



**Jack London Improvement District - Meeting of the Board of Directors on May 8th, 2017
333 Broadway - Public Meeting Agenda 4:00PM**

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| 1. Call to order and introductions - President | 4:00 |
| 2. Public comment and announcements | 4:05 |
| 3. Jack London Hub for Bay Day 2017- Malia Schilling | 4:10 |
| 4. Executive Update - Executive Director | 4:15 |
| a. Port Share Plan Approval and upcoming Informational Presentation | |
| 5. Clean Safe Streets Update | Discussion Item 4:20 |
| a. Year-To-Date Statistics | |
| 6. Economic Development Update | Discussion Items 4:25 |
| a. Retail/Merchant Meetings, Citywide Task Force Work Update | |
| b. Jack London Square Development Update – Sean Buran | |
| c. Should Jack London Improvement District support SB 562 - Universal Healthcare to all Californians based on healthcare cost impact on Jack London Business? – Saied | |
| 7. Financial Review | 4:50 |
| a. Annual permitted assessment increase: Management Plan allows for assessment increase of up to 5% for 2018 to adjust for CPI increase. District has experienced continued increase of expenses and demand for service delivery. Outreach to stakeholders for notification and input on potential increase to begin 5/2017. Action on recommendation to be taken at July Meeting. | Discussion Item |
| b. Creation of a Finance Committee | Discussion Item |
| c. Review of Financial Report | Discussion Item |
| 8. Governance Update | 5:45 |
| a. Nomination and Election of new President | Action Item |
| b. Appointment of new Treasurer | Action Item |
| 9. Approval of minutes of March 9th, 2017 – Secretary | Action Item 5:55 |
| 10. Adjourn. | |
| a. Next regular meeting: July 10th, 2017, 4:00 pm | |

BROWN ACT: Government Code 54950 (The Brown Act) requires that a brief description of each item to be transacted or discussed be posted at least 72 hours prior to a regular meeting. Jack London Improvement District posts agendas with the City of Oakland. Action may not be taken on items not posted on the agenda. Copies of the agenda are available from the Jack London Improvement District at 333 Broadway, Oakland 94607 or through jacklondonoakland.org. Meeting facilities are accessible to persons with disabilities. If you require special assistance to participate in the meeting, please notify info@jacklondonoakland.org at least hours prior to the meeting. The public will be provided with an opportunity to address the board on any item during agenda item number 2.



Executive Update, May 2017

The District has reached a milestone- its third year of operation since initiation in May 2014. This update includes a look at District highlights and what's in the pipeline. Here are the main highlights and challenges we're working on in these months:

District Highlights

- The Port Board of Commissioners approved the District Port Share Plan on 5/4. The District appreciates the valuable support of the Port as a critical stakeholder, and continues to focus on clean safe streets for welcoming access to Oakland's waterfront.
- **Jack London Sponsors District-Promoting Events:**
 - St. Patrick's Day
 - Citywide Cinco de Mayo celebration—with 6 participating businesses
 - Bike to Work Day—the District sponsors of "Energizer Station" with Alta Planning, a local transportation and land use planning firm to promote District to hundreds of participants and survey bicycle commuters.
- **Deployment of equipment that allows the District to utilize ambassador resources more efficiently.** The District acquired an All Terrain Litter Vacuum (ATLV) refurbished through GSA Surplus for at a discount under budget. Unspent funds to remain in project account until end of year as contingency maintenance fund.
- **Beautifying Broadway:** Broadway Tree Lights Prototype installed and 10 more are under assembly.
- **Bringing Wayfinding to Jack London:** Signage design and placement plan: kicked off 4/17, signage content development underway. Jack London brings together
- **Quarterly Panel Talks continue this Spring:**
 - 1st Panel Talk: Art and Public Space, Feb. 9
 - 2nd Panel Talk: What is an Entertainment District? Dates soon to be selected. Stay tuned
- **Jack London Sponsors the Broadway Shuttle:** For the third year in a row, Jack London joins the Square and other sponsors to fund the Free B Shuttle. The agreement is initiated, New branding wrap complete, and we will be collaborating with the Square to promote the District on board.
- **Convening Community Partner Events:**
 - Monthly Neighborhood Crime Prevention Council
 - Monthly Retail/Merchant's meeting

Continuing Challenges

- There is an increase in homelessness throughout the region and we have an encampment crisis in Oakland. In Downtown Oakland, encampments are growing at the edges of our District on 5th and Brush, Webster Place/Harrison, and Jackson underpasses. District advocacy work continues. **Joining our NCPC meeting on May 23rd, Councilmember Lynette McElhaney will address our community regarding the encampments and the Compassionate Communities initiative.**
- Cleaning **Illegal dumping** in our District continues to consume significant time and resources. To deter dumping, we share camera installation recommendations with District property owners and have placed signage. 4th Tuesdays, 5pm, at 333 Broadway.

There's no better place to enjoy long sunny days of the season than Oakland's waterfront. We invite you to [\(re\)discover our great businesses](#)—and exciting [collaborative events](#) in the District.

-Savlan Hauser, Executive Director



Oakland's Encampment Crisis and Jack London: A message from the Executive Director

Since the initiation of the Jack London Improvement District in 2014, there have been encampments and blight under and around the 880 underpasses, on CalTrans, City-owned, and BART-owned properties — mainly at the edges and outside of the District. In the last several years, the Bay Area has experienced the most severe housing crisis in recent history. Homelessness has increased visibly and significantly, and we've seen the evidence of this alarming regional trend right in our own neighborhood. Severe mental health and addiction problems are also prevalent. Though the housing shortage is not the only contributing factor to homelessness, it undeniably exacerbates the problem for people who are vulnerable for a range of reasons. Resources have been slashed from homeless service providers, and each of them seems to hold a different—and at times harshly conflicting-- approach to helping the homeless. Some fixate on new construction of subsidized housing without compromise, some operate regulated shelters, while others dedicate themselves to distributing tents across the city to make sleeping on the streets possible. Outreach efforts are slim to none. There's much to be said about the efficacy of current efforts, but one thing is certain: the resources are woefully inadequate for the scale of the crisis at hand.

What is the Jack London Improvement District's role? The District, funded by a special assessment on properties, was formed to create, promote, and maintain an inviting environment for people who live, work, and visit Jack London. Addressing homelessness or encampments is not explicitly part of our management plan defined by the City District stakeholders. In fact, a number of property owners have voiced their opposition to the District expending any effort on encampments as it is an enormous, regional, and multifaceted issue. However, many, many more stakeholders—including the Port—have voiced concern about the encampment crisis and demand a solution. It is impossible for any organization or individual to ignore the shockingly hazardous and precarious conditions within public rights-of ways and the people in desperate need of help. Makeshift structures, collected items, biohazards and illegal dumping endanger the lives of the encampment occupants, engulf public infrastructure and obstruct gateways and deny the public of safe passage. Despite the fact the encampments are concentrated mainly outside of our geographical boundary, despite the fact not every stakeholder agrees, despite our modest budget and numerous other important areas of work, District leadership considers the encampment crisis a serious impediment to safety and economic vibrancy for the District. That's why the encampment crisis is a focus. And so we are working on several facets of the complex issue—both directly, and in partnership and advocacy with agencies with authority to take regulatory action.

So, what are we doing about it? From day one, our Ambassador team members engage individuals on the streets and offer assistance. We pick up litter and illegal dumping including at and around encampment areas that are within our District. We even ask the encampment occupants to help keep their sites clean and provide trash bags for collections if needed. We attempt to connect those in need with a sparsely resourced and difficult-to-navigate spattering of service providers. We report unsafe behavior to public safety officials and coordinate with mental health responders. Some of our ambassadors have themselves experienced homelessness and incarceration, providing an empathetic perspective that cannot be taught. In an example of a small but notable success, one of the unsheltered residents now works as a busser at a District restaurant and a couple of more volunteered with our team on a beautification project. We are proactive and insistent on the day-to-day, but much of the work that needs to be done is far beyond our authority, resources, and mandate from stakeholders. So, we facilitate discussions, and seek partnerships and advocacy solutions to address this issue. It has not been a smooth journey.

Starting over a year ago, the District convened public forums inviting public officials and responsible agencies to the table to demand implementation of solutions. We also bolster those that have authority



taking leadership on the issue—in particular, Joe DeVries, Assistant to the City Administrator and Lynette McElhaney with their bold inter-agency initiatives. West Oakland and Old Oakland groups have joined Jack London in this effort. This work is difficult and not uncontroversial. Last June, a community forum we hosted was shut down by 60 hostile protesters from an activist group based in San Francisco-- for our attempting to take action to change the status quo. Community members were insulted and silenced.

Even after this destructive blow, we continued to organize. A few months later, we hosted a milestone public forum—with homeless service providers, County and City representatives, and electeds, close to 100 people were in attendance. The panelists included representatives of the organizations tasked with solving homelessness including City Council representation; an unsheltered resident; Elaine de Coligny, leading Alameda County's efforts; and Peter Radu, of the Department of Homelessness and Supportive Housing. There was an outpouring of positive feedback-- attendees told us that it was the only forum they'd heard of on the timely topic, and was the most productive conversation that has taken place so far.

In October, the City initiated a 6 month pilot temporary sanctioned encampment with the community support that the District helped organize. The pilot is called the Compassionate Communities initiative—which finished this spring. It has been a challenging project and many lessons were learned—though it successfully transitioned tens of residents into permanent supported housing. Jack London is advocating with the City for expansion of this program to address Brush and Castro encampments.

The District holds property owners and tenants accountable for following regulations and contributing to safe and welcoming conditions—regardless of whether that property owner is a public agency. We report code violations and inform responsible parties of hazardous conditions. In this regard, we have found another contributor to this issue is the tenancy of Caltrans Airspace parcels. In February, the District mobilized with the City of Oakland Planning Department and Department of Transportation and intervened in the Caltrans Lease Auction Process. The District investigated the prospective tenants, and found that in some cases operators did not hold business licenses, nor did they have a record of tax payment on parking operations. The District sent letters to Caltrans as well as the winning bidder communicating that the District will hold regulatory entities accountable and expects the tenant to follow all relevant laws, pay applicable taxes, and address hazards and issues of blight at the leased parcels. We expect this will encourage improved conditions at critical under-freeway parcels.

Another ongoing related effort of the District is the physical improvement at the Underpasses. Beyond the day-to-day pressure-washing and trash pickup, infrastructure improvements are desperately needed. The District worked closely with the City to develop the scope and project for the Broadway Webster Underpass Improvements (Walk This Way) and participated in the Team selection process this spring. The intent of the project is to develop a replicable solution to apply to the other I-880 underpasses, and to other underpasses in Oakland.

In summary, the District provides direct day-to-day cleaning and promotes safety. We convene and facilitate difficult conversations, seek public-private partnership, and advocate with regulatory entities and responsible agencies to take action. Our stakeholders are compassionate and progressive, and want the District to be welcoming, safe, and beautiful for all Oaklanders. We will continue to provide cleaning and a safety presence, and work with our partners and seek solutions for this crisis of public health and welfare.



Port Share Plan 2017

Jack London Improvement District

Jack London Improvement District proposes to use funds collected from the Port assessment of \$115,361.80 to provide clean and safe services within the District, as authorized by the Port and City Public Trust Agreement, as illustrated on the attached map (see attachment 2). Jack London Improvement District focuses the majority of its resources on creating and maintaining clean, safe streets, and continues its contract with service provider Block By Block to deploy much-needed improvements in the public rights-of-way adjacent to and leading to Port lands. The District will reimburse the Port \$21,000.00 for services on Tidelands Trust Lands, which includes a 5% permitted increase from the initial assessment. Since initiation of operations, Jack London Improvement District has incurred significant cost increases, such as the 2015 minimum wage increase due to Measure FF (Lift Up Oakland), office rent, and Waste Management Trash Pickup. Our fixed costs that include Ambassador staffing, garbage collection, and office expenses represent 76% of our annual budget. In aggregate, these fixed costs have increased over 10% in the past 18 months and are likely to grow even more for the foreseeable future. Therefore, the Board approved a 5% increase in the annual assessment for the 2016-17 tax year, paid on November 2016 and February 2017. Though the Management Plan permits a 5% increase on an annual basis, this increase is the District's first, and applies to the third year of operations.

The Port's resources are applied to critical gateways to Oakland's waterfront that experience increased pedestrian and visitor traffic. The annual budget 2017 includes the deployment of an ambassador team 7 days a week, from 7AM to 9PM Monday through Thursday, 9AM to 11PM Friday and Saturday, and 8:30AM to 4:30PM Sunday.

In 2016, the Ambassador team has:

- Collected over 55,000 lbs of litter from sidewalks and public spaces
- Cleaned up 930 illegal dump sites
- Provided over 2,000 walking escorts and/or greeted visitors to give directions
- Removed 2,106 instances of graffiti

Intensive cleaning of the public right-of-way, sidewalks, gutters, and fixtures and illegal dumping pickup continues to fill service gaps and improve the street-level experience, particularly in chronically neglected areas. The 880 underpasses—critical to connecting Oakland's downtown with our waterfront-- continue to be a central area of work and this year reached a promising milestone. The District worked intensively with the City of Oakland to successfully scope and select a project team for the ambitious Walk This Way project (Broadway/Webster Improvements), which kicks off this spring. As the Cleaning, Safety and Hospitality team has been established; they have taken on more special projects including the removal of hazardous fixtures in the public right-of-way, painting of street furnishings, removal of extensive graffiti in the public right-of-way, drought-tolerant plantings in public medians and more. In addition, the District has coordinated street tree plantings, and installed light pole banners to visibly beautify and enhance the brand of the District. This year the District takes on additional special projects to improve the public right-of-way; including installation of decorative lighting and extending the City's pilot wayfinding signage program in Jack London—in close coordination with Jack London Square, Amtrak, WETA, and other stakeholders.

The District recognizes the Port of Oakland as an inextricable and vital part of Oakland's economic success and infrastructure, and has found opportunities to extend the Port's educational and community reach in the District. The District is proud to highlight the Port and its programs through promoting its educational and community events such as the Harbor Tour, and has coordinated with the Port's Community Affairs and



Social Responsibility for Port participation at the National Night Out celebration for the past few years. In addition, for the second semester in a row, the District has hosted the California College of the Arts' graduate architecture studio to develop innovative and imaginative design proposals for a site at the Port of Oakland. These students benefit from the real-world guidance and input of the Planning and Environmental Programs Department as a tremendous educational resource—and this linkage fosters innovative approaches to future waterfront development.

Development is crucial to the economic vibrancy of Jack London District-- including making the development vision of the Square a reality. The District therefore has been working closely with its developers—including Carmel Partners, Mill Creek Residential, Austin Group, and most important to the Port, CIM; moving entitlements forward through consistent project advocacy to staff and elected officials. In comparison to other adjacent development projects, the District's projects have moved ahead faster and more smoothly.

The District is working to deter unwanted street and public right-of-way blight, ensure safe and welcoming access, and deter property damage. To that end, the District has focused on sustainable solutions to encampments present at areas around Jack London. This enormous regional challenge should be a significant concern to all of us involved in community development and public service as sidewalks and streets are unsafe and unhealthy places for people to live—both for passers-by and the homeless. Though the sites are geographically outside the bounds of the District, District has convened unprecedented policy discussions and has joined Old Oakland and West Oakland stakeholders in strongly advocating for City and County action to address the Encampment Crisis.

Jack London Improvement District has received considerable positive feedback on the improvements, and is becoming increasingly relied-upon for its beautification, safety, and economic development services. Merchants, business owners, and visitors alike have thanked our ambassadors and given compliments to our team. We expect the benefits to broaden as an improved standard is established, maintained, and even more people enjoy living, working, and visiting our district.

Attachments:

- 1) Jack London Improvement District 2017 Operating Budget
- 2) Jack London Improvement District Map of Port Share Plan
- 3) Clean and Safe Program Overview

JACK LONDON CLEAN AND SAFE

STATISTICS

APRIL 2017 YTD

Jack London's Ambassadors have been hard at work

Comments? Contact us at:
info@jacklondonoakland.org



26,797 lbs

of trash and debris
removed from the
Public Right-Of-Way

848

Graffiti sites
addressed

669

Blocks of weed
abatement



542

Illegal Dumping
sites have been
cleared.

1,533

Stickers, Posters,
Flyers removed
from City Fixtures.

749

Individuals
assisted by our
Ambassadors

Jack London Improvement District Budget Report Year-To-Date	BUDGET				ACTUAL		
	2017 Calendar year				Period ending 4/30/17		
	Non-Port 2017	Port Share 2017	2016 Carryover	TOTALS	Actual	Remaining	
4000 Assessment Income			\$29,467.00	\$29,467.00	\$29,467.00	\$0.00	
4100 Assessment Income:Port of Oakland		\$115,361.80		\$115,361.80	\$0.00	-\$115,361.80	(EXPECTED 07/2017)
4200 Assessment Income:Non-Port	\$704,139.01			\$704,139.01	\$336,664.18	-\$367,474.83	
4250 Prior Year Assessment Adjustments				\$0.00		\$0.00	
9100 Bank Interest				\$0.00	\$185.32	\$185.32	
4300 Grants/Contributions				\$150,000.00	\$150,000.00	\$0.00	EHT GRANT
Total Cash Available	\$704,139.01	\$115,361.80	\$29,467.00	\$998,967.81	\$516,316.50	-\$482,651.31	
Expenditures							
7000 MBSSI Maint., Beautification, Safety, etc.							
7100 Ambassador Services (Block By Block)	\$326,309.69	\$115,361.80		\$441,671.49	\$160,783.00	\$280,888.49	
7200 Services on Tidelands Trust Lands	\$21,000.00			\$21,000.00	\$0.00	\$21,000.00	
7300 Special Projects	\$1,554.96			\$1,554.96	\$1,554.96	\$0.00	
7400 Maintenance Operations			\$12,000.00	\$12,000.00	\$5,777.74	\$6,222.26	
Total 7000 MBSSI Maint., Beautification, Safety	\$348,864.65	\$115,361.80	\$12,000.00	\$476,226.45	\$168,115.70	\$308,110.75	
7700 MED Marketing & Economic Development							
7710 District Management (1 FTE)	\$94,594.00			\$94,594.00	\$30,951.44	\$63,642.56	
7750 Marketing Operations	\$8,000.00			\$8,000.00	\$3,833.08	\$4,166.92	
7800 Special Projects	\$26,000.00		\$15,912.04	\$41,912.04	\$29,221.15	\$12,690.89	
7810 Core Exhibition				\$105,000.00	\$16,127.76	\$88,872.24	EHT GRANT
7820 Video and Documentation				\$25,000.00	\$13,976.56	\$11,023.44	EHT GRANT
7830 Curatorial Dev Funds				\$5,000.00	\$600.00	\$4,400.00	EHT GRANT
7840 Living Artists Stipend				\$15,000.00	\$0.00	\$15,000.00	EHT GRANT
Total 7700 MED Marketing & Economic Development	\$128,594.00	\$0.00	\$15,912.04	\$294,506.04	\$59,925.47	\$234,580.57	
8000 AGCR Admin & Govt/Comm Relations							
8010 District Management (1 FTE)	\$94,594.00			\$94,594.00	\$35,233.67	\$59,360.33	
8050 Training & Professional Development	\$4,500.00			\$4,500.00	\$839.10	\$3,660.90	
8110 Accounting & Taxes	\$2,500.00			\$2,500.00	\$415.40	\$2,084.60	
8130 Computer Service & Support	\$500.00			\$500.00	\$175.00	\$325.00	
8150 Consulting & Legal Expenses	\$3,000.00			\$3,000.00	\$150.00	\$2,850.00	
8200 Fees & Permits	\$500.00			\$500.00	\$14.00	\$486.00	
8410 Insurance (D&O)	\$675.00			\$675.00	\$600.00	\$75.00	
8420 Insurance (General Liability & Auto)	\$2,900.00			\$2,900.00	\$3,225.00	-\$325.00	
8450 Special Projects	\$500.00			\$500.00	\$12.00	\$488.00	
8510 Office Rent	\$34,250.00			\$34,250.00	\$16,500.00	\$17,750.00	
8520 Office Improvements	\$2,500.00			\$2,500.00	\$338.85	\$2,161.15	
8530 Office Furniture & Equipment	\$1,400.00			\$1,400.00	\$144.76	\$1,255.24	
8540 Postage, Shipping, Delivery	\$500.00			\$500.00	\$120.35	\$379.65	
8545 Local Transportation	\$1,000.00			\$1,000.00	\$180.00	\$820.00	
8550 Printing & Copying	\$1,200.00			\$1,200.00	\$1.99	\$1,198.01	
8560 Supplies	\$1,700.00			\$1,700.00	\$351.21	\$1,348.79	
8570 Telephone & Telecommunications	\$3,000.00			\$3,000.00	\$562.46	\$2,437.54	
8580 Utilities	\$4,320.00			\$4,320.00	\$1,523.78	\$2,796.22	
Total 8000 AGCR Admin & Govt/Comm Relations	\$159,539.00	\$0.00	\$0.00	\$159,539.00	\$60,387.57	\$99,151.43	
8610 Collection Fees							
8630 Alameda County fees (1.7%)	\$10,764.00			\$10,764.00	\$10,867.76	-\$103.76	
8640 City of Oakland fees (1% except Port)	\$7,043.00			\$7,043.00	\$250.00	\$6,793.00	
Total 8600 CFC Collection Fees	\$17,807.00	\$0.00	\$0.00	\$17,807.00	\$11,117.76	\$6,689.24	
Total				\$948,078.49	\$299,546.50		
Contingency (5% of 2017 Assessment Income)				\$49,948.39	\$49,948.39		
Projected Year-End Budget Variance				\$940.93	\$166,821.61		

**Jack London Improvement District - Meeting of the Board of Directors
March 13th, 2017 – 4:00 p.m., Jack London Headquarters – 333 Broadway**

Present: Bill Stotler, Sara May, Michael Carilli, Saied Karamooz, Jenni Koidal, Paul Thyssen, Erin Coburn, Sam Nassif

Absent: Barry Pilger, Peter Gertler, Vivian Kahn

Staff: Savlan Hauser, Courtney Rosiek

Guests: Steve Lowe, Gary Knecht. Pam Kershaw

Discussions held and decisions made by the Board of Directors

SUBJECT	DISCUSSION	ACTION?
1. Call to order and introductions	The meeting was called to order at 4:06 p.m.	
2. Public comment and announcements	Gary commented that he did not receive an email reminder for the board meeting, and that the District website is not easy to navigate. Gary asked that his comment for a 5% be noted in meeting minutes, and stressed the importance of soliciting input on budget from stakeholders. Savlan noted that direct community outreach around of specific projects and issues tended to yield the highest engagement.	
3. Executive update	Savlan presented the highlights of the Executive Update to the Board. Erin reported back on the sentiments of the merchants task force: -Increased signage - especially Broadway and 5 th street gateways -Attractive right-of-way improvements – street trees -Ensuring upkeep on the Broadway Median The Board discussed the importance of bringing more density, daytime population and Jack London’s advocacy for development projects. In particular, through the permitting process. Savlan discussed current and past strategies in advocating for projects within the district.	
Ambassador Update	Savlan reported on the Clean Safe Street statistics for 2017, and updated the Board on current projects and priorities. Homeless encampments continue to be a high priority for the district. Concerns were voiced about the growing Brush street encampment. Savlan outlined outreach by the District. Jack London services are special, not baseline services. Current advocacy progress on sustainable, compassionate solutions to the encampment crisis was discussed. Auto Break-ins were cited. More information on break-in’s locations was requested.	
4. Governance Update	After 5 years of service as a dedicated volunteer, Barry Pilger will step down from his role on the board. Bill appointed Saied to replace Barry in the role of Treasurer. Gary suggested creation of a finance committee, and requested the topic be included on the next agenda. Bill announced his impending departure from the Board. He encouraged the board to outreach to potential new Board members.	
5. Retail/Merchant Outreach	Savlan recapped the work of the Jack London retail meetings and city-level task force work.	
6. Approval of 2016 Carry-Forward allocation to special projects	Discussion on the staff recommended special project roster covered the following points: -Noise level of the All Terrain Litter Vacuum (ATLV) -Budget for median planting maintenance -Way-finding implementation time frame -Tree-light pilot brightness and impact Saied moved to approve staff recommended projects with amendments: -Street Trees budget is recommended to be applied to 3 trees as a pilot with direction that the street lights selected be as bright as possible, and JL Way-finding Program will be adjusted from \$16,500 to \$13,617	Saied moved to approve the recommended projects with amendments. Paul seconded The motion was approved unanimously.
7. Waterfront	Savlan reported that Carmel Partners’ 4th and Madison is required to	

