

Howard Terminal Community Benefits

Recommendations Summary

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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.¹ 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

¹ 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.² 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

² 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.³
- 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.⁴
- 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.

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

⁴ 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.

Howard Terminal Community Benefits - Recommendations Summary	
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.
Housing	
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.
Education	
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...").
Environment	
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.

Howard Terminal Community Benefits - Recommendations Summary	
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.
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.
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.
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.
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.
Community Health and Safety	
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.
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.
3	Fund cultural, procedural change in OPD: such as expert research, incentives, and community building.
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.
5	Fund the City of Oakland's pilot universal basic income (UBI) program and fund the long-term effort to make UBI a reality.
6	Fund the Hoover Duran Library with some green space included.
Transportation	
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.
2	Provide electrification for trucks and provide charging stations for trucks at Port of Oakland.
3	Create pedestrian scrambles at intersections with highest pedestrian fatalities in the impacted areas.
4	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	Multiple Topic Areas	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	Timing of Benefits	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	Leverage Funding	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	Connection to Local Policy	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	Workability	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	Project Indicators	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	Addresses Root Cause of Inequity	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	High Priority Need	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
Total Points					16

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"> overcome blight, address short-term displacement of small businesses, maintain diversity and neighborhood history through seeding of culturally-relevant projects, and for hardscape improvements such as trees and pedestrian ways to retain and grow culturally-relevant commerce in perpetuity. 	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"> 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. 	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

Legend	Subtopic	Categories within the overall topic area (e.g. mental health as a part of wider community health)	Timing	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)?	Project Lead	Who would lead implementation of this recommendation?	Priority	How/did the community group weigh the recommendation?
	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	Recommendation Description	Metrics	Timing	Sources of Funding	Cost	Project Lead	Key Stakeholders	Geography	Priority	Notes
Culture Keeping and History											
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"> 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. 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. Explore the possibility of collaborative partnerships with existing institutions including but not limited to OMCA, AAMLO, MoJA, and Oakland libraries. Acquire a Pullman Railroad Car Include the baseball history of West Oakland's Chinese American and African American populations. Be a potential repository for oral history/storytelling initiatives.
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"> overcome blight, address short-term displacement of small businesses, maintain diversity and neighborhood history through seeding of culturally-relevant projects, and for hardscape improvements such as trees and pedestrian ways to retain and grow culturally-relevant commerce in perpetuity. 	\$ 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		Umbrella source of revenue that would fund ongoing neighborhood projects determined by community stakeholders in the impacted neighborhoods <ul style="list-style-type: none"> Addresses neighborhoods most-impacted by historic and current inequity. Funded independent of the City budget Annual contribution from the A's, the Port, and from the City Projects to be determined through community-developed criteria and selection processes Informed by existing models such as CAST, CCED, Akonadi, SF Foundation, etc.

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"> • Mile-long walk promotes cultural place keeping, the history of West Oakland, environmental and health benefits, pedestrian safety, and housing preservation, among other things. • Could link to the Bay Trail, which is planned to run along the water's edge, and to Chinatown (Harrison St.). • We encourage other topic cohorts to also consider this project's benefits for their areas of concern.
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"> • 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 • Aligns with "Cultural Equity" objective of Cultural Plan • 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. • 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. • 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. • Should be locally driven in design, development of aesthetic criteria, and selection of artists. • 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
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"> • Cultural historians will be identified once the project gets going. • 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. • Potential for synergy with West Oakland Walk and Mural Initiative • Could be integrated into West Oakland Walk or the cultural center Hoover Durant Library
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"> • To include art, theater, and youth activity • Multi-day event that supports youth, culture, arts • Possibly in Lowell Park-answers need to utilize underused public spaces • 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. • involve vendors, artisans, multidisciplinary artists, youth activities, etc. • Study Malcolm X Jazz Fest and similar models • 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. • Identify other potential sponsors.

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	Shuumi Land Tax Calculator	A's	Sogorea Te Land Trust	N/A	<ul style="list-style-type: none"> • Refer to Sogorea Te website for donation guidelines - tied to the development project size • Also consider plaque or other commemoration of the former site of Ohlone shellmound. • Ohlone history should also be considered in public art/storytelling initiatives. • Other TCs strongly encouraged to add this to their list of recommendations.
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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?
Legend	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
Economic and Workforce Development											
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

Legend	Topic	Categories within the overall topic area (e.g. mental health as a part of health and safety)	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 for this recommendation?	Priority	How/did the community group weigh the recommendation?
	Recommendation Description	A description of the program, project, or other intervention related to the subtopic.	Sources of Funding	Are there potential sources of funding 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	Recommendation Description	Metrics	Timing	Sources of Funding	Cost	Project Lead	Key Stakeholders	Geography	Priority	Notes
Education											
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"> - Kindergarten - begin with workouts and nutrition which expands to elementary school, middle school, and high school (connect to internships/training) - Fund for youth career pathways in sports - Program at A's that gives students (middle & high school) exposure to upper mgmt. careers across multiple disciplines: financial managers, personal bankers, (beyond traditional sports fields: ball player, coach...), etc. - Fund for program with focus on exposing students to careers (such as SPARC and Yes Neighbors to Nature, etc.) - Funding for life skills program (middle schools: cooking, food, finance, etc.) - Program to have a special emphasis on GIRLS / non-binary individuals
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"> • "hub" for literacy center: science/art/math • a Book Mobile program (serve W. Oakland) • literacy program (including for older students/adults) & w/ volunteers • innovative program for ESL diverse language learners • fund for non-English speaking parental support to help guide their kids through puberty/life transition/high school & beyond "readiness" • a Food Mobile program (serve W. Oakland)
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

Legend	Subtopic	Categories within the overall topic area (e.g. mental health as a part of Health and Safety)	Timing	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)?	Project Lead	Who would lead implementation of this recommendation?	Priority	How/did the community group weigh the recommendation?
	Recommendation Description	A description of the program, project, or other intervention related to the subtopic.	Sources of Funding	Are there potential sources of funding 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	Recommendation Description	Metrics	Timing	Sources of Funding	Cost	Project Lead	Key Stakeholders	Geography	Priority	Notes
Environment											
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
Community Health & Safety										
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

Legend	Subtopic	Categories within the overall topic area (e.g. mental health as a part of health and safety).	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 for this recommendation?	Priority	How/did the community group weigh the recommendation?
	Recommendation Description	A description of the program, project, or other intervention related to the subtopic.	Sources of Funding	Are there potential sources of funding 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	Recommendation Description	Metrics	Timing	Sources of Funding	Cost	Project Lead	Key Stakeholders	Geography	Notes
Housing										
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

Legend	Subtopic	Categories within the overall topic area (e.g. mental health as a part of Community Health and Safety)	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 Areas	Impacted neighborhoods of CT, WO, HT, JLS
	Recommendation	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	Geography	Where will the recommendation be implemented?	HT area	Howard Terminal Neighborhood
	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	Subtopic	Recommendation Description	Metrics	Timing	Sources of Funding	Project Lead	Key Stakeholders	Geography	Priority	Notes
Transportation										
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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