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OFFICE OF THE CITY CLERK
OAKLAND

2012 APR 26 PM 1:01

AGENDA REPORT

TO: DEANNA J. SANTANA
CITY ADMINISTRATOR

FROM: Fred Blackwell

SUBJECT: Formation of Lakeshore/Lake Park BIMD of 2012 DATE: April 10, 2012

City Administrator
Approval

Deanna J. Santana

Date

4/20/12

COUNCIL DISTRICT: #2

RECOMMENDATION

Staff recommends that the City Council adopt:

A Resolution Of Intention To Form The Lakeshore/Lake Park Business Improvement Management District Of 2012, Granting Preliminary Approval Of The Management Plan, Directing Filing Of The Proposed Assessment District Boundary Description, Submitting A Proposed Assessment To The Affected Property Owners For Majority Protest Procedure Approval, And Scheduling A Public Hearing For July 17, 2012.

EXECUTIVE SUMMARY

For the proposed Lakeshore/Lake Park Business Improvement Management District Of 2012 to be formed, the City Council would need to adopt the attached Resolution of Intention and schedule a public hearing date not less than 45 days later. Upon approval of the Resolution of Intention, ballots will be mailed to each affected property owner pursuant to the City of Oakland's Business Improvement Management District Ordinance (Ord. No. 12190 C.M.S., 1999) and State Proposition 218. Formation of the district requires a response from a weighted majority of ballots submitted (50+%) in favor of the assessment. The results of the balloting will be heard at the public hearing scheduled for July 17, 2012, at which time the City Council will also hear public testimony and make a final decision regarding the formation of the district.

If established, the Lakeshore/Lake Park BIMD will generate special assessment funds of approximately \$151,612 per year for a period of ten years (or up to approximately \$1.7 million over the life of the district, if an optional 5% annual increase to the assessment is exercised).

Services to be provided are outlined in a district Management Plan drafted by district representatives (*Exhibit A* to the attached Resolution of Intention) and includes, but is not limited to, special benefit cleaning, marketing, public right of way beautification and private security services within the district.

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CED Committee
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OUTCOME

Adoption of the attached Resolution of Intention will initiate a special assessment district election to determine whether the proposed Lakeshore/Lake Park BIMD can be formed. If the district is formed it will generate special assessment revenues of up to approximately \$1.7 million over the proposed ten year life of the district to pay for special benefit cleaning, marketing and security services for assessed properties.

BACKGROUND/LEGISLATIVE HISTORY

In 1999, the City Council approved the City of Oakland Business Improvement Management District Ordinance (Ord. No. 12190, C.M.S.), legislation which allows for the formation of property-based assessment districts to undertake a range of services within the assessment area, independent from government, to further the economic viability of affected commercial neighborhoods.

That same year (1999) the Oakland City Council also authorized initiation of the Neighborhood Business Improvement District (NBID) Program to assist neighborhood representatives in their attempts to form business and property-based assessment districts.

In the summer of 2011, the non-profit entity in charge of administering the existing Lakeshore/Lake Park BIMD, the Lakeshore BID corporation, hired Civitas Advisors, a private BID consultant firm, to assist with the renewal of the Lakeshore/Lake Park BIMD due to expire in July 2012.

Pursuant to those efforts, in April 2012, district stakeholders filed evidence of support sufficient to qualify for the attached Resolution of Intention to form the proposed Lakeshore/Lake Park BIMD of 2012. Sufficient evidence is comprised of supportive petitions signed by affected property owners representing more than 30% of total project assessments.

ANALYSIS

The existing Lakeshore/Lake Park BIMD is due to expire in July 2012. To maintain ongoing special benefit services within the district without interruption, a new replacement BIMD must be formed by July 2012. The attached Resolution of Intention is the first piece of legislation required to form the new district according to procedures outlined in the enabling legislation.

Given current tightening of municipal funding sources, the initiative taken by district stakeholders to form the proposed business improvement special assessment district represents a productive self-help model which may merit the City's support.

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PUBLIC OUTREACH/INTEREST

For the City Council to adopt the attached Resolution of Intention, enabling legislation does not require City staff to conduct public outreach other than the required posting on the City's website. District stakeholders, however, did perform outreach necessary to secure the requisite number of property owner petitions to qualify for adoption of the attached Resolution of Intention.

COORDINATION

The City Budget Office, Office of the City Attorney and the Public Works Agency were consulted in the preparation of this report and/or its attachments.

COST SUMMARY/IMPLICATIONS

If the proposed BIMD were to be formed it would be cost neutral to the City's general fund. The existing Lakeshore/Lake Park BIMD is funding the cost of the proposed district formation. City staff time to provide technical assistance for the BID formation process is already accounted for in the FY11/13 approved budget, and there are no City or Successor Agency properties located within the proposed district upon which assessments would have to be paid.

If the levy is approved, the City Treasury Division will provide invoices to tax exempt entities that are not on the County of Alameda's property tax roll. For taxable entities, the County of Alameda will add the assessment as a line item to the annual property tax bill of each affected property owner and remit the amount collected less the County's collection fee (approximately 1.7% of total assessment) to the City. The City, in turn, will disburse the funds to the district, pursuant to a written agreement between the City and the district's non-profit management corporation.

The written agreement to be signed between the City and the designated BIMD non-profit management corporation also provides for a 1% administrative fee to be charged to the district to partially recover the City's costs of administering the district, including costs incurred by the Treasury Division for providing the services described above.

Lastly, if the Lakeshore/Lake Park BIMD is formed, program guidelines state that the City is expected to maintain a base level of service within the district equivalent to the level prior to formation of the assessment district. Maintaining baseline services, however, commits no additional City funds beyond what already exists. Proportional reductions to baseline services may occur resulting from changes in the City's overall financial condition.

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SUSTAINABLE OPPORTUNITIES

Economic: The proposed levy will fund activities which are intended to support the eventual increase of property, sales, and business tax revenues, as well as, increased job opportunities and on-going economic development of the Lakeshore/Lake Park commercial district

Environmental: The proposed levy will enable the district to continue its efforts to strengthen and beautify the physical image of the affected commercial neighborhood by providing special benefit services such as enhanced sidewalk sweeping and steam cleaning.

Social Equity: The proposed special assessment district will incorporate members of the affected commercial neighborhood into a productive and proactive entity representing the interests of that community. Stakeholders themselves will be responsible for administering revenues generated by the district which contributes to community self-empowerment and the furtherance of an additional social equity model.

For questions regarding this report, please contact Maria Rocha, BID Program Coordinator, at 510-238-6176.

Respectfully submitted,



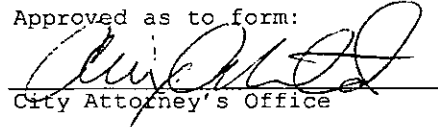
FRED BLACKWELL
Assistant City Administrator

Prepared by:
Maria Rocha, BID Program Coordinator
Office of Economic and Workforce Development

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CED Committee
May 8, 2012

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OAKLAND

Approved as to form:


City Attorney's Office

2012 APR 26 **OAKLAND CITY COUNCIL**

RESOLUTION _____ C.M.S.

**RESOLUTION OF INTENTION TO FORM THE LAKESHORE/LAKE PARK
BUSINESS IMPROVEMENT MANAGEMENT DISTRICT OF 2012, GRANTING
PRELIMINARY APPROVAL OF THE MANAGEMENT PLAN, DIRECTING
FILING OF THE PROPOSED ASSESSMENT DISTRICT BOUNDARY
DESCRIPTION, SUBMITTING A PROPOSED ASSESSMENT TO THE
AFFECTED PROPERTY OWNERS FOR MAJORITY PROTEST PROCEDURE
APPROVAL, AND SCHEDULING A PUBLIC HEARING FOR JULY 17, 2012**

WHEREAS, the City Council enacted the City of Oakland Business Improvement Management District Ordinance (Chapter 4.48, Ordinance 12190, 1999) (the "BIMD Ordinance") establishing the procedures for the formation of business improvement management districts; and

WHEREAS, the City Council approved a Neighborhood Business Improvement District ("NBID") Program pursuant to Oakland City Council Resolution No. 75323, dated November 9, 1999, to provide technical and financial assistance to stakeholder groups of business and property owners in the City to assist in the formation of such districts; and

WHEREAS, the property owners in the Lakeshore/Lake Park district have duly petitioned to form the Lakeshore/Lake Park Business Improvement Management District of 2012 ("District") under the BIMD Ordinance and have proposed the Management Plan for the operation of the District attached hereto and incorporated by reference as *Exhibit A* ("Plan"); and

WHEREAS, the Plan contains a detailed engineer's report prepared by a registered professional engineer recognized by the State of California; and

WHEREAS, the Plan was prepared in accordance with the provisions of Article XIII of the California Constitution, and has been filed with the City Clerk for proceedings in formation of this District; and

WHEREAS, the Plan provides for enhanced cleaning, marketing, security and promotional activities and improvements of particular benefit to the properties located within the District (as more specifically identified in the Plan); and

WHEREAS, the Plan was prepared in accordance with the provisions of the BIMD Ordinance overseeing the formation of the District as referenced above, and has been filed with the City Clerk for proceedings in formation of this District; now, therefore, be it

RESOLVED: The City Council finds that the Management Plan for the District attached hereto as **Exhibit A** satisfies all the requirements of the BIMD Ordinance, the laws of the State of California and the California Constitution with regard to the formation of business improvement management districts, and does hereby resolve and give notice as follows:

1. A business improvement management district is proposed to be established pursuant to the BIMD Ordinance with the boundaries as specified in the Plan.
2. A copy of the preliminary report of the City Clerk is on file in the office of the City Clerk relating to the formation of the District.
3. The Plan attached hereto as **Exhibit A** is preliminarily approved and the assessments for the first year shall be as provided for in the Plan if the District is established.
4. The name of the District shall be the Lakeshore/Lake Park Business Improvement Management District of 2012.
5. The reasons for the assessments and the types of the improvements and activities proposed to be funded and acquired by the levy of assessments on property in the District and the time period for which the proposed improvements are to be made are those specified in the Plan.
6. Except where funds are otherwise available, an assessment will be levied annually to pay for all improvements and activities within the area.
7. The boundaries of the District and of each separate benefit zone within the District are delineated in the description contained in the Plan.
8. The proposed method and basis of levying the assessments to be levied against each property in the District is based on the gross lot size and linear frontage of each parcel located within the District, and upon the benefit zone in which the property is located (as specified in the Plan), and the assessments proposed for each property are contained in the appendix to the Plan.
9. The assessments for the entire District total \$151,612.20 for the first year of the District, and the amount chargeable to each parcel are as shown in the Plan.
10. The District shall be in existence for a period of ten (10) years (as provided for in the Plan) during which a maximum 5% increase per year in the amount of the assessment on each property shall be allowable as provided for in the Plan.

11. The assessment shall be attached to the property and collected with the annual county property taxes, and in certain cases through a special municipal billing, and shall continue annually as provided for in the Plan for each year that the District is in existence unless modified by the City Council on the recommendation of the District Advisory Board.
12. The City Clerk is directed to mail a copy of the Resolution of Intention to form the District along with the ballots for the written protest procedure to all affected property owners in the District in compliance with the BIMD Ordinance and Article XIII of the California Constitution and to each local Chamber of Commerce and business organization known to be located within the District, give all other notices and take all other actions required by law, and give notice of the dates of the Public Hearing and Final Action on the Petition for Formation of the District to all affected property owners in the proposed District no later than forty five (45) days before the scheduled public hearing, and also publish the Resolution of Intention in a newspaper of general circulation in the City of Oakland once, at least seven (7) days before the public hearing. The ballots mailed to the affected property owners shall contain the procedures for the completion and return of the ballots.
13. A Public Hearing is set for July 17, 2012, (at 6:30 P.M. in the City Council Chambers in City Hall, located at 1 Frank H. Ogawa Plaza, Oakland California) to hear all public comments, protests, count the returned ballots as to the formation of the District, and take final action as to the formation of the District.
14. At the hearing the testimony of all interested persons for or against the establishment of the District, the proposed assessment, the boundaries of the District, or the furnishing of the specified types of improvements or activities will be heard.
15. A protest may be made in writing by any interested person through the ballot procedure. The procedures applicable to the completion and return of the ballots are as specified in the ballot, a copy of which is attached hereto as **Exhibit B** and incorporated herein by this reference. Any protest pertaining to the regularity or sufficiency of the proceedings shall be in writing and shall clearly set forth the irregularity or defect to which the objection is made.
16. Every written protest shall be filed with the City Clerk at or before the time fixed for the public hearing. A written protest may be withdrawn in writing at any time before the conclusion of the public hearing.
17. Each written protest shall contain a description of the property in which the person subscribing the protest is interested sufficient to identify the property and, if a person subscribing is not shown on the official records of the City as the owner of the property, the protest shall contain or be accompanied by written evidence that the person subscribing is the owner of the property.
18. A written protest which does not comply with the requirements stated above shall not be counted in determining a majority protest.

19. After the close of the Public Hearing, the ballots will be tabulated under the direction of the City Clerk and the results of the tabulation will be reported to the City Council. If written protests are received from the property owners in the proposed area which will pay more than 50 percent of the assessments proposed to be levied and protests are not withdrawn so as to reduce the protests to less than that weighted majority, then the assessment will not be imposed. If the majority protest is only against the furnishing of a specified type or types of improvement or activity within the area, those types of improvements or activities shall be eliminated.

IN COUNCIL, OAKLAND, CALIFORNIA, _____ 2012

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, BRUNNER, DE LA FUENTE, KAPLAN, KERNIGHAN, NADEL, SCHAAF and
PRESIDENT REID

NOES-

ABSENT-

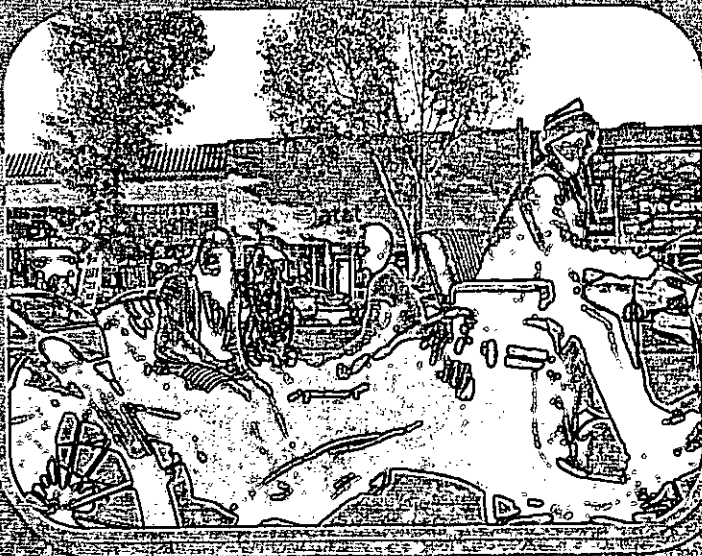
ABSTENTION-

ATTEST: _____

LATONDA SIMMONS
City Clerk and Clerk of the Council
of the City of Oakland, California



Lakeshore / Lake Park Business Improvement Management District of 2012



Management District Plan

April 2012

LAKESHORE / LAKE PARK BIMD OF 2012 MANAGEMENT DISTRICT PLAN

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I. INTRODUCTION AND OVERVIEW

Developed by a coalition of property and business owners, the Lakeshore / Lake Park Business Improvement Management District (LABID) was created in 1998 for a five-year term. A new district was created for a ten-year term in 2002, and has now reached the end of that term. Property owners wish to again create a district and continue funding vital services for the Lakeshore area.

Name: The name of the special benefits district will be the "Lakeshore / Lake Park Business Improvement Management District of 2012" (LABID).

Location: The District generally includes parcels fronting Lakeshore Avenue from Lake Park Avenue (in the west) to Prince Street (in the east); and parcels fronting Lake Park Avenue from Lakeshore Avenue (in the south) to Walker Avenue (in the north). A map of the District can be found in Section IV of this Plan.

Services: The District will provide enhanced maintenance, beautification, security, promotions, business attraction and economic development activities to assessed parcels. These services will supplement, not supplant, existing City services.

Budget: The LABID annual budget for the initial year of its ten-year operation is anticipated to be \$151,612.20. The annual budget may be subject to an increase in the assessment rate of no more than five percent per year.

Cost: The District's source of financing will be a special assessment to be levied on benefitting parcels located within the boundaries of the District. The initial amount to be charged to each parcel owner is \$0.275 per parcel square foot, plus \$24.00 per linear front footage along Lakeshore Avenue and Lake Park Avenue. Parcels owned and utilized by nonprofit organizations shall initially be assessed a flat rate of \$250 per year. Assessment rates may be subject to an increase of no more than five percent per year.

Governance: The District will be managed by the Lakeshore Avenue Business Improvement District Corporation.

Formation: LABID formation requires submittal of petitions from property owners representing more than 30% of the total assessment. The "Right to Vote on Taxes Act" (also known as Proposition 218) requires a ballot vote in which more than 50% of the ballots received, weighted by assessment, be in support of the LABID.

Duration: The LABID will have a ten-year operating life. The timeline for implementation and completion of the District's Management Plan will be from January 1, 2013 to December 31, 2022. After ten years, the petition process, ballot process, and City Council hearing process must be repeated for the LABID to again be re-established.



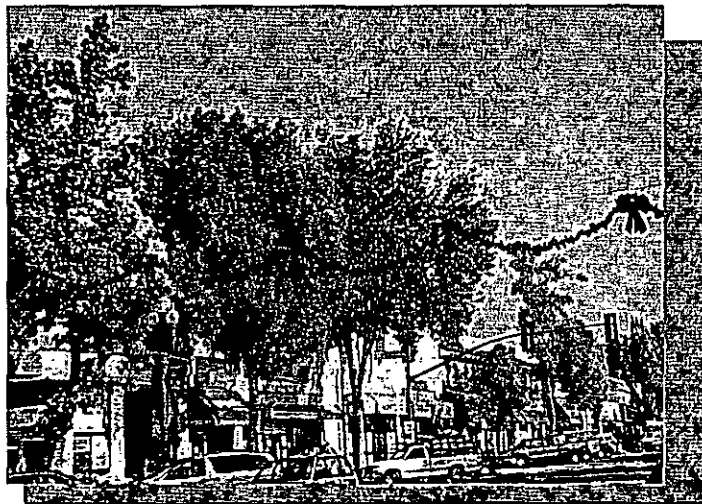
II. BACKGROUND

The Lakeshore Avenue area has a long history of utilizing special assessments to provide vital services and improvements. The first district of its kind in the City of Oakland, the original Lakeshore Property and Business Improvement District was created in 1998. In 2002, property owners renewed and expanded the original District, renaming it the Lakeshore / Lake Park Business Improvement Management District.

For nearly 15 years, Lakeshore area property owners have enjoyed increased levels of security, maintenance and promotions, above and beyond services provided by the City of Oakland. These services have been vital to maintaining and improving commercial activity and economic prosperity within the District. Many other areas of Oakland have followed Lakeshore's lead; the City now includes nine districts cumulatively raising over \$3.3M annually.

Property owners again wish to renew and expand the District. The LABID will be formed pursuant to an Oakland City Ordinance, the Business Improvement Management District Ordinance, Chapter 4.48 of the Oakland Municipal Code (the "Ordinance"). Key provisions of the Ordinance include:

- Allows Business Improvement Management Districts to provide services ranging from security to maintenance, and from business promotion to economic development.
- A Business Improvement Management District is ***designed and governed by those who will pay*** the assessment.
- Passage of the assessment is contingent upon a positive outcome from a ballot in which all affected property owners are allowed to vote.
- Allows for appointment of an Advisory Board by the City to provide oversight of District operations and to submit a yearly service plan.
- Requires that assessments charged to parcels are in proportion to special benefits received.
- Provides for the establishment of Business Improvement Management Districts for a term of up to ten (10) years and requires a petition and balloting process to form a District. The LABID will have a ten year term.



III. PAST PBID SUCCESSES

In the late 1990's Lakeshore Avenue had experienced a downturn in economic activity. Many shops were being vacated by longtime businesses and the neighborhood was changing. Rather than keep up with the changes, the commercial district seemed to be stagnating, safety was an issue, and the district was no longer vibrant. There were business redundancies (4 photo developing shops in one block) and a lack of coordination on top of a sense of "benign neglect" from the City.



Numerous property owners noticed that merchants and some owners were not working together to attract businesses nor to promote them. They started working with neighborhood organizations to revitalize the district.

They realized that a new type of association could provide funds to clean and beautify the area, provide promotional activities, and advocacy. They set the process in motion to establish a property-based business improvement district which became the first such in the City. Its success became a model, leading to the formation of a total of nine BIDs to date with more neighborhoods presently seeking to explore the feasibility of forming one.

Since 1999, Lakeshore / Lake Park property owners have enjoyed the benefits of enhanced services, above-and-beyond those provided by the City. Funds raised by the District have been carefully managed by the Lakeshore Avenue Business Improvement District corporation. The corporation has carefully managed the district funds; although the assessment rate could have been increased by 5% annually, the rate was only increased occasionally and to a lesser degree.

To gauge property owner interest in continuing these vital and successful programs, a survey was conducted in late 2011. Survey results indicated widespread support for continuing programs.

Survey results stated:

- 92% of respondents were satisfied or highly satisfied with the services provided by the PBID
- 100% of respondents support continuing daily sidewalk and gutter sweeping service
- 85% of the respondents ranked providing private security most important or very important, with providing maintenance a close second
- 53% of respondents support the currently level of monthly sidewalk steam cleaning as adequate; 46% of the respondents believe more steam cleaning is needed
- 58% of respondents are satisfied with the current levels of landscaping and gardening; 44% would like to see improved
- 92% of the respondents support continuing promotional activities to bring more shoppers, visitors and businesses to the district
- 75% of respondents believe it is easier to lease property today to quality tenants as compared to neighboring districts and pre-BID Lakeshore

Lakeshore is now considered one of the most unique and thriving commercial neighborhoods in Oakland. The area attracts new merchants-both local business owners and national chains, and many businesses wait eagerly for an opening in one of our historic buildings.



IV. BOUNDARIES

The LABID will deliver services to the Lakeshore / Lake Park area. The District generally includes parcels fronting Lakeshore Avenue from Lake Park Avenue (in the west) to Prince Street (in the east); and parcels fronting Lake Park Avenue from Lakeshore Avenue (in the south) to Walker Avenue (in the north).

The specific District boundaries are as follows:

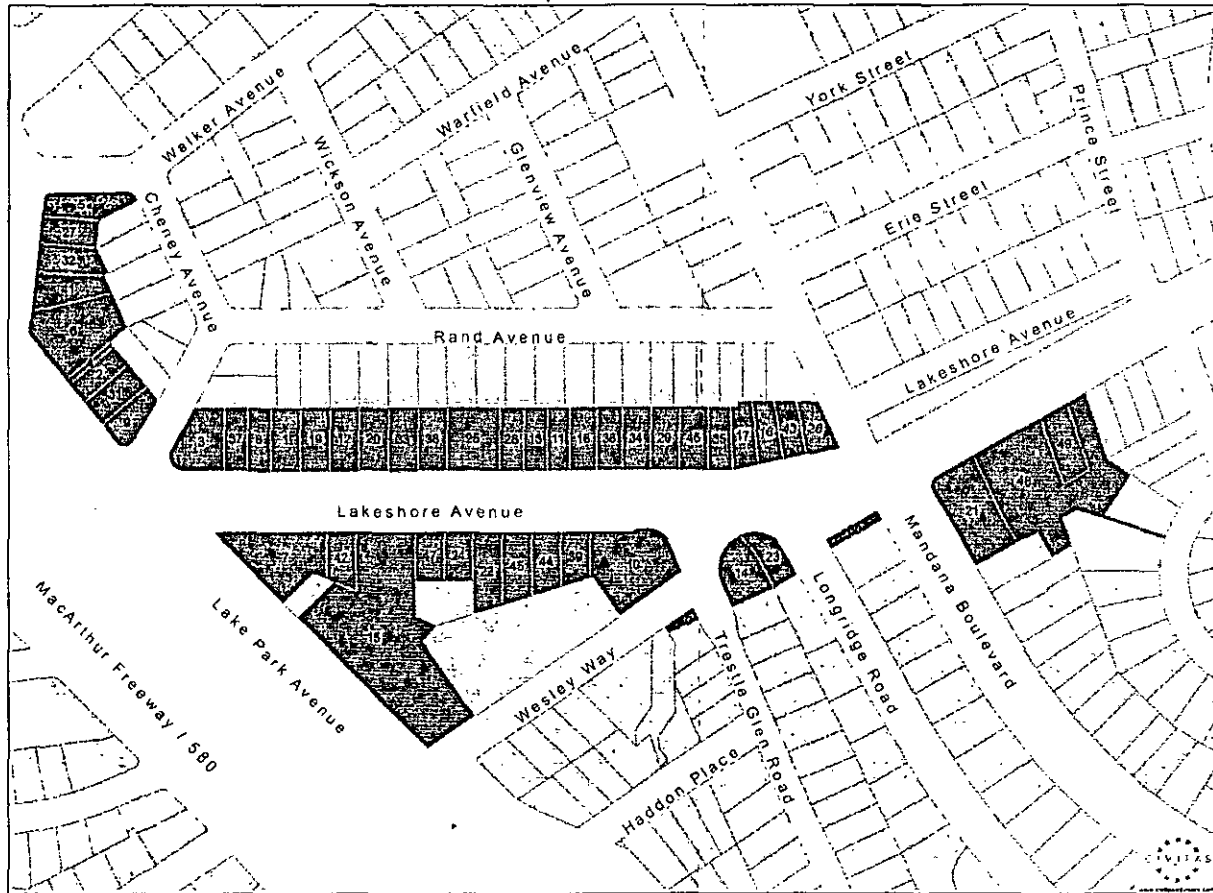
Beginning at the southeast corner of the intersection of Walker Avenue and Lake Park Avenue, south along the east boundary of parcels fronting the east edge of Lake Park Avenue to Rand Avenue. East across Rand Avenue and continuing east along the north boundary of parcels fronting the north edge of Lakeshore Avenue to Mandana Boulevard. Southeast across the intersection of Mandana Boulevard and Lakeshore Avenue. East along the south edge of Lakeshore Avenue to the northeast corner of APN 011-0874-019-06 (Map ID 48).

South along the east boundary of APN 011-0874-019-06 (Map ID 48), then southwest along the southeast boundary of parcels fronting the southeast edge of Lakeshore Avenue, across Mandana Boulevard and Longridge Road, to Trestle Glen Road. Southwest across Trestle Glen Road then southwest along the southeast boundary and northwest along the southwest boundary of APN 023-0425-001-00 (Map ID 40) to Wesley Way. Northwest across Wesley Way, then west along the south boundary of parcels fronting the south edge of Lakeshore Avenue to Lake Park Avenue. Northwest across the intersection of Lakeshore Avenue and Lake Park Avenue, the northwest along the northeast edge of Lake Park Avenue to Walker Avenue, the point of beginning.

The service area includes approximately 49 parcels with 42 property owners. The LABID boundary is illustrated by the map on the following page. The numbers on the map correspond to the chart (also on the following page); each parcel is identified with a Map ID number corresponding to its Assessor's Parcel Number (APN).



Lakeshore/Lake Park Business Improvement Maintenance District



Map ID	Assessor's Parcel Number (APN)
1	011 083802200
2	011 083708601
3	011 083802500
4	011 083708602
5	011 083709101
6	011 083708700
7	023 042401801
8	011 083802300
9	011 083708400
10	023 042400101
11	011 083801200
12	011 083802000
13	011 083801300
14	011 090000100
15	023 042402201
16	011 083800400
17	011 083800500

Map ID	Assessor's Parcel Number (APN)
18	011 083801100
19	011 083802100
20	011 083801900
21	011 087401701
22	023 042402602
23	011 090003813
24	023 042402500
25	011 083801501
26	011 083800200
27	011 083709000
28	011 083801400
29	011 083800800
30	011 088305601
31	011 083708500
32	011 083708900
33	011 083801800
34	011 083800900

Map ID	Assessor's Parcel Number (APN)
35	011 083800600
36	011 083801000
37	011 083802400
38	011 083801700
39	023 042402900
40	023 042500100
41	011 083708800
42	023 042402000
43	011 083800300
44	023 042402800
45	023 042402700
46	011 083800700
47	023 042402400
48	011 087401906
49	011 087402000



V. SERVICE PLAN AND BUDGET

A. Programs and Services

The renewed district will continue providing supplemental services to specially benefit assessed properties. Services will only be provided to assessed parcels. These services are carefully tailored to provide special benefits, including increased services which in turn enhance commercial activity on assessed parcels.

1. Maintenance & Beautification

The maintenance and beautification program will include daily sidewalk and gutter cleaning, monthly steam cleaning, and gardening in the tree wells. The district may also consider enhancements such as lighting, parklets, and planters. The frequency of these services is illustrated in the table below.

Task	Lake Park Avenue & Lake Park Avenue
Sidewalk & gutter sweeping	7 days per week
Sidewalk steam cleaning	Monthly
Shrub planting	As needed
Landscape maintenance	As needed
Lakeshore branding/Planters	To be determined
Holiday decorations	Seasonal

2. Safety

The safety program will include up to approximately fifty-two hours of private security patrols offered weekly in the district.

3. Promotions and Business Attraction

Promotions and business attraction services will include at least 3 major events a year, website development and operation, business listings, signage, and marketing programs using social media such as Facebook and YouTube for publicity. Business attraction and retention services will keep existing businesses and attract new businesses to fill vacancies. Public relations efforts will be undertaken, including television, radio, and newspaper coverage.

Events, which provide benefits to assesses, include, but are not limited to:

- the Easter/Spring Festival
- the Halloween/Fall Festival
- other Holiday events

Other events may occur particularly if subsidized through sponsorships and vendor fees.

4. Administration and Economic Development

The District will serve as a unified voice to represent the interests of the Lakeshore district. Economic development efforts will include representing Lakeshore property owners at the City Council and other agencies, and applying for grants and additional funding streams to improve the district. This line item also includes administrative expenses such as telephone, postage, insurance, tax preparation, and similar expenses.



5. Contingency

A prudent portion of the budget will be maintained in a reserve fund to cover lower than anticipated collections and increased program costs. It also covers the City of Oakland's fees for costs of collection and administration. If, upon the expiration of the district, there are contingency funds remaining and property owners wish to renew the district, those funds could be used for the costs of renewal.

B. Operations Budget

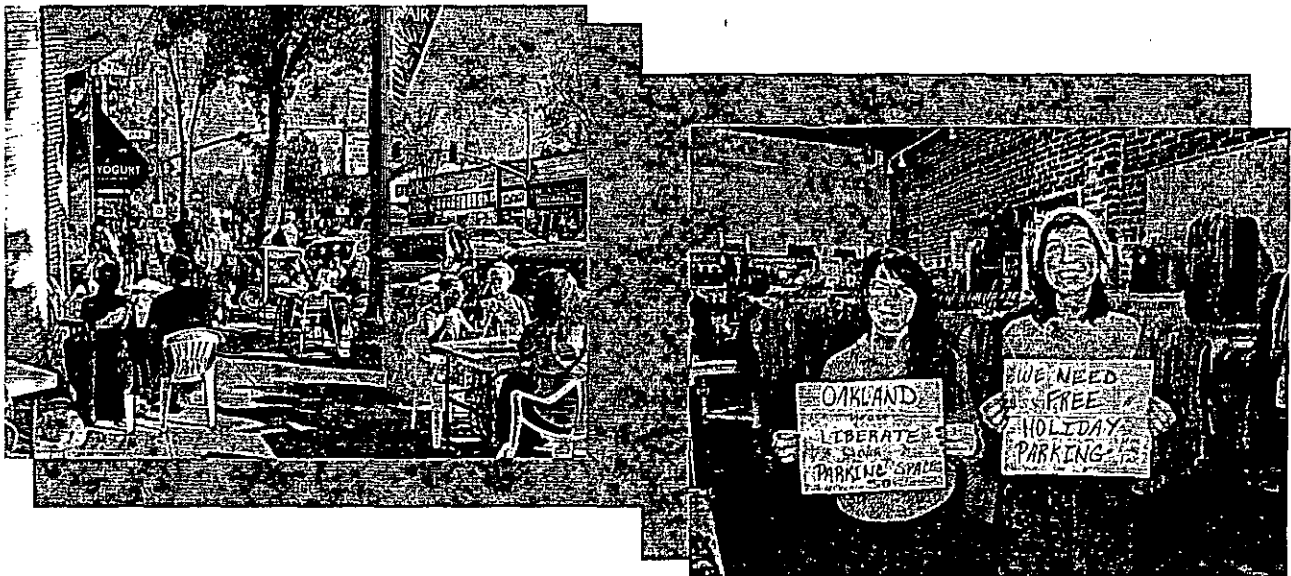
1. Annual Budget

The summary of the annual operating budget for the LABID is provided below. Parcel owners will contribute the entire amount through annual parcel square footage assessments and linear front footage assessments.

Category	%	Amount
Maintenance & Beautification	32.5	\$49,273.97
Security	33	\$50,032.03
Promotion & Business Attraction	7	\$10,612.85
Administration & Economic Development	24.5	\$37,144.99
Contingency	3	\$4,548.37
TOTAL	100%	\$151,612.20

2. Adjustments

Although revenues may fluctuate from year to year, the proportional allocation of revenues shall remain consistent, except that the Management Corporation, the Lakeshore Avenue Business Improvement District corporation, shall have the authority to reallocate funds between service categories by up to fifteen percent (15%) of the total budget each year. The Advisory Board for the district will have the option to increase the assessments annually based upon the Alameda County regional CPI indicator or by an amount not to exceed 5% from the previous year's assessments. Any increase shall be approved by the Oakland City Council before taking effect. The total maximum budget for each year of the District's ten year operation is detailed in Appendix 2.



VI. GOVERNANCE

A. Management Corporation

The District shall be administered by the Lakeshore Avenue Business Improvement District corporation, pursuant to a written agreement with the City of Oakland. The Lakeshore Avenue Business Improvement District corporation shall serve as the designated nonprofit organization described in the Section 4.48.160 of the Ordinance. The Board of Directors of Lakeshore Avenue Business Improvement District corporation shall be composed of property owners paying the District assessment.

The Corporation shall manage district funds in accordance with the following guidelines:

1. Whenever possible, the Board shall utilize competitive bidding practices in hiring subcontractors;
2. Any stakeholder who serves on the Board shall recuse themselves from any vote in which a potential conflict of interest is apparent. Such potential conflicts include, but are not limited to, prioritizing services or events which result in a disproportionate special benefit only to specific property owners, or hiring or selecting relatives of Board members; and
3. The Board of Directors shall make recommendations to the Advisory Board on the service plan and budget.

The Management Corporation shall strive to meet the following operational objectives:

1. Create and manage programs which are highly responsive to the needs and priorities of District stakeholders;
2. Coordinate with the City to avoid duplication of services and optimally leverage resources;
3. Deliver services through a cost-effective, non-bureaucratic, easily-accessible organizational structure; and
4. Provide accountability and responsiveness to property owners paying the assessment.

B. Advisory Board and Annual Report

Per local ordinance the Oakland City Council will also appoint an Advisory Board for the district (Section 4.48.190 of the Oakland Municipal Code). At least one member of the Advisory Board shall be a business licensee within the district who is not also a property owner within the district.

The Advisory Board shall meet at least once per year to advise the City and prepare and submit an annual report regarding activities within the district. The Advisory Board shall submit its annual report to the City on a date designated by the City.

C. Open Meetings

For purposes of administering this Management Plan, the Lakeshore Avenue Business Improvement District corporation is considered a legislative body under the Ralph M. Brown Act (Government Code §54950 et seq.). Further, the Advisory Board is required to comply with the Brown Act pursuant to Section 4.48.190(B) of the Ordinance. Thus, meetings of the Lakeshore Avenue Business Improvement District corporation board and the Advisory Board must be held in compliance with the public notice and other requirements of the Brown Act.



VII. ENGINEER'S REPORT

A. Assessment Methodology

1. Base Formula

Each parcel owner will pay based on special benefits received. The variables used for the annual assessment formula are parcel square footage and linear front footage along Lakeshore Avenue and Lake Park Avenue.

The annual assessment rate for commercial parcels within the District boundaries in the initial year of operation is \$0.275 per parcel square foot plus \$24.00 per linear front foot along Lakeshore Avenue and Lake Park Avenue. Tax-exempt, private parcels regardless of size will be assessed a flat rate of \$250.00 annually.

For example, a parcel with 100 square feet and 10 linear front feet along Lakeshore Avenue would pay \$267.50 $[(100 \text{ sqft} \times \$0.275 = \$27.50) + (10 \text{ ft} \times \$24 = \$240) = \$267.50]$. If you would like more information about parcel assessments, please call Civitas at (916) 325-0604 or (800) 999-7781. An Assessment Calculation Table, including the list of parcels to be included in the LABID and initial assessment calculations is provided as Appendix 1.

Assessment rates may be subject to an increase of no more than five percent per year. This adjustment may be made upon recommendation of the Advisory Board at the time of the annual report to the City.

2. Determination of Special Benefit

Assessment law provides that the expenses of the LABID shall be apportioned in proportion to the benefit received by each parcel. In addition, the law requires that a parcel's assessment may not exceed the reasonable cost of the proportional special benefit conferred on that parcel. The law provides that only special benefits are assessable, and that the City must separate the general benefits from the special benefits conferred on a parcel. A special benefit is a particular and distinct benefit over and above general benefits conferred on the public at large, including real property within the LABID. The general enhancement of property value does not constitute a special benefit.

Each and every assessed parcel within the LABID receives a particular and distinct special benefit from the District's improvements and activities. The District's programs will continue to provide services only to assessed parcels, which services will maintain and further improve commercial activity within the LABID, specially benefiting all assessed parcels. These programs also create a special enhancement of the property values of each of the parcels within the LABID, which is not provided to parcels outside of the District.

The special benefit to properties from the LABID exceeds the total amount of the assessment. The District services are carefully tailored to provide only special benefits, and to provide those special benefits only to assessed parcels within the District. The District's services do not constitute and will not create general benefit for parcels within or outside of the District.

3. Tax Exempt Parcels

As stated above, the primary purpose of the LABID is to benefit parcels with commercial uses. Tax exempt private parcels, e.g. religious or governmental institutions, will not benefit from all of the District's services. Particularly, these parcels will not benefit from the District's promotion and business attraction efforts. These parcels, however, will receive slight benefit from the District's security and maintenance services. Those services will be provided to these parcels on an infrequent basis, commensurate with their visitor traffic patterns and need for services (once per week) and therefore at a lower cost. These parcels will be assessed in



accordance with the cost of providing these minimal services and their proportional special benefit, at a flat rate of \$250 per year.

B. Assessment Notice

An Assessment Notice will be sent to owners of each parcel in the LABID. The Assessment Notice provides an estimated assessment based upon parcel square footage and linear front footage along Lakeshore Avenue. The final individual assessment for any particular parcel may change, up or down, if the parcel area or frontage differs from those found on the Assessment Notice. A list of parcels to be included in the LABID is provided in Appendix 2 of the Management District Plan.

C. Time and Manner of Collecting Assessments

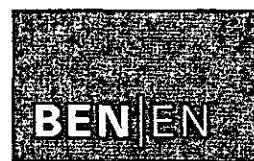
As provided by State Law, the LABID assessment will appear as a separate line item on annual property tax bills prepared by the County of Alameda. Property tax bills are generally distributed in the fall, and payment is expected by lump sum or installment. The assessment shall be collected at the same time and in the same manner as for the ad valorem property tax paid to the County of Alameda. The County of Alameda shall distribute funds collected to the City of Oakland and the City shall disburse funds to LABID pursuant to a written agreement between the City and LABID. These assessments shall provide for the same lien priority and penalties for delinquent payment as is provided for the ad valorem property tax.

The "property owner" means any person shown as the owner/taxpayer on the last equalized assessment roll or otherwise known to be the owner/taxpayer by the City. Tax-exempt parcels not subject to property taxes shall not be exempted from payment into the assessment district. These parcels will be billed directly by the City of Oakland for their assessment obligation.

Review of this LABID Management District Plan and preparation of the Engineers Report was completed by:

Orin N. Bennett, PE
State of California
Registered Civil Engineer No. 25169

Date



TRUSTED ENGINEERING ADVISORS

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VIII. CONTINUATION OF CITY BASELINE SERVICES

A. City Baseline Service Policy

Throughout the process of establishing the LABID, stakeholders and business and property owners have voiced concerns that the City of Oakland maintain existing services at a "baseline" service level to ensure that existing City services are enhanced, not replaced, by new LABID services.

City baseline services should be paid for by general City revenues, and not subsidized by revenue which the LABID generates for enhanced special benefits and supplemental levels of service.

Existing policy allows for adjustments in "baseline service levels" commensurate with changes in the City's overall financial condition. City wide service reductions can trigger a proportionate reduction in baseline service levels within a Business Improvement Management District.



APPENDIX 1-ASSESSMENT CALCULATION TABLE

Map ID	Assessor's Parcel Number (APN)	Parcel Size (sqft)	Initial Annual Parcel Assessment	Street Frontage (ft)	Initial Annual Street Frontage Assessment	Total Initial Annual Assessment
1	011 083802200	5,500	\$1,512.50	50	\$1,200.00	\$2,712.50
2	011 083708601	4,096	\$1,126.40	40	\$960.00	\$2,086.40
3	011 083802500	7,500	\$2,062.50	84	\$2,016.00	\$4,078.50
4	011 083708602	1,024	\$281.60	10	\$240.00	\$521.60
5	011 083709101	5,500	\$1,512.50	27	\$648.00	\$2,160.50
6	011 083708700	15,387	\$4,231.43	79	\$1,896.00	\$6,127.43
7	023 042401801	14,235	\$3,914.63	205	\$4,920.00	\$8,834.63
8	011 083802300	4,400	\$1,210.00	40	\$960.00	\$2,170.00
9	011 083708400	4,439	\$1,220.73	80	\$1,920.00	\$3,140.73
10	023 042400101	16,050	\$4,413.75	94	\$2,256.00	\$6,669.75
11	011 083801200	4,158	\$1,143.45	30	\$720.00	\$1,863.45
12	011 083802000	5,500	\$1,512.50	50	\$1,200.00	\$2,712.50
13	011 083801300	4,314	\$1,186.35	30	\$720.00	\$1,906.35
14	011 090000100	7,076	\$1,945.90	87	\$2,088.00	\$4,033.90
15	023 042402201	50,000	\$13,750.00	100	\$2,400.00	\$16,150.00
16	011 083800400	4,400	\$1,210.00	44	\$1,056.00	\$2,266.00
17	011 083800500	4,370	\$1,201.75	52	\$1,248.00	\$2,449.75
18	011 083801100	5,500	\$1,512.50	46	\$1,104.00	\$2,616.50
19	011 083802100	5,500	\$1,512.50	50	\$1,200.00	\$2,712.50
20	011 083801900	5,400	\$1,485.00	50	\$1,200.00	\$2,685.00
21	011 087401701	14,500	\$3,987.50	78	\$1,872.00	\$5,859.50
22	023 042402602	6,650	\$1,828.75	50	\$1,200.00	\$3,028.75
23	011 090003813	4,465	\$1,227.88	66	\$1,584.00	\$2,811.88
24	023 042402500	4,157	\$1,143.18	50	\$1,200.00	\$2,343.18
25	011 083801501	9,720	\$2,673.00	50	\$1,200.00	\$3,873.00
26	011 083800200	4,600	\$1,265.00	63	\$1,512.00	\$2,777.00
27	011 083709000	4,849	\$1,333.48	50	\$1,200.00	\$2,533.48
28	011 083801400	4,400	\$1,210.00	40	\$960.00	\$2,170.00
29	011 083800800	5,400	\$1,485.00	50	\$1,200.00	\$2,685.00
30	011 088305601	2,018	\$554.95	100	\$2,400.00	\$2,954.95
31	011 083708500	5,100	\$1,402.50	50	\$1,200.00	\$2,602.50
32	011 083708900	5,660	\$1,556.50	52	\$1,248.00	\$2,804.50
33	011 083801800	5,500	\$1,512.50	50	\$1,200.00	\$2,712.50
34	011 083800900	5,400	\$1,485.00	50	\$1,200.00	\$2,685.00
35	011 083800600	4,370	\$1,201.75	48	\$1,152.00	\$2,353.75
36	011 083801000	4,860	\$1,336.50	45	\$1,080.00	\$2,416.50
37	011 083802400	4,320	\$1,188.00	40	\$960.00	\$2,148.00



Map ID	Assessor's Parcel Number (APN)	Parcel Size (sqft)	Initial Annual Parcel Assessment	Street Frontage (ft)	Initial Annual Street Frontage Assessment	Total Initial Annual Assessment
38	011 083801700	5,400	\$1,485.00	50	\$1,200.00	\$2,685.00
39	023 042402900	4,446	\$1,222.65	50	\$1,200.00	\$2,422.65
40	023 042500100	1,112	\$305.80	51	\$1,224.00	\$1,529.80
41	011 083708800	6,192	\$1,702.80	48	\$1,152.00	\$2,854.80
42	023 042402000	4,791	\$1,317.53	50	\$1,200.00	\$2,517.53
43	011 083800300	3,853	\$1,059.58	40	\$960.00	\$2,019.58
44	023 042402800	4,919	\$1,352.73	50	\$1,200.00	\$2,552.73
45	023 042402700	5,930	\$1,630.75	50	\$1,200.00	\$2,830.75
46	011 083800700	5,400	\$1,485.00	50	\$1,200.00	\$2,685.00
47	023 042402400	4,207	\$1,156.93	50	\$1,200.00	\$2,356.93
48	011 087401906	34,450	\$9,473.75	157.5	\$3,780.00	\$250.00 ¹
49	011 087402000	6,000	\$1,650.00	50	\$1,200.00	\$250.00 ¹
	Totals	357,018	\$98,180.00	2876.5	\$69,036.00	\$151,612.20

*Exemptions:

¹=Non-profit parcels



APPENDIX 2 – TEN-YEAR MAXIMUM BUDGET

Year	Security	Maintenance	Administration	Promotions	Contingency	Totals
%	33	32.5	24.5	7	3	100
2013	\$ 49,273.97	\$ 50,032.03	\$ 10,612.85	\$ 37,144.99	\$ 4,548.37	\$ 151,612.20
2014	\$ 50,752.18	\$ 51,532.99	\$ 10,931.24	\$ 38,259.34	\$ 4,684.82	\$ 156,160.57
2015	\$ 52,274.75	\$ 53,078.98	\$ 11,259.18	\$ 39,407.12	\$ 4,825.36	\$ 160,845.38
2016	\$ 53,842.99	\$ 54,671.35	\$ 11,596.95	\$ 40,589.33	\$ 4,970.12	\$ 165,670.74
2017	\$ 55,458.28	\$ 56,311.49	\$ 11,944.86	\$ 41,807.01	\$ 5,119.23	\$ 170,640.87
2018	\$ 57,122.03	\$ 58,000.83	\$ 12,303.21	\$ 43,061.22	\$ 5,272.80	\$ 175,760.09
2019	\$ 58,835.69	\$ 59,740.86	\$ 12,672.30	\$ 44,353.06	\$ 5,430.99	\$ 181,032.90
2020	\$ 60,600.76	\$ 61,533.08	\$ 13,052.47	\$ 45,683.65	\$ 5,593.92	\$ 186,463.88
2021	\$ 62,418.78	\$ 63,379.07	\$ 13,444.05	\$ 47,054.16	\$ 5,761.73	\$ 192,057.80
2022	\$ 64,291.35	\$ 65,280.45	\$ 13,847.37	\$ 48,465.79	\$ 5,934.59	\$ 197,819.53

This maximum annual budget assumes that the Board does not exercise its ability to reallocate funds between categories, and the advisory board and city do implement the maximum assessment increase of 5% per year.



EXHIBIT B
(to the Resolution of Intention to form the Lakeshore/Lake Park BID)
SAMPLE BALLOT FORMAT

CITY OF OAKLAND
LAKESHORE/LAKE PARK BUSINESS IMPROVEMENT MANAGEMENT DISTRICT
OF 2012
PROPERTY OWNER BALLOT

This ballot is for the property owners of the parcel(s) identified below by Assessment Parcel Numbers (APN), which parcel(s) are located within the proposed Lakeshore/Lake Park Business Improvement Management District of 2012 (BIMD) in the City of Oakland. Please advise the City of Oakland as soon as possible at (510) 238-6176 if the information set forth below is incorrect.

This ballot may be used to express either support for or opposition to the proposed Lakeshore/Lake Park BIMD assessment. In order to be counted, this ballot must be completed, signed, and dated below by an owner of the identified parcel(s) or by an authorized representative of the owner. The ballot must be returned to the City Clerk of Oakland either by mail or in person to: Office of the City Clerk, Oakland City Hall, One Frank H. Ogawa Plaza, First Floor, Oakland, CA, 94612, Attn: Lakeshore/Lake Park BIMD. If a majority of ballots received (as weighted by assessment) oppose the Lakeshore/Lake Park BIMD assessment, the Lakeshore/Lake Park BIMD will not be established and the Lakeshore/Lake Park BIMD assessment will not be levied.

Mail Delivery: If by mail, fold and insert the ballot in the enclosed self-addressed stamped envelope, seal the envelope, and deposit in the U.S. mail.

Personal Delivery: If in person, fold and insert the ballot in the enclosed self-addressed envelope, seal the envelope provided and deliver to the City Clerk's office (address shown above) or deliver to the City Clerk at the public hearing on the Lakeshore/Lake Park BIMD.

The assessment shall not be imposed if the ballots submitted in opposition to the assessment exceed the ballots submitted in favor of the assessment, with the ballots weighted according to the proportional financial obligation of the affected property.

IN ORDER TO BE COUNTED, THIS BALLOT MUST BE RECEIVED BY THE CITY CLERK PRIOR TO THE CLOSE OF THE PUBLIC INPUT PORTION OF THE PUBLIC HEARING ON THE LAKESHORE/LAKE PARK BIMD, WHICH IS SCHEDULED FOR JULY 17, 2012, AT 6:30 PM IN THE CITY COUNCIL CHAMBERS, OAKLAND CITY HALL, 1 FRANK OGAWA PLAZA, OAKLAND, CALIFORNIA 94612. To cast this ballot, check the appropriate box below (either yes or no), sign the ballot at the bottom, and return either this entire page or the portion below this line.

BALLOT

Please mark in the box below to cast your vote:

- ☐ **YES**, I am in favor of the formation of the district and the proposed assessments against the parcel(s) identified on this ballot.
- ☐ **NO**, I oppose the formation of the district and the proposed assessment against the parcel(s) identified on this ballot.

Owner

APN

Assessment

Total Lakeshore/Lake Park BIMD Assessment Amount (Votes Cast)

\$

NAME (PRINTED)

SIGNATURE

DATE