

**CITY OF OAKLAND
COUNCIL AGENDA REPORT**

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OFFICE OF THE CITY CLERK
OAKLAND

2003 MAY 29 PM 5:29

TO: Office of the City Manager
ATTN: Robert C. Bobb
FROM: Community and Economic Development Agency and Public Works Agency
DATE: June 10, 2003
RE: OAKLAND TRUST FOR CLEAN WATER AND SAFE PARKS (MEASURE DD)
PROGRAM IMPLEMENTATION AND RECOMMENDATION TO APPROVE THE
EXPENDITURE PLAN FOR BOND SERIES A

SUMMARY

This report presents the proposed Oakland Trust for Clean Water and Safe Parks (Measure DD) program and summarizes projects, project funding, project team member roles and responsibilities, and project procedures and controls that will ensure that the projects will be completed within budget, schedule, and scope of work. Measure DD's \$198.25 million general obligation bond is proposed to be repaid over a period of 37 years by levying a supplemental property tax to cover the bond principal, interest, and the cost of bond issuance. Sale of the bonds will be divided into three issuances over seven years, one to be issued in 2003, a second in 2006, and a third in 2010. All work is scheduled to be completed by the end of 2014. Staff recommends that City Council accept this report and approve staff recommendations for distribution of funds for Measure DD Series A found in Exhibit B.

FISCAL IMPACTS

Measure DD authorizes the issuance of general obligation bonds in the amount of \$198.25 million for the purpose of financing repair, construction and improvement of certain amenities at Lake Merritt, the Lake Merritt Channel, the Oakland Estuary waterfront, creeks, and other cultural and recreational facilities throughout Oakland. The total cost to fully implement all projects described under the Measure is approximately \$362 million. To fully implement all the projects under the bond measure, the City will need to aggressively pursue outside grant funds and state and federal appropriations. This will be especially true for projects that would be undertaken in outlying years, due to the erosive effect that inflation has on purchasing power. On the other hand, the significant local commitment that is demonstrated by this successful bond measure will make it much easier for the City to obtain outside funding. However, should additional funding not be raised, the project Scope of Work will be revised to reflect funding available from Measure DD only. If this funding is not adequate to complete a reasonable project, staff will return to City Council with recommendations for reprogramming of funds to other Measure DD projects.

Of the \$198.25 million, the proposed expenditures will be the following:

<u>Description</u>	<u>Amount</u>	<u>% of Bond</u>
Direct Costs		
Land Acquisition, Construction and Repairs	\$135,801,250	68.5
Project Delivery	\$ 49,562,500	25.0
Public Art	<u>\$ 2,973,750</u>	<u>1.5</u>
Total Direct Costs	\$188,337,500	95%

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Indirect Costs

Program Staff	\$5,160,186	2.6
Contract Services	\$1,700,000	1.2
Cost of Bond Issuance	\$ 822,000	0.4
Contract Compliance	<u>\$2,230,314</u>	<u>1.0</u>
<small>1½% of 75% of bond</small>		
Total Indirect Costs	\$9,912,500	5%
Grand Total	\$198,250,000	100%

Staff will return to City Council on approval of the expenditure plan for Measure DD, Series A and issuance of bonds with a resolution authorizing appropriation and budgeting of funds associated with Series A expenditures. Staff are currently reviewing the eligibility of central services and departmental overhead charges based upon federal tax requirements. If central services and departmental overhead charges are disallowed, staff will seek Council authority to waive these central services and departmental overhead charges.

Per Ordinance #11086 C.M.S., the public art amount is based on 1.5% of eligible costs which are construction, consultants, and permanent fixtures. The standard contract compliance fee of 3% of the costs associated with consulting and construction contracts has been reduced to 1.5%. Central services overhead and departmental overhead charges are waived per federal tax requirements, but actual administrative costs can be covered by the bond.

Measure DD's \$198.25 million general obligation bond will be repaid over a period of 37 years by levying a supplemental property tax to cover the bond principal, interest, and the cost of bond issuance. Sale of the bonds will be divided into three series, one to be issued in 2003, a second in 2006, and a third in 2010. This is consistent with the bond measure position and commitment to the voters to not exceed an average of \$20 per year for every \$100,000 of assessed property value over the life of the bond program. All work is scheduled to be completed by the end of 2014.

Measure DD will provide funding for, among many other things, correcting the results of deferred maintenance at Lake Merritt Park through the restoration of buildings and implementation of system-wide improvements. The measure does not allow for funding maintenance and operation, as California law prohibits the use of bond funds for ongoing maintenance. Some of the new facilities constructed and acquired by Measure DD will require additional staff, operational expenses, and maintenance. Staff will return with a separate report to address the issue of maintenance in Spring 2004.

BACKGROUND

On November 5, 2002, Oakland overwhelmingly passed with 80% voter approval the "Oakland Trust for Clean Water and Safe Parks," a \$198,250,000 general-obligation bond measure. The measure allows the City to sell bonds in order to raise funds for a variety of parks, clean-water protection and youth recreation projects. This show of significant local commitment demonstrated by a successful bond measure is integral to the City's capability to obtain outside funding by ably demonstrating matching funds and community support. The projects were identified in the bond measure enabling ordinance by the following five categories:

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- Lake Merritt restoration and water quality improvements - \$88.25 million;
- Estuary waterfront access, parks and clean up - \$53 million;
- Lake Merritt-to-Oakland Estuary connection (Lake Merritt Channel) - \$27 million;
- Youth and public recreation facilities - \$20 million; and
- Creeks and waterways restoration and acquisition - \$10 million.

KEY ISSUES AND IMPACTS

Measure DD Program

The purpose of the implementation plan is to summarize the plan for bond issuance, scope of work, budgets, schedules, procedures and controls that will be utilized during the execution of projects to ensure completion within given budget, schedule and scope of work. It should be noted that the regional economic factors outside the control of staff could result in costs exceeding the estimate even when all of the procedures and controls are followed throughout the project. Also, because many of the projects at the Lake, Channel, and Estuary are under the regulatory control of outside agencies such as the Army Corps of Engineers and Bay Conservation and Development Corporation (BCDC), the schedules and budgets of these projects will be particularly sensitive to the actions of these regulators.

Project Organization

The following narrative delineates the roles and responsibilities for the coordination and oversight of the Measure DD Bond.

Executive Team The overall responsibility of implementing Measure DD projects will be overseen by the City Manager's Office and coordinated through an Executive Team made up of the Directors of Community and Economic Development Agency (CEDA) Planning and Zoning Division, Public Works Agency (PWA), Budget, Finance, Parks and Recreation, Public Art, and the City Attorney. This team will be augmented by staff from the City Manager's and Mayor's Offices, and City Council representatives. The Executive Team will establish policy, procedures, and overall program direction, resolve administrative issues, and monitor progress of the program.

Two key staff, one from CEDA and one from PWA will be responsible for moving projects forward and reporting progress quarterly to the Executive Team. CEDA will coordinate the conceptual design and community input associated with a project, and Public Works will review technical and financial feasibility during conceptual design and provide day-to-day design and construction management in later stages. Daily coordination between key CEDA and PWA staff will be essential in building strong collaborations and ensuring that design concepts consider all technical and construction requirements and project goals are preserved throughout design and construction stages of a project. Funds are budgeted in program administration for two program support positions should additional support be required to manage the program. See Exhibit A for an organization chart.

Community and Economic Development Agency:

- Providing all criteria necessary to establish a clear program definition;
- Providing a clear definition of the goals and objectives for the projects;
- Ensuring adequate funding is in place to meet the project requirements and/or developing an alternate strategy should full funding of a project not be realized;
- Providing timely responses to requests for reviews and approvals specific to project design, budget and schedule;
- Leading and coordinating community outreach efforts for projects associated with Lake Merritt, the Lake Merritt Channel and the Estuary;
- Requesting approval of program scope and funding changes from the Executive Team;
- Maintaining and facilitating effective communication with affected City departments and community organizations;
- Providing administrative review of project costs and invoices and submittal to Treasury for payment processing;
- Providing accounting support services to the project;
- Pursuing fund raising and grant making opportunities to close projected project funding gaps for projects associated with Lake Merritt and the Estuary;
- Assisting with project entitlements (e.g. permits to build including outside government and regulatory approvals, Landmarks Advisory Board approval, Planning Commission approval, etc.);
- Providing regular reporting to the Executive Team, City Staff, City Council and the community via a formal semi-annual report, regular on-line reporting, and meeting as needed;
- Assuring compliance with CEQA document associated with the Measure DD program; and
- Performing real estate appraisals, acquisitions, site searches and identifications.

Public Works Agency:

- Project implementation including project development, preliminary design, final design, bidding/award, construction, project completion and delivery. Monitoring and proactively resolving project -related issues and problems;
- Providing final project design, contract administration, construction management, and project close-out;
- Maintaining project-level schedules and budgets;
- Providing technical information as required;
- Directing the work of design consultants;
- Construction Management systems including quality control, interpretation of design drawings, evaluation of change orders and claims, approving contract invoices, and documentation of as-built conditions;
- Processing requests for proposals, advertising bids, processing bid awards, executing contracts, coordinating issuance of notices to proceed, and filing notices of completion;
- Performing Phase I and II environmental site assessments, investigations, remediations;
- Leading the community outreach efforts to identify priorities and define Scope of Work for creek acquisitions and restoration projects, and water quality projects associated with Lake Merritt. Leading

the complete implementation of creek and waterway acquisitions and restoration projects, including raising additional funds from outside sources;

- Administering the budget and payment requests from Children’s Fairyland, Inc., and reviewing and providing City approval of their design and construction work;
- Maintaining a status summary database for all projects, and providing information for the Annual Report to City Council.

City Manager’s Office, Contract Compliance Division

- Monitoring and verifying compliance with the City’s contract compliance and local employment programs.

Financial Services Agency

The Treasury Division is responsible for the following:

- The issuance and management of the Measure DD General Obligation Bonds;
- Submitting payment requests to Trustee for processing; and
- Transmitting payment acknowledgements to Program Manager.

The Accounting Division is responsible for the following:

- Posting payment transactions to the General Ledger.

Proposed Non-Profit Organization Managed Project and Agreement with the City

Children’s Fairyland Inc. (CFL) is requesting management of the Measure DD project associated with Children’s Fairyland in the amount of \$3 million dollars. CFL is eligible to manage this project as a result of an agreement between the City and CFL for CFL to perform facility operations for Children’s Fairyland.

CFL, as manager of their project, will have similar responsibilities as PWA with the exception of work related to property acquisition, environmental auditing and remediation, and monitoring City employment programs.

Subsequent to City Council approval, CFL must enter into a contractual master agreement with the City of Oakland. The agreement holds the non-profit organization responsible for executing the project within the prescribed Measure DD bond and City requirements. The agreement will detail the scope of work and define the various services that the organization agrees to provide to the City. As a part of the agreement, CFL will commit to providing and maintaining specific project schedules and budgets and adhering to all City requirements and program guidelines. The organization shall also submit to any audit requested by the City.

Community Participation

A group of citizens has formed as a result of the passage of Measure DD under the name of the Measure DD Community Coalition. The Measure DD Community Coalition is an inclusive coalition formed by

people who are interested and want to be involved in the implementation of Measure DD. The Coalition maintains an overall view of Measure DD and citywide benefits that can accrue from it's completion. The Coalition is currently meeting on a monthly basis and is working with City staff to provide input on recommendations for program organization and prioritization of projects and their associated budgets. The Coalition is open to membership from the general public and will continue to meet regularly with staff during the implementation of the Measure DD program. _

Additional broad based community outreach will occur for each individual project funded by Measure DD during concept design and design development stages of the project. Community outreach for the East Oakland Sports Complex has been completed and is underway for Studio One.

Project Scope of Work and Release of Funding

Measure DD will fund the repair, construction, and improvement of certain facilities at Lake Merritt, the Lake Merritt Channel, the Oakland Estuary, creeks, and other cultural and recreational facilities throughout Oakland. Exhibit B summarizes the projects and funding allocations of Measure DD over the life of the bond. The projects are well defined for Lake Merritt as a result of the adoption of the Lake Merritt Master Plan by City Council in July 2002. Project prioritization for the Oakland waterfront/bay trail will take place over the next several months and will be presented to City Council in a separate report during the Fall of 2003 based on a detailed design and feasibility study that is nearing completion. Project prioritization for the Creeks and Waterways category of Measure DD will be part of the public process that will be initiated in Fall 2003 and brought to City Council for concurrence in Fall 2004.

At the request of Oakland citizens, City staff explored several bond release scenarios which looked at the duration and amount of funding per release to maximize the use of funds, take advantage of a beneficial contracting climate, minimize administrative costs, consider the effect of long-term inflation, and recognize a commitment to the voters to not exceed an average of \$20 per year for every \$100,000 of assessed property value over the life of the bond program. Early scenarios envisioned projects being built over 20 years; the proposed scenario builds all of the projects over 11 years. The proposed allocation and spending program included as Exhibit B addresses these issues and works to maximize the use of available funding.

Project Budget

Exhibit C summarizes the proposed expenditures, scope of work for each Measure DD project, and a summary of project delivery categories and costs for each project. For CFL, the funding available will be the Measure DD designated amount less costs for public art, monitoring City mandated employment and contract programs, City administration, and PWA efforts to review and approve the design work and actual construction for compliance with City regulations. The specific costs, with the exception of the indirect administrative costs associated with Measure DD projects, within a project may be revised at a later date to reflect additional funding sources anticipated to be raised for a project to complete the entire Scope of Work for a project. Should additional funding not be raised, the project Scope of Work will be revised to reflect funding available from Measure DD only. If this funding is not adequate to complete a reasonable project, staff will return to City Council with recommendations for reprogramming of funds to other Measure DD projects.

Project Schedule

The first series of bonds will be sold in July 2003. The City expects the projects to be completed in stages of three, four, and four years for a total of eleven years from the sale of the bonds. Exhibit D is a proposed schedule for completing the projects within each issuance of bonds and over the life of the bond. The Series A issuance includes significant design work for many of the projects allowing the projects to be considered "ready to construct" and thus more competitive when submitted to agencies for additional funding. The schedule provides allowances for permit and regulatory requirements which may be significant in some cases. CEQA was addressed through an addendum to multiple previously certified environmental documents and was adopted by City Council as a part of the Measure DD ballot measure. The schedule does not allow for any additional CEQA documentation which may be required if project scope changes significantly.

The first series of bonds will be sold in July 2003. The City expects the projects to be completed in stages of three, four, and four years for a total of eleven years from the sale of the bonds. Exhibit D is a proposed schedule for completing the projects within each issuance of bonds and over the life of the bond. The Series A issuance includes significant design work for many of the projects, allowing the projects to be considered "ready to construct" and thus more competitive when submitted to agencies for additional funding.

Project Staffing

Additional Public Works and Public Art project staff will be needed to deliver these projects in a timely fashion. These staff will be paid out of project budgets (listed under Project Delivery in the Fiscal Impacts Section) or the percent for Public Art. Public Art will be requesting .5 FTE to implement the public art component of Measure DD. The exact staffing needs of Public Works staff can not be determined at this time, because it will depend on what projects are being executed at the same time that Measure DD projects are being worked on. A more detailed analysis of staffing needs can be done after the City Council adopts its CIP budget for 2003-2008, and a spending plan for the first series of Measure DD bonds.

Project Procedures and Controls

Project procedures and controls will be utilized as tools to ensure that projects are completed within the given budget, schedule, and scope of work. The procedures will include continuous monitoring of expenditures with respect to the budget and the bond requirements to prevent cost overruns. The schedule for each project will also be continuously monitored and updated, so that appropriate action can be taken if unforeseen events threaten to interfere with timely project completion. Quarterly reviews of this information will be performed by the Measure DD Executive Team and a semi-annual progress report will be submitted to City Council on the Measure DD program.

SUSTAINABLE OPPORTUNITIES

Environmental opportunities include improvements to the water quality of Lake Merritt, the estuary, and city creeks; enhancements to biking and walking conditions; remediation of contaminated sites; improvements to wildlife habitat; and creation of new parks and expansion of existing ones.

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Economic opportunities include enhanced business and economic development opportunities along Oakland's waterfront; increased land values of and property-tax receipts for private land surrounding Lake Merritt Park and along the estuary; stimuli to improve and develop private properties; and a new image for Oakland as an environmentally sustainable and clean city, which could boost tourism (and higher sales-tax receipts from greater numbers of out-of-town visitors), attract new residents, and lead to job creation.

Social equity opportunities include the expansion of parks and other recreational opportunities that are free of charge; and the creation of facilities, such as the East Oakland sports complex and Union Point Park, in underserved areas of the city.

DISABILITY AND SENIOR CITIZEN ACCESS

The projects under the proposed bond measure have been developed with full consideration of the needs of senior and disabled residents in compliance with the provisions of the Americans with Disabilities Act. Most of the projects will enhance access significantly. Among these are building renovations, path improvements, and new parks and paths on currently inaccessible sites.

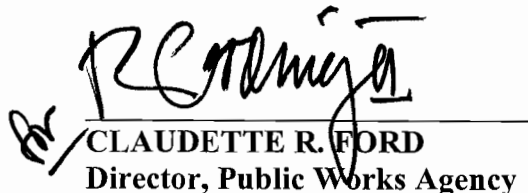
RECOMMENDATION

Staff recommends that City Council accept this report and approve staff recommendations for distribution of funds for Measure DD Series A found in Exhibit B.

Respectfully submitted,



ROBERT C. BOBB
City Manager for the
Community and Economic Development Agency



CLAUDETTE R. FORD
Director, Public Works Agency

APPROVED AND FORWARDED TO THE
LIFE ENRICHMENT COMMITTEE

Reviewed by:
Leslie Gould, Director of Planning & Zoning
Prepared by:
Kerry Jo Ricketts-Ferris,
Project Manager, Waterfront Open Space

Reviewed by:
Raul Godinez II, Assistant Director,
Public Works Agency
Prepared by:
Joel Peter, Construction Inspection
Supervisor II

Exhibit A
MEASURE DD ORGANIZATION CHART

EXECUTIVE TEAM
Overall Implementation and Policy Decisions
City Manager's Office
PWA Director
Public Art Manager
CEDA Planning Director
Mayor's Office Representative
Council District's 1 and 2 Representatives
Financial Services Agency Director
Parks and Recreation Director
City Attorney's Office

PROGRAM IMPLEMENTATION TEAM
Defines programmatic requirements (concept development, project budgets and schedules) and drives program and schedule to build projects
PWA Project Manager
CEDA Project Manager
Administrative Assistant II
Accountant III
(Program staff equals 2.6 % of total of 5% cap on Administrative Budget)

PWA TEAM
Manages consultants/contractors
Approves non-profit work
Engineering and Design
Project Management
Construction Management
Facilities, Planning and Development
Environmental Services
Facilities, Maintenance and Management
Transportation and Engineering Services

PUBLIC ART TEAM
Coordinates and integrates public art associated with Measure DD projects

CEDA TEAM
Performs plan check, permitting and environmental review
Coordinates Contract Services
Obtains project entitlements
Planning and Zoning
Building Services

ARCHITECTURAL/ENGINEERING CONSULTANTS & CONSTRUCTION CONTRACTORS
Perform design and construction

CHILDREN'S FAIRYLAND
Manages consultant/contractors

EXHIBIT B

**MEASURE DD
CAPITAL EXPENDITURE PLAN**

Measure DD Project	Project Budget	Series 2003A Appropriation	Series 2006B Appropriation	Series 2010C Appropriation	Project Funding Gap*
LAKE MERRITT	\$88,250,00				
12th Street	\$47,250,000	9,500,000	\$30,500,000		\$12,850,000
Storm drain filters, trash barriers, aeration, etc.	\$5,600,000	\$1,000,000	\$2,000,000	1,500,000	\$2,108,000
Children's Fairyland	\$3,000,000	\$3,000,000			0
Restore Municipal Boathouse **	\$8,235,000	\$6,500,000			\$2,976,150
Renovate and restore Lakeside Park Sailboat House	\$7,425,000	\$1,250,000	\$3,750,000		\$2,258,060
Improve and Renovate maintenance facilities, landscaping, docks, restrooms, furnishings and signage	\$16,375,000	\$3,350,000	\$2,900,000		\$12,090,000
Repair Lake Merritt Retaining Walls	\$3,715,000	\$2,000,000	\$1,000,000		\$1,383,000
Widen and Improve pedestrian and bicycle paths and lanes	\$9,800,000	\$3,000,000	\$5,500,000		\$3,064,000
Reconfigure Bellevue Avenue for better access and parking accommodations	\$5,600,000		\$750,000	\$3,250,000	\$3,112,000
Expand Snow Park by reconfiguring Lakeside Drive, Harrison and 20th intersections	\$6,390,000		\$1,000,000	\$4,500,000	\$2,040,000
Reconfigure El Embarcadero roadways for safer pedestrian and traffic access	\$ 2,120,000	\$2,000,000			\$247,000
ESTUARY WATERFRONT ACCESS, PARKS AND CLEAN-UP	\$53,000,000				
Water Quality Improvements and Hazardous Materials Remediation		\$8,000,000	\$1,500,000		10,000,000
Waterfront Trail and Parks Acquisition and Construction		\$11,750,000	\$18,750,000	\$13,000,000	41,245,982
LAKE MERRITT TO ESTUARY CONNECTION (LAKE MERRITT CHANNEL)	\$27,000,000				
Removal of 10th Street culvert to improve water flow from Estuary to Lake and provide boat and pedestrian access	\$10,000,000		\$1,000,000	\$7,000,000	\$4,700,000
Relocation of flood control barrier at 7th street to improve water flow and provide boat and pedestrian access	\$16,000,000	\$4,000,000		\$12,000,000	\$4,320,000
Pedestrian and Bicycle Access, Wetlands Restoration and Other Channel and Shoreline Improvements	\$3,000,000			\$3,000,000	0
YOUTH AND PUBLIC RECREATION FACILITIES	\$20,000,000				
East Oakland Aquatic, Sports and Recreation Facility ***	\$56,100,000	\$1,000,000	\$9,000,000		\$45,949,000
Studio One	\$10,000,000	\$10,000,000			0
CREEKS AND WATERWAYS RESTORATION	\$10,000,000				
Creek Restoration Projects	\$9,000,000	\$1,700,000	\$1,500,000	\$2,300,000	\$6,930,000
Acquisition of Watershed Protection Easements	\$11,000,000	\$1,500,000	\$3,000,000		\$7,700,000
		\$69,550,000	\$82,150,000	\$ 46,550,000	\$162,973,192
* Includes structural deficit and 3% annual inflation thru construction. The gap will be the focus of fundraising efforts. Should additional funding not be raised, project scope of work will be revised to fit Measure DD funding, or staff will return to City Council for recommendations on reprogramming of funds to other Measure DD projects.					
**Includes relocation allowance of \$500,000					
***Includes \$4.1 million in funding from Measure I					

MEASURE DD PROJECT DESCRIPTIONS

EXHIBIT C

PROJECT NAME	MEASURE DD ALLOCATION	PROJECT DESCRIPTION
Lake Merritt Projects	\$88,250,000	
12th Street	\$40,000,000	12 th Street will be redesigned into a tree-lined boulevard with signalized intersections and crosswalks and a landscaped median. The redesign would create significant new parkland at the south end of Lake Merritt Park, remove unsafe and unsightly pedestrian tunnels, provide safer and continuous access for pedestrians and bicyclists along the perimeter of Lake Merritt, and improved access between the Kaiser Convention Center and Laney College. Removal of the Lake Merritt Channel culvert at 12th Street will provide an open-water bridged connection, and improve water flow, between the Lake and the Estuary. Environmental benefits include improved water quality and wildlife habitat.
Water Quality	\$4,500,000	Install storm water runoff filters around Lake Merritt to filter the 12 largest, most polluting outfalls; Improve Lake Merritt's water quality by installing trash barriers and aeration fountains, implementing a goose management plan, retrofitting storm drain inlets, and implementing other actions to reduce water pollution; and Improve Lake Merritt's water quality by installing trash barriers and aeration fountains, implementing a goose management plan, retrofitting storm drain inlets, and implementing other actions to reduce water pollution
Children's Fairyland	\$3,000,000	Implementation of facility master plan components including construction of a new pavilion for puppet theatre presentations and special events; renovation of the puppet theatre; Grand Avenue entry improvements; Refurbish sets including Asian arch, 3 little pigs, Billy Goat Gruff, and Meister Tinkle; Repair site drainage system
Municipal Boathouse	\$6,500,000	Restore the Municipal Boathouse (1520 Lakeside Avenue) to its original condition, with a new program to accommodate public uses (such as boat storage, a restaurant and a meeting hall) rather than City offices. The building's veranda would be reopened as a public walkway, the arches would be reopened to allow for boat storage, landscape and irrigation would be improved, and the parking lot would be redesigned to improve shoreline circulation
Sailboat House	\$5,000,000	The Lake Merritt Sailboat House would be renovated to reveal its historic character, and improvements would be made to the parking lot and landscaping. The building would accommodate recreational programs, boat storage, meeting rooms and other public uses
System-wide Improvements	\$6,250,000	Lake Merritt system-wide renovation of restrooms to be adequately clean, lighted, ventilated and maintained; adaptive reuse of miscellaneous buildings; and installation of street furnishings such as drinking fountains and trash and recycling receptacles, directional signs, public art, interpretive signs, historic markers and informational kiosks.
Retaining Walls	\$3,000,000	Repair or replace over 2 miles of retaining walls surrounding Lake Merritt. Currently, many of the retaining walls are cracking, spalling, tilting, eroding, settling and, thus, in generally poor condition, and funds are needed to reconstruct or strengthen foundations, provide shoring to brace walls, install proper drainage measures around the walls to prevent erosion, and/or to patch and restore wall surfaces
Pedestrian and Bicycle Path Improvements	\$8,500,000	Widen the borders of Lake Merritt Park to increase parkland by redesigning Lakeside Drive and Lakeshore Avenues. The street redesigns would allow the creation of a wide multi-use path and bike lanes along Lake Merritt, and would improve connections, both physical and visual, to perimeter parks such as Pine Knoll Park, Snow Park and Athol Park
Lake Merritt Projects - Continued		

MEASURE DD PROJECT DESCRIPTIONS

EXHIBIT C

Bellevue Avenue Reconfiguration	\$4,000,000	Improve the Grand and Bellevue intersection to provide a safer crossing for pedestrians and more visible access to Lakeside Park and Children's Fairyland. Also, provide street trees, improved pedestrian crossings and new pedestrian paths along Bellevue Avenue
Snow Park /20th St Reconfiguration	\$5,500,000	Expand Snow Park and widen the border of Lake Merritt Park in the area by redesigning the intersection of 20 th and Harrison streets. The redesign would make street crossings safer, improve access from Downtown to Lake Merritt, and improve the connection between Snow Park and the lake
El Embarcadero Reconfiguration	\$2,000,000	Make Eastlake Park safer for pedestrians, while expanding usable park space, by consolidating the separate El Embarcadero roadways as part of the "Grand Lake green link" project.
Waterfront Projects	\$53,000,000	
Water Quality Improvements and Hazardous Materials Remediation	\$9,500,000	Staff will return to City council in Fall 2003 for final funding allocations and prioritizations of projects as a part of a presentation of the Oakland waterfront trail feasibility study.
Waterfront Trail and Parks Acquisition and Construction	\$41,500,000	Staff will return to City council in Fall 2003 for final funding allocations and prioritizations of projects as a part of a presentation of the Oakland waterfront trail feasibility study.
Jack London Square (Clay St. Alice St.)		Incorporation of waterfront signage, lighting standard, and site furniture including benches and trash receptacles with existing trail segments
Alice to Estuary Park		Incorporation of waterfront signage, lighting standard, and site furniture including benches and trash receptacles with existing trail segments. Shoreline stabilization as necessary.
Estuary Park		Two alternatives are being explored for this site. Alternative A address the site as it currently exists. Alternative B assumes acquisition of the Cash and Carry Warehouse from the Port of Oakland to enlarge the open space from the existing 5 acres to 14 acres. Both alternatives reshape the shoreline, provide access along the water's edge and redesign parking to provide for additional landscape areas and a green edge.
Oak to Ninth		Two public open spaces and a public trail system along the shoreline is proposed for this section of waterfront. The site is currently being considered as a part of a larger development project proposed by the Port of Oakland and development partner. Final configuration of open spaces and project scope will be determined as conditions of approval.
Oyster Reef Restaurant		Alternative A includes a boardwalk that will be constructed in front of the restaurant to provide the trail connection. Alternative B assumes the demolition of the restaurant and a trail connection at grade.
10th Avenue Marina		Minor upgrades to the paving and incorporation of standardized trail elements such as signage and lighting.
Brooklyn Basin/ Marine Max		One of the few vacant sites along the waterfront, Brooklyn Basin provides an opportunity for a visual connection to the water from the freeway and adjacent neighborhoods and opportunity for limited commercial development combined with wetland restoration and shoreline access.
Brooklyn Basin to Embarcadero Cove		Minimal upgrades to the existing trail and incorporation of standardized signage and lighting.
Harbor Master's Office		Removal of an existing fence, installation of a standard 12 foot wide concrete path and incorporation of standardized signage and lighting.
Embarcadero (along the street)		Minimal upgrades to the existing trail and incorporation of standardized signage and lighting.
British Marine		This section of trail runs through a functioning marina-the British Marine. Development will include a concrete path and addition of unifying elements such as standardized signage and lighting.

MEASURE DD PROJECT DESCRIPTIONS

EXHIBIT C

Waterfront Projects - Continued		
Village @ Embarcadero Cove		Minimal upgrades to the existing trail and incorporation of standardized signage and lighting.
Livingston Pier		The pier is currently leased by the Port of Oakland to Vortex Diving. As a long term option, the building could potentially be used for recreational/retail uses that relate to the proposed skateboard park on the adjacent site. Development would incorporate standardized signage and lighting.
Skate Park		Known as the "superfund" site or the Crowley parcel, the site is capped with restrictions on its use based on contamination. Located between Union Point Park and the Coast Guard Island Bridge, this site is well located for recreational use such as a skate park. Proposed improvements include a skate park, shoreline trail access, and incorporation of standardized waterfront signage, lighting, and site furniture including benches and trash receptacles.
Cryer Site		Proposed as Phase II of Union Point Park, the existing building is seen as being converted for community uses. Other improvements would include restoration of a sandy beach along with some of the piers. The site will be landscaped and include parking adjacent to the building.
Union Point Park to ConAgra		The new 9 acre waterfront park will begin construction in Fall 2003 with \$4 million in funding from Measure DD.
ConAgra (to Kennedy)		The trail is proposed to connect to the existing pier in front of the ConAgra site, which will have trestles added to it. The pier would then link to an existing on-land public access easement adjacent to Con Agra connecting to Kennedy Street and onto the Park Street Bridge. Handrails and guardrails would be added to the pier and standardized trail elements incorporated.
Kennedy St. to Park St. (sidewalk)		The trail would run along the sidewalk of Kennedy Street and incorporate standardized lighting and signage to identify it as a part of the trail.
Kennedy St. to Park St. (embankment)		In addition to the short term addition of a trail along the sidewalk on Kennedy Street, this stretch would include shoreline access. A pile supported metal boardwalk would be constructed, extending the pier along the ConAgra site and link to the Park Street Bridge.
Park Street Bridge		Two alternatives are proposed for the trail connector at the Park Street Bridge. The first option considers a floating connection over the water. The option would introduce ramps leading to a floating pier under the bridge connecting back via a ramp to the other side. The second option is an at-grade standard concrete trail connection at the bridge. This option would require modification of existing traffic signals.
Park Street Triangle		The Park Street triangle currently includes 7-11 and Niko's Family Restaurant. The site is a virtual gateway to the waterfront for travelers along 23rd Avenue and Park Street Bridge and is a terminus for bicyclists along the Embarcadero. The site is located midpoint between the trail connecting Jack London Square and the MLK Regional Shoreline and can serve as a starting point for a journey along the waterfront. A comprehensive traffic study of the area would be required to provide final alternatives for this site.
Pier 29 Restaurant		The Pier 29 Restaurant is built right to the edge of the waterfront and does not provide room to incorporate a trail connection on land. There are several options on this site. One option is to acquire the site and incorporate the trail along the water's edge. Another alternative is to rebuild the restaurant closer to the street allowing for trail access along the water's edge.
Pier 29 to Derby Street		This segment of trail will be constructed as a part of the Waterfront Lofts and The Estuary housing development projects. There are no public dollars associated with this project.
Derby Street Park		There are three streets between park Street Bridge and Fruitvale Bridge that terminate at the waterfront - Peterson, Derby, and Lancaster Streets. These streets are ideal locations for pocket parks, providing observation areas along the waterfront. Derby Street park is designed to accommodate the need for truck loading and unloading, Cal Crew access to the waterfront and open space.

MEASURE DD PROJECT DESCRIPTIONS

EXHIBIT C

Waterfront Projects - Continued		
Oakland Women's Museum		The trail would run behind the Women's Museum and will include a cantilevered walkway to provide a 12 foot wide trail that is adequately separated from the museum building. The trail would include standardized signage, lighting and furniture elements.
Lancaster Street Park		There are three streets between park Street Bridge and Fruitvale Bridge that terminate at the waterfront - Peterson, Derby, and Lancaster Streets. These streets are ideal locations for pocket parks, providing observation areas along the waterfront.
Lancaster Street to Fruitvale		This segment of trail includes shoreline protection, introduction of a concrete trail, associated trail landscaping, standardized signage and lighting.
Fruitvale Bridge		Two alternatives are proposed for the trail connector at the Fruitvale Bridge. The first option considers a floating connection over the water. This option would introduce ramps leading to a floating pier under the bridge connecting back via a ramp to the other side. Alternative B assumes an at-grade connection across the bridge. Ramps would be included to bridge the 4 foot difference in grade between the trail elevation and the elevation at the bridge. This alternative includes alterations to existing traffic signals. Alternative A is recommended by the design team as it avoids conflicts with the railroad bridge fencing and equipment.
Fruitvale to Alameda Avenue		This segment of trail extends between the Fruitvale Bridge and Alameda Avenue. It will include the installation of 800 feet of standard concrete trail along with landscaping and standardized signage and lighting.
U.S. Audio		The existing U.S. Audio building extends to the top of the bank. Any segment of trail in front of the building will need to be pier supported and cantilevered. It will include standardized lighting and signage.
U.S. Audio to mini-storage		This trail segment between U.S. Audio and the proposed High Street Storage facility will be completed by the property owner per a condition of approval by BCDC, which requires a trail connection
Mini storage		A proposed mini storage project has been approved by BCDC and the City of Oakland. The project, as proposed, includes a thirty foot landscaped setback. The setback will incorporate the trail and associated amenities such as standardized lighting and signage.
High Street Bridge		Two alternatives are proposed for the trail connector at the High Street Bridge. The first option considers a floating connection over the water. The option would introduce ramps leading to a floating pier under the bridge connecting back via a ramp to the other side. The second option is an at-grade standard concrete trail connection at the bridge. This option would require modification of existing traffic signals. Standardized lighting and signage would be incorporated into the project design.
Gallagher & Burke Aggregate		The segment of trail adjacent to the Gallagher & Burke aggregate plant is proposed to be concrete pier supported walkway. Because the facility uses water access for delivery of materials, there is a cost associated with providing a secure overhead conveyor system that would allow for materials to be transferred from the barges to the site while allowing for shoreline trail access. The trail will incorporate associated amenities such as standardized lighting and signage.
East Bay Regional Park District - Oakland Strokes		The East Bay Regional Parks District is working with Oakland Strokes to develop a facility at this location. Improvements will include installation of a shoreline trail as a part of the project.
East Bay Regional Park District - Overlook Park		The East Bay Regional Parks District owns this parcel and has proposed a park development at this location, taking advantage of the great views and connections to the water. Lighting would be minimal in this area in order to reduce impacts to the wetland species.

MEASURE DD PROJECT DESCRIPTIONS

EXHIBIT C

Waterfront Projects - Continued		
East Bay Municipal Utility District / East Bay Regional Park District		The regional park district currently leases this site from EBMUD for parkland. The park land functions as an extension of the Martin Luther King Regional Shoreline and provides for a shoreline trail to connect with the City's sport fields at Oakport Park. The district would like to permanently secure the property through acquisition. The City would like to see expansion of active recreational opportunities in this area to complement the three soccer fields currently in use at Oakport Park.
Oakport Park		This parcel has three existing soccer fields that are extensively used. The project proposes modifying access to the site from an easement through EBMUD property to 66th Avenue. A new roadway would then be provided to the site along the existing railroad right of way between the park and EBMUD. The existing parking lot would be expanded to include additional parking required for expanded active recreation. Improvements will include installation of a shoreline trail as a part of the project.
66th Avenue Gateway		66th Avenue would serve as a major gateway to the waterfront and provides a visible connection between neighborhoods and the waterfront. A linear arrangement of trees along the street frontage will reinforce the gateway connection and vertical markers will further delineate the site. Lighting would be minimal at this location in order to reduce impacts to the marshlands.
Gateway Markers		An Archimedes column is proposed as a mechanism for way finding and to provide visual markers along the length of the trail. These markers would be located both along the freeway and along the water's edge to provide visual connections to the waterfront. Fourteen locations which mark existing stream and creeks connections as they join the estuary and key street gateway/staging areas have been identified as appropriate locations for the markers.
Lake Merritt to Estuary Connection	\$27,000,000	
10 th Street at Lake Merritt Channel	\$8,000,000	Remove the Lake Merritt Channel culverts at 10 th Street and replace with an arched bridge to provide continuous pedestrian and bicycle access along the Channel between Lake Merritt and the Oakland Estuary.
7th Street Pumping Station	\$16,000,000	This project is part of the plan to establish the connection, by foot and boat, between Lake Merritt and the Estuary along the Lake Merritt Channel. Relocate the Alameda County Flood Control pump station and floodgates from 7th Street to 12th Street. Improve pedestrian access under the 7th Street bridge. Pumps and intake will be at 12th Street Dam and discharge pipes will be run down to below 10th Street. The Channel will be dredged from 12th Street to 10th Street.
Channel Shoreline Improvements	\$3,000,000	Develop multiuse pathways, basic replanting, amenities and restoration of habitat to Channel greenbelt, and add new street plantings.
Youth and Public Recreation Facilities	\$20,000,000	
Oakland Family and Aquatics Complex	\$10,000,000	Build the Oakland Family and Aquatics Complex, a 150,000-square-foot indoor sports and recreation complex at the Ira Jenkins Park, in East Oakland, complete with furnishings and equipment. Amenities would include swimming pools and diving boards, basketball courts, running track, fitness center, teen facilities, daycare center, and multi-purpose meeting rooms
Studio One	\$10,000,000	Renovate and upgrade the 22,000-square-foot Studio One arts and culture center to address mandatory building codes, all life-safety issues and deferred maintenance; provide temporary program during construction; improvements to create opportunities for expanded programs and classes (painting, drawing, sculpture, ceramics, photography and other arts); provide some new furniture and equipment; and make the building accessible to the disabled

MEASURE DD PROJECT DESCRIPTIONS

EXHIBIT C

Creeks and Waterways Restoration	\$10,000,000	
Creek Restoration Projects	\$5,500,000	Implement creek restoration and water quality improvement projects by removing failing concrete structures, recreating natural meanders, re-grading and stabilizing banks using environmentally friendly techniques, and creating new habitat areas with native creekside plants
Acquisition of Watershed Protection Easements	\$4,500,000	Acquire creek and stream areas in order to preserve valuable creek habitats. Preservation of creek areas will improve the quality of our water, create new open spaces and recreational opportunities and will protect special wildlife habitats and unique natural resources .

Exhibit C-1

Project Delivery Costs

There are many costs associated with a construction project, in addition to the money paid to the contractor to actually build it. These project delivery costs vary widely, depending upon such things as the complexity of the project, the size of the project, the project duration, the permitting process, and whether any special technical studies are needed.

At this early stage of conceptual project development, we use an overall average project delivery cost of 32% of the estimated construction cost. This percentage compares very favorably with a recent benchmarking study of six California cities, which shows an average project delivery cost of 38%.

An example from a recent project shows some typical costs for project delivery:

Environmental hazard survey	1%
Planning/Conceptual Development	2%
Specialized Technical Studies	4.5%
Design	10%
Design review	0.5%
Contract Administration	0.5%
Project Management	4.5%
Surveying and material testing	2%
Construction Management	<u>7%</u>
Total	32% of construction cost

This translates into about 25% of the total project cost.

Exhibit D

