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DRAFT Management Plan 2022 Update
Middle Harbor Shoreline Park
Prepared for the Port of Oakland
August 29, 2022



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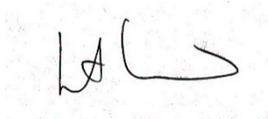
August 29, 2022

Ms. Ramona Dixon
Park Manager
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Dear Ms. Dixon:

BAE is pleased to submit this revised draft update to the Middle Harbor Shoreline Park Management Plan. This draft reflects both Port and BCDC staff comments and feedback as well as information from the latest draft Master Plan. We look forward to receiving your further comments.

Sincerely,



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MANAGEMENT PLAN PURPOSE AND GOALS

Background and History

The Port of Oakland's 38-acre Middle Harbor Shoreline Park ("Park") is located at the intersection of 7th Street and Middle Harbor Road in Oakland, California. The Park opened in early 2004 and has seen its visitation steadily grow from 20,000 to approximately 60,000 visits annually, with visitors including West Oakland residents, maritime workers, and visitors from the East Bay and larger San Francisco Bay Area region. The Park was originally developed to fulfill a statutory requirement under permit number 1999.007.00 issued by the Bay Conservation and Development Commission ("BCDC") for a Port of Oakland ("Port") dredging project. The BCDC permit for Middle Harbor Shoreline Park ("BCDC Permit") required the Port to develop and implement a management plan to serve as guidance for park programming and operations. Both a Park Master Plan and Management Plan were prepared in 1999 and 2001, respectively.

The Oakland and broader East Bay communities' expectations for the Park have changed since the early 2000's, with social equity issues rising in importance with the goal of providing opportunities for all residents to enjoy open space and connections to the San Francisco Bay and reap the health and wellness benefits from outdoor activities. West Oakland has experienced significant new residential development, bringing new residents to the area and additional planned development in the area around the West Oakland BART Station will attract even more people to the community. Finally, sustainability best practices have advanced considerably since the Park was planned and constructed. Some capital improvements originally programmed for the Park, such as extensive irrigated turf lawn areas, are no longer practical or desirable in light of mandates for water conservation, drought conditions and cost reduction.



Photo credit: iStock/Getty Images, 2022.

Purpose and Scope of Management Plan Update

With 18 years of operational history, the Port seeks to update both the Master Plan and Management Plan to better reflect changed conditions, best sustainability practices, and evolving community wellness and recreational needs. This Management Plan is an update to the prior Management Plan, providing new refined estimates of the Park's operating costs and revenues. This update also re-reviews options for sustainably managing and operating the Park by evaluating the relative advantages and disadvantages of three management options. Importantly, the cost and revenue estimates in this Management Plan are based on several assumptions regarding ongoing programming and operations at the Park, as well as preliminary concept improvements under the updated Master Plan which have yet to be finalized. Ultimately, the overall mix of final improvements will depend on a myriad of factors, including but not limited to, advanced design, refined costs, funding, compatibility with the natural environment, and conversations with potential external management entities.

VISION

Middle Harbor Shoreline Park will continue to provide a unique waterfront recreational destination and showcase habitat restoration with two miles of natural shoreline and stunning views of the San Francisco Bay and East Bay hills nestled in the center of the Port's maritime activity. The Park will continue to host a diverse range of educational activities and programs based on the environment, culture and history of surrounding communities, and historic, current, and future maritime operations at the Port of Oakland.

MISSION

The mission of Middle Harbor Shoreline Park is to:

- Establish direct access to the shoreline and waterfront for a range of activities that emphasize the unique aspects of the site - its shoreline, views, restored habitat, and maritime activity.
- Create a place for learning about the Bay's natural resources, local history, Port maritime activities, and environmental sustainability.
- Create an inviting place for recreation.
- Advance social equity and environmental justice by creating a welcoming place for West Oakland's, the East Bay's, and San Francisco Bay Area region's diverse population by providing both active and passive recreational opportunities.
- Provide a setting for public science education programs that support and utilize the Middle Harbor Habitat Enhancement Area, especially for students in elementary and middle schools.

- Offer a nearby park and open space for the enjoyment of the Port’s maritime workforce.
- Generate public awareness of the maritime activities of the Port and promote a long-term positive connection between the Port and the local community.
- Improve the Park to flourish and become a Bay Area landmark park and regional asset.
- Address operational challenges of operating an active Port while providing a waterfront park with public access and robust visitation.

PORT OF OAKLAND STRATEGIC PLAN

The Port’s 2018-2022 Strategic Business Plan includes objectives and strategies related to public access. The Port provides miles of public access trails and hundreds of acres of parks and open space, including the Middle Harbor Shoreline Park, that give the public the opportunity to access the Oakland shoreline and its diverse natural and cultural resources. The Port’s objective is to improve Port access for the community and the Port’s strategic business plan sets forth a strategy of encouraging use of Port-area parks.¹

OPERATING EXPERIENCE

From the Park’s opening in 2004 through 2009, the Park was managed under an agreement with the East Bay Regional Parks District (“EBRPD”) on a fee-for-service basis. The EBRPD managed the Park in accordance with the standards and provisions in the EBRPD’s Operations Department Park Operations Manual. Table 1 outlines responsibilities for operations and maintenance under this management agreement and it provides a summary of the scope of work required to maintain the Park. The Port’s management agreement with the EBRPD terminated in January 2010 and since that time the Port has assumed all the responsibilities to manage and operate the Park.

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¹ See page 10, *Port of Oakland 2018-2022 Strategic Business Plan*.

Table 1: 2002 Port/EBRPD Management Agreement Responsibilities

Port of Oakland	East Bay Regional Parks District
<ul style="list-style-type: none"> - Construction of improvements - Utilities (electric, gas, water, sewer, phone, garbage) - Structural maintenance, repairs, and replacements (structural repairs and replacements; maintenance of wharf deck, piles, and cutoff wall; maintenance of boundary fence; 7th Street rail lead and UPRR business spur; electrical system) - Signs (procurement and installation) - Interpretative activities and programs (development and installation of interpretative display panels; maritime and historical programs) - Equipment - Marketing and public communications 	<ul style="list-style-type: none"> - Park management and operations - Security and law enforcement - Nonstructural maintenance (painting and cleaning of picnic/BBQ areas, sitting areas, pathways, hand rails, fountain, lights, irrigation systems, parking lots/roadways, restrooms, fencing, gates, trellis, lampposts, lighting, flagpoles, signs) - Landscaping - Useful life replacements (benches, tables, transformers, elevators, trash receptacles, etc.) - Restroom cleaning and provisioning - Replenishment of beach sand - Water quality monitoring - Implementation/management of permitted activities

Sources: 2002 Middle Harbor Shoreline Park Management Agreement; BAE, 2021.

Operating Expenses

All capital and operating costs have been covered by the Port since the Park's opening. As shown in Figure 1 below, the annual management fees paid by the Port to EBRPD exceeded \$1.0 million during the period when EBRPD managed the Park.² The Port's payments to the EBRPD reflected its full actual costs and allocated overhead, which were reviewed and updated annually by both parties.

Since 2010, the Port's operating costs have consisted of three core contracted services: landscaping and maintenance, security, and educational programming. These contracted costs include certain costs of equipment and supplies. The Port also expends an average of \$7,000 annually for transportation costs to bring students to the Park for its educational programs. Utility costs are approximately \$23,000 annually. Total operating costs have varied over the fiscal year 2009-10 to 2019-20 period, ranging from \$689,000 in fiscal year 2011-12 to just over one million dollars in fiscal year 2019-20.

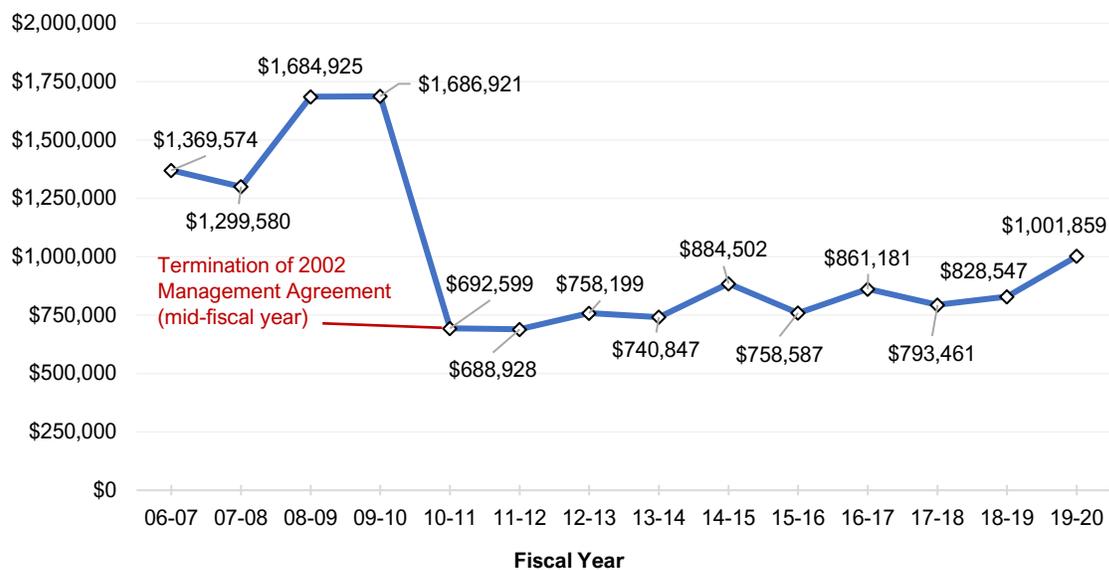
In addition to these contracted costs are the Port's costs associated with the Port staff assigned full-time or part-time to Park operations. The Port has a 1.0 Full Time Equivalent ("FTE") Park Manager. Some maintenance functions are also performed in-house by the Port's

² Fees for this section of the Management Plan is a term that the Port uses to describe contracted costs.

Harbor Facilities division, mostly on a responsive, or as-needed, basis through the Port’s work-order system. The Port reports that on average the Harbor Facilities staff spend a combined 755 labor hours per year providing general maintenance services not covered by the Port’s landscape and maintenance contracts.

The Park Manager has been responsible for day-to-day operation of the park and overseeing the Park’s education programming and special events. When unscheduled maintenance items arise, the Park Manager submits a work order to the Port’s Harbor Facilities division who then dispatches the appropriate staff to address the maintenance problem.

Figure 1: Annual Park Operating Costs (Port actuals), FY2006-07 to FY2019-20



Source: Port of Oakland; BAE, 2021.

Maintenance and Operations: Lessons Learned

The Park has many different physical components, each with its own special maintenance and operational requirements. These components include parking areas, walkways, irrigated lawns, the pier, the observation tower with elevators and a lift, the education office (trailer), storage containers, public restrooms, wayfinding signage and interpretive displays, the sheltered picnic area, public art, water fountains, garbage receptacles, and free-standing benches. The Park elements listed below are the primary drivers of maintenance costs.

Irrigated Lawn Areas

The Park was designed and constructed with several large areas of irrigated turf at Point Arnold, The Mole, and the Promenade areas. These lawns, which are non-native and non-drought tolerant, are difficult and costly to maintain due to sandy soils, the need to water

frequently, and digging by ground squirrels. In addition, the irrigation system has been susceptible to frequent breakage and leaking and has accounted for a significant portion of Port Harbor Facilities maintenance labor hours. In the years since the Park's opening, many public agencies have adopted more sustainable landscaping practices by limiting irrigated lawn areas and planting more native species and/or drought-tolerant species that require less water and mowing. The Port is currently exploring best-practice sustainable landscaping and a reduced footprint of irrigated lawn areas.

Painting and Rusting of Structures Throughout the Park

Several structures throughout the Park (including bollards, fence, rails along pier and mole, flagpole, signage, curbs, saw tooth structure overhang above picnic tables, and containers) are exposed to salty marine air and wind that results in rapid corrosion and rusting of metal elements. As a result, frequent painting to avoid rusting and deterioration is required. The blue painted pier surface area at the end of Point Arnold requires frequent inspection and re-painting.

Chappell Hayes Observation Tower Elevator and Lift

The Observation Tower at the Mole has an elevator to provide access to the top of the structure and a handicapped lift at the base. This equipment was exposed to salt-water moist marine air as well as wind and required weekly inspections. The elevator and lift have been subject to frequent breakdowns requiring repairs and replacement of parts and have been decommissioned for some time. The Port is exploring replacement of the elevator with a modular elevator.

Gravel Walkways

The Park was constructed with a substantial portion of its walkways comprised of decomposed granite. Over time, these walkways deteriorated with grade separations, uneven surfaces, and puddling of water, resulting in life-safety hazards or difficult use by handicapped Park visitors. The Port over time has replaced some of the Park's gravel pathways with asphalt which has turned out be more durable and less costly to maintain.

Point Arnold Picnic Area/Overhang Structure

A large, architecturally prominent structure overhangs the Park's picnic area, providing shade and protection from wind. However, its metal construction makes it susceptible to frequent rusting from its exposure to marine air. As a result, this structure requires treatment and painting and many of its steel panels detach, requiring welding for re-attachment.

Graffiti and Vandalism

Despite a Port security presence at the Park, graffiti and vandalism are recurring problems that require resources to clean and repair. This type of nuisance is not unique to the Park.

Restrooms

Restrooms normally require a high level of maintenance attention to keep the facilities clean and functional. The Park's restrooms require not only the typical high level of inspections and maintenance but also are subject to corrosion of fixtures; and tracked-in sand can cause plumbing blockages.

Facilities for Interpretive and Educational Programs

To support its interpretive and educational programs, the Port installed an 8-foot x 20-foot mobile building that functions as the Park naturalist's office space. Additionally, there is a 20-foot container used to house equipment, supplies and educational materials onsite. The Port's onsite interpretive and educational programs have utilized and emphasized the unique outdoor open space setting offered at the Park. All programming has been successfully conducted outdoors since the Park's opening. The success of focusing its interpretive and educational activities in outside spaces has led to a reconsideration of the necessity of providing indoor educational spaces as originally set forth in the BCDC Permit.³ The Port is assessing the feasibility of adding an educational hub with container classroom structures along with utilizing the Train Tower Museum at Port View Park on a more regular basis.

Working Park Service Center

The Port installed and has used a 60-foot x 12-foot modular trailer as a Service Center to house security and landscaping operations. This trailer is fully equipped with bathroom facilities, kitchen, refrigerator, table for eating and meetings, and lockers to store contract employee's belongings. Additionally, there are containers that house equipment, supplies, and large equipment (e.g., tractor). There is also a large overhang structure for vehicles.



Overhang Structure at Picnic Area

Photo credit: Waterfront Action



Point Arnold Pier

Photo credit: Historical Marker Database

³ The BCDC Permit requires as part of Public Access Improvements Phase III the construction of two buildings between 2,500 and 5,500 square feet but deferred to the 2000 Management Plan the actual definition of the purpose and use of these indoor facilities.

BCDC Review of Park Management and Operations

BCDC has requested that the updated Park Management Plan include the Port’s proposed approach to address the following: (i) the poor condition of lawns and irrigation systems; (ii) certain improvements that have not been constructed as part of Phase III of the Master Plan as well as the Park service center; (iii) regular maintenance of the Park and its existing amenities and any other proposed changes to the Park; and (iv) management of special events in a manner consistent with BCDC’s guidance. These concerns are reviewed and addressed in this Management Plan Update.

Programming and Partnerships

The prior Management Plan identified significant interest among environmental education program providers in using the Park to engage urban youth in West Oakland and beyond. Programming at the Park was previously managed by the EBRPD as part of its broader agreement to operate and manage the Park. After the agreement with EBRPD ended, the Port engaged an independent contractor, Stepping Out Stepping In (“SOSI”), to provide Naturalist services, including educational programs and outreach to schools located in West Oakland and to the broader Oakland community.

The SOSI Naturalist works during the Oakland Unified School District’s (“OUSD”) academic school year (35 weeks, September to December and February to June). Work hours are a minimum of 35 hours per week and one weekend per month. In past years, SOSI has outreached to elementary and middle schools throughout Oakland with emphasis on those in West Oakland. In total, the Port reports that SOSI has provided educational naturalist programming for 21,325 students during the last 10 years. Due to the COVID pandemic, the on-site education program was suspended in 2020 and replaced with online programming throughout the OUSD. However, the Port plans to transition back to in-person, on-site programming in the future as permitted by and in compliance with state and local health protocols.



Photo credit: Port of Oakland.

The Port has provided several other hands-on environmental education programs at the Park. In 2015, the Port partnered with California State University East Bay Success Summer Bridge, OUSD McClymonds High School, and UC Berkeley's Y-PLAN where students became "Port Explorers" for a day. The programs have been extremely successful and continue to expand into other subject matter areas, such as storm water education, global climate change and the regional effects of sea-level rise.

The Port also entered into a partnership with the California College for the Arts ("CCA") to establish an innovative 'Float Lab' project. CCA's Float Lab is moored in the Park, serving as a floating research station and an environmental demonstration project that interfaces with public education and community engagement efforts sponsored by the Port. CCA reports that this is the first prototype of its kind to receive state and federal approval by BCDC and the United States Army Corps of Engineers.



CCA's Float Lab

Photo credit: CCA/ Joshua Eufinger.

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Visitation

Overall, the Port estimates that Park visitation is approximately 60,000 persons annually. Annual visitation is driven by on-site educational programming, permitted special events, and recreational visitors. In recent years, approximately 1,200 students have attended annual field trips to MHSP to take advantage of naturalist programming provided by the Port. Park visitation from permitted activities, including picnics and special events, is approximately 35,000 persons per year in years where larger special events were held. General recreational visitation (i.e., Park visitors not participating in a program, event, or organized activity) stems from the following: usage of shoreline trails and pathways (e.g., walking, jogging, cycling); informal usage of group picnic areas, benches, and other areas available for public use; water recreational uses; and bird watching.



Photo credit: 510families/Julia Gidwani.



Photo credit: Access Northern California.

Special Events

Many public agencies designate areas within their parks for special events, ranging from small-scale picnics and gatherings to large sports events or multiday festivals. Continuing the Park’s special events program can provide two important benefits to the Port. First by hosting events, more Bay Area residents will become familiar with the Park, putting it on an individual’s ‘mental map’ as a place to visit. Hence, special events help to activate the Park. Second, special events have generated and would continue to generate modest revenue to offset a portion of the Park’s operating expenses. In addition to providing revenue opportunities to help support the Park, food and beverage concessions are frequently permitted in parks as visitor-serving amenities.

The Port’s special events program has three main elements: reserved group picnics, commercial film and photography, and special events. The Park’s special event policies and fees are set by the Port Commission in its Tariff No. 2-A which is adopted by ordinance (See Table 2). The most recent update was in July 2019. Absent a revised Tariff ordinance, the Port can increase the Tariff 2-A fees annually by applying an adjustment based upon the San Francisco-San Jose-Oakland Consumer Price Index.

Table 2: Port of Oakland Tariff 2-A, Section 11, Adopted July 1, 2019

Event Fees (other than Special Event)		
Up to 55 people (Picnic Area A or B)	\$ 160	full day
Up to 105 people (Picnic Area C)	\$ 215	full day
Up to 215 people (Picnic Areas A, B, and C together)	\$ 540	full day
Inflatable Jumper brought on site	\$ 30	full day
Commercial Film or Photography Shoots	\$ 540	per hour
Special Event Fee		Event Rental Fee
Event Rental (Large Special Event) \$19,500 per day	\$19,500	per day
Event Rental (Small Special Event) \$8,700 per day	\$ 8,700	per day
Security Deposit (Large Special Event) \$24,000	\$24,000	
Security Deposit (Small Special Event) \$15,000	\$15,000	
Port Park Manager Oversight \$270 per hour (4-hour minimum charge)	\$ 270	per hour
Vendor/Concession Permit \$250 per day per vendor	\$ 250	per day per vendor
All Events Cancellation Fee	Deposit	Event Rental Fee
Over 60 calendar days’ notice:	50%	0%
31-60 calendar days’ notice:	100%	0%
11-30 calendar days’ notice:	100% plus	50%
Less than 11 calendar days’ notice:	100% plus	100%

Source: Port of Oakland, 2022.

Overall, permits for picnics and filming generate a modest amount of income per year. Special events account for most of the revenues generated to support the Park. These revenues have been and will continue to be applied to the Port's costs to operate and maintain the Park. For this Management Plan Update, the current program is reviewed and evaluated based upon the Port's experience hosting events as well as from input from BCDC.

Park Vision for Special Events

The Port's vision for special events at MHSP is to provide an outstanding venue for public use that promotes recreational, educational, and cultural enrichment while preserving natural and historic resources and contributing to the economic sustainability of the Park. This vision is shaped by the following key principles:

- Maintaining public access
- Protecting natural and cultural resources
- Ensuring compatibility with Port maritime and terminal operations
- Addressing parking and transportation access
- Providing program transparency
- Assessing fair and reasonable deposits and charges

Special Event Venues and Concession Locations

The Master Plan Update identifies the physical area in the Park that can host special events consistent with these key principles. As shown in Figure 2, the designated area for events is Point Arnold. Two other locations, one just outside Point Arnold and the other at Port View Park, have been identified for a food truck and pop-up café concession, respectively. The Master Plan Update specifies that the special event venue area could accommodate the following types and sizes of events⁴:

- Medium: 1,000-4,000 (e.g., corporate picnics, sports events, and festivals)
- Small: 50-1,000 (e.g., reserved large family picnics, corporate picnics, and sports events)



⁴ Note that later in this document, special events are refined to be small, medium, and large with large events having a maximum capacity of 4,000 participants.

Figure 2: Designated Area for Special Events and Concessions



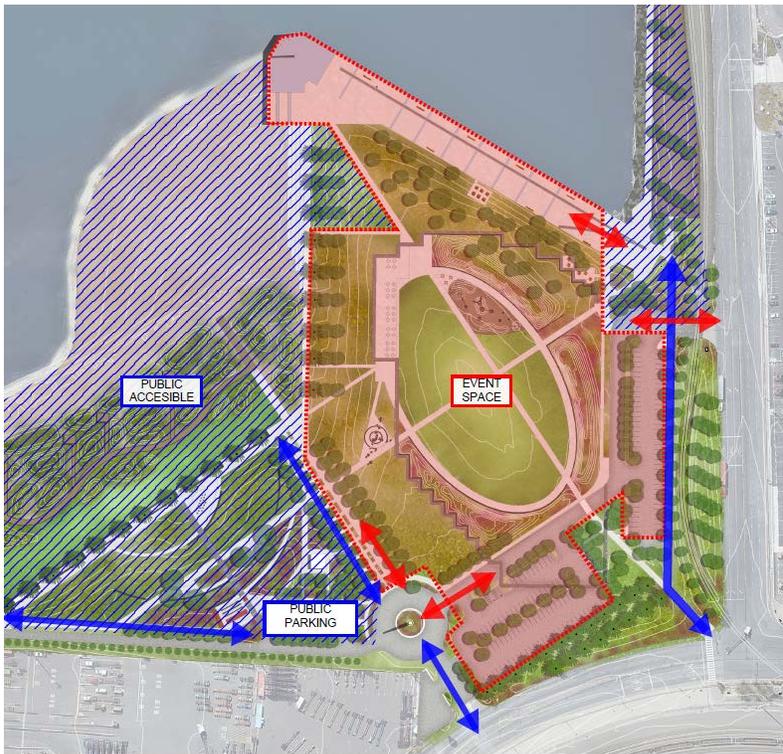
Source: Port of Oakland; Gates & Associates, 2022.

Figure 3 indicates how public access would be maintained while Point Arnold is permitted for a special event at the maximum 4,000-person capacity. While two parking fields would be dedicated to the event, a third parking area would remain open to the public. It should be noted that large events with over 4,000 participants or attendees cannot be accommodated in the Park without closing off public access during the event. For this reason, large events are not planned as part of the Port’s special events program.

For smaller events such as weddings, ceremonies, and corporate picnics, only a portion of the designated special events area would need to be reserved for private use. Specific sites (with their features capacity indicated) could be identified for these smaller events and given names for marketing purposes and to simplify permitting (by knowing in advance all the needed permit conditions to make use of the site). Examples could be “City View on Pt. Arnold Pier” (capacity up to “X”), “Pt. Arnold Oval” (capacity up to “X”), and “Warehouse Picnic Area”

(capacity up to “X”) and so forth. Venue names could also be established using the names of native plants, indigenous tribal names, or notable persons who had an association with the Port, Oakland, or site Naval history. Pre-identifying smaller venues not only assists with marketing but also avoids potential permittees asking for areas of the Park that cannot be made available or would require complicated permitting. This approach is taken by most special event venue owners and managers.

Figure 3: Special Event Venue at Point Arnold



Source: Port of Oakland; Gates & Associates, 2022.

In Figure 4, the Master Plan Update indicates how an event at the maximum capacity of 4,000 could be configured at Point Arnold. This is a hypothetical layout but would serve as a guide to place temporary event structures and facilities at locations that would minimize negative impacts on landscaping. If the event were a concert or music festival, the main stage and audience area would be the oval turf area at Point Arnold. Parking lots would be used for event production staff parking and staging and as a designated food truck area. Attendees would be shuttled from remote parking lots and BART with a drop off zone on 7th Street. Shared ride drop-offs would be at the Park’s main entry on Middle Harbor Road. Concessions could be located on the Point Arnold Pier and the main entry pathway from the main parking area. Beverages and/or concessions could also be located under the shade structure and picnic area. Lockers and guest services could be located at the event entry from 7th Street.

Figure 4: Hypothetical 4,000 Person Event Layout



Source: Port of Oakland; Gates & Associates, 2022.

Management and Implementation

Management of special events, commercial filming, and concessions requires a dedicated staff sized appropriately to support the level of permitting. To date, special events and commercial filming at the Park have been managed by one full time Port staff who also manages the Port's contractor for educational outreach and programming. To grow revenues from the current level, the Park manager may require one or more additional staff. The Port would have to make a cost-benefit determination as to whether additional staff would result in net positive revenue gain to provide funds to offset Park operations.

Marketing Strategies and Actions

Present marketing of the Park for special events and commercial filming is through the Port's website which has a dedicated page that lists picnic/BBQ areas and provides general

information about special events and reservation forms⁵. Commercial filming is shown on a separate page with permit application forms⁶. To broaden the exposure of the Park's special event and commercial filming program, the Park and its identified venues should be listed in popular Internet-based wedding planning guides such as "Here Comes the Guide" and "The Knot" and guides for corporate meetings such *visitoakland.com*, *evenues.com*, and *venuereport.com*. Commercial filming marketing could be enhanced by listing the Park in the California Film Commission location database. The Port could also partner with food event organizers such as Off the Grid to explore hosting a food event at the Park. Finally, to expand awareness of the Park and its features, the Port can pursue listings in the many popular tourist guides such as *tripadvisor.com*, *fodors.com*, and *lonelyplanet.com*.

Fees and Charges

Fees and charges for special events at the Park were reviewed as part of this Management Plan Update. Key factors that influence the pricing of a venue are:

- **Location.** The location of a venue has a significant impact on pricing. Well-known travel destinations such as San Francisco and the wine country (e.g., Sonoma, Napa Valley) and well-known attractions within these areas typically will realize higher rental rates for venues compared to venues in lesser-known locations. Venues near a large inventory of hotel rooms will also be favored for weddings and large corporate events.
- **Size.** Rental rates for venues vary directly based on the capacity of the venue.
- **Setting and Views.** The ambience and setting are a major driver of a venue's desirability and its pricing. Venues with vineyard, redwood grove, or historic building settings or venues with water or city views experience strong demand and command higher prices than venues without a unique setting or view.
- **Weather.** Bay Area weather can be highly variable and outdoor venues that have consistently pleasant weather will be preferred over venues with frequent wind and fog. Venues with variable or unpredictable weather often result in permittees setting up tents which increases the event cost.
- **Quality/Condition.** The overall quality of the venue and its physical condition influence pricing. Outdoor venues with a very good or excellent level of maintenance and operable amenities (e.g., bathrooms, water, electrical outlets) will have higher rental rates than venues that are in poor to good condition.
- **Access and Parking.** Ease of access and quantity and cost of parking are important factors that affect venue pricing. Venues that are in less accessible locations and/or

⁵ See: <https://www.portofoakland.com/port/seaport/middle-harbor/park-activities/>, accessed July 27, 2022.

⁶ See: <https://www.portofoakland.com/port/seaport/middle-harbor/commercial-film-and-photography/>, accessed July 27, 2022.

venues with constrained or no parking will realize lower rental rates than venues that are easily accessed and offer onsite parking.

- **Amenities and Services.** Venues that can offer amenities such as kitchens, bathrooms, changing rooms will realize higher prices than venues without such amenities. Outdoor venues with electrical power available will be preferred over outdoor venues where a generator is required. Venues that offer tables, chairs, linens, and cutlery for rental offer more convenience that is often preferred over having to arrange for the same from one or more different sources.
- **Date of Event.** Events on weekends and holidays have more demand and are typically priced higher than weekdays.

The Park has many positive attributes, including world-class views and an industrial/maritime setting that make it both unique and attractive. It also has a sheltered picnic area and offers free parking. But the Park has some drawbacks that may constrain rental rates for events, particularly weddings and corporate events (see Figure 5). Access to the Park is not direct and requires attendees to travel up to three miles on commercial arterials (7th Street and Middle Harbor Road) that have heavy truck traffic and go through a series of industrial neighborhoods and railroad freight yards. The Park also does not offer services and amenities that are typically provided at special event venues, such as water, electricity, a kitchen/food warming station, food storage, and changing rooms. The weather at the Park can be variable and windy. Notwithstanding these drawbacks, the Park has attracted a variety of events since its opening, including weddings and prominent music festivals. Although the Park is still not well-known, this can be addressed through enhanced marketing and exposure.



Photo Credit: LOVE + WOLVES CO (www.loveandwolves.co); 2022.

Figure 5: Park Competitive Assessment for Special Events



Analysis of Special Event Charges

The Port has adopted a set of charges for the use of the Park for special events as indicated in Table 2. For this Management Plan Update, the Port’s fees and charges are compared to comparable venues with comparable amenities and services.

The Port identified publicly owned outdoor wedding venues in the East Bay region, primarily within the cities of Berkeley, Oakland, and Alameda, with a waterfront view similar to that of the Park. Venues surveyed include the Judge John Sutter Regional Park/The Bridge Yard, the Martin Luther King Jr. Shoreline Center, the Temescal Beach House, and the Lakeside Park Garden Center at Lake Merritt. However, these venues consist of an outdoor, waterfront component and an associated indoor structure to rent, as well, for wedding receptions and food prep purposes, so they are not comparable to the Park which has no comparable indoor structures.

For venues offering an outdoor facility only (i.e., no indoor structures available), public agencies typically classify them for picnics and community events. Table 3 presents rental charges and permit fee costs for the Park and comparable sites offered by San Francisco’s Parks and Recreation Department, East Bay Regional Park District, and City of Oakland Parks and Recreation Department. The East Bay Regional Park District (“EBRPD”) manages parks that cover much of the bayfront in the East Bay, from Coyote Hills in Fremont to Point Molate in Richmond and these parks offer similar views when compared to the Park and, aside from the indoor/outdoor venues mentioned above, sites available for weddings, ceremonies, and corporate events would fall under EBRPD’s picnic site inventory. Reservations for picnic sites are on a full day basis and range from \$48 for a site with a capacity of 55 persons to \$323 for a site with a capacity of 215 persons. San Francisco has two price categories, one for families, schools, and nonprofits and another for for-profit organizations and businesses. Half-

day rates for families, schools and nonprofits are prices lower in San Francisco than at the Park with rates ranging from \$40 for a 55-person site to \$199 for a site with a capacity of 215; for-profit range from \$318 to \$398 for a half day. Rates at City of Oakland venues are for a half day and range from \$40 for a 55-person site to \$140 for a site with a capacity of 215. Overall, the Port's charges are generally above those set by other agencies for comparable venues and capacities, particularly for renting all three picnic areas with a 215-person capacity. The Port could consider revising its pricing to reduce its large capacity picnic fee to align with the competitive venues. As demand for picnic sites increases, the Port could also consider moving to a half day pricing approach like San Francisco and Oakland.

The Port can also consider additional fees for amplified sound, food trucks/carts, onsite catering, use of tables and chairs brought to the site, tent structures and canopies, and booths/games structures. The additional fees charged by the Port currently are for a jump house (\$25.00) and vendor/concession permit (\$100 per day per vendor). The Port could set a fee for weddings on a package basis with a fixed set of authorized extras such as tables and chairs, amplified music, and onsite catering.

Table 3: Event (other than Special Events) Fee Schedule Comparisons

Picnic Capacity	Port of Oakland			SF Parks and Recreation	
	Rental Charge	Permit Fee	Total Cost	Fee (a)	Fee (b)
55	\$ 125	\$ 25	\$ 150	\$ 40	\$ 318
100	\$ 125	\$ 25	\$ 150	\$ 80	\$ 318
215	\$ 400	\$ 100	\$ 500	\$ 199	\$ 398
	Rates are for a full day			Rates are for a half day	
Picnic Capacity	EBRPD			City of Oakland Parks and Recreation	
	Charge (c)	Permit Fee	Total Cost	Fee (d)	
55	\$ 40	\$ 8	\$ 48	\$ 80	
100	\$ 160	\$ 8	\$ 168	\$ 140	
215	\$ 315	\$ 8	\$ 323	\$ 140	
	Rates are for a full day			Rates are for a half day	

Notes:

- (a): Fees for families, schools, nonprofits.
- (b): Fees for for-profits and businesses.
- (c): Fees for Alameda and Contra Costa residents.
- (d): Charge for 4-hour minimum rental for Oakland residents.

For special events that are larger than 215 participants, the Port currently charges \$8,000 per day for small events with 1,000 to 4,000 participants and \$18,000 per day for events with over 4,000 participants. With the limitation of special events to 4,000 participants in the Master Plan Update, the pricing schedule for special events at the Park should be reconsidered. Table 4 presents fees for special event venues offered by the San Francisco Parks and Recreation Department with venues with water views highlighted. Pricing is based upon capacity and venue popularity. The median charge per person on a full capacity basis is \$1.42 per person.

Table 4: San Francisco Parks and Recreation Special Event Venues and Fees

Special Event Venue	Capacity	Fee	Per Person (a)
Civic Center Plaza (Joseph Alioto Piazza)	25,000	\$ 35,383	\$ 1.42
Civic Center Plaza – Decomposed Granite Area	3,000	\$ 16,941	\$ 5.65
Embarcadero Plaza	7,000	\$ 9,907	\$ 1.42
Golden Gate Park - Bandshell	500	\$ 3,538	\$ 7.08
Golden Gate Park - Hellman Hollow	20,000	\$ 25,476	\$ 1.27
Golden Gate Park - Lindley Meadow	10,000	\$ 14,153	\$ 1.42
Golden Gate Park - Marx Meadow	2,000	\$ 3,538	\$ 1.77
Golden Gate Park - Polo Field	57,000	\$ 70,766	\$ 1.24
Golden Gate Park - Robin Williams Meadow	15,000	\$ 16,984	\$ 1.13
Japantown Peace Plaza	1,400	\$ 1,820	\$ 1.30
John McLaren Park - Jerry Garcia Amphitheatre	1,500	\$ 4,529	\$ 3.02
Marina Green - East (Big Marina)	7,500	\$ 10,615	\$ 1.42
Marina Green - West (Little Marina)	700	\$ 1,132	\$ 1.62
Portsmouth Square	500	\$ 708	\$ 1.42
Union Square Plaza	3,500	\$ 10,615	\$ 3.03
United Nations Plaza	2,600	\$ 2,259	\$ 0.87
Median Fee Per Person Capacity			\$ 1.42

Notes:

(a): At maximum capacity.

The charges for venues within the Golden Gate National Recreation Area (“GGNRA”) are based on the size, equipment, and overall complexity of the event as shown in Table 5. The Event 1 category with 50 to 100 participants, no closure of any portion of the park, and nothing brought on the site has a charge of \$120. As the complexity of the event increases, fees go up to \$7,150 for a category Event 7. Most of the events hosted by the GGNRA are at Crissy Field and Fort Baker which both have excellent water views.

It is beyond the scope of this Management Plan Update to set fees for Park venues, but the Port can consider revising its schedule of special event fees to align more closely with charges

levied by other public owners of venues such as San Francisco Parks and Recreation Department and the National Park Service. The Port may realize an increase in special event activity with more competitive pricing.

Table 5: Golden Gate National Recreation Area Special Event Charges

Category	Description	Venue Base Fee
Event 1	50-100 participants	\$ 120
Event 2	50-250 participants; limits access to portion of park, Minimal equipment (less than 100 chairs; small PA system; up to 2 tables; no tents); requires staff at set-up/tear down.	\$ 215
Event 3	50-250 participants; limits access to portion of park, Equipment (up to two 10'x10' tents; small PA system; generator; up to 5 tables, more than 100 chairs); involves catering onsite (no cooking); requires one staff at event; requires staff at set-up/tear down.	\$ 650
Event 4	Over 500 participants; limits access to portion of park, Equipment (up to 5 tents no larger than 20'x20' tents; PA system; more than 1 generator; up to 10 tables; more than 200 chairs); Involves sales of food and beverages or other concessions; Involves cooking and food preparation in non-designated picnic area (includes food trucks); requires dumpsters; requires up to five portable toilets; requires two staff at event; requires staff at set-up/tear down; requires reserved parking and a parking plan.	\$ 1,660
Event 5	Over 500 participants; limits access to a significant portion of park, Equipment (up to 5 tents no larger than 20'x20' tents; PA system; more than 1 generator; up to 10 tables; more than 200 chairs); Involves sales of food and beverages or other concessions; involves merchandise sales; cooking and food preparation in non-designated picnic area (includes food trucks); requires dumpsters; requires monitoring of sound equipment by staff; requires 5 to 15 portable toilets; requires lighting at night; requires 3 staff at event; requires staff at set-up/tear down; requires reserved parking and a parking plan; requires traffic controls; requires NPS project review.	\$ 3,370
Event 6	Over 500 participants; limits access to a significant portion of park, Equipment (up to 5 tents no larger than 20'x20' tents; PA system; more than 1 generator; up to 10 tables; more than 200 chairs); requires a large stage; Involves sales of food and beverages or other concessions; involves merchandise sales; cooking and food preparation in non-designated picnic area (includes food trucks); requires dumpsters; requires monitoring of sound equipment by staff; requires 5 to 15 portable toilets; requires lighting at night; requires 3 staff at event; requires staff at set-up/tear down; requires reserved parking and a parking plan; requires traffic controls; requires NPS project review.	\$ 4,550
Event 7	Over 500 participants; limits access to a significant portion of park, Equipment (up to 5 tents no larger than 20'x20' tents; PA system; more than 1 generator; up to 10 tables; more than 200 chairs); requires a large stage; Involves sales of food and beverages or other concessions; involves merchandise sales; cooking and food preparation in non-designated picnic area (includes food trucks); requires dumpsters; requires monitoring of sound equipment by staff; requires more than 15 portable toilets; requires lighting at night; requires 4 staff at event; requires staff at set-up/tear down; requires reserved parking and a parking plan; requires traffic controls; requires NPS project review.	\$ 7,150
Event 8	TBD based on activity and impacts	

Mitigation Requirements

Special events that involve equipment, tent staking, stages, concession stands, portable toilets, dumpsters, and the like can have negative impacts on Park resources including but not limited to damage to turf and irrigation systems, uncollected trash and debris, impairment of natural resources, and destruction of Port structures and/or property. Hence permit provisions should contain provisions for rental deposits in amounts sufficient to cover any of the Port's potential cost for repairs.

Permits for special events should contain provisions related to the following:

- Resource Protection (Environmental, Cultural, and Port/Maritime Operations)
- Pre-Event and Post-Event Conditions Documentation and Restoration/Repair
- Visitor Access (Event Traffic/Parking/Access/Street Closures)
- Public Access During Events
- Private Security
- Facilities & Maintenance (Restrooms, Garbage, Recycling)
- Public Safety/Emergency Response Protocols
- Food, Beverage, Merchandising Guidelines

Application and Permitting Process

The Port provides forms for picnic and special event reservations on its website, providing transparency to the public. The Port could consider reviewing its existing permit template and revising it to be specific to special events at the Park and should contain a provision for fair and reasonable deposits which can be scaled to align with the size and nature of the event.

Program Review and Reporting

The Port performs pre- and post-inspections to determine site conditions and document any damage or impairment of Park resources. This should be routinized with checklists and photos which can support the Port in any dispute with a permittee regarding post-event site conditions. The Port can also consider providing a survey to permittees to gather data on the permittee's experience and gain information to enhance the Port's special events program. Annual reporting of events activity and revenue along with survey results can also be used for any reporting to oversight agencies such as BCDC.

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MASTER PLAN UPDATE

The Port and its landscape architect consultant, Gates + Associates, are preparing a Master Plan Update for the Park. Through this process, the Port proposes to reconfigure and improve the Park both to address operational and maintenance challenges and to advance the Park's mission and goals. As stated in the Master Plan Update, the major goals include:

- Protect and enhance habitat
- Celebrate the Park's unique setting
- Enhance public awareness and visitation
- Address sustainable Park operations
- Meet regulatory requirements
- Balance value for investment

Improvements under Evaluation

The draft Master Plan Update provides a program of preliminary concept improvements to address the operational and maintenance issues experienced by the Port and meet regulatory requirements. Additional improvements were also identified to help activate the Park to new user groups, concepts of which have been informed through stakeholder and community outreach and input from BCDC. The preliminary concept improvements currently under consideration include:

- **Educational Hub.** A new education hub with outdoor seating areas and architectural windbreak panel.
- **Landscaping and Beach.** New landscaping, a new irrigation system, an expanded beach area, and a new boardwalk to improve access to the beach.
- **The Mole.** A new modular elevator and non-irrigated grasslands.
- **Port View Park.** Indoor classroom "Room with a View", pop-up café, and removable bollards. A new kayak launch would also be provided.
- **Park Pathways.** Upgrading of existing pathways.
- **Point Arnold Pier.** Installation of new wharf paving, a ¼ mile circuit, and "touch up" of the existing warehouse shade structure.
- **Park Service Center.** Replacement of existing service trailer, traffic lights, and pedestrian crossing traffic signals.

- **Children’s Nature Play Area.** A new children’s play area with a play structure and rubber mat surfacing.
- **Dog Bone Park.** A new dog park near the Port View Park connection providing separate enclosed areas for large dogs and small dogs. Improvements would include perimeter fencing, benches, and water fountains.
- **Miscellaneous.** Additional miscellaneous improvements include upgrades to utilities, new signage, wi-fi, bicycle racks, and picnic table areas.

Order of Magnitude Improvement Costs

The Port has estimated the total project costs for three different “buckets” of improvements proposed for the Park, as shown in Table 6. The total costs range from \$13.3 million for a list of baseline improvements to approximately \$18.2 million for all the improvements currently under consideration. The costs represent high-level planning order of magnitude costs without the benefit of specific designs for the improvements. As designs advance during implementation of the Master Plan Update, these costs can be refined to achieve a greater degree of accuracy.

Table 6: Summary of Middle Harbor Shoreline Park Improvements and Order of Magnitude Project Costs

	Capital Improvement Costs		
	Baseline Improvements	Baseline + Level 1 Improvements	Baseline + Level 1 + Level 2 Improvements
Educational Hub	\$820,000	\$1,400,000	\$1,400,000
Landscaping and Beach	\$5,050,000	\$5,050,000	\$5,090,000
The Mole	\$2,310,000	\$2,310,000	\$2,310,000
Port View Park	\$0	\$0	\$870,000
Kayak Launch	\$0	\$0	\$440,000
Pathways	\$2,790,000	\$2,790,000	\$2,790,000
Point Arnold Pier	\$350,000	\$350,000	\$350,000
Park Service Center	\$180,000	\$180,000	\$180,000
Children's Nature Play Area	\$0	\$1,720,000	\$1,720,000
Dog Bone Park	\$0	\$0	\$180,000
Utilities	\$1,840,000	\$1,840,000	\$1,840,000
Wifi	\$0	\$860,000	\$860,000
Miscellaneous	\$0	\$150,000	\$200,000
Total Project Costs (a)	\$13,340,000	\$16,650,000	\$18,230,000

Note:

(a) These estimates include direct cost markups, contractor markups, and additional markups to account for design costs, contingency, site inspection overhead, and escalation.

Sources: WSP, 2021; Gates and Associates, 2021; BAE, 2022.

Key assumptions for this cost estimate include the following:

- 24-month construction period, assuming parts of the Park remains open to the public during construction.
- 9 percent sales tax on materials
- 30 percent contingency (reflecting a zero-design level of estimate)
- 6 percent site inspection overhead
- Cost escalation to mid-point of proposed construction duration
- 2021 Davis Bacon labor rates

Once the Port determines the final mix of improvements, the Port will need to set aside annual reserves in an amount sufficient to replace and/or recapitalize new or improved Park assets. An estimate of annual replacement reserves is provided in a section below.

MANAGEMENT PLAN UPDATE

Proposed Changes for the Update

The 2022 Management Plan Update includes new estimates of Park operating costs and revenues upon completion of the improvements being evaluated in the 2022 Master Plan Update. To prepare these estimates, the 2022 Management Plan Update makes assumptions regarding the ongoing programming of the Park and its operations. This update assumes that Park improvements would commence in 2024 and be completed in phases to allow for continued use of the Park. For the updated analysis, it is assumed that the rejuvenated Park would be fully open starting in January 2026. The update also re-reviews options to manage the Park and evaluates the relative advantages and disadvantages of each of three management options.

Park Programming

The revenue and expense assumptions are based upon the Park programming set forth in the original Management Plan documents and carried forward to this update: environmental education and science, maritime and local history, and permitted activities. Hence, this Management Plan Update assumes the following programming for the Park:

Environmental Education and Science Programming

The Port will maintain environmental education and science programming with improved facilities at the Education Hub and other designated learning areas within the Park and

potentially Port View Park. Programming will be led by a naturalist who will continue to sustain existing and establish new relationships and partnerships with local school districts, community colleges, universities, and other learning, environmental, and science institutions. The naturalist would work with the Park Manager and other Port staff to maintain the Park's existing website and social media presence.

Maritime and Historical Cultural Programming. The Port will continue to be the lead organization to provide content related to the Park's maritime, transportation, military, labor, and community history. Maintenance of interpretative signage and wayfinding would be part of the Park's annual operating costs. Events organized and sponsored by the Port will be permitted through Park staff.

Permit and Rental Program. The Port has operating experience with rental of facilities for picnics, wedding/celebrations, commercial filming, and special events⁷ and has achieved modest levels of revenue. Offering a variety of revenue-generating activities is important for several reasons. These activities introduce visitors who would otherwise not be aware of the Park to learn about and enjoy a range of activities while there. This helps put the Park on the 'mental map' of local residents (e.g., when you mention the Park, people know immediately where it is located). Permit and rental programs also encourage repeat visitation and support the long-term financial sustainability of the Park.

This Management Plan Update assumes that the Port will continue its revenue generating programs, including commercial filming, rental of facilities, and special events. This update explores whether higher levels of revenue are achievable and what it takes to support these activities without compromising the cultural and natural assets of the Park. The Port can draw from the best practices of the National Park Service's Golden Gate National Recreation Area unit and San Francisco Parks and Recreation Department, which have robust special events permitting programs in parks with sensitive natural and cultural resources. While the Port has not in the past had success in attracting and sustaining food service concessions (such as food trucks), the 2022 Master Plan Update does contemplate space for both a food truck and pop-up food service in Port View Park. With an improved Park and improved access, if higher levels of visitation can be achieved, these concession opportunities could be viable.

⁷ It should be noted that the Port has not made a final determination regarding continuing the Park's special events program. The Port anticipates that this determination will be made with consultation from BCDC, as well as input from a third-party entity should the Port pursue such a pathway for future management of the Park.

Revenue Estimates

Potential annual revenues for the ten-year forecast period 2026 through 2035 are presented in Table 7. Revenues are estimated to be approximately \$136,000 in 2026 and subsequently rise on average three percent annually⁸. This estimate is higher than the revenue experienced recently by the Port and relies upon several assumptions:

- **Marketing the Park.** The revenues assume that the Park is actively marketed on the Port's own Park website and listed in popular online and print venue catalogues, film location registers, and visitor guides (such as, to name a few: Here Comes the Guide, California Film Commission, Visit Oakland Visitor's Center, Travel SF, and Lonely Planet). This will increase the Park's exposure to both Bay Area residents as well as visitors to the region and film location scouts.
- **Outdoor Events⁹.** Since the only structures in the main Park will be the container structures at the Education Hub and public restroom, all special events will be outdoor events. All the event rates in this analysis are for the base rental fee. Additional charges for staff overtime, security, garbage collection and disposal, portable restrooms, and site restoration would be additional charges levied by the Port and paid for by the permittee.

The estimate shows potential revenues from four types of special events. Small events are defined for this analysis as events with up to 1,000 attendees and the analysis assumes ten per year with a base charge of \$1,350. Medium events are defined as 2,500-person events and the analysis assumes two per year with a base charge of \$3,375. Large events are defined as 4,000 attendees and the analysis assumes one event annually with a base fee of \$5,400. The Port has had interest in and experience with sponsors of ticketed music events and these can be priced separately; this analysis shows a \$30,000 base fee for a two-day event but fees for events such as these can also be structured based upon a percentage of gross sales¹⁰. Since these types of events require a greater level of Port support and closure of much of the Park during the event, only one such event annually is assumed for this analysis.

Weddings, ceremonies, and celebrations are other typical events that the Park is well suited to sponsor. Venues are typically made available in four-hour or all-day increments. This analysis assumes 20 four-hour weddings/ceremonies outdoor venue

⁸ The three percent revenue escalation reflects the long-term average inflation rate experienced in the San Francisco Bay Area over the past ten years.

⁹ The rates used in this estimate reflect recent venue rental rate surveys completed by BAE for the Golden Gate National Recreation Area and San Francisco Maritime Historical Park for outdoor event venues. BAE recommends that the Port separately review its rates and potentially refine them to reflect several categories based on size and complexity.

¹⁰ This is a recommended minimum fee based upon research of other ticketed event venues in the Bay Area.

rentals annually with a base fee of \$1,250 which assumes that the permittee can have amplified sound, tables and chairs, and tents at the venue.

- **Picnic Rentals.** The Park has operated a permitted reservation system for its picnic and BBQ facilities at Point Arnold. This analysis assumes that this program would continue at the same level with a similar schedule of charges: 40 rentals annually at an average permit fee of \$300.
- **Commercial Film and Photography Permits.** The Park offers dramatic settings for commercial film and photograph shoots. The revenue estimate assumes an hourly charge of \$500, which is the Port's current charge for commercial filming. Student film activities are not charged. The estimate assumes eight half-day (four hours), four full day (eight hours), and four two-hour B-Roll/Editorial shoots annually. A multi-day shoot is less typical, and a three full-day shoot is assumed to occur once every five years. All the film permit rates in this estimate are for the base fee. Additional charges for staff overtime, security, garbage collection and disposal, portable restrooms, and site restoration would be additional charges levied by the Port and paid for by the permittee¹¹.
- **Fee Education Programs.** The revenue analysis assumes that the Park establishes relationships with public and private schools and after-school/summer outdoor camps (such as Trackers) and that a per participant fee is charged for private and for-profit camps. Revenue is shown for 1,000 participants at a fee of \$5 per person.
- **Corporate Sponsorships.** Although corporate sponsorships are not an uncommon source of revenue, none is assumed for this revenue estimate. The Port could explore the potential for sponsorships by one or more of its shipping and logistics tenants or pursue other corporate sponsorships.
- **Concessions.** The Port has tried in the past to offer limited food service through food trucks and pop-up kiosks but the level of visitation to the Park did not support a sustainable concession opportunity. While the 2022 Master Plan Update provides for food truck and pop-up food service at Port View Park, this analysis does not assume concessions revenue for the reason that even a modest level of concession activity would be predicated on the Park achieving significantly higher visitation levels (e.g. several hundred visitors on each weekend day). In the event such an increase in visitation occurs, the Port can explore implementing a limited fee-based concessions program.
- **Grants and Gifts.** Many parks have nonprofit associations that seek private grants from foundations and gifts. To establish a supporting nonprofit association, the Port would initially have to commit significant resources and the association would have to identify a strong base of foundations and donors to ensure its ongoing financial

¹¹ These rates are based upon commercial film permitting charges levied by the GGNRA.

viability. Whether this is feasible or not could be determined by a future study. There are also federal and state grant programs, including the State's Coastal Conservancy and Cap and Trade Program, that could be pursued to provide funding. However, none are assumed for this analysis in order to provide a more conservative estimate.

Table 7: Park Revenue Estimate 2026-2035

Revenue Source (a)(j)	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Outdoor Special Events (b)	\$ 80,650	\$ 83,070	\$ 85,562	\$ 88,128	\$ 90,772	\$ 93,495	\$ 96,300	\$ 99,189	\$102,165	\$105,230
<i>Small Events</i>	\$ 13,500	\$ 13,905	\$ 14,322	\$ 14,752	\$ 15,194	\$ 15,650	\$ 16,120	\$ 16,603	\$ 17,101	\$ 17,614
<i>Medium Events</i>	\$ 6,750	\$ 6,953	\$ 7,161	\$ 7,376	\$ 7,597	\$ 7,825	\$ 8,060	\$ 8,302	\$ 8,551	\$ 8,807
<i>Large Events</i>	\$ 5,400	\$ 5,562	\$ 5,729	\$ 5,901	\$ 6,078	\$ 6,260	\$ 6,448	\$ 6,641	\$ 6,841	\$ 7,046
<i>Ticketed Musical Festival</i>	\$ 30,000	\$ 30,900	\$ 31,827	\$ 32,782	\$ 33,765	\$ 34,778	\$ 35,822	\$ 36,896	\$ 38,003	\$ 39,143
<i>Weddings (c)</i>	\$ 25,000	\$ 25,750	\$ 26,523	\$ 27,318	\$ 28,138	\$ 28,982	\$ 29,851	\$ 30,747	\$ 31,669	\$ 32,619
Picnic Area Rentals (d)	\$ 12,000	\$ 12,360	\$ 12,731	\$ 13,113	\$ 13,506	\$ 13,911	\$ 14,329	\$ 14,758	\$ 15,201	\$ 15,657
Commercial Film Permits (e)	\$ 38,400	\$ 39,552	\$ 40,739	\$ 41,961	\$ 43,220	\$ 44,516	\$ 45,852	\$ 47,227	\$ 48,644	\$ 50,103
Fee Educational and Science Programs (f)	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970	\$ 6,149	\$ 6,334	\$ 6,524
Corporate Sponsorships (g)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Concessions (h)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants/Gifts (i)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Potential Revenue	\$ 136,050	\$ 140,132	\$ 144,335	\$ 148,666	\$ 153,125	\$ 157,719	\$ 162,451	\$ 167,324	\$ 172,344	\$ 177,514

Notes:

(a) Facility rental fee only shown; staff overtime and site restoration costs are separately charged to permittee.

Revenues based upon the following frequency and pricing of special events:

- (b) Outdoor Special Events
 - Small Events (1,000 attendees)* 10 per year @ \$ 1,350
 - Medium Events (2,500+/- attendees)* 2 per year @ \$ 3,375
 - Large Events (4,000 attendees)* 1 per year @ \$ 5,400
 - Ticketed Music Festival (Large Event; 2-day)* 1 per year @ \$ 30,000
- (c) Outdoor Weddings 20 per year @ \$ 1,250 base fee per 4-hour event w tables and chairs; amplified music.
- (d) Picnic Table Area Rentals
 - Point Arnold Area A* 13 per year @ \$ 300 Average permit value based upon past trends.
 - Point Arnold Area B* 13 per year @ \$ 300 Average permit value based upon past trends.
 - Point Arnold Area C* 14 per year @ \$ 300 Average permit value based upon past trends.
- (e) Commercial Film Permits
 - Half Day Shoot* 8 per year @ \$ 2,000 4 hours
 - Full Day Shoot* 4 per year @ \$ 4,000 8 hours
 - Multi-Day Shoot* 0.2 per year @ \$ 12,000 Assumes one three, full-day shoot every five years.
 - B-Roll/Editorial* 4 per year @ \$ 1,000 2 hours
- (f) Fee Education Programs 1,000 participants \$ 5 per participant
- (g) Corporate Sponsorships None assumed for this analysis.
- (h) Concessions
 - Food Trucks/Kiosks* 1 truck 8 months \$0 per month per truck
- (i) Grants/Gifts None assumed for this analysis.
- (j) Annual CPI Inflation Factor: 3.0% per year

Sources: Port of Oakland; BAE, 2022.

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RE-EVALUATION OF MANAGEMENT OPTIONS

The original Management Plan documents evaluated three primary structures for operating and maintaining the Park: (i) direct Port management with Port staff; (ii) EBRPD management and operation; and (iii) management by a new non-profit entity. These alternatives were structured to reflect varying capabilities and outcomes in programming, visitation, visitor service, staffing, and operating revenues and expenses (meaning that differences between alternatives in revenues, costs, and subsidies must be considered relative to each alternative's approach and outcomes). For the Management Plan Update, these three alternatives still remain reasonable and feasible options for management and operation of the Park over the next twenty years. However, the third option for a non-profit is generalized into a non-profit or for-profit private entity that would be under a master contract with the Port¹².

Core Park Operations

For each option, the core Park operations and costs are listed and assigned. These operations and costs include preventative maintenance, utilities, landscape maintenance, capital improvements, educational programming, special events, and security; and they are described briefly below.

- **Preventative maintenance.** Preventative maintenance is maintenance that is regularly performed on an asset to ensure its ongoing safety and functionality during its useful life. This includes Park improvements such as the Point Arnold picnic area overhang structure, bathrooms, trailers, storage facilities, flagpole, Point Arnold pier, Chappell Hayes Observation Tower, picnic tables and benches, and hardscape (e.g., parking lot, pathways).
- **Utility Costs.** Utilities for the purpose of the governance analysis refers to the cost of purchased utilities from third party providers.
- **Landscape Maintenance.** This includes maintenance of landscapes, including lawn areas, plant beds, and natural areas.
- **Capital Improvements.** Capital improvements are either replacement of existing Park assets that have exceeded their useful life or investment in new or expanded improvements.
- **Educational Programming.** Educational programming includes programming related to local history, Port of Oakland operations, and environmental education.

¹² Private for-profit park management entities are not common in this region but one local example as the California State Park Department's recent 2013 to April 2022 contract with American Land & Leisure to operate Brannan Island State Park in the Sacramento Delta.

- **Special Events.** Special events include management of the reservation and use of Park facilities for special events and commercial photography and filming.

The following describes each management option and how these core functions are allocated, followed by a discussion of the pros and cons associated with each option and the Port’s experience with the models:

Management Option #1: Continued Port Management

This management option continues the current management and operations by the Port. The Port provides all services and programs with a mix of civil servant staff and contractors. Park operations are carried out in a manner consistent with Port policies and procedures. Maintenance would continue to be performed by the Port’s Harbor Facilities Division and a landscape maintenance contractor. Security would also be provided by a security contractor. The Port would hire staff to provide interpretive and environmental education programming. Capital improvements would be planned, funded, and implemented by the Port.

Figure 6: Management Option #1: Continued Direct Port Management



The Park would be managed by a full-time Park Manager who reports to Port management. Operations and maintenance would be a mix of Harbor Facilities staff and contractors. Port maintenance staff would be 1.5 FTE positions, comprised of dedicated support by a plumber, carpenter, painter, electrician, and IT specialist. Custodial and landscape services would be through service contracts. Educational outreach and programming would be managed by a 0.75 FTE position dedicated to the program to increase the number of students and youth served. To support special events, a half-time position is assumed and this position would

report to the Park Manager. Security would be provided as it is now through a service contract. This alternative assumes the smallest overall staff FTEs to reduce operating costs, with a total of 4.25 FTE positions, as shown in Table 8.

Table 8: Management Option #1 – Continued Port Management

Position	FTEs
Park Supervisor	1.00
Plumber	0.50
Carpenter	0.25
Painter	0.25
Port Electrician	0.25
Port Tech Support Special II	0.25
Naturalist	0.75
Special Events Coordinator	0.50
Community Outreach Coordinator	0.50
Total Personnel	4.25

Sources: Port of Oakland Salary Table; BAE, 2022.

Management Option #1 is generally a status quo alternative with and an additional commitment of dedicating Harbor Facilities staff to support the renovated Park¹³. As shown in Figure 7, the key advantages of this option are direct Port accountability to its regulatory stakeholders such as BCDC, the Port’s direct operational experience over the past ten years, and potentially lower cost than having the Park operated and maintained by another public agency since it would not have to cover the administrative overhead costs; the Port experienced this with its prior contract with the EBRPD. This option has the Port hire a resource to assist with permitting events and potentially expand revenue to offset operating costs. The Port has established linkages to schools and the community that would continue under this option. One disadvantage associated with this management option is that park maintenance and operations are not core functions of the Port. Preventative maintenance has been generally reactive (e.g., to as-needed calls by the Park Manager). If continued, the Port could setup additional maintenance inspections to ensure future sustainability is achieved.

¹³ It should be noted that these dedicated maintenance staff would remain in Harbor Facilities pursuant to the Port’s labor agreements.

Figure 7: Advantages & Disadvantages¹⁴, Management Option #1



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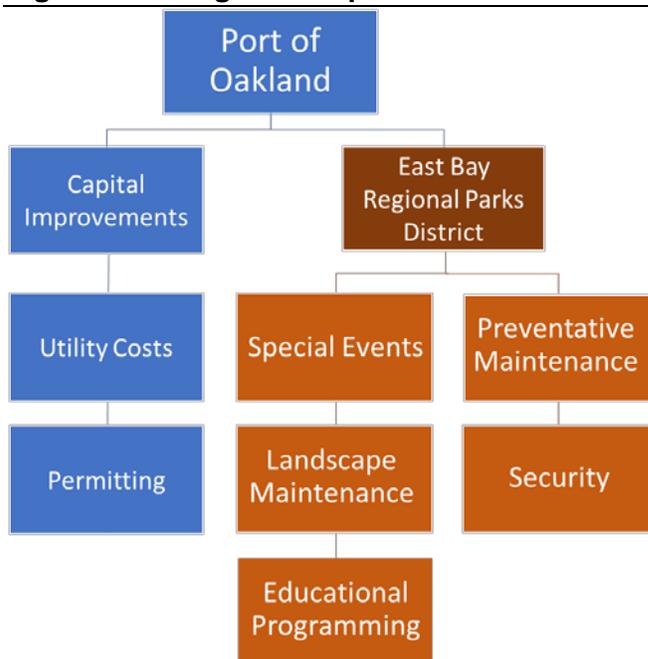
¹⁴ The numeric values associated with each pro and con for this and the other two options are not necessarily in priority order or in order of magnitude but are for reference purposes only.

Management Option #2: EBRPD Management

Under this option, the Park would re-engage EBRPD for Park management and operation under a long-term contract. The EBRPD would provide all services except utility costs and capital improvements, which would be covered by the Port. The Port would also maintain lead responsibility for permitting requirements.

This alternative assumes that the operation of the Park is fully consistent with existing policies and practices in place for other units of the EBRPD. EBRPD naturalists and other staff would create programs on environmental themes and Oakland and Port history. Maintenance would be provided by EBRPD’s maintenance staff. Security would be provided by the EBRPD Police, who provide patrol, response, investigative, and other services. The Park would be managed by an EBRPD Park Supervisor pursuant to EBRPD policies and practices. EBRPD headquarters would provide support for contracting, budgeting, and other administrative services.

Figure 8: Management Option #2: EBRPD



The EBRPD personnel for this option were modelled based upon a review of the previous management contract and a review of the staffing for other EBRPD parks in its Shoreline Unit¹⁵. As shown in Table 9, total personnel are 9.5 FTEs with no major outside service contracts. This level of staffing is generally consistent with staffing under the prior

¹⁵ These EBRPD park units include the new Judge John Sutter Shoreline, McLaughlin EastshorePark, Point Isabel, Alameda Point, Oyster Bay, ML King Ur Shoreline, Hayward Shoreline, and Crown Beach.

management contract. EBRPD staff are multi-skilled with Craft Specialist and Rangers trained for a wide range of maintenance and repair activities.

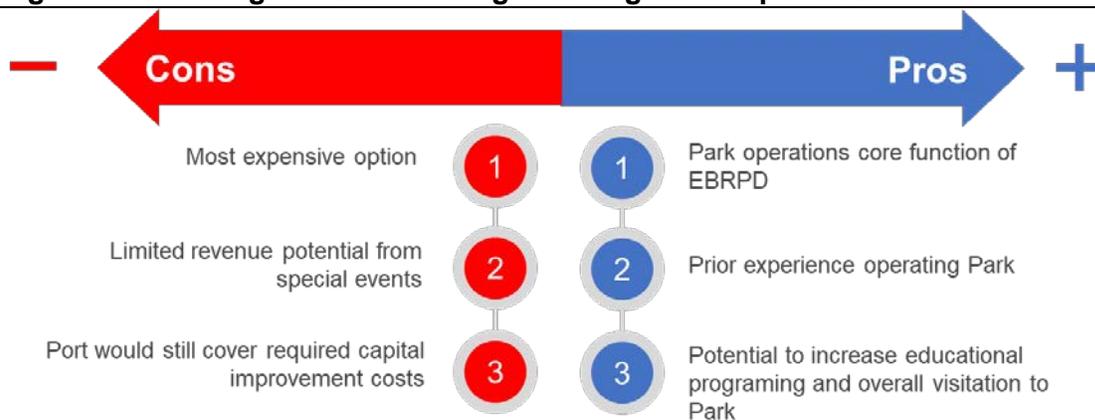
Table 9: Management Option #2: EBRPD

Position	FTEs	Contracted Services
Park Supervisor	1.00	No major contracted services
Park Craft Specialist	1.00	
Park Ranger II	2.50	
Gardener	1.00	
Student Laborer	0.25	
Naturalist	0.75	
Special Events Coordinator	0.50	
Community Outreach Coordinator	0.50	
Police Officer	2.00	
Total FTEs	9.50	

Sources: EBRPD 2021 Annual Report and Budget; BAE, 2022.

The chief advantage of this management option is that the park maintenance and operation is a core function of EBRPD, and this agency has prior experience with Park operations. There would be potential to expand educational programming by leveraging EBRPD’s extensive resources and partnerships. The Park would be marketed by EBRPD which has an active outreach program and, hence, there would be an opportunity to increase visitation to the Park. The primary disadvantages of this option are its cost and remaining obligations for the Port to fund future capital replacements.

Figure 9: Advantages & Disadvantages Management Option #2

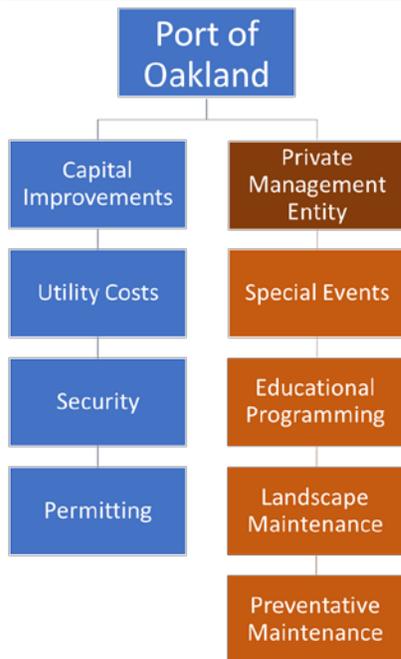


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Management Option #3: Private Entity

Under this option, a private nonprofit or for-profit management company would operate and manage the Park under a contract with the Port¹⁶. The private management entity would assume responsibility for interpretative and educational programming, park preventative maintenance, and landscaping maintenance. Maintenance staff positions are shown in this option, but this entity could also contract out for maintenance and landscape services. The Port would maintain responsibility for security. The management entity would have dedicated staff to actively market special events, commercial filming/photography, and other revenue-generating activities at the Park. Revenues could be used to lower the net cost to the Port and-or fund capital projects but is likely that a revenue sharing arrangement would be negotiated to incentivize revenue generation at an appropriate level.

Figure 10: Management Option #3: Private Entity



This option would potentially provide 7.25 FTE positions, fewer if certain services were contracted out as shown in Table 10. Park maintenance would have 4.5 FTEs and programming would be supported by 1.75 FTEs. If incentivized, a private operator could work to generate more revenues and visitation than is estimated in this update, which could result in lower net costs to the Port. Disadvantages with Management Option #3 include potential conflicts with Port operations from a higher level of educational activity during weekdays and increased number of special events that generate traffic. If the selected private entity is a for-

¹⁶ This could be a for-profit organization such as Vista Recreation or non-profit land trust or conservancy.

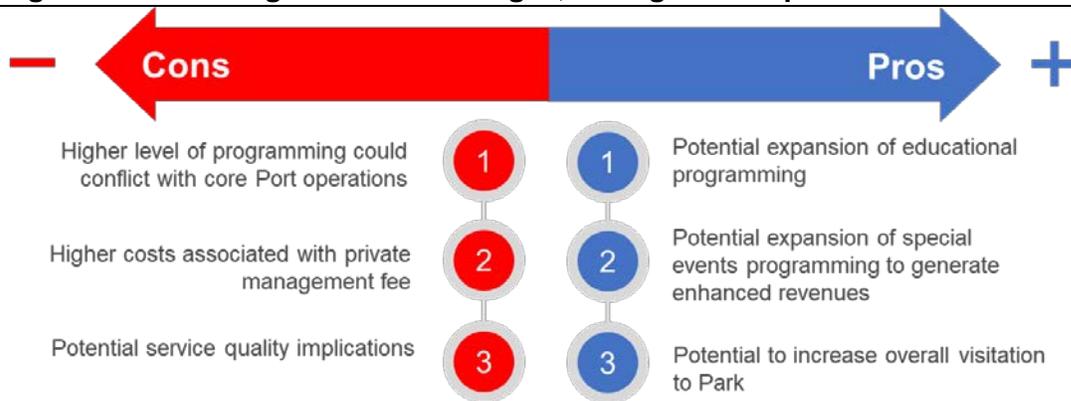
profit firm, there may also be an incentive for the entity to cut costs at the expense of service quality, although this can be mitigated through carefully drafted performance standards in its contract with the Port. Finally, under this option, the Park would still have active Port management responsibilities related to contract management and oversight, security, capital improvements, and permitting requirements.

Table 10: Staffing, Management Option #3: Private Entity

<u>Position</u>	<u>FTEs</u>	<u>Contracted Services</u>
Park Supervisor	1.00	Security
Custodian	0.50	
Plumber	0.50	
Skilled Craftsman	1.50	
Gardener	1.50	
IT Support Technician	0.25	
Student Laborer	0.25	
Naturalist	0.75	
Special Events Coordinator	0.50	
Education Outreach Coordinator	0.50	
Total FTEs	7.25	

Source: BAE, 2022.

Figure 11: Advantages & Disadvantages, Management Option #3



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OPERATING AND MAINTENANCE COSTS

This section of the Management Plan Update estimates the Park's annual operating and maintenance costs, reflecting the changes in Park features resulting from the capital improvements currently being evaluated in the Master Plan Update. Costs are evaluated under major cost categories: General Management, Operations and Maintenance, Park Programs, and Security Services. The cost implications of each management option are described and evaluated by each of these cost categories.

The estimated costs for each management option, are presented in Table 11, Table 12, and Table 13 at the end of this section. The following provides an explanation of the assumptions made to prepare the estimates.

General Management Costs

Each of the three management options have 1.0 FTE Park Supervisor that would be responsible for overall Park management and serve as a liaison to the Port. Salaries under Option #1 (Port) and Option #2 (EBRPD) are taken from the salary tables for each agency. The salary for this position under Option #3 (Private) is equivalent to the Port salary (rounded). Benefits for this position under Option #1 (Port) and Option #2 (EBRPD) were calculated from budget data provided in each agency's most recent annual budget. For Option #1, the CALPERS contribution starts at a 44.3 percent rate on salaries in 2024 and declines to 38.5 percent in 2025, and finally to 35.9 percent in 2026 and after. Benefits are set at 25.5 percent of salaries. Under Option #2 (EBRPD) there is one 73.0 percent factor to account for both pension and benefits. For Option #3 (Private), the employer's pension contribution is assumed to be 7.0 percent. It should be noted that many private entities do not offer pension benefits, or a 3.0 percent employer IRS Safe Harbor contribution at best. Given the current labor market, a higher rate of pension contribution is assumed to attract employees. Overtime is set at 5.0 percent for all three scenarios. Since this is an administrative position, non-personnel costs are set at 5.0 percent of total salaries and benefits to reflect supplies, training, travel, and other sundry costs. The Port and EBRPD have pension obligations that include both funding new employees and paying into CALPERS to reduce unfunded pension obligations, something that is not required of the private entity. Under Option #2 (EBRPD) for this and the other expense categories (excepting Security Services, see below), a district overhead rate of 41.6 percent is applied against total salaries and benefits, consistent with the prior management agreement with EBRPD.

Operations and Maintenance Costs

Operations and Maintenance Costs are composed of both personnel costs and detailed non-personnel costs, including utilities, testing, and certain service contracts. Under Option #1

(Port) there are 1.5 FTEs which represent the dedication of several craft and trades on a part-time basis to the Park. Custodial and Landscaping service contracts provide support. The cost of custodial services is based upon a review of recent service contracts; however, the cost was adjusted upward to reflect daily custodial service rather than the current three-times per week service and a \$5,000 allowance for supplies was added. For landscape services a recent contract bid in 2016 was reviewed and its \$160,000 annual cost was adjusted upwards to \$243,000, reflecting higher labor rates and an expanded scope. For Option #2 (EBRPD), 4.75 positions are assumed and EBRPD's positions are not specific to any one craft or trade. Instead, the Park Craft Specialist and Park Rangers have the training and capacity to provide maintenance and repair services and no major contracted maintenance services are assumed. Similarly, for Option #3 (Private), operating and maintenance services are provided by 4.5 FTEs with no major service contracts. Pension and benefit costs as well as overtime are calculated for Operations and Maintenance staff in the same manner as for General Management.

Non-personnel costs include nine items that are the same under each management option, including specialized elevator/lift service and maintenance service contract costs, horticulture supplies (not otherwise provided in any landscaping service contract, if applicable), security alarm service contract costs, water quality monitoring, materials for minor repairs to signs, and all utilities. Electric power and sewer expenses are based upon costs provided by the Port and are not expected to vary significantly over current levels. Water costs have been \$15,000 according to information supplied by the Port, but water usage will increase with the replacement of the Park's irrigation system; an allowance of \$30,000 was made for increased water usage over current levels¹⁷. Finally, a maintenance and repair contingency of 25 percent was set in each option as an allowance reflecting the circumstance that the scope of improvements under the Master Plan Update is not yet final.

Park Program Costs

The same level of personnel was assumed under each of the three management options. A three-quarter time Naturalist position has a full-time equivalent salary of \$81,000, based upon the EBRPD salary for this position. Two half-time positions for Educational Outreach and Special Events Coordination are programmed for each option with a full-time salary equivalent of \$83,500, matching the salary for similar positions at EBRPD. Pension and benefit costs as well as overtime are calculated for Operations and Maintenance staff in the same manner as for General Management. The non-personnel cost pool includes 5.0 percent of salaries and benefits for supplies, training, travel, and other sundry expenses. The Port has reported that it has spent \$7,000 annually prior to the COVID pandemic transporting students to the Park; an

¹⁷ Current water usage is lower than what it would otherwise be due to damaged or inoperable irrigation systems. Overall, the improvements being considered in the Master Plan Update are designed to lower water usage by reducing the area of the Park with irrigated turf.

allowance of \$10,000 for annual student transportation costs was assumed to reflect a desired higher level of educational outreach and programming.

Security Costs

For Option #1 (Port) and Option #3 (Private Entity), security services are contracted out. The cost is shown in 2022 as \$250,000 and is based upon a review of the Port's most recent security contract and making an adjustment for higher guard hourly rates. Labor rates have escalated sharply and hourly pay for security guards is between \$20.00 and \$25.00, compared to the \$14.41 hourly rate shown in the contractor's 2016 bid to the Port. A rate of \$19.83 per hour was used to calculate the cost shown. For Option #2 (EBRPD) security is provided by the district's Police Officers. The estimated cost for this service is based upon EBRPD salaries. Non-personnel costs are shown in this option with uniforms and equipment set at 5.0 percent of salaries and benefits and a police vehicle that is replaced every three years. The cost of the police vehicle is estimated at \$45,000 and escalated by three percent for future replacements. Under this option, overhead is charged at a lower rate than for other services, 27.6 percent instead of 41.6 percent.

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Table 11: Option #1 Continued Port Management 2026-2035

Operating Expenses	FTEs/ % Salary/ 2022 Base Cost	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2021-2022
												Salary
General Management												
<i>Salaries and Benefits (j)</i>												
Park Supervisor (a)	1.00	\$ 112,551	\$ 115,927	\$ 119,405	\$ 122,987	\$ 126,677	\$ 130,477	\$ 134,392	\$ 138,423	\$ 142,576	\$ 146,853	\$ 100,000
Calpers Pension Contribution (h)		\$ 40,406	\$ 41,618	\$ 42,866	\$ 44,152	\$ 45,477	\$ 46,841	\$ 48,247	\$ 49,694	\$ 51,185	\$ 52,720	
Benefits (b)	25.5%	\$ 28,658	\$ 29,518	\$ 30,404	\$ 31,316	\$ 32,255	\$ 33,223	\$ 34,219	\$ 35,246	\$ 36,303	\$ 37,393	
Overtime (% of salary)	5.0%	\$ 5,628	\$ 5,796	\$ 5,970	\$ 6,149	\$ 6,334	\$ 6,524	\$ 6,720	\$ 6,921	\$ 7,129	\$ 7,343	
Subtotal FTEs, Salaries and Benefits	1.00	\$ 187,242	\$ 192,860	\$ 198,646	\$ 204,605	\$ 210,743	\$ 217,065	\$ 223,577	\$ 230,285	\$ 237,193	\$ 244,309	
<i>Non-Personnel Costs (e)</i>												
Percent of Personnel Costs	5.0%	\$ 9,362	\$ 9,643	\$ 9,932	\$ 10,230	\$ 10,537	\$ 10,853	\$ 11,179	\$ 11,514	\$ 11,860	\$ 12,215	
Subtotal Non-personnel		\$ 9,362	\$ 9,643	\$ 9,932	\$ 10,230	\$ 10,537	\$ 10,853	\$ 11,179	\$ 11,514	\$ 11,860	\$ 12,215	
Total General Management		\$ 196,605	\$ 202,503	\$ 208,578	\$ 214,835	\$ 221,280	\$ 227,919	\$ 234,756	\$ 241,799	\$ 249,053	\$ 256,524	
Operations and Maintenance												
<i>Salaries and Benefits (j)</i>												
Custodian (c)	0.00	Custodial contractor assumed (g)										\$ 74,712
Plumber (c)	0.50	\$ 70,070	\$ 72,172	\$ 74,337	\$ 76,567	\$ 78,864	\$ 81,230	\$ 83,667	\$ 86,177	\$ 88,762	\$ 91,425	\$ 124,512
Carpenter (c)	0.25	\$ 34,680	\$ 35,721	\$ 36,792	\$ 37,896	\$ 39,033	\$ 40,204	\$ 41,410	\$ 42,652	\$ 43,932	\$ 45,250	\$ 123,252
Gardener II (c)	0.00	Landscape contractor assumed (i)										\$ 80,280
Painter (c)	0.25	\$ 37,169	\$ 38,284	\$ 39,432	\$ 40,615	\$ 41,834	\$ 43,089	\$ 44,381	\$ 45,713	\$ 47,084	\$ 48,497	\$ 132,096
Port Electrician (c)	0.25	\$ 36,757	\$ 37,860	\$ 38,995	\$ 40,165	\$ 41,370	\$ 42,611	\$ 43,890	\$ 45,206	\$ 46,562	\$ 47,959	\$ 130,632
Port Tech Support Special II (c)	0.25	\$ 31,435	\$ 32,379	\$ 33,350	\$ 34,350	\$ 35,381	\$ 36,442	\$ 37,536	\$ 38,662	\$ 39,822	\$ 41,016	\$ 111,720
Student Laborer (d)	0.00	Landscape contractor assumed (i)										\$ 48,750
Calpers Pension Contribution (h)		\$ 75,430	\$ 77,693	\$ 80,024	\$ 82,424	\$ 84,897	\$ 87,444	\$ 90,067	\$ 92,769	\$ 95,552	\$ 98,419	
Benefits (b)	25.5%	\$ 53,500	\$ 55,105	\$ 56,758	\$ 58,460	\$ 60,214	\$ 62,021	\$ 63,881	\$ 65,798	\$ 67,772	\$ 69,805	
Overtime (% of salary) (d)	5.0%	\$ 10,506	\$ 10,821	\$ 11,145	\$ 11,480	\$ 11,824	\$ 12,179	\$ 12,544	\$ 12,921	\$ 13,308	\$ 13,707	
Subtotal FTEs, Salaries and Benefits	1.50	\$ 349,546	\$ 360,032	\$ 370,833	\$ 381,958	\$ 393,417	\$ 405,220	\$ 417,376	\$ 429,898	\$ 442,795	\$ 456,078	
<i>Non-Personnel</i>												
Staff Uniforms, Phones, & Supplies	2.0%	\$ 6,991	\$ 7,201	\$ 7,417	\$ 7,639	\$ 7,868	\$ 8,104	\$ 8,348	\$ 8,598	\$ 8,856	\$ 9,122	
Custodial Services Contract (g)	\$ 55,000	\$ 61,903	\$ 63,760	\$ 65,673	\$ 67,643	\$ 69,672	\$ 71,763	\$ 73,915	\$ 76,133	\$ 78,417	\$ 80,769	
Landscaping Services Contract (i)	\$ 243,000	\$ 273,499	\$ 281,704	\$ 290,155	\$ 298,859	\$ 307,825	\$ 317,060	\$ 326,572	\$ 336,369	\$ 346,460	\$ 356,854	
Horticultural Supplies (not in contract)	\$ 25,000	\$ 28,138	\$ 28,982	\$ 29,851	\$ 30,747	\$ 31,669	\$ 32,619	\$ 33,598	\$ 34,606	\$ 35,644	\$ 36,713	
General Maintenance Supplies (not in contract)	\$ 50,000	\$ 56,275	\$ 57,964	\$ 59,703	\$ 61,494	\$ 63,339	\$ 65,239	\$ 67,196	\$ 69,212	\$ 71,288	\$ 73,427	
Elevator/Lift Maintenance Contract	\$ 40,000	\$ 45,020	\$ 46,371	\$ 47,762	\$ 49,195	\$ 50,671	\$ 52,191	\$ 53,757	\$ 55,369	\$ 57,030	\$ 58,741	
Alarm Service Contract	\$ 1,800	\$ 2,026	\$ 2,087	\$ 2,149	\$ 2,214	\$ 2,280	\$ 2,349	\$ 2,419	\$ 2,492	\$ 2,566	\$ 2,643	
Water Quality Monitoring	\$ 15,000	\$ 16,883	\$ 17,389	\$ 17,911	\$ 18,448	\$ 19,002	\$ 19,572	\$ 20,159	\$ 20,764	\$ 21,386	\$ 22,028	
Signage Repair Materials	\$ 2,500	\$ 2,814	\$ 2,898	\$ 2,985	\$ 3,075	\$ 3,167	\$ 3,262	\$ 3,360	\$ 3,461	\$ 3,564	\$ 3,671	
Utilities - Water	\$ 30,000	\$ 33,765	\$ 34,778	\$ 35,822	\$ 36,896	\$ 38,003	\$ 39,143	\$ 40,317	\$ 41,527	\$ 42,773	\$ 44,056	
Utilities - Sewer	\$ 1,000	\$ 1,126	\$ 1,159	\$ 1,194	\$ 1,230	\$ 1,267	\$ 1,305	\$ 1,344	\$ 1,384	\$ 1,426	\$ 1,469	
Utilities - Electric	\$ 8,500	\$ 9,567	\$ 9,854	\$ 10,149	\$ 10,454	\$ 10,768	\$ 11,091	\$ 11,423	\$ 11,766	\$ 12,119	\$ 12,483	
Utilities - Gas	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
O & M Contingency	25.0%	\$ 134,501	\$ 138,537	\$ 142,693	\$ 146,973	\$ 151,383	\$ 155,924	\$ 160,602	\$ 165,420	\$ 170,382	\$ 175,494	
Subtotal Non-personnel		672,507	692,683	713,463	734,867	756,913	779,620	803,009	827,099	851,912	877,470	
Total Operations and Maintenance		1,022,054	1,052,715	1,084,297	1,116,826	1,150,330	1,184,840	1,220,385	1,256,997	1,294,707	1,333,548	

Park Programs

Salaries and Benefits (j)

Naturalist	0.75	\$ 68,375	\$ 70,426	\$ 72,539	\$ 74,715	\$ 76,956	\$ 79,265	\$ 81,643	\$ 84,092	\$ 86,615	\$ 89,213	\$ 81,000
Special Events Coordinator	0.50	\$ 46,990	\$ 48,400	\$ 49,852	\$ 51,347	\$ 52,888	\$ 54,474	\$ 56,109	\$ 57,792	\$ 59,526	\$ 61,311	\$ 83,500
Education Outreach Coordinator	0.50	\$ 46,990	\$ 48,400	\$ 49,852	\$ 51,347	\$ 52,888	\$ 54,474	\$ 56,109	\$ 57,792	\$ 59,526	\$ 61,311	\$ 83,500
Calpers Pension Contribution (h)		\$ 58,285	\$ 60,034	\$ 61,835	\$ 63,690	\$ 65,601	\$ 67,569	\$ 69,596	\$ 71,684	\$ 73,834	\$ 76,049	
Benefits (b)	25.5%	\$ 41,340	\$ 42,580	\$ 43,857	\$ 45,173	\$ 46,528	\$ 47,924	\$ 49,362	\$ 50,842	\$ 52,368	\$ 53,939	
Overtime (% of salary)	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Subtotal FTEs, Salaries and Benefits	1.75	\$ 261,980	\$ 269,839	\$ 277,934	\$ 286,272	\$ 294,860	\$ 303,706	\$ 312,817	\$ 322,202	\$ 331,868	\$ 341,824	

Non-Personnel Costs

Transportation (K-12 classes)	\$ 10,000	\$ 11,255	\$ 11,593	\$ 11,941	\$ 12,299	\$ 12,668	\$ 13,048	\$ 13,439	\$ 13,842	\$ 14,258	\$ 14,685	
Percent of Personnel Costs (e)	5.00%	\$ 13,099	\$ 13,492	\$ 13,897	\$ 14,314	\$ 14,743	\$ 15,185	\$ 15,641	\$ 16,110	\$ 16,593	\$ 17,091	
Subtotal Non-personnel		\$ 24,354	\$ 25,085	\$ 25,837	\$ 26,612	\$ 27,411	\$ 28,233	\$ 29,080	\$ 29,952	\$ 30,851	\$ 31,777	

Total Programs \$ 286,334 \$ 294,924 \$ 303,771 \$ 312,884 \$ 322,271 \$ 331,939 \$ 341,897 \$ 352,154 \$ 362,719 \$ 373,600

Security/Law Enforcement

Salaries and Benefits (j)

RESERVED												
Benefits (b)		Security performed by contractor (f)										
Overtime (% of salary)												
Subtotal FTEs, Salaries and Benefits		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Non-Personnel Costs

Security Contract (f)	\$ 250,000	\$ 281,377	\$ 289,819	\$ 298,513	\$ 307,468	\$ 316,693	\$ 326,193	\$ 335,979	\$ 346,058	\$ 356,440	\$ 367,133	
Subtotal Non-personnel		\$ 281,377	\$ 289,819	\$ 298,513	\$ 307,468	\$ 316,693	\$ 326,193	\$ 335,979	\$ 346,058	\$ 356,440	\$ 367,133	
Total Security/Law Enforcement		\$ 281,377	\$ 289,819	\$ 298,513	\$ 307,468	\$ 316,693	\$ 326,193	\$ 335,979	\$ 346,058	\$ 356,440	\$ 367,133	

TOTAL PARK EXPENSES BEFORE RESERVES \$ 1,786,369 \$ 1,839,960 \$ 1,895,159 \$ 1,952,014 \$ 2,010,574 \$ 2,070,891 \$ 2,133,018 \$ 2,197,008 \$ 2,262,919 \$ 2,330,806

Notes:

- (a) Annual salary and expense escalation @ 3.0%
- (b) Benefits calculated from Port of Oakland 2021-2022 Budget, page 45. Excludes pension contribution and retiree health care.
- Health 15.80%
- Workers' compensation 2.75%
- Vacation/sick leave 2.80%
- Medicare 1.45%
- Life, disability, accident insurance 1.38%
- Training and education 0.69%
- Other 0.59%
- Total Benefits (ex. Overtime) 25.46%
- (c) All position salaries assumed at Step C per Port of Oakland Salary Schedule in effect for 2021.
- (d) Student laborer @ \$25.00 2022 hourly rate, no overtime assumed.
- (e) Includes uniforms, educational materials, and other supplies.
- (f) Include all personnel and non-personnel expenses, based upon Staff report for Port Board meeting on 7/11/2019 with 2022 base guard rates raised to \$20.00 per hour to reflect current market.
- (g) Based upon daily service @ \$148.53 per day based upon 2021 Port contract, 360 days service \$5,000 added for contractor supplies.
- (h) Pension contribution (% of salary):
 - 2024 44.30% not used
 - 2025 38.50% not used
 - 2026 35.90%
- (i) Landscape estimate based upon recent 2016 contract amount of \$160,000 and adjusted upwards by 25% for increased scope.
- (j) Escalation period for salaries and expenses 4.00 years.

Sources: Port of Oakland, BAE, 2022.

Table 12: Option #2 EBRPD Management 2026-2035

Operating Expenses	FTEs/ %Salary/ 2022 Base Cost		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2021-2022 Salary										
	General Management																						
<i>Salaries and Benefits (g)</i>																							
Park Supervisor (a)	1.00	\$	93,408	\$	96,210	\$	99,097	\$	102,070	\$	105,132	\$	108,286	\$	111,534	\$	114,880	\$	118,327	\$	121,877	\$	82,992
Benefits (b)	73.0%	\$	68,188	\$	70,234	\$	72,341	\$	74,511	\$	76,746	\$	79,049	\$	81,420	\$	83,863	\$	86,379	\$	88,970	\$	
Overtime (% of salary)	5.0%	\$	4,670	\$	4,811	\$	4,955	\$	5,103	\$	5,257	\$	5,414	\$	5,577	\$	5,744	\$	5,916	\$	6,094	\$	
Subtotal FTEs, Salaries and Benefits	1.00	\$	166,267	\$	171,255	\$	176,392	\$	181,684	\$	187,135	\$	192,749	\$	198,531	\$	204,487	\$	210,622	\$	216,940	\$	
<i>Non-Personnel Costs (e)</i>																							
Percent of Personnel Costs	5.0%	\$	8,313	\$	8,563	\$	8,820	\$	9,084	\$	9,357	\$	9,637	\$	9,927	\$	10,224	\$	10,531	\$	10,847	\$	
Subtotal Non-personnel		\$	8,313	\$	8,563	\$	8,820	\$	9,084	\$	9,357	\$	9,637	\$	9,927	\$	10,224	\$	10,531	\$	10,847	\$	
<i>EBRPD Operations Overhead (d)</i>	41.6%	\$	69,167	\$	71,242	\$	73,379	\$	75,581	\$	77,848	\$	80,183	\$	82,589	\$	85,067	\$	87,619	\$	90,247	\$	
Total General Management		\$	243,747	\$	251,059	\$	258,591	\$	266,349	\$	274,339	\$	282,569	\$	291,047	\$	299,778	\$	308,771	\$	318,034	\$	
Operations and Maintenance																							
<i>Salaries and Benefits (g)</i>																							
Park Craft Specialist (c)	1.00	\$	85,238	\$	87,795	\$	90,429	\$	93,142	\$	95,936	\$	98,814	\$	101,779	\$	104,832	\$	107,977	\$	111,216	\$	75,733
Park Ranger I (c)	2.50	\$	156,207	\$	160,893	\$	165,720	\$	170,691	\$	175,812	\$	181,086	\$	186,519	\$	192,114	\$	197,878	\$	203,814	\$	55,515
Gardener (c)	1.00	\$	79,011	\$	81,381	\$	83,822	\$	86,337	\$	88,927	\$	91,595	\$	94,343	\$	97,173	\$	100,088	\$	103,091	\$	70,200
Student Laborer (c)	0.25	\$	8,779	\$	9,042	\$	9,314	\$	9,593	\$	9,881	\$	10,177	\$	10,483	\$	10,797	\$	11,121	\$	11,455	\$	31,200
Benefits (b)	73.0%	\$	240,341	\$	247,551	\$	254,978	\$	262,627	\$	270,506	\$	278,621	\$	286,980	\$	295,589	\$	304,457	\$	313,591	\$	
Overtime (% of salary)	5.0%	\$	16,023	\$	16,503	\$	16,999	\$	17,509	\$	18,034	\$	18,575	\$	19,132	\$	19,706	\$	20,297	\$	20,906	\$	
Subtotal FTEs, Salaries and Benefits	4.75	\$	585,598	\$	603,166	\$	621,261	\$	639,899	\$	659,096	\$	678,869	\$	699,235	\$	720,212	\$	741,818	\$	764,073	\$	
<i>Non-Personnel</i>																							
<i>Staff Uniforms, Phones, & Supplies</i>	5.0%	\$	29,280	\$	30,158	\$	31,063	\$	31,995	\$	32,955	\$	33,943	\$	34,962	\$	36,011	\$	37,091	\$	38,204	\$	
Horticultural Supplies (not in contract)	\$25,000	\$	28,138	\$	28,982	\$	29,851	\$	30,747	\$	31,669	\$	32,619	\$	33,598	\$	34,606	\$	35,644	\$	36,713	\$	
Elevator Maintenance Contract	\$40,000	\$	45,020	\$	46,371	\$	47,762	\$	49,195	\$	50,671	\$	52,191	\$	53,757	\$	55,369	\$	57,030	\$	58,741	\$	
Alarm Service Contract	\$1,800	\$	2,026	\$	2,087	\$	2,149	\$	2,214	\$	2,280	\$	2,349	\$	2,419	\$	2,492	\$	2,566	\$	2,643	\$	
Water Quality Monitoring	\$15,000	\$	16,883	\$	17,389	\$	17,911	\$	18,448	\$	19,002	\$	19,572	\$	20,159	\$	20,764	\$	21,386	\$	22,028	\$	
Signage Repair Materials	\$2,500	\$	2,814	\$	2,898	\$	2,985	\$	3,075	\$	3,167	\$	3,262	\$	3,360	\$	3,461	\$	3,564	\$	3,671	\$	
Utilities - Water	\$30,000	\$	33,765	\$	34,778	\$	35,822	\$	36,896	\$	38,003	\$	39,143	\$	40,317	\$	41,527	\$	42,773	\$	44,056	\$	
Utilities - Sewer	\$1,000	\$	1,126	\$	1,159	\$	1,194	\$	1,230	\$	1,267	\$	1,305	\$	1,344	\$	1,384	\$	1,426	\$	1,469	\$	
Utilities - Electric	\$8,500	\$	9,567	\$	9,854	\$	10,149	\$	10,454	\$	10,768	\$	11,091	\$	11,423	\$	11,766	\$	12,119	\$	12,483	\$	
Utilities - Gas	\$	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	
O & M Contingency	25.0%	\$	42,154	\$	43,419	\$	44,722	\$	46,063	\$	47,445	\$	48,869	\$	50,335	\$	51,845	\$	53,400	\$	55,002	\$	
Subtotal Non-personnel			210,772		217,096		223,608		230,317		237,226		244,343		251,673		259,223		267,000		275,010		
<i>EBRPD Operations Overhead (d)</i>	41.6%	\$	243,609	\$	250,917	\$	258,445	\$	266,198	\$	274,184	\$	282,409	\$	290,882	\$	299,608	\$	308,596	\$	317,854	\$	
Total Operations and Maintenance			1,039,980		1,071,179		1,103,314		1,136,414		1,170,506		1,205,621		1,241,790		1,279,044		1,317,415		1,356,937		

Park Programs

Salaries and Benefits (g)													
Naturalist	0.75	\$ 68,792	\$ 70,855	\$ 72,981	\$ 75,171	\$ 77,426	\$ 79,748	\$ 82,141	\$ 84,605	\$ 87,143	\$ 89,758	\$ 81,494	
Special Events Coordinator	0.50	\$ 47,000	\$ 48,410	\$ 49,862	\$ 51,358	\$ 52,899	\$ 54,486	\$ 56,121	\$ 57,804	\$ 59,538	\$ 61,324	\$ 83,518	
Community Outreach Coordinator	0.50	\$ 47,000	\$ 48,410	\$ 49,862	\$ 51,358	\$ 52,899	\$ 54,486	\$ 56,121	\$ 57,804	\$ 59,538	\$ 61,324	\$ 83,518	
Benefits (b)	73.0%	\$ 118,838	\$ 122,403	\$ 126,075	\$ 129,858	\$ 133,753	\$ 137,766	\$ 141,899	\$ 146,156	\$ 150,541	\$ 155,057		
Overtime (% of salary)	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Subtotal FTEs, Salaries and Benefits	1.75	\$ 281,630	\$ 290,079	\$ 298,781	\$ 307,745	\$ 316,977	\$ 326,486	\$ 336,281	\$ 346,369	\$ 356,760	\$ 367,463		
Non-Personnel Costs													
Transportation (K-12 classes)	\$10,000	\$ 11,255	\$ 11,593	\$ 11,941	\$ 12,299	\$ 12,668	\$ 13,048	\$ 13,439	\$ 13,842	\$ 14,258	\$ 14,685		
Percent of Personnel Costs (e)	5.00%	\$ 14,081	\$ 14,504	\$ 14,939	\$ 15,387	\$ 15,849	\$ 16,324	\$ 16,814	\$ 17,318	\$ 17,838	\$ 18,373		
Subtotal Non-personnel		\$ 25,337	\$ 26,097	\$ 26,880	\$ 27,686	\$ 28,517	\$ 29,372	\$ 30,253	\$ 31,161	\$ 32,096	\$ 33,059		
EBRPD Operations Overhead (d)	41.6%	\$ 117,158	\$ 120,673	\$ 124,293	\$ 128,022	\$ 131,862	\$ 135,818	\$ 139,893	\$ 144,090	\$ 148,412	\$ 152,865		
Total Programs		\$ 424,125	\$ 436,848	\$ 449,954	\$ 463,452	\$ 477,356	\$ 491,677	\$ 506,427	\$ 521,620	\$ 537,268	\$ 553,386		
Security/Law Enforcement													
Salaries and Benefits (g)													
Police Officer (c)	2.00	\$ 240,287	\$ 247,496	\$ 254,921	\$ 262,568	\$ 270,445	\$ 278,559	\$ 286,915	\$ 295,523	\$ 304,389	\$ 313,520	\$ 106,746	
Benefits (b)	73.0%	\$ 175,410	\$ 180,672	\$ 186,092	\$ 191,675	\$ 197,425	\$ 203,348	\$ 209,448	\$ 215,732	\$ 222,204	\$ 228,870		
Overtime (% of salary)	10.0%	\$ 24,029	\$ 24,750	\$ 25,492	\$ 26,257	\$ 27,045	\$ 27,856	\$ 28,692	\$ 29,552	\$ 30,439	\$ 31,352		
Subtotal FTEs, Salaries and Benefits	2.00	\$ 439,725	\$ 452,917	\$ 466,505	\$ 480,500	\$ 494,915	\$ 509,762	\$ 525,055	\$ 540,807	\$ 557,031	\$ 573,742		
Non-Personnel Costs													
Uniforms and Equipment	5.0%	\$ 21,986	\$ 22,646	\$ 23,325	\$ 24,025	\$ 24,746	\$ 25,488	\$ 26,253	\$ 27,040	\$ 27,852	\$ 28,687		
Police Vehicle (f)	\$45,000	\$ 50,648	\$ -	\$ -	\$ 55,344	\$ -	\$ -	\$ 60,476	\$ -	\$ -	\$ 66,084		
RESERVED		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Subtotal Non-personnel		\$ 72,634	\$ 22,646	\$ 23,325	\$ 79,369	\$ 24,746	\$ 25,488	\$ 86,729	\$ 27,040	\$ 27,852	\$ 94,771		
EBRPD LE Overhead (d)	27.6%	\$ 121,364	\$ 125,005	\$ 128,755	\$ 132,618	\$ 136,597	\$ 140,694	\$ 144,915	\$ 149,263	\$ 153,741	\$ 158,353		
Total Security/Law Enforcement		\$ 633,724	\$ 600,568	\$ 618,585	\$ 692,487	\$ 656,257	\$ 675,945	\$ 756,699	\$ 717,110	\$ 738,623	\$ 826,866		
TOTAL PARK EXPENSES BEFORE RESERVES		\$ 2,341,575	\$ 2,359,655	\$ 2,430,445	\$ 2,558,702	\$ 2,578,459	\$ 2,655,812	\$ 2,795,963	\$ 2,817,551	\$ 2,902,078	\$ 3,055,224		

Notes:

- (a) Annual salary and expense escalation @ 3.0%
- (b) Benefits calculated from EBRPD Annual Budget 2021-2022 @ 73%
- (c) All position salaries assumed at Step D per EBRPD Salary Schedule in effect for 2021.
- (d) Based on EBRPD overhead rates in 2010 (% of salaries and benefits):
 - Operations / Naturalist 41.6%
 - Public Safety 27.6%
- (e) Includes uniforms, educational materials, and other supplies.
- (f) Police vehicles priced @ \$ 45,000 for SUV patrol car replaced every three years; escalated.
- (g) Escalation period for salaries and expenses 4.00 years.

Sources: Port of Oakland; EBRPD; BAE, 2022.

Table 13: Option #3 Private Entity Management 2026-2035

Operating Expenses	FTEs/ %Salary/ 2022 Base Cos		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2021-2022 Salary
	General Management												
<i>Salaries and Benefits (f)</i>													
Park Supervisor (a)	1.00	\$	112,551	\$ 115,927	\$ 119,405	\$ 122,987	\$ 126,677	\$ 130,477	\$ 134,392	\$ 138,423	\$ 142,576	\$ 146,853	\$ 100,000
Pension Contribution (c)		\$	7,879	\$ 8,115	\$ 8,358	\$ 8,609	\$ 8,867	\$ 9,133	\$ 9,407	\$ 9,690	\$ 9,980	\$ 10,280	
Benefits (b)	21.9%	\$	24,630	\$ 25,369	\$ 26,130	\$ 26,914	\$ 27,721	\$ 28,553	\$ 29,410	\$ 30,292	\$ 31,201	\$ 32,137	
Overtime (% of salary)	5.0%	\$	5,628	\$ 5,796	\$ 5,970	\$ 6,149	\$ 6,334	\$ 6,524	\$ 6,720	\$ 6,921	\$ 7,129	\$ 7,343	
Subtotal FTEs, Salaries and Benefits	1.00	\$	150,687	\$ 155,208	\$ 159,864	\$ 164,660	\$ 169,600	\$ 174,688	\$ 179,928	\$ 185,326	\$ 190,886	\$ 196,612	
<i>Non-Personnel Costs (d)</i>													
Percent of Personnel Costs	5.0%	\$	7,534	\$ 7,760	\$ 7,993	\$ 8,233	\$ 8,480	\$ 8,734	\$ 8,996	\$ 9,266	\$ 9,544	\$ 9,831	
Subtotal Non-personnel		\$	7,534	\$ 7,760	\$ 7,993	\$ 8,233	\$ 8,480	\$ 8,734	\$ 8,996	\$ 9,266	\$ 9,544	\$ 9,831	
<i>Overhead</i>		\$	130,000	\$ 133,900	\$ 137,917	\$ 142,055	\$ 146,316	\$ 150,706	\$ 155,227	\$ 159,884	\$ 164,680	\$ 169,621	
Total General Management		\$	288,221	\$ 296,868	\$ 305,774	\$ 314,947	\$ 324,396	\$ 334,128	\$ 344,151	\$ 354,476	\$ 365,110	\$ 376,064	
Operations and Maintenance													
<i>Salaries and Benefits (f)</i>													
Custodian	0.50	\$	41,644	\$ 42,893	\$ 44,180	\$ 45,505	\$ 46,870	\$ 48,277	\$ 49,725	\$ 51,217	\$ 52,753	\$ 54,336	\$ 74,000
Plumber	0.50	\$	70,063	\$ 72,165	\$ 74,330	\$ 76,560	\$ 78,856	\$ 81,222	\$ 83,659	\$ 86,169	\$ 88,754	\$ 91,416	\$ 124,500
Skilled Craftsman	1.50	\$	207,656	\$ 213,886	\$ 220,303	\$ 226,912	\$ 233,719	\$ 240,731	\$ 247,953	\$ 255,391	\$ 263,053	\$ 270,944	\$ 123,000
Gardener	1.50	\$	135,061	\$ 139,113	\$ 143,286	\$ 147,585	\$ 152,012	\$ 156,573	\$ 161,270	\$ 166,108	\$ 171,091	\$ 176,224	\$ 80,000
IT Support Technician	0.25	\$	31,430	\$ 32,373	\$ 33,344	\$ 34,344	\$ 35,375	\$ 36,436	\$ 37,529	\$ 38,655	\$ 39,814	\$ 41,009	\$ 111,700
Student Laborer	0.25	\$	13,506	\$ 13,911	\$ 14,329	\$ 14,758	\$ 15,201	\$ 15,657	\$ 16,127	\$ 16,611	\$ 17,109	\$ 17,622	\$ 48,000
Pension Contribution (c)		\$	34,010	\$ 35,030	\$ 36,081	\$ 37,163	\$ 38,278	\$ 39,427	\$ 40,609	\$ 41,828	\$ 43,083	\$ 44,375	
Benefits (b)	21.9%	\$	109,277	\$ 112,556	\$ 115,932	\$ 119,410	\$ 122,993	\$ 126,683	\$ 130,483	\$ 134,398	\$ 138,429	\$ 142,582	
Overtime (% of salary)	5.0%	\$	24,293	\$ 25,021	\$ 25,772	\$ 26,545	\$ 27,342	\$ 28,162	\$ 29,007	\$ 29,877	\$ 30,773	\$ 31,696	
Subtotal FTEs, Salaries and Benefits	4.50	\$	666,940	\$ 686,948	\$ 707,557	\$ 728,783	\$ 750,647	\$ 773,166	\$ 796,361	\$ 820,252	\$ 844,860	\$ 870,206	
<i>Non-Personnel</i>													
<i>Staff Uniforms, Phones, & Supplies</i>	2.0%	\$	13,339	\$ 13,739	\$ 14,151	\$ 14,576	\$ 15,013	\$ 15,463	\$ 15,927	\$ 16,405	\$ 16,897	\$ 17,404	
Horticultural Supplies (not in contract)	\$	25,000	\$ 28,138	\$ 28,982	\$ 29,851	\$ 30,747	\$ 31,669	\$ 32,619	\$ 33,598	\$ 34,606	\$ 35,644	\$ 36,713	
Elevator Maintenance Contract	\$	40,000	\$ 45,020	\$ 46,371	\$ 47,762	\$ 49,195	\$ 50,671	\$ 52,191	\$ 53,757	\$ 55,369	\$ 57,030	\$ 58,741	
Alarm Service Contract	\$	1,800	\$ 2,026	\$ 2,087	\$ 2,149	\$ 2,214	\$ 2,280	\$ 2,349	\$ 2,419	\$ 2,492	\$ 2,566	\$ 2,643	
Water Quality Monitoring	\$	15,000	\$ 16,883	\$ 17,389	\$ 17,911	\$ 18,448	\$ 19,002	\$ 19,572	\$ 20,159	\$ 20,764	\$ 21,386	\$ 22,028	
Signage Repair Materials	\$	2,500	\$ 2,814	\$ 2,898	\$ 2,985	\$ 3,075	\$ 3,167	\$ 3,262	\$ 3,360	\$ 3,461	\$ 3,564	\$ 3,671	
Utilities - Water	\$	30,000	\$ 33,765	\$ 34,778	\$ 35,822	\$ 36,896	\$ 38,003	\$ 39,143	\$ 40,317	\$ 41,527	\$ 42,773	\$ 44,056	
Utilities - Sewer	\$	1,000	\$ 1,126	\$ 1,159	\$ 1,194	\$ 1,230	\$ 1,267	\$ 1,305	\$ 1,344	\$ 1,384	\$ 1,426	\$ 1,469	
Utilities - Electric	\$	8,500	\$ 9,567	\$ 9,854	\$ 10,149	\$ 10,454	\$ 10,768	\$ 11,091	\$ 11,423	\$ 11,766	\$ 12,119	\$ 12,483	
Utilities - Gas	\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
O & M Contingency	25.0%	\$	38,169	\$ 39,314	\$ 40,494	\$ 41,709	\$ 42,960	\$ 44,249	\$ 45,576	\$ 46,943	\$ 48,352	\$ 49,802	
Subtotal Non-personnel			190,846	196,571	202,469	208,543	214,799	221,243	227,880	234,716	241,758	249,011	
Total Operations and Maintenance			857,786	883,520	910,025	937,326	965,446	994,409	1,024,241	1,054,969	1,086,618	1,119,216	

Park Programs

Salaries and Benefits (f)

Naturalist	0.75	\$ 68,375	\$ 70,426	\$ 72,539	\$ 74,715	\$ 76,956	\$ 79,265	\$ 81,643	\$ 84,092	\$ 86,615	\$ 89,213	\$ 81,000
Special Events Coordinator	0.50	\$ 46,990	\$ 48,400	\$ 49,852	\$ 51,347	\$ 52,888	\$ 54,474	\$ 56,109	\$ 57,792	\$ 59,526	\$ 61,311	\$ 83,500
Education Outreach Coordinator	0.50	\$ 46,990	\$ 48,400	\$ 49,852	\$ 51,347	\$ 52,888	\$ 54,474	\$ 56,109	\$ 57,792	\$ 59,526	\$ 61,311	\$ 83,500
Pension Contribution (c)		\$ 11,365	\$ 11,706	\$ 12,057	\$ 12,419	\$ 12,791	\$ 13,175	\$ 13,570	\$ 13,977	\$ 14,397	\$ 14,829	
Benefits (b)	21.9%	\$ 35,529	\$ 36,595	\$ 37,693	\$ 38,823	\$ 39,988	\$ 41,188	\$ 42,423	\$ 43,696	\$ 45,007	\$ 46,357	
Overtime (% of salary)	0.0%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Subtotal FTEs, Salaries and Benefits	1.75	\$ 209,248	\$ 215,526	\$ 221,992	\$ 228,651	\$ 235,511	\$ 242,576	\$ 249,853	\$ 257,349	\$ 265,070	\$ 273,022	

Non-Personnel Costs

Transportation (K-12 classes)	\$ 10,000	\$ 11,255	\$ 11,593	\$ 11,941	\$ 12,299	\$ 12,668	\$ 13,048	\$ 13,439	\$ 13,842	\$ 14,258	\$ 14,685	
Percent of Personnel Costs (d)	5.00%	\$ 10,462	\$ 10,776	\$ 11,100	\$ 11,433	\$ 11,776	\$ 12,129	\$ 12,493	\$ 12,867	\$ 13,253	\$ 13,651	
Subtotal Non-personnel		\$ 21,718	\$ 22,369	\$ 23,040	\$ 23,731	\$ 24,443	\$ 25,177	\$ 25,932	\$ 26,710	\$ 27,511	\$ 28,336	
Total Programs		\$ 230,966	\$ 237,895	\$ 245,032	\$ 252,383	\$ 259,954	\$ 267,753	\$ 275,785	\$ 284,059	\$ 292,581	\$ 301,358	

Security/Law Enforcement - Port

Salaries and Benefits (f)

RESERVED

Benefits (b)

Overtime (% of salary)

Security performed by contractor (e)												
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Subtotal FTEs, Salaries and Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Non-Personnel Costs

Security Contract (e)	\$ 250,000	\$ 281,377	\$ 289,819	\$ 298,513	\$ 307,468	\$ 316,693	\$ 326,193	\$ 335,979	\$ 346,058	\$ 356,440	\$ 367,133	
Subtotal Non-personnel		\$ 281,377	\$ 289,819	\$ 298,513	\$ 307,468	\$ 316,693	\$ 326,193	\$ 335,979	\$ 346,058	\$ 356,440	\$ 367,133	
Total Security/Law Enforcement		\$ 281,377	\$ 289,819	\$ 298,513	\$ 307,468	\$ 316,693	\$ 326,193	\$ 335,979	\$ 346,058	\$ 356,440	\$ 367,133	

TOTAL PARK EXPENSES BEFORE RESERVES	\$ 1,658,351	\$ 1,708,101	\$ 1,759,344	\$ 1,812,124	\$ 1,866,488	\$ 1,922,483	\$ 1,980,157	\$ 2,039,562	\$ 2,100,749	\$ 2,163,771	
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Notes:

- (a) Annual salary and expense escalation @ 3.0%
- (b) Benefits calculated as follows:
 - Health 15.00%
 - Workers' compensation 2.75%
 - Vacation/sick leave 1.40%
 - Medicare 1.45%
 - Life, disability, accident insurance 0.00%
 - Training and education 0.69%
 - Other 0.59%
 - Total Benefits (ex. Overtime) 21.88%
- (c) Pension contribution %/salary: 7.00% This includes an assumed 3% Safe Harbor 401k employer contribution.
- (d) Includes uniforms, educational materials, and other supplies.
- (e) Include all personnel and non-personnel expenses; escalated to 2026; based upon Staff report for Port Board meeting on 7/11/2019 with guard rates raised to \$19.83 per hour.
- (f) Escalation period for salaries and expenses 4.00 years.

Sources: Port of Oakland; BAE, 2022.

PROPOSED CAPITAL IMPROVEMENTS AND RESERVE REQUIREMENTS

Based on the improvements currently under evaluation by the Port and estimated project costs summarized above, the estimated annual reserve for major capital improvements would start at approximately \$700,000 per year with the baseline improvements (see Table 14 for details). Annual reserves would total \$830,000 per year with the baseline plus Level 1 improvements and \$890,000 per year with the baseline, Level 1, and Level 2 improvements. The reserve requirement is escalated annually by an inflation factor of 3.0 percent in the Financial Analysis.

Replacement reserve costs reflect high-level planning (0% design) range of magnitude cost estimates prepared by WSP, a Port planning and engineering contractor in December 2021. The estimates include direct cost markups, contractor markups, design contingencies, site inspection overhead, and cost escalation.

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Table 14: Estimated 2026 Annual Reserves for MHSP

	<u>Quantity</u>	<u>Replacement Cost (a)</u>	<u>Replacement Period (Years)</u>	<u>Year 1 Annual Reserve</u>	<u>CIP Level</u>
Educational Hub					
Container Classroom	2	\$516,402	50	\$10,328	Baseline
Restroom Upgrade	1	\$137,508	10	\$13,751	Baseline
Architectural Windbreak Panel	1	\$147,522	25	\$5,901	Baseline
6 Seating Areas at 6 (LF)	36	\$22,338	25	\$894	Baseline
				<u>\$30,873</u>	
Landscaping and Beach					
Ornamental Planting (SF)	330,000	\$3,638,602	10	\$363,860	Baseline
Hydroseed (SF)	365,250	\$235,654	10	\$23,565	Baseline
Turf (SF)	102,400	\$22,708	20	\$1,135	Baseline
Dunes (SF)	112,500	\$39,115	10	\$3,912	Level 2
Trees (24" box)	135	\$178,629	50	\$3,573	Baseline
Irrigation (SF)	87,700	\$551,182	25	\$22,047	Baseline
Soil Import (LCY)	1,073	\$113,861	20	\$5,693	Baseline
Beach Access (SF)	600	\$313,730	10	\$31,373	Baseline
				<u>\$455,158</u>	
The Mole					
Modular Elevator	1	\$2,131,894	30	\$71,063	Baseline
Educational Marsh	1	\$57,711	20	\$2,886	Baseline
Non-Irrigated Grasslands	1	\$49,587	25	\$1,983	Baseline
Directory Board	1	\$4,557	30	\$152	Baseline
Viewing Tower Modifications	1	\$68,295	30	\$2,277	Baseline
				<u>\$78,361</u>	
Port View Park					
Indoor Classroom (SF)	1,000	\$49,587	30	\$1,653	Level 2
Pop-Up Café (SF)	200	\$49,587	30	\$1,653	Level 2
Half-Basketball Court	1	\$8,610	20	\$431	Level 2
Removable Bollards	6	\$45,343	30	\$1,511	Level 2
New Timber Walkway Path (SF)	4,800	\$721,466	25	\$28,859	Level 2
				<u>\$34,106</u>	
Kayak Launch					
Dock (SF)	600	\$129,441	25	\$5,178	Level 2
Ramp (LF)	100	\$197,577	25	\$7,903	Level 2
Modular Kayak Rental Station	1	\$32,916	25	\$1,317	Level 2
				<u>\$14,397</u>	
Park Pathways					
Asphalt (SF)	99,300	\$487,156	30	\$16,239	Baseline
Concrete (SF)	174,400	\$1,803,556	50	\$36,071	Baseline
Decorative Concrete Allowance (SF)	174,400	\$501,662	50	\$10,033	Baseline
				<u>\$62,343</u>	
Point Arnold Pier					
Wharf Paving (SF)	47,303	\$77,321	25	\$3,093	Baseline
Integrated Grassland Habitat	1	\$55,210	25	\$2,208	Baseline
1/4 Mile Circuit	1	\$8,799	5	\$1,760	Baseline
Warehouse Shade Structure	1	\$34,148	15	\$2,277	Baseline
				<u>\$9,338</u>	

(continued on next page)

Table 14: Estimated 2026 Annual Reserves for MHSP (continued)

	<u>Quantity</u>	<u>Replacement Cost (a)</u>	<u>Replacement Period (Years)</u>	<u>Year 1 Annual Reserve</u>	<u>CIP Level</u>
Park Service Center					
Trailer Replacement (SF)	500	\$104,760	30	\$3,492	Baseline
Children's Nature Play Area in Oval					
Play Structure		\$318,187	20	\$15,909	Level 1
Foam Treatment Rubber Mat (SF)	5,000	\$345,176	15	\$23,012	Level 1
Benches (LF)	100	\$100,754	20	\$5,038	Level 1
Vertical Wind Panels	6	\$885,132	25	\$35,405	Level 1
Drinking Fountain	6	\$74,264	25	\$2,971	Level 1
				<u>\$82,335</u>	
Dog Bone Park					
4 Benches at 8 (LF)	32	\$20,151	25	\$806	Level 2
Perimeter Fencing (LF)	1,500	\$98,011	30	\$3,267	Level 2
Large Dog Park	1	\$3,032	30	\$101	Level 2
Small Dog Park	1	\$6,064	30	\$202	Level 2
Park Entry	1	\$52,014	30	\$1,734	Level 2
Water Fountain	2	\$508	25	\$20	Level 2
				<u>\$6,130</u>	
Miscellaneous					
Power Allowance	1	\$1,438,234	30	\$47,941	Baseline
Potable Water Allowance	1	\$287,647	30	\$9,588	Baseline
Lightening Protection Allowance	1	\$28,765	30	\$959	Baseline
Life-Safety Hydrants	6	\$88,331	30	\$2,944	Baseline
Informational Panel / Boards (3' by 3')	10	\$45,570	30	\$1,519	Level 2
Wi-Fi	1	\$862,940	20	\$43,147	Level 1
Bicycle Racks	3	\$54,501	30	\$1,817	Level 1
Picnic Table Areas	5	\$92,609	30	\$3,087	Level 1
				<u>\$111,002</u>	
GRAND TOTAL					
				<i>Baseline Improvements</i>	<i>\$700,000</i>
				<i>Baseline + Level 1 Improvements</i>	<i>\$830,000</i>
				<i>Baseline + Level 1 + Level 2 Improvements</i>	<i>\$890,000</i>

Note:

(a) Replacement costs reflect high-level planning (0% design) range of magnitude cost estimates prepared by WSP in October of 2021. The estimates include direct cost markups, contractor markups, and additional markups to account for design costs, contingency, site inspection overhead, and escalation.

Sources: WSP, 2021; Gates and Associates, 2021; BAE, 2022.

FINANCIAL ANALYSIS OF MASTER PLAN OPTIONS

This section of the Management Plan Update provides a financial analysis of the Master Plan Update as well as how costs would shift and potentially change under the three management scenarios described above. The net cost of operating the Park is shown over a ten-year plan horizon.

Summary of Financial Analysis

Table 15 presents a summary of the ten-year cash flows for the three management options. Expenses before reserves range from approximately \$1.7 million under Option #3 (Private) to \$2.3 million under Option #2 (EBRPD). The cost for Option #2 (EBRPD) is significantly higher due to overhead charges that would be applied based on the Port's past experience with the management agreement with EBRPD. The cost savings associated with Option #3 (Private) are generated by lower overall benefits for staff. Revenues under each option are the same, resulting in the net cost to the Port of \$2.4 million under Option #1 (Port), \$2.9 million under Option #2 (EBRPD), and \$2.2 million under Option #3 (Private) with baseline improvements.

Table 15: Summary of Financial Analysis of Management Options

Item	2026 Expense and Revenues					
	Option #1: Port of Oakland		Option #2: EBRPD		Option #3: Private Entity	
	Personnel	Non-Personnel	Personnel	Non-Personnel	Personnel	Non-Personnel
General Management	\$ 187,000	\$ 9,000	\$ 166,000	\$ 8,000	\$ 151,000	\$ 8,000
Operations and Management	\$ 350,000	673,000	\$ 586,000	211,000	\$ 667,000	191,000
Park Programs	\$ 262,000	\$ 24,000	\$ 282,000	\$ 25,000	\$ 209,000	\$ 22,000
Law Enforcement	\$ -	\$ 281,000	\$ 440,000	\$ 73,000	\$ -	\$ 281,000
Overhead Charges	\$ -	\$ -	\$ -	\$ 551,000	\$ -	\$ 130,000
Total Expenses Before Reserves	\$	1,786,000	\$	2,342,000	\$	1,658,000
Pension and Benefits % of Salaries		69.8%		73.0%		28.9%
Overhead Charges % of Salaries & Benefits		0.0%		37.4%		12.7%
Contracted Services % of Total		37.0%		1.9%		19.7%
Total Expense with Capital Reserves (a)						
Baseline Improvements		\$ 2,486,000		\$ 3,042,000		\$ 2,358,000
Baseline + Level 1 Improvements		\$ 2,616,000		\$ 3,172,000		\$ 2,488,000
Baseline + Level 1 + Level 2 Improvements		\$ 2,676,000		\$ 3,232,000		\$ 2,548,000
Potential Revenues		\$ 136,000		\$ 136,000		\$ 136,000
Net Cost to Port						
Baseline Improvements		\$ 2,350,000		\$ 2,906,000		\$ 2,222,000
Baseline + Level 1 Improvements		\$ 2,480,000		\$ 3,036,000		\$ 2,352,000
Baseline + Level 1 + Level 2 Improvements		\$ 2,540,000		\$ 3,096,000		\$ 2,412,000

Note:

(a) Gross expenses before revenue offset.

Source: BAE, 2022.

Management Option 10-year Cash Flows

Detailed calculations are shown in Table 16, Table 17, and Table 18 on the pages that follow.

Table 16: Cash Flows Option #1 (Port) 2026-2035

Revenues	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Outdoor Special Events	\$ 80,650	\$ 83,070	\$ 85,562	\$ 88,128	\$ 90,772	\$ 93,495	\$ 96,300	\$ 99,189	\$ 102,165	\$ 105,230
Picnic Area Rentals	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657
Commercial Film Permits	38,400	39,552	40,739	41,961	43,220	44,516	45,852	47,227	48,644	50,103
Fee Educational and Science Programs	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
Corporate Sponsorships	-	-	-	-	-	-	-	-	-	-
Concessions	-	-	-	-	-	-	-	-	-	-
Grants/Gifts	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	\$ 136,050	\$ 140,132	\$ 144,335	\$ 148,666	\$ 153,125	\$ 157,719	\$ 162,451	\$ 167,324	\$ 172,344	\$ 177,514
Expenses	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
General Management	\$ 196,605	\$ 202,503	\$ 208,578	\$ 214,835	\$ 221,280	\$ 227,919	\$ 234,756	\$ 241,799	\$ 249,053	\$ 256,524
Operations and Maintenance	1,022,054	1,052,715	1,084,297	1,116,826	1,150,330	1,184,840	1,220,385	1,256,997	1,294,707	1,333,548
Park Programs	286,334	294,924	303,771	312,884	322,271	331,939	341,897	352,154	362,719	373,600
Security/Law Enforcement	281,377	289,819	298,513	307,468	316,693	326,193	335,979	346,058	356,440	367,133
TOTAL PARK DIRECT COSTS	\$ 1,786,369	\$ 1,839,960	\$ 1,895,159	\$ 1,952,014	\$ 2,010,574	\$ 2,070,891	\$ 2,133,018	\$ 2,197,008	\$ 2,262,919	\$ 2,330,806
Capital Reserves	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Baseline Improvements	\$ 700,000	\$ 721,000	\$ 742,630	\$ 764,909	\$ 787,856	\$ 811,492	\$ 835,837	\$ 860,912	\$ 886,739	\$ 913,341
Baseline + Level 1 Improvements	\$ 830,000	\$ 854,900	\$ 880,547	\$ 906,963	\$ 934,172	\$ 962,197	\$ 991,063	\$ 1,020,795	\$ 1,051,419	\$ 1,082,962
Baseline + Level 1 + Level 2 Improvements	\$ 890,000	\$ 916,700	\$ 944,201	\$ 972,527	\$ 1,001,703	\$ 1,031,754	\$ 1,062,707	\$ 1,094,588	\$ 1,127,425	\$ 1,161,248
NET PORT COST										
Baseline Improvements	\$ 2,350,319	\$ 2,420,829	\$ 2,493,453	\$ 2,568,257	\$ 2,645,305	\$ 2,724,664	\$ 2,806,404	\$ 2,890,596	\$ 2,977,314	\$ 3,066,633
Baseline + Level 1 Improvements	\$ 2,480,319	\$ 2,554,729	\$ 2,631,370	\$ 2,710,311	\$ 2,791,621	\$ 2,875,369	\$ 2,961,631	\$ 3,050,479	\$ 3,141,994	\$ 3,236,254
Baseline + Level 1 + Level 2 Improvements	\$ 2,540,319	\$ 2,616,529	\$ 2,695,024	\$ 2,775,875	\$ 2,859,151	\$ 2,944,926	\$ 3,033,274	\$ 3,124,272	\$ 3,218,000	\$ 3,314,540

Note:

(a) Reserves escalated @ 3% annually.

Source: BAE, 2022.

Table 17: Cash Flows Option #2 (EBRPD) 2026-2035

Revenues	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Outdoor Special Events	\$ 80,650	\$ 83,070	\$ 85,562	\$ 88,128	\$ 90,772	\$ 93,495	\$ 96,300	\$ 99,189	\$ 102,165	\$ 105,230
Picnic Area Rentals	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657
Commercial Film Permits	38,400	39,552	40,739	41,961	43,220	44,516	45,852	47,227	48,644	50,103
Fee Educational and Science Program:	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
Corporate Sponsorships	-	-	-	-	-	-	-	-	-	-
Concessions	-	-	-	-	-	-	-	-	-	-
Grants/Gifts	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	\$ 136,050	\$ 140,132	\$ 144,335	\$ 148,666	\$ 153,125	\$ 157,719	\$ 162,451	\$ 167,324	\$ 172,344	\$ 177,514
Expenses	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
General Management	\$ 243,747	\$ 251,059	\$ 258,591	\$ 266,349	\$ 274,339	\$ 282,569	\$ 291,047	\$ 299,778	\$ 308,771	\$ 318,034
Operations and Maintenance	1,039,980	1,071,179	1,103,314	1,136,414	1,170,506	1,205,621	1,241,790	1,279,044	1,317,415	1,356,937
Park Programs	424,125	436,848	449,954	463,452	477,356	491,677	506,427	521,620	537,268	553,386
Security/Law Enforcement	633,724	600,568	618,585	692,487	656,257	675,945	756,699	717,110	738,623	826,866
TOTAL PARK DIRECT COSTS	\$ 2,341,575	\$ 2,359,655	\$ 2,430,445	\$ 2,558,702	\$ 2,578,459	\$ 2,655,812	\$ 2,795,963	\$ 2,817,551	\$ 2,902,078	\$ 3,055,224
Capital Reserves	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Baseline Improvements	\$ 700,000	\$ 721,000	\$ 742,630	\$ 764,909	\$ 787,856	\$ 811,492	\$ 835,837	\$ 860,912	\$ 886,739	\$ 913,341
Baseline + Level 1 Improvements	\$ 830,000	\$ 854,900	\$ 880,547	\$ 906,963	\$ 934,172	\$ 962,197	\$ 991,063	\$ 1,020,795	\$ 1,051,419	\$ 1,082,962
Baseline + Level 1 + Level 2 Improvements	\$ 890,000	\$ 916,700	\$ 944,201	\$ 972,527	\$ 1,001,703	\$ 1,031,754	\$ 1,062,707	\$ 1,094,588	\$ 1,127,425	\$ 1,161,248
NET PORT COST										
Baseline Improvements	\$ 2,905,525	\$ 2,940,523	\$ 3,028,739	\$ 3,174,946	\$ 3,213,189	\$ 3,309,585	\$ 3,469,349	\$ 3,511,139	\$ 3,616,473	\$ 3,791,051
Baseline + Level 1 Improvements	\$ 3,035,525	\$ 3,074,423	\$ 3,166,656	\$ 3,317,000	\$ 3,359,505	\$ 3,460,291	\$ 3,624,576	\$ 3,671,022	\$ 3,781,153	\$ 3,960,672
Baseline + Level 1 + Level 2 Improvements	\$ 3,095,525	\$ 3,136,223	\$ 3,230,310	\$ 3,382,564	\$ 3,427,036	\$ 3,529,847	\$ 3,696,219	\$ 3,744,815	\$ 3,857,159	\$ 4,038,958

Note:

(a) Reserves escalated @ 3% annually.

Source: BAE, 2022.

Table 18: Cash Flows Option #3 (Private) 2026-2035

Revenues	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Outdoor Special Events	\$ 80,650	\$ 83,070	\$ 85,562	\$ 88,128	\$ 90,772	\$ 93,495	\$ 96,300	\$ 99,189	\$ 102,165	\$ 105,230
Picnic Area Rentals	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	15,201	15,657
Commercial Film Permits	38,400	39,552	40,739	41,961	43,220	44,516	45,852	47,227	48,644	50,103
Fee Educational and Science Programs	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
Corporate Sponsorships	-	-	-	-	-	-	-	-	-	-
Concessions	-	-	-	-	-	-	-	-	-	-
Grants/Gifts	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	\$ 136,050	\$ 140,132	\$ 144,335	\$ 148,666	\$ 153,125	\$ 157,719	\$ 162,451	\$ 167,324	\$ 172,344	\$ 177,514
Expenses	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
General Management	\$ 288,221	\$ 296,868	\$ 305,774	\$ 314,947	\$ 324,396	\$ 334,128	\$ 344,151	\$ 354,476	\$ 365,110	\$ 376,064
Operations and Maintenance	857,786	883,520	910,025	937,326	965,446	994,409	1,024,241	1,054,969	1,086,618	1,119,216
Park Programs	230,966	237,895	245,032	252,383	259,954	267,753	275,785	284,059	292,581	301,358
Security/Law Enforcement	281,377	289,819	298,513	307,468	316,693	326,193	335,979	346,058	356,440	367,133
TOTAL PARK DIRECT COSTS	\$ 1,658,351	\$ 1,708,101	\$ 1,759,344	\$ 1,812,124	\$ 1,866,488	\$ 1,922,483	\$ 1,980,157	\$ 2,039,562	\$ 2,100,749	\$ 2,163,771
Capital Reserves	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Baseline Improvements	\$ 700,000	\$ 721,000	\$ 742,630	\$ 764,909	\$ 787,856	\$ 811,492	\$ 835,837	\$ 860,912	\$ 886,739	\$ 913,341
Baseline + Level 1 Improvements	\$ 830,000	\$ 854,900	\$ 880,547	\$ 906,963	\$ 934,172	\$ 962,197	\$ 991,063	\$ 1,020,795	\$ 1,051,419	\$ 1,082,962
Baseline + Level 1 + Level 2 Improvements	\$ 890,000	\$ 916,700	\$ 944,201	\$ 972,527	\$ 1,001,703	\$ 1,031,754	\$ 1,062,707	\$ 1,094,588	\$ 1,127,425	\$ 1,161,248
NET PORT COST										
Baseline Improvements	\$ 2,222,301	\$ 958,895	\$ 987,662	\$ 1,017,292	\$ 1,047,810	\$ 1,079,245	\$ 1,111,622	\$ 1,144,971	\$ 1,179,320	\$ 1,214,699
Baseline + Level 1 Improvements	\$ 2,352,301	\$ 1,144,719	\$ 1,179,060	\$ 1,214,432	\$ 1,250,865	\$ 1,288,391	\$ 1,327,043	\$ 1,366,854	\$ 1,407,859	\$ 1,450,095
Baseline + Level 1 + Level 2 Improvements	\$ 2,412,301	\$ 2,484,670	\$ 2,559,210	\$ 2,635,986	\$ 2,715,066	\$ 2,796,517	\$ 2,880,413	\$ 2,966,825	\$ 3,055,830	\$ 3,147,505

Note:

(a) Reserves escalated @ 3% annually.

Source: BAE, 2022.