



OAKLAND ATHLETICS

Executive Summary

Oakland Alameda County
Coliseum Authority

December 13, 2001

DRAFT AND CONFIDENTIAL

The purpose of this report is to provide information to the Oakland Alameda County Coliseum Authority regarding potential of seven sites to accommodate a future home for the Oakland Athletics. This report documents the Phase I and II Scope of Work per the Agreement between Oakland Alameda County Coliseum Authority and HOK Sport, Inc., dated October 11, 2001.

We believe site location is the most critical issue to the success of a ballpark. From our review in 1987 of 26 sites for Oriole Park at Camden Yards, to our subsequent work with 22 Major League Ballclubs, we have gained an intimate knowledge of the special nuances that make a great site. A great site can reinforce and structure on-site and off-site development, and they can energize a City's edge or complete its downtown. Each ballpark should be designed to support its neighborhood by meshing seamlessly with its activities and environment.

Ballparks should create unforgettable and unique experiences as part of the romance with each city. We believe ballparks must be the right size and the right location to provide the right result. We have prepared this report so that readers will understand and ultimately support our evaluations.

SITES

All seven sites are located in Alameda County and are described as follows:

URBAN

- Howard Terminal
- Uptown
- Oak to 9th
- Laney College

SUBURBAN

- Coliseum
- Fremont
- Pleasanton

Each site was evaluated and developed in accordance with the Phase II Scope of Work, which included: on-site development, ballpark footprint and off-site development including parking options. During Phase I a specific ballpark program and site requirements were reviewed and approved with public officials and the Oakland Athletics. These requirements were focused on a 42,000-seat ballpark for Opening Day 2006.

None of the sites studied are problem free or without certain risks associated with a public project of this scale. The central question of this report is which of the seven sites, after all analysis and factors are weighed, offers the best potential for a successful project.

In order to provide an appropriate evaluation, HOK Sport has developed specific site requirements for Urban and Suburban sites.

PROCESS

The review team visually inspected each site to determine specific issues and to test assumptions. Included in the review team were: Parsons Brinckerhoff (Traffic, Transit, & Parking), Rutherford and Chekene (Structural, Civil, Geotechnical and Environmental), and Clark Construction Company, Inc. (Construction Cost and Scheduling). The review team met with many city and county members, including: Dan Marks and Chris Smith of Fremont; Chris Gray, Pat Cashman and Stewart Cook of Alameda County; Adolf Marinelli of Pleasanton; Ron Winter of Trumark/Assyst Corporation; Allen Mullen and Joseph Azar of Ruggeri, Jensen & Azar & Associates; and Rosie Rios, Jeff Chew, Kathy Kleinbaum, Eric Uddenberg and Frank Fanelli of the City of Oakland.

EVALUATION FACTORS

The site selection matrix and five criteria categories were initially created in 1987. Since that time, this matrix has been used to analyze and rank potential sites for sports facilities including baseball parks, football stadiums, and arenas in both urban and suburban settings. Analyses of the site issues explored by these five categories have consistently proven to be an objective way to rank potential sites. Each site was evaluated based on the following factors:

- Urban Design: establishes the relationship with the city and considers the overall fan experience.
- Traffic, Transit and Parking: determines the convenience a site offers for automobiles, buses, transit and pedestrians within acceptable levels.
- Site Factors: influences the overall cost and difficulties in developing projects of this scale.
- Cost: establishes the funding limitations.
- Timing: determines the momentum a site offers to the Athletics and the timing of increased revenue.

RESULTS

The results of these evaluations are as follows:

- From an Urban Design factor, the Uptown Site rated the highest with Howard Terminal a close second.
- From a Traffic, Transit and Parking factor, the Uptown Site again rated the highest with the Coliseum and Fremont sites rating a close second and third.
- From a Site factor, the Uptown site rated the highest due to the amount of in-place infrastructure. The Fremont Site was a close second.
- From a Cost and Schedule factor, the Uptown Site was the most favorable when site acquisition, site development, construction, traffic and parking costs were applied. The Coliseum site was a close second.

BALLPARK PROGRAM AND SITE REQUIREMENTS



Ballpark Program

- Single Purpose-Baseball
- 42,000 Seats
- 60 Private Suites
- 10 Party Suites
- 4,000 Club Seats on 2 Club Levels
- 3,000 General Admission Seats
- 40,000 sq. ft. Administrative Office
- 2 Restaurants
- 100 Car Parking Area for Players and Administrative Staff – on site
- 12,000 sq. ft. Retail
- 200 Seat Picnic Area
- 5,000 sq. ft. Family Entertainment Center
- 10,000 sq. ft. Conference Center
- 1.15 Million sq. ft. Building

Suburban Requirements

URBAN SITES

- Site Area Requirement: Desirable: 15 acres
Minimum: 12.5 acres
- Site configuration allows acceptable building configuration and field orientation.
- Ability to accommodate 100 parking spaces for players/administration on-site.
- Ability to build or lease 800 contiguous parking spaces for premium customers adjacent to ballpark.
- Proximity to adequate parking and transit within 5/8 mile.
- Ability to accommodate service functions and television truck parking on-site.

SUBURBAN SITES

- Site Area Requirement: Desirable: 200-210 acres without BART
175-185 acres with BART
Minimum: 104 acres (Coliseum Site) with 60 to 70 acres of adjacent dedicated surface parking and BART.
135 acres with 60 to 70 acres of adjacent off-site parking without BART.

SITE RANKING SYSTEM AND EVALUATION TECHNIQUE

The primary site selection criteria categories include Urban Design, Transportation, Site Factors, Cost, and Timing. Within each category are related selection criteria. An overall matrix has been developed, representing the ranking of each site. The scoring for this matrix represents a compilation of the individual category matrices.

The evaluation technique used for this study is based on a quantitative, rather than qualitative, rating system. The sites are ranked against each other, rather than against a value scale of one to ten, in each criteria category from highest to lowest. Because there are seven sites, the highest ranking is a seven and the lowest ranking is a one.

A ranking of 7 indicates that a given site meets the site program and selection criteria in a way that is superior, or equal to, other sites. A ranking of 1 indicates that a site is the least advantageous location in a particular category. The intent is to establish an objective ranking system, rather than debate whether a site is a 5 or 6, on a scale of one to ten.

This system addresses situations where sites are viewed as equally advantageous. If two sites are rated as being equal, and most advantageous in their particular category, the sites tie with a ranking of 7. Since two sites are tied with a ranking of 7, the next highest possible ranking is a 5. Similarly, if two sites are rated as equal, and least advantageous in their category, the next highest possible ranking is a 3.

The primary Categories and individual criterion are weighted equally within the matrices. Collectively, they represent a clear indication of the ability of each site to accommodate the site and building program.

NOTE: We required 2 development options for 9th to Oak, East and West and their collective scores are represented in each matrix.

URBAN DESIGN

- Adjacent Land Uses/Compatibility
- Image/Visibility
- Proximity to Related Activities
- Enhancement of Existing Businesses
- Potential for Redevelopment & New Development

TRANSPORTATION

- Traffic Access
- Parking Adequacy
- Transit Options
- Pedestrian Movement

SITE FACTORS

- Site Size
- Site Configuration
- Field Orientation Options
- Topography
- Utilities (Adequacy/Relocation/Improvements)
- Demolition Issues
- Historic Structures
- Environmental Issues
- Zoning and Regulatory Factors

COSTS

- Land Acquisition & Business/Facility Relocation
- Traffic/Transit
- Parking
- Site Development (on site)
- Site Development (off site)

TIMING

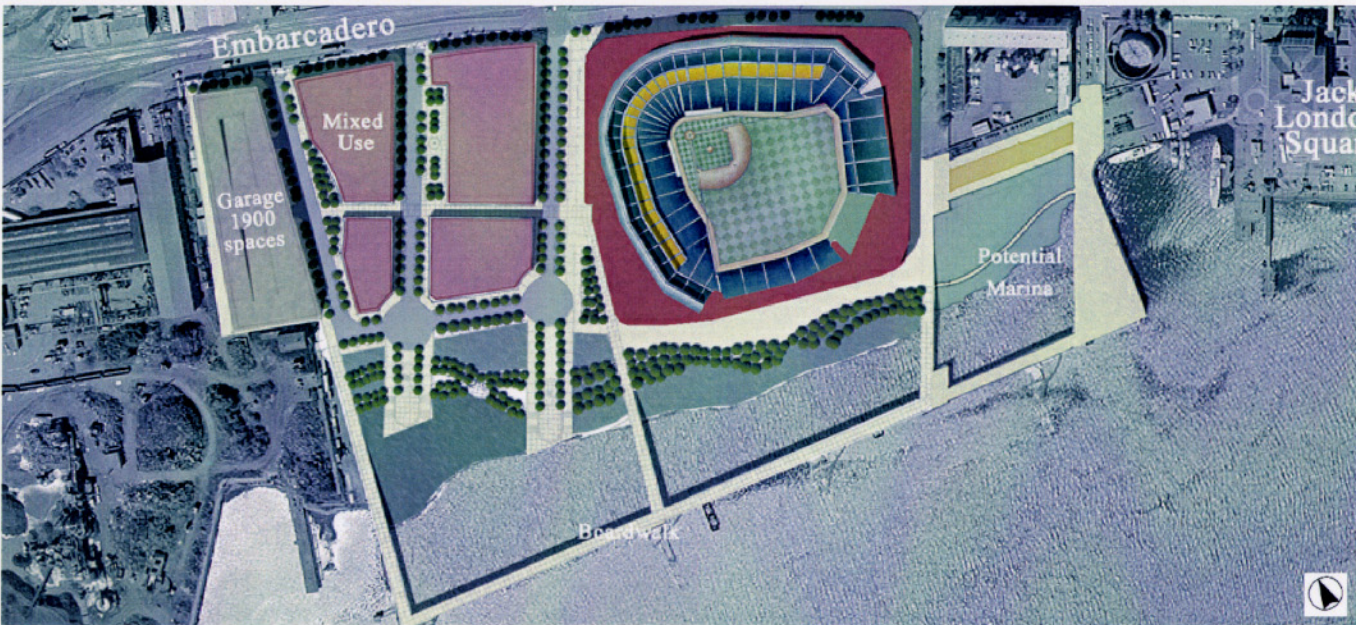
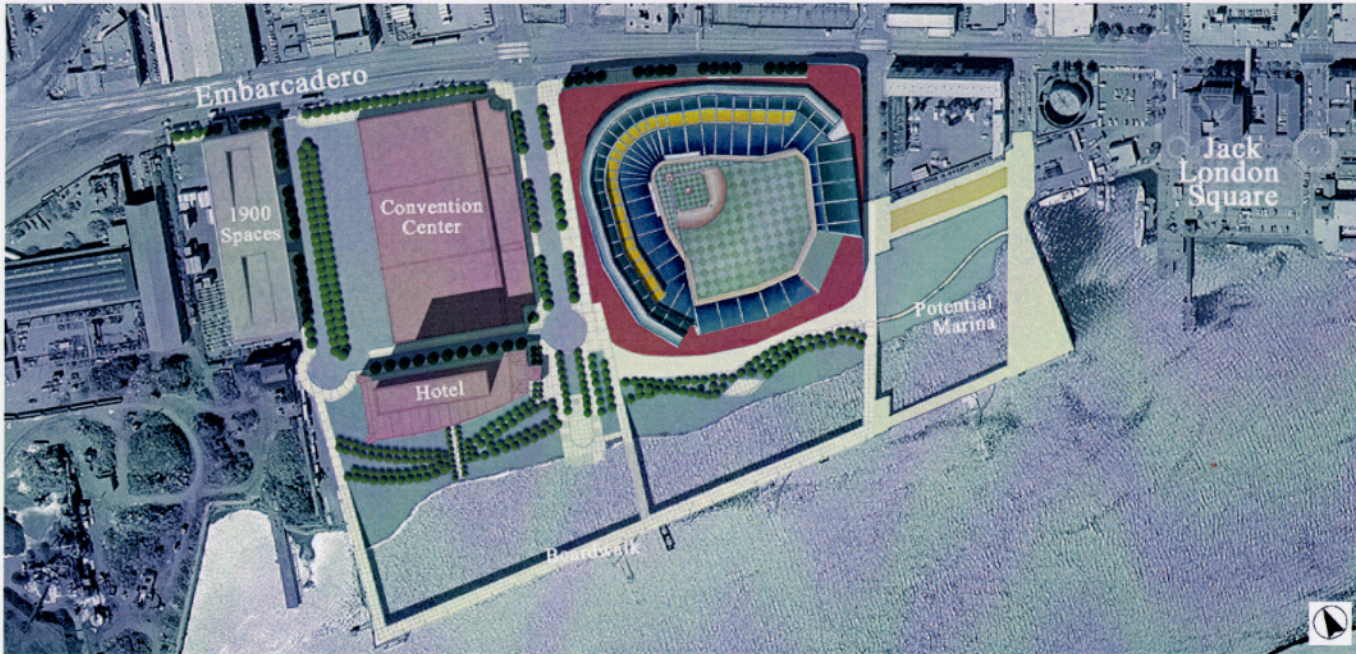
- Ability to Meet Schedule

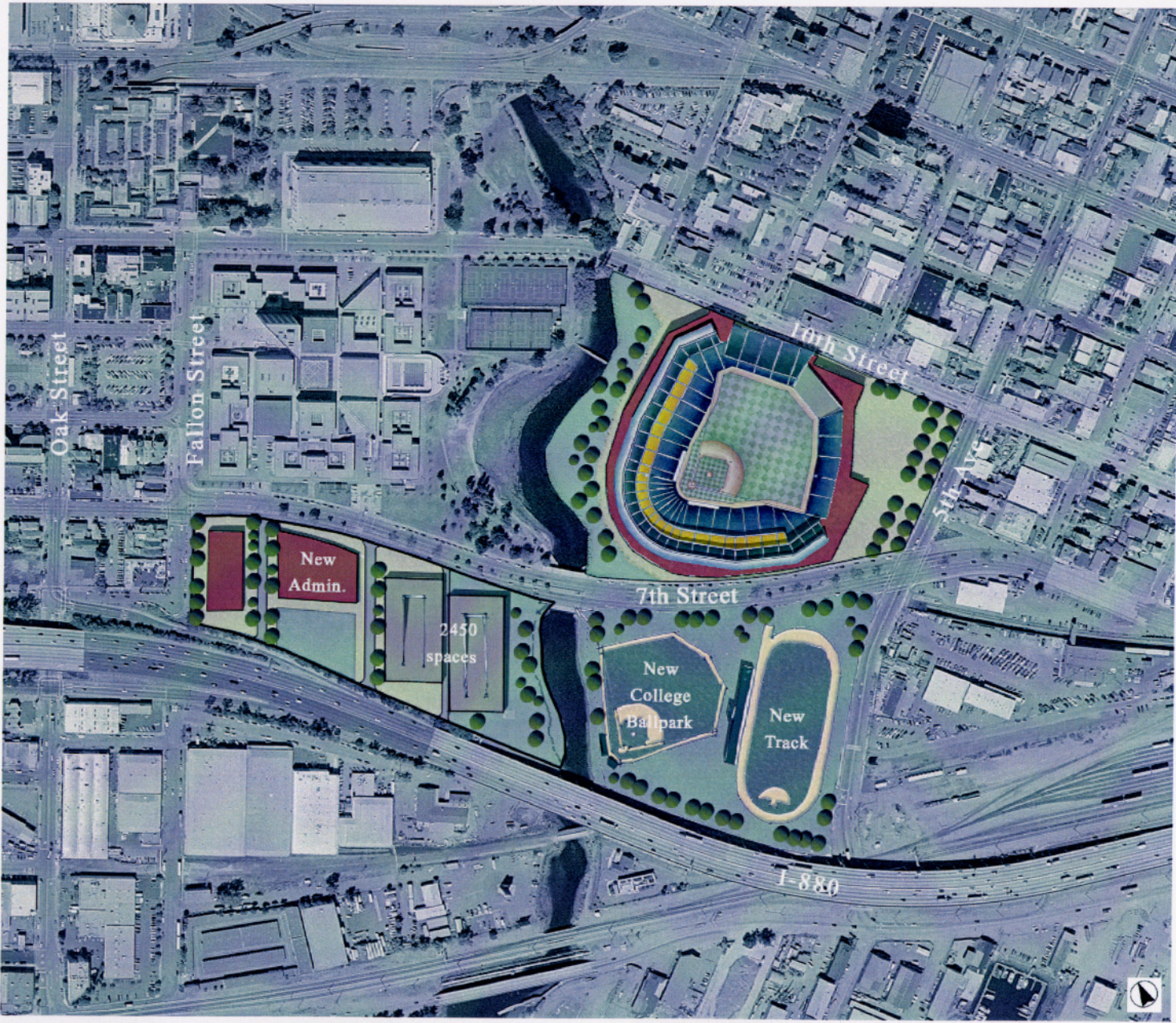
SITE SELECTION CRITERIA: RANKING

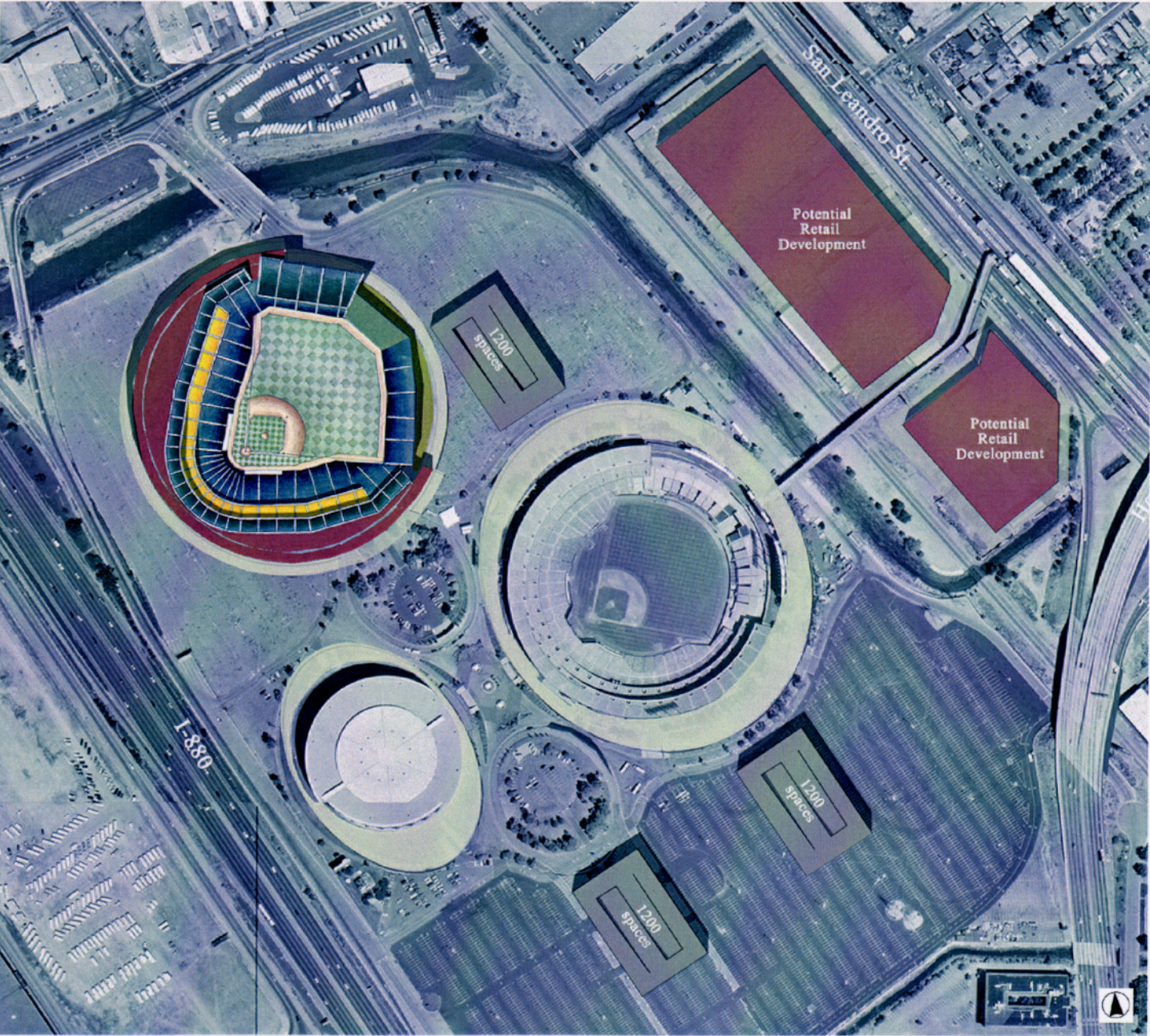
	UPTOWN	HOWARD TERMINAL	LANEY COLLEGE	OAK/9th	COLISEUM	FREMONT	PLEASANTON
URBAN DESIGN	7	6	4	5	3	2	1
TRANSPORTATION	7	4	3	1	6	5	2
SITE FACTORS	7	2	3	1	5	6	5
COST	7	3	3	1	6	5	4
TIMING	7	7	1	7	7	7	7
GRAND TOTAL	35	22	14	15	27	25	19

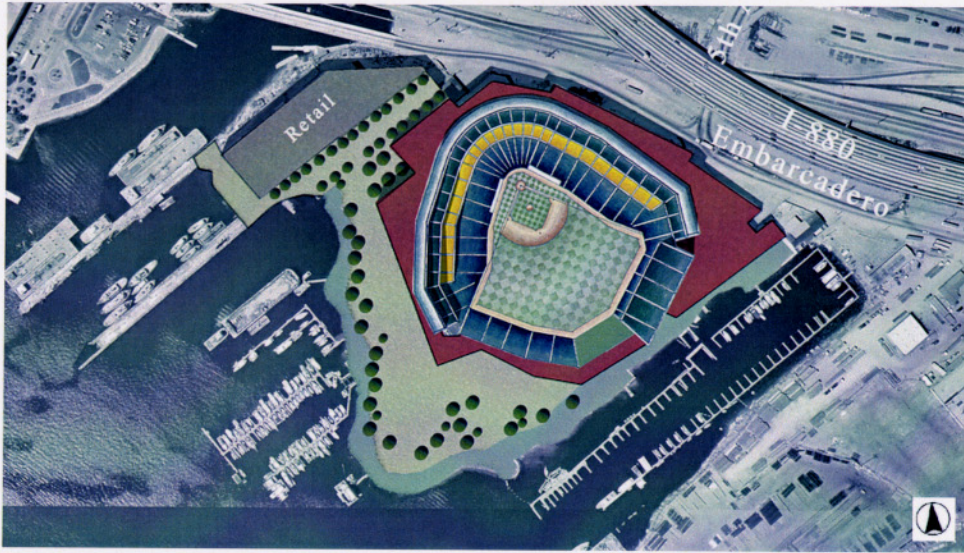


HOWARD TERMINAL PLAN

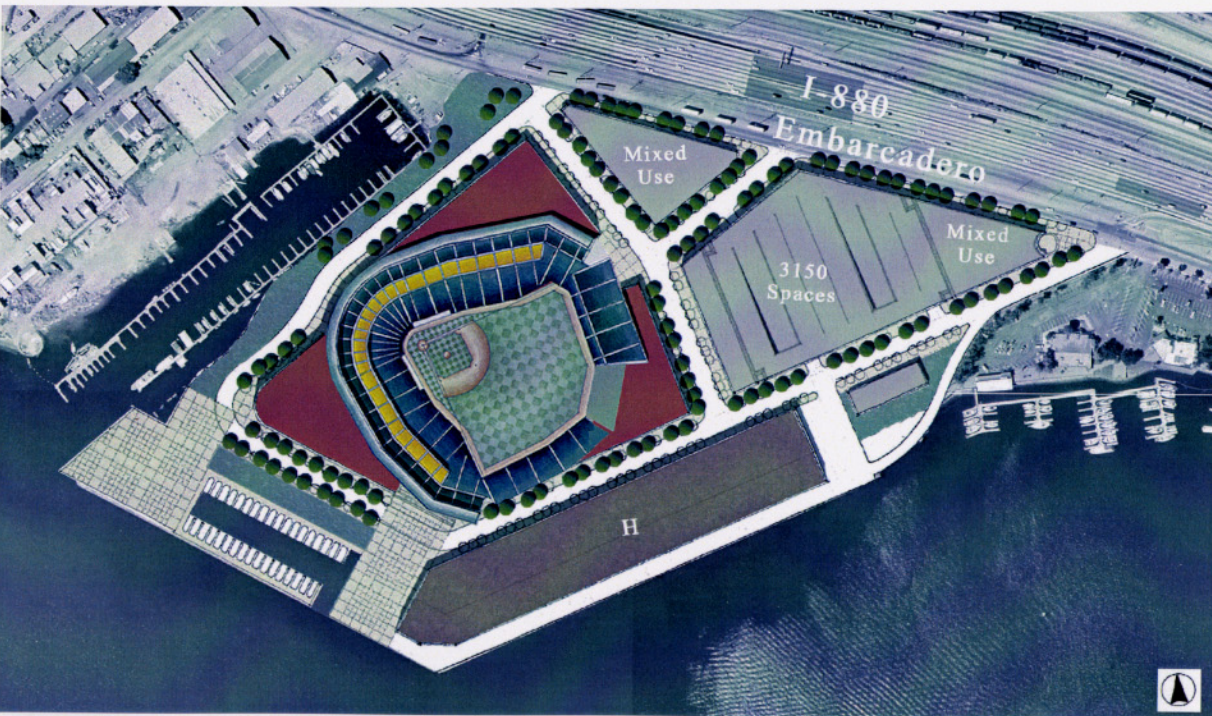






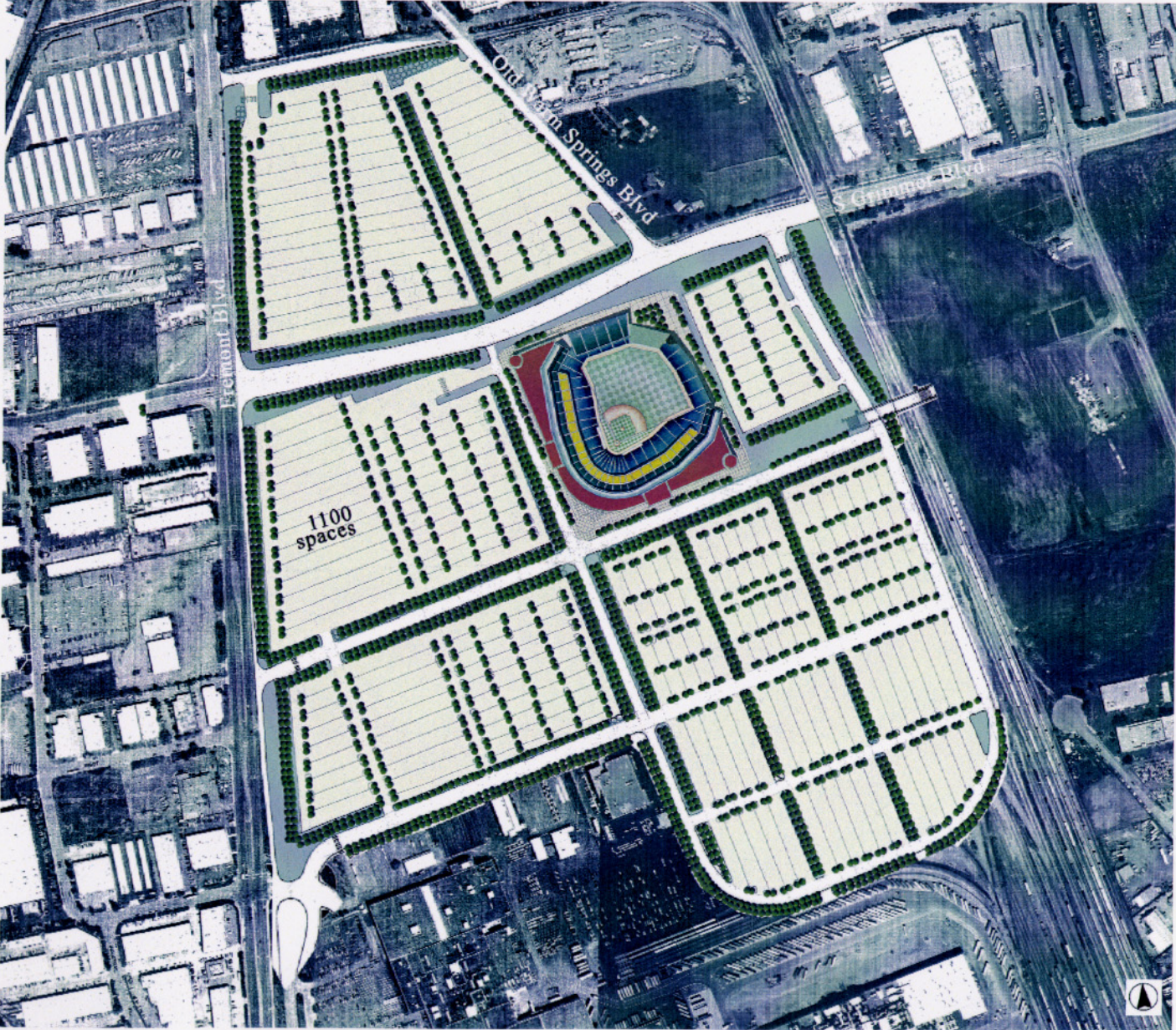


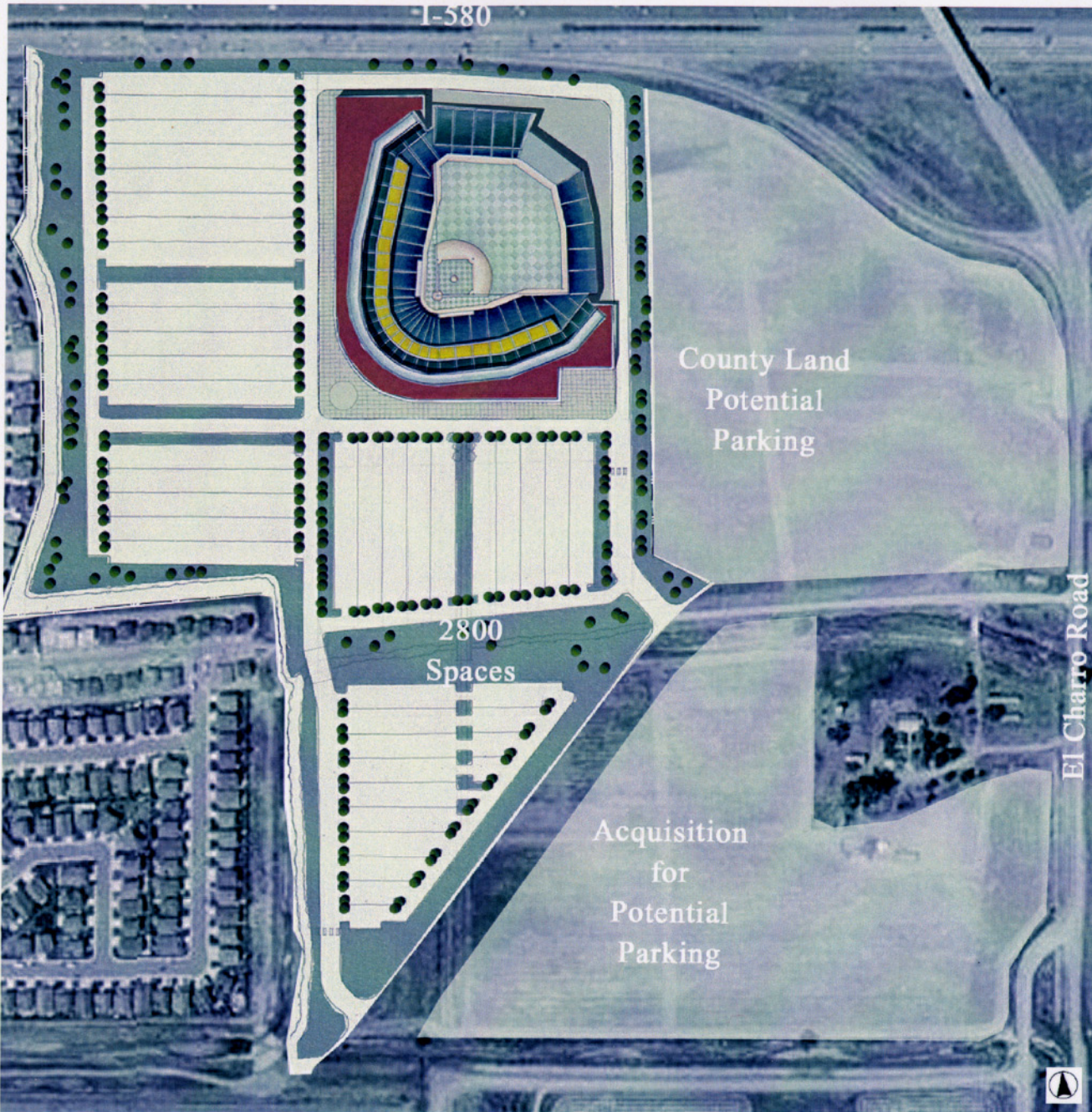
East Site



West Site

FREMONT PLAN





SITE COST COMPARISON

	UPTOWN	HOWARD TERMINAL	OAK TO 9TH	LANEY COLLEGE	COLISEUM	FREMONT	PLEASANTON
BALL PARK COST as provided by Clark	\$340,000,000	\$340,000,000	\$340,000,000	\$340,000,000	\$340,000,000	\$340,000,000	\$340,000,000
SITE FACTOR as provided by Clark	\$11,100,000	\$27,250,000	\$23,750,000 \$33,750,000	\$24,750,000	\$10,759,000	\$16,700,000	\$16,950,000
TRAFFIC IMPROVEMENTS as provided by Parsons Brinkerhoff	\$4,000,000	\$38,000,000	\$40,000,000	\$33,000,000	\$6,000,000	\$6,000,000	\$18,000,000
PARKING as provided by Parsons Brinkerhoff	—	\$75,100,000	\$116,900,000	\$132,000,000	\$43,200,000	\$32,000,000	\$156,000,000
ACQUISTION/ BUSINESS RELOCATION as provided by City and County Officials	\$30,000,000	\$37,000,000	\$25,000,000 \$35,000,000	\$76,000,000	—	\$70,200,000	—
GRAND TOTAL	\$385,100,000	\$517,350,000	\$545,650,000 \$565,650,000	\$605,750,000	\$399,959,000	\$464,900,000	\$530,950,000

Notes: 1. Does not include financing and/or legal costs.

2. Ballpark costs were developed by Clark Construction Co. for a prototype 1,150,000 sq. ft., 42,000-seat ballpark built in Alameda County, California for a 2006 Opening.

3. We required 2 development options for 9th to Oak, East and West and their collective scores are represented in each matrix.

TIMING MATRIX

UPTOWN HOWARD TERMINAL LANEY COLLEGE OAK/9th COLISEUM FREMONT PLEASANTON

ABILITY TO MEET SCHEDULE

7 7 1 7 7 7 7

