



FINAL REPORT

ANALYSIS OF OPTIONS

FOR

RAVENSWOOD INDUSTRIAL PARK AREA

Citizens Task Force
To Study a Master Plan Development for
Ravenswood Industrial Park Area

November 1988

MEMBERS OF THE COUNCIL

JOHN B. BOSTIC, Mayor
WARNELL COATS, Vice-Mayor
PAT JOHNSON
BARBARA MOUTON
WILLIAMS VINES

STANLEY H. HALL, CITY MANAGER



COMMUNITY DEVELOPMENT DEPARTMENT

2415 UNIVERSITY AVENUE
EAST PALO ALTO, CA. 94303

Tel: (415) 853-3100

November 15, 1988.

Honorable City Council
City Offices
CITY OF EAST PALO ALTO
2415 University Avenue
East Palo Alto, CA 94303

Dear Councilmembers:

The Citizens Task Force, to study a Master Plan Development for RAVENSWOOD INDUSTRIAL PARK AREA is pleased to present its Final Report.

Since its appointment, the Task Force has spent over 1,000 hours of time developing and analyzing the information presented in the report. The Committee feels the information presented will be helpful in determining the future development of the area. The Council should be aware that additional research will be required by future developers to determine engineering details for construction.

The Committee would like to thank Brian Swartz of the San Mateo County Economic Development Association and Steve Brothers of Land Development Consultants for their many contributions and assistance in the preparation of the report.

I am sorry that I can not personally be present for the Council's review of the report.

I remain very truly yours.

Myrtle Walker
Chairperson

MW:DF:hr
D#12df111588

F I N A L R E P O R T

ANALYSIS OF OPTIONS

FOR

RAVENSWOOD INDUSTRIAL PARK AREA

**Citizens Task Force
To Study a Master Plan Development for
Ravenswood Industrial Park Area**

November 1988

CITY COUNCIL

Mayor, Willam Vines **Vice Mayor, John Bostic**
Council Members, Warnell Coats, Pat Johnson, Barbara Mouton

CITIZENS TASK FORCE

Chairperson, Myrtle Walker

Vice-Chairperson, Glenda Savage

Onyango S. Bashir, Jr.
Lonnie Bogan
Sid Brooks
Tony Franco
Horace Robertson
Bomani Siwatu
Dee Uhila
Sharifa Wilson

James E. Blakey, Jr.
L. A. Breckenridge
Michael Demeter
Al Nakai
N Armond Ross
Dennis Scherzer
Charles Tinsley
Jetty Walker

STAFF

Acting Director of Community Development
Don Fleming

Director of Public Works
Charles McDonald

INTRODUCTION

The City Council of the City of East Palo Alto in March 1988 appointed a fifteen (15) Citizen Task Force to study the options for the development of the Ravenswood Industrial Park Area. The selected options were:

1. Stadium mixed use
2. Commercial Industrial mixed use

Two staff members were picked to assist the Task Force in its endeavors. Additional assistance was provided by the San Mateo County Stadium Task Force and the San Mateo County Economic Development Association by Mr. Brian Swartz. Following the April election, additional members were appointed by the Council to fill vacancies and to boost the Task Force membership to its current eighteen (18) members.

During the next six months, the Task Force expended over one thousand (1000) hours evaluating the development options. This was all done in 18 regular meetings, as well as numerous sub-committee meetings.

Sub-committees were formed to study various aspects of any development option. The committees and their membership are:

Land Use

Onyango Bashir
Michael Demeter
Glenda Savage
Dee Uhila

Relocation

Lonnie Bogan
N. Armond Ross
Charles Tinsley

Finance

James Blakey
Myrtle Walker
Sharifa Wilson

Transportation

L. A. Breckenridge
Horace Robertson
Dennis Scherzer
Bomani Siwatu

Engineering

Tony Franco
Al Nakai
Jetty Walker

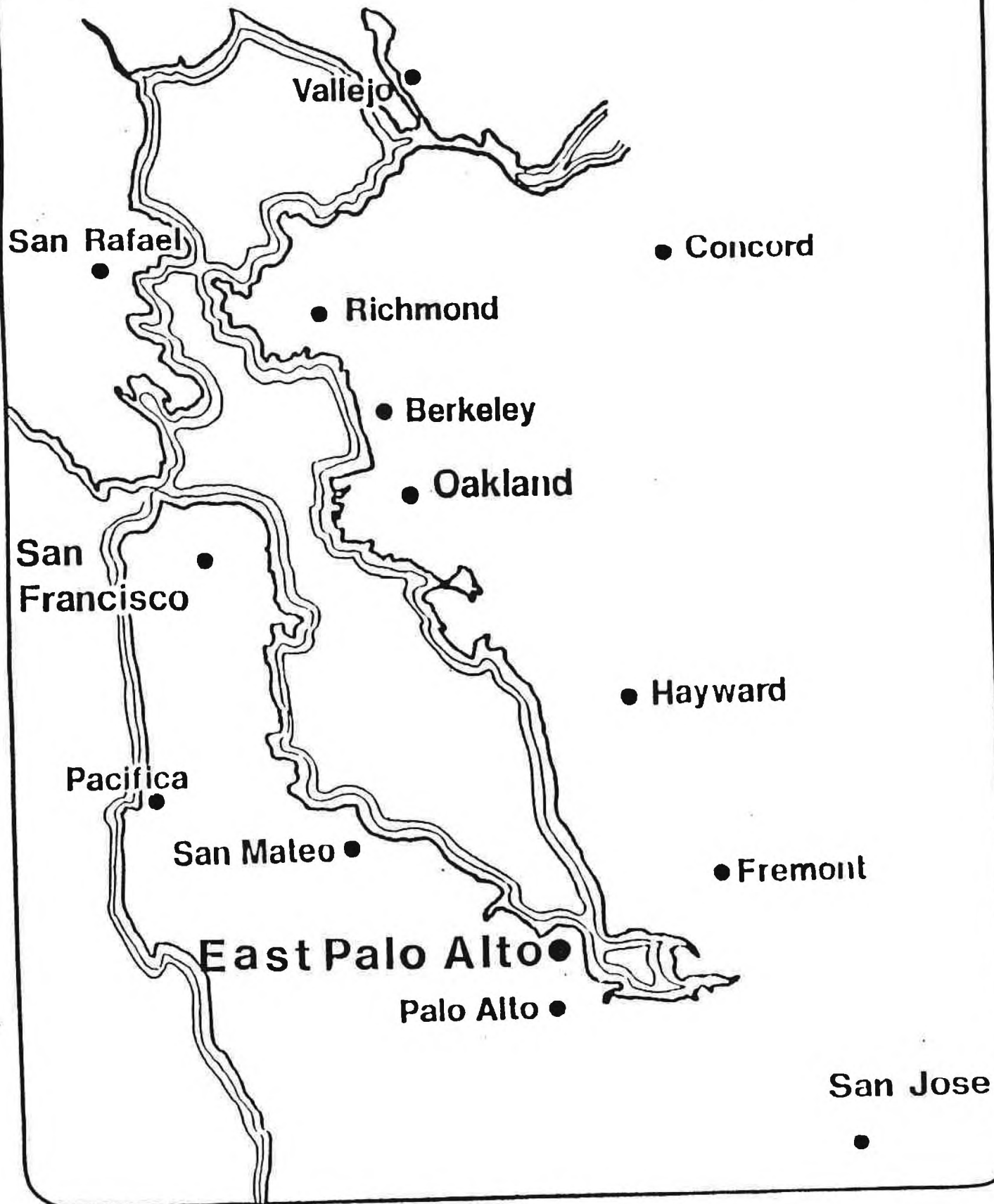
Executive

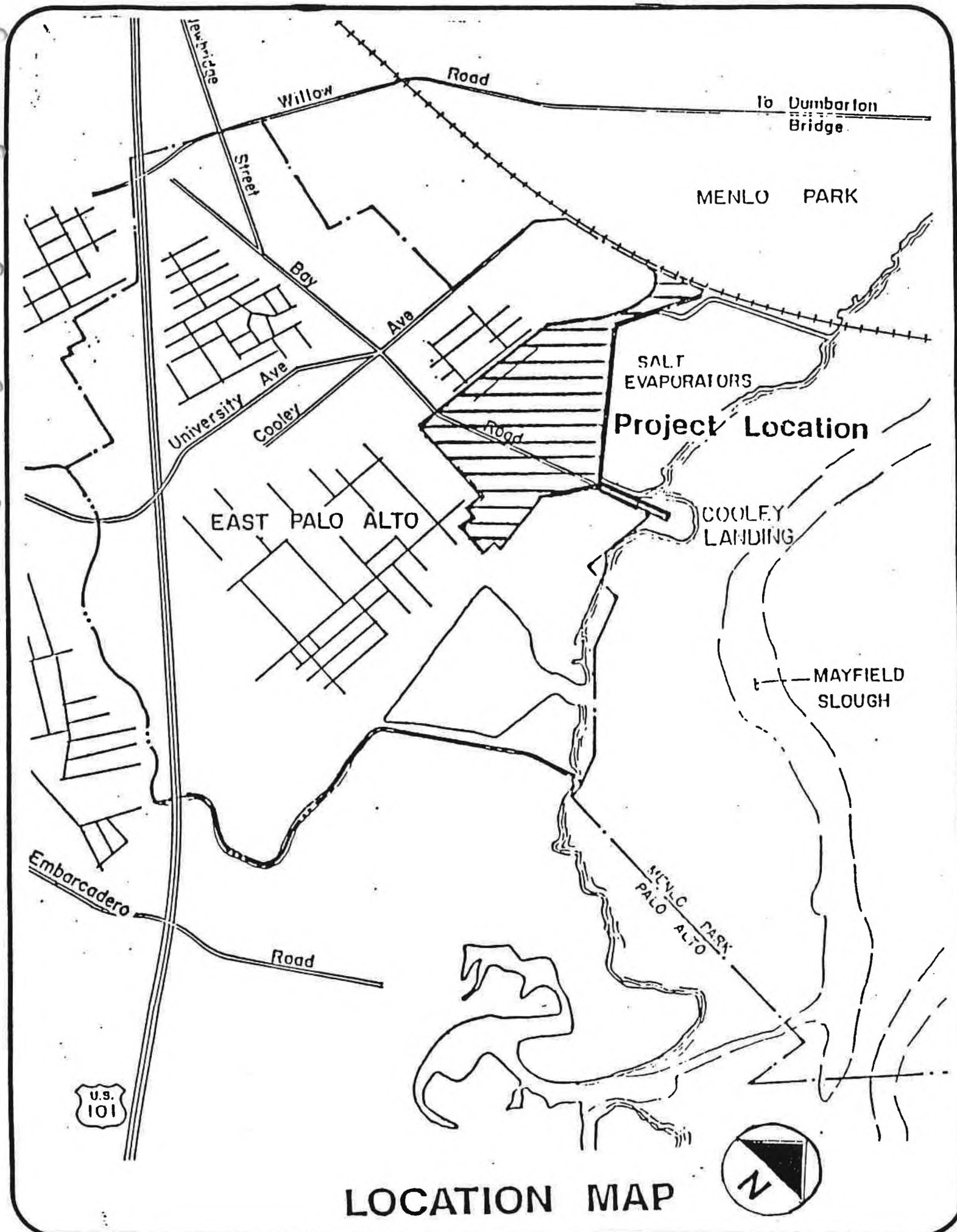
Michael Demeter
Bomani Siwatu
Myrtle Walker

The Task Force received a great deal of support from Mr. Steve Brothers of Land Development Consultants, who produced the land use information, initial economic information, and graphics at no cost to the City. Meteorological information was provided by EIP Environmental Planning and Design. Public Financial Management, Inc. prepared an economic analysis of the options. Their contract was funded by the San Mateo County Community Development Block Grant Program.

After a series of informational meetings, the Task Force broke up into its sub-committees. Following the completion of the reports by the sub-committees, the Executive Committee edited the reports and compiled the draft report. The Task Force then recessed while the meteorological report and the economic analysis were prepared. Following the completion of these consultant reports in September 1988, the Task Force again met to complete the final report. Public Hearings will be held in November and a synopsis of the hearing will be including in the addenda to this report.

Regional Location





LOCATION MAP

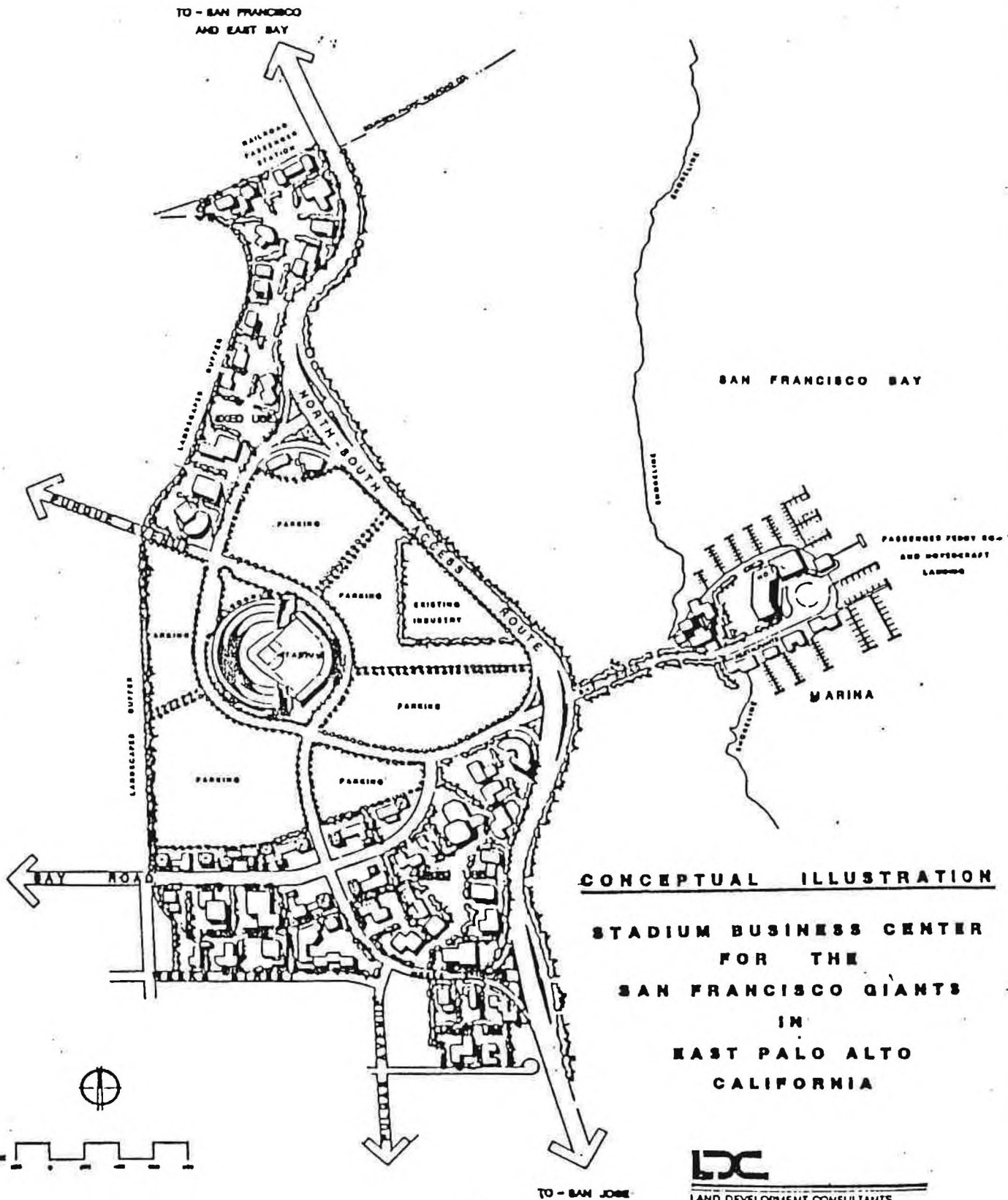
L A N D U S E

I. Marina:

- A. The Task Force is recommending the development of a Marina at Cooley Landing. The Marina, to include, stores, boat sales, hotel, restaurants, recreation area and related activities would produce revenues from occupancy taxes on berths, business license taxes, sales taxes from boat sales, parts and supplies, food, fees from boat registration, fishing licenses and secured and unsecured property taxes.
- B. The Marina can be developed immediately. The Marina can be developed independently without further land use or roadway decisions. The major drawbacks will be the time required for approvals from other agencies. Agreements will have to be reached with Menlo Park, Palo Alto, Mid Peninsula Regional Open Space District, Bay Conservation and Development Commission, Army Corps of Engineers, State Lands Commission and possibly others.
- C. Since some filling and/or dredging of the Bay will be required it is essential to begin processing the necessary applications as soon as possible.
- D. The City should immediately apply to the Coastal Conservancy for a Planning Grant to evaluate the development of a Marina and actively seek developers to implement a Marina at Cooley Landing.

II. Stadium Industrial Development Positive Aspects Over Existing Conditions:

- A. If the stadium is privately owned there would be an increase in property tax.
- B. An increase in City revenues would occur by the imposition of sales tax, admission tax, parking tax, and the additional business license fees.
- C. The City could negotiate with the developers a development agreement such that jobs quotas and training programs for residents are required.
- D. Development is compatible with most of the present zoning of the area (South East fringe is zoned residential).



CONCEPTUAL ILLUSTRATION
STADIUM BUSINESS CENTER
FOR THE
SAN FRANCISCO GIANTS
IN
EAST PALO ALTO
CALIFORNIA

LDC
LAND DEVELOPMENT CONSULTANTS
 811 Olive Street, San Mateo, California 94401 415 874-1110
 800 Pine, Berkeley, CA 94708 415 874-1110

- E. Stadium could provide positive public relations value for the entire industrial park area.
- F. Could be used for social and recreational activities.

III. Stadium Industrial Development Negative Aspects Over Existing Conditions:

- A. Many current jobs would be at risk.
- B. Overflow of parking into nearby residential areas.
- C. Increased traffic control expense.
- D. Will impact residential homes within the industrial area (less than 5).

IV. Industrial-Commercial Area Positive Aspects:

- A. Development is compatible with the General Plan.
- B. Relatively easy to phase in industries to reduce dramatic community impact.
- C. Protect many existing jobs while generating new jobs.
- D. Does not remove large acreage from the tax rolls.
- E. Will help upgrade the area and improve the industrial/commercial mix (i.e., improve economy of the area).

V. Industrial-Commercial Area Negative Aspects:

- A. May take a long time to develop.
- B. In comparison with a stadium use, will not generate the same public relations values.

VI. Development Considerations:

- A. Small start up business development center (incubator type).
- B. Labor intensive light industry.
- C. Headquarters for light industry for increased tax revenue.
- D. Needs to generate maximum number of jobs.

- E. New taxes generated in proportion to improvements and type of business.
- F. Flights arriving and departing from the Palo Alto Airport may create a potential hazard.
- G. Conceptual Stadium Industrial Development plan is shown on page 6. Conceptual Industrial-Commercial plan is shown on page 9.

RELOCATION IMPACTS

Sports Stadium, Shopping Complex, Mixed Business/Industrial Park:

Should a stadium industrial development option be chosen for the Ravenswood Industrial Park area, the Task Force assumed that all present land-uses North of Bay Road in the development area would cease, with the exception of the PG&E Electrical Substation, the boat yard on Cooley's Landing, and Romic Chemical Company. Areas that are South may or may not be impacted.

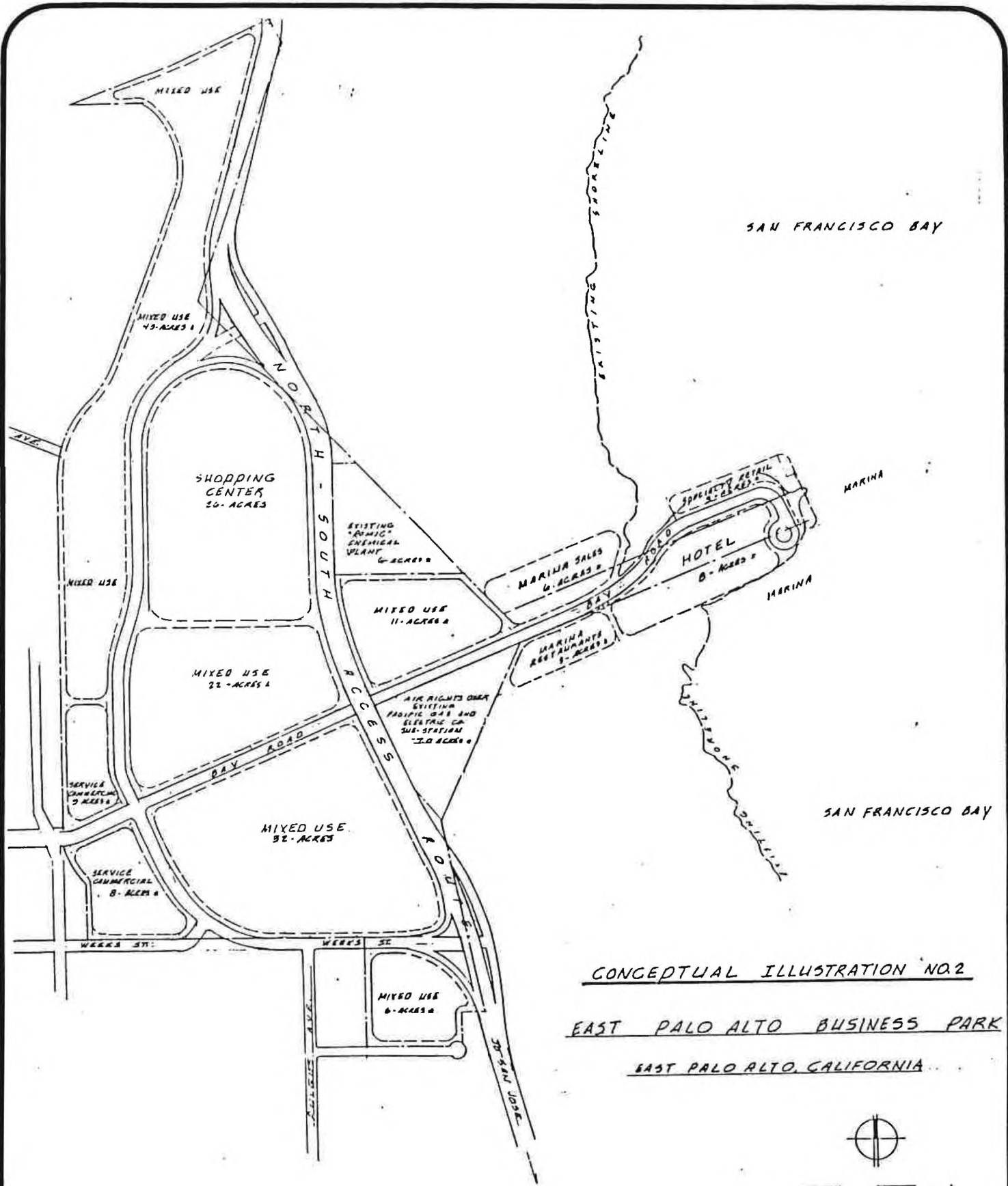
The majority of the businesses should be able to relocate into the surrounding communities. The used auto parts businesses could encounter difficulty relocating into surrounding communities, where land is at a premium and land use ordinances are not favorable to their needs.

Relocation impact on residential homes, due to this development option could be limited to four (4) occupied homes* on the south side of Bay Road, just West of Pulgas Avenue; and two (2) vacant homes and one (1) occupied home on the North side of Weeks Street, East of Pulgas Avenue. If desired, the scope of this development could be altered to limit relocation to the four (4) homes on Bay Road.

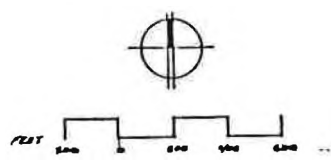
However, prime to the consideration of relocation impact of the Stadium Development option would be the location of proposed State Highway 109.

The relocation impact cannot be determined until a specific route for Highway 109 has been adopted.

* All of these homes in the industrial park area are legally non-conforming with the current zoning.



CONCEPTUAL ILLUSTRATION NO.2
EAST PALO ALTO BUSINESS PARK
EAST PALO ALTO, CALIFORNIA



LDC
 LAND DEVELOPMENT CONSULTANTS
 41 Clark Drive, San Mateo, California 94401 (415) 376-8130
 1041 Treen, California 95060 (707) 446-7344

TRANSPORTATION

I. Current Conditions

- A. Currently, the traffic through East Palo Alto has a great negative impact on the residents because the streets are not designed to handle the amount of traffic that exists. University Avenue carries over 2,000 vehicles in the peak morning hour (7am-8am) westbound, and 3,300 vehicles at the peak evening hour (5:15pm-6:15pm) eastbound. The overwhelming bulk of the traffic is commuter traffic. These commuters do not provide significant financial contribution to the businesses in the City nor do they provide any significant services. On the contrary, the commuters increase the wear and tear on the streets, increase smog and the congested traffic decreases the general quality of life of the residents.
- B. The earliest SamTrans busses arrive between 6:30am and 7:00am and the latest busses leave the City between 8:30pm and 9:30pm during the week. There are some commuter busses that take commuters from Union City Bart to Bay and Willow Road.
- C. The Baylands bike trail lane which skirt the shoreline perimeter of East Palo Alto has access from Runnymede Street and connects at University Avenue to reach Highway 84.
- D. Except for the South-East fringe (which is vacant and zoned residential), the study area is composed of industrial zoned property. There is a lack of the much needed truck access to the study area.

II. Proposed Highway

- A. Highway 109 is needed with or without a stadium development. It would increase access to the development site and direct commuter traffic around the City. The primary access is a highway which would connect CAL 84 to US 101. The proposed route would link the West Side of the Dumbarton Bridge approach to US 101 approximately midway between the Embarcadero/Oregon Expressway and the San Antonio interchange. A portion of this freeway within East Palo Alto would skirt the San Francisco Bay. The actual route alignment has not been determined.

- B. With a Stadium Industrial Complex, three intersections would be utilized. An Industrial-Commercial complex would utilize two intersections.
- C. Secondary surface access is proposed for Pulgas Avenue, Purdue Avenue, Runnymede Street and Clarke Avenue these roads will have to be expanded and improved. Purdue will also have to be extended.

III. Additional Modes of Transportation

Although not defined, rail, water, and buses may be long term transit alternatives. No drawings, narratives, or diagrams have been submitted in sufficient detail to the Task Force regarding rail, water or bus transportation to make a detailed analysis.

IV. Evaluation of Highway 109 Proposal

A. Positive Aspects of Proposal:

1. Will reduce the impact of existing commuter traffic on City streets because commuters will use Highway 109.
2. Provide an alternative truck route.
3. Improve access to the study site area.
4. Increase land value in industrial area.
5. Should be designed so that the overall access to open space areas will increase through the use of walking and bike paths.

B. Negative Aspects of Proposal:

1. Eliminate access to some open space area and visually impact the Bay Front.
2. Highway 109 traffic may need to go by two schools and a park (Ravenswood Child Development Center, Costano, and Martin Luther King, Jr. Park).
3. If the stadium is built, the Highway 109 access would have to be built simultaneously, which could be stipulated by the City, otherwise residential areas would have to absorb the additional traffic.

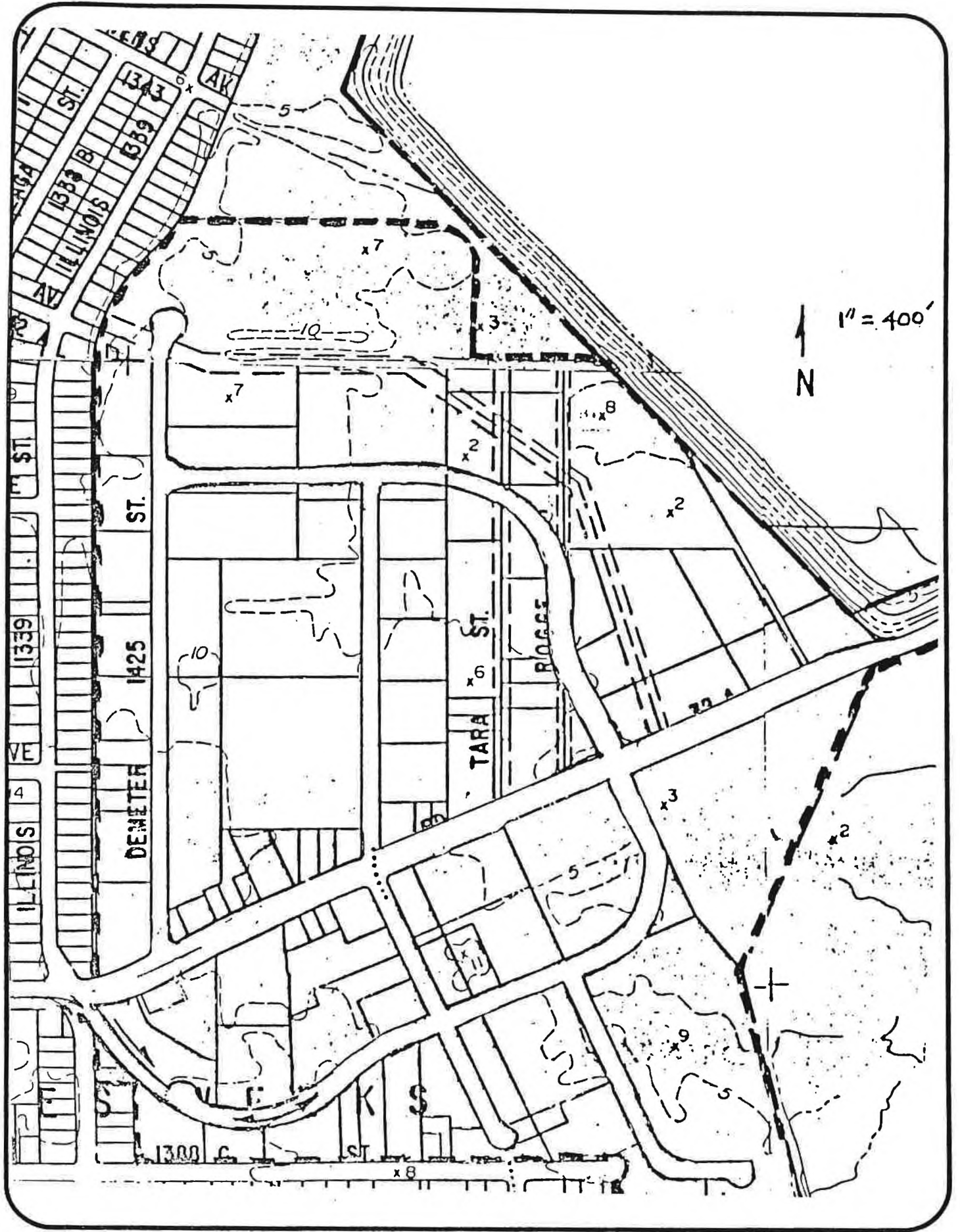
4. May decrease land value for residential properties adjacent to Highway 109.

C. Additional Concerns:

1. The land surrounding Cooley Landing is controlled by other governmental jurisdictions. Will they allow the freeway to be built?
2. Agreements will have to be reached and permits approved by several government agencies.
3. We believe there will be significant environmental impact to the area. An Environmental Impact Report will be required prior to approvals.

D. Alternative

The Task Force feels that it is prudent for the City to also study alternatives based on a no freeway/no stadium scenario because of the aforementioned potential problems. Though no serious study has been done, this scheme assumes no freeway, provides an internal circulation route based solely on access to Bay Road.



ENGINEERING

I. Noise

A Stadium can be designed such that noise would not be a major factor. The wind is generally from the West and would not affect the residences. It may, however, have some affect during an eastern wind (which is rare).

II. Water

There is adequate drinking water supply to the development area, but would require extensive upgrading of the water delivery system.

III. Utility

There would be no problem for PG&E to provide electricity and gas to a stadium or any other development in the area. There is a PG&E Electrical Substation in the study area. An extension of the service would be required.

IV. Meteorology

A station has been established to monitor the weather conditions to provide specific data in the development area. East Palo Alto is warmer than Candelstick Park and less windy.

V. Soil Study

No data was available at the time this report was written.

VI. Sewer

The East Palo Alto Sanitary District provides sewer service for most of the site area. The present volume is 1.3 million gallons of sewage per day, the capacity is 2.9 million gallons per day. The development would require extensive upgrading of the system.

VII. Storm Drainage

There is adequate capacity in the pump station now. Additional development will require an extension and upgrading of the storm drainage system.

VIII. General

A detailed engineering study which is warranted for this project is beyond the scope of this task force.

FINANCE

In deciding to pursue the construction of a sports stadium in East Palo Alto, the City has basically three implementation options; (i) the City can finance, own, and operate the entire facility itself; (ii) the City can attempt to find a private developer who will undertake to acquire the land and construct the facility without governmental assistance, and (iii) the City can develop a public/private approach to the financing and development of the facility.

Stadium Characteristics

Capacity A total seating capacity of 42,000 including 7,000 bleacher seats will be assumed.

Acreage It is anticipated that the stadium, its' interior courtyards and ticket selling areas can be accommodated on seventeen acres.

Parking A total of 12,000 parking spaces have been planned. Using a ratio of 300 square feet for each space, (including access drives), parking will require eighty-three acres. The total required acreage for the stadium and parking is therefore 100 acres.

Field Conditions A natural grass, open air stadium is proposed.

Premium Seating Boxes The Stadium is being planned to accommodate 60 premium seating "sky boxes" which will produce substantial revenue in addition to ticket sales.

Stadium Cost Factors

Land Acquisition

Using an average of \$4.00 per square foot, cost for land acquisition for the 100 acre stadium site would be \$17,424,000. There is an indication that the land acquisition cost may be considerably higher.

It should be noted that this is an approximate estimate of 1988 values and could be effected substantially from speculative transactions, an increase in property turnover or a change in interest rates affecting property values generally in San Mateo County.

Site Preparation

We believe \$1.50 per square foot represents a conservative estimate of the costs of site preparation.

Stadium Costs

The following are the base costs for stadium construction, inflated to 1988 dollars at the rate of 3%.

Stadium Costs/1988 Dollars

| <u>Project Element</u> | <u>Cost</u> |
|------------------------|---------------------|
| Basic Stadium | \$45,409,702 |
| Site Improvements | \$4,774,050 |
| Scoreboard | \$4,436,000 |
| Stadium Club | \$2,121,800 |
| Sky Box Finishes | \$1,697,440 |
| Concession Stands | \$636,540 |
| Sub-Total | \$59,075,532 |
| Contingency (10%) | \$5,907,553 |
| Fees and Testing (10%) | \$6,498,309 |
| Parking | \$6,000,000 |
| Total | \$77,481,393 |

Infrastructure Costs

Current cost estimates for this project are \$175 million. We believe this highway is of substantial importance of the stadium site, and of even greater importance to the proposed mixed-use industrial development adjacent to or in place of a stadium.

Currently, there is no identified funding for this project, and cost estimates contained in this report do not include any funding for this project.

Stadium Options

Relocation

Relocation costs are also difficult to predict because of multiple variables which effect the magnitude of costs.

Opion 1, City Ownership

The City of East Palo Alto cannot, on its own, finance the development of a baseball stadium. The City of East Palo Alto cannot, on its own, finance the land acquisition and site preparation segment of the stadium project. Accordingly, we conclude that it is not feasible for the City of East Palo Alto to undertake land acquisition and site preparation for a major league baseball stadium under the economic and financial conditions.

Option 2, Private Development and Ownership

A private developer cannot acquire the land and construct the stadium as a purely private development. Following review of the nature of the facility to be constructed, the costs associated with construction and land acquisition, competing venues in the Bay Area, and economics of the sports

facility management industry, we do not believe that it is feasible for a private developer to both acquire the site and construct the stadium as a private venture.

Option 3, Public/Private Ownership and Operation

We believe that a primary consideration of the City of East Palo Alto in any stadium proposal should be a substantial transfer of construction cost and operational risk away from the City and onto a private corporate entity. It is the opinion of Public Financial Management, Inc. that developing a public/private financing approach offers the only viable alternative for implementing the proposed stadium.

Stadium Financing Assumptions

In order to determine if a public/private financing arrangement can be feasibly accomplished, and would be in the best interest of the City of East Palo Alto, PFM has constructed a financial analysis model. The model allows us to test the effect of different assumptions on the ability to finance and revenue generating capacity of a new stadium development.

Our initial effort is to establish a level of "threshold feasibility," a minimum level at which the project can be deemed viable.

- 1) City costs would be limited to land acquisition, site preparation and relocation.
- 2) Inflation would be 3% annually.
- 3) Land acquisition would be completed in 1990, construction would require two years and stadium operations would begin in 1993.

This assumption requires the City of San Francisco to release the Giants from their Candlestick Park lease two seasons earlier than lease expiration.

Should The California Redevelopment Act Be Used?

The proposed stadium will have the effect of increasing the assessed valuation of the City by over 30%, or approximately \$110 million. Without the protection of a redevelopment project area, the City would lose three-fourths of the tax increment revenues resulting from the increase in assessed value.

We believe that the Ravenswood Industrial Park Area may legitimately be classified as "blighted", economically and physically deteriorated, within both the meaning and intent of the California Redevelopment Act. We further believe that it is in the City's interest to utilize the provisions of the act to acquire the site, prepare the site and to capture the ensuing tax increment revenue.

The actual division of tax increment revenues will be a subject of negotiations between the City, San Mateo County, and other affected jurisdictions. At the direction of the City we have computed revenues on the basis of the City receiving the full increase in tax increment revenue. The County has historically taken a strong position in favor of participating at its' usual level in tax increment revenues. Should the City be successful in prevailing in its' view, we believe the revenue forgone by the County should be considered its contribution to the stadium development effort.

Under What Circumstances Could A Stadium Prove Feasible For The City?

Having determined that a traditional financing approach cannot support the amount of debt necessary for land acquisition, site preparation and relocation, even under generally aggressive assumptions, we sought to determine the conditions under which a stadium would serve as an economic asset to the City of East Palo Alto.

In this regard we note that there are several factors which influenced our findings for this site. Many of these factors are different from other locations where new stadiums have been constructed:

- 1) There is not an appropriate existing parcel of City land already in public ownership.
- 2) There is not available private land with an owner willing to donate the property for stadium construction.
- 3) The San Francisco Giants do not appear willing to take a major equity interest in the facility.
- 4) The City does not have the ability to cross-subsidize losses from the stadium from the other tax sources or from existing redevelopment tax increment revenues.
- 5) A baseball only stadium inherently generates less revenue than a multi-sports facility or covered arena. Multi sports facilities or covered arena have the ability to host additional convention-style events and the more lucrative cost structure of football particularly as it relates to sky box revenues.

With these considerations in mind, we believe the most viable way to overcome these limitations is to solicit a substantial equity contribution, made to the City for the purchase of the land.

We believe the magnitude of the contribution must be in the range of \$30,000,000. With a large injection of equity capital, a baseball stadium would be an economic asset for the City.

City Revenue Sources

- 1) Admission Tax With 1.85 million total attendance, an admissions tax would generate \$1.85 million annually in City revenue.
- 2) Parking and Concessions 1,850,000 fans would require 616,666 automobile entries producing \$1.8 million in revenue to the City in the first year.
- 3) Possessory Interest Tax (Commercial Property Tax) A 1% assessed valuation \$114,600,000 stadium would yield \$1,146,000 in Commercial Property Tax.

California State Law prescribes that 20% of this revenue must be set aside for low income housing. Thus, the stadium would yield approximately \$229,200 for housing and \$916,800 in general tax increment revenue.

It should be noted that for the City to receive the full 1% of the Commercial Property Tax on the stadium it will require negotiations with the County and the affected special districts.

The stadium generated revenues are nearly equivalent to the entire current City budget; however, debt service will exceed revenues by \$1.468 million in the first year of operation. Continuous deficits are projected until the twentieth year of operation.

Findings

With a \$30,000,000 equity contribution, the stadium will produce \$4,100,000 in City revenue the first year. When debt service of \$2.256 million is deducted the City is left with revenues of \$2,090,000. Accordingly, PFM concludes that if an equity contribution of this magnitude can be obtained, a major league baseball facility would be a substantial economic asset to the City of East Palo Alto. We believe an effective marketing program could result in significant secondary usage of the stadium parking facility. Listed below are some potential uses.

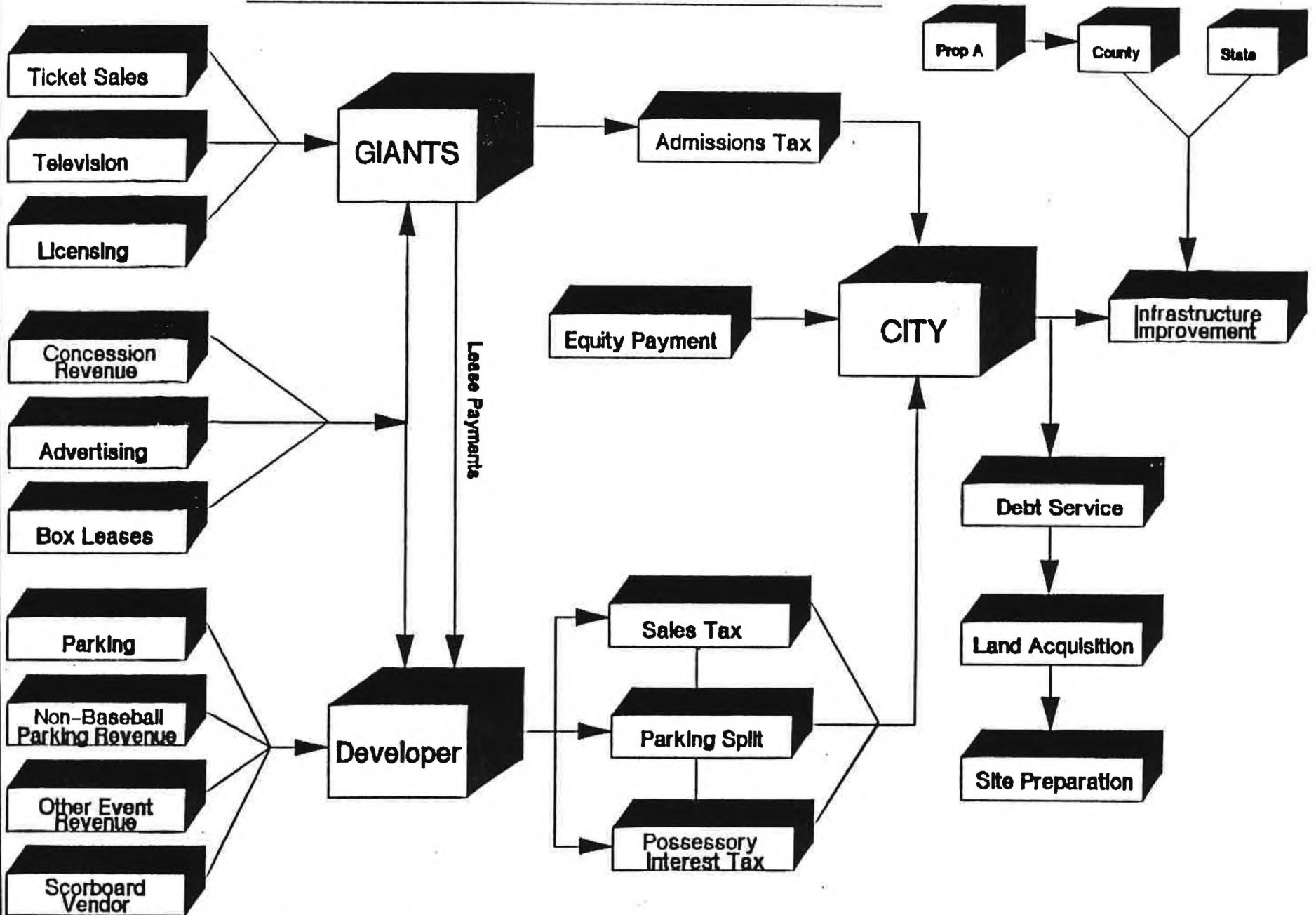
| <u>Used Car Sales</u> | <u>Farmer's Market</u> | <u>Exhibition and Other Uses</u> |
|--------------------------|------------------------|----------------------------------|
| <u>Park and Ride Lot</u> | | <u>Flea Market</u> |

Employment Impacts Of Stadium Development

Assuming that the stadium would also include office space for the San Francisco Giants, we would project that team employment would remain at its current level. Present employment is as follows:

| | | |
|---------------------|-----------|----------------|
| Full Time Staff | 3,483,000 | 101 + 28 = 129 |
| Average Event Staff | 1,614,900 | 739 + 30 = 769 |

Revenue Flow - East Palo Alto Stadium



Mixed Use Development Option

The mixed use only alternative provides a substantial advantage in the number of jobs and total payroll. The mixed use only alternative would generate 330 new jobs per year at an average salary of \$23,000. During the first year a total payroll of \$7.59 million would be created. At full build-out the mixed-use only option would support 5,800 jobs. The stadium/mixed use option would support 2,840 jobs in the mixed use area, 129 full time jobs at the stadium and 709 part time jobs for stadium events.

By using its powers under the Redevelopment process the City would also receive \$229,000 in revenues for low and moderate income housing.

Background

The City has the option to promote the development of the area as a mixed use development consisting of industrial, commercial and service businesses.

Assumptions

We believe that the Ravenswood Industrial Park Area can be successfully developed as a Business Park consisting of one or more uses, including light industrial, research and development, warehouse, services, and commercial. The location of a site of this size in the mid-peninsular area has a strong potential appeal. As with the baseball stadium, certain capital improvements will need to be completed in order for the site to reach its full potential. Highway 109 and completion of the "Southern Connector" highway improvement will significantly enhance the viability and development potential of the Ravenswood Industrial Park Area.

A forecast of property and sales tax revenues is shown on Page 22. The following assumptions are key to the forecasts.

Absorption We have estimated annual absorption at 10 acres per year. This represents an average and assumes that the City completes land acquisition and preparation steps. The 10 acre estimate consists of two acres each for light industrial, research and development, warehouse, services and commercial uses. The precise mix of uses will depend on the market at the time of development.

Improvement Costs For the purposes of calculating potential property tax revenues, we have estimated incremental improvement and land costs for each of the land uses. The costs range from \$50 per square foot for retail uses. Converted to acreage and averaged for the land uses, the net improvement costs per acre are about \$1.2 million. Improvement costs will escalate at 3% per year.

Property Tax Rate For the purposes of this analysis, we have assumed that the City will form a Ravenswood Redevelopment Area and retain 100% of tax increments. As a result, the property tax receipts will be 1% of the total incremental improvement costs. These revenues will grow at a rate of 3% per year, reflecting periodic ownership transfer. A total of 20% of the tax increment revenues are required under redevelopment law to be used for low-income housing.

Sales Tax Revenues The City receives 1% of reported gross sales. We have estimated gross sales per square foot for each of the land uses. Commercial uses are forecast to generate \$1.50 per square foot. Light industrial, research and development, and services are estimated to generate \$100 per square foot for the approximate 10% of space used for sales office activities. Based on 1988 dollars, sales for the combined land uses are estimated at \$0.5 million per acre.

Business Tax Revenue The City's current business tax revenues are approximately \$200,000 per year. For the purposes of this analysis, we have divided this number by the number of employees in the City (2000) to arrive at an estimate of \$100 per employee. An average of 33 employees per acre is estimated for new development.

Results Of Analysis

Revenues estimates for the mixed use development are shown on Pages 24 and 25. Scenario #1 assumes that the stadium is not built and that the entire Ravenswood area is developed into industrial and commercial uses. As shown, total property, sales, and business taxes increase from \$235,000 in 1993 to \$8.0 million in 2012 when the last acreage is absorbed. The 2012 total is equivalent to \$4.5 million in 1988 dollars. Property taxes represent more than one-half of total revenues. This indicates the sensitivity of the revenue estimates to assumptions concerning the share of tax increments retained by the City.

In Scenario 2, we have assumed that the City receives a \$30 million equity contribution and the stadium is completed. Under this scenario, the total acreage available for mixed use development is reduced from 176 acres to 86 acres. Under this scenario, the net cash flow surpluses from the stadium are combined with the mixed use development revenues. As a result, total revenues exceed the mixed use-only scenario through 2009. The addition of new development in years 2010-2012 results in higher revenues for the mixed use only scenario. Despite slightly higher revenues after 2009, the stadium revenues are projected to be significantly higher in the early years making this the stronger revenue producing alternative from the City's perspective.

A comparison of the two scenarios (Page 26) indicates that the City will benefit from the construction of the baseball stadium if the \$30 million equity infusion is obtained. If not, the mixed use development has the potential to provide the City with economic and social benefits. However, we recommend that the City more thoroughly analyze the market and requirements of a mixed use development prior to commitment of resources.

Employment Impacts Of Mixed Use Development

Development of the Ravenswood Industrial Park Area as a mixed use development is expected to create 330 jobs per year (33 jobs per acre x 10 acres developed per year). The average salary per employee is estimated to be \$23,000 (1988 dollars).

City of East Palo Alto
 Land and Use Assumptions
 Prepared by Economic Planning Systems
 20-Sep-88

Description of Project :

| | |
|---------------------------|-------|
| Gross Acres | 208.0 |
| Stadium Acres | 100.0 |
| Existing Use Acres | 13.0 |
| Street and Road Use Acres | 9.0 |
| Available Net Acres | 86.0 |

General Assumptions :

| | |
|-------------------|------|
| Property Tax Rate | 0.01 |
| Sales Tax Rate | 0.01 |

Land Use Assumptions :

| | Light Ind / Mfg | Research & Developmnt | Ware- house | Services | Commercial | Stadium (3) |
|----------------------------------|--------------------|--------------------------|----------------|-----------|------------|-------------|
| Building to Net Acre Ratio | 0.40 | 0.40 | 0.40 | 0.40 | 0.30 | 0.14 |
| Square Feet Per Acre | 17,424 | 17,424 | 17,424 | 17,424 | 13,068 | 6,098 |
| Improvement Cost : | | | | | | |
| Per Acre | 1,045,440 | 1,393,920 | 871,200 | 1,393,920 | 1,306,800 | 172,280 |
| Per Square Foot | 60 | 80 | 50 | 80 | 100 | 28 |
| Sales : | | | | | | |
| Per Acre | 174,240 | 174,240 | 0 | 174,240 | 1,960,200 | 41,615 |
| Per Square Foot (1) | 10 | 10 | 0 | 10 | 150 | 7 |
| Employment : | | | | | | |
| Employment Per Acre | 29.0 | 43.6 | 24.9 | 34.8 | 32.7 | 0.3 |
| Square Foot Per Employee | 600 | 400 | 700 | 500 | 400 | 21,780 |
| Gross Payroll : | | | | | | |
| Per Employee | 25,000 | 30,000 | 20,000 | 25,000 | 15,000 | 27,000 |
| Per Acre | 726,000 | 1,306,800 | 497,829 | 871,200 | 490,050 | 7,560 |
| Per Square Foot | 41.67 | 75.00 | 28.57 | 50.00 | 37.50 | 1.24 |
| Annual Market Absorption (2) : | | | | | | |
| Acres | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 100.0 |
| Square Foot | 34,848 | 34,848 | 34,848 | 34,848 | 26,136 | 609,840 |
| Annual Revenue Per Acre : | | | | | | |
| Property Tax | 10,454 | 13,939 | 8,712 | 13,939 | 13,068 | 1,723 |
| Sales Tax | 1,742 | 1,742 | 0 | 1,742 | 19,602 | 416 |
| Annual Revenue Per Square Foot : | | | | | | |
| Property Tax | 0.60 | 0.80 | 0.50 | 0.80 | 1.00 | 0.28 |
| Sales Tax | 0.10 | 0.10 | 0.00 | 0.10 | 1.50 | 0.07 |

(1) Per square foot for light industrial, R&D and service based on \$100 per square foot for estimated 10% of space which generates sales tax revenue.

(2) Based on ABAG employment forecasts. Will vary depending on development assumptions.

(3) Stadium data was prepared by Public Financial Management, Inc.

East Palo Alto Stadium Study
Mixed Use Development Revenue
(\$Thousands)
Scenario 1- No Stadium

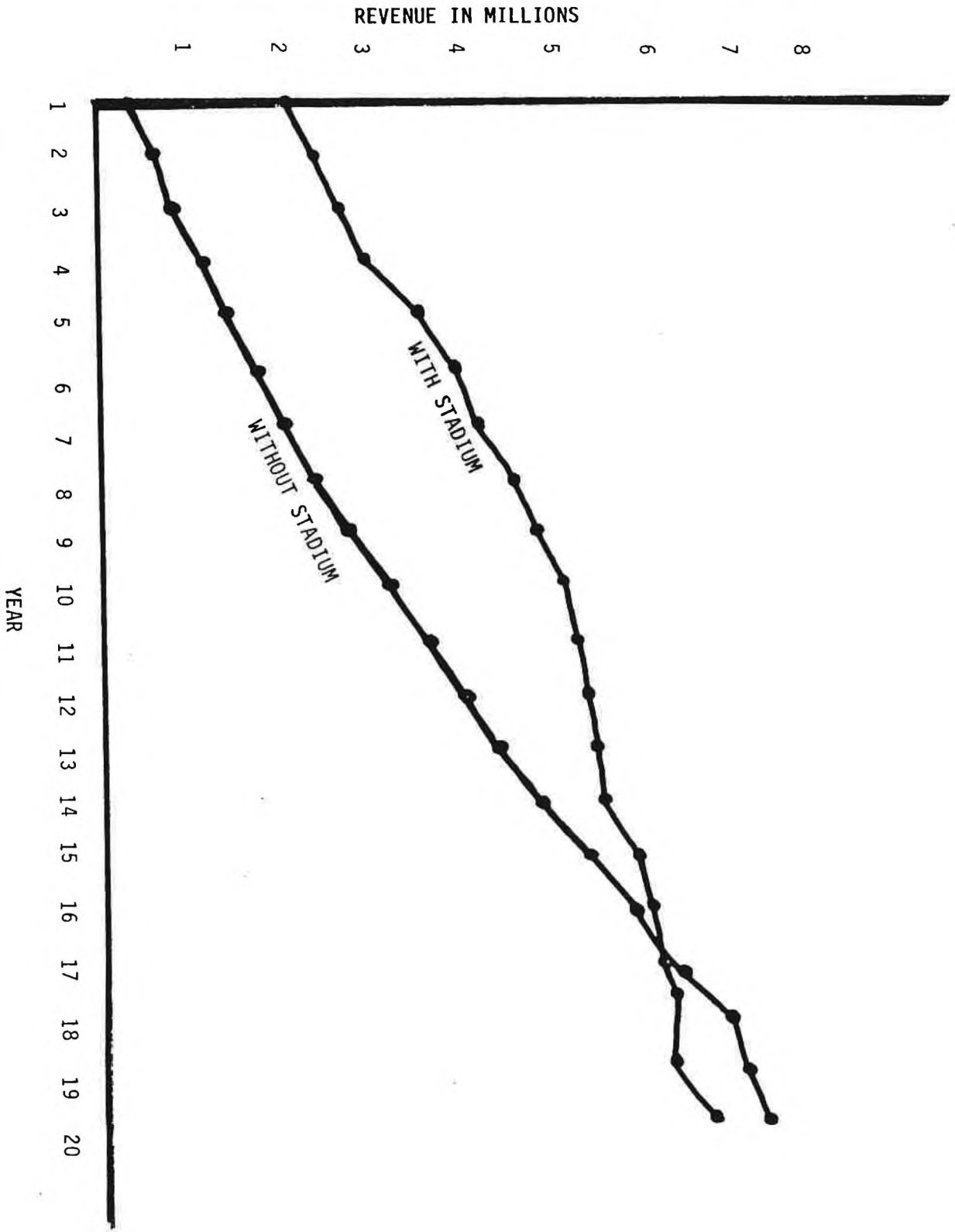
| | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 |
|------------------------------|------|------|------|-------|-------|-------|-------|-------|-------|-------|
| <u>Mixed Use Development</u> | | | | | | | | | | |
| Property Tax | 139 | 287 | 444 | 609 | 784 | 969 | 1,165 | 1,371 | 1,589 | 1,819 |
| Sales Tax | 58 | 119 | 183 | 252 | 324 | 400 | 481 | 566 | 656 | 751 |
| Business Tax | 38 | 79 | 122 | 167 | 215 | 266 | 320 | 377 | 436 | 499 |
| Total Mixed Use Revenue | 235 | 485 | 749 | 1,028 | 1,324 | 1,636 | 1,966 | 2,314 | 2,682 | 3,069 |
| Net Stadium Cash Flow | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL REVENUE | 235 | 485 | 749 | 1,028 | 1,324 | 1,636 | 1,966 | 2,314 | 2,682 | 3,069 |

| | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
|------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| <u>Mixed Use Development</u> | | | | | | | | | | |
| Property Tax | 2,060 | 2,315 | 2,583 | 2,865 | 3,162 | 3,474 | 3,802 | 4,054 | 4,176 | 4,301 |
| Sales Tax | 851 | 956 | 1,067 | 1,184 | 1,306 | 1,435 | 1,570 | 1,675 | 1,725 | 1,777 |
| Business Tax | 566 | 636 | 710 | 787 | 869 | 954 | 1,044 | 1,114 | 1,147 | 1,181 |
| Total Mixed Use Revenue | 3,477 | 3,907 | 4,360 | 4,836 | 5,337 | 5,863 | 6,417 | 6,843 | 7,048 | 7,259 |
| Net Stadium Cash Flow | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL REVENUE | 3,477 | 3,907 | 4,360 | 4,836 | 5,337 | 5,863 | 6,417 | 6,843 | 7,048 | 7,259 |

East Palo Alto Stadium Study
Mixed Use Development Revenue
(\$Thousands)
Scenario 2- With Stadium

| | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Mixed Use Development | | | | | | | | | | |
| Property Tax | 139 | 287 | 444 | 609 | 784 | 969 | 1,165 | 1,371 | 1,518 | 1,564 |
| Sales Tax | 58 | 119 | 183 | 252 | 324 | 400 | 481 | 566 | 627 | 646 |
| Business Tax | 38 | 79 | 122 | 167 | 215 | 266 | 320 | 377 | 417 | 430 |
| Total Mixed Use Revenue | 235 | 485 | 749 | 1,028 | 1,324 | 1,636 | 1,966 | 2,314 | 2,563 | 2,639 |
| Net Stadium Cash Flow | 1,862 | 1,884 | 1,907 | 1,930 | 2,158 | 2,182 | 2,207 | 2,231 | 2,257 | 2,488 |
| TOTAL REVENUE | 2,097 | 2,369 | 2,656 | 2,958 | 3,482 | 3,818 | 4,173 | 4,545 | 4,820 | 5,127 |

| | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Mixed Use Development | | | | | | | | | | |
| Property Tax | 1,611 | 1,659 | 1,709 | 1,760 | 1,813 | 1,867 | 1,923 | 1,981 | 2,041 | 2,102 |
| Sales Tax | 665 | 685 | 706 | 727 | 749 | 771 | 794 | 818 | 843 | 868 |
| Business Tax | 442 | 456 | 469 | 483 | 498 | 513 | 528 | 544 | 560 | 577 |
| Total Mixed Use Revenue | 2,719 | 2,800 | 2,884 | 2,971 | 3,060 | 3,152 | 3,246 | 3,344 | 3,444 | 3,547 |
| Net Stadium Cash Flow | 2,515 | 2,542 | 2,570 | 2,598 | 2,833 | 2,862 | 2,892 | 2,923 | 2,955 | 3,192 |
| TOTAL REVENUE | 5,234 | 5,342 | 5,454 | 5,569 | 5,893 | 6,014 | 6,138 | 6,267 | 6,399 | 6,739 |



First year total payroll would be approximately \$7,590,000 (1988 dollars). If the entire 176 net available acres were developed, 5,800 jobs will be created.

If the mixed use development is carried out in conjunction with the stadium development, then 2,840 jobs will be created in addition to 130 full-time and 770 part-time jobs related to the stadium.

From the perspective of employment expansion, the mixed-use development option would create more jobs and a higher payroll base than the stadium/mixed-use option.

Hotel Development

In the later stages of either the mixed use development build out or the stadium/mixed use option, economic conditions will likely support the development of a 200 room hotel. We believe the hotel would be among the last developments undertaken under either scenario.

Cooley Landing would be an appropriate location for such a facility and has the potential of developing into an entertainment/recreation location, assuming the successful implementation of the total redevelopment plan.

Using 1988 dollars, an average daily occupancy of 70% at an average rate of \$70.00 would be appropriate. This would generate 51,100 room nights. With an Occupancy Tax of 8%, city revenues from this source would be \$286,160. A 200 room hotel would support 140 employees at an average salary of approximately \$20,000.

Required Further Analysis

This analysis provides the City with an order of magnitude estimate of comparative revenues for the two scenarios. However, the City will need to conduct a more detailed analysis of the market for the various land uses, the capital investment required, and the ongoing service costs, before a definitive conclusion regarding mixed use development feasibility can be made. Revenues from the property, sales, and business tax represent the major sources derived from new development but should be considered with other new revenues. In addition, estimates should be made for increase City service costs (e.g., police, fire) to meet the needs of new development. Finally, the City will need to incur expenditures for infrastructure (e.g., roads, utilities) and for land acquisition and relocation. All of these factors will need to be examined prior to a decision by the City regarding the optimal use and implementation strategy for the Ravenswood Industrial Park Area. See Mix-Use Development Revenue, Scenario 1 -- no stadium.

Sub-Committee Option Another option not explored by Public Finance Management, Inc. is for the City to development a joint venture partnership with the existing businesses in the Ravenswood Industrial site, to develop strategies for the development of the site, which may result in lowering the land acquisition costs (see PFM report for detailed analysis).

MISCELLANEOUS

- A. Concerns have been expressed about Romic Chemical Company. Romic recycles solvents, lacquers, thinners, and anti-freeze. Risks associated with this facility are chemical fires, toxic gas and fume generation. Transportation of chemicals to and from the plant pose an additional hazard.

- B. Due to the large number of people coming to the Stadium, problems may surface in the following areas:
 - 1. Crowd Control
 - 2. Tailgating Parties
 - 3. Theft and Vandalism
 - 4. Drunk Driving
 - 5. Increased Drug Traffic
 - 6. Prostitution and other illegal actions associated with large crowds
 - 7. Street Vendors



CITY OF EAST PALO ALTO

CITIZENS TASK FORCE

Attendance Roster

| | --APRIL-- | | | !-----MAY----- | | | !-----JUNE----- | | | | !-----JULY----- | | SEP--! | -----OCTOBER----- | | | NOV 9 | | |
|------------------------|-----------|----|---|----------------|----|----|-----------------|---|----|----|-----------------|----|--------|-------------------|---|----|-------|----|---|
| | 20 | 27 | 4 | 11 | 18 | 25 | 1 | 8 | 15 | 22 | 13 | 20 | 29 | 28 | 5 | 12 | 19 | 26 | |
| Bashir, Onyango S. Sr. | | | X | X | X | X | X | X | X | X | X | X | X | | | | | | |
| Blakey, James E. Jr. | | | | X | X | X | X | X | X | X | X | X | X | | | | | | |
| Bogan, Lonnie | | | X | | X | | | X | X | | X | X | X | | | | | | |
| Breckenridge, L.A. | | | | X | X | X | X | | X | | X | X | | | | | | X | |
| Brooks, Sid | | | | | | | | | | | | | | | | | | | |
| Demeter, Michael | X | X | X | X | X | X | X | X | X | | X | X | X | | X | X | X | X | |
| Franco, Tony | | | | X | X | X | X | X | X | X | X | X | X | X | X | | | | |
| Nakai, Al | | | | X | X | X | X | X | | X | X | X | | X | X | | | L | |
| Robertson, Horace | | | | X | | | | | | | | | | | | | | L | |
| Ross, N Armond | | | | | X | X | X | X | X | | X | X | X | X | | X | X | X | X |
| Savage, Glenda | X | X | X | | | X | X | X | | X | X | X | X | | | X | | X | |
| Scherzer, Dennis | X | | | | X | | X | X | | | | X | | | | | | | |
| Siwatu, Bomani | X | X | X | X | X | X | X | X | X | X | X | X | X | | X | X | | X | X |
| Tinsley, Charles | | X | | | X | | | | | | | | | | | | | | |
| Uhila, Dee | | | | | | | X | | | | X | X | X | | | | | | |
| Walker, Jetty | X | | | X | | X | | | | X | | | | X | X | X | | | |
| Walker, Myrtle | X | X | | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X |
| Wilson, Sharifa | X | X | X | | X | X | X | X | | X | X | X | X | | | X | X | | |

CITY OF EAST PALO ALTO

ACTION MINUTES
JOINT MEETING OF
EAST PALO ALTO CITIZENS TASK FORCE
and
SAN MATEO COUNTY STADIUM TASK FORCE

WEDNESDAY, APRIL 20, 1988, 7:00 P.M.
COUNCIL CHAMBERS, 2415 UNIVERSITY AVENUE, EAST PALO ALTO

1. CALL TO ORDER AND ROLL CALL

The meeting was called to order at 7:18pm by Chairperson Myrtle Walker.

Roll call was taken. Members present:

| | | |
|--------------------|---------------------|----------------------|
| Glenda Savage | Dennis Sherzer | Bomani Siwatu |
| Myrtle Walker | Sharifa Wilson | Jettie Walker |
| Joe Demeter | Janine Reuhle (SMC) | Steve Brothers (SMC) |
| Brian Swartz (SMC) | Bob Marks (SMC) | Bob Gilmore (SMC) |
| Don Crosby (SMC) | Paul Scannel (SMC) | |

Members absent:

| | | |
|----------------|-----------------|------------------|
| Onyango Bashir | Joseph Goodwill | Sid Booker |
| Lonnie Bogan | Charles Tinsley | Horace Robertson |
| Tony Franco | Dee Uhila | |

2. APPROVAL OF AGENDA

It was moved by Bomani Siwatu and second by Glenda Savage to approve the Agenda as submitted.

3. MINUTES

Minutes from previous meetings were not yet available and Mr. McDonald stated that they would be mailed as soon as they were ready.

4. INTRODUCTIONS

Members from each of the task forces introduced themselves and stated their affiliation.

5. SAN MATEO COUNTY STADIUM TASK FORCE - Brian Swartz

Mr. Swartz expressed thanks for the opportunity to join in the meeting. He indicated that all the work which his task force is doing will be made available to the East Palo Alto Task Force and he hoped that members would freely attend each other's meetings. It was his desire that a "win-win-win" situation would be achieved where the city, the county and the Giants would all be satisfied with the outcome of the project. He stated that the tax base of the city could conceivably be increased two to three times if the development were achieved as it is being planned. The study covers an area of 208 acres. He reported that the principals from Public Financial Management will be at the next meeting to present their proposal to determine strategic financing alternatives. Discussion followed.

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East Palo Alto Citizens Task Force, and

San Mateo County Stadium Task Force

April 20, 1988

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It was moved by Bomani Siwatu, second by Glenda Savage to have the presentation made to the committee at the next meeting. Motion carried.

Mr. Swartz stated that he would bring a Soils and Land Development group to a future meeting. He passed out a list of questions that would be addressed in a brochure to be prepared as a stadium promotion. Discussion followed. Bob Marks suggested that the committee might wish to give thought to the brochure and discuss it at the next meeting. The matter was tabled until the next meeting.

6. LAND USE AND TRANSPORTATION - Steve Brothers

Mr. Brothers presented a drawing entitled Conceptual Illustration of Stadium Business Center and pointed out that 90 of the 186 acres indicated were planned for stadium use; the remainder were planned for mixed uses. Cooley Landing was highlighted in which there would be a marina, hotel and restaurants. On another drawing he showed the several western approaches to the Dumbarton Bridge and the proposed "Southern Connection" which is contiguous to the stadium site. He mentioned several funding sources for highways if Measure A fails, routes of access to the stadium and airport considerations.

7. THE RELOCATION PROCESS - Paul Scannel

Mr. Scannel, in the interest of conserving time, briefly discussed relocation aside from the redevelopment process. The public agency would provide moving expenses, direct losses of tangible property and expenses associated with a search for a replacement business. These items would be quantified through a negotiation process. The process would begin with an appraisal, then a condemnation process which could take 6 months to a year. The agency can take immediate possession. Discussion followed. Virgus Streets cautioned that we are not presently operating within the framework of the redevelopment process. He also pointed out that there are distance limitations in the relocation process.

8. HOK SPORTS GROUP AND CROSBY YANDELL ARCHITECTS SERVICES - Don Crosby

Mr. Crosby explained their interest in this project that it is prudent for them to become involved in the process early for their own benefit, yet they are able to provide a service to the public agency in which there is no local expertise and usually no funds to obtain the help needed.

9. COMMITTEE MEETINGS

The task force committees met with County task force members for 10 minutes. Because of the lengthy agenda, committee reports were dispensed with.

10. PUBLIC HEARING

Discussion was opened with the possibility of a Land Use - Transportation workshop on a Saturday. It was felt that a consolidated report should be made rather than 5 separate reports. It was agreed to have a progress report to give to the Council at its meeting on May 2nd and to have a public hearing at the Council meeting of May 18th.

11. ATTENDANCE

It was agreed that a letter would be sent to the City Council with a list of task force non-attenders which would request the Council to confirm with their appointees their desire to continue on the task force.

A discussion was held regarding the use of proxys. It was agreed that proxys would be allowed, but one only per member; each member will designate their proxy at the next meeting.

12. SURVEY

A final draft of the survey was distributed. It was agreed that members would look it over and discuss it at the next meeting.

13. SAN MATEO COUNTY TASK FORCE

The next meeting of the task force is on April 26th at 8:00am at 601 Gateway Boulevard in South San Francisco. Sharifa Wilson and Glenda Savage will attend.

14. ADJOURNMENT

The meeting was adjourned at 9:30pm.

CSM:hr

CITY OF EAST PALO ALTO

ACTION MINUTES CITIZEN TASK FORCE TO STUDY A MASTER PLAN DEVELOPMENT FOR THE RAVENSWOOD INDUSTRIAL PARKS AREA

WEDNESDAY, MAY 4, 1988
7:00 PM
CITY COUNCIL CHAMBER

1. CALL TO ORDER AND ROLL CALL

The meeting was called to order by Don Fleming at 7:20 pm. Roll was taken.

MEMBERS PRESENT:

Mike Demeter
Bomani Siwatu
Lonnie Bogan
Onyango Bashir
Sharifa Wilson
Glenda Savage

ALSO PRESENT:

Don Fleming
Virgus Streets
Steve Brothers
Brian Swartz
Dennis Sherzer
Charles Tinsley

Glenda Savage assumed Chairmanship of the meeting at 7:25 pm.

2. APPROVAL OF AGENDA

After discussion and in consideration of the lengthy agenda it was moved by Bomani Siwatu and seconded by Dennis Sherzer to table items 6 through 12.

3. APPROVAL OF MINUTES

It was moved by Onyango Bashir, second by Bomani Siwatu to approve the minutes of the meeting of April 20th. The minutes of the meeting of April 27th were distributed. Also the letter of May 2nd from Mayor Bostic giving 16 questions to be addressed by the committee was distributed.

4. PRESENTATION BY STEVE BROTHERS

Mr. Brothers, using a large drawing outlined the perimeter of the study area and indicated that P.G.E. and Romic would remain. He pointed out the perimeter land uses as they presently exist and showed the airport departure zone. Points of street access were shown. He stated that 174 acres are useable after deducting uses to remain and street area. With the help of the committee a number of possible uses were identified under two general headings of income producers and job producers as follows:

Auto Sales
Commercial
Retail
Light Industrial
Janitorial Service
Food Service

Hotel
Convention
Marina Sales
Movie
Transport
Foreign Trade Zone

Moving Service
Electronic
Recreation
Market
R. & D.
Restaurant

Clean Industry
Price Club
K-Mart
Wholesale
Financial

Discussion accompanied the uses as they were identified, particularly as to how they related to each other. Steve proceeded to locate some of the uses on the site and indicated that he would make a couple of alternative location plans and bring back the plans in two weeks.

5. SCHEDULE OF EVENTS

Dennis Scherzer indicated that he had a presentation to make. After discussion it was decided to have his presentation for the meeting of May 18th.

Virgus Street will be requested to have his presentation made on May 11th.

6. ADJOURNMENT

The meeting was adjourned at 9:20pm.

CSM:hr

CITY OF EAST PALO ALTO

ACTION MINUTES CITIZEN TASK FORCE TO STUDY A MASTER PLAN DEVELOPMENT FOR THE RAVENSWOOD INDUSTRIAL PARK AREA

WEDNESDAY, MAY 11, 1988
REGULAR MEETING, 7:00 P.M.
CITY COUNCIL CHAMBERS

1. CALL TO ORDER AND ROLL CALL

The meeting was called to order by Don Fleming at 7:22pm. Roll was taken.

Members Present:

| | | |
|------------------|------------------|----------------|
| Mr. Nakai | Mr. Breckenridge | Bomani Siwatu |
| Mike Demeter | James Blakey | Onyango Bashir |
| Myrtle Walker | Horace Robertson | Jettie Walker |
| Tony Franco | Bob Marks | Dan Fleming |
| Charlie McDonald | | |

Myrtle Walker assumed chairmanship of the meeting at 7:35pm.

2. APPROVAL OF AGENDA

It was moved by James Blakey, seconded by Mike Demeter to approve the Agenda. Motion carried.

3. APPROVAL OF MINUTES

It was moved by Bomani Siwatu, seconded by Onyango Bashir to approve the Minutes of the April 27th meeting. Motion carried.

4. MAYOR BOSTIC'S MAY 2ND LETTER

Charlie McDonald stated that he and Don Fleming had reviewed the letter and noted that certain items could only be handled by staff. He read the letter and indicated that numbers 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14a, and 14b are those items. After reading the letter, a discussion was held regarding how to address the items in the letter. It was agreed that the committee would address the items in the context of the committee work rather than go through the letter item-by-item.

5. COMMITTEE MEETINGS

Mr. Breckenridge was assigned to Transportation Subcommittee and Mr. Nakai was assigned to Engineering. Staff was requested to prepare a new "packet" for the new members.

6. TIME LINE

Considerable discussion was held regarding the establishing of a time-line for the project. It was concluded that a preliminary draft of the report would be prepared by June 8th, public hearings would be held

CITY OF EAST PALO ALTO

ACTION MINUTES CITIZEN TASK FORCE TO STUDY A MASTER PLAN DEVELOPMENT FOR THE RAVENSWOOD INDUSTRIAL PARK AREA

WEDNESDAY, MAY 18, 1988
REGULAR MEETING, 7:00 P.M.
CITY COUNCIL CHAMBERS, 2415 UNIVERSITY AVENUE, EAST PALO ALTO

1. CALL TO ORDER

The meeting was called to order by Chairperson Walker at 7:08pm.

2. ROLL CALL

Members Present:

Onyango Bashir, Sr. James E. Blakey, Jr.
Lonnie Bogan, L.A. Breakenridge
Michael J. Demeter, Tony Franco (8:25)
Al Nakai, N. Armond Ross, Dennis Scherzer
Bomani Siwatu, Charles Tinsley
Mrytle Walker, Sharifa Wilson

Staff Present:

Charles McDonald, Don Fleming

Chairperson Walker noted that Jettie Walker was excused. Staff was requested to check on the attendance of Sid Brooks, Joseph Goodwill, and Dee Uhila.

3. APPROVAL OF AGENDA

It was moved by Bomani Siwatu, second by Mike Demeter to approve the Agenda. Motion carried.

4. APPROVAL OF MINUTES

It was moved by Onyango Bashir, second by James Blakey to approve the Minutes of the May 4th meeting. Motion carried.

5. PRESENTATION BY DENNIS SCHERZER

Dennis Scherzer made a presentation to show the growth of cities and transportation corridors determine land use patterns.

6. COMMITTEE MEETINGS

The Committee divided into the various subcommittees to begin drafting the sections of the report to the Council. The Committee met as subcommittees until adjournment.

9. ADJOURNMENT

Chairperson Walker adjourned the meeting at 9:20pm.

DF:hr

CITY OF EAST PALO ALTO

MINUTES CITIZENS TASK FORCE TO STUDY A MASTER PLAN DEVELOPMENT FOR RAVENSWOOD INDUSTRIAL PARK AREA

REGULAR MEETING
WEDNESDAY, MAY 25, 1988, 7:00 P.M.
COUNCIL CHAMBERS, 2415 UNIVERSITY AVENUE, EAST PALO ALTO

1. CALL TO ORDER

Chairperson Walker called the meeting to order at 7:05pm.

2. ROLL CALL

Roll call was taken with the following members present.

Members Present: Onyango Bashir, James Blakey, L.A. Breckenridge (L)
Michael Demeter, Tony Franco (L), Al Nakai
N. Armond Ross, Glenda Savage (L), Bomani Siwatu (L)
Jetty Walker (L), Myrtle Walker, Sharifa Wilson

Staff Present: Charles McDonald, Don Fleming

Mr. Blakey noted that Mr. Goodwill is no longer a member of the Committee.

3. APPROVAL OF AGENDA

It was moved by Mr. Bashir, second by Mr. Blakey to approve the Agenda.
Motion passed.

4. APPROVAL OF MINUTES

It was noted that on Page 2 of Minutes of May 11, it indicates the final report of the Committee is due on May 31, it should be June 31.

It was moved by Ms. Wilson, second by Mr. Bashir to approve the Minutes of May 11, 1988 as corrected. Motion passed.

5. PRESENTATION BY STEVE BROTHERS

Mr. Brothers presented an alternate Land Use Plan showing commercial and industrial development without a Giants Stadium.

Extensive discussion followed regarding his presentation. Committee members expressed their concerns. These included traffic circulation, flooding, ground water, impacts on surrounding housing, impacts of providing new housing and environmental concerns.

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Citizens Task Force
To Study A Master Plan Development
For the Ravenswood Industrial Park Area
May 25, 1988
Page 2

The Committee strongly expressed the difficulty of making informed recommendations without the financial information that was to be provided by the County.

6. ADJOURNMENT

Due to the lateness of the hour, the Committee continued the other items on the Agenda until the next meeting.

The Chairman adjourned the meeting at 9:10pm.

DF:hr

CITY OF EAST PALO ALTO

MINUTES CITIZENS TASK FORCE TO STUDY A MASTER PLAN DEVELOPMENT FOR RAVENSWOOD INDUSTRIAL PARK AREA

REGULAR MEETING
WEDNESDAY, JUNE 1, 1988, 7:00 P.M.
COUNCIL CHAMBERS, 2415 UNIVERSITY AVENUE, EAST PALO ALTO

1. CALL TO ORDER

Chairperson Walker called the meeting to order at 7:05pm.

2. ROLL CALL

Members Present: Onyango Bashir, A.L. Breckenridge, Michael Demeter (L)
Tony Franco (L), Al Nakai, N. Armond Ross (L)
Glenda Savage, Dennis Scherzer, Bomani Siwatu
Dee Uhila (L), Myrtle Walker, Sharifa Wilson

3. APPROVAL OF AGENDA

Moved by Mr. Siwatu, second by Mrs. Wilson to approve the Agenda. Motion passed.

4. APPROVAL OF MINUTES

Moved by Mr. Bashir second by Mr. Siwatu to approve the May 18th Minutes. Motion passed.

5. PRESENTATION BY STEVE BROTHERS

Mr. Steve Brothers made a short presentation showing the relationship of the stadium area to other developments in the City.

6. COMMITTEE MEETINGS

Chairperson Walker announced that Mr. Demeter has made arrangements for the Committee to have a tour of the site at the June 8, 1988 meeting.

7. COMMITTEES RECONVENE

The Chairperson called on each subcommittee to report on their progress.

A. Transportation. Mr. Siwatu reported the committee is breaking the item into two parts 1) existing, and 2) proposed. Proposed includes ferry, rail and bus alternates. And finally a conclusion.

B. Landuse & Planning. Mr. Bashir reported the committee is evaluating the various impacts: such as, traffic, marina, stadium development, commercial development, and industrial development, and job creation.

- C. Relocation. Mr. Ross reported the committee is evaluating the various possible relocations involved; including roadway alignments, infrastucture conflicts, and business relocation.
- D. Engineering. Mr. Nakai indicated the committee has a number of areas of concern; including, soil stability, sewer capacity, and water capacity, etc.
- E. Finance. Mrs. Wilson reported the lack of financial information which the San Mateo County Stadium Task Force was to provide has created real difficulty for the committee.

Chairperson Walker reminded the committee that the task is to analyze the two options. Not to make a recommendation on the committees preference.

8. ADJOURNMENT

The meeting adjourned at 9:20pm.

DF:hr

CITY OF EAST PALO ALTO

MINUTES CITIZENS TASK FORCE TO STUDY A MASTER PLAN DEVELOPMENT FOR RAVENSWOOD INDUSTRIAL PARK AREA

REGULAR MEETING
WEDNESDAY, JUNE 8, 1988, 7:00 P.M.
COUNCIL CHAMBERS, 2415 UNIVERSITY AVENUE, EAST PALO ALTO

1. CALL TO ORDER

Following a bus tour of the Ravenswood Industrial Park area and Cooley Landing, Chairperson Walker called the meeting to order.

2. ROLL CALL

| | | | |
|------------------|---------|--------|----------|
| Members Present: | Bashir | Blakey | Bogan |
| | Demeter | Franco | Nakai |
| | Ross | Savage | Scherzer |
| | Siwatu | Walker | Wilson |

3. APPROVAL OF AGENDA

It was moved by Mr. Siwatu and second by Ms. Wilson to approve the Agenda. Motion passed.

4. APPROVAL OF MINUTES

It was moved by Mr. Siwatu and second by Mr. Bashir to approve the May 25, 1988 Minutes. Motion passed.

5. MAYOR BOSTIC

Mayor Bostic emphasized the need to do something positive with the Ravenswood Industrial Park area. A stadium with additional development. Possibly international soccer could be included with baseball to give more use during the year.

6. COMMITTEE REPORTS

It was moved by Mr. Siwatu and second by Mr. Bashir to carry over the committee reports until the next meeting. Motion passed.

7. AGENDA FOR NEXT MEETING

Mr. Siwatu moved and Mr. Bashir second to suspend the 9:00pm adjournment at the next meeting. Motion passed.

8. ADJOURNMENT

The meeting was adjourned at 9:16pm.

CITY OF EAST PALO ALTO

MINUTES CITIZENS TASK FORCE TO STUDY A MASTER PLAN DEVELOPMENT FOR RAVENSWOOD INDUSTRIAL PARK AREA

REGULAR MEETING
WEDNESDAY, JUNE 15, 1988, 7:00 P.M.
COUNCIL CHAMBERS, 2415 UNIVERSITY AVENUE, EAST PALO ALTO

1. CALL TO ORDER

Chairperson Walker called the meeting to order at 7:25pm.

2. ROLL CALL

Members Present: Bashir Blakey Bogan
 Breckenridge Demeter Franco (L)
 Ross Siwatu Walker

3. APPROVAL OF AGENDA

Moved by Mr. Bashir second by Mr. Demeter to approve the Agenda. Motion passed.

4. APPROVAL OF MINUTES

Moved by Mr. Bashir second by Mr. Siwatu to approve the Minutes of June 1, 1988. Motion passed.

5. PRELIMINARY REPORTS

Mr. Bashir presented the report of the Land Use Subcommittee. Mr. Siwatu asked questions regarding financing and wrecking yards. Mr. Bashir responded indicating that the subcommittee did not cover the financing aspects. He also responded by saying the committee is suggesting a maximum of 5 acres be devoted to auto wrecking and that this should be done totally within a structure.

Mr. Breckenridge moved and second by Mr. Blakey to accept the Land Use Subcommittees report. Motion passed.

Mr. Ross presented the Relocation Subcommittees report. He explained the relocation impacts of the various alternatives.

It was moved by Mr. Siwatu second by Mr. Bashir to accept the Relocation Subcommittee report. Motion passed.

Mr. Siwatu presented the Transportation Subcommittee report. Mr. Siwatu explained the circulation plan the subcommittee had developed.

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For Ravenswood Industrial Park Area
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Page 2

It was moved by Mr. Bashir and second by Mr. Demeter to accept the Transportation Subcommittee report. Motion passed.

Mr. Franco presented the Engineering Committee report. He pointed out that without soils data it is impossible to finalize their report.

It was moved by Mr. Demeter and second by Mr. Siwatu to accept the Engineering Subcommittee report. Motion passed.

6. EDITING OF PRELIMINARY REPORTS

By consensus it was determined to carry this item to the next meeting.

7. AGENDA FOR THE NEXT MEETING

It was decided that editing of the preliminary reports would be the only item of business on the Agenda.

8. ADJOURNMENT

The meeting was adjourned at 9:35pm.

CSM:hr
D#6cm070188

CITY OF EAST PALO ALTO

MINUTES

CITIZENS TASK FORCE TO STUDY A MASTER PLAN DEVELOPMENT FOR RAVENSWOOD INDUSTRIAL PARK AREA

REGULAR MEETING

WEDNESDAY, JUNE 22, 1988, 7:00 P.M.

COUNCIL CHAMBERS, 2415 UNIVERSITY AVENUE, EAST PALO ALTO

1. CALL TO ORDER

Chairperson Walker called the meeting to order at 7:40pm.

2. ROLL CALL

| | | | |
|------------------|----------------|----------------|-------------|
| Members Present: | Onyango Bashir | James Blakey | Tony Franco |
| | Glenda Savage | Bomani Siwatu | Dee Uhila |
| | Myrtle Walker | Sharifa Wilson | Al Nakai |

3. APPROVAL OF AGENDA

Moved by Mr. Siwatu, second by Mrs. Wilson to approve the Agenda, motion carried.

4. APPROVAL OF MINUTES

Moved by Mr. Bashir, second by Mr. Siwatu to approve the Minutes of June 8th, motion passed.

A drawing entitled Conceptual Illustration No. 2, East Palo Alto Business Park, prepared by Steve Brothers was passed out to the members.

A copy of Community Redevelopment Law, compiled by HCD was also given to the members.

5. EDITING OF PRELIMINARY REPORTS

The committee proceeded to discuss the methodology to be used in completing the final report. Brian Swartz pointed out that the financial considerations would be an important part of the public hearings, particularly tax dollars and jobs. He stated that the PFM report would not be completed until July 31st. Mr. Bashir stated his concern about having public hearings without facts.

It was agreed that a letter should be sent to City Council stating that 2 weeks after receipt of the PFM financial report (about August 10th) public hearings will be held and 2 weeks after that the report will be submitted to Council.

A discussion was held regarding how to present the input from the public hearings. Brian Swartz stated that one person should take all the committee reports and compile the final report. It was reaffirmed that

public input should be included as an addendum unless major rewriting of the report is necessary. It was suggested that a committee including one member from each of the sub-committees should be formed to edit and compile, however it was felt that such a committee would be too cumbersome. Chairperson Walker stated she would like to have a committee consisting of herself, Mr. Siwatu, Mr. Demeter, Mr. Fleming and Mr. McDonald to do the editing. Subcommittee members would be called only if needed to clarify their reports. It was decided to cancel the general meeting next Wednesday and have the editing committee only meet. Brian Swartz stated that a five member committee cannot edit and compile the report and that McDonald and Fleming should do the work. In response it was stated that the report should be a "committee" report and not a "staff" report.

It was moved by Mrs. Wilson, second by Mrs. Savage that an editing committee consisting of Mrs. Walker, Mr. Siwatu, Mr. Demeter, Mr. Fleming and Mr. McDonald be formed. Motion carried.

Mr. Siwatu stated that staff should prepare a preamble to show the "process" which the committee used. Mrs. Walker stated that the source material should also be included.

The committee proceeded to review the subcommittee reports beginning with the Relocation report. Discussion covered need to mention the moving of 40 homes, removal of paragraphs A, B, C, D on page 2.

The Land Use report was next discussed covering the propriety of including the five types of taxes in this report, 3c-Time to build, the marina should have been dealt with, shopping center, relationship of this development to DeMonet development.

The Transportation report was next discussed covering the belief that the wetlands should be discussed in the Land Use report, the removal of the pump station, the airport problem, the increase in traffic.

A moment of silent prayer was held for the family of the police officer which was killed in the line of duty.

6. ADJOURNMENT

The meeting was adjourned at 9:20pm.

CITY OF EAST PALO ALTO

MINUTES CITIZENS TASK FORCE TO STUDY A MASTER PLAN DEVELOPMENT FOR RAVENSWOOD INDUSTRIAL PARK AREA

REGULAR MEETING
WEDNESDAY, JULY 13, 1988, 7:00 P.M.
COUNCIL CHAMBERS, 2415 UNIVERSITY AVENUE, EAST PALO ALTO

1. CALL TO ORDER

Chairperson Walker called the meeting to order at 7:05pm.

2. ROLL CALL

Members Present:

| | | |
|--------------|----------|------------|
| Bashir | Blakey | Bogan |
| Breckenridge | Demeter | Franco (L) |
| Nakai (L) | Ross (L) | Savage |
| Siwatu (L) | Uhilia | Walker |
| Wilson | | |

3. APPROVAL OF AGENDA

Moved by Mr. Demeter second by Mr. Bashir to approve the Agenda. Motion passed.

4. APPROVAL OF MINUTES

None.

5. EDITING OF DRAFT

The Task Force began reviewing and editing the Preliminary Draft Task Force Report.

6. AGENDA FOR NEXT MEETING

Agenda will remain the same to allow continued editing of the report.

7. ADJOURNMENT

Chairperson Walker adjourned the meeting at 9:10pm.

DF:hr
D#10df072988p5

CITY OF EAST PALO ALTO

MINUTES CITIZENS TASK FORCE TO STUDY A MASTER PLAN DEVELOPMENT FOR RAVENSWOOD INDUSTRIAL PARK AREA

REGULAR MEETING
WEDNESDAY, JULY 20, 1988, 7:00 P.M.
COUNCIL CHAMBERS, 2415 UNIVERSITY AVENUE, EAST PALO ALTO

1. CALL TO ORDER

Chairperson Walker called the meeting to order at 7:04pm.

2. ROLL CALL

Members Present:

| | | |
|--------------|------------|--------------|
| Bashir (L) | Blakey (L) | Bogan (L) |
| Breckenridge | Demeter | Franco (L) |
| Nakai (L) | Ross | Scherzer (L) |
| Siwatu | Uhilia (L) | Walker |
| Wilson | | |

3. APPROVAL OF AGENDA

Moved by Mr. Bashir second by Mr. Demeter to approve the Agenda. Motion passed.

4. APPROVAL OF MINUTES

It was noted the Minutes of June 8, 1988 had already been approved.

Mr. Siwatu moved, seconded by Mr. Breckenridge to approve the Minutes of June 15, 1988. Motion passed.

Mr. Demeter moved, second by Mr. Siwatu to approve the Minutes of June 22, 1988. Motion passed.

5. EDITING OF DRAFT

Chairperson Walker asked staff to forward a copy of the draft to Mr. Keith Curry of Public Financial Management.

Chairperson Walker indicated Mr. Brian Swartz will be leaving the San Mateo County/Economic Development Association and all letters will be sent to him thanking him for his valuable assistance to the Task Force.

The Task Force continued its editing of the Preliminary Task Force Report.

6. AGENDA FOR NEXT MEETING

It was determined the Agenda will remain the same to allow completion of the editing of the report.

7. ADJOURNMENT

Chairperson Walker adjourned the meeting at 9:10pm.

CITY OF EAST PALO ALTO

MINUTES CITIZENS TASK FORCE TO STUDY A MASTER PLAN DEVELOPMENT FOR RAVENSWOOD INDUSTRIAL PARK AREA

REGULAR MEETING
WEDNESDAY, JULY 27, 1988, 7:00 P.M.
COUNCIL CHAMBERS, 2415 UNIVERSITY AVENUE, EAST PALO ALTO

1. CALL TO ORDER

Chairperson Walker called the meeting to order at 7:05pm.

2. ROLL CALL

Members Present:

| | | |
|------------|------------|------------|
| Bashir (L) | Blakey | Bogan |
| Demeter | Franco (L) | Savage (L) |
| Ross | Siwatu (L) | Uhilia (L) |
| Walker | Wilson | |

3. APPROVAL OF AGENDA

Moved by Mr. Blakey second by Ms. Wilson to approve the Agenda. Motion passed.

4. APPROVAL OF MINUTES

None.

5. EDITING OF DRAFT

The Committee completed its editing of the Preliminary Draft Task Force Report.

Chairperson Walker announced the Committee will take a recess until the Financial Report is received.

6. AGENDA FOR NEXT MEETING

None set during recess.

7. ADJOURNMENT

Chairperson Walker adjourned the meeting at 8:38pm.

DF:hr
D#10df072988p6

MINUTES
CITIZENS TASK FORCE
TO STUDY A MASTER PLAN DEVELOPMENT FOR
RAVENSWOOD INDUSTRIAL PARK AREA

REGULAR MEETING
WEDNESDAY, SEPTEMBER 28, 1988, 7:00 P.M.
COUNCIL CHAMBERS, 2415 UNIVERSITY AVENUE, EAST PALO ALTO

1. CALL TO ORDER

Chairperson Walker called the meeting to order at 7:05 P.M.

2. ROLL CALL

Members Present: Franco Nakai Ross
Walker (J) Walker (M)

3. APPROVAL OF AGENDA

Moved by J. Walker, seconded by Mr. Franco to approve the agenda. Motion passed.

4. APPROVAL OF MINUTES

Moved by Mr. Ross, seconded by Mr. Franco to approve the minutes of July 13, July 20, and July 27, 1988. Motion passed.

5. UPDATE ON STATUS OF FINAL REPORT

Mr. Ross noted he had attended a meeting of the Mid-Peninsula Regional Open Space District. They noted the scale of development for the marina, as currently shown, exceeds the size of development they had anticipated.

Mr. Nakai expressed his concern that the weather data has gotten to us so late in the process.

Mr. Fleming discussed the Public Management report on the economic feasibility of development in the Ravenswood area.

6. AGENDA FOR NEXT MEETING

Mr. Fleming inquired whether a Public Hearing was still desired. The Committee indicated that they want a hearing.

Letters will be sent to each agency giving them notice.

Reports should be available prior to the hearing.

7. ADJOURNMENT

As there was no further business, Chairperson Walker adjourned the meeting at 8:45 P.M.

DF:pd

D#11df092888

MINUTES
CITIZENS TASK FORCE
TO STUDY A MASTER PLAN DEVELOPMENT FOR
RAVENSWOOD INDUSTRIAL PARK AREA

REGULAR MEETING
WEDNESDAY, OCTOBER 4, 1988, 7:00 P.M.
COUNCIL CHAMBERS, 2415 UNIVERSITY AVENUE, EAST PALO ALTO

1. CALL TO ORDER

Chairperson Walker called the meeting to order at 7:10 P.M.

2. ROLL CALL

Members Present: Demeter Franco (L) Nakai
 Siwatu Walker (J) Walker (M)

3. APPROVAL OF AGENDA

Moved by Mr. Siwatu, seconded by Mr. Demeter to approve the agenda.
Motion passed.

4. APPROVAL OF MINUTES

None.

5. UPDATE ON STATUS OF FINAL REPORT

Mr. Fleming reviewed the maps to be used in the committee's report. He asked if the committee wanted to use the alternate circulation plan prepared by the transportation sub-committee.

The committee indicated they wished to include the map.

It was suggested that a letter be sent by the City Council urging early construction of Highway 109.

Mr. Nakai presented the revised meteorological section for the report.

Chairperson Walker suggested the following schedule for the committee's report:

- * October 11, 1988: Introduction and Finance sections to the committee.
- * October 18, 1988: Final Changes to the report.
- * November 4, 1988: Public Hearing

Mr. Swartz discussed the San Mateo County Task Force Report and why it was presented when it was.

MINUTES, CITIZEN TASK FORCE TO STUDY A MASTER PLAN FOR
RAVENSWOOD INDUSTRIAL PARK AREA
REGULAR MEETING
October 4, 1988
Page 2

6. AGENDA FOR NEXT MEETING

Will include Introduction and Financial sections as stated in item 5.

7. ADJOURNMENT

As there was no further business, Chairperson Walker adjourned the meeting at 8:45 P.M.

DF:pd

D#11df100488

MINUTES
CITIZENS TASK FORCE
TO STUDY A MASTER PLAN DEVELOPMENT FOR
RAVENSWOOD INDUSTRIAL PARK AREA

REGULAR MEETING
WEDNESDAY, OCTOBER 12, 1988, 7:00 P.M.
COUNCIL CHAMBERS, 2415 UNIVERSITY AVENUE, EAST PALO ALTO

1. CALL TO ORDER

Chairperson Walker called the meeting to order at 7:07 P.M.

2. ROLL CALL

Members Present: Demeter Franco Nakai
 Savage Siwatu Walker (J)
 Walker (M)

3. APPROVAL OF AGENDA

Moved by Mr. Siwatu, seconded by Ms. Wilson to approve the agenda. Motion passed.

4. APPROVAL OF MINUTES

The minutes of 9-28-88 were continued as there were not enough members from that meeting present. Mr. Siwatu moved, seconded by Mr. Demeter to approve the minutes of October 10, 1988. Motion passed.

5. EDITING OF FINAL REPORT

Staff submitted copies of the final report less the financial section for the committee's review. The committee reviewed the plan but decided to take no action until the financial section is available. Vice-Mayor Bostic thanked the committee for its work.

6. AGENDA FOR NEXT MEETING

The financial section will be available for the next meeting.

It was noted the meeting which would normally be scheduled for Wednesday, October 26 will be scheduled for Tuesday, October 25.

7. ADJOURNMENT

As there was no further business, Chairperson Walker adjourned the meeting at 8:15 P.M.

MINUTES
CITIZENS TASK FORCE
TO STUDY A MASTER PLAN DEVELOPMENT FOR
RAVENSWOOD INDUSTRIAL PARK AREA

REGULAR MEETING
WEDNESDAY, OCTOBER 19, 1988, 7:00 P.M.
COUNCIL CHAMBERS, 2415 UNIVERSITY AVENUE, EAST PALO ALTO

1. CALL TO ORDER

Chairperson Walker called the meeting to order at 7:08 P.M.

2. ROLL CALL

Members Present: Breckenridge Demeter Nakai
Robertson Ross Walker (M)
Wilson

3. APPROVAL OF AGENDA

Moved by Ms. Wilson, seconded by Mr. Breckenridge, to approved the agenda. Motion passed.

4. APPROVAL OF MINUTES

The minutes were carried over as there were not enough members present to approve.

5. EDITING OF FINAL REPORT

Ms. Wilson presented the financial section of the final report. The committee reviewed and added and deleted as needed.

A note will be added to the end of the financial section, "See PFM Report for detail analysis".

Ms. Wilson will re-edit report and submit for the next committee meeting. Recess called at 8:15.

Committee reconvened to discuss introductory sections.

Moved by Mr. Demeter, seconded by Mr. Ross, to accept Title Page, Table of Contents, and Introduction as corrected. Motion passed.

6. AGENDA FOR NEXT MEETING

Agenda will be editing of Final Report.

7. ADJOURNMENT

As there was not further business, Chairperson Walker adjourned the meeting at 8:45 P.M.

MINUTES
CITIZENS TASK FORCE
TO STUDY A MASTER PLAN DEVELOPMENT FOR
RAVENSWOOD INDUSTRIAL PARK AREA

REGULAR MEETING
TUESDAY, OCTOBER 25, 1988, 7:00 P.M.
COUNCIL CHAMBERS, 2415 UNIVERSITY AVENUE, EAST PALO ALTO

1. CALL TO ORDER

Chairperson Walker called the meeting to order at 7:15 P.M.

2. ROLL CALL

Members Present: Ross Savage
 Siwatu Walker (M)

3. APPROVAL OF AGENDA

Moved by Mr. Ross, seconded by Ms. Savage, to approve the agenda. Motion passed.

4. APPROVAL OF MINUTES

The minutes were carried over since there were not enough members present to approve.

5. EDITING OF FINAL REPORT

Discussion of second draft of Finance section was held. The committee reviewed the revision sentence by sentence and completed editing of this section.

The Final Report will be prepared for adoption by the committee at its November 2, 1988 meeting.

6. AGENDA FOR NEXT MEETING

The agenda will be adoption of the final report.

7. ADJOURNMENT

As there was no further business, Chairperson adjourned the meeting at 8:30 P.M.

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