, which collectively shall be referred to as the “<b>Vested Elements</b>”. The Vested Elements are subject to and shall be governed by Applicable Laws. The expiration of any building permit or Project approval shall not limit the Vested Elements, and Developer shall have the right to seek and obtain subsequent Project approvals, at any time during the Term, any of which shall be governed by Applicable Laws. Each later Project approval, once granted, shall be deemed a Project approval subject to the protections of the Development Agreement.</p>

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	<p>The City shall process, consider, and review all later Project approvals in accordance with (i) CEQA, utilizing the certified Final Environmental Impact Report for the Project to the fullest extent permitted by law, (ii) the Project approvals received to date, including compliance with all applicable mitigation measures from the Standard Conditions of Approval and Mitigation Monitoring and Reporting Program approved therewith (the “<b>SCA-MMRP</b>”), (iii) any conditions of approval that are imposed by the City or other governmental agencies with jurisdiction over the Project as part of the Project approvals, (iv) the City’s Charter, Municipal Code (including the Planning and Subdivision Codes) and General Plan, as each of the foregoing is in effect on the Commencement Date (“<b>Existing Standards</b>”) and may be amended or updated in accordance with permitted New Laws as set forth below, (vi) California and federal law, as applicable, and (vii) the Development Agreement (collectively, “<b>Applicable Laws</b>”).</p> <p>(1) All new or amended laws and standards (collectively, “<b>New Laws</b>”) shall apply to the Project except to the extent they conflict with this Development Agreement. For the avoidance of doubt, the New Laws shall be deemed to conflict, subject to (2) below, with this Development Agreement if they:</p> <ul style="list-style-type: none"><li>(a) reduce the maximum allowable height or bulk of the Project, or any part thereof, or otherwise require any reduction in the height or bulk of individual buildings from that permitted under the Project approvals;</li><li>(b) reduce or change the allowable parking and loading ratios, except as provided in the Transportation Demand Management Plans, or materially change the location of vehicular access, parking or loading from those permitted under the Project approvals;</li><li>(c) limit, reduce or change permitted land uses for the Project from those permitted under the Project approvals;</li><li>(d) control or delay the rate, timing, phasing or sequencing of the development or construction of all or any part of the Project except as expressly set forth in the Development Agreement and Project approvals;</li></ul>
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	<ul style="list-style-type: none"><li>(e) require Developer to assume responsibility for construction or maintenance of additional infrastructure or open space beyond that contemplated by the Development Agreement;</li><li>(f) impose requirements for historic preservation or rehabilitation other than those contained in the Project approvals (including the SCA-MMRP);</li><li>(g) impose requirements for City-adopted environmental measures other than those contained in the Project approvals (including the SCA-MMRP);</li><li>(h) require the issuance of permits or approvals by the City other than those required under the Existing Standards, except for (i) permits or approvals required on a City-wide basis that do not prevent or materially interfere with the construction or operation of the applicable aspects of the Project that would be subject to such permits or approvals as and when intended by the Development Agreement, and (ii) permits that replace (but do not expand the scope or purpose of) existing permits;</li><li>(i) limit the availability of public utilities to the Project, including but not limited to sewer capacity and connections, or the Project's rights thereto, in a manner that materially interferes with or prevents construction of the Project, or any part thereof, as and when intended by the Development Agreement;</li><li>(j) delay or prevent the procurement of subsequent Project approvals that are consistent with the Development Agreement and Project approvals;</li><li>(k) increase the percentage of residential units required to be income-restricted, change the percentage of units required to be offered at any AMI threshold level or any eligibility requirements, change or impose requirements regarding unit size, finishes, amenities, or unit type, or any other change to the approved affordable housing plan beyond that contemplated by the Development Agreement; or</li><li>(l) preclude or materially increase the cost of performance of, or compliance with, any provisions of the Development Agreement or Project approvals</li></ul>
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	<p>(collectively, “<b>Conflicting Laws</b>”). In the event of express conflict, as determined by the City, the terms of the Development Agreement shall prevail.</p> <p>(2) Notwithstanding the foregoing, nothing in the Development Agreement shall prevent the City from:</p> <ul style="list-style-type: none"> <li>(a) taking any action that is necessary to protect the health and safety of the public or to comply with applicable changes in Federal or State Law, including subjecting the Project to a New Law that is applicable on a City-Wide basis to the same or similarly situated uses (if any) and applied in an equitable and non-discriminatory manner, so long as such New Law is (i) limited solely to addressing specific and identifiable issues required to protect the physical health and safety of the public; or (ii) reasonably calculated and narrowly drawn to comply with a Federal or State Law;</li> <li>(b) applying to the Project any provisions, requirements, rules, or regulations that are contained in the California Building Standards and Fire Codes, as adopted and amended by the City in accordance with the California Health and Safety Code, including requirements of the Oakland Building and Construction Code or other uniform construction codes, as the same may be amended; or</li> <li>(c) applying then-current City standards applicable to infrastructure permits for each later Project approval if the following conditions are met: (i) the standards are compatible with, and would not require a material modification to previously approved permit drawings for the work; and (ii) the standards are compatible with, and would not require any retrofit, removal, supplementation, reconstruction or redesign of what was previously built as part of the Project. If Developer claims that these conditions have not been met, it will submit to the City reasonable documentation to substantiate its claim. The Parties agree to meet and confer for a period of not less than thirty (30) days to resolve any dispute regarding application of this Section.</li> </ul>
<p><b>8. Administrative Fees</b></p>	<p>For the Term of the Development Agreement, the Administrative Fees imposed on the Project shall be the rates in effect as of the date of the relevant application. “<b>Administrative Fee</b>” shall mean</p>

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	any fee imposed City-wide in effect at the time and payable upon the submission of an application for any permit or approval or thereafter, generally as set forth in the City's Master Fee Schedule, as it may be amended or modified to cover the estimated actual costs to City of processing that application and/or inspecting work undertaken pursuant to that application. The term "Administrative Fee" shall not include any impact fees, exactions or City Costs.
<b>9. Community Benefits and Affordable Housing</b>	The Development Agreement will secure benefits for the City of Oakland and its residents, consistent, at a minimum, with the guidelines set forth in Assembly Bill 734 (2018) and the "Key Principles of the Howard Terminal Community Benefits Agreement, attached hereto as <b>Exhibit D</b> . Community benefits, including affordable housing, will be established through a collaborative, multi-stakeholder, equity-centered community engagement process. The Oakland A's will provide funding for the community benefits package (including affordable housing) in accordance with the Oakland A's proposed Financial Plan described in Section 13 below.
<b>10. Workforce Development</b>	Developer shall abide by all applicable City contracting and employment laws unless a Project-specific jobs program is approved by Council concurrently with the Development Agreement.
<b>11. [Reserved]</b>	
<b>12. Arts Master Plan / Process</b>	The Development Agreement will establish the process pursuant to which an Arts Master Plan may be developed, approved and implemented for the Project, consistent with <b>Exhibit E</b> hereof.
<b>13. Financing and BIDs</b>	The City and Developer shall pursue formation of a Community Facilities District (CFD) and an Infrastructure Financing Districts (IFD) to finance eligible capital improvement and maintenance costs associated with the Project, subject to the terms of a Financing Plan to be negotiated by the parties and included as an attachment to the Development Agreement. If requested by Developer, the City will also agree to cooperate with the establishment of a Business Improvement District and in submitting and processing grant or funding applications. The Oakland A's proposed Financial Plan is attached hereto as <b>Exhibit F</b> .

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<p><b>14. Review of Permits / Development Applications</b></p>	<p>The Development Agreement will incorporate a set of best practices for the submittal, review and processing of subsequent applications for approvals and permits required for development of the Project. These best practices are intended to facilitate the expeditious processing of subsequent project approvals and permits; to address challenges, issues, and concerns during development of the Project; and to promote accessibility, predictability, and consistency across City agencies and departments. As approved by the City, best practices may include:</p> <ul style="list-style-type: none"> <li>• Timelines for City review and Developer resubmittal of plan sets for B- and P-Job permits (for construction of buildings and infrastructure, respectively)</li> <li>• Procedure for processing of “foundation only” permits</li> <li>• Provision of dedicated plan checkers and inspectors for the Project</li> <li>• Procedure for utilizing third party plan checkers and inspectors</li> <li>• Procedure for utilizing video inspections</li> <li>• Pre-approval of extended working hours, as set forth in the Project’s Environmental Impact Report</li> <li>• Installation of Ballpark furniture, fixtures and equipment prior to issuance of a Temporary Certificate of Occupancy (“TCO”) for the Ballpark</li> <li>• Procedure for issuance of phased TCO’s on non-Ballpark development</li> <li>• Provision of a priority project manager, within the City Administrator’s office, to effectuate all of the above and act as a facilitator for all subsequent Project permits and approvals</li> </ul> <p>All of the above shall be at Developer’s sole cost and expense, as set forth in Section 20, “City Costs”, below.</p>
<p><b>15. Defaults</b></p>	<p>1. <b>City Event of Default.</b> A breach of any material obligation by the City shall be cured within the times required after</p>

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	<p>written notice provided in accordance with paragraph 3 below, and if not so cured, shall constitute a “<b>City Event of Default</b>”.</p> <p>2. <b>Developer Event of Default.</b> The occurrence of any of the following breaches shall be cured within the times required after written notice provided in accordance with paragraph 3 below, and if not so cured, shall constitute a “<b>Developer Event of Default</b>”:</p> <ul style="list-style-type: none"><li>a. Developer’s failure to have a legal or equitable interest in the Property;</li><li>b. Developer’s failure to Commence Construction of the Ballpark when required by the Agreement, or, after Commencement of Construction, to proceed with construction in a sustained and continuous manner; Developer’s failure to pay any monetary amount when due;</li><li>c. Developer’s failure to perform or fulfill any other material term, provision, obligation, or covenant of the Development Agreement;</li><li>d. A voluntary or involuntary attempt by Developer to undertake a transfer in violation of the Agreement; or</li><li>e. A filing of bankruptcy, dissolution, or reorganization by Developer or any general partner, managing member, or parent entity of the Developer.</li></ul> <p>3. <b>Notice and Cure:</b> If breaches under paragraphs 1 or 2 arise, then either the City or the Developer, as the case may be, shall notify the other Party in writing of its purported breach or failure, giving such defaulting Party forty-five (45) calendar days for monetary defaults and sixty (60) calendar days for all other defaults, to cure such breach or failure, or, if such breach is of the type that cannot reasonably be cured within the 60-day period, then such defaulting Party shall have such reasonable time to cure such breach so long as the defaulting Party commences such cure within the initial 60-day period and diligently pursues such cure to completion.</p>
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	<p>4. <b>Developer Remedies for City Event of Default:</b> If a City Event of Default occurs after Developer provides the City notice and cure rights pursuant to Section 3 above, the Developer may pursue any of the following remedies:</p> <ul style="list-style-type: none"><li>a. Terminating the Agreement;</li><li>b. Prosecuting an action for actual damages (but excluding consequential, incidental or punitive damages);</li><li>c. Seeking equitable relief from a court of competent jurisdiction, including, but not limited to, specific performance; or</li><li>d. Pursuing any other remedy at law or in equity, subject to the limitations of Section 4.b and except to the extent the Development Agreement contemplates a different remedy for such City Event of Default.</li></ul> <p>5. <b>City's Remedies for Developer Event of Default:</b> If a Developer Event of Default occurs, the City shall provide the Developer notice and cure rights pursuant to Section 3 above. If the Developer does not cure or begin to cure the breach within the time period specified, the City may pursue any of the following remedies:</p> <ul style="list-style-type: none"><li>a. Terminating the Agreement subject to the revocation procedures set forth in OMC § 17.152.060 through 17.152.230;</li><li>b. Prosecuting an action for actual damages (but excluding consequential, incidental or punitive damages);</li><li>c. Seeking equitable relief, including injunctive relief and specific performance;</li><li>d. Pursuing any remedies available to the City at law or in equity, subject to the limitations of subsections 5.a and 5.b, and except to the extent the Development Agreement contemplates a different remedy for such Developer Event of Default (such as, for example, specific remedies included in the</li></ul>
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	<p>separate workforce program, community benefits program or non-relocation agreement);</p> <p>e. For a Developer Event of Default related to Developer's failure to construct requisite parks and infrastructure, as and when required by the Phasing Plan, or any subdivision or public improvement agreements, in addition to any remedies the City may otherwise have under such improvement agreements, the City's sole remedy shall be to seek specific performance and to withhold building permits or Certificates of Occupancy, as relevant, for any element of the Project that is tied to the applicable park or infrastructure.</p> <p>5. Limited Cross-Defaults. If Developer conveys or transfers some but not all of the Project or a party takes title to foreclosed property constituting only a portion of the Project, and, therefore there is more than one Party that assumes obligations of "Developer" under the Development Agreement, there shall be no cross-default between the separate parties that assumed Developer obligations, with the limited exceptions of (i) the City's rights to early termination as set forth in Section 2, and (ii) the City's right to enforce Developer's Phasing Plan obligations against a transferred development parcel (<i>i.e.</i>, the right to withhold building permits or occupancy permits to the extent permitted under Section 6 above).</p>
<p><b>16. Lender Protections</b></p>	<p>Development Agreement to include customary protections for mortgage and mezzanine lenders, including (i) City obligation to deliver to any Developer's lenders a copy of any notice of default or determination of noncompliance given to such Developer; (ii) Lenders shall have the right, but not the obligation, to cure within a specified period upon receipt of the notice, including such additional time to obtain possession of the Property, provided that Lender provides proper notice to the City and takes requisite steps to diligently obtain possession; (iii) the Development Agreement shall be assignable to the Lender or any other person who acquires title to all or any portion of the Property through foreclosure or deed-in-lieu of foreclosure, provided such party agrees in writing to assume all of the obligations of the Development Agreement, including any uncured defaults; provided however, that, should the</p>

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	<p>Lender acquire title, then the City shall agree to toll any deadlines for performance of any construction obligations for a period equal to the time required to obtain title plus six months; and (iv) City obligation to deliver estoppels to current and prospective lenders acknowledging that there is not actual default, the Development Agreement is still in effect, there have been no amendments to the Development Agreement, and such other factual matters as reasonably requested by such lender (the form of the Estoppel Certificate shall be attached as an Exhibit).</p>
<p><b>17. Assignment</b></p>	<p>Developer's rights to transfer its rights and obligations under the Development Agreement shall be as follows:</p> <ol style="list-style-type: none"> <li>1) Developer may not transfer its interest in the Development Agreement, in whole or in part, prior to Commencement of Construction of the Ballpark except to (a) an affiliate or (b) an entity acquiring the Oakland Athletics team and its real estate holdings, in either instance for the purpose of development of the Ballpark.</li> <li>2) After Commencement of Construction of the Ballpark, Developer has the right to transfer all or any portion of its rights under the Development Agreement to the same extent that it validly transfers, under the Port transaction documents, all or any portion of its real property interest in the Project Site.</li> <li>3) Prior to any transfer of the Development Agreement hereunder, the City shall review and approve the proposed Assignment and Assumption Agreement to ensure the inclusion of the requisite rights and obligations associated with the proposed real property transfer. A form of Assignment and Assumption Agreement for a full transfer of Developer's interest will be attached to the Development Agreement. The parties shall endeavor to substantially use such form for any transfer of partial interest.</li> </ol>
<p><b>18. Periodic Review</b></p>	<p>The Development Agreement shall be subject to Periodic Review procedures to be set forth in the Development Agreement.</p>
<p><b>19. Force Majeure</b></p>	<p><b>"Force Majeure"</b> shall mean event(s) that cause material delays in the Developer's performance of its obligation to Commence Construction of the Ballpark by the Ballpark Deadline, due to domestic or international events disrupting civil activities, such as</p>

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	<p>war, acts of terrorism, insurrection, acts of the public enemy, and riots; acts of nature, including floods, earthquakes, unusually severe weather, and resulting fires and casualties; epidemics and other public health crises affecting the workforce by actions such as quarantine restrictions; inability to secure necessary labor, materials, or tools due to any of the above events, freight embargoes, lack of transportation, or failure or delay in delivery of utilities serving the Project Site.</p> <p>The Ballpark Deadline may be extended by a period of time equal to the duration of a Force Majeure event; provided, however, within thirty (30) days after Developer first reasonably determines that the Force Majeure event will result in a delay in performance, Developer shall have first notified the City in writing of the cause or causes of such delay and claimed an extension for the reasonably estimated period that such cause or causes will delay Developer's ability to Commence Construction and the City shall have agreed in writing to such extension, which agreement shall not be unreasonably withheld or delayed.</p> <p>Notwithstanding the foregoing, under no circumstances shall the aggregate Force Majeure extensions exceed four (4) years.</p>
<p><b>20. City Costs</b></p>	<p>Developer shall reimburse all actual and reasonable costs incurred by the City in connection with (1) monitoring, administration and enforcement of the Development Agreement and other Project approvals, (2) processing of all current and future Project approvals, and (3) defense of all Project approvals; but excluding costs covered by Administrative Fees (the foregoing, collectively, "<b>City Costs</b>") The process for such payment shall require the City to submit supporting documentation and provide Developer with audit rights.</p> <p>In addition, the A's shall pay (based on a payment process to be set forth in the Development Agreement) the City for its costs incurred to provide City services to the Ballpark and surrounding neighborhoods in connection with baseball games and other events at the Ballpark, which may include (but are not limited to):</p> <ul style="list-style-type: none"> <li>• Parking and traffic engineering and control services;</li> <li>• Police and other emergency services;</li> </ul>

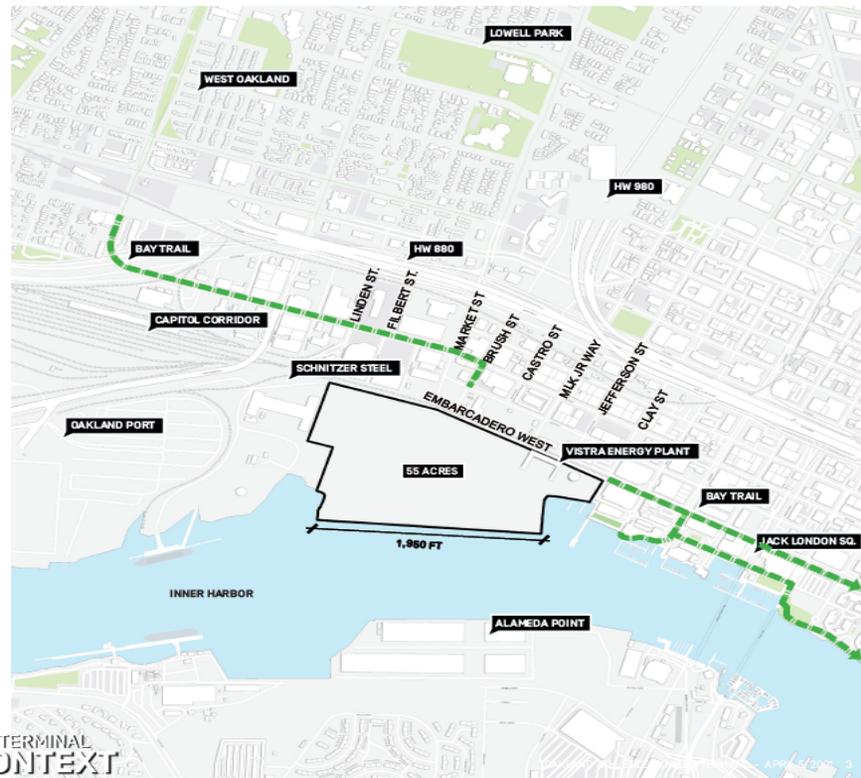
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	<ul style="list-style-type: none"> <li>• Litter pickup/street and sidewalk cleanup.</li> </ul>
<b>21. Non-Relocation</b>	As material inducement for the City to enter into the Development Agreement and for the City's financial (including tax, permit or other fee) waivers, concessions and contributions committed to in the Development Agreement, Developer shall enter into a non-relocation agreement in a form of agreement to be agreed upon by the parties and Major League Baseball.
<b>22. CEQA Compliance</b>	The City will not approve a Development Agreement or other binding Project approvals or take any other discretionary actions that will have the effect of committing the City to the development of the Project until the final environmental analysis for the Project is completed and approved in accordance with CEQA. If the Project is found to cause significant adverse impacts that cannot be mitigated, or otherwise based on information disclosed during the environmental review process, the City retains absolute discretion to: (a) modify the Project to mitigate significant adverse environmental impacts; (b) select feasible alternatives to avoid significant adverse impacts of the proposed Project; (c) require the implementation of specific mitigation measures to address adverse environmental impacts of the Project identified in the CEQA approval documents; (d) reject the Project as proposed if the economic and social benefits of the Project do not outweigh otherwise unavoidable significant adverse impacts of the Project; or (e) approve the proposed Project upon a finding that the economic, social, or other benefits of the Project outweigh unavoidable significant adverse impacts of the Project.
<b>23. Exhibits</b>	The following Exhibits are attached to this Term Sheet and incorporated herein by this reference: <b>Exhibit A:</b> Site Map <b>Exhibit B:</b> Master Phasing Diagram <b>Exhibit C:</b> Open Space Phasing Diagram <b>Exhibit D:</b> Key Principles of the Howard Terminal Community Benefits Agreement <b>Exhibit E:</b> Arts Plan <b>Exhibit F:</b> Oakland A's Financial Plan

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Exhibit A

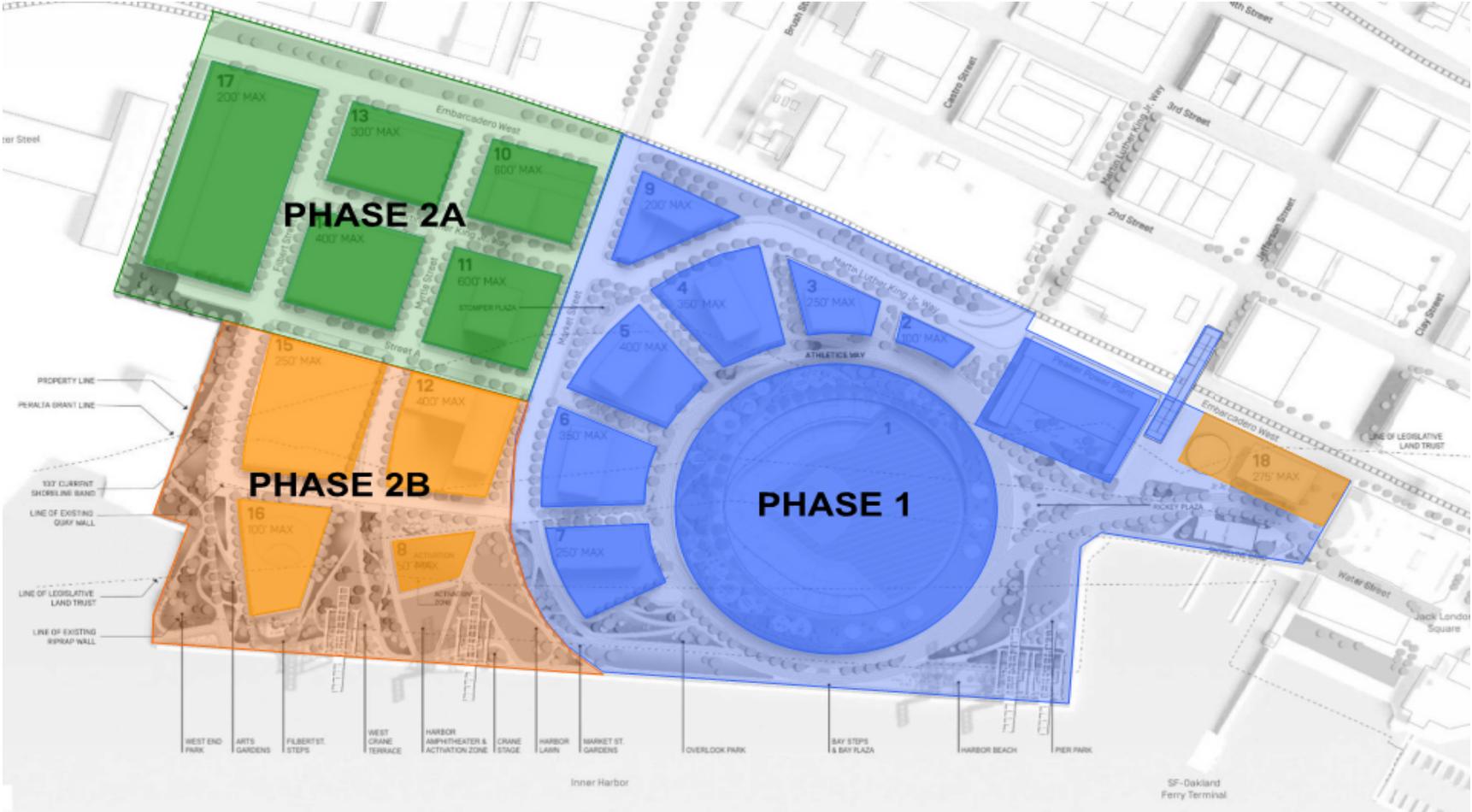
Site Location



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**Exhibit B**

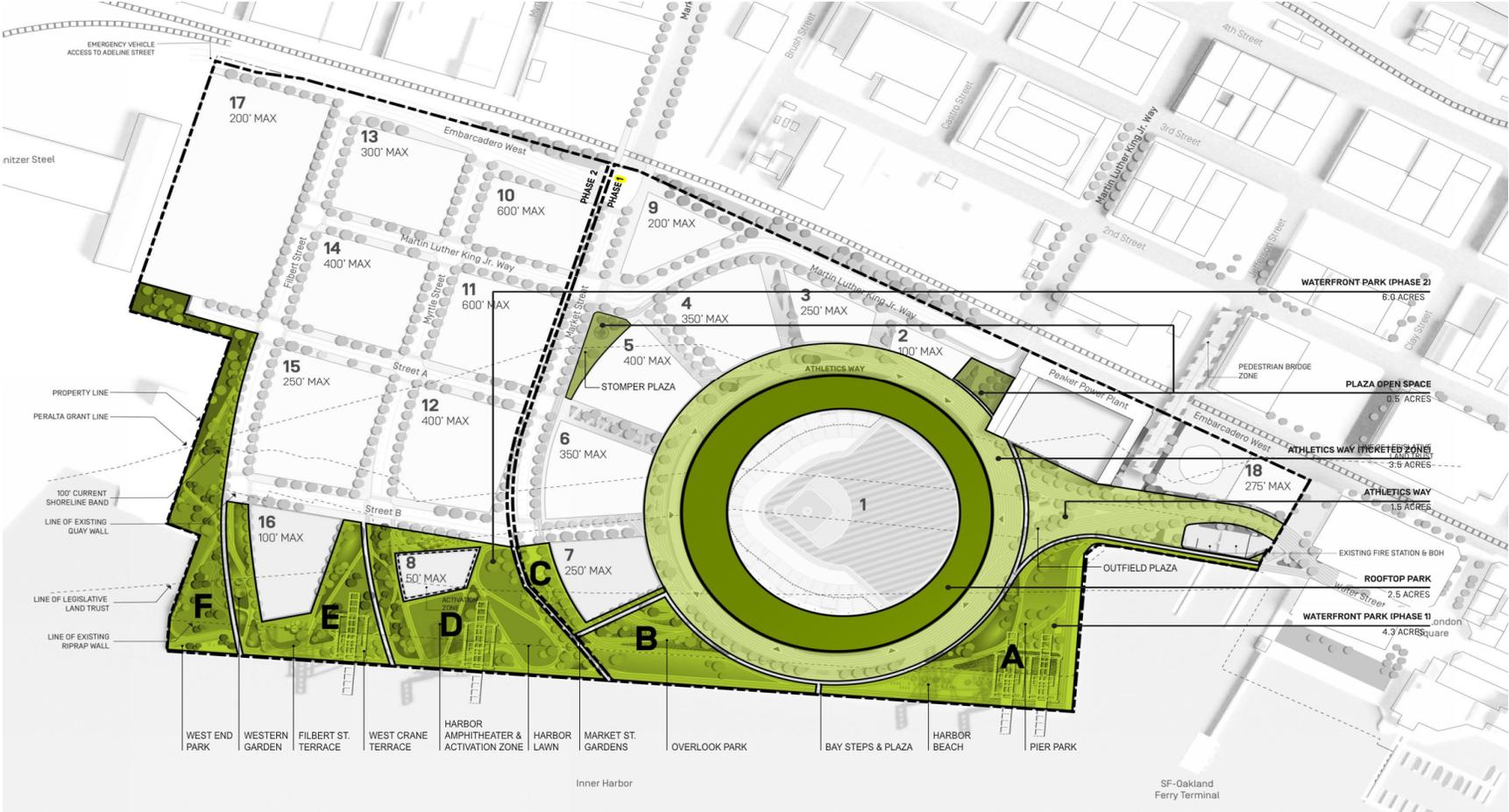
**Master Phasing Diagram: Project Phasing**



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**Exhibit C**

**Master Phasing Diagram: Open Spaces**



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**Exhibit D**

**Key Principles of the Howard Terminal  
Community Benefits Agreement**

This is a summary of the key principles underlying the Howard Terminal Community Benefits Agreement (CBA) to ensure that the development of the Howard Terminal property provides equity-based, structural, long-term benefits to the surrounding communities.

**Statements of Intent**

1. The relocation of the Oakland A's to the Howard Terminal will result in the redistribution of commercial activity and changes in land use with potential impacts that disproportionately affect Oakland's disadvantaged residents.
2. The Howard Terminal Community Benefits Agreement (CBA) is intended to help remedy inequities experienced by the most vulnerable or historically underserved populations, particularly those in areas most directly affected by the Oakland A's Howard Terminal Project -- West Oakland, Chinatown, Old Oakland, and Jack London Square.
3. The provisions of the CBA should extend to all development within the Howard Terminal Property, as defined by Assembly Bill (AB) 1191.
4. The CBA should be sustainable and long lasting for at least the term of the Oakland A's lease and all later leases of the Howard Terminal Property, regardless of whether any given parcel is ultimately developed by the A's or another developer.
5. Ideally, combined benefits will create synergistic outcomes that offer cumulative mitigation.
6. The obligations to be set forth in the CBA will be identified and prioritized by community members to carry out this intent.

**Operating Principles**

1. The CBA applies to all development, development rights, use and occupancy of the Oakland Sports and Mixed-Use Project, also known as the "Howard Terminal Project" for the life of the Howard Terminal Project. The CBA applies to all developers of the Howard Terminal projects and all employers, commercial tenants, subcontractors, etc. that operate on the project site. The CBA applies regardless of whether any given parcel of the Howard Terminal Property is leased or developed by the Oakland A's or some other entity. It shall be effective from development through operation, for at least 66 years.
2. The terms of the CBA will exceed any minimum requirement of local, state, or federal law for projects such as the Howard Terminal Project.
3. High priority is given to terms that serve the needs of historically underserved, vulnerable and at-risk populations, as identified in the City's Equity Indicators Report, as well as other

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relevant resources, which may include data from local, regional, state, and federal governments, as well that from private foundations and academia.

4. Each CBA obligation shall include a quantifiable goal or other objective means of determining whether that obligation has been met and meaningful remedies available in the event of non-compliance.
5. The CBA will include a permanent mechanism for ongoing community monitoring and enforcement to ensure that the CBA meets its objectives and has sufficient transparency and community accountability.
6. Community oversight and enforcement will include, at a minimum, those individuals or organizations represented on the Steering Committee that execute the CBA and their successors and assigns, including representatives of the four impacted neighborhoods of West Oakland, Chinatown, Old Oakland, and Jack London Square.
7. The following “best practices”, and any others developed by the Steering Committee, will be used to develop the CBA:
  - a. Historical inequity, as described by the “Baseline Indicators Report,” Oakland Municipal Code Section 2.29.170.1, and other identified sources, is to be addressed by the CBA, and the mitigation of identified historical inequity may constitute a rational basis for a CBA term,
  - b. To the extent possible, each CBA obligation will include the assessment of equity factors to determine whether the obligation has been met,
  - c. The collaborative process should create win-win situations which result in measurable long-term outcomes,
  - d. The CBA terms shall not reinforce or increase current and/or historical inequities faced by vulnerable populations in the four nearby or other communities, and
  - e. Discussions must be transparent and sufficient information must be provided on a timely basis for parties to evaluate the feasibility and viability of proposals.
8. To create a long-lasting and self-sustaining mechanism to fund Community Benefits, project specific revenue will be earmarked to fund Community Benefits as set forth in the Financial Plan attached to this Term Sheet as Exhibit F.

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**Exhibit E**

**Howard Terminal Arts Plan Process**

This exhibit to the Term Sheet for the Howard Terminal Development Agreement outlines the process through which an Arts Master Plan (“**Arts Plan**”) may be developed, approved and implemented for the Project. If an Arts Plan is developed, approved and implemented pursuant to the guidelines below, all development within the Project Site shall be exempt from the City of Oakland (the “**City**”) public art ordinance (OMC Chapter 15.78 - PUBLIC ART REQUIREMENTS FOR PRIVATE DEVELOPMENT, the “**Public Art Ordinance**”), as the intent of that ordinance will be met or exceeded by the Arts Plan that is approved for the site.

The Developer and City shall use good faith efforts to collaboratively develop and adopt an Arts Plan pursuant to the guidelines below. If such efforts fail to result in an approved Arts Plan, the Developer shall instead comply with the Public Art Ordinance, and the Arts Plan shall not apply.

***Arts Master Plan Goals and Outcomes***

The Arts Plan shall be developed to meet the following goals:

Create an Artistic Hub at Howard Terminal that celebrates the City’s creativity, energy and diversity

- o Reflect the community’s diverse population and culture
- o Feature both established and emerging artists and organizations, who reflect Oakland’s diverse population
- o Feature local artists and organizations, while also expanding the reach of the program to embrace work from other geographies
- o Celebrate the area’s cultural and maritime history

Public Engagement

- o Site physical art intentionally throughout the Project Site, resulting in a cohesive, freely accessible (as defined by OMC Chapter 15.78.030) public art experience
- o Explore offsite art opportunities within the four adjacent neighborhoods (Jack London District, Chinatown, Old Oakland and West Oakland) to better integrate the Project Site with the neighboring community

Define “Art” Broadly

- o Consider both performing and visual arts in creation of the Arts Plan
- o Consider opportunities for art spaces (e.g. studio space, gallery space, performing arts etc.) in addition to static physical art installations
- o Consider opportunities for temporary and rotating exhibits, as well as multidisciplinary arts festivals and ongoing programming within the Project Site and the four impacted neighborhoods

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- o Consider opportunities to include art to be incorporated into the architecture/landscape architecture on site. For the purposes of this section, “artists” shall not include members of the architectural, engineering, design, or landscaping firms retained for the design and construction of the Project
- o Consider opportunities for contribution of non-commissioned art that adds depth and breadth to the public art experience, in addition to new commissions and projects
- o Ensure that permanent work is appropriately durable to withstand the test of time and interaction with the public

Build on Precedent Efforts in the City

- o Incorporate the community’s priorities related to Culture Keeping and History, as reflected in the Community Benefits Agreement for the Project
- o Reflect the Goals and Priorities of the City’s Cultural Plan

***Arts Master Plan Elements***

The Arts Plan must include the following elements:

Value

The total value of the arts installations, facilities and programming to be provided pursuant to the Arts Plan shall equal or exceed the contribution that would otherwise be required of the Project under the Public Art Ordinance, generally as follows:

- Residential Development: One-half of one percent (0.5%) of building development costs, excluding the cost of any affordable housing development; plus
- Non-Residential Development: One percent (1.0%) of building development costs.

The Arts Plan shall also set forth a process for valuing Developer contributions of existing art, so as not to dis-incentivize procuring or commissioning art from local and emerging artists.

Balance in the Arts Plan

The Arts Plan will address the general apportionment of value between:

- Newly created art
- Existing art
- Permanent installations
- Temporary installations and/or programming
- Arts spaces and facilities

Identification of Priority Opportunities for Art

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The Arts Plan shall include a description of the priority opportunities for art and arts spaces (if proposed), across the Project Site and within any of the four neighborhoods adjacent to the site: West Oakland, Old Oakland, Jack London District and Chinatown. The Arts Plan should be expansive, identifying more opportunities than ultimately may be executed, with identification of the most essential opportunities that will be prioritized for implementation. Potential categories of art include, but are not limited to:

- New or previously created art to be installed within the Project Site in freely-accessible spaces (e.g. new/existing sculpture placed in/near the Ballpark or elsewhere on Project Site, art integrated into new on site construction, art installations/performative art/illumination relating to the existing shipping container cranes on site)
- New or previously created art to be located off site in freely-accessible spaces (e.g. art installations in I-880 underpasses, art related to the West Oakland Walk concept)
- Support for temporary exhibits on or off site in freely-accessible spaces (e.g. creating a rotating art gallery or performance space on site)
- Support for ongoing Arts and Cultural programming on site or off site
- Identification of opportunities for arts spaces, such as artist studios, performance space, and/or galleries, on site or off site
- A maritime-focused interpretive program designed to meet the requirements of AB1191

Phasing

The Arts Plan will include a description of how art installation, programming and/or spaces are to be phased relative to vertical and horizontal development on the Project Site. Generally, the Arts Plan will be implemented proportionately as vertical development occurs on the Project Site; provided, however, that the Developer may elect to implement public art, facilities or programs at a rate that exceeds the pace of development on site.

Maintenance

The Arts Plan will include a section on maintenance and ongoing operations, demonstrating sustainable sources of operational funding for arts programming and the maintenance and security of physical art and arts space identified in the plan, as necessary.

CBA Elements

The Arts Plan will describe how the community's priorities related to Culture Keeping and History, as reflected in the Community Benefits Agreement for the Project, are addressed in the Arts Plan.

***Arts Master Plan Development and Approval***

Plan Development

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The Developer will prepare a draft Arts Plan, pursuant to these guidelines, for City review and approval. Preparation of the plan will include consultation with the City's Public Art Advisory Committee (PAAC), the City's Cultural Affairs Unit and Planning Department, the Port of Oakland ("Port"), and the Bay Conservation & Development Commission ("BCDC"). The Developer may elect to convene an Arts Advisory Group consisting of interested community members, City, Port and/or BCDC staff, and/or experts in public art and culture, to provide input on development and implementation of the Arts Plan. The Developer shall submit the draft prior to or together with its application for a Final Map for the Project site.

Plan Approval

The City Administrator or his or her designee will be authorized to approve the Arts Plan, after considering PAAC and public input, no later than submittal of the Developer's application for the first building permit for the Ballpark.

Amendments

Minor Amendments to the Arts Plan that do not materially affect the phasing, quantity or quality of art or arts spaces provided in the Arts Plan may be approved by the City Administrator or his or her designee.

Major Amendments to the Arts Plan that materially affect the phasing, quantity or quality of art or arts spaces provided in the Plan, must be presented to the PAAC for review and comment prior to approval by the City Administrator or his or her designee.

***Arts Master Plan Implementation***

Selection of Public Art

All art to be installed on the Project Site will be selected by the Developer in conformance with the approved Arts Plan. The PAAC and Cultural Affairs Division will be consulted by the Developer for certain major works in key areas, such as new parks and open space or public rights-of-way, as identified in the Arts Plan.

All art to be installed off site in public spaces will be recommended by the Developer and approved by the City.

If established as identified above, an Arts Advisory Group will provide input on implementation, as set forth in the Arts Plan.

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**Exhibit F**

**Oakland A's Financial Plan**

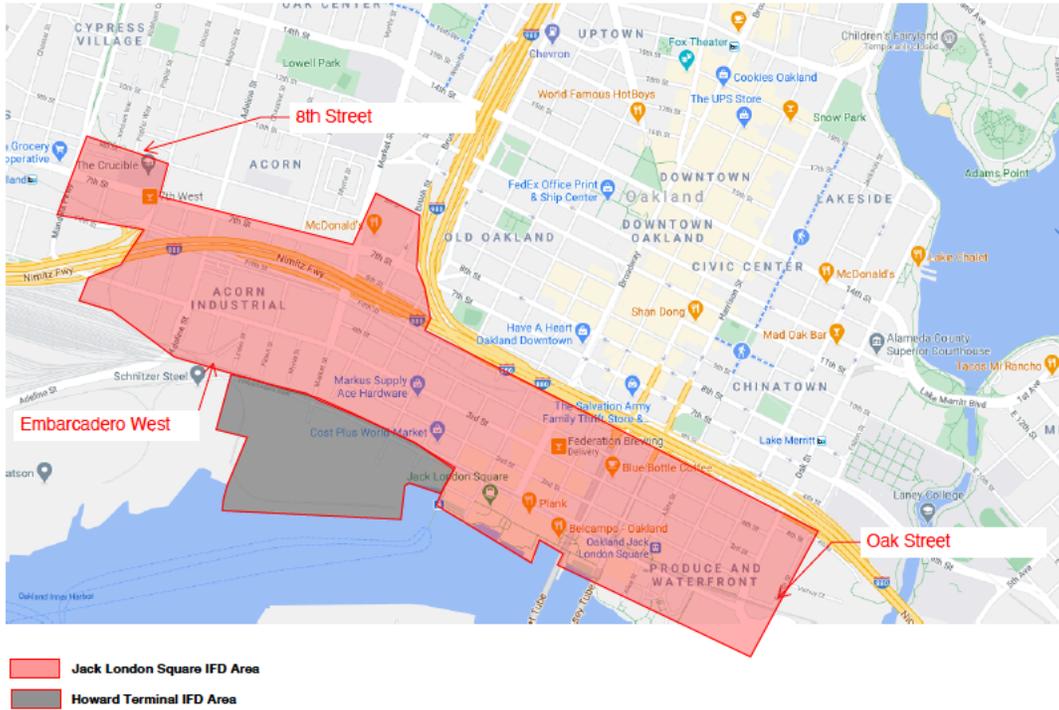
The Oakland A's financial proposal to the City of Oakland includes a privately funded \$1B+ state of the art ballpark that will serve as the permanent home of the Oakland Athletics of Major League Baseball. Key terms of the financial proposal are as follows:

- The Oakland A's will privately fund an architecturally significant, LEED Gold, state of the art ballpark of more than \$1 billion.
- The Oakland A's will privately fund or contribute public art valued at \$15 million.
- The Oakland A's and the City of Oakland will enter into a non-relocation agreement, ensuring long-term, sustainable revenue in the City of Oakland.
- The Oakland A's will fully fund all on-site project costs through private financing and project-generated revenues, including public parks, protection against sea level rise, and environmental remediation.
- The City will establish two infrastructure financing districts, the Howard Terminal Infrastructure Financing District and Jack London Infrastructure Financing District, which will be a source of project-generated revenues for the Ballpark Project and the City of Oakland. The proposed footprint of those IFDs is set forth on the map below.
- Project-generated revenues from the Jack London Infrastructure Financing District are estimated at \$1.4 billion.
  - \$360 million to be used to fund off-site infrastructure (*e.g.*, pedestrian grade separation, vehicular grade separation, bike lanes, railroad safety improvements, sidewalk improvements and intersection improvements).
  - \$1.04 billion in City and community benefits, specifically
    - \$280 million to community benefits, such as affordable housing and off-site infrastructure; and
    - \$760 to the City of Oakland's General Fund.
- Project-generated revenues from the Howard Terminal Infrastructure Financing District are estimated at \$860 million.
  - \$495 million to be used to fund all on-site infrastructure development costs (*e.g.*, environmental remediation, seismic improvements, backbone utilities, sea level rise improvements, sidewalks/streets, over 18 acres of parks and open space, and a Bay Trail connection).
  - \$365 million in City and community benefits, specifically
    - \$170 million to community benefits, such as affordable housing and off-site infrastructure; and
    - \$195 million to the City of Oakland's General Fund.

**The full project development investment is estimated at \$12 billion, including \$450 million in community benefits and \$955 million in General Fund Revenues.** The Howard Terminal buildout will create more than 35,000 new jobs and \$7 billion of new revenue for the City of Oakland over the useful life of the stadium.

# Waterfront Ballpark District at Howard Terminal Development Agreement Term Sheet Oakland A's Presentation Draft April 23, 2021

## Proposed IFD Map





**Century | Urban**

# **Fiscal Impacts of the Waterfront Ballpark District at Howard Terminal**

**Presented to:**

**City of Oakland**

**July 2, 2021**



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## INTRODUCTION

The City of Oakland (the “City”), Economic & Workforce Development has engaged Century Urban, LLC (“Century | Urban”) to prepare a fiscal impact analyses related to the proposed Waterfront Ballpark District project located on an approximately 55-acre site commonly known as Howard Terminal in Oakland, California. The site is owned by the Port of Oakland and is planned to be conveyed to the Oakland Athletics (“the Oakland A’s” or “A’s”) through a combination of ground lease and fee-simple sale. The City Council is the legislative body that has been tasked with negotiating the community benefits and public financing plan. The City has requested that Century | Urban prepare a fiscal impact analysis of the proposed Major League Baseball Park (“Ballpark”) and ancillary development (described in the Project Description section below) to evaluate the net fiscal impact of the proposed project.

Century | Urban is a privately held full-service, real estate economic consulting, investment, advisory firm headquartered in San Francisco and founded in 2010. The firm’s Principals have over 40 years of experience in development, acquisition, disposition, financing and public-private partnership negotiations for all major property types including residential, office, hotel, industrial and retail. The firm has significant and meaningful experience preparing fiscal impact analyses, economic feasibility studies, and development pro forma evaluations, along with an extensive database of pro forma underwriting criteria. Century | Urban has longstanding and seasoned relationships within the land use, development, and broader investment community. This affords access to “real time” market information.

## PROJECT DESCRIPTION

The Oakland A’s have proposed to construct an approximately 35,000-person capacity Ballpark for its use. In addition to the Ballpark, the project would include other commercial uses adjacent to the proposed new Ballpark (“Ancillary Development”). Combined, the Ballpark and Ancillary Development are referred to as “the Project”. In addition to the Ballpark, when completed, the Project will include:

- Up to 1.77 million square feet of commercial development,
- Up to 3,000 residential dwelling units,
- Two new hotels with approximately 400 rooms, and
- A new performance venue with a capacity of approximately 3,500 individuals.

The project site consists of approximately 55 acres that comprise the Charles P. Howard Terminal and adjacent parcels, located at the Port of Oakland along the Inner Harbor of the Oakland-Alameda Estuary. The site is bound generally by the Oakland Estuary Middle Harbor on the south; Jack London Square on the east; Union Pacific railroad tracks and Embarcadero West on the north; and the heavy metal recycling center, Schnitzer Steel, on the west.



The Oakland A's have applied to the City for a Development Agreement, General Plan Amendment, Rezoning, Planned Unit Development, and associated environmental review. In February 2020, the A's submitted an application for a Development Agreement to the City, and shortly thereafter, in April 2020, City and A's staff and attorneys began negotiating a Development Agreement term sheet for the proposed Project. The Oakland A's released a proposed term sheet on April 23, 2021, which included a financial plan (Exhibit F to the A's proposed term sheet). The terms of the financial plan have not been mutually agreed upon and negotiations are continuing. It is anticipated that a new term sheet and financial plan will be presented to the City Council on July 20, 2021. This fiscal impact analysis reflects the City staff's recommended package of community benefits. Table 1 below presents the A's proposed program for the Project.

### Site Plan



**Table 1. Project Program**

Use	GSF/ Units /Hotel Rooms
Apartments - Market Rate	1,416 Units
Apartments - Below Market Rate	450 Units
Condominium - Market Rate	1,134 Units
Office	1,497,000 GSF
Retail	252,600 GSF
Hotel	400 Rooms
Performance Center	39,000 GSF
Ballpark	1,200,000 GSF

## METHODOLOGY AND APPROACH

The fiscal impact analysis measures the impact of proposed new development on the City of Oakland's budget. While a new project is expected to generate additional revenue to the City through increased property taxes, sales taxes, transfer fees, parking taxes and other fiscal revenue, residents and businesses also generate increased demand for City services, which include public safety, library services, and recreation programs and the need for additional capital investments. This analysis measures the net fiscal impact, which accounts for the increased revenue generation and increased costs by way of additional City services. This analysis is intended to serve as a tool to understand the net impact of the Project on the City's General Fund revenues and is provided as a point-in-time analysis based on the most current available information, the A's proposed program and the City's proposal for community benefits. As the terms of the community benefits and financial plan are currently being negotiated with the A's and the development program may change, this analysis is also subject to change. In addition, while the fiscal impact analysis measures net fiscal revenue to the City's General Fund, it does not quantify additional community or economic benefits that the project may provide such as affordable housing, parks and recreational space, cultural spaces and public art. This analysis also does not directly reflect the cost of one-time capital improvements which may be funded in whole or in part by the A's. Finally, as the fiscal impact analysis focuses on examining the impacts to the City's General Fund, it does not include revenues generated to specific purposes such as Measure Q, which funds a substantial portion of the Oakland Public Library's operating expenses.

As noted previously, the fiscal impact analysis relied on information provided by various sources, which are noted throughout this analysis. Most notably, this analysis relied on the development program provided by the A's, which established the number of residential units and commercial gross square footage on which the projected fiscal revenue and expenditures are based. In addition, Century | Urban relied on information contained in the City's Comprehensive Annual Financial Report for the year ended June 30, 2020, the City's Summary of City of Oakland Impact Fees, discussions with City staff and other publicly available information. Finally, the analysis utilized Century | Urban's economic analysis expertise in validating or determining appropriate underwriting assumptions.



Per the A's development program, the Project will be constructed in multiple phases over an approximately 10-year period. For clarity and ease of comparison, this analysis provides fiscal revenues and expenditures as if the Project were built as of 2020. That is, all estimates are provided in 2020 constant dollars as if the project were fully built and stabilized.

The City and A's contemplate that an Infrastructure Financing District ("IFD") will be formed over the Project site and certain project-generated revenues will be contributed to the Project. Any revenues that are contributed to the Project would thus be deducted from the total amounts projected in this analysis and would reduce the amount of net fiscal benefits from the Project for the duration of the IFD term, which is typically 45 years. Furthermore, a majority of the Howard Terminal site is part of a former Redevelopment Agency area ("RDA") and, as a result, property tax increment is captured by the RDA to fulfill certain obligations before any remaining tax increment is passed through to taxing entities. Based on the projections provided by the A's property tax consultant and reviewed by Century | Urban, an average of 37% of annual property taxes generated by the new proposed development would be captured by the RDA to fulfill its obligations. The remaining 63% would be passed through to taxing entities including the City's portion, which could be contributed to the Project. The RDA's obligations are projected to be fully satisfied in 2039. Thereafter, all tax increment would flow to the taxing entities, and if an IFD has been formed would be captured for the benefit of the Project for the remaining duration of the IFD term.

Finally, while this report has been prepared as the Bay Area recovers from a 15-month long pandemic and resulting recession, the fiscal impact analysis reflected herein assumes normal market conditions where occupancy, rents and construction costs are at pre-pandemic levels. This approach is appropriate given the long-term nature of this project, which is anticipated to be constructed over a 10-year period.

This fiscal impact study incorporates two components:

- An examination of one-time fiscal impacts such as impact fees, property taxes during construction, etc. associated with seven distinct uses: multifamily residential apartments, multi-family residential condominiums, office, retail, hotel, performance center and the Ballpark.
- An analysis of recurring annual City revenues and expenses associated with the seven distinct uses noted above.

### **Limitations of the Analysis**

This analysis relies on Fiscal Year 2019/2020 City-wide departmental expenditures to estimate future expenditures resulting from the Project. Actual departmental expenditures may be higher than anticipated when the Project is completed, and actual fiscal revenue may be lower depending on market conditions. Furthermore, the results presented in this report are intended to provide the fiscal impacts on a relative, order-of-magnitude basis. The actual net fiscal benefits will vary depending on numerous factors including (i) the final development program, which would affect the amount of fiscal revenue generated by the Project as well as the City service demand associated with specific building occupants; (ii) economic factors such as rents, vacancy and construction costs and (iii) property valuation assessment by the Alameda County Assessor's office.



## SUMMARY OF FINDINGS

Following is a summary of the fiscal impacts of the project.

### Fiscal Revenues

- The Project is anticipated to generate approximately \$79.9 million in one-time revenues during the construction period of which \$60.1 million would be contributed to the General Fund net of amounts captured by the RDA and Public Art fees, which would be earmarked for a specific use. This includes:
  - \$5.6 million in transfer fees
  - \$12.1 million in property taxes during construction (before allocation of amounts captured by RDA)
  - \$39.8 million of sales tax revenue from construction spending
  - \$7.1 million of business license tax (i.e., gross receipts taxes) from construction spending
  
- The Project is anticipated to generate approximately \$41.4 million in recurring annual revenues of which \$34.5 million would be contributed to the General Fund after deduction of amounts captured by the RDA, and Measure C Transient Occupancy Tax and Measure Z Parking Tax allocations. This includes:
  - \$11.6 million of new property taxes (before allocation of amounts captured by RDA)
  - \$3.1 million of property tax in-lieu of vehicle license fees (VLF) (before allocation of amounts captured by RDA)
  - \$1.8 million in utility consumption taxes
  - \$4.0 million in business license taxes
  - \$1.9 million in parking taxes net of the Measure Z allocation
  - \$3.1 million in sales taxes
  - \$3.5 million in transient occupancy tax net of the Measure C allocation
  - \$9.8 million of annualized transfer taxes from resales of completed buildings
  
- The Project is anticipated to generate an additional \$1.4 million in annual net parking revenues from offsite parking and parking meter revenue collected within the Waterfront Ballpark District site. This excludes one-time costs needed to set up reservation systems, install meters and signage and staffing costs, which are estimated at \$13.5 million.
  
- Recurring expenditures are estimated at \$10.3 million and include:
  - \$0.8 million in general government expenditures
  - \$5.7 million in police services and related capital expenditures
  - \$3.0 million in fire services and related capital expenditures
  - \$0.2 million in parks and recreation services
  - \$0.6 million in neighborhood and human services
  
- **Net recurring fiscal revenues are estimated at \$25.6 million.**



## Other Community and Employment Benefits

While not the focus of this fiscal impact analysis, the Project is anticipated to produce the following additional community benefits, which have not been quantified in this analysis.

- 15% of all residential units are anticipated to be affordable rental units based on the City's proposal.
- The Project is estimated to generate over 7,100 full-time equivalent jobs after full buildout.
- The Project is estimated to generate nearly 25,000 full-time equivalent jobs during construction.



**Table 2. Fiscal Impact Summary**

	Office	Apartments	Condominiums	Retail/Civic	Hotel	Performance Center	Ballpark	Total Project
<b>ONE-TIME REVENUE</b>								
1.) Impact Fees	\$ 3,040,000	\$ 1,580,000	\$ 1,610,000	\$ 450,000	\$ 2,160,000	\$ 300,000	\$ 6,200,000	\$ 15,340,000
2.) Transfer Tax	580,000	2,770,000	2,220,000	-	-	-	-	5,570,000
3.) Property Taxes During Construction	2,650,000	2,770,000	3,130,000	420,000	690,000	90,000	2,380,000	12,130,000
4.) Sales Taxes During Construction	8,780,000	11,060,000	9,900,000	1,380,000	2,160,000	300,000	6,200,000	39,780,000
5.) Business License (Gross Receipts During Construction)	1,580,000	1,990,000	1,780,000	250,000	390,000	50,000	1,020,000	7,060,000
6.) <b>Total One-Time Revenue</b>	<b>16,630,000</b>	<b>20,170,000</b>	<b>18,640,000</b>	<b>2,500,000</b>	<b>5,400,000</b>	<b>740,000</b>	<b>15,800,000</b>	<b>79,880,000</b>
7.) Less: Allocation to RDA	(980,000)	(1,020,000)	(1,160,000)	(160,000)	(260,000)	(30,000)	(880,000)	(4,490,000)
8.) <b>Total One-Time Revenue to General Fund</b>	<b>\$ 12,610,000</b>	<b>\$ 17,570,000</b>	<b>\$ 15,870,000</b>	<b>\$ 1,890,000</b>	<b>\$ 2,980,000</b>	<b>\$ 410,000</b>	<b>\$ 8,720,000</b>	<b>\$ 60,050,000</b>
9.) School Facilities Impact Fees to OUSD	840,000	6,900,000	5,410,000	140,000	170,000	-	-	13,460,000
<b>RECURRING REVENUE PER YEAR</b>								
10.) Property Taxes New Development	\$ 2,810,000	\$ 2,330,000	\$ 4,010,000	\$ 350,000	\$ 360,000	\$ -	\$ 1,720,000	\$ 11,580,000
11.) Property Taxes Existing Howard Terminal Basis								73,000
12.) Property Taxes Existing Howard Terminal Basis to GF								5,000
13.) Property Tax In-Lieu of Vehicle License Fees (VLF)	780,000	650,000	1,110,000	98,000	99,000	-	370,000	3,107,000
14.) Utility Consumption Tax	480,000	540,000	430,000	81,000	86,000	12,000	170,000	1,799,000
15.) Business License Tax	1,060,000	1,130,000	NA	137,000	576,000	6,000	1,100,000	4,009,000
16.) Parking Tax	1,572,000	286,000	-	306,100	96,000	93,000	1,090,000	3,443,100
17.) Sales Taxes	300,000	380,000	500,000	1,160,000	240,000	9,900	510,000	3,099,900
18.) Transient Occupancy Tax	-	-	-	-	4,460,000	-	-	4,460,000
19.) Transfer Tax Upon Resale	3,140,000	2,610,000	3,250,000	388,000	380,000	20,000	-	9,788,000
20.) <b>Total Recurring Revenue</b>	<b>\$ 10,142,000</b>	<b>\$ 7,926,000</b>	<b>\$ 9,300,000</b>	<b>\$ 2,520,100</b>	<b>\$ 6,297,000</b>	<b>\$ 140,900</b>	<b>\$ 4,960,000</b>	<b>\$ 41,364,000</b>
21.) Less: Allocation to RDA	(1,040,000)	(860,000)	(1,480,000)	(130,000)	(130,000)	-	(640,000)	(4,280,000)
22.) Less: Measure C Transient Occupancy Tax	-	-	-	-	(960,000)	-	-	(960,000)
23.) Less: Existing Howard Terminal Property Taxes								(73,000)
24.) Less: Measure Z Parking Tax	(722,000)	(131,000)	-	(141,000)	(44,000)	(43,000)	(501,000)	(1,582,000)
25.) <b>Total Recurring Revenue to General Fund</b>	<b>\$ 8,380,000</b>	<b>\$ 6,935,000</b>	<b>\$ 7,820,000</b>	<b>\$ 2,249,100</b>	<b>\$ 5,163,000</b>	<b>\$ 97,900</b>	<b>\$ 3,819,000</b>	<b>\$ 34,469,000</b>
<b>PARKING REVENUE [8]</b>								
26.) One-Time Parking Costs								\$ 13,500,000
27.) Ongoing Parking Revenues								\$ 12,520,000
28.) Ongoing Parking Expenses								11,170,000
29.) <b>Net Parking Revenues to the City</b>								<b>\$ 1,350,000</b>
<b>RECURRING EXPENDITURES PER YEAR</b>								
30.) General Government								\$ 750,000
31.) Police Services								5,720,000
32.) Fire Services								2,970,000
33.) Parks & Recreation								220,000
34.) Community & Human Services								590,000
35.) <b>Total Recurring Expenses</b>								<b>\$ 10,250,000</b>
36.) <b>Net Recurring Revenue to the City</b>								<b>\$ 25,569,000</b>



## ASSUMPTIONS AND METHODOLOGY

### One-Time Revenue

One-time revenue reflects fees or revenues that are paid once or are due to construction activity, which has a limited duration. As these revenues are temporary, their impacts are distinguished from the ongoing impacts associated with the operations of commercial or residential buildings or tenants inhabiting those businesses and units. The one-time estimated fiscal impacts are summarized in Table 2 above and described in greater detail in the following section.

#### Impact Fees

As a new development, the Project is subject to impact fees per the Summary of City of Oakland Impact Fees schedule. Generally, the City anticipates that the Project will satisfy the impact fee payment requirement through in-kind contributions. Vertical development projects would also be subject to the City’s Public Art requirements.

The Public Art requirement is estimated as 0.5% of construction hard costs for residential uses and 1.0% of construction hard costs for all other uses, generally based on a permit valuation schedule prepared by the City’s Building Department. For the hotel, performance center and Ballpark, the projected construction hard cost was used to estimate the fee as these uses are not included in the valuation table. The projected Public Art requirement amounts by use are listed in Table 3 below.

**Table 3. Public Art Requirements by Use**

Use	Per GSF	\$ Amount
Office	\$2.05	\$3,040,000
Apartments <sup>1</sup>	\$1.05	\$1,580,000
Condominiums	\$1.05	\$1,610,000
Retail/Civic	\$1.75	\$450,000
Hotel	\$7.05	\$2,160,000
Performance Center	\$0.00	\$300,000
Ballpark	\$5.15	\$6,200,000
<b>Total Project</b>	<b>\$2.32</b>	<b>\$15,340,000</b>

<sup>1</sup> Only assessed on market rate units.

#### One-Time Revenue to the General Fund

**Transfer tax** is assessed on the sale of land or transfer of a leasehold interest after completion of entitlements. Certain parcels will be transferred on a fee-simple basis to a vertical developer who will construct the building improvements while other parcels will be transferred to a vertical developer through a ground lease. The applicable tax rate is 2.5% of the sale price or leasehold value. Affordable apartment units, hotel, performance center and Ballpark uses are assumed to support no land value. The retail land value is reflected in the land value of the office and residential uses as it



is anticipated that retail will be integrated into other uses. Land values were estimated by performing residual land value analysis and examining historical land sale comparables.

**Property taxes during construction** are estimated based on the construction cost estimates for new development. As noted above, some of the parcels are anticipated to be transferred through a fee-simple transaction while other parcels will be transferred under a ground lease, which will be subject to possessory interest taxes. The City currently receives 26.41% of the 1% ad valorem rate or 0.2641% of assessed value on all taxable property. Property taxes are assumed to be payable over a two-year construction period as each building is constructed and assessed based on incurred cost. A 90% factor is applied to cost to reflect an assessed value that would be 10% less than total incurred cost. This is appropriate given the high construction cost environment and the possibility that County Assessor’s Office may exclude certain development costs from its assessment basis.

Estimated construction costs were provided by the A’s and reviewed and validated by Century | Urban for reasonableness. Century | Urban created development budgets by use, which included typical development costs to form the basis for total development costs.

**Sales taxes during construction** are equal to 1% of taxable sales. Sales taxes during construction are estimated based on construction costs by use.

**Business license tax** is equal to \$1.80 per \$1,000 of gross receipts and is applied to construction costs.

**Table 4. One-Time General Fund Fiscal Revenue**

Use	Transfer Tax	Property Taxes	Sales Taxes	Business License Taxes	Total Revenue
Office	\$580,000	\$2,650,000	\$8,780,000	\$1,580,000	\$13,590,000
Apartments <sup>1</sup>	\$2,770,000	\$2,770,000	\$11,060,000	\$1,990,000	\$18,590,000
Condominiums	\$2,220,000	\$3,130,000	\$9,900,000	\$1,780,000	\$17,030,000
Retail/Civic	\$0	\$420,000	\$1,380,000	\$250,000	\$2,050,000
Hotel	\$0	\$690,000	\$2,160,000	\$390,000	\$3,240,000
Performance Center	\$0	\$90,000	\$300,000	\$50,000	\$440,000
Ballpark	\$0	\$2,380,000	\$6,200,000	\$1,020,000	\$9,600,000
<b>Total Project</b>	<b>\$5,570,000</b>	<b>\$12,130,000</b>	<b>\$39,780,000</b>	<b>\$7,060,000</b>	<b>\$64,540,000</b>

<sup>1</sup> Below market rate units are assumed to be affordable to households earning an average of 60% of area median income and would be exempt from property taxes under the State’s Welfare Tax Exemption rule.

Contributions of One-Time Revenue to RDA

As noted previously, a majority of the Howard Terminal site is part of a former RDA and, as a result, an average of 37% of annual property tax revenue is captured by the RDA to fulfill certain obligations, which are projected to be fully satisfied in 2039. Until the RDA obligations are fulfilled, the City will receive a portion of the remaining 63% that is passed through to taxing entities. After 2039, the City is projected to receive its full share of property tax revenue. All parcels are anticipated



to be developed prior to fulfillment of RDA obligations, so one-time property tax projections in the fiscal impact analysis reflect the 63% pass through portion. The total one-time property tax revenue allocated to the RDA is estimated at \$4.5 million.

### Net One-Time Revenue to General Fund

Net one-time revenue to the General Fund includes all fiscal revenues shown in Table 4 above, which excludes the Public Art requirements. In addition, Table 5 below deducts the allocation to the RDA for a net one-time fiscal revenue estimate of approximately \$60.1 million.

**Table 5. One-Time Fiscal Revenue Net of Contributions**

Use	Gross One-Time Fiscal Revenue
Office	\$13,590,000
Apartments	\$18,590,000
Condominiums	\$17,030,000
Retail/Civic	\$2,050,000
Hotel	\$3,240,000
Performance Center	\$440,000
Ballpark	\$9,600,000
<b>Total Project</b>	<b>\$64,540,000</b>
Less: Allocation to RDA	(\$4,490,000)
<b>Total One-Time Revenue to General Fund</b>	<b>\$60,050,000</b>

### Recurring Revenue

Recurring fiscal revenue are revenues that are collected on an annual or ongoing basis. These revenues are collected as user fees or transactional charges such as sales taxes, transient occupancy taxes and utility consumption taxes or as property taxes and VLF based on assessed values. As such, recurring revenues will vary year-to-year based on the assessed values by building and economic activity such as retail sales and hotel occupancy. Century | Urban performed extensive research to determine the most appropriate assumptions to estimate each recurring revenue source as described in greater detail below.

#### Property Taxes

Property taxes are estimated based on the projected assessed value for each use. Per a conversation with the County Assessor’s Office, the most common valuation method for income-producing properties is the income approach. Therefore, the income approach is utilized for all income-producing uses to estimate the assessed value. The sales price assumption is utilized for residential condominiums, as is customary for this property type.



As noted above, some of the parcels are anticipated to be transferred through a fee-simple transaction while other parcels will be transferred under a ground lease and will be subject to possessory interest taxes. In all cases, it is anticipated that the valuation method will be consistent between parcels that incur possessory interest taxes and those that incur property taxes for fee simple interests. The City currently receives 0.2641% of assessed value on all taxable property. Table 6 below summarizes the assessed value basis for each use and the assessed value by gross square footage.

**Table 6. Assessed Value Assumptions**

Use	Assessed Value Basis	Assessed Value per GSF
Office	Income Approach	\$710
Apartments <sup>1</sup>	Income Approach	\$577
Condominiums	Sale Price	\$976
Retail/Civic	Income Approach	\$527
Hotel	Income Approach	\$438
Performance Center <sup>2</sup>	Tax Exempt	\$0
Ballpark	Income Approach	\$440

<sup>1.</sup> Excludes affordable units that would be exempt from property taxes.

<sup>2.</sup> The Performance Center is anticipated to be operated by a non-profit with a property tax exempt status.

Table 7 below summarizes the projected annual property taxes by use per the assessed valuation assumptions shown in Table 6.

**Table 7. Annual Property Taxes**

Use	Revenue per Year
Office	\$2,810,000
Apartments	\$2,330,000
Condominiums	\$4,010,000
Retail/Civic	\$350,000
Hotel	\$360,000
Performance Center <sup>2</sup>	\$0
Ballpark	\$1,720,000
<b>Total Project</b>	<b>\$11,580,000</b>

Property Tax In-Lieu of Vehicle License Fees (VLF)

Property tax in-lieu of VLF is a portion of ad valorem taxes that are reimbursed to the City by the State. This is estimated by applying the proportional increase in the city-wide assessed value and reimbursing the same proportional increase in VLF to the City.



The City-wide assessed value per the 2019-2020 Fiscal Year is estimated as \$68.5 billion and the City’s property tax in-lieu of VLF was approximately \$50.2 million for the same period. At full buildout, the Project is anticipated to increase the City-wide assessed value by approximately 6%. Therefore, the property tax in-lieu of VLF would increase by the equivalent percentage as shown in Table 8 below.

**Table 8. Property Tax In-Lieu of VLF**

Total City-wide Assessed Value (FY 2019-2020)	\$68.5 million
City-wide Increase to Assessed Value from Project	6%
Total Property Tax In Lieu of VLF Revenue (FY 2019-2020)	\$50.2 million
Increase to Property Tax In Lieu of VLF Revenue	\$3.1 million

Utility Consumption Tax

Utility consumption tax is assessed on the utility bill of any business or residence in the City at a rate of 7.5% of the utility cost. The total utility consumption tax revenue is estimated based on the projected typical annual utility cost by use. Century | Urban analyzed actual utility expenses for commercial buildings to estimate the utility cost for office, retail and performance center uses and prepared an estimate of utility costs for residential tenants based on research for a typical monthly bill for the various applicable taxable utilities. Similarly, Century | Urban prepared an estimate for utility costs for hotel use. Table 9 below summarizes the utility consumption taxes estimated per use.

**Table 9. Utility Consumption Taxes**

Use	Revenue per Year
Office	\$480,000
Apartments	\$540,000
Condominiums	\$430,000
Retail/Civic	\$81,000
Hotel	\$86,000
Performance Center	\$12,000
Ballpark	\$170,000
<b>Total Project</b>	<b>\$1,799,000</b>

Business License Tax

Business license taxes are assessed on the revenue collected by businesses operating in the City. The tax is assessed as \$13.95 per \$1,000 (or 1.40%) of gross income for residential and commercial rental properties. The tax is assessed at \$4.50 per \$1,000 or 0.45% of entertainment gross receipts. For income-producing properties, the tax rate was applied to the projected net revenue by use. For the Ballpark, the tax rate was applied to projected revenues including ticket sales, concession and



restaurant sales, advertising revenues, corporate sponsorships and publications and in-park merchandise sales. Table 10 below summarizes the business license tax revenue by use.

**Table 10. Business License Revenue**

Use	Tax Rate	Revenue per Year
Office	1.40%	\$1,060,000
Apartments <sup>1</sup>	1.40%	\$1,130,000
Condominiums	NA	NA
Retail/Civic	1.40%	\$137,000
Hotel	1.40%	\$576,000
Performance Center	1.40%	\$6,000
Ballpark <sup>2</sup>	0.45%	\$1,100,000
<b>Total Project</b>		<b>\$4,009,000</b>

<sup>1</sup> Excludes affordable units that would be exempt from business license taxes.

<sup>2</sup> Estimated revenue sources for the Ballpark provided by Crossroads Consulting Group.

### Parking Tax

A parking tax of 18.5% is applied to projected parking revenue by use. Of the 18.5% parking tax, the 10% of parking revenue is allocated to the City's General Fund and the remaining 8.5% is allocated to Measure Z programs. The office component will have 2,784 dedicated parking spaces for its tenants. However, given that office tenants may not utilize all parking spaces during the workday and that most parking spaces will be vacant after work hours, Century | Urban has estimated transient parking revenue assuming that 10% of parking spaces will be occupied by transient parkers during daytime and evening hours.

**Table 11. Parking Program and Revenue**

Use	Parking Spaces	Revenue per Year
Office	2,784	\$850,000
Apartments	933	\$155,000
Condominium <sup>2</sup>	1,134	\$0
Retail	700	\$165,100
Hotel	200	\$52,000
Performance Center <sup>3</sup>	0	\$50,000
Ballpark	2,000	\$589,000
<b>Total</b>	<b>7,751</b>	<b>\$1,861,100</b>

<sup>1</sup> Reflects parking tax revenue net of Measure Z allocations.

<sup>2</sup> Office dedicated parking is assumed to generate additional parking tax through transient/daily parkers.

<sup>3</sup> Condominium parking spaces are anticipated to be sold to condominium buyers and would not be assessed a parking tax.

<sup>4</sup> The Performance Center is not anticipated to have dedicated parking but will generate event parking revenue from parking within the Project site.



Sales Taxes

The City receives 1% of all taxable sales. Sales taxes is estimated in two components: (a) the amount of taxable spending per resident, employee or guest; and (b) tax on retail sales. Century | Urban estimated that the City of Oakland would capture 65% of all taxable spending from residents and tenants within the Project. The underlying assumptions for sales taxes are provided below.

- Employee Spending - Assumes approximately \$7,600 of annual taxable spending per employee.
- Residential Occupants - Estimated household income based on apartment rental rate or condominium sales price and of the estimated household income, approximately 23% is allocated to taxable spending.
- Hotel/Retail - Retail spending assumed to be \$450 per GSF. Assumes \$185 average taxable guest spending per night based on a Visit Oakland report.
- Ballpark - Includes in-park concessions, merchandise and other taxable sales and restaurant sales. Taxable sales projections provided by Crossroads Consulting Group.

**Table 12. Sales Tax Revenue**

Use	Revenue per Year
Office	\$300,000
Apartments	\$380,000
Condominium	\$500,000
Retail	\$1,160,000
Hotel	\$240,000
Performance Center	\$9,900
Ballpark	\$510,000
<b>Total</b>	<b>\$3,099,900</b>

Transient Occupancy Tax

The City collects a transient occupancy tax on all hotel stays at a rate of 14% of the hotel room rate of which 11% is allocated to the City’s General Fund and the remaining 3% is allocated to Measure C. The project will have two hotels with a total of 400 hotel rooms. The analysis assumes a weighted average daily rate of approximately \$260 for both hotels resulting in a transient occupancy tax of approximately \$4.5 million per year, of which approximately \$3.5 million would be allocated to the City’s General Fund.

Transfer Tax Upon Resale



The City imposes a transfer tax upon the conveyance of any real estate to a new owner. Transfer taxes are estimated based on assumed average hold periods for large income-generating assets of 10 years and for individual residential condominium units of 7 years.

The market value at which income-producing real estate assets would transact is based on an income capitalization approach. For purposes of this analysis and to reflect *annual* recurring revenue, average transfer tax revenue that would be collected in a single year is estimated by dividing the total payable transfer tax for an income-producing asset by 10 and for a residential condominium unit by 7. The Ballpark shows no transfer tax revenue as it is assumed that the Ballpark is unlikely to transact in the future given the highly specific use of the facility.

**Table 13. Transfer Tax Revenue**

Use	Transfer Tax Rate	Hold Period	Revenue per Year
Office	2.50%	10 Years	\$3,140,000
Apartments	2.50%	10 Years	\$2,610,000
Condominiums	1.50%	7 Years	\$3,250,000
Retail/Civic	2.50%	10 Years	\$388,000
Hotel	2.50%	10 Years	\$380,000
Performance Center	2.50%	10 Years	\$20,000
Ballpark	2.50%	10 Years	\$0
<b>Total Project</b>			<b>\$9,788,000</b>

Other Parking Revenue

Other parking revenue reflects revenue from offsite event parking and parking meter revenue collected within the Waterfront Ballpark District site. All estimates were prepared by Primus Consulting. The estimate includes one-time costs to set up reservation systems, install meters and signage and staffing costs. Total one-time costs are estimated at \$13.5 million. Ongoing revenue is projected at approximately \$12.5 million per year and ongoing parking expenses are estimated at approximately \$11.2 million per year, resulting in net revenue of approximately \$1.4 million per year.

Summary of Recurring Revenues

Provided in Table 14 below is a summary of the recurring revenues by use to the General Fund. The totals include all revenue categories described above and exclude any portions that would be allocated to Measure C or Measure Z.

**Table 14. Recurring Revenue by Use to General Fund**

Use	Revenue
Office	\$8,380,000
Apartments	\$6,935,000
Condominiums	\$7,820,000
Retail/Civic	\$2,249,100
Hotel	\$5,163,000
Performance Center	\$97,900
Ballpark	\$3,819,000
<b>Subtotal</b>	<b>\$34,464,000</b>
Offsite Net Recurring Revenues	\$ 1,350,000
<b>Total Recurring Revenues</b>	<b>\$35,814,000</b>

## Recurring Expenditures

The City provides a range of services to existing residents, employees and visitors. These services include general government, public safety, community and human resources, parks and recreation and public works and transportation. As the City's population, employment and number of visitors increases, the cost to provide these services also increase. A typical approach for estimating fiscal expenditure resulting from new development is to apply a "service population" factor to increase current expenditures in proportion to the increased service population. The service population is separated into three categories, which include new residents, new employees and new visitors. As each of these categories of population generate different levels of service demand, each is weighted differently. For example, residents are weighted at 100% of new residents, employees are weighted at 50% of new employment counts, and visitors are weighted at 25% of new yearly visitors. In addition, certain expenditure categories are not anticipated to increase in cost in proportion to the increase in service population. For example, general government, which includes expenditures related to the Mayor, City Council, City Administrator, City Clerk, City Attorney, and City Auditor are assumed to increase at a fraction of the service population increase.

### Methodology and Approach

Recurring expenditures is based on deriving a per service population cost for each General Fund expenditure line item by taking the greater of the total actual General Fund expenditures or budgeted General Fund expenditures in Fiscal Year 2019/20 and dividing it by the estimated total service population in the City. Due to the COVID-19 pandemic, the City imposed hiring freezes and cost cutting measures. The hiring freezes and cost cutting measures are anticipated to be temporary with service levels returning to normal following the pandemic recovery; thus the greater of actual or budget was utilized to account for any temporary reduction in services.

The total new service population is estimated as 100% of the projected new residential population plus 50% of full-time employment and 25% of yearly hotel visitors. As there is an existing ballpark located at the Oakland Coliseum site, the Ballpark's projected annual visitors are not included in the



new service population estimates. Table 15 below shows the total City-wide service population estimate; Table 16 below illustrates the estimated new service population by proposed use; and Table 17 below lists the projected annual expenditures per service population for each expenditure line item. It should be noted that expenditures are provided for illustrative purposes and do not reflect actual projected additional expenditures by the City for each use. The estimates are intended to show the potential impact on existing services under each use.

**Table 15. City-Wide Service Population Estimate**

Type	Total Number	Factor	Service Population
Population	432,897	100.00%	432,897
Full-Time Employment	206,200	50.00%	103,100
Yearly Visitors	3,800,000	25.00%	2,603
<b>Total Service Population</b>			<b>538,600</b>

*Sources: CA Department of Finance; City of Oakland, Visit Oakland.*

**Table 16. New Service Population by Use**

Type	Residents, Guests, Visitors	Factor	Employees	Factor	Service Population
Office	0	NA	5,990	50.00%	2,995
Apartments	3,323	100.00%	60	50.00%	3,353
Condominiums	2,019	100.00%	35	50.00%	2,037
Retail/Civic	0	NA	505	50.00%	253
Hotel <sup>1</sup>	335	25.00%	290	50.00%	229
Performance Center	0	NA	200	50.00%	100
Ballpark	4,833	0.00%	95	50.00%	48
<b>Total</b>	<b>10,511</b>		<b>7,175</b>		<b>9,014</b>

**Table 17. Expenditures per Service Population**

Government Service	Expenditure per Service Population
General Government Cost per Service Population	\$ 83
Police Cost per Service Population	635
Fire Cost per Service Population	329
Human Services Cost per Service Population	65
Parks/ Open Space Cost per Acre	12,260

### General Government Expenditures

General Government includes the costs associated with maintaining a functioning governmental



body and includes expenditures related to the Mayor, City Council, City Administrator, City Attorney, City Auditor and other administrative functions. The total expenditures for General Government for Fiscal Year 2019/20 were approximately \$163.1 million and the budgeted expenditures was \$179.9 million thus budgeted expenditures were used in the estimate. Given that government functions would largely remain unchanged following the development of the Project, a 25% factor is applied to the per service population estimate to derive the projected annual expenditures.

**Table 18. Estimation of General Government Expenditures**

Budgeted Expenditures FY 19/20	179,853,000
Existing Service Population	538,600
Expenditure per Service Population	334
Factor	25%
Expenditure per Service Population After 25% Factor	83
New Service Population	9,014
<b>Expenditure</b>	<b>750,000</b>

Police Services

The City’s FY 2019/20 General Fund actual expenditures for the Police Department was \$342.2 million, or \$635 per service population. Unlike other service departments that imposed hiring freezes and cost reduction strategies due to the pandemic, the Police Department’s actual expenditures exceeded its final budget, reflecting the continual need for public safety services. Therefore, the Police Department actual expenditures are used in deriving the projected expenditures related to the Project.

**Table 19. Police Department Expenditures**

Actual Expenditures FY 19/20	342,173,433
Existing Service Population	538,600
Expenditure per Service Population	635
New Service Population	9,014
<b>Expenditure</b>	<b>5,720,000</b>

Fire Services

The City’s FY 2019/20 General Fund actual expenditures for the Fire Department was \$177.3 million, or \$329 per service population. Century | Urban spoke with the Fire Department Deputy Chief of Operations to assess the potential impacts of the proposed Project to existing service levels and the



necessary staffing, equipment and engine companies to maintain adequate service levels. The Deputy Chief of Operations indicated that it would be necessary to reopen Station 2 in order to provide adequate service levels and response times. The total annual cost of reopening and operating Station 2 including the cost of equipment and staffing exceeded \$3 million of which approximately \$2.7 million would be allocable to the Project based on the estimated new households the station would service as compared to the total projected households that would be serviced by the station. A higher amount of \$3.0 million of additional expenditures is estimated using the per service population approach; therefore, the service population approach was utilized.

**Table 20. Fire Department Expenditures**

Actual Expenditures FY 19/20	177,264,440
Existing Service Population	538,600
Expenditure per Service Population	329
New Service Population	9,014
<b>Projected Expenditure</b>	<b>2,970,000</b>

Community & Human Services

Community & Human Services includes the Human Services and Library functions. The City’s FY 2019/20 General Fund actual expenditure for these functions was \$28.3 million and budgeted expenditure was \$35.2 million. Budgeted expenditures are utilized in estimated projected expenditures resulting in a cost of \$65 per service population.

**Table 21. Community & Human Resources Expenditures**

Budgeted Expenditures FY 19/20	35,206,000
Existing Service Population	538,600
Expenditure per Service Population	65
New Service Population	9,014
<b>Projected Expenditure</b>	<b>590,000</b>

Parks and Recreation

The A’s proposed program includes approximately 18 acres of new, publicly-accessible open space. The City currently has approximately 2,500 acres of public parks and open space and budgeted expenditures for Fiscal Year 2019/20 were approximately \$30.7 million or approximately \$12,300 per acre. Parks and Recreation projected expenditures were estimated by applying the cost per acre to the projected new open space acreage as shown in Table 22.



**Table 22. Parks and Recreation Expenditures**

Budgeted Expenditures FY 19/20	30,650,000
Existing Open Space (Acres)	2,500
Expenditure per Acre	12,260
New Open Space (Acres)	18
<b>Projected Expenditure</b>	<b>220,000</b>

Summary of Recurring Projected Expenditures

Based on the projected expenditures described above, the Project would incur estimated recurring expenditures per year of approximately \$10.3 million as summarized in Table 23 below.

**Table 23. Recurring Expenditures**

Expenditure Category	Annual Expenditure
General Government	\$750,000
Police Services	\$5,720,000
Fire Services	\$2,970,000
Community & Human Services	\$590,000
Parks & Recreation	\$220,000
<b>Total Project</b>	<b>\$10,250,000</b>

**Net Recurring Revenue**

The Project at completion will encompass up to 1.77 million square feet of commercial development, up to 3,000 residential dwelling units, approximately 400 new hotel rooms, a new performance venue with a capacity of approximately 3,500 individuals and a 35,000-capacity ballpark. The project is also estimated to generate over 7,100 full-time equivalent jobs after full buildout and nearly 25,000 full-time equivalent jobs during construction. The Project will generate revenues to the City in the form of both one-time fees and taxes as well as ongoing, recurring annual revenues. However, as the Project is anticipated to increase the City’s population, employment and visitors, service demand will also increase resulting in higher projected expenditures. Table 24 below summarizes the projected net recurring revenue to the General Fund, which excludes one-time revenues. As shown below, the Project is projected to generate approximately \$25.6 million of recurring annual revenues net of estimated annual expenditures. As noted previously, property taxes and property taxes in lieu of VLF are eligible sources to be contributed to an IFD. If the City elects to contribute these revenues to an IFD, the net recurring revenue would be reduced by an amount commensurate with the amount of the City’s IFD contribution.



**Table 24. Net Recurring Revenue**

Category	Annual Revenue/Expenditures
Recurring On-Site Revenues	\$34,469,000
Recurring Off-Site Parking Net Revenue	\$1,350,000
Less: Recurring Expenditures	(\$10,250,000)
<b>Total Project Net Recurring Revenues</b>	<b>\$25,569,000</b>

# Howard Terminal Community Benefits

## Recommendations Summary

June 2021

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# Project Overview

## Project Overview

### I. Introduction and Context

From January – August 2020, community members representing West Oakland, Old Oakland, Jack London, and Chinatown met to discuss community needs related to the construction of the ballpark at Howard Terminal. These community members grouped into seven (7) Topic Cohorts based on areas of interest and expertise.<sup>1</sup> They were charged with developing recommendations, grounded in racial and social equity, for consideration to be included as part of community benefits. Their efforts were summarized in the document entitled *Initial Community Benefits Agreement (CBA) Recommendations* (Recommendations Document).

The City of Oakland (City) engaged Estolano Advisors (hereinafter referred to as “Consultant”) to create a summary and evaluation of recommendations described in the Recommendations Document related to the Howard Terminal Ballpark project. The Consultant’s tasks were the following:

- **Create a summary template of community recommendations:** The items in the Recommendations Document contained varying levels of detail and specificity. While some recommendations clearly describe a program, project, or other intervention, other recommendations were vague and lacked detail on the type of intervention community members recommended. To evaluate each recommendation equally and in a transparent manner, the Consultant created a standardized template that asked for consistent information related to each recommendation. Once the template was approved by the City, the Consultant created a summary template per topic.
- **Meet with Topic Cohort Leaders:** The Consultant met with Topic Cohort leads to share the summary template and ask any clarifying questions related to each recommendation to ensure all recommendations were as clearly articulated as possible. The purpose of the meetings was to clarify any vague or inconsistent language - not to substantively change or add new recommendations. Leading up to each meeting, the Consultant sent a copy of the summary template for review. Shortly following each meeting, the Consultant sent out an updated summary template to ensure the Topic Cohort leaders approved of any edits.
- **Update and Finalize Evaluation Criteria:** Representatives of the Planning Group developed a first draft of Evaluation Criteria that would be used to evaluate the recommendations generated by community members. The City

<sup>1</sup> The seven topic cohort groups are: Culture and History, Economic Development/Employment, Education, Environment, Community Health and Safety, Housing, and Transportation.

guided the creation of a Criteria Workgroup (comprised of Planning Group and Steering Committee members) to discuss and finalize the document. Shortly before the meeting, the Consultant sent out suggested edits to the criteria for review and discussion. Following the meeting, the Consultant created an updated document based on the feedback from the Workgroup, and a second round of revisions/comments were received prior to finalizing the document.

- **Evaluate the recommendations based on the agreed-upon criteria:** Once the summary templates and evaluation criteria were complete, the City asked the Consultant as a neutral third-party to apply the criteria against the recommendations for each Topic Cohort. A draft of the scoring was shared with the Planning Group, and later, the Steering Committee for review. The summarized scores and detailed scoring are included in this document.
- **Provide Updates:** The Consultant met with the Planning Group, City, and A's periodically throughout the project to provide updates, share working drafts, and field any questions or concerns.

This document contains the deliverables generated by the tasks described above.

## **II. Purpose of Document**

This document is intended to support the next step of the community benefits process. The resulting analysis is not intended to prioritize high scoring recommendations or eliminate lower scoring recommendations from consideration. Community stakeholders should use this analysis as a tool for prioritization based on funds eventually available through Community Benefits. Further, the City intends to use this report to inform the development of a potential community fund.

### III. How to Read This Document

#### A. Recommendations Summary

This document serves as an “executive summary.” The top 25% highest scoring recommendations per topic cohort, based on the Evaluation Criteria, are included in this section. See Section entitled “Detailed Evaluation Document” for more information on how this set of recommendations was determined. This document takes no position on which recommendations should be funded by community benefits. Recommendations not included in this summary should still be considered for funding under a future community fund.

#### B. Evaluation Criteria

Concurrent with the topic cohort recommendation review sessions, the Consultant worked with a Criteria Workgroup, comprised of Planning Group and Steering Committee members, to review the screening evaluation criteria document and provide edits for consistency, clarity, and alignment with the stakeholder’s vision and intent. The categories, definitions, weights, and scoring were co-developed with the Workgroup.

- 1. Multiple Topic Areas:** Several recommendations appear in more than one topic area. For example, several topic cohorts recommended funding for community land trusts. Several topic cohorts recommended bicycle and/or pedestrian improvements at intersections with the highest incidences of pedestrian fatalities. Recommendations that are mentioned under multiple topics have the potential to maximize the use of resources available and address multiple inequities.  
Recommendations that appear under more than one topic area received one (1) point. Recommendations that appeared under only one topic area received zero (0) points.
- 2. Timing of Benefits:** Topic Cohort leads were asked to identify how soon should specific recommendations begin to be implemented. This category acknowledges that no recommendations may be implemented until after community benefits and other development agreements between City and the A’s are executed and any litigation is resolved. Given concurrent efforts, partnerships and need, some recommendations could begin in the short-term (e.g., under 1 year). Others may require some planning or coordination and could begin in the mid-term (1-5 years). Other recommendations may be on a long-term horizon (e.g., more than 5 years). This criterion does not favor a short-term recommendation over long term or vice versa – it merely asks Topic Cohorts to specify.

Recommendations that identified a time horizon received one (1) point. Recommendations that did not identify a time horizon received zero (0) points.

3. **Leverage Funding:** Recommendations that have the potential for or confirmation of additional funding sources have the potential to free up resources for other recommendations and amplify impact. Not all recommendations have funding sources listed. Topic Cohort leads were asked to identify additional funding sources to the extent they knew of any. The Consultant also performed a scan of potential local, regional, and statewide funding sources and included them under certain recommendations where relevant. Recommendations potentially eligible for funding under an Infrastructure Finance District (IFD) received a point.<sup>2</sup> The mention of sources does not imply that the recommendation will be funded by that agency or program – further vetting and analysis must be conducted.

Recommendations that identified supplemental funding sources received one (1) point. Recommendations with no identified funding sources received zero (0) points.

4. **Connection to Local Policy:** Recommendations consistent with or effectuating an adopted City, Port, or regional policy, plan, or initiative indicate prior analysis, engagement, and overall support for implementation. The Consultant performed a scan of local and/or regional policies to ascertain consistency with the recommendations.

Recommendations that go beyond existing policy, plans, and/or initiatives received two (2) points. Recommendations that are consistent with - but do not meaningfully further - existing policy, plans, and/or initiatives received one (1) point. Recommendations that have no precedent in existing policy, plans, and/or initiatives received zero (0) points.

5. **Workability:** Workability refers to the degree to which the A's, City or Port of Oakland can directly put a given recommendation into effect. The Criteria Group elevated this criterion as a priority and assigned a weight of two (2) points. Recommendations that can be directly executed within current means, or by the A's, the City, or the Port's purview/authority/capabilities received two (2) points x weight of two (2) = (4) points total. Recommendations semi-related to the purview of the A's, City or Port that would require the substantial involvement of additional entities received one (1) points x weight of two (2) = (2) points total. Recommendations that are completely

<sup>2</sup> The assessment of eligibility for an IFD was performed by City's financial consultant.

outside the purview or authority of the A's, the City, or the Port received zero (0) points x weight of two (2) = (0) points total.

- 6. Project Indicators:** Recommendations that have clear detail regarding potential project leads or stakeholders, funding sources, project outcomes, and timing received two (2) points. Recommendations that had some broad detail received one (1) point. Recommendations that had no detail on potential project leads or stakeholders, funding sources, project outcomes, and timing received zero (0) points. The Notes columns of the summary worksheets (see Appendix) contains additional information on the recommendations generated by Topic Cohort members.
- 7. Addresses Root Cause of Inequity:** The Criteria Group identified this criterion as a top priority and assigned a weight of two (2) points. This criterion assigns points to recommendations that address root causes of inequity and provides meaningful benefits. For example, recommendations that have the potential to address inequity at a large-scale level, e.g. public policy or systems change, wide-reaching benefits, large-scale neighborhood or City impact received two (2) points x weight of two (2) = four (4) points total. Recommendations that provide inequity at a sufficient level, e.g., individual benefits to residents, small-scale neighborhood impact received one (1) points x weight of two (2) = two (2) points total. Recommendations that do not clearly address inequity receive zero (0) points x weight of two (2) = zero (0) points total.
- 8. High Priority Need:** Some Topic Cohorts (Education, Environment, Transportation) prioritized a sub- set of their recommendations, while others (Culture, Economic Development/Employment, Community Health and Safety, Housing) did not. The Criteria Group decided to assign one (1) point to prioritized recommendations. Education and Environment recommendations that were designated as a High Priority (Education) or Most Important (Environment) received one (1) additional point. Transportation assigned numeric weights that ranged from 1.6 to 3.0. Based on the range, recommendations that scored above a 2.4 received one (1) additional point. Recommendations that were not highly prioritized received zero (0) points.

Based on the categories described, a recommendation can achieve a total of sixteen (16) points.

### C. Detailed Evaluation Document

This section contains one detailed evaluation document per topic. Each recommendation is evaluated against the eight (8) criteria described in the previous section, with total points at the end of the row. A total of sixteen (16) points are possible for each recommendation. The Evaluation Document also contains a column indicating if the recommendation is eligible for funding under an Infrastructure Finance District (IFD).

The recommendations are sorted in descending order. The top 25% of recommendations are indicated in gray. The top 25% was determined in the following manner: total number of recommendations / four (4) = top 25% recommendations. In the case of an odd number of total recommendations, such as Economic Development/Employment, the top 25% was rounded to the nearest whole number: 59 (total recommendations) / four (4) = 14.75 (15 recommendations in the top 25%). Further, for Culture and History, 7 (total recommendations) / four (4) = 1.75 (2 recommendations in the top 25%).

### D. Summary Templates

To evaluate each recommendation equally and in a transparent manner, EA created a standardized template that asks for consistent information related to each recommendation. The categories included in the template, as well as their definitions, are as follows:

- a. **Subtopic.** This category describes the subtopic related to the overall topic area. For example, “mental health,” as a part of Community Health and Safety.
- b. **Recommendation.** This category provides a description of the program, project or other intervention related to the topic.
- c. **Metrics.** Metrics are quantifiable measures that may be used to track or assess the status of a recommendation.
- d. **Timing.** When will implementation begin on this recommendation? Is it a short-term (e.g. under 1 year), mid-term (1-5 years) or long-term recommendation (e.g. more than 5 years)? This timing assumes no recommendation will begin to be implemented until after community benefits and/or corresponding agreements between the A's and the City are agreed upon and any litigation is resolved.
- e. **Sources of Funding.** This category identifies additional potential sources of funding to implement the recommendation. Not all recommendations have funding sources listed.

- f. **Cost.** This category describes the estimated cost to implement this recommendation.<sup>3</sup>
- g. **Project Lead.** The category lists a *potential* lead for the recommendation, who could be tasked with carrying out the recommendation.
- h. **Key Stakeholders.** This category lists organizations who could *potentially* be involved (in a supportive role) in the implementation of the recommendation.
- i. **Geography.** This category describes the geographic reach of the recommendation.<sup>4</sup>
- j. **Priority.** This category captures any priority or weight a topic cohort may have assigned to the recommendation. Not all topic cohorts prioritized their recommendations.

<sup>3</sup> This column was left blank, as this was outside of the Consultant's scope of services.

<sup>4</sup> The Topic Cohorts used several geographies to describe the reach of their recommendations. For example, "Impacted Neighborhoods" was used to describe Chinatown, West Oakland, Howard Terminal, and Jack London Square collectively. "Howard Terminal (HT) Area" was used to describe the area approximately 1.5 miles around Howard Terminal.

# Recommendations Summary

# Howard Terminal Community Benefits - Recommendations Summary

## Culture and History

- 1 Donate to Sogorea Te Land Trust (refer to the Sogorea Te scale on website).
- 2 Fund the construction and establishment of a West Oakland Cultural and History Center (WOCHC), and contribute to the cost of ongoing operations over the term of the project life. Convene a community committee to determine the location of the center.

## Economic Development / Employment

- 1 Create mandates for companies and employers to make priority hires for West & East Oakland residents from zip codes 94608; 94607; 94601; 94621; 94603 and 94605.
- 2 Targeted hire for people who lived in one of these zip codes in the past 5 years (to account for displaced people). Currently lives or, for a period of at least 4 years within the past 10 years, did live within (a) West Oakland, (b) Old Oakland, (c) Chinatown, (d) Jack London, (e) East Oakland below I-580.
- 3 Establish a policy that guarantees all workers employed at least half time at the Howard Terminal site, whether by the Oakland Athletics or its subsidiaries, contracted businesses, vendors, consultants, lessees or subleases, are to be paid a living wage of at least \$5.00 over the state or local mandated minimum, whichever is higher.
- 4 Apply Fair Chance policies and practices for all on site jobs in the Howard Terminal project. Set limits regarding background checks.  
  
Background checks performed if required by law. Only background checks where a nexus can be demonstrated and only after a conditional offer of employment. Conditions of background check do not automatically disqualify the applicant.
  - o A background check may be conducted only after a conditional offer of employment has been made
  - o Employers may only consider the information in a background check that is directly related to the job functions
  - o Job application informs applicants that a background check will be conducted but that does not automatically disqualify the applicant
  - o Employers must present a list of crimes with nexus directly related to job functions that exclude applicants
- 5 Create on-site apprenticeship training center to be established for life of project to provide local access to state certified apprentice training requirements.
- 6 Divide the A's contracts into groups of small contracts to realistically allow smaller-sized African American contractors and businesses to be able to participate and receive contracts for services, vendors, beverage service, printing, supplies, etc.
- 7 Fund internships for the bottom 10% of at-risk population for career shadowing opportunities that do not impact local business bottom line.
- 8 Divide construction contracts into groups of small contracts to allow smaller-sized African American contractors and businesses to be able to participate and receive contracts.
- 9 Provide funding to local MC3-certified pre-apprenticeship training programs sufficient to train twice as many individuals as the projected number of apprentices on all construction.

<b>Howard Terminal Community Benefits - Recommendations Summary</b>	
10	Create mandates for companies and employers to make priority hires of people from the following geography and characteristics. Individuals for target hire: People who lived in one of these zip codes in the past 5 years (to account for displaced people) Currently lives or, for a period of at least 4 years within the past 10 years, did live within (a) West Oakland, (b) Old Oakland, (c) Chinatown, (d) Jack London, (e) East Oakland below I-580.
11	Target no fewer than 50% of the annual work hours in all On-Site Jobs at a given employer must be completed by Targeted Workers (summarized).
12	Employers will provide notice to the designated workforce centers (and any appropriate union) of all openings for On-Site Jobs and will exclusively consider Targeted Workers (for a period of time before considering all Oakland workers, then any worker).
13	Provide an incentive fund to recruit and maintain people or implement direct hire as a provision to respond to "when they can't find someone for the positions".
14	Provide funding for pre-apprenticeship programs to compensate the participants through salary, stipend, or other means that lends economic support during the training period.
15	Guarantee direct entry of graduates of MC3 pre-apprenticeship programs into entry-level apprenticeship positions on the project.
<b>Housing</b>	
1	Create an investment fund for land trusts or nonprofits to purchase non-regulated housing to stabilize these properties as permanently affordable.
2	Developer shall employ black general contractors, subcontractors, and workers for housing construction at the maximum level and/or develop programs to guarantee such contracts and jobs for and by blacks. In addition, developer shall employ black-owned management, maintenance, grounds, and other relevant companies upon completion of the housing to maintain the development, as well as hiring blacks for other related jobs.
3	Fund the creation of onsite affordable homeownership programs targeting 60-100% of AMI.
4	The City, Port, and the As will designate a minimum \$50 Million dollar investment fund to design, purchase, construct, expand, improve, seismically retrofit, or rehabilitate single or multi-family homes to provide homeownership opportunities that prioritize displaced and long-time Black West Oakland residents.
<b>Education</b>	
1	Develop a paid internship and summer job program with A's/A's ballpark management company targeted to low/moderate income students, with pathways to career advancement within the organization.
2	Establish a fund to provide workforce development training, counseling, high school completion services for young adults residing in the Impacted Neighborhoods.
3	Contribute to the broadband Wifi infrastructure and utility upgrades in West Oakland as part of Oak WiFi initiative.
4	Establish a fund to provide childcare services for workforce program participants (rec: "Establish a fund to provide workforce development training, counseling, high school completion services...").
<b>Environment</b>	
1	Fund pedestrian safety improvements (focused on inadequate sidewalks and other pedestrian infrastructure) for the most dangerous streets in the four neighborhoods as determined by the High Injury Network to increase walkability.

<b>Howard Terminal Community Benefits - Recommendations Summary</b>	
<b>2</b>	Fund the redesign and upgrading of underpasses (in addition to Broadway and Market) to provide safe, well lit, attractive passages for pedestrians to encourage walking.
<b>3</b>	Hire or fund a full-time team of "ambassadors" (potentially stack with existing Business Improvement District teams?) -- prioritizing local hiring -- to clean parks, sidewalks, and public places in the four neighborhoods daily, away from the immediate stadium area. Require additional clean-up within ¼ mile of stadium, and along the pedestrian route from Lake Merritt BART, 12th street BART and the stadium, on game/event days.
<b>4</b>	Provide funding to upgrade Public Works street sweeping trucks to increase efficacy of removing toxic air contaminants and fund increased street sweeping on the most affected streets in the four area.
<b>5</b>	Fund assessment, a pilot project and installation of vegetative buffers in the four neighborhoods adjacent to 880/580/980 (pilot in Prescott/880) to filter and remove air pollution and provide funding to support training and employment of locals to install and maintain the buffers.
<b>6</b>	Meet green building priorities/standards in the project area by including greywater systems & water conservation in the design and going beyond LEED certification at the Stadium and the whole project area.
<b>Community Health and Safety</b>	
<b>1</b>	Provide ongoing funding to a non-profit to create a community walk edged with fruit and vegetables (option), raised food beds, urban garden space within target communities, education surrounding the benefits of healthy food. Increase in farmers markets in neighborhoods. Scheduled "vegetable" shuttle service to drop food off and to get to food providers [stores and farmer's markets] for those without vehicles or need assistance.
<b>2</b>	Clean up, improvement and beautification of 25th St. mini park: increase trash clean up/ pick up services, have park attendants on site during most-used hours.
<b>3</b>	Fund cultural, procedural change in OPD: such as expert research, incentives, and community building.
<b>4</b>	Partner with the City of Oakland and local trade unions to provide and fund a continuum of job readiness services starting with job readiness training, apprenticeship programs, and connecting to permanent employment for residents in the impacted neighborhoods for five years.
<b>5</b>	Fund the City of Oakland's pilot universal basic income (UBI) program and fund the long-term effort to make UBI a reality.
<b>6</b>	Fund the Hoover Duran Library with some green space included.
<b>Transportation</b>	
<b>1</b>	Improve underpasses along Broadway, from City Center to HT, from Chinatown to HT, etc. Improvements include: providing tree canopies, well-lit underpasses, and murals while ensuring hostile architecture is not incorporated into design.
<b>2</b>	Provide electrification for trucks and provide charging stations for trucks at Port of Oakland.
<b>3</b>	Create pedestrian scrambles at intersections with highest pedestrian fatalities in the impacted areas.
<b>4</b>	Provide permanent truck parking at the Port of Oakland by designating specific parking structures for trucks.

## Howard Terminal Community Benefits - Recommendations Summary

5	Provide additional trash receptacles in the vicinity of the Howard Terminal project, including receptacles located in nearby residential areas and the cost to retrieve the trash on designated days. Receptacles can be branded/sponsored.
6	Provide funding to maintain and enhance the beautification of the neighborhood by community members, organizations, and/or existing agency operations, including an effective trash management program through organizations like Civic Corps.
7	Partner with and fund a local organization (e.g. Civic Corps) to implement an awareness campaign for litter mitigation in the community.
8	Establish a commercial transit route in and out of the Port of Oakland and away from sensitive land uses (e.g. residential). Provide funding for an increased number of traffic enforcement officers (public or private) to monitor the route's use.
9	Provide satellite container storage and truck (and rail) loading areas connected to the Port with automated rail, to reduce the parking and pollution burden on West Oakland. Truck parking and container storage.
10	Pay for residential parking permits for households within ~1.5 mile radius (within impacted areas) from HT for the total term of the A's lease. Parking enforcement is necessary for RPP during the course of the A's lease at the Port. Also, no parking meters in residential areas such as Union Street between 10th and 12th Streets.
11	Increase the frequency and efficiency of public transit to achieve a maximum of 15-minute headways for all transit routes in West Oakland.

# Evaluation Criteria

## Howard Terminal Community Benefits – Recommendation Evaluation Criteria

Criteria		Criteria Definition	Scoring	Weight	Max Points
1	<b>Multiple Topic Areas</b>	Recommendations addressing more than one topic area (e.g. economic development and culture; transportation and housing) have the potential to maximize the use of resources to address multiple priorities and inequities.	0 – Recommendation shows up in only 1 topic area 1 – Recommendation shows up in more than 1 topic area	1	1
2	<b>Timing of Benefits</b>	Once community benefits are approved, recommendation has a clear timeline to generally produce benefits either short term (~1 year), medium term (up to 5 years), or long term (beyond 5 years)	0 – Recommendation has no clear timeline for producing benefits 1 – Recommendation has clear timeline for producing benefits	1	1
3	<b>Leverage Funding</b>	Recommendation has potential for or confirmation of dedicated supplemental funding from additional financing sources	0 – Recommendation has no identified supplemental leverage funding 1 – Recommendation has identified potential or confirmed supplemental leverage funding	1	1
4	<b>Connection to Local Policy</b>	Recommendations consistent with or effectuating an adopted City, Port, or Regional policy, plan, or initiative, indicating previous public review and ratification of the recommendation's outcome or marking alignment for project implementation.	0 – Recommendation has no connection to local policy 1 – Recommendation is consistent with or shows up directly in an existing City/Port/Regional Agency policy, plan, or initiative 2 – Recommendation actions enhance or improve an existing policy, plan, or initiative	1	2
5	<b>Workability</b>	Recommendation can be directly executed within current means, or by the A's, the City, or the Port's purview/authority/capabilities to create future policies, incentives, or funding sources.	0 – Recommendation is completely unrelated the purview/authority/capabilities of the City, the Port, or the A's and would require significant separate agency involvement, e.g. County, State, Federal 1 – Recommendation is semi-related to purview/authority/capabilities of the City, the Port, or the A's but may still require separate agency creation of future policies, incentives, or funding sources 2 – Recommendation is directly related to the purview/authority/capabilities of and could be executed by the A's, the City, or the Port	2	4
6	<b>Project Indicators</b>	Recommendation has objective indicators by which to measure successful implementation such as: identification of responsible party(ies) for project oversight/implementation, funding source(s), project activities, project outputs/outcomes and benefits, project timeline, etc.	0 – Recommendation lacks key indicators for success (e.g. little to no identified activities, outputs/outcomes, timeline, identified project lead) 1 – Recommendation has sufficient key indicators for success (e.g. some identified general activities, outputs/outcomes, timeline, identified project lead) 2 – Recommendation has clear key indicators that will best ensure success (e.g. specific activities, outputs/outcomes, timeline, and identified project lead)	1	2
7	<b>Addresses Root Cause of Inequity</b>	Recommendation addresses remediation of identifiable root causes of inequity and/or produces a substantial equity benefit to residents and stakeholders.	0 – Recommendation does not address inequity at a sufficient level 1 – Recommendation addresses inequity at a sufficient level, e.g., individual benefits to local residents, small-scale neighborhood impact 2 – Recommendation addresses inequity at a large-scale level, e.g. public policy or systems change, wide-reaching benefits, large-scale neighborhood or City impact	2	4
8	<b>High Priority Need</b>	Recommendation noted as high priority by community/Topic Cohort *  *Note: not all Topic Cohorts prioritized recommendations	0 – Recommendation noted as no/low priority 1 – Recommendation was noted as high priority	1	1
<b>Total Points</b>					<b>16</b>

# Detailed Scoring

Howard Terminal Community Benefits - Culture and History Recommendations

	Recommendation Description	IFD Eligible	Multiple Topic Areas (0-1; weight: 1)	Timing of Benefits (0-1; weight: 1)	Leverage Funding (0-1; weight: 1)	Connection to Local Policy (0-2; weight: 1)	Workability (0-2; weight: 2)	Project Indicators (0-2; weight: 1)	Addresses Root Cause of Inequality (0-2; weight: 2)	High Priority Need (0-1; weight: 1)	Total Points (out of 16)
1	Donate to Sogorea Te Land Trust (refer to the Sogorea Te scale on website).	doubtful	0	1	1	1	4	2	4	1	14
2	Fund the construction and establishment of a West Oakland Cultural and History Center (WOCHC), and contribute to the cost of ongoing operations over the term of the project life. Convene a community committee to determine the location of the center.	yes for capital	0	1	1	1	4	2	4	1	14
3	Establish a stand-alone (not city-administered or funded) Neighborhood Cultural Stabilization/Preservation Fund for impacted communities to: <ul style="list-style-type: none"> <li>• overcome blight,</li> <li>• address short-term displacement of small businesses,</li> <li>• maintain diversity and neighborhood history through seeding of culturally-relevant projects, and</li> <li>• for hardscape improvements such as trees and pedestrian ways to retain and grow culturally-relevant commerce in perpetuity.</li> </ul>	capital only	0	1	1	1	4	2	2	1	12
4	Fund the annual West Oakland Music and Cultural Festival in perpetuity/life of the project.	no	0	1	1	1	4	2	2	1	12
5	Fund the development of a virtual and in-person West Oakland and Chinatown oral history project with interactive QR codes in multiple locations.	no	0	1	1	1	4	1	2	1	11
6	Fund the establishment of a creative place-keeping and wayfinding initiative in areas to include Chinatown, BAMBD, and SPARC.	yes for capital	0	1	1	1	4	0	2	1	10
7	Fund the completion of phase 1 of West Oakland Walk's design development.	yes	1	1	0	0	4	1	0	1	8

Howard Terminal Community Benefits - Economic Development / Employment Recommendations

	Recommendation Description	IFD Eligible	Multiple Topic Areas (0-1; weight: 1)	Timing of Benefits (0-1; weight: 1)	Leverage Funding (0-1; weight: 1)	Connection to Local Policy (0-2; weight: 1)	Workability (0-2; weight: 2)	Project Indicators (0-2; weight: 1)	Addresses Root Cause of Inequality (0-2; weight: 2)	High Priority Need (0-1; weight: 1)	Total Points (out of 16)
1	Create mandates for companies and employers to make priority hires for West & East Oakland residents from zip codes 94608; 94607; 94601; 94621; 94603 and 94605.	no	0	1	0	2	4	2	4	0	13
2	Targeted hire for people who lived in one of these zip codes in the past 5 years (to account for displaced people). Currently lives or, for a period of at least 4 years within the past 10 years, did live within (a) West Oakland, (b) Old Oakland, (c) Chinatown, (d) Jack London, (e) East Oakland below I-580.	no	0	1	0	2	4	2	4	0	13
3	Establish a policy that guarantees all workers employed at least half time at the Howard Terminal site, whether by the Oakland Athletics or its subsidiaries, contracted businesses, vendors, consultants, lessees or subleases, are to be paid a living wage of at least \$5.00 over the state or local mandated minimum, whichever is higher.	no	0	1	0	2	4	2	4	0	13
4	Apply Fair Chance policies and practices for all on site jobs in the Howard Terminal project. Set limits regarding background checks.  Background checks performed if required by law. Only background checks where a nexus can be demonstrated and only after a conditional offer of employment. Conditions of background check do not automatically disqualify the applicant. o A background check may be conducted only after a conditional offer of employment has been made o Employers may only consider the information in a background check that is directly related to the job functions o Job application informs applicants that a background check will be conducted but that does not automatically disqualify the applicant o Employers must present a list of crimes with nexus directly related to job functions that exclude applicants	no	0	1	0	2	4	2	4	0	13
5	Create on-site apprenticeship training center to be established for life of project to provide local access to state certified apprentice training requirements.	no	1	1	1	2	4	2	2	0	13
6	Divide the A's contracts into groups of small contracts to realistically allow smaller-sized African American contractors and businesses to be able to participate and receive contracts for services, vendors, beverage service, printing, supplies, etc.	no	0	1	0	2	4	2	4	0	13
7	Fund internships for the bottom 10% of at-risk population for career shadowing opportunities that do not impact local business bottom line.	no	1	1	1	2	4	2	2	0	13
8	Divide construction contracts into groups of small contracts to allow smaller-sized African American contractors and businesses to be able to participate and receive contracts.	no	0	1	0	2	4	2	4	0	13
9	Provide funding to local MC3-certified pre-apprenticeship training programs sufficient to train twice as many individuals as the projected number of apprentices on all construction.	no	0	1	0	2	4	2	4	0	13
10	Create mandates for companies and employers to make priority hires of people from the following geography and characteristics. Individuals for target hire: People who lived in one of these zip codes in the past 5 years (to account for displaced people) Currently lives or, for a period of at least 4 years within the past 10 years, did live within (a) West Oakland, (b) Old Oakland, (c) Chinatown, (d) Jack London, (e) East Oakland below I-580.	no	0	0	0	2	4	2	4	0	12
11	Target no fewer than 50% of the annual work hours in all On-Site Jobs at a given employer must be completed by Targeted Workers (summarized).	no	0	1	0	2	4	1	4	0	12
12	Employers will provide notice to the designated workforce centers (and any appropriate union) of all openings for On-Site Jobs and will exclusively consider Targeted Workers (for a period of time before considering all Oakland workers, then any worker).	no	0	1	1	2	4	2	2	0	12
13	Provide an incentive fund to recruit and maintain people or implement direct hire as a provision to respond to "when they can't find someone for the positions".	no	0	1	1	2	4	2	2	0	12
14	Provide funding for pre-apprenticeship programs to compensate the participants through salary, stipend, or other means that lends economic support during the training period.	no	0	1	0	2	4	1	4	0	12

Howard Terminal Community Benefits - Economic Development / Employment Recommendations

	Recommendation Description	IFD Eligible	Multiple Topic Areas (0-1; weight: 1)	Timing of Benefits (0-1; weight: 1)	Leverage Funding (0-1; weight: 1)	Connection to Local Policy (0-2; weight: 1)	Workability (0-2; weight: 2)	Project Indicators (0-2; weight: 1)	Addresses Root Cause of Inequality (0-2; weight: 2)	High Priority Need (0-1; weight: 1)	Total Points (out of 16)
15	Guarantee direct entry of graduates of MC3 pre-apprenticeship programs into entry-level apprenticeship positions on the project.	no	0	0	0	2	4	2	4	0	12
16	Target 50% of supplier contracts in stadium to be awarded to local East Bay vendors.	no	0	1	0	2	4	2	2	0	11
17	Give priority to local Black and Local Indigenous owned food and beverage vendors, and other suppliers for contracts to provide services and products within the project area.	no	0	1	0	2	4	2	2	0	11
18	Target 30%* of commercial/retail space in Project Area to be sold/contracted to local business.	no	0	1	0	2	4	2	2	0	11
19	Provide discounted or free advertising for new and/or small local businesses in stadium during games.	no	0	1	0	2	4	2	2	0	11
20	Award a minimum % of food and beverage contracts to local Black and Indigenous-owned vendors.	no	0	1	0	2	4	2	2	0	11
21	Guarantee no fewer than 50% of the annual work hours in all On-Site Jobs at a given employer must be completed by Targeted Workers (summarized).	no	0	1	0	2	4	2	2	0	11
22	Require any contract, or PLA to consist of at least 50% Black workers (with passage of Prop 16) or target hires (if not passed).	no	0	1	0	2	4	2	2	0	11
23	Require General Contractors to award 50% of subcontracts to African American Owned Businesses.	no	0	1	0	2	4	2	2	0	11
24	Establish and fund a vendor advancement / mentoring program to assist with capacity building of businesses.	no	0	1	1	1	4	2	2	0	11
25	Creation of on-site apprenticeship training center to be established for life of project to provide local access to state certified apprentice training requirements for Black workers.	no	0	1	1	2	4	1	2	0	11
26	Conduct a disparity study that examines the impact of the coronavirus pandemic, disaggregates the high disparity communities, and includes the mostly highly impacted small communities.	no	0	1	1	2	4	1	2	0	11
27	Create mandates for companies and employers to make priority hires of people from the following geography and characteristics. Target area: West & East Oakland residents from zip codes 94608; 94607; 94601; 94621; 94603 and 94605.	no	0	0	0	2	2	2	4	0	10
28	Give priority to local Black and Local Indigenous-owned food and beverage vendors, printers, promotional materials (t-shirts, trinkets, etc.) for stadium contracts.	no	0	1	0	1	4	2	2	0	10
29	Establish fair scheduling provisions similar to those in the City of Emeryville's "Fair Work Week Ordinance".	no	0	1	0	1	4	2	2	0	10
30	The CBA shall be enforced by representatives of the four impacted communities: West Oakland, Old Oakland, Chinatown, Jack London, and representatives of various organizations representing vulnerable communities citywide.	no	1	1	0	1	4	1	2	0	10
31	Recommend the creation and ongoing funding for the CBA enforcement panel.	no	1	1	0	1	4	1	2	0	10

Howard Terminal Community Benefits - Economic Development / Employment Recommendations											
	Recommendation Description	IFD Eligible	Multiple Topic Areas (0-1; weight: 1)	Timing of Benefits (0-1; weight: 1)	Leverage Funding (0-1; weight: 1)	Connection to Local Policy (0-2; weight: 1)	Workability (0-2; weight: 2)	Project Indicators (0-2; weight: 1)	Addresses Root Cause of Inequality (0-2; weight: 2)	High Priority Need (0-1; weight: 1)	Total Points (out of 16)
32	Create paid non-construction apprenticeship/internship programs.	no	0	1	0	2	4	1	2	0	10
33	Create or support program(s) that prepare people for advancement such as interview skills, work place assessments, etc.	no	1	1	0	1	4	1	2	0	10
34	Identify workforce development funding for training local and disadvantaged residents in industries represented on the development; funding amount in alignment with that needed to fulfill the targeted hiring requirements; funding for MC3.	no	0	1	1	1	4	1	2	0	10
35	Use outcome-oriented contracting to tie payments to measurable metrics of success (program participation, certification achievement, job placement, median salary after completion of program, etc.).	no	0	1	0	2	4	1	2	0	10
36	Retrain displaced maritime workers and provide educational opportunities for career change, outplacement services, job re-training programs/services, opportunity for employment in new Howard Terminal facilities, and bridging income during retraining. Make whole displaced maritime workers for lost wages should the stadium project have an adverse effect on their earning capacity. Assistance to those being impacted by possible negative impacts of the development.  Offer other (re)-training for workers and residents impacted, in addition to maritime workers. Increase coordination, connecting with direct services and public awareness with local schools and resource/training centers to provide opportunities for impacted to become re-skilled.	no	0	1	0	2	2	1	4	0	10
37	Provide for community members to have an equity stake through Oakland A's organization paying dividends to its shareholders.	no	0	1	0	1	4	1	2	0	9
38	Provide discounted or free advertising for new and/or small local businesses in stadium during games.	no	0	1	0	0	4	2	2	0	9
39	A's marketing and PR team to partner with National Association of Minority Contractors and others with such expertise to implement within their marketing department possibilities of working in the construction industry for impacted workers.	no	0	1	0	1	4	1	2	0	9
40	A's to have Construction Industry theme day at the stadium, where local contractors of color are spotlighted, networking is encouraged, and booths are organized for construction businesses to recruit workers and provide career information to students.	no	0	1	0	1	4	1	2	0	9
41	Guarantee that no pre-apprenticeship is offered as a substitute, or at the expense of an apprenticeship.	no	0	1	0	2	4	0	2	0	9
42	Identify on-going funding for an implementation advocate to follow items down to details specific to this Economic Development / Employment cohort.	no	0	1	0	1	4	1	2	0	9
43	Direct unions and employers to work with the West Oakland Jobs Resource Center and/or other designated workforce centers to identify, assess and refer Targeted Workers.	no	0	1	0	2	2	2	2	0	9
44	Create opportunity for community ownership / stock participation in their current ownership configuration within a year of approval of community benefits.	no	0	1	0	0	4	1	2	0	8
45	Award a minimum # of locally owned food vendors low-cost leases to in-stadium vending outposts.	no	0	1	0	0	4	1	2	0	8
46	Work with a Community Development Finance Institution (CDFI) to develop a low/no-cost lending program for Black owned businesses in HT Area.	no	0	1	0	1	2	2	2	0	8

Howard Terminal Community Benefits - Economic Development / Employment Recommendations

	Recommendation Description	IFD Eligible	Multiple Topic Areas (0-1; weight: 1)	Timing of Benefits (0-1; weight: 1)	Leverage Funding (0-1; weight: 1)	Connection to Local Policy (0-2; weight: 1)	Workability (0-2; weight: 2)	Project Indicators (0-2; weight: 1)	Addresses Root Cause of Inequality (0-2; weight: 2)	High Priority Need (0-1; weight: 1)	Total Points (out of 16)
47	Establish a business incubator program to assist BIPOC with the following: (The following is not intended as a definitive list but some preferred services.) <ul style="list-style-type: none"> <li>o Commercial leases on a sliding scale based on revenue in Howard Terminal development.</li> <li>o A portion of space in both the stadium and project area set aside for local businesses.</li> <li>o "Back office", administrative and professional services and coaching available free of charge to residents and small business owners to assist with securing business opportunities, winning bids, etc.</li> </ul>	no	0	1	0	1	2	2	2	0	8
48	Identify a funding source or mechanism to lend money to Black owned businesses based in the impacted areas.	no	0	1	1	1	2	1	2	0	8
49	Fund a group of business resource development professionals available to residents of the impacted areas for business incubation purposes.	no	0	1	1	1	2	1	2	0	8
50	Direct entry of graduates of MC3 pre-apprenticeship programs into entry-level apprenticeship positions on the project.	no	0	1	1	1	2	1	2	0	8
51	Target a number / percentage of involvement of BIPOC businesses as an ongoing sustainable contracting program.	no	0	1	0	0	4	0	2	0	7
52	Encourage unions and employers to work with the West Oakland Jobs Resource Center and/or other designated workforce centers to identify, refer, assess skills, train and place Targeted Workers.	no	0	1	0	1	2	1	2	0	7
53	Employers will provide notice to the designated workforce centers (and any appropriate union) of all openings for On-Site Jobs and will exclusively consider Targeted Workers.	no	0	1	0	1	2	1	2	0	7
54	Provide technical assistance for centralized business services to help businesses tell their financial story and get access to funding.	no	0	1	0	1	2	1	2	0	7
55	Establish a community-managed fund or distribute shares of profit to residents of the impacted areas.	no	0	1	0	0	2	1	2	0	6
56	Identify and select participants based on the Target Hire guidelines stipulated above.	no	0	1	0		2	1	2	0	6
57	Third party review of all construction contracts to be completed prior to award.	no	0	1	0	0	4	1	0	0	6
58	Hire a third-party to review and monitor contractor performance on local hire and job quality standards.	no	0	1	1	1	2	1	0	0	6
59	Provide technical assistance for data collection/research, constructed in such a way that provides value to participating organizations that are providing the data.	no	0	1	0	0	2	1	0	0	4

Howard Terminal Community Benefits - Housing Recommendations

	Recommendation Description	IFD Eligible	Multiple Topic Areas (0-1; weight: 1)	Timing of Benefits (0-1; weight: 1)	Leverage Funding (0-1; weight: 1)	Connection to Local Policy (0-2; weight: 1)	Workability (0-2; weight: 2)	Project Indicators (0-2; weight: 1)	Addresses Root Cause of Inequality (0-2; weight: 2)	High Priority Need (0-1; weight: 1)	Total Points (out of 16)
1	Create an investment fund for land trusts or nonprofits to purchase non-regulated housing to stabilize these properties as permanently affordable.	yes	1	1	1	2	4	2	4	0	15
2	Developer shall employ black general contractors, subcontractors, and workers for housing construction at the maximum level and/or develop programs to guarantee such contracts and jobs for and by blacks. In addition, developer shall employ black-owned management, maintenance, grounds, and other relevant companies upon completion of the housing to maintain the development, as well as hiring blacks for other related jobs.	no	1	1	0	2	4	2	4	0	14
3	Fund the creation of onsite affordable homeownership programs targeting 60-100% of AMI.	yes	0	1	1	2	4	2	4	0	14
4	The City, Port, and the As will designate a minimum \$50 Million dollar investment fund to design, purchase, construct, expand, improve, seismically retrofit, or rehabilitate single or multi-family homes to provide homeownership opportunities that prioritize displaced and long-time Black West Oakland residents.	yes	1	1	1	0	4	2	4	0	13
5	Affordable housing to be constructed in close proximity to Howard Terminal, within the Areas of Focus as defined for the community benefits.		1	1	0	1	4	2	4	0	13
6	The Developer shall guarantee that the design and construction of housing shall be at the highest environmental standard, with LEED (Leadership in Energy and Environmental Design) Platinum certification.	no	1	1	0	2	4	2	2	0	12
7	The housing development at the Howard Terminal project should have at least 1,000 units of affordable housing at a rate no higher than 50% AMI.	yes	1	1	1	1	2	2	4	0	12
8	Codify affordability levels of all units (whether in stand-alone developments or within market rate projects) for at least 55 years through covenants or other tools.		0	1	0	1	2	2	4	0	10
9	Reserve 20% of the total affordable units for households earning 20-30% of AMI, and reserve the rest for households earning 60% AMI or below.	yes	0	1	1	1	2	2	4	0	11
10	Fund and include on-site supportive services for special populations (to be identified). Older black men and single black mothers longtime and displaced West Oakland residents disabled formerly incarcerated foster youth working low income seniors undocumented	no	0	1	0	2	2	1	4	0	10
11	Fund tenant protection services such as legal aid, and tenant support centers.	no	1	0	0	1	4	1	2	0	9
12	Howard Terminal developers (successors and partners) should provide assistance (to be defined) to low income homeowners in the area to stay in their homes.	no	0	1	0	1	2	0	4	0	8
13	The unit mix will be 25% 3-bedrooms, and all others will be studios, 1-bedrooms, and 2-bedrooms.	yes	0	1	1	0	2	2	2	0	8
14	Build affordable housing concurrently with the market rate housing.		0	1	0	0	2	2	0	0	5

Howard Terminal Community Benefits - Education Recommendations

	Recommendation Description	IFD Eligible	Multiple Topic Areas (0-1; weight: 1)	Timing of Benefits (0-1; weight: 1)	Leverage Funding (0-1; weight: 1)	Connection to Local Policy (0-2; weight: 1)	Workability (0-2; weight: 2)	Project Indicators (0-2; weight: 1)	Addresses Root Cause of Inequality (0-2; weight: 2)	High Priority Need (0-1; weight: 1)	Total Points (out of 16)
1	Develop a paid internship and summer job program with A's/A's ballpark management company targeted to low/moderate income students, with pathways to career advancement within the organization.	no	0	1	1	2	4	2	4	1	15
2	Establish a fund to provide workforce development training, counseling, high school completion services for young adults residing in the Impacted Neighborhoods.	no	1	1	1	2	2	2	4	1	14
3	Contribute to the broadband Wifi infrastructure and utility upgrades in West Oakland as part of Oak WiFi initiative.	yes	1	1	1	2	4	2	2	1	14
4	Establish a fund to provide childcare services for workforce program participants (rec: "Establish a fund to provide workforce development training, counseling, high school completion services...").	capital only	1	1	1	2	4	2	2	1	14
5	Develop an immersive, comprehensive, cohort-based sports program that exposes and trains K-12 students for careers in the athletic industry (e.g. management, nutrition, sports medicine, marketing, law).	capital only	0	1	1	2	2	2	4	1	13
6	Fund program to mend digital divide in West Oakland (e.g. fund WiFi hubs, Safe Saturday programs).	no	0	1	1	2	4	2	2	1	13
7	A's partner with their subcontractors to create paid internship and summer job program in: 1) Stadium development (construction, remediation, environmental), and 2) franchise operations.	no	1	1	1	2	2	2	2	1	12
8	Sponsor a little league franchise.	no	0	1	1	2	4	2	2	0	12
9	Provide affordable housing for teachers and school staff, along with a rent/lease to ownership support program.	yes	1	1	1	2	2	2	2	1	12
10	Fund the construction of a new or renovation of an existing building for a library in West Oakland, and provide ongoing funding for the building maintenance operations and programming for the length of the CBA (66 years).	capital only	1	1	1	0	4	2	2	1	12
11	Fund the establishment and ongoing operations and maintenance of a childcare center at the stadium for the length of the A's lease (66 years) to be open for all stadium employees and residents of the Impacted Neighborhoods.	capital only	0	1	1	2	2	2	2	1	11
12	Fund a local CBO (or CBO partners) to create and implement and culturally-competent and affordable/free child care curriculum at the stadium childcare center.	no	0	1	1	2	2	2	2	1	11
13	Establish a fund to provide vocational training in "tech:" coding, internet security, and emerging career fields in technology.	capital only	0	1	1	2	2	2	2	1	11
14	Fund local CBOs and partners to develop and implement an arts and environmental program focused on Impacted Neighborhoods.	no	0	1	1	2	2	1	2	1	10
15	Fund scholarships for students studying early childhood development at Laney College and working at the stadium childcare center.	no	0	1	1	0	2	2	2	1	9
16	Fund CBOs to provide culturally-competent socio-emotional support programs in Impacted Neighborhood schools.	no	0	1	1	0	2	1	2	1	8

Howard Terminal Community Benefits - Environment Recommendations

	Recommendation Description	IFD Eligible	Multiple Topic Areas (0-1; weight: 1)	Timing of Benefits (0-1; weight: 1)	Leverage Funding (0-1; weight: 1)	Connection to Local Policy (0-2; weight: 1)	Workability (0-2; weight: 2)	Project Indicators (0-2; weight: 1)	Addresses Root Cause of Inequality (0-2; weight: 2)	High Priority Need (0-1; weight: 1)	Total Points (out of 16)
1	Fund pedestrian safety improvements (focused on inadequate sidewalks and other pedestrian infrastructure) for the most dangerous streets in the four neighborhoods as determined by the High Injury Network to increase walkability.	yes	1	1	1	2	2	2	4	0	13
2	Fund the redesign and upgrading of underpasses (in addition to Broadway and Market) to provide safe, well lit, attractive passages for pedestrians to encourage walking.	yes	1	1	1	2	4	1	2	1	13
3	Hire or fund a full-time team of "ambassadors" (potentially stack with existing Business Improvement District teams?) -- prioritizing local hiring -- to clean parks, sidewalks, and public places in the four neighborhoods daily, away from the immediate stadium area. Require additional clean-up within ¼ mile of stadium, and along the pedestrian route from Lake Merritt BART, 12th street BART and the stadium, on game/event days.	no	1	1	1	1	4	2	2	0	12
4	Provide funding to upgrade Public Works street sweeping trucks to increase efficacy of removing toxic air contaminants and fund increased street sweeping on the most affected streets in the four area.	no	1	1	1	1	4	2	2	0	12
5	Fund assessment, a pilot project and installation of vegetative buffers in the four neighborhoods adjacent to 880/580/980 (pilot in Prescott/880) to filter and remove air pollution and provide funding to support training and employment of locals to install and maintain the buffers.	possible	1	1	1	1	4	1	2	1	12
6	Meet green building priorities/standards in the project area by including greywater systems & water conservation in the design and going beyond LEED certification at the Stadium and the whole project area.	no	1	1	0	2	4	2	2	0	12
7	Fund needed maintenance, capital improvements and programming at public parks in West Oakland, Old Oakland, and Chinatown, as designated by local community organizations in those neighborhoods.	yes on capital	1	1	1	1	4	2	2	0	12
8	Fund increased outreach and health promotion programs in the four areas and contribute to a community fund to which local organizations working to reduce asthma could apply to support their efforts. (Administered by consortium of local asthma outreach and other non profits)	no	1	1	1	1	2	2	2	1	11
9	Provide funding for community organizations and small businesses to replace stationary sources of pollution, improve energy efficiency and conduct community outreach and education.	no	1	1	0	0	4	1	2	1	10
10	Fund air quality monitoring in Chinatown and other prime locations in and around the four neighborhoods, particularly near high-pollution areas and/or high density housing and sensitive populations (schools, senior centers).	no	0	1	1	1	2	2	2	1	10
11	Include high quality air quality monitors at the stadium site and funding to train and employ local people to install and maintain monitoring equipment.	no	0	1	0	0	4	2	2	1	10
12	Support existing arborist training programs to complete the implementation of the West Oakland Reforestation Plan.	no	1	1	0	1	2	2	2	1	10
13	Provide funding to expand Alameda County Dept. of Public Health's Asthma Start program to reduce asthma exacerbations, ER visits and hospitalizations.	no	1	1	1	2	0	2	2	1	10
14	Build and invest in climate resilience hubs to support residents and provide services during a climate-related crisis.	need definition	1	1	1	0	2	2	2	1	10
15	Provide funding to support Port Strategy #3 - Infrastructure to Support Zero Emissions, with a focus on creating sufficient charging capacity to support an entirely electrified fleet . Also provide funds for community members to participate in the implementation of Strategy #5 - stakeholder engagement.	capital only	1	1	1	2	4	1	0	0	10
16	Address sea level rise impacts on low lying areas including: design stormwater and sewage systems to not impact existing neighborhoods; invest in sewer infrastructure upgrades.	yes	0	1	0	1	2	1	4	0	9

Howard Terminal Community Benefits - Environment Recommendations

	Recommendation Description	IFD Eligible	Multiple Topic Areas (0-1; weight: 1)	Timing of Benefits (0-1; weight: 1)	Leverage Funding (0-1; weight: 1)	Connection to Local Policy (0-2; weight: 1)	Workability (0-2; weight: 2)	Project Indicators (0-2; weight: 1)	Addresses Root Cause of Inequality (0-2; weight: 2)	High Priority Need (0-1; weight: 1)	Total Points (out of 16)
17	Build protective infrastructure (seawall, etc.) as a part of the new development area; promote home & insurance that covers water damage; invest in wetland restoration and preservation.	yes	0	1	0	1	2	1	4	0	9
18	Work with Alameda County to fund expansion of existing Healthy Homes program to improve indoor air quality and energy efficiency of existing homes and address lead exposure issues in the four impacted areas with opportunities for tenant engagement and preventative displacement measures.	no	1	1	1	0	2	1	2	1	9
19	Prioritize required greenhouse gas reductions/offsets in the four neighborhoods and Howard Terminal stadium design.	yes	1	1	1	1	2	1	2	0	9
20	Fund plans of a similar scope to the West Oakland Reforestation Plan in the other three impacted neighborhoods.	no	1	1	1	0	2	1	0	1	7
21	Fund the design of the West Oakland Walk.	yes	1	1	0	0	4	1	0	0	7
22	Fund any additional research and community engagement needed through community organizations/City of Oakland to determine the best solutions to protect pedestrians and bicycles.	capital only	1	1	1	0	2	2	0	0	7
23	Fund community engagement research. Talk to experts about what air quality research is needed that can benefit the four areas and fund the most pressing needs.	no	0	1	1	0	2	1	0	0	5

Howard Terminal Community Benefits - Community Health and Safety Recommendations

	Recommendation Description	IFD Eligible	Multiple Topic Areas (0-1; weight: 1)	Timing of Benefits (0-1; weight: 1)	Leverage Funding (0-1; weight: 1)	Connection to Local Policy (0-2; weight: 1)	Workability (0-2; weight: 2)	Project Indicators (0-2; weight: 1)	Addresses Root Cause of Inequality (0-2; weight: 2)	High Priority Need (0-1; weight: 1)	Total Points (out of 16)
1	Provide ongoing funding to a non-profit to create a community walk edged with fruit and vegetables (option), raised food beds, urban garden space within target communities, education surrounding the benefits of healthy food. Increase in farmers markets in neighborhoods. Scheduled "vegetable" shuttle service to drop food off and to get to food providers [stores and farmer's markets] for those without vehicles or need assistance.	yes	0	1	1	2	4	2	2	0	12
2	Clean up, improvement and beautification of 25th St. mini park: increase trash clean up/pick up services, have park attendants on site during most-used hours.	no	1	1	1	1	4	1	2	0	11
3	Fund cultural, procedural change in OPD: such as expert research, incentives, and community building.	no	0	1	0	2	4	2	2	0	11
4	Partner with the City of Oakland and local trade unions to provide and fund a continuum of job readiness services starting with job readiness training, apprenticeship programs, and connecting to permanent employment for residents in the impacted neighborhoods for five years.	no	1	1	1	2	2	2	2	0	11
5	Fund the City of Oakland's pilot universal basic income (UBI) program and fund the long-term effort to make UBI a reality.	no	1	1	0	2	2	1	4	0	11
6	Fund the Hoover Duran Library with some green space included.	probably yes	1	1	1	1	4	1	2	0	11
7	Fund an appointment-based shuttle service to quality and affordable grocery stores and medical services for lower-income residents in impacted communities.	no	1	1	0	1	4	1	2	0	10
8	Provide financial assistance for the electrification of diesel trucks.	probably yes	1	1	1	2	2	1	2	0	10
9	Fund improvements and ongoing maintenance for the 25th street park north of West Grand Ave.	yes	0	1	1	1	4	1	2	0	10
10	Fund community based case management and services for substance abuse, and alcohol and drug-related clients in the impacted neighborhoods.	no	0	1	1	2	2	1	2	0	9
11	Fund community based case management and services at a local non-profits for 5 years for formerly incarcerated adults and youth.	no	0	1	1	2	2	1	2	0	9
12	Fund education and awareness programs for kitchen use safety and exhaust reduction in West Oakland, as well as funding to supply air filters.		1	1	1	1	2	1	2	0	9
13	Provide free air filters of all types and/or cash with community engagement and health education for targeted populations.	no	1	1	1	1	2	1	2	0	9
14	Provide technical and financial assistance to HVAC, ventilation systems, cooking stove fan/exhaust, bathroom fan/exhaust systems installations for targeted populations.	no	1	1	1	1	2	1	2	0	9
15	Fund a community ambassador program to offer community-based problem solving (responding to non-criminal events such as illegal dumping and conduct outreach and engagement) around HT and impacted areas.	no	0	1	1	2	2	1	2	0	9
16	Partner with OPD and local organizations to fund violence reduction and cease-fire programs in impacted areas.	no	0	1	0	2	2	2	2	0	9
17	Fund cash assistance for most vulnerable to pay medical co-pay, car repair, etc. that prevent people from getting a job, accessing medical services.	no	0	1	1	1	2	1	2	0	8

Howard Terminal Community Benefits - Community Health and Safety Recommendations

	Recommendation Description	IFD Eligible	Multiple Topic Areas (0-1; weight: 1)	Timing of Benefits (0-1; weight: 1)	Leverage Funding (0-1; weight: 1)	Connection to Local Policy (0-2; weight: 1)	Workability (0-2; weight: 2)	Project Indicators (0-2; weight: 1)	Addresses Root Cause of Inequality (0-2; weight: 2)	High Priority Need (0-1; weight: 1)	Total Points (out of 16)
18	Support formerly incarcerated adults and juveniles through funding for programs that: provide rental assistance offer free or low-cost recreational activities, and offer medical assistance	no	0	1	1	1	2	1	2	0	8
19	Provide a small one-time \$1,000 grants to Neighborhood Crime Prevention Councils for general purpose to improve the relationship between police and community members.	no	0	1	0	2	2	1	2	0	8
20	Fund the City of Oakland to increase community based mental health services.	no	0	1	1	0	2	1	2	0	7
21	Fund education support services for college and postgrad students in impacted areas, for all students, particularly STEM students.	no	0	1	1	0	2	1	2	0	7
22	Provide financial support to finalize the first portion of West Oakland Walk design.	yes	1	1	0	0	4	1	0	0	7
23	Provide funding to create new educational health care curriculum (with expert consultation), organize community engagement, and provide tools and resources to support residents, based on changing community health care needs for the course of the 66 year lease.	no	0	1	0	0	2	1	2	0	6
24	Fund an evaluation to gauge the need for additional fire/police sub-stations based on HT's impact on the neighborhood.	yes	0	1	0	0	2	1	0	0	4
25	Provide funding for special community health and safety project managers to initiate, manage, and to track progress of implementations and to advise and create new projects as necessary to fulfill the health and safety mandate, for the term of the 66 year lease.	no	0	1	0	0	2	1	0	0	4
26	Provide funding to West Oakland Walk Project to include Chinatown streets and parks capital improvements to grow Edible plantings along the walk at strategic places.	yes	1	1	0	0	2	0	0	0	4

Howard Terminal Community Benefits - Transportation Recommendations

	Recommendation Description	IFD Eligible	Multiple Topic Areas (0-1; weight: 1)	Timing of Benefits (0-1; weight: 1)	Leverage Funding (0-1; weight: 1)	Connection to Local Policy (0-2; weight: 1)	Workability (0-2; weight: 2)	Project Indicators (0-2; weight: 1)	Addresses Root Cause of Inequality (0-2; weight: 2)	High Priority Need (0-1; weight: 1)	Total Points (out of 16)
1	Improve underpasses along Broadway, from City Center to HT, from Chinatown to HT, etc. Improvements include: providing tree canopies, well-lit underpasses, and murals while ensuring hostile architecture is not incorporated into design.	yes	1	1	1	2	4	2	2	1	14
2	Provide electrification for trucks and provide charging stations for trucks at Port of Oakland.	yes	1	1	1	2	4	2	2	1	14
3	Create pedestrian scrambles at intersections with highest pedestrian fatalities in the impacted areas.	yes	1	1	1	2	4	2	2	0	13
4	Provide permanent truck parking at the Port of Oakland by designating specific parking structures for trucks.	no	0	1	1	2	4	2	2	1	13
5	Provide additional trash receptacles in the vicinity of the Howard Terminal project, including receptacles located in nearby residential areas and the cost to retrieve the trash on designated days. Receptacles can be branded/sponsored.	no	1	1	1	1	4	2	2	1	13
6	Provide funding to maintain and enhance the beautification of the neighborhood by community members, organizations, and/or existing agency operations, including an effective trash management program through organizations like Civic Corps.	no	1	1	0	1	4	2	2	1	12
7	Partner with and fund a local organization (e.g. Civic Corps) to implement an awareness campaign for litter mitigation in the community.	no	1	1	1	1	4	1	2	1	12
8	Establish a commercial transit route in and out of the Port of Oakland and away from sensitive land uses (e.g. residential). Provide funding for an increased number of traffic enforcement officers (public or private) to monitor the route's use.	no	0	1	0	2	4	2	2	0	11
9	Provide satellite container storage and truck (and rail) loading areas connected to the Port with automated rail, to reduce the parking and pollution burden on West Oakland. Truck parking and container storage.	yes	0	1	1	2	4	1	2	0	11
10	Pay for residential parking permits for households within ~1.5 mile radius (within impacted areas) from HT for the total term of the A's lease. Parking enforcement is necessary for RPP during the course of the A's lease at the Port. Also, no parking meters in residential areas such as Union Street between 10th and 12th Streets.	no	0	1	0	1	4	2	2	1	11
11	Increase the frequency and efficiency of public transit to achieve a maximum of 15-minute headways for all transit routes in West Oakland.	no	0	1	0	1	4	2	2	1	11
12	Provide at least 500 bicycle lockers near the West Oakland BART station and at Howard Terminal.	yes	0	1	0	1	4	2	2	0	10
13	Provide funding for transit and protected bicycle-only lanes beyond what is required on Broadway.	yes	0	1	0	1	4	2	2	0	10
14	Slow Streets Funding: Fund a Slow Streets study for pilot and long-term implementation.	yes	0	1	0	1	4	2	2	0	10
15	Fund AC Transit fleet revamp to all electric vehicles, beginning with the service routes in impacted areas.	yes	0	1	1	2	2	2	2	0	10
16	Fund and develop electrified on-demand mini-shuttle service and offer subsidies for low-income residents.	yes	1	1	1	1	2	1	2	1	10
17	Fund study of how to redirect traffic in the impacted areas, focusing on areas with the highest number of pedestrian fatalities.		0	1	0	1	4	1	2	0	9

Howard Terminal Community Benefits - Transportation Recommendations

	Recommendation Description	IFD Eligible	Multiple Topic Areas (0-1; weight: 1)	Timing of Benefits (0-1; weight: 1)	Leverage Funding (0-1; weight: 1)	Connection to Local Policy (0-2; weight: 1)	Workability (0-2; weight: 2)	Project Indicators (0-2; weight: 1)	Addresses Root Cause of Inequality (0-2; weight: 2)	High Priority Need (0-1; weight: 1)	Total Points (out of 16)
18	Add at least one or more pedestrian walkways near railroad tracks in HT area.	yes	0	1	0	1	4	1	2	0	9
19	Fund \$200k for a study of transit only routes in Oakland. The study/analysis should determine where transit only lanes should be.	yes	0	1	0	1	4	2	0	1	9
20	Implement a road diet/reduction of the number of lanes on streets that are parallel to freeways in the HT Area.	?	0	1	0	1	4	1	2	0	9
21	Extend the Emery Go-round to West Oakland and Jack London.	no	0	1	1	1	2	1	2	1	9
22	Provide parking enforcement of cars and trucks who park in residential areas for the total term of the A's lease.	no	0	1	0	1	4	1	0	1	8
23	Provide free or subsidized public transportation for all residents from the impacted areas (Chinatown, Jack London District, Old Oakland, West Oakland) by offering monthly \$200 Clipper cards.	no	0	1	0	0	2	2	2	1	8
24	Provide financial support to finalize the West Oakland Walk design.	capital only	1	1	1	0	4	1	0	0	8
25	Provide a free year-round shuttle from West Oakland Bart.	capital only	0	1	1	0	2	1	2	1	8
26	Provide funding for additional enforcement officers to cover the full span of restricted parking hours in impacted neighborhoods for the total term of the A's lease.	no	0	1	0	0	4	2	0	0	7
27	Fund a local enterprise or establish a fund to offer free bike repair classes for women, queer, non-gender confirming, elder, etc. community members.	no	0	1	0	1	2	1	2	0	7
28	Provide funding for bicycle accessories such as bike trailers, repair tools, helmets, etc. to be distributed to participants of bike repair classes.	no	0	1	0	1	2	1	2	0	7
29	Create a year-round preferred shuttle route and pick-up points from West Oakland Walk at 14th & 18th points that cross 980.	no	0	1	0	0	4	1	0	1	7
30	Provide free bicycles, maintenance and repairs to at least 1,000 families who reside in the impacted areas.	no	0	1	0	0	2	1	2	1	7
31	Fund task force for ongoing community engagement regarding transportation improvements and ensure they are given tools to make educated decisions.	no	0	1	0	1	2	0	2	1	7
32	Provide free bike education in schools and libraries with a dedicated curriculum, such as Bike for Life.	no	0	1	0	1	2	1	2	0	7
33	Fund an electric vehicle upgrade program for residents in the impacted areas, and partner with local auto dealerships to launch.	no	0	1	0	0	2	1	2	1	7
34	Create raised northern transit routes that cross over the railroad tracks (the same way 9th St was raised over Broadway many years ago).	capital only	0	1	1	0	2	1	2	0	7

**Howard Terminal Community Benefits - Transportation Recommendations**

	Recommendation Description	IFD Eligible	Multiple Topic Areas (0-1; weight: 1)	Timing of Benefits (0-1; weight: 1)	Leverage Funding (0-1; weight: 1)	Connection to Local Policy (0-2; weight: 1)	Workability (0-2; weight: 2)	Project Indicators (0-2; weight: 1)	Addresses Root Cause of Inequality (0-2; weight: 2)	High Priority Need (0-1; weight: 1)	Total Points (out of 16)
35	Develop a website and app that lists real time transit options to get to the ballpark and a data service/(API) that is publicly available. Display the data on real-time signage at shuttle stops, WOW, etc.	no	0	1	1	1	2	1	0	0	6
36	Provide Clipper cards pre-loaded with sufficient amounts for round-trip tickets to A's games.	no	0	1	1	0	2	1	0	1	6
37	Fund a sound-proofing solution for the West Oakland BART station.	yes	0	1	0	0	2	0	2	0	5
38	Fund a transit integration study informed by a community-oriented task force that will implement transportation management plan specific to the Waterside Neighborhoods.	no	0	1	0	0	2	1	0	1	5
39	Establish a grant program to assist local entrepreneurs in funding their bike repair services.	no	0	1	0	0	2	1	0	0	4
40	Provide pedi-cabs in the impacted neighborhoods areas during events at the stadium.	no	0	1	0	0	2	1	0	0	4
41	Create economic development incubator that provides seed money for transportation improvements.	capital only	0	1	1	0	2	0	0	0	4
42	Fund the creation of a Community Benefits Improvement District (transportation, parking, etc.) to which the A's and the City would contribute to support aforementioned items.	no	0	1	1	0	0	0	0	1	3

# Summary Templates

# Oakland Howard Terminal

Summary of Community Benefit Recommendations  
Culture Keeping and History

<b>Legend</b>	<b>Subtopic</b>	Categories within the overall topic area (e.g. mental health as a part of wider community health)	<b>Timing</b>	When will implementation begin? Is it a short-term (e.g. under 1 year), mid-term (1-5 years) or long-term recommendation (e.g. more than 5 years)?	<b>Project Lead</b>	Who would lead implementation of this recommendation?	<b>Priority</b>	How/did the community group weigh the recommendation?
	<b>Recommendation Description</b>	A description of the program, project or other intervention related to the subtopic.	<b>Sources of Funding</b>	Are there additional sources of funding potentially available to implement this recommendation? If yes, state potential sources	<b>Key Stakeholders</b>	Who else would be involved in implementation?	<b>Impacted neighborhoods</b>	Impacted neighborhoods of Chinatown, West Oakland, Howard Terminal, and Jack London Square
	<b>Metrics</b>	How do we measure success or progress in implementation?	<b>Cost</b>	What does it cost to implement the recommendation?	<b>Geography</b>	Where will the recommendation be implemented?	<b>HT area</b>	1.5 miles around Howard Terminal

Rec ID	Subtopic	Recommendation Description	Metrics	Timing	Sources of Funding	Cost	Project Lead	Key Stakeholders	Geography	Priority	Notes
<b>Culture Keeping and History</b>											
1	West Oakland Cultural and History Center	Fund the construction and establishment of a West Oakland Cultural and History Center (WOCHC), and contribute to the cost of ongoing operations over the term of the project life. Convene a community committee to determine the location of the center.	\$ dedicated to site acquisition and development \$ dedicated to staffing and programming	Mid-term	City of Oakland surplus property  Infrastructure financing district (which can only fund capital projects) - City of Oakland contribution, funded by the A's HT property tax  Ongoing operations funded by the Port (x% of the change in increased leasing revenues at JLS from the increased traffic due to ball park project)  A's to explore an ongoing funding mechanism to flow into operations		A's	Oakland Public Library Attitudinal Healing Connection, Elena Museum, Lower Bottom Playaz, and The Huey P. Newton Foundation.	West Oakland  San Pablo Corridor		A's must have a dedicated cultural use within the ball park  <ul style="list-style-type: none"> <li>The cultural center should prioritize collaboration with existing community organizations and projects throughout West Oakland, including, but not limited to, supporting The building of The Hoover Durant Branch Public Library.</li> <li>The cultural center should provide spaces to house existing West Oakland culture and history organizations including, but not limited to Attitudinal Healing Connection, Elena Museum, Lower Bottom Playaz, and The Huey P. Newton Foundation.</li> <li>Explore the possibility of collaborative partnerships with existing institutions including but not limited to OMCA, AAMLO, MoJA, and Oakland libraries.</li> <li>Acquire a Pullman Railroad Car</li> <li>Include the baseball history of West Oakland's Chinese American and African American populations.</li> <li>Be a potential repository for oral history/storytelling initiatives.</li> </ul>
2	Neighborhood Cultural Stabilization Fund	Establish a stand-alone (not city-administered or funded) Neighborhood Cultural Stabilization/Preservation Fund for impacted communities to: <ul style="list-style-type: none"> <li>overcome blight,</li> <li>address short-term displacement of small businesses,</li> <li>maintain diversity and neighborhood history through seeding of culturally-relevant projects, and</li> <li>for hardscape improvements such as trees and pedestrian ways to retain and grow culturally-relevant commerce in perpetuity.</li> </ul>	\$ dedicated to establish the NCS fund	Mid-term	Transit occupancy taxes  Commercial space leases - cultural surcharge to flow into fund  One-time entitlement fee for cultural preservation initiatives  Grants (SFF, Akonadi, etc)		A's	Port City	Impacted Neighborhoods	<ul style="list-style-type: none"> <li>Umbrella source of revenue that would fund ongoing neighborhood projects determined by community stakeholders in the impacted neighborhoods</li> <li>Addresses neighborhoods most-impacted by historic and current inequity.</li> <li>Funded independent of the City budget</li> <li>Annual contribution from the A's, the Port, and from the City</li> <li>Projects to be determined through community-developed criteria and selection processes</li> <li>Informed by existing models such as CAST, CCED, Akonadi, SF Foundation, etc.</li> </ul>	

3	West Oakland Walk	Fund the completion of phase 1 of West Oakland Walk's design development.	\$ dedicated to WOW design	Short-term		\$140k, one-time ask	A's		West Oakland	<ul style="list-style-type: none"> <li>• Mile-long walk promotes cultural place keeping, the history of West Oakland, environmental and health benefits, pedestrian safety, and housing preservation, among other things.</li> <li>• Could link to the Bay Trail, which is planned to run along the water's edge, and to Chinatown (Harrison St.).</li> <li>• We encourage other topic cohorts to also consider this project's benefits for their areas of concern.</li> </ul>
4	Public Art and Streetscapes	Fund the establishment of a creative place-keeping and wayfinding initiative in areas to include Chinatown, BAMBD, and SPARC.	\$ dedicated to the creative place-keeping and wayfinding initiative	Short-term	Gross revenue-related stream from businesses in the project area		A's		Chinatown, BAMBD, SPARC	<p>Mural initiative to be an annually-replenished fund that can reinforce the cultural identity of communities of concern</p> <ul style="list-style-type: none"> <li>• Creates sense of destination and cohesion around cultural district, enables cultural tourism, supports community-led economic development, employs local artists of color, part of West Oakland Cultural Preservation Initiative</li> <li>• Aligns with "Cultural Equity" objective of Cultural Plan</li> <li>• Need signage to Chinatown to attract ballpark patrons and other users of Howard Terminal Ballpark Village to Chinatown businesses. Also addresses current lack of City investment in BAMBD and need to identify the physical location of the District.</li> <li>• Mural initiative upholds cultural history and promotes creation and documentation of current and future culture creation and addresses loss of neighborhood identity due to population shift.</li> <li>• QR codes should be included in all mural sites allowing access to information about the artists and cultural significance in conjunction with the creation of an online resource for further information.</li> <li>• Should be locally driven in design, development of aesthetic criteria, and selection of artists.</li> <li>• Call out Black Panther history as well as other historically and culturally significant developments which reflect West Oakland's history of diverse populations. Needs a robust community engagement</li> </ul>
5	Oral History Project	Fund the development of a virtual and in-person West Oakland and Chinatown oral history project with interactive QR codes in multiple locations.	\$ dedicated to the launch of the oral history project	Mid-term	City of Oakland Cultural Grant Funding Program		A's	Oakland Public Library	West Oakland and Chinatown	<ul style="list-style-type: none"> <li>• Cultural historians will be identified once the project gets going.</li> <li>• Programs will feature historical figures such as Jerri Lange – grew up in West Oakland (Spencer Wilkinson has video interviews with Lange and Ruth Beckford; William Wong, and Roy Chan – Chinatown history. Synergy with the West Oakland Cultural Preservation Initiative and WOCHC.</li> <li>• Potential for synergy with West Oakland Walk and Mural Initiative</li> <li>• Could be integrated into West Oakland Walk or the cultural center Hoover Durant Library</li> </ul>
6	West Oakland Music Festival	Fund the annual West Oakland Music and Cultural Festival in perpetuity/life of the project.	\$ dedicated to support the annual festival	Short-term	A's; City of Oakland Cultural Grant Funding Program		A's	Oakland Parks, Recreation, and Youth Development	West Oakland	<ul style="list-style-type: none"> <li>• To include art, theater, and youth activity</li> <li>• Multi-day event that supports youth, culture, arts</li> <li>• Possibly in Lowell Park-answers need to utilize underused public spaces</li> <li>• Free, possibly 2 days to feature West Coast Blues; for example, Ronnie Stewart and Bay Area Blues Society, Fantastic Negrito, Sugar Pie DeSanto, Faye Carol, etc.</li> <li>• involve vendors, artisans, multidisciplinary artists, youth activities, etc.</li> <li>• Study Malcolm X Jazz Fest and similar models</li> <li>• This recommendation supports economic development as well. Should be recommended to that topic cohort. A's/City/Port should be ongoing primary sponsors. Consider whether to encourage A's to adopt this as an independent marketing initiative, so that the program is not part of the CBA.</li> <li>• Identify other potential sponsors.</li> </ul>

7	Sogorea Te Land Trust	Donate to Sogorea Te Land Trust (refer to the Sogorea Te scale on website)	\$ donated Frequency of donations	Short-term	City of Oakland Cultural Grant Funding Program	<a href="#">Shuumi Land Tax Calculator</a>	A's	Sogorea Te Land Trust	N/A	<ul style="list-style-type: none"> <li>• Refer to Sogorea Te website for donation guidelines - tied to the development project size</li> <li>• Also consider plaque or other commemoration of the former site of Ohlone shellmound.</li> <li>• Ohlone history should also be considered in public art/storytelling initiatives.</li> <li>• Other TCs strongly encouraged to add this to their list of recommendations.</li> </ul>
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## Oakland Howard Terminal

Summary of Community Benefit Recommendations  
Economic and Workforce Development

	Subtopic	Categories within the overall topic area (e.g. mental health as a part of wider community health)	Timing	When will the recommendation begin? Is it a short-term (e.g. under 1 year), mid-term (1-5 years) or long-term recommendation (e.g. more than 5 years)?	Project Lead	Who would lead implementation of this recommendation?	Priority	How did the community group weigh the recommendation?
<b>Legend</b>	Recommendation Description	A description of the program, project or other intervention related to the subtopic.	Sources of Funding	Are there additional sources of funding potentially available to implement this recommendation? If yes, state potential sources	Key Stakeholders	Who else would be involved in implementation?	Impacted neighborhoods	Impacted neighborhoods of Chinatown, West Oakland, Howard Terminal, and Jack London Square
	Metrics	How do we measure success or progress in implementation?	Cost	What does it cost to implement the recommendation?	Geography	Where will the recommendation be implemented?	HT area	1.5 miles around Howard Terminal

Rec ID	Subtopic 1	Subtopic 2	Recommendation Description	Metrics	Timing	Sources of Funding	Cost	Project Lead	Key Stakeholders	Geography	Notes
<b>Economic and Workforce Development</b>											
3-A	Economic Development Benefits	3-A1: Profit Sharing	Establish a community-managed fund or distribute shares of profit to residents of the impacted areas	\$ shared with residents	Mid-term (milestone/flexible)	A's		A's	Community advocates	HT Area	Profit sharing, could be based on % of gross revenues
3-A	Economic Development Benefits	3-A1: Profit Sharing	Provide for community members to have an equity stake through Oakland A's organization paying dividends to its shareholders.	\$ paid through dividends	Mid-term	A's		A's	Community advocates	HT Area	
3-A	Economic Development Benefits	3-A1: Profit Sharing	Create opportunity for community ownership / stock participation in their current ownership configuration within a year of approval of community benefits.	% of stocks owned by community members	Short-term	A's		A's	Community advocates	HT Area	The mechanism of community shareholders / community stock in Oakland Athletics will be created within a year of approval of community benefits.
3-A	Economic Development Benefits	3-A2: Establishment of a Community Resource Fund	Work with a Community Development Finance Institution (CDFI) to develop a low/no-cost lending program for Black owned businesses in HT Area.	Establishment of program; # of Black owned businesses supported	Mid-term	A's		A's	CDFI partner	HT Area	
3-A	Economic Development Benefits	3-A2: Establishment of a Community Resource Fund	Identify a funding source or mechanism to lend money to Black owned businesses based in the impacted areas.	\$ identified for lending	Mid-term	A's		A's		HT Area	Structured at "no-cost" (i.e. minimum fees), grant or forgivable loan could be options. An agreed upon annual contribution ratified / supported by the community representatives for the CBA process. Tied to the outcome of supporting small BIPOC businesses in the project area. The amount should be an appropriate amount to capitalize the fund and maintain it as a sustainable source from the Oakland A's. Fund could be developed in consultation with other organizations which have specific recommendations and applied successes to aiding in the growth of black-owned businesses and contractors.
3-A	Economic Development Benefits	3-A2: Establishment of a Community Resource Fund	Fund a group of business resource development professionals available to residents of the impacted areas for business incubation purposes.	\$ dedicated to business development and incubation	Mid-term	A's		A's	Business development contractor(s)	HT Area	Available free of charge to residents and small business owners. Fund pays for professional services based on market rates.
3-A	Economic Development Benefits	3-A2: Establishment of a Community Resource Fund	Establish of a business incubator program to assist BIPOC with the following: (The following is not intended as a definitive list but some preferred services.) o Commercial leases on a sliding scale based on revenue in Howard Terminal development. o A portion of space in both the stadium and project area set aside for local businesses. o "Back office", administrative and professional services and coaching available free of charge to residents and small business owners to assist with securing business opportunities, winning bids, etc.	# of business owners served	Mid-term	A's		A's	Business development contractor(s)	HT Area	
3-A	Economic Development Benefits	3-A3: Small Business Participation and Development	Divide the A's contracts into groups of small contracts to realistically allow smaller-sized African American contractors and businesses to be able to participate and receive contracts for services, vendors, beverage service, printing, supplies, etc.	% of contracts awarded to African-American businesses	Short-term	A's		A's		HT Area	
3-A	Economic Development Benefits	3-A3: Small Business Participation and Development	Target a number / percentage of involvement of BIPOC businesses as an ongoing sustainable program.	##% of BIPOC businesses	Short-term	A's		A's	Contractors/vendors	HT Area	
3-A	Economic Development Benefits	3-A4: Vendors/Supplier Involvement	Give priority to local Black and Local Indigenous-owned food and beverage vendors, printers, promotional materials (t-shirts, trinkets, etc.) for stadium contracts.	% of contracts awarded to African-American and local indigenous-owned vendors	Short-term	A's		A's	Contractors/vendors	HT Area	Need a realistic list of vendor and supplier needs for Stadium to expand the list.
3-A	Economic Development Benefits	3-A4: Vendors/Supplier Involvement	Establish and fund a vendor advancement / mentoring program to assist with capacity building of businesses.	\$ dedicated to a vendor advancement/mentoring program	Short-term	A's		A's	Contractors/vendors	HT Area	

3-A	Economic Development Benefits	3-A4: Vendors/Supplier Involvement	Target 50% of supplier contracts in stadium to be awarded to local East Bay vendors	% of contracts awarded to East Bay vendors	Short-term	A's		A's	Contractors/vendors	HT Area	
3-A	Economic Development Benefits	3-A4: Vendors/Supplier Involvement	Provide discounted or free advertising for new and/or small local businesses in stadium during games	\$ used to subsidize advertising for small/local businesses	Short-term	A's		A's	Contractors/vendors	HT Area	
3-A	Economic Development Benefits	3-A4: Vendors/Supplier Involvement	Give priority to local Black and Local Indigenous owned food and beverage vendors, and other suppliers for contracts to provide services and products within the project area.	% of contracts awarded to Black/Local Indigenous vendors	Short-term	A's			Contractors/vendors	HT Area	
3-A	Economic Development Benefits	3-A4: Vendors/Supplier Involvement	Target 30%* of commercial/retail space in Project Area to be sold/contracted to local business	% of local commercial/retail space for local businesses	Short-term	A's			Contractors/vendors	HT Area	
3-A	Economic Development Benefits	3-A4: Vendors/Supplier Involvement	Provide discounted or free advertising for new and/or small local businesses in stadium during games	% of ad space for local businesses; \$ of ad space for local businesses	Short-term	A's		A's	Contractors/vendors	HT Area	
3-A	Economic Development Benefits	3-A4: Vendors/Supplier Involvement	Award a minimum % of food and beverage contracts to local Black and Indigenous-owned vendors	% of Black and Indigenous vendor contracts	Short-term	A's		A's	Contractors/vendors	HT Area	
3-A	Economic Development Benefits	3-A4: Vendors/Supplier Involvement	Award a minimum # of locally owned food vendors low-cost leases to in-stadium vending outposts.	# of locally-owned vendors with affordable leases	Short-term	A's		A's	Contractors/vendors	HT Area	
3-B	Operations (employment and participation actions for all companies)	3-B1: Target Hire	Create mandates for companies and employers to make priority hires for West & East Oakland residents from zip codes 94607; 94601; 94621; 94603 and 94605.	# of staff from priority zip codes	Short-term	A's		A's	Contractors/vendors	West & East Oakland residents from zip codes 94607; 94601; 94621; 94603 and 94605.	The purpose is to identify neighborhoods where the most impacted ethnic groups live. Adjustments may be made to accommodate demographic shifts (people moving) or changing legislation (such as Proposition 16)
3-B	Operations (employment and participation actions for all companies)	3-B1: Target Hire	Targeted hire for people who lived in one of these zip codes in the past 5 years (to account for displaced people). Currently lives or, for a period of at least 4 years within the past 10 years, did live within (a) West Oakland, (b) Old Oakland, (c) Chinatown, (d) Jack London, (e) East Oakland below I-580.	# of staff from priority zip areas	Short-term	A's		A's	Contractors/vendors	HT Area	Formerly incarcerated or having other involvement with the criminal justice system o Chronically unemployed o Homeless or paying more than 50% of income for shelter/rent o Formerly in foster care o Lacking GED or HS diploma o Receiving public assistance o A US veteran. o This should apply to all jobs across the board with some exceptions for very small businesses with a
3-B	Operations (employment and participation actions for all companies)	3-B1: Target Hire	Encourage unions and employers to work with the West Oakland Jobs Resource Center and/or other designated workforce centers to identify, refer, assess skills, train and place Targeted Workers.	Pipeline agreements/contracts between stakeholders	Short-term	A's		A's	Unions Contractors Vendors	HT Area	
3-B	Operations (employment and participation actions for all companies)	3-B1: Target Hire	Employers will provide notice to the designated workforce centers (and any appropriate union) of all openings for On-Site Jobs and will exclusively consider Targeted Workers (for a period of time before considering all Oakland workers, then any worker)		Short-term	A's		A's	Contractors/vendors	HT Area	
3-B	Operations (employment and participation actions for all companies)	3-B1: Target Hire	Guarantee no fewer than 50% of the annual work hours in all On-Site Jobs at a given employer must be completed by Targeted Workers (summarized).	% of annual work hours completed by targeted workers	Short-term	A's		A's	Contractors/vendors	HT Area	
3-B	Operations (employment and participation actions for all companies)	3-B2: Fair Work Week Ordinance	Establish fair scheduling provisions similar to those in the City of Emeryville's "Fair Work Week Ordinance".	Workers in project jobs have predictable schedules and have the freedom to decline sudden changes.	Short-term	A's		A's	Contractors/vendors	HT Area	
3-B	Operations (employment and participation actions for all companies)	3-B3: Training and Services	Retrain displaced maritime workers and provide educational opportunities for career change, outplacement services, job re-training programs/services, opportunity for employment in new Howard Terminal facilities, and bridging income during retraining. Make whole displaced maritime workers for lost wages should the stadium project have an adverse effect on their earning capacity. Assistance to those being impacted by possible negative impacts of the development.  Offer other (re)-training for workers and residents impacted, in addition to maritime workers. Increase coordination, connecting with direct services and public awareness with local schools and resource/training centers to provide opportunities for impacted to become re-skilled.		Short-term	A's		A's; Port of Oakland		HT Area	Modeled after the concepts of "lost wages" from other types of employment interruptions. In addition, based on the outcomes of private nuisance and incompatible land use.  Establish a mechanism for assessment. Determine a mechanism to determine who has lost a job because of the Howard Terminal Development. Establish a process to analyze and determine the impact/ outcomes.
3-B	Operations (employment and participation actions for all companies)	3-B4: Non-Construction Internships and Apprenticeships	Fund internships for the bottom 10% of at-risk population for career shadowing opportunities that do not impact local business bottom line.	\$ dedicated to internships # of internship opportunities created	Short-term	A's		A's		HT Area	(payments to interns for time, payments to businesses for overhead costs).

3-B	Operations (employment and participation actions for all companies)	3-B4: Non-Construction Internships and Apprenticeships	Create paid non-construction apprenticeship/internship programs.	\$ non-construction apprenticeship/internship programs	Short-term	A's		A's	Apprenticeship programs Unions	HT Area	Marketing, community outreach, etc
3-B	Operations (employment and participation actions for all companies)	3-B4: Non-Construction Internships and Apprenticeships	Create or support program(s) that prepare people for advancement such as interview skills, work place assessments, etc.	\$ dedicated to job readiness programs	Short-term	A's		A's		HT Area	Targeted hire for all levels of the workforce, not just the bottom.
3-B	Operations (employment and participation actions for all companies)	3-B5: Wages/Compensation	Establish a policy that guarantees all workers employed at least half time at the Howard Terminal site, whether by the Oakland Athletics or its subsidiaries, contracted businesses, vendors, consultants, lessees or subleases, are to be paid a living wage of at least \$5.00 over the state or local mandated minimum, whichever is higher.	% of workers that receive a living wage	Short-term	A's		A's	All project employers	HT Area	
3-B	Operations (employment and participation actions for all companies)	3-B6: Fair Chance	Apply Fair Chance policies and practices for all on site jobs in the Howard Terminal project. Set limits regarding background checks.  Background checks performed if required by law. Only background checks where a nexus can be demonstrated and only after a conditional offer of employment. Conditions of background check do not automatically disqualify the applicant. o A background check may be conducted only after a conditional offer of employment has been made o Employers may only consider the information in a background check that is directly related to the job functions o Job application informs applicants that a background check will be conducted but that does not automatically disqualify the applicant o Employers must present a list of crimes with nexus directly related to job functions that exclude applicants	# applicants with records offered employment	Short-term	A's		A's	Contractors/vendors	HT Area	
3-C	Construction Contractor/Construction Jobs	3-C1: Contractor Requirements	Require any contract, CBA, and / or PLA to consist of at least 50% Black workers (with passage of Prop 16) or target hires (if not passed).	Presence of policy % of target hires	Short-term	A's			Contractors/vendors	HT Area	
3-C	Construction Contractor/Construction Jobs	3-C1: Contractor Requirements	Divide construction contracts into groups of small contracts to allow smaller-sized African American contractors and businesses to be able to participate and receive contracts	% of construction contracts awarded to African-American contractors	Short-term	A's		A's		HT Area	
3-C	Construction Contractor/Construction Jobs	3-C1: Contractor Requirements	Hire a third-party to review and monitor contractor performance on local hire and job quality standards	\$ dedicated to third-party review	Mid-term	A's		A's	third party monitor	HT Area	(either by City Agency or full-time professional hired to do so and compensated by the Community Fund)
3-C	Construction Contractor/Construction Jobs	3-C1: Contractor Requirements	Require General Contractors to award 50% of subcontracts to African American Owned Businesses	% of subcontracts with minority-owned businesses	Short-term	A's		A's	General contractors	HT Area	
3-C	Construction Contractor/Construction Jobs	3-C1: Contractor Requirements	Direct entry of graduates of MC3 pre-apprenticeship programs into entry-level apprenticeship positions on the project.	BIPOC individuals and women gain access to union apprenticeships and work on the project.		A's		A's	Apprenticeship programs Unions MC3 Programs	HT Area	MAPLA already requires a certain percentage
3-C	Construction Contractor/Construction Jobs	3-C1: Contractor Requirements	Creation of on-site apprenticeship training center to be established for life of project to provide local access to state certified apprentice training requirements	\$ dedicated to on-site apprenticeship training center construction and programming		A's Unions		A's	Apprenticeship programs Unions	HT Area	Alameda Labor CIO contracts; MAPLA
3-C	Construction Contractor/Construction Jobs	3-C1: Contractor Requirements	Provide technical assistance for centralized business services to help businesses tell their financial story and get access to funding".	\$ dedicated to technical assistance		A's		A's	Business development team	HT Area	
3-C	Construction Contractor/Construction Jobs	3-C1: Contractor Requirements	Provide technical assistance for data collection/research, constructed in such a way that provides value to participating organizations that are providing the data.	\$ dedicated to technical assistance		A's		A's	Business development team	HT Area	Perhaps in the form of industry reports, workforce trends, etc.
3-C	Construction Contractor/Construction Jobs	3-C2: Targeted construction Workforce	Create mandates for companies and employers to make priority hires of people from the following geography and characteristics. Target area: West & East Oakland residents from zip codes 94607; 94601; 94621; 94603 and 94605.	% of construction work hours annually performed by targeted workers.		A's		A's		HT Area	The purpose is to identify neighborhoods where the most impacted ethnic groups live. Adjustments may be made to accommodate demographic shifts (people moving) or changing legislation (such as Proposition 16)
3-C	Construction Contractor/Construction Jobs	3-C2: Targeted construction Workforce	Create mandates for companies and employers to make priority hires of people from the following geography and characteristics. Individuals for target hire: People who lived in one of these zip codes in the past 5 years (to account for displaced people) Currently lives or, for a period of at least 4 years within the past 10 years, did live within (a) West Oakland, (b) Old Oakland, (c) Chinatown, (d) Jack London, (e) East Oakland below I-580.	% of construction work hours annually performed by targeted workers.		A's		A's		HT Area	o Formerly incarcerated or having other involvement with the criminal justice system o Chronically unemployed o Homeless or paying more than 50% of income for shelter/rent o Formerly in foster care o Lacking GED or High School diploma o Receiving public assistance o A US veteran. o This should apply to all jobs across the board with some exception for very small businesses with a stated limit of employees (example, 10 employees or less).

3-C	Construction Contractor/Construction Jobs	3-C2: Targeted construction Workforce	Provide an incentive fund to recruit and maintain people or implement direct hire as a provision to respond to "when they can't find someone for the positions".	\$ dedicated to incentive fund	Short-term	A's	A's			HT Area	
3-C	Construction Contractor/Construction Jobs	3-C2: Targeted construction Workforce	Target no fewer than 50% of the annual work hours in all On-Site Jobs at a given employer must be completed by Targeted Workers (summarized).	% of annual work hours completed by targeted workers	Short-term	A's	A's Contractors			HT Area	
3-C	Construction Contractor/Construction Jobs	3-C2: Targeted construction Workforce	Direct unions and employers to work with the West Oakland Jobs Resource Center and/or other designated workforce centers to identify, assess and refer Targeted Workers.	# of official partnerships	Short-term	A's	Unions Training centers			HT Area	
3-C	Construction Contractor/Construction Jobs	3-C2: Targeted construction Workforce	Employers will provide notice to the designated workforce centers (and any appropriate union) of all openings for On-Site Jobs and will exclusively consider Targeted Workers	% of job openings for on-site construction jobs for which employers provide notice to workforce centers and unions.	Short-term	A's	Contractors			HT Area	
3-C	Construction Contractor/Construction Jobs	3-C2: Targeted construction Workforce	Identify workforce development funding for training local and disadvantaged residents in industries represented on the development; funding amount in alignment with that needed to fulfill the targeted hiring requirements; funding for MC3.	\$ identified and/or encumbered	Short-term	A's	A's	MC3 partners		HT Area	
3-C	Construction Contractor/Construction Jobs	3-C3: Apprenticeship Programs	Identify and select participants based on the Target Hire guidelines stipulated above.	# of targeted hire workers selected	Short-term	A's	A's			HT Area	
3-C	Construction Contractor/Construction Jobs	3-C3: Apprenticeship Programs	Provide funding to local MC3-certified pre-apprenticeship training programs sufficient to train twice as many individuals as the projected number of apprentices on all construction	\$ dedicated to MC3-certified programs # of individuals trained	Short-term	A's	Pre-apprenticeship training programs			HT Area	
3-C	Construction Contractor/Construction Jobs	3-C3: Apprenticeship Programs	A's marketing and PR team to partner with National Association of Minority Contractors and others with such expertise to implement within their marketing department possibilities of working in the construction industry for impacted workers.	\$ dedicated to outreach and education	Short-term	A's	A's	National Association of Minority Contractors		HT Area	including but not limited to how it can lend itself to a 4yr degree program, how technology is shaping daily work, and current industry R&D. information campaign to be distributed on social media networks and to be featured in a career day at each Oakland High school yearly for the entirety of the CBA
3-C	Construction Contractor/Construction Jobs	3-C3: Apprenticeship Programs	A's to have Construction Industry theme day at the stadium, where local contractors of color are spotlighted, networking is encouraged, and booths are organized for construction businesses to recruit workers and provide career information to students	\$ dedicated to outreach and education	Mid-term	A's	Construction partners			HT Area	
3-C	Construction Contractor/Construction Jobs	3-C4: Pre-Apprenticeship Programs	Identify and select participants based on the Target Hire guidelines stipulated above.	% of employees that meet target hire goals	Short-term	A's	Construction partners			HT Area	Goes with targeted hire piece (including ads) as amended from the PLA - "material items"
3-C	Construction Contractor/Construction Jobs	3-C4: Pre-Apprenticeship Programs	Provide funding for pre-apprenticeship programs to compensate the participants through salary, stipend, or other means that lends economic support during the training period.	\$ dedicated to pre-apprenticeship program support	Short-term	A's, MC3 Programs	A's Pre-apprenticeship programs			HT Area	Pre-apprenticeships should have a paid job opportunity connected to the "pre-apprentice" opportunity.
3-C	Construction Contractor/Construction Jobs	3-C4: Pre-Apprenticeship Programs	Guarantee that no pre-apprenticeship is offered as a substitute, or at the expense of an apprenticeship.	% of apprenticeships filled	Short-term	A's	Construction partners			HT Area	
3-C	Construction Contractor/Construction Jobs	3-C4: Pre-Apprenticeship Programs	Direct entry of graduates of MC3 pre-apprenticeship programs into entry-level apprenticeship positions on the project.	BIPOC individuals and women gain access to union apprenticeships and work on the project.	Short-term	A's	Construction partners			HT Area	
3-C	Construction Contractor/Construction Jobs	3-C4: Pre-Apprenticeship Programs	Create on-site apprenticeship training center to be established for life of project to provide local access to state certified apprentice training requirements	\$ dedicated to an on-site apprenticeship training center Sq. feet for center.	Short-term	A's Unions	A's Training partners	Unions		HT Area	this will include construction other than what the A's oversee (leases, sales, etc)
3-D	CBA instructions	3-D1: Effectiveness/Enforcement	Identify on-going funding for an implementation advocate to follow items down to details specific to this Economic Development / Employment cohort.	\$ dedicated to implementation monitoring	Short-term	A's	A's			HT Area	
3-D	CBA instructions	3-D1: Effectiveness/Enforcement	The CBA shall be enforced by representatives of the four impacted communities: West Oakland, Old Oakland, Chinatown, Jack London, and representatives of various organizations representing vulnerable communities citywide.	# of residents and communities represented on CBA enforcement panel	Short-term	A's	City of Oakland Community advocates			HT Area	
3-D	CBA instructions	3-D1: Effectiveness/Enforcement	Recommend the creation and ongoing funding for the CBA enforcement panel.	Presece of a CBA enforcement panel	Short-term	A's	A's			HT Area	This should involve all relevant stakeholders and contain clear definitions of desired outcomes and processes to be successful - in part to provide the justification of liquidated damages in the event of noncompliance.  If this body doesn't oversee enforcement, would they oversee contract compliance instead? Would a commission do work here most often said?

3-D	CBA instructions	3-D1: Effectiveness/Enforcement	Third party review of all construction contracts to be completed prior to award	# of third party reviews	Short-term	A's		Third party		HT Area	
3-D	CBA instructions	3-D1: Effectiveness/Enforcement	Use outcome-oriented contracting to tie payments to measurable metrics of success (program participation, certification achievement, job placement, median salary after completion of program, etc.)	Development of metrics;	Short-term	A's		A's		HT Area	
3-D	CBA instructions	3-D2: Ongoing Data Collection	Conduct a disparity study that examines the impact of the coronavirus pandemic, disaggregates the high disparity communities, and includes the mostly highly impacted small communities.	\$ dedicated to fund a disparity study	Mid-term	A's		A's		HT Area	Report from City of Oakland's race and equity department Contingent on Prop 16 being successful in overturning Prop. 209.

**Oakland Howard Terminal**

Summary of Community Benefit Recommendations  
Education

<b>Legend</b>	<b>Topic</b>	Categories within the overall topic area (e.g. mental health as a part of health and safety)	<b>Timing</b>	When will the recommendation begin? Is it a short-term (e.g. under 1 year), mid-term (1-5 years) or long-term recommendation (e.g. more than 5 years)?	<b>Project Lead</b>	Who would lead implementation for this recommendation?	<b>Priority</b>	How/did the community group weigh the recommendation?
	<b>Recommendation Description</b>	A description of the program, project, or other intervention related to the subtopic.	<b>Sources of Funding</b>	Are there potential sources of funding to implement this recommendation? If yes, state potential sources	<b>Key Stakeholders</b>	Who else would be involved in implementation?	<b>Impacted neighborhoods</b>	Impacted neighborhoods of Chinatown, West Oakland, Howard Terminal, and Jack London Square
	<b>Metrics</b>	How do we measure success or progress in implementation?	<b>Cost</b>	What does it cost to implement the recommendation?	<b>Geography</b>	Where will the recommendation be implemented?	<b>HT area</b>	1.5 miles around Howard Terminal

Rec ID	Subtopic	Recommendation Description	Metrics	Timing	Sources of Funding	Cost	Project Lead	Key Stakeholders	Geography	Priority	Notes
<b>Education</b>											
1	Comprehensive Sports Program	Develop an immersive, comprehensive, cohort-based sports program that exposes and trains K-12 students for careers in the athletic industry (e.g. management, nutrition, sports medicine, marketing, law).	# of individuals trained; # of program completions; # individuals placed in paid job opportunities	mid-term	CA Wellness Foundation, Cal Endowment, East Bay Community Foundation, OUSD		A's	CA Wellness Foundation, Cal Endowment, East Bay Community Foundation, OUSD, City of Oakland, State Department of Education	Impacted Neighborhoods	High Priority	<ul style="list-style-type: none"> <li>- Kindergarten - begin with workouts and nutrition which expands to elementary school, middle school, and high school (connect to internships/training)</li> <li>- Fund for youth career pathways in sports</li> <li>- Program at A's that gives students (middle &amp; high school) exposure to upper mgmt. careers across multiple disciplines: financial managers, personal bankers, (beyond traditional sports fields: ball player, coach...), etc.</li> <li>- Fund for program with focus on exposing students to careers (such as SPARC and Yes Neighbors to Nature, etc.)</li> <li>- Funding for life skills program (middle schools: cooking, food, finance, etc.)</li> <li>- Program to have a special emphasis on GIRLS / non-binary individuals</li> </ul>
2	Comprehensive Sports Program	Sponsor a little league franchise.	establishment of little league; # of little league participants; # of hours of physical activity	short-term	A's; Members of local Chamber of Commerce		A's	Oakland Parks, Recreation, Youth Development; Oakland Police Department	Impacted Neighborhoods	Low Priority	Police/public safety officers contribute to little league / sports program (coaching, etc.)
3	Workforce Training & Childcare	Establish a fund to provide workforce development training, counseling, high school completion services for young adults residing in the Impacted Neighborhoods.	# of individuals trained; # of program completions; # individuals placed in paid job opportunities	mid-term	A's; Alameda County Workforce Development Board		A's	Alameda County WFD; OUSD; Local CBOs	Impacted Neighborhoods	High Priority	funding to include free childcare for trainees
4	Workforce Training & Childcare	Establish a fund to provide childcare services for workforce program participants (rec #3, above)	# of children served;	mid-term	A's; Alameda County Workforce Development Board		A's	Alameda County WFD; OUSD; Local CBOs	West Oakland		

5	Workforce Training & Childcare	Establish a fund to provide vocational training in "tech:" coding, internet security, and emerging career fields in technology.	# of individuals trained; # of program completions; # individuals placed in paid job opportunities	mid-term	A's; Alameda County Workforce Development Board, OUSD; Peralta Community College District	A's	Alameda County WFD; OUSD; Local CBOs	West Oakland	High Priority	o keep w/ trends over 66 years, continue to create opportunities for young people in new industries o funding to include free childcare for trainees
6	Workforce Training & Childcare	Fund the establishment and ongoing operations and maintenance of a childcare center at the stadium for the length of the A's lease (66 years) to be open for all stadium employees and residents of the Impacted Neighborhoods.	establishment of childcare center; # of local children served	mid-term	A's; Peralta Community College District	A's	Peralta Community College District	Impacted Neighborhoods	High Priority	o instructional/structured play (not like Kid's Zone) o childcare center staffing reflects City's racial population, culturally relevant to the community/racial group it serves o Oakland CBO/committee to create the childcare curriculum ▪ culturally relevant ▪ multi-lingual instruction/opportunities ▪ free & affordable (sliding scale with salary cap)
7	Workforce Training & Childcare	Fund a local CBO (or CBO partners) to create and implement and culturally-competent and affordable/free child care curriculum at the stadium childcare center.	contract with local CBOs;	mid-term	A's; Peralta Community College District	A's	Peralta Community College District; Local CBOs	HT Area	High Priority	o childcare center staffing reflects City's racial population culturally relevant to the community/racial group it serves o Oakland CBO/committee to create the childcare curriculum o culturally relevant o multi-lingual instruction/opportunities; free & affordable (sliding scale with salary cap)
8	Teacher and Support Staff Housing	Provide affordable housing for teachers and school staff, along with a rent/lease to ownership support program.	# of affordable housing units;	mid-term	A's; Developers		OUSD	Impacted Neighborhoods	High Priority	See housing recommendations
9	Support Programs and Extra Curricular Opportunities	Fund local CBOs and partners to develop and implement an arts and environmental program focused on Impacted Neighborhoods	\$ of dollars committed; # of CBOs funded	short-term	A's; City of Oakland Cultural Funding Program		OUSD; Local CBOs	Impacted Neighborhoods	Medium Priority	
10	Support Programs and Extra Curricular Opportunities	Fund CBOs to provide culturally-competent socio-emotional support programs in Impacted Neighborhood schools.	dollars committed; # of CBOs funded; ratio of students to counselors	mid-term	A's		Local CBOs;	Impacted Neighborhoods	Medium Priority	Meet recommended ratio of 1:200 students
11	Internships and Scholarships	Develop a paid internship and summer job program with A's/A's ballpark management company targeted to low/moderate income students, with pathways to career advancement within the organization.	# of paid internships created; # of promotions within the organization	mid-term	A's	A's	OUSD; Peralta Community College District; Alameda County WDB	HT Area	High Priority	o offer pathways for career advancement among the organization o A's business program (to address the preceding bullets) o during summer / school year for students that meet academic qualifications
12	Internships and Scholarships	A's partner with their subcontractors to create paid internship and summer job program in: 1) Stadium development (construction, remediation, environmental), and 2) franchise operations.	# of paid internships created; # of promotions within the organization	mid-term	A's; A's contractors and subcontractors	A's	OUSD; Peralta Community College District; Alameda County WDB	HT Area	High Priority	all internships/training: must be mandatory to attend school as well. Example exposure to A's Franchise: ▪ "tech" jobs: videography (sports broadcasting), etc. ▪ sports medicine / nutrition ▪ financial management, etc. o Example exposure to businesses occupying stadium development: ▪ small businesses (entrepreneurs) ▪ arts organizations, etc.

13	Internships and Scholarships	Fund scholarships for students studying early childhood development at Laney College and working at the stadium childcare center.	# of scholarships funded;	short-term	A's; Peralta Community College District			Peralta Community College District	West Oakland	Medium Priority	
14	Hoover Durant Library & Resource Center	Fund the construction of a new or renovation of an existing building for a library in West Oakland, and provide ongoing funding for the building maintenance operations and programming for the length of the CBA (66 years).	renovation of existing building; construction of new building;	mid-term	City of Oakland surplus property; infrastructure financing district; A's		A's	Oakland Public Library	West Oakland	High Priority	<ul style="list-style-type: none"> <li>• "hub" for literacy center: science/art/math</li> <li>• a Book Mobile program (serve W. Oakland)</li> <li>• literacy program (including for older students/adults) &amp; w/ volunteers</li> <li>• innovative program for ESL diverse language learners</li> <li>• fund for non-English speaking parental support to help guide their kids through puberty/life transition/high school &amp; beyond "readiness"</li> <li>• a Food Mobile program (serve W. Oakland)</li> </ul>
15	Broadband Wifi Infrastructure & Utility Upgrades	Contribute to the broadband Wifi infrastructure and utility upgrades in West Oakland as part of Oak WiFi initiative	\$ earmarked for Oak Wifi	short-term	A's		City of Oakland	Oak WiFi	West Oakland	High Priority	
16	Broadband Wifi Infrastructure & Utility Upgrades	Fund program to mend digital divide in West Oakland (e.g. fund WiFi hubs, Safe Saturday programs)	# of WiFi hubs funded; # of Safe Saturday events funded	mid-term	A's		City of Oakland	Oak WiFi	West Oakland	Medium Priority	

# Oakland Howard Terminal

Summary of Community Benefit Recommendations  
Environment

<b>Legend</b>	<b>Subtopic</b>	Categories within the overall topic area (e.g. mental health as a part of Health and Safety)	<b>Timing</b>	When will implementation begin? Is it a short-term (e.g. under 1 year), mid-term (1-5 years) or long-term recommendation (e.g. more than 5 years)?	<b>Project Lead</b>	Who would lead implementation of this recommendation?	<b>Priority</b>	How/did the community group weigh the recommendation?
	<b>Recommendation Description</b>	A description of the program, project, or other intervention related to the subtopic.	<b>Sources of Funding</b>	Are there potential sources of funding to implement this recommendation? If yes, state potential sources	<b>Key Stakeholders</b>	Who else would be involved in implementation?	<b>Impacted neighborhoods</b>	Impacted neighborhoods of Chinatown, West Oakland, Howard Terminal, and Jack London Square
	<b>Metrics</b>	How do we measure success or progress in implementation?	<b>Cost</b>	What does it cost to implement the recommendation?	<b>Geography</b>	Where will the recommendation be implemented?	<b>HT area</b>	1.5 miles around Howard Terminal

Rec ID	Subtopic	Recommendation Description	Metrics	Timing	Sources of Funding	Cost	Project Lead	Key Stakeholders	Geography	Priority	Notes
<b>Environment</b>											
1	A: Healthy Homes and Healthy Community Organizations Programs	Work with Alameda County to fund expansion of existing Healthy Homes program to improve indoor air quality and energy efficiency of existing homes and address lead exposure issues in the four impacted areas with opportunities for tenant engagement and preventative displacement measures.	\$ dedicated to expanding the healthy homes program	Mid-term	Alameda County		Alameda County Healthy Homes Program	A's	Impacted neighborhoods	Most Important	Shared with community health & safety and housing
2	A: Healthy Homes and Healthy Community Organizations Programs	Provide funding for community organizations and small businesses to replace stationary sources of pollution, improve energy efficiency and conduct community outreach and education.	\$ dedicated to community organizations	Short-term	A's		Oakland Public Works/Environmental Services Division	OEWD A's	Impacted neighborhoods	Most Important	(separated from above recommendation) Shared with community health & safety and housing
3	A: Increased Air Quality Monitoring	Fund air quality monitoring in Chinatown and other prime locations in and around the four neighborhoods, particularly near high-pollution areas and/or high density housing and sensitive populations (schools, senior centers).	# of monitors installed # of people trained and employed	Mid-term	A's		Oakland Public Works/Environmental Services Division	A's	Chinatown and other Impacted neighborhoods	Most Important	Shared with economic development
4	A: Increased Air Quality Monitoring	Include high quality air quality monitors at the stadium site and funding to train and employ local people to install and maintain monitoring equipment	# of monitors installed # of people trained and employed	Short-term	A's		A's		HT stadium	Most Important	Shared with economic development
5	A: Increasing Tree Canopy	Support existing arborist training programs to complete the implementation of the West Oakland Reforestation Plan	\$ dedicated to training program # of people trained # of arborists employed	Short-term	A's		WORP leadership	A's	West Oakland	Most Important	Shared with economic development, community health & safety, and education Funds would cover creating/updating the plans, planting and tree maintenance and community engagement in the four neighborhoods for the life of the lease. Implementation should be conducted by a non-governmental entity
6	A: Increasing Tree Canopy	Fund plans of a similar scope to the West Oakland Reforestation Plan in the other three impacted neighborhoods	\$ dedicated to restoration plan development	Mid-term	A's		Reforestation Plan Leadership	A's	Impacted neighborhoods	Most Important	Separated from the above recommendation Oakland used to have an arborist training program. Shared with economic development, community health & safety, and education
7	A: Asthma Prevention and Treatment Programs	Provide funding to expand Alameda County Dept. of Public Health's Asthma Start program to reduce asthma exacerbations, ER visits and hospitalizations.	\$ dedicated to asthma start program Rate of asthma hospitalizations	Short-term	Alameda County		Alameda County Healthy Homes Program	A's	Alameda County	Most Important	Shared with community health & safety Example: BreatheMobile at Prescott Joseph Center;

8	A: Asthma Prevention and Treatment Programs	Fund increased outreach and health promotion programs in the four areas and contribute to a community fund to which local organizations working to reduce asthma could apply to support their efforts. (Administered by consortium of local asthma outreach and other non profits)	Rate of asthma hospitalizations \$ dedicated to outreach programs	Mid-term	Alameda County		Alameda County Healthy Homes Program	A's	Impacted neighborhoods	Most Important	Shared with community health & safety Example: BreatheMobile at Prescott Joseph Center;
9	A: Climate Resilience Hubs	Build and invest in climate resilience hubs to support residents and provide services during a climate-related crisis.	\$ dedicated to building resilience hubs # of hubs supported	Mid-term	City of Oakland Emergency Management Services		City of Oakland Emergency Management Services	A's	Impacted neighborhoods	Most Important	Shared with community health & safety and housing  This would include having the A's stadium serve as a publicly accessible facility for emergency response and creating a fund accessible to the four impacted areas to be used in creating a new community facility as a resilience hub and/or upgrading existing facilities in the four impacted areas that otherwise operate daily as community serving facilities
10	A: A: Vegetated Buffer	Fund assessment, a pilot project and installation of vegetative buffers in the four neighborhoods adjacent to 880/580/980 (pilot in Prescott/880) to filter and remove air pollution and provide funding to support training and employment of locals to install and maintain the buffers.	\$ dedicated to the assessment	Mid-term	City of Oakland Public Works		City of Oakland Public Works	A's	Impacted neighborhoods	Most Important	Shared with economic development
11	A: Pedestrian Underpass Improvements	Fund the redesign and upgrading of underpasses (in addition to Broadway and Market) to provide safe, well lit, attractive passages for pedestrians to encourage walking.	# of underpasses upgraded	Mid-term	Oakland DOT		Oakland DOT	A's BIDs Community orgs	Impacted neighborhoods	Most Important	Shared with transportation and culture & history  Redesign can include improved lighting, wider sidewalks, pedestrian and cyclist safety improvements, bike lanes, art and murals celebrating cultural history, trash bins and consistent maintenance. The specific underpasses would be determined by local community organizations and Business Improvement Districts.
12	B: Park Maintenance and Programming	Fund needed maintenance, capital improvements and programming at public parks in West Oakland, Old Oakland, and Chinatown, as designated by local community organizations in those neighborhoods.	# of parks improved \$ dedicated to improvements and programming	Mid-term	Oakland Parks, Recreation, and Youth Development Dept.		OPRYD	A's Community orgs	Impacted neighborhoods	Important	
13	B: West Oakland Walk	Fund the design of the West Oakland Walk.	\$ dedicated to the design process	Short-term	A's		WOW	A's	West Oakland and other Impacted Neighborhoods	Important	Shared with transportation, community health & safety, and culture & history  WOW is a community-generated urban design initiative of proposed pedestrian/bicycle/vehicular/landscaping improvements along a 4.5 mile loop of existing city streets extending from West Oakland's Central Station to the shore of Lake Merritt in Downtown Oakland, reuniting two sectors of the City previously divided by the 980 Freeway. Incorporate some streets/parks in Chinatown.
14	B: GHG Emission Reductions/Offsets	Prioritize required greenhouse gas reductions/offsets in the four neighborhoods and Howard Terminal stadium design.	Emission levels	Mid-term	Oakland Public Works/Environmental Services Division		Oakland Public Works/Environmental Services Division	A's	Impacted neighborhoods	Important	Shared with transportation  This could include solar installation on rooftops, solar electric vehicle charging stations, West Oakland bikeshare, tree planting/vegetated buffers, and a community-owned solar grid.
15	B: Sidewalks and Pedestrian Infrastructure	Fund pedestrian safety improvements (focused on inadequate sidewalks and other pedestrian infrastructure) for the most dangerous streets in the four neighborhoods as determined by the High Injury Network to increase walkability.	# of safety improvements made \$ dedicated to improvements	Mid-term	Oak DOT		Oak DOT	A's	Impacted neighborhoods	Important	Shared with transportation and community health & safety
16	B: Sidewalks and Pedestrian Infrastructure	Fund any additional research and community engagement needed through community organizations/City of Oakland to determine the best solutions to protect pedestrians and bicycles.	\$ dedicated to improvements \$ dedicated to community outreach \$ dedicated to research studies	Mid-term	Oak DOT		Oak DOT	A's	Impacted neighborhoods	Important	Shared with transportation and community health & safety  The A's should contribute to funding the City of Oakland's Pedestrian Plan that outlines a strategy for complete streets and targets Communities of Concern.
17	B: Support Port Zero Emission Goals	Provide funding to support Port Strategy #3 - Infrastructure to Support Zero Emissions, with a focus on creating sufficient charging capacity to support an entirely electrified fleet .  Also provide funds for community members to participate in the implementation of Strategy #5 - stakeholder engagement.	\$ dedicated to charging stations \$ provided for community engagement	Mid-term	Port of Oakland		Port of Oakland	A's	Impacted neighborhoods	Important	Shared with transportation

18	C: Mitigate Impacts of Sea Level Rise	Address sea level rise impacts on low lying areas including: design stormwater and sewage systems to not impact existing neighborhoods; invest in sewer infrastructure upgrades.		Long-term				WOIP A's	Impacted neighborhoods	Less Important	Refer to Sea Level rise report for more information.
19	C: Mitigate Impacts of Sea Level Rise	Build protective infrastructure (seawall, etc.) as a part of the new development area; promote home & insurance that covers water damage; invest in wetland restoration and preservation.		Long-term				WOIP A's	Impacted neighborhoods	Less Important	Refer to Sea Level rise report for more information.
20	C: Green Building Standards	Meet green building priorities/standards in the project area by including greywater systems & water conservation in the design and going beyond LEED certification at the Stadium and the whole project area.	LEED certification/status	Mid-term			A's Developer partners	Oakland Public Works	HT area	Less Important	Shared with housing
21	C: Air Quality Research	Fund community engagement research. Talk to experts about what air quality research is needed that can benefit the four areas and fund the most pressing needs.	\$ dedicated to community engagement	Mid-term	Bay Area Air Quality Management District		BAAQMD		Impacted neighborhoods	Less Important	
22	C: Trash/Litter Clean Up	Hire or fund a full-time team of "ambassadors" (potentially stack with existing Business Improvement District teams?) -- prioritizing local hiring -- to clean parks, sidewalks, and public places in the four neighborhoods daily, away from the immediate stadium area. Require additional clean-up within 1/4 mile of stadium, and along the pedestrian route from Lake Merritt BART, 12th street BART and the stadium ,on game/event days.	# of ambassadors hired \$ dedicated to the ambassador program # of trash pickup days assigned	Short-term	A's BIDs		A's	BIDs Community orgs	Impacted neighborhoods	Less Important	Shared with economic development and community health & safety
23	C: Increased Street Sweeping	Provide funding to upgrade Public Works street sweeping trucks to increase efficacy of removing toxic air contaminants and fund increased street sweeping on the most affected streets in the four area.	\$ dedicated to street sweeping Frequency of street sweeping	Short-term	Public Works		Public Works	A's	Impacted neighborhoods	Less Important	Shared with community health & safety

## Oakland Howard Terminal

Summary of Community Benefit Recommendations  
Community Health & Safety

Legend	Sub-topic	Categories within the overall topic area (e.g. mental health as a part of wider community health)	Timing	When will the recommendation begin implementation? Is it a short-term (e.g. under 1 year), mid-term (1-5 years) or long-term recommendation (e.g. more than 5 years)?	Key Stakeholders	Who else would be involved in implementation?	Impacted neighborhoods	Impacted neighborhoods of Chinatown, West Oakland, Howard Terminal, and Jack London Square
	Recommendation	What is the ask related to the (sub)topic?	Leverage	Are there additional sources of funding potentially available to implement this recommendation? If yes, state potential sources	Geography	Where will the recommendation be implemented?	HT area	1.5 miles around Howard Terminal
	Metrics	How do we measure success or progress in implementation?	Project Lead	Who would lead implementation for this recommendation?	Priority	How did the community group weigh the recommendation?		

Rec ID	Sub-topic	Recommendation Description	Metrics	Timing	Leverage	Project Lead	Key Stakeholders	Geography	Priority/Weight	Notes
<b>Community Health &amp; Safety</b>										
1-A	Medical Assistance	Fund the City of Oakland to increase community based mental health services.	# of clinicians hired # of beds available	short term	Alameda Health System	A's Alameda County	Alameda County John George Mental Health Services	Alameda County		
	Medical Assistance	Fund community based housing, shelter and preventative services.								
1-A	Medical Assistance	Fund community based individual shelters and safe spaces.	# of clinicians hired # of unsheltered individuals served	mid term	Alameda Health System	A's Alameda County	CBOs	Impacted neighborhoods		
1-A	Medical Assistance	Fund community based case management and services for substance abuse, and alcohol and drug-related clients in the impacted neighborhoods.	\$ dedicated to education and awareness programs per year	mid term	Alameda Health System	A's Alameda County	CBOs	Impacted neighborhoods		
1-A	Medical Assistance	Fund community based case management and services at a local non-profits for 5 years for formerly incarcerated adults and youth.	# of clinicians hired # of formerly incarcerated individuals served	mid term	Alameda Health System	A's Alameda County	CBOs (such as Operation Dignity)	Impacted neighborhoods		e.g. Operation Dignity
1-A	Medical Assistance	Fund education support services for college and postgrad students in impacted areas, for all students, particularly STEM students.	# of trainings offered \$ dedicated to training	mid term	Alameda Health System	A's Alameda County	Hospitals CBOs	Alameda County		
	Social Safety Net	Fund the City of Oakland's pilot universal basic income (UBI) program and fund the long-term effort to make UBI a reality.		short term				City of Oakland		Consult with City (Mayor's Office, Office of Race and Equity) re: long term planning of UBI program
	Social Safety Net	Fund cash assistance for most vulnerable to pay medical co-pay, car repair, etc. that prevent people from getting a job, accessing medical services		short term						
1-A	Medical Assistance	Fund an appointment-based shuttle service to quality and affordable grocery stores and medical services for lower-income residents in impacted communities.	# of shuttles in service frequency of shuttle trips \$ dedicated to shuttle service	short term		A's	AC Transit	Impacted neighborhoods		shopping shuttle for vulnerable populations to access healthy food resources
1-B	Air Quality Improvement and Health Education	Provide funding to create new educational health care curriculum (with expert consultation), organize community engagement, and provide tools and resources to support residents, based on changing community health care needs for the course of the 66 year lease.	\$ dedicated to education efforts	mid term	Alameda Health System	A's	CBOs	Alameda County		
1-B	Air Quality Improvement and Health Education	Fund education and awareness programs for kitchen use safety and exhaust reduction in West Oakland, as well as funding to supply air filters.	\$ dedicated to programming	mid term	Bay Area AQMD	A's	CBOs	West Oakland		
1-B	Air Quality Improvement and Health Education	Provide free air filters of all types and/or cash with community engagement and health education for targeted populations.	\$ dedicated to air quality education efforts	short term	Bay Area AQMD	A's	CBOs	West Oakland		Types include, but are not limited to: furnace / HVAC, ventilation filters, etc. air purifiers, HEPA vacuums, spider plants
1-B	Air Quality Improvement and Health Education	Provide technical and financial assistance to HVAC, ventilation systems, cooking stove fan/exhaust, bathroom fan/exhaust systems installations for targeted populations.	\$ dedicated to air filtering education and operation	mid term	Bay Area AQMD	A's	CBOS	Impacted neighborhoods		
1-B	Air Quality Improvement and Health Education	Provide financial assistance for the electrification of diesel trucks.	\$ dedicated to greening programs	mid term	Port	Oak DOT Public Works	A's	Impacted neighborhoods		
1-C	Wellness Programs	Clean up, improvement and beautification of 25th St. mini park: increase trash clean up / pick up services, have park attendants on site during most-used hours.	# park attendants	short term	Parks and Recreation	Parks and Recreation Public Works	A's	West Oakland		
	Wellness Programs	Fund the Hoover Duran Library with some green space included.								

1-C	Wellness Programs	Provide financial support to finalize the first portion of West Oakland Walk design.	\$ dedicated to WOW design	short term		West Oakland Walk	A's	West Oakland		The walk needs to be designed with the ability to provide food for areas impacted by the Walk (instead of putting grass, put corn or something).
1-C	Wellness Programs	Provide funding to West Oakland Walks Project Plus to include Chinatown streets and parks capital improvements to grow edible plantings along the walk at strategic places.	\$ dedicated to WOW design	mid term		West Oakland Walk	A's Parks and Recreation	West Oakland Chinatown		
1-C	Wellness Programs	Provide ongoing funding to a non-profit to create a hub and spoke community farm system that provides culturally competent nutritional education, farming, and food sustainability programs for residents of impacted areas.	\$ dedicated to food quality education	short term		CBOs	A's	Impacted neighborhoods		
1-C	Wellness Programs	Fund improvements and ongoing maintenance for the 25th street park north of West Grand Ave.	\$ provided for park improvements # of parks improved	short term		Parks and Recreation	Public Works	West Oakland		
1-D	Community and Public Safety	Fund cultural, procedural change in OPD: such as expert research, incentives, and community building.	\$ dedicated to training programs	long term		OPD	A's	Citywide		
1-D	Community and Public Safety	Fund a community ambassador program to offer community-based problem solving (responding to non-criminal events such as illegal dumping and conduct outreach and engagement) around HT and impacted areas.	# of people employed through program	mid term		OPD	A's	Impacted neighborhoods		
1-D	Community and Public Safety	Partner with the City of Oakland and local trade unions to provide and fund a continuum of job readiness services starting with job readiness training, apprenticeship programs, and connecting to permanent employment for residents in the impacted neighborhoods for five years.	\$ provided for job readiness programs # of residents served	mid term		OEWD	A's	Impacted neighborhoods		
1-D	Community and Public Safety	Fund OPD and local organizations to fund cease-fire programs in impacted areas.	\$ provided for violence reduction programming # of residents served	mid term		OPD	A's	Impacted neighborhoods		
1-D	Community and Public Safety	Support formerly incarcerated adults and juveniles through funding to programs that: increase extremely low-income affordable housing offer free or low-cost recreational activities, and offer medical assistance	\$ dedicated to support affordable housing \$ for formerly incarcerated programming \$ for medical subsidies and programs	mid term		Adult and Juvenile Probation HCD	A's	Impacted neighborhoods		
1-D	Community and Public Safety	Provide a small one-time \$1,000 grants to Neighborhood Crime Prevention Councils for general purpose to improve the relationship between police and community members.	\$ provided for meeting operation	mid term		OPD	A's	Impacted neighborhoods		Few hundreds to one thousand dollars for meeting operations, snacks, flyers, etc.
1-D	Community and Public Safety	Fund an evaluation to gauge the need for additional fire/police sub-stations based on HT's impact on the neighborhood.	\$ provided for sub-station creation	mid term		OPD OFD		HT Area		
1-E	Oversight	Provide funding for special community health and safety project managers to initiate, manage, and to track progress of implementations and to advise and create new projects as necessary to fulfill the health and safety mandate, for the term of the 66 years lease.	\$ dedicated to project managers	Short-term		A's	City of Oakland	Impacted neighborhoods		

**Oakland Howard Terminal**

Summary of Community Benefit Recommendations  
Housing

<b>Legend</b>	<b>Subtopic</b>	Categories within the overall topic area (e.g. mental health as a part of health and safety).	<b>Timing</b>	When will the recommendation begin? Is it a short-term (e.g. under 1 year), mid-term (1-5 years) or long-term recommendation (e.g. more than 5 years)?	<b>Project Lead</b>	Who would lead implementation for this recommendation?	<b>Priority</b>	How/did the community group weigh the recommendation?
	<b>Recommendation Description</b>	A description of the program, project, or other intervention related to the subtopic.	<b>Sources of Funding</b>	Are there potential sources of funding to implement this recommendation? If yes, state potential sources	<b>Key Stakeholders</b>	Who else would be involved in implementation?	<b>Impacted neighborhoods</b>	Impacted neighborhoods of Chinatown, West Oakland, Howard Terminal, and Jack London Square
	<b>Metrics</b>	How do we measure success or progress in implementation?	<b>Cost</b>	What does it cost to implement the recommendation?	<b>Geography</b>	Where will the recommendation be implemented?	<b>HT area</b>	1.5 miles around Howard Terminal

Rec ID	Subtopic	Recommendation Description	Metrics	Timing	Sources of Funding	Cost	Project Lead	Key Stakeholders	Geography	Notes
<b>Housing</b>										
1	Onsite/Offsite	The housing development at the Howard Terminal project should have at least 1,000 units of affordable housing at a rate no higher than 50% AMI.	# and % of affordable units	Mid-term			Developer partners	Oakland HCD	Howard Terminal and HT Area	
2	Affordability	Reserve 20% of the total affordable units for households earning 20-30% of AMI, and reserve the rest for households earning 60% AMI or below.	% of units targeting 30% AMI or below % of units targeting 60% AMI or below	Mid-term			Developer partners		Howard Terminal and HT Area	
3	Unit Mix	The unit mix will be 25% 3-bedrooms, and all others will be studios, 1-bedrooms, and 2-bedrooms.	Unit mix	Mid-term			Developer partners		Howard Terminal and HT Area	
4	Preservation of Housing for Low Income Populations to Remain in Existing Housing	Create an investment fund for land trusts or nonprofits to purchase non-regulated housing to stabilize these properties as permanently affordable.	\$ dedicated to investment fund # of properties/units stabilized as permanently affordable	Long-term			A's	Oak CLT or other non-profits	Howard Terminal and HT Area	
5	Longevity/Commitment	Codify affordability levels of all units (whether in stand-alone developments or within market rate projects) for at least 55 years through covenants or other tools.	Length of affordability covenant(s)	Mid-term			Developer partners		Howard Terminal and HT Area	
6	Location of offsite housing	Affordable housing to be constructed in close proximity to Howard Terminal, within the Areas of Focus as defined for the Community Benefits	Proximity of housing to HT	Mid-term			Developer partners	Oakland HCD	Howard Terminal and HT Area	
7	Prioritize Build	Build affordable housing concurrently with the market rate housing.	Financing and construction milestones COO Dates	Mid-term			Developer partners	Oakland HCD	Howard Terminal and HT Area	
8	Home Ownership/Affordability	Fund the creation of onsite affordable homeownership programs targeting 60-100% of AMI	\$ dedicated to affordable homeownership programs # of units dedicated to homeownership programs	Mid-term			A's	Developer partners	Howard Terminal and HT Area	
9	City/Port/Oakland A's Participation	The City, Port, and the A's will designate a minimum \$50 Million dollar investment fund to design, purchase, construct, expand, improve, seismically retrofit, or rehabilitate single or multi-family homes to provide homeownership opportunities that prioritize displaced and long-time Black West Oakland residents.	\$ dedicated to housing equity programs	Mid-term			City Port A's		West Oakland	
10	Tenant Protections	Fund tenant protection services such as legal aid, and tenant support centers.	\$ dedicated to support tenant protection services	Short-term				Legal aid non-profits	Howard Terminal and HT Area	Howard Terminal developers should honor all existing and future tenant protection measures such as just cause eviction, nondiscrimination on criminal background or Section 8 program.
11	Supportive Services	Fund and include on-site supportive services for special populations (to be identified).	\$ dedicated to supportive services FTEs funded Case ratio	Mid-term			A's	Developer partners Non-profits	Howard Terminal and HT Area	

12	Priority populations	Older black men and single black mothers longtime and displaced West Oakland residents disabled formerly incarcerated foster youth working low income seniors undocumented	% of residents that meet priority categories	Short-term					Howard Terminal and HT Area	
13	HT and Other Developers	Howard Terminal developers (successors and partners) should provide assistance (to be defined) to low income homeowners to stay in their homes.		Mid-term			Developer partners		Howard Terminal and HT Area	Also a reference in the CBA Principles document.)
14	Blacks in Housing Construction	Developer shall employ black general contractors, subcontractors, and workers for housing construction at the maximum level and/or develop programs to guarantee such contracts and jobs for and by blacks. In addition, developer shall employ black-owned management, maintenance, grounds, and other relevant companies upon completion of the housing to maintain the development, as well as hiring blacks for other related jobs.	# of contracts awarded to black (sub)contractors # of black employees	Mid-term			Developer partners		Howard Terminal and HT Area	
15	Green Building Standards	The Developer shall guarantee that the design and construction of housing shall be at the highest environmental standard, with LEED (Leadership in Energy and Environmental Design) Platinum certification.	LEED certification status	Short-term			Developer partners		Howard Terminal and HT Area	

## Oakland Howard Terminal

### Summary of Community Benefit Recommendations

#### Transportation

<b>Legend</b>	<b>Subtopic</b>	Categories within the overall topic area (e.g. mental health as a part of Community Health and Safety)	<b>Timing</b>	When will the recommendation begin implementation? Is it a short-term (e.g. under 1 year), mid-term (1-5 years) or long-term recommendation (e.g. more than 5 years)?	<b>Key Stakeholders</b>	Who else would be involved in implementation?	<b>Impacted Areas</b>	Impacted neighborhoods of CT, WO, HT, JLS
	<b>Recommendation</b>	A description of the program, project, or other intervention related to the subtopic.	<b>Sources of Funding</b>	Are there additional sources of funding potentially available to implement this recommendation? If yes, state potential sources	<b>Geography</b>	Where will the recommendation be implemented?	<b>HT area</b>	Howard Terminal Neighborhood
	<b>Metrics</b>	How do we measure success or progress in implementation?	<b>Project Lead</b>	Who would lead implementation for this recommendation?	<b>Priority</b>	How did the community group weigh the recommendation?		

Rec ID	Subtopic	Recommendation Description	Metrics	Timing	Sources of Funding	Project Lead	Key Stakeholders	Geography	Priority	Notes
<b>Transportation</b>										
7-A	Pedestrian Safety Improvements	Improve underpasses along Broadway, from City Center to HT, from Chinatown to HT, etc. Improvements include: providing tree canopies, well-lit underpasses, and murals while ensuring hostile architecture is not incorporated into design.	# of trees added # of lights added # of murals created	Mid-term	CA Transportation Commission (CTC); State Urban Greening Funds	Oak DOT	A's	Impacted Areas	2.6	
7-A	Pedestrian Safety Improvements	Fund study of how to redirect traffic in the impacted areas, focusing on areas with the highest number of pedestrian fatalities.	\$ dedicated to the study # of traffic redirection efforts # of pedestrian fatalities	Mid-term	Oak DOT	Oak DOT	A's	HT Area	2.2	
7-A	Pedestrian Safety Improvements	Add at least one or more pedestrian walkways near railroad tracks in HT area.	# of pedestrian walkways near within 0.2 miles of railroad tracks	Mid-term		Oak DOT	Rail service A's	HT Area	2.1	
7-A	Pedestrian Safety Improvements	Create pedestrian scrambles at intersections with highest pedestrian fatalities in the impacted areas.	# of pedestrian scrambles added # of pedestrian fatalities	Mid-term		Oak DOT	A's	Impacted Areas	2	
7-A	Pedestrian Safety Improvements	Slow Streets Funding: Fund a Slow Streets study for pilot and long-term implementation.	study completion \$ dedicated to the study	Short-term	City of Oakland;	Oak DOT	A's	Impacted Areas	1.7	
7-A	Pedestrian Safety Improvements	Implement a road diet/reduction of the number of lanes on streets that are parallel to freeways in the HT Area.	# of free-way adjacent lanes	Short-term		Oak DOT	A's	HT Area	1.6	
7-B	Residential Parking Permits & Enforcement	Pay for residential parking permits for households within ~1.5 mile radius (within impacted areas) from HT for the total term of the A's lease. Parking enforcement is necessary for RPP during the course of the A's lease at the Port. Also, no parking meters in residential areas such as Union Street between 10th and 12th Streets.	# of parking permits funded within impacted areas	Short-term		Public Works	A's	HT Area	2.4	
7-B	Residential Parking Permits & Enforcement	Provide parking enforcement of cars and trucks who park in residential areas for the total term of the A's lease.	Parking enforcement FTEs	Short-term		Public Works	A's	HT Area	2.4	The enforcement officers should be non-police traffic enforcement officers.
7-B	Residential Parking Permits & Enforcement	Provide funding for additional enforcement officers to cover the full span of restricted parking hours in impacted neighborhoods for the total term of the A's lease.	Parking enforcement FTEs	Short-term		OPD	A's	HT Area	2.3	
7-C	Transit Routes	Create a year-round preferred shuttle route and pick-up points from West Oakland Walk at 14th & 18th points that cross 980.	shuttle frequency # of pick-up points within impacted areas ridership	Short-term	Oak DOT	A's	AC Transit	Impacted Areas	2.9	
7-C	Transit Routes	Fund \$200k for a study of transit only routes in Oakland. The study/analysis should determine where transit only lanes should be.	\$ dedicated to study # of transit-only routes in impacted areas	Mid-term	A's Oak DOT	A's Oak DOT	A's	Impacted Areas	2.6	Transit and protected bicycle only lanes should be on Washington & 9th to the Lake Merritt station.
7-C	Transit Routes	Provide funding for transit and protected bicycle-only lanes beyond what is required on Broadway.	# of bike-only lanes on Broadway # of transit-only lanes on Broadway	Short-term	Oak DOT	Oak DOT	A's	Impacted Areas	2.3	

7-C	Transit Routes	Establish a commercial transit route in and out of the Port of Oakland and away from sensitive land uses (e.g. residential). Provide funding for an increased number of traffic enforcement officers (public or private) to monitor the route's use.	Signage effectiveness # of designation signs	Short-term	Port of Oakland	Oak DOT	A's	Impacted Areas	2.1	Trucks with heavy loads go through separate route via West Oakland
7-C	Transit Routes	Create raised northern transit routes that cross over the railroad tracks (the same way 9th St was raised over Broadway many years ago)	# and length of raised transit routes	Short-term	CalSTA	Oak DOT	A's	HT Area	1.6	
7-D	Bicycles	Provide free bicycles, maintenance and repairs to at least 1,000 families who reside in the impacted areas.	# of bicycles provided \$ dedicated to bike maintenance and repair in impacted area # of customers	Short-term		A's	A's	Impacted Areas	2.4	
7-D	Bicycles	Establish a grant program to assist local entrepreneurs in funding their bike repair services.	\$ dedicated to bicycle entrepreneurial opportunities	Short-term		A's	A's	Impacted Areas	2.3	Check economic development recommendations
7-D	Bicycles	Provide at least 500 bicycle lockers near the West Oakland BART station and at Howard Terminal.	# of bike lockers provided near HT	Short-term		A's	A's	HT Area	2.2	
7-D	Bicycles	Fund a local enterprise or establish a fund to offer free bike repair classes for women, queer, non-gender confirming, elder, etc. community members.	\$ dedicated to bicycle repair classes # of participants	Short-term		A's	A's	Impacted Areas	2.1	
7-D	Bicycles	Provide funding for bicycle accessories such as bike trailers, repair tools, helmets, etc. to be distributed to participants of bike repair classes.	\$ donated as accessories	Short-term		A's	A's	Impacted Areas	2.1	
7-D	Bicycles	Provide free bike education in schools and libraries with a dedicated curriculum, such as Bike for Life.	\$ dedicated to bicycle education programs or orgs # of participants	Short-term		A's	A's	Impacted Areas	1.8	
7-E	Trucks	Provide permanent truck parking at the Port of Oakland by designating specific parking structures for trucks.	Square footage or number of parking spots available for trucks at Port	Short-term	Port of Oakland	Port of Oakland	A's	Port area	2.8	
7-E	Trucks	Provide electrification for trucks and provide charging stations for trucks at Port of Oakland.	# of electric charging stations within 1 mile of HT or Port # of trucks converted to electric use	Mid-term	Port of Oakland	Port of Oakland	A's	HT Area	2.7	
7-F	Public Transportation	Provide free or subsidized public transportation for all residents from the impacted areas (Chinatown, Jack London District, Old Oakland, West Oakland) by offering monthly \$200 Clipper cards	# of \$200 clipper cards distributed monthly to residents in impacted areas	Short-term	A's	AC Transit	AC Transit	Impacted Areas	2.7	
7-F	Public Transportation	Increase the frequency and efficiency of public transit to achieve a maximum of 15-minute headways for all transit routes in West Oakland.	Bus frequency in impacted areas.	Mid-term	AC Transit Oak DOT	AC Transit Oak DOT	A's	West Oakland	2.7	Start with increased public transportation on Adeline by providing an area-wide shuttle service to get around WO better and complement/enhance AC Transit's routes where there may be gaps; connect shuttle routes to bus routes; connector routes;

7-F	Public Transportation	Fund a transit integration study informed by a community-oriented task force that will implement transportation management plan specific to the Waterside Neighborhoods.	\$ dedicated to transit system integration study	Mid-term		A's	Oak DOT	Impacted Areas	2.7	Study will create a megahood plan that focuses on integrating transportation systems in WO, OO, JL, and Chinatown by continuously developing transportation benefits in response to changing circumstances and new data that captures transportation safety, equity, and efficiency within the impacted areas. Studies may include analyzing alternative transportation modes that reduce the existing traffic and parking demand in the region so that the community will not be adversely impacted by the traffic and parking that spills out anyway.
7-F	Public Transportation	Fund and develop electrified on-demand mini-shuttle service and offer subsidies for low-income residents.	# of electric shuttles Frequency of service Ridership	Mid-term	CARB; FTA	A's	A's	Impacted Areas	2.6	
7-F	Public Transportation	Provide a free year-round shuttle from West Oakland Bart (see Transit Route Item #4)	Ridership \$ dedicated to funding shuttle	Short-term		BART	A's	West Oakland	2.5	
7-F	Public Transportation	Extend the Emery Go-round to West Oakland and Jack London	Ridership Service equity within impacted areas	Short-term	Emeryville Transportation Management Association	Emeryville Transportation Management Association	AC Transit	Impacted Areas	2.44	
7-F	Public Transportation	Provide clipper cards pre-loaded with sufficient amounts for round-trip tickets to A's games.		Short-term	AC Transit Oak DOT	Clipper	AC Transit	City-wide	2.4	
7-F	Public Transportation	Fund AC Transit fleet revamp to all electric vehicles, beginning with the service routes in impacted areas	# of electric vehicles in fleet % of vehicles in impacted areas that are electric	Mid-term	CARB; FTA	AC Transit	A's	Impacted Areas	2.3	
7-F	Public Transportation	Develop a website and app that lists real time transit options to get to the ballpark and a data service/(API) that is publicly available. Display the data on real-time signage at shuttle stops, WOW, etc.	\$ dedicated to app creation # of bus stops with signage	Mid-term	AC Transit	AC Transit	Oak DOT	City-wide	2.3	
7-G	Trash	Provide funding to maintain and enhance the beautification of the neighborhood by community members, organizations, and/or existing agency operations, including an effective trash management program through organizations like Civic Corps.	# of beautification programs funded \$ dedicated to beautification programming	Short-term		Public works	Non-profit partners	HT Area	3	
7-G	Trash	Provide additional trash receptacles in the vicinity of the Howard Terminal project, including receptacles located in nearby residential areas and the cost to retrieve the trash on designated days. Receptacles can be branded/sponsored.	# of trash receptacles within 1 mile of HT	Short-term	A's; City of Oakland	A's	A's	HT area	2.6	
7-G	Trash	Partner with and fund a local organization (e.g. Civic Corps) to implement an awareness campaign for litter mitigation in the community.	\$ dedicated to awareness campaign	Short-term	City of Oakland; A's	A's	Public Works	HT Area	2.1	
7-H	Miscellaneous	Fund the creation of a Community Benefits Improvement District (transportation, parking, etc.) to which the A's and the City would contribute to existing local parking structures whose revenues would supplement A's funding for aforementioned items	\$ dedicated to CBID creation and operation for ___ years	Mid-term	Local Business Owners	A's	Oak DOT A's	HT Area	2.8	
7-H	Miscellaneous	Fund task force for ongoing community engagement regarding transportation improvements and ensure they are given tools to make educated decisions.	\$ dedicated to task force creation and operation for ___ years	Mid-term		A's	Oak DOT Advocates	City-wide	2.5	

7-H	Miscellaneous	Fund an electric vehicle upgrade program for residents in the impacted areas, and partner with local auto dealerships to launch.	\$ dedicated to electric vehicle upgrades # of vehicle upgrades in impacted area	Mid-term	CARB; A's	A's	Oak DOT Auto dealers	Impacted Areas	2.5	low-income west oakland residents "October 10th - transportation TC to develop this idea more and present to working group."
7-H	Miscellaneous	Provide financial support to finalize the West Oakland Walk design.	\$ dedicated to WOW design	Mid-term		WOW	A's	West Oakland	2.3	
7-H	Miscellaneous	Create economic development incubator that provides seed money for transportation improvements		Long-term		Oak DOT	OEWD		2.1	entrepreneurial endeavors related to transportation (Rita)
7-H	Miscellaneous	Provide pedi-cabs in the impacted neighborhoods areas during events at the stadium.	# of pedi-cabs; # of trips on event days	Short-term	A's	Oak DOT	A's	City-wide	2.1	
7-H	Miscellaneous	Fund a sound-proofing solution for the West Oakland BART station.		Long-term		BART	A's	West Oakland	2	
7-H	Miscellaneous	Provide satellite container storage and truck (and rail) loading areas connected to the Port with automated rail, to reduce the parking and pollution burden on West Oakland.		Long-term	Port of Oakland	Port	A's	Port area	2	This could be aided by a joint venture Regional Port Authority with the Port Authorities of Oakland, Richmond, and Stockton.

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# Our Waterfront Reimagined

Ballpark District at Howard Terminal



# Oakland A's

Dave Kaval





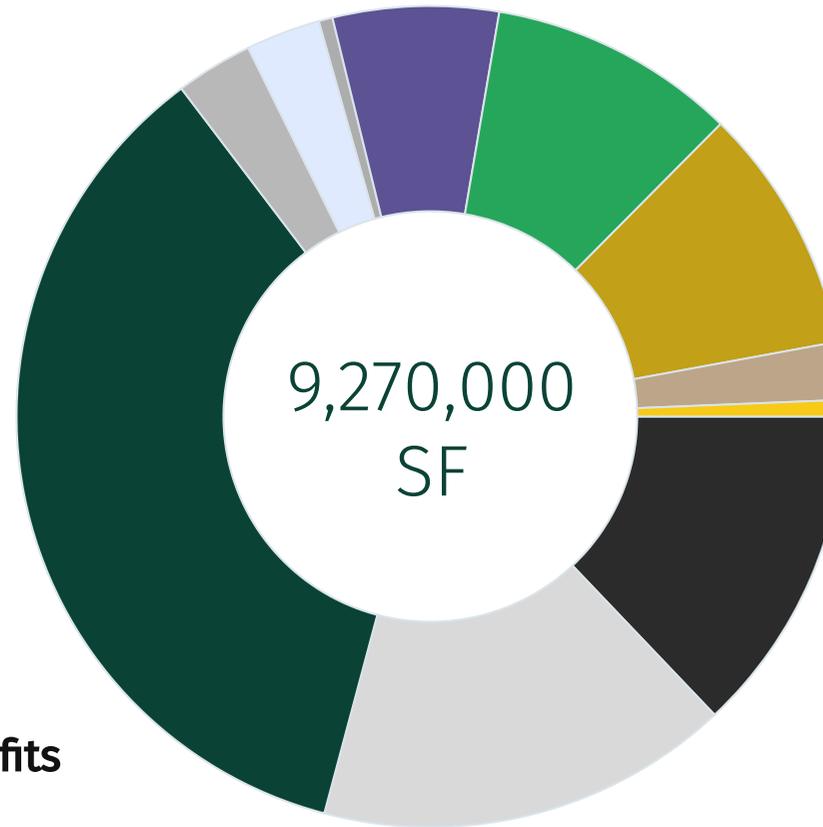
**OPENING DAY**

# Jack London - Transformed

**2** Million  
new visitors every year

**18+** Acres  
of new waterfront  
parks and open space

**\$450** Million  
in community benefits



Ballpark	1,200,000
Office	1,500,000
Residential	3,300,000
Hotel	280,000
Retail	270,000
Performance Venue	50,000
Ballpark Parking	600,000
Residential Parking	900,000
Office Parking	900,000
Retail Parking	210,000
Hotel Parking	60,000

No net additional greenhouse gas emissions

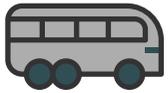
Pedestrian, bicycle & transit connections to Downtown, West Oakland and Chinatown

# Public Dollars to Public Benefits

An investment in Alameda County's future



18+ acres of new, publicly accessible parks on the Oakland waterfront



Transit-first connections to BART



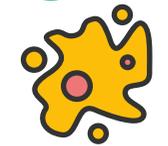
Bike and pedestrian facilities, Bay Trail extension



Improved freight access to the Port of Oakland



Protection against sea-level rise



Cleanup of toxic contaminants in soil and groundwater



New and preserved affordable housing on- and off-site

EIFD  
Approved

# Union Agreements

- **UNION BUILT:** Pursuant to Port's Maritime and Aviation Project Labor Agreement (MAPLA)
  - Local hire, apprentice and disadvantaged worker requirements.
  - Social Justice Fund contribution requirements.
  - Union labor requirement.
- **UNION OPERATED:** Additional MOU's/MOA's in place with:



**UNITEHERE! Local 2850**

East and North Bay's Union for hotel, foodservice, and gaming workers

**United Service Workers West SEIU**



**REGIONAL DRAW**

# Bay Area Council

Jim Wunderman





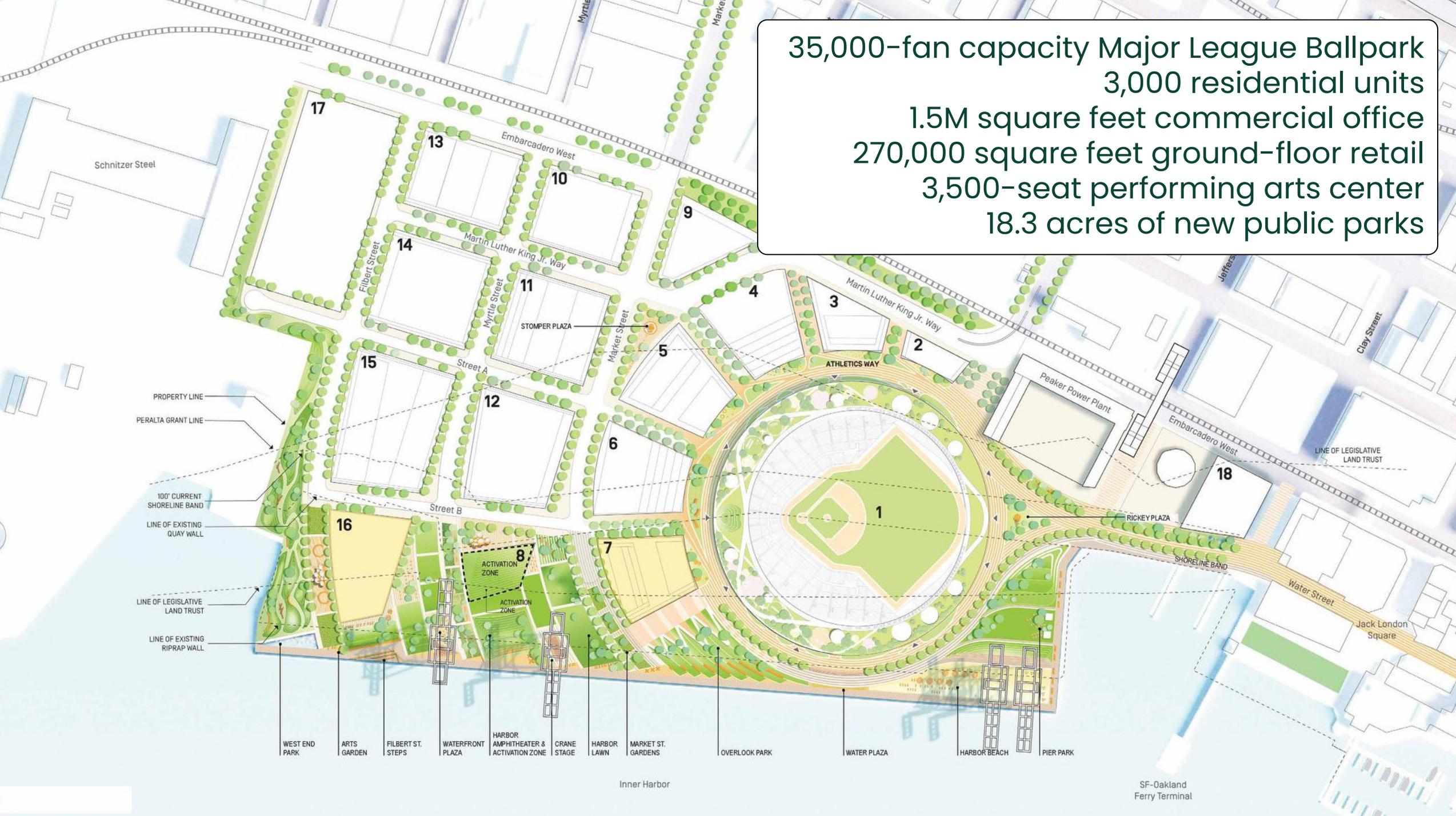
**WIN-WIN FOR THE REGION**

# City of Oakland

Betsy Lake and Molly Maybrun



35,000-fan capacity Major League Ballpark  
 3,000 residential units  
 1.5M square feet commercial office  
 270,000 square feet ground-floor retail  
 3,500-seat performing arts center  
 18.3 acres of new public parks



PROPERTY LINE  
 PERALTA GRANT LINE  
 100' CURRENT SHORELINE BAND  
 LINE OF EXISTING QUAY WALL  
 LINE OF LEGISLATIVE LAND TRUST  
 LINE OF EXISTING RIPRAP WALL

WEST END PARK  
 ARTS GARDEN  
 FILBERT ST. STEPS  
 WATERFRONT PLAZA  
 HARBOR AMPHITHEATER & ACTIVATION ZONE  
 CRANE STAGE  
 HARBOR LAWN  
 MARKET ST. GARDENS  
 OVERLOOK PARK  
 WATER PLAZA  
 HARBOR BEACH  
 PIER PARK

Inner Harbor

SF-Oakland Ferry Terminal

# HOWARD TERMINAL

TODAY



\$50,000  
in county revenue per year

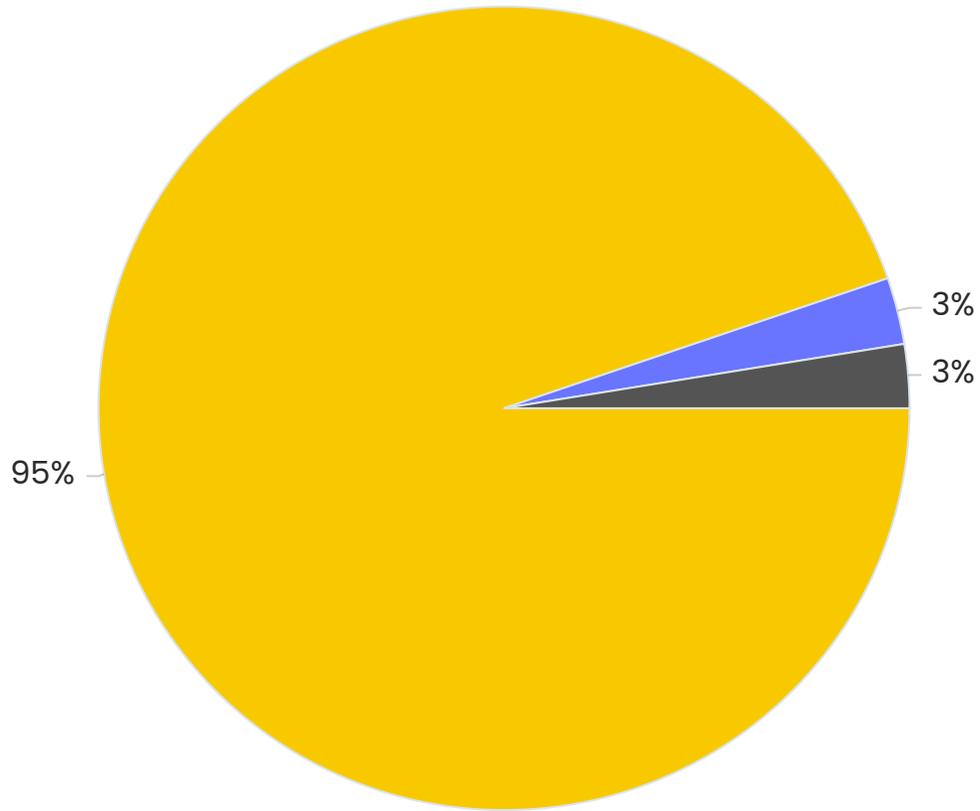


**\$16M**  
in county revenue per year

# WATERFRONT BALLPARK DISTRICT

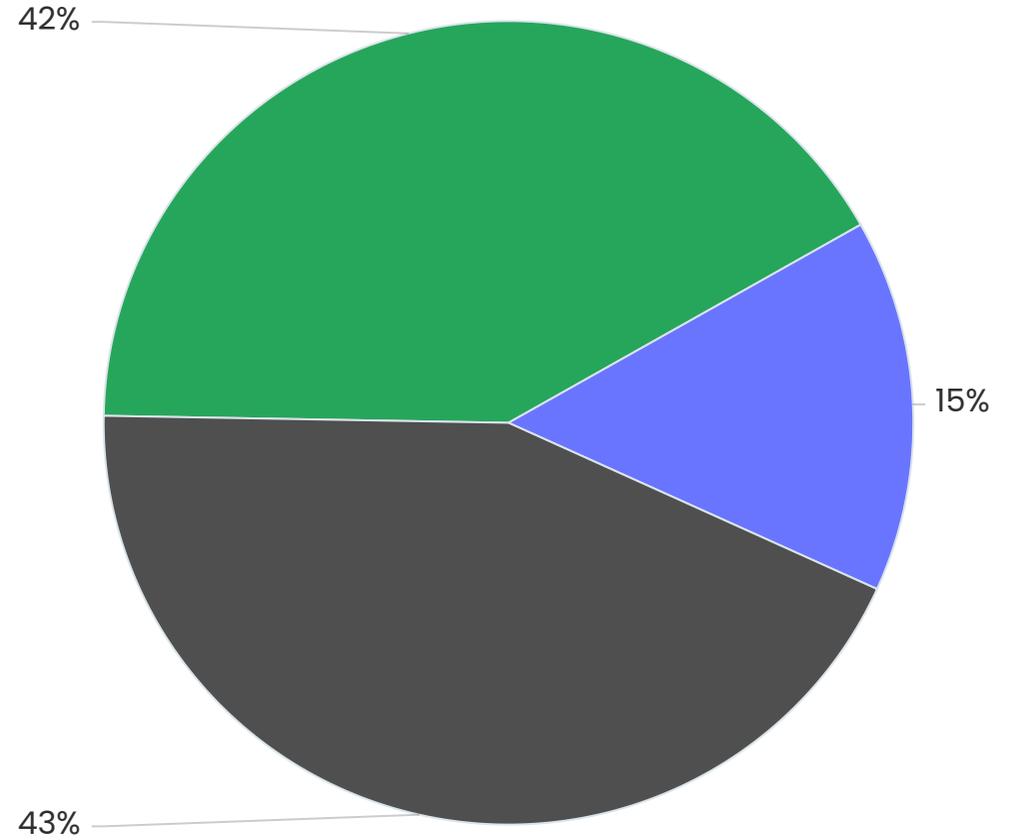
Proposed

### SOURCES OF FUNDS



<span style="color: yellow;">■</span> Private Investment	5,770,700,000
<span style="color: blue;">■</span> City's Tax Increment	163,400,000
<span style="color: gray;">■</span> County's Tax Increment	156,000,000

### USES OF PUBLIC FUNDS



<span style="color: green;">■</span> Public Parks & Trails	132,600,000
<span style="color: blue;">■</span> Affordable Housing	47,900,000
<span style="color: gray;">■</span> Public Infrastructure	138,900,000

# EIFDs - Explained



Redevelopment  
repealed 2011

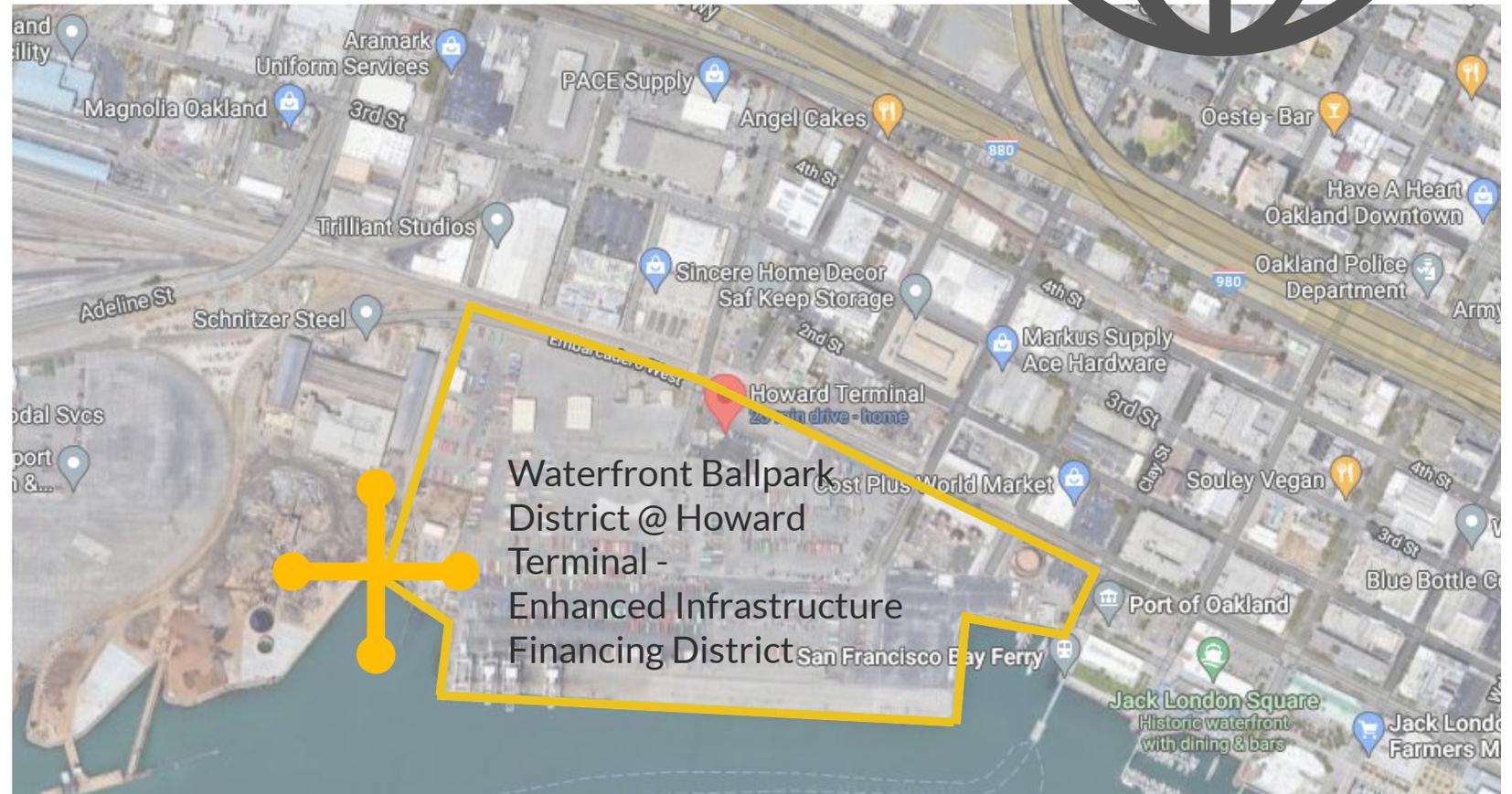
EIFDs  
created 2014

First EIFD  
formed 2017

First City / County  
EIFD formed 2019

Enhanced Infrastructure  
Financing District (**EIFD**)

Governmental entity  
established by a city or  
county that carries out a  
plan within a **defined  
area** to construct,  
improve and rehabilitate  
infrastructure and  
affordable housing

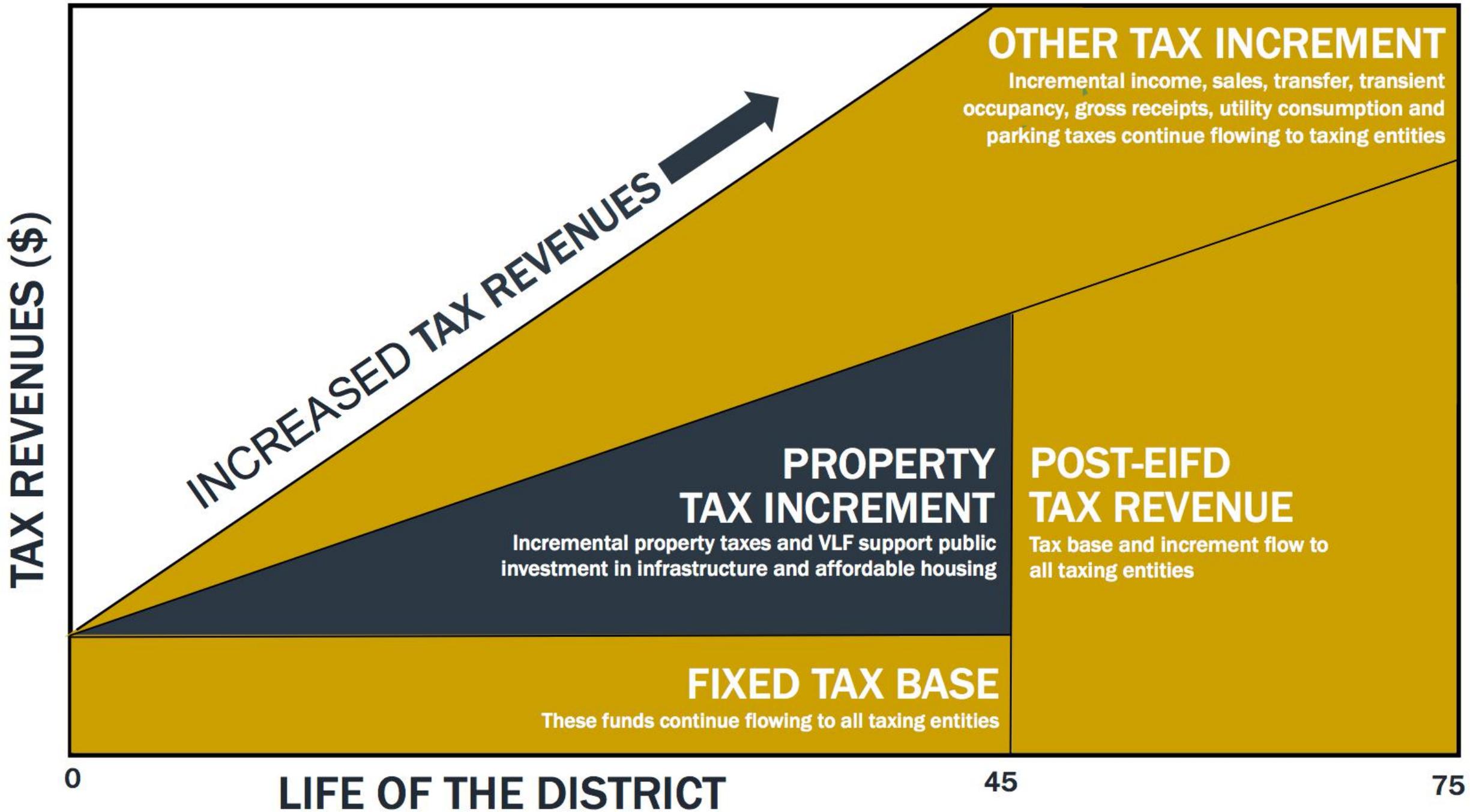


- Existing “base-year” level of property tax revenue is fixed
- As **property tax** revenues grow due to new development, additional (also known as “incremental” or “but for”) revenues over and above fixed base year revenues captured to support public investment in infrastructure + affordable housing
- When the the District expires, usually after 45 years, all of the property tax revenue resumes flowing into the City’s and County’s General Funds
- Other taxes, like **sales and transfer taxes**, flow to the City and County coffers throughout the project’s life cycle

**\$7.6 B**

Assessed value  
2037

**\$29.5 M**  
Assessed value today

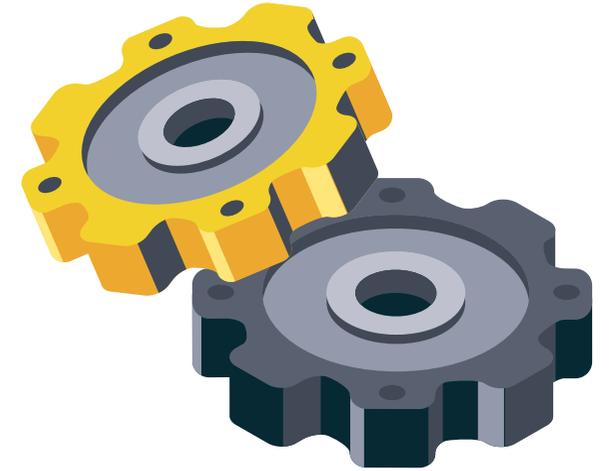


# Public Financing Authority (PFA)

- Legislative body that governs the EIFD
- County Board + City Council + two public members
- Directs preparation of the Infrastructure Financing Plan (IFP)
- Holds public hearings
- Authorizes issuance of bonds
- Conducts annual reviews / oversees independent audits



# Infrastructure Financing Plan (IFP)



- Must be independently adopted by City & County
- Describes “public capital facilities” or other “projects of communitywide significance” to be financed by the EIFD
- Projects maximum annual tax increment & limits total dollars to be collected
- Specifies an expiration date
- Includes a fiscal impact analysis

# Community Facilities District (CFD)

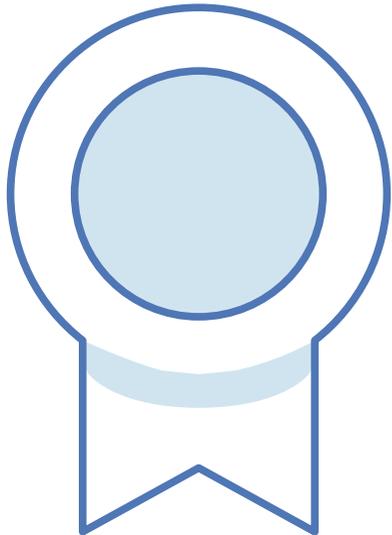
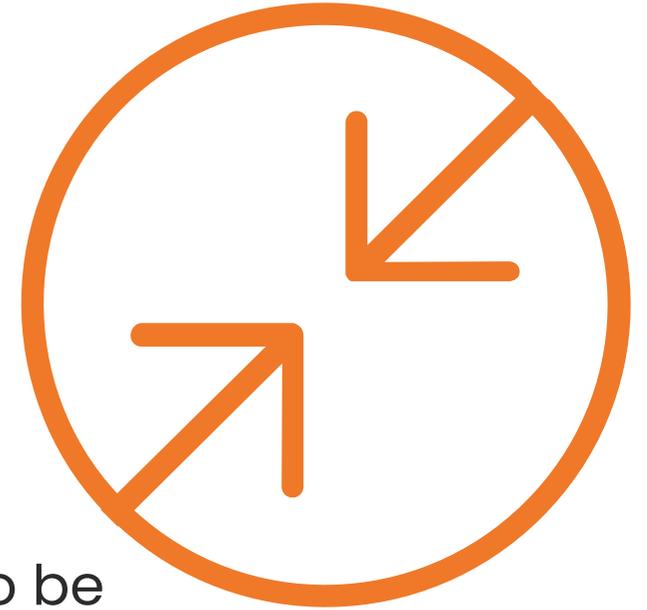


- Sometimes known as a "Mello Roos District."
- Property owners within the District agree to impose a "special tax" on their property, over and above regular property taxes
- These taxes can be used to help pay for construction or maintenance of public facilities
- Secure revenues allow developers and property owners to secure inexpensive, upfront financing for infrastructure
- Special taxes would apply only to the Howard Terminal project and no property owner outside of the project site would be subject to them

# CFD + EIFD

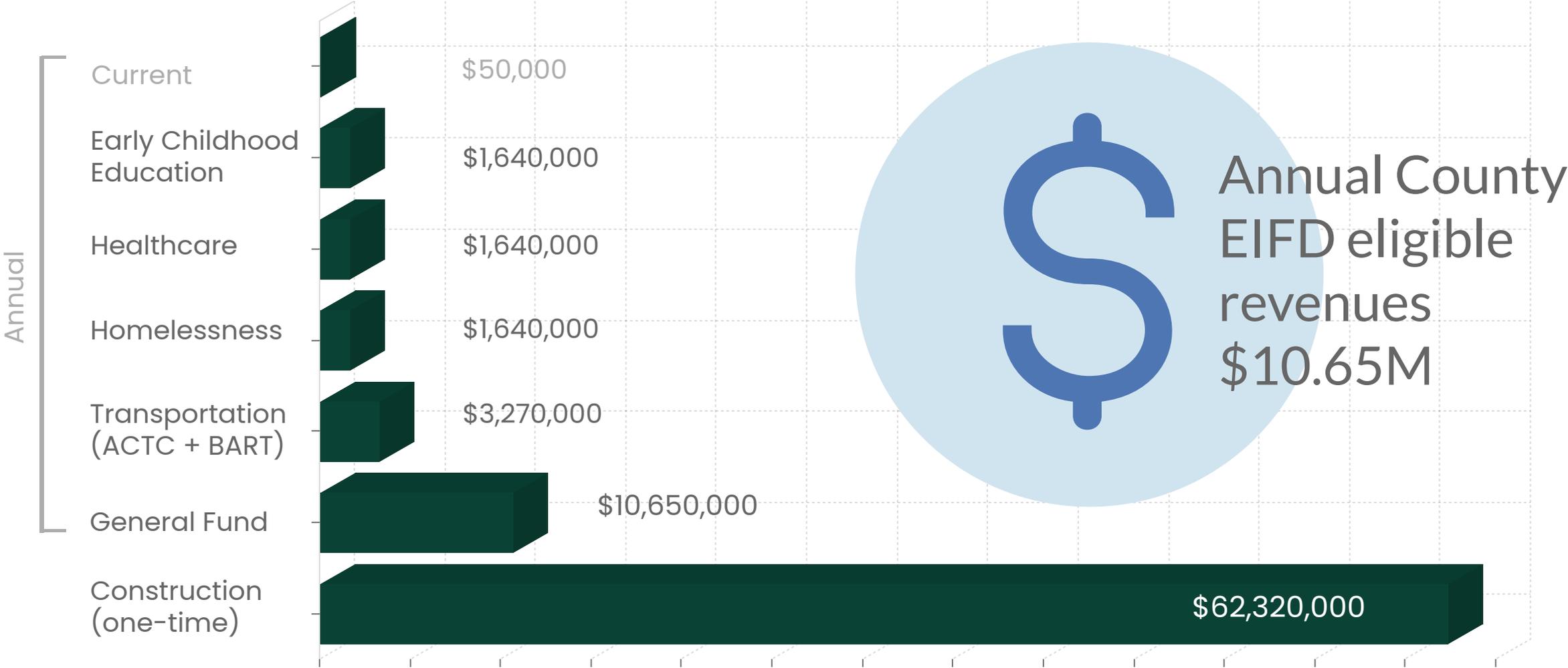
## A Tried and True Approach

- EIFD and CFD formed with coterminous boundaries
- EIFD captures incremental property tax revenues as the property is built out
- CFD issues bonds backed by "special tax" and land value
- Incremental revenues captured by the EIFD are intended to be adequate to cover debt service on CFD bonds



- CFD bonds are well accepted in the debt markets
- CFD bonds are non-recourse to the issuing entity
- Revenue shortfalls, though rare, are backstopped by the developer - *not* the City's or County's General Fund
- Recipe for success - This structure has been used by every California EIFD formed to date

# Direct Fiscal Benefit to Alameda County



Preliminary Draft - Waterfront Ballpark District - Alameda County Revenue Projections, CENTURY URBAN, JUNE 2021.



# Fiscal Responsibility



NO public funds used to build or operate the Ballpark  
NO general obligation bonds or general fund risk  
NO increases to City or County property tax rates

YES Increased funds for County essential healthcare services  
YES Increased funds for Countywide transportation  
YES Increased funds for County homeless services  
YES Increased funds for County early childhood education  
YES Permanently expanded County property tax base



# Sport Business - or Just Good Business?



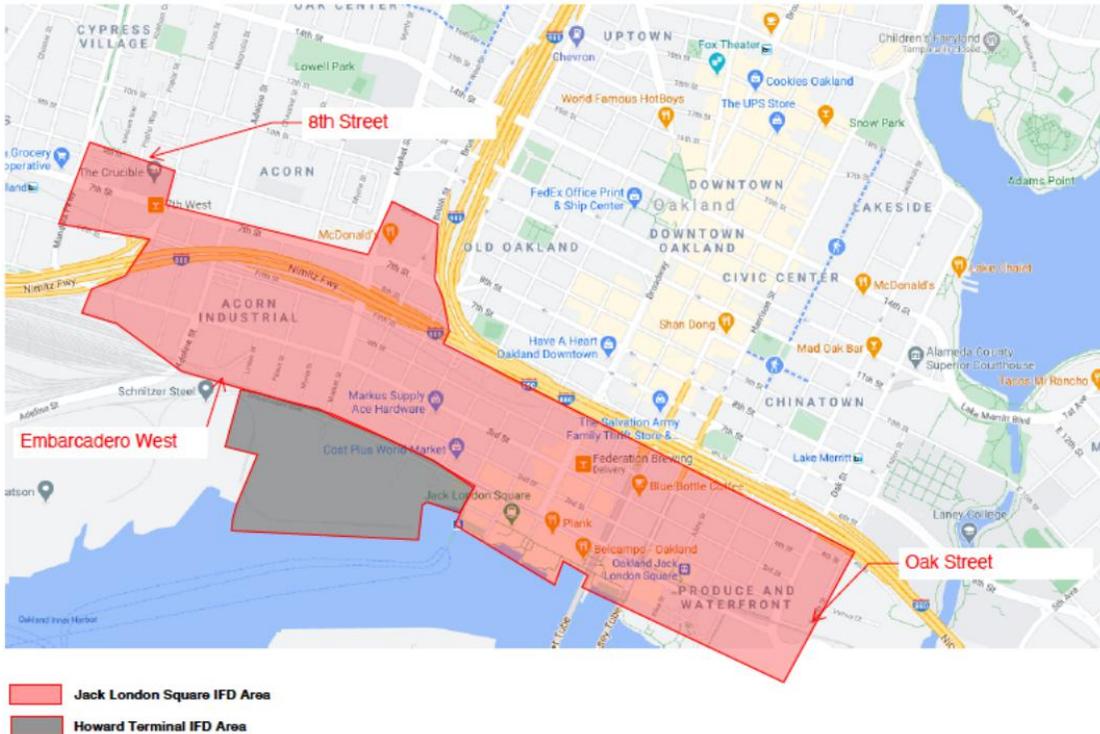
## Sports Business @ Coliseum:

-  City and County general obligation bonds for ballpark construction
-  JPA manages facility; City and County subsidize ongoing operation losses
-  No ancillary development throwing off tax increment / growth in City and County tax bases

## Economic Development @ Howard Terminal:

-  CFD bonds reimburse developer for public infrastructure, open space & affordable housing; no GF exposure
-  Ballpark construction and operations 100% privately financed
-  \$7.6B in incremental assessed value from 6 million SF of new development creates \$10's of million in annual sales, property, VLF and transfer tax increment to City and County

# Offsite / Jack London IFD - Why Not?



Oakland A's proposed 2nd IFD over the Jack London District and portions of West Oakland.

- Would capture primarily background growth in property taxes (6.8 v. 6.4%) v. "but for" revenues
- Increment and bonding capacity limited v. onsite IFD
- EIFDs have been used *exclusively* in combination with CFD previously; no EIFD debt issued to date
- CFDs requires 2/3 of owners to opt in to higher "special tax"
- EIFD protest procedure could prevent formation



# Underwriting Assumptions

## Conservative by Design

### ASSESSED VALUE ASSUMPTIONS [1]

Use	Assessed Value Basis	Annual Rent/Sales \$ Per GSF	Other Revenue/Sales \$ Per GSF [2]	Annual Expenses \$ Per GSF	Occupancy	Net Operating Income \$ Per GSF	Cap Rate	Assessed Value per GSF	Total GSF	Total Assessed Value
Apartments [3]	Income Approach	\$48	\$17	\$22	95%	\$40	5.30%	\$754	1,551,300	\$1,169,130,000
Condominiums [4]	Sale Price	\$932	\$44	NA	NA	NA	NA	\$976	1,554,700	\$1,516,870,000
Office	Income Approach	\$51	\$5	\$4	90%	\$46	6.50%	\$710	1,497,000	\$1,062,440,000
Retail/Civic	Income Approach	\$36	\$7	\$2	90%	\$37	7.00%	\$527	252,600	\$133,180,000
Performance Center [5]	Tax Exempt	NA	NA	NA	NA	NA	NA	\$0	39,000	\$0
Hotel	Income Approach	\$123	\$38	\$125	83%	\$30	7.00%	\$428	307,700	\$131,600,000
Ballpark	Income Approach	NA	NA	NA	NA	NA	NA	\$544	1,000,000	\$544,360,000
<b>Total Assessed Value in Today's Dollars [6]</b>										<b>\$4,557,580,000</b>

#### Notes:

[1] Assessed value underwriting assumptions provided in today's dollars.

[2] Other revenue includes parking, fees, etc.

[3] Excludes affordable units that would be exempt from property taxes.

[4] Reflects average sales price.

[5] The Performance Center is anticipated to be operated by a non-profit with a property tax exempt status.

[6] The total assessed value is projected to be approximately \$7.6 billion in nominal dollars after all parcels have been developed.

- 2% annual growth in assessed values (v. 6.4% over last 20 years)
  - No re-assessment upon condo sales (v. typical 7-year hold)
- No re-assessment upon sale of office/apartment buildings (v. typical 10-year hold)

# What about the Port?

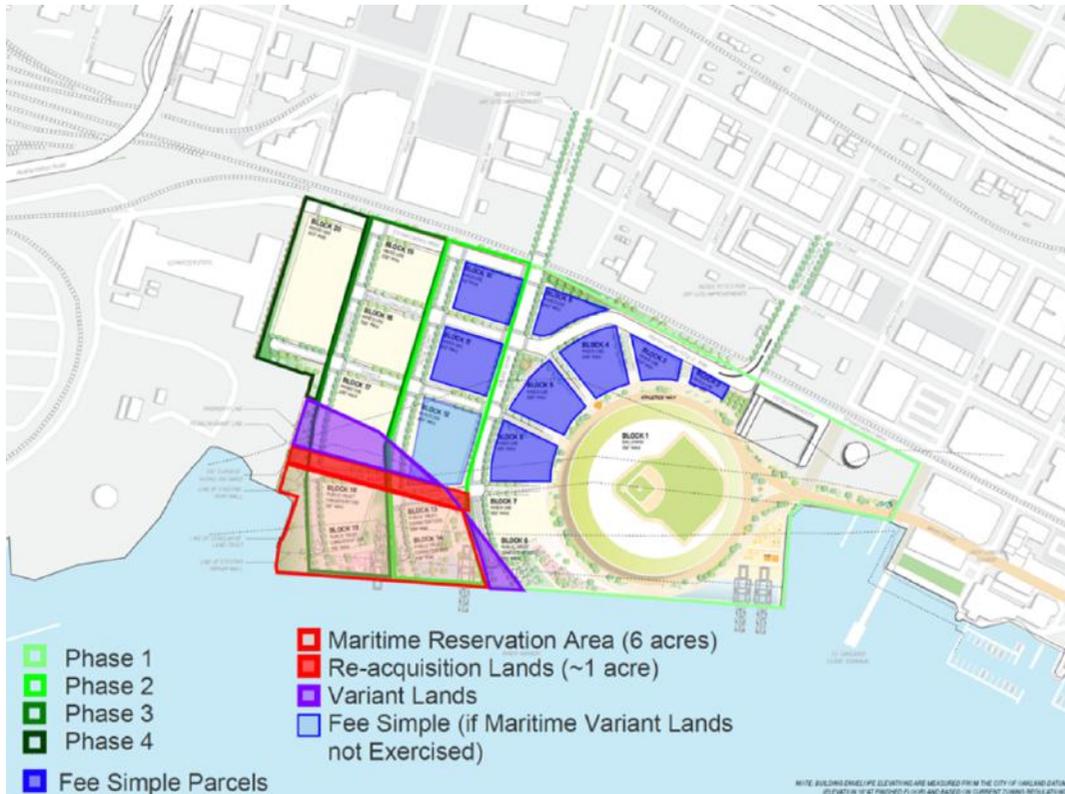


Illustration of fee simple v. leasehold parcels and Port's reservation for turning basin expansion.

- Not a taxing entity
- Howard Terminal cannot accommodate modern ultra-large ships and hasn't been used for container cargo operations since 2014
- Under-utilized capacity for seaport terminal operations at Port's deeper water outer harbor + 300 acres of converted Army Base land
- 10-year reservation for turning basin expansion
- Separated by Schnitzer Steel
- Residential development prohibited west of Myrtle
- Additional Seaport Compatibility Measures
- Improvements to Adeline, Embarcadero West aide goods movement via truck + rail

# Who's on First?

Approach to Project and District Approvals



COMPLETE: Port of Oakland – May 2019 non-binding term sheet

UP NEXT: City of Oakland – July 2021 non-binding term sheet

AND THEN: City of Oakland, as lead agency under CEQA:  
Certifies EIR  
Approves GP Amendment, Rezoning, PDP, TTM, Community Benefits  
Approves Resolution of Intention to form EIFD, PFA, IFP

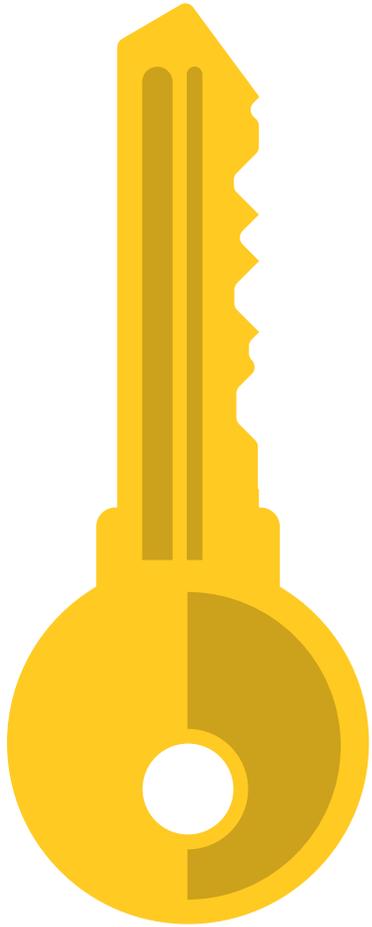
Port of Oakland  
Approves Option Agreement, Master Lease, Seaport Compatibility  
Measures

County of Alameda  
Appoints members to PFA, approves IFP



The City of Oakland respectfully requests that the Alameda County Board of Supervisors schedule an action item to its June 22, 2021 meeting to adopt a motion declaring their intent to contribute the County's share of the incremental property taxes that will be generated from development of the Waterfront Ballpark District at Howard Terminal into an Enhanced Infrastructure Financing District to be formed over the project site only for the purpose of financing affordable housing, parks and other infrastructure of communitywide significance.

# Redevelopment 2.0



- For 45 years, County contributes its portion of the incremental property taxes and VLF generated from new development on the Ballpark District site to an Enhanced Infrastructure Financing District (EIFD)
- County's election to "opt-in" to the EIFD enables the project to move forward; unlocks significant new revenue streams for the County
- Bonds are recourse to the District, not the County's General Fund
- County retains its current property tax base and all other incremental taxes (sales and transfer taxes)