



DOWNTOWN ACTION ORGANIZATION (DAO)
Board Meeting, April 20, 2022, 9am
Santa Rosa Metro Chamber, 50 Old Courthouse Square, Suite 110

Members of the public are able to join via Zoom or phone:
Zoom Meeting ID: 806 654 7370
Passcode: Downtown
Phone: 669-900-9128, Meeting ID: 806 654 7370, Passcode: 93058399

AGENDA

- 1.0 CALL TO ORDER** Hugh Futrell
- 2.0 PUBLIC COMMENTS ON NON-AGENDA ITEMS (limited to two minutes each)**
Comments from the public will be allowed on all agenda items at the time each item is called.
- 3.0 CONFLICTS OF INTEREST OR ABSTENTIONS** Hugh Futrell
- 4.0 ACTION: CONSENT ITEM (ATTACHMENT 1)** Hugh Futrell
4.1 March 16, 2022 Meeting Minutes
- 5.0 ACTION: APPROVAL OF MONTHLY FINANCIAL STATEMENTS (ATTACHMENT 2)** Joe Dietzen
Review and approval of DAO financial statements ending February 28, 2022
- 6.0 DISCUSSION: BOARD MEMBER UPDATES (two minutes each)** All
Board members will provide updates on their business, upcoming activities and current perspectives on Downtown
- 7.0 REPORT & DISCUSSION: EXECUTIVE COMMITTEE** Hugh Futrell
Chair and members of Executive Committee will report on activities
- 8.0 REPORT & DISCUSSION: COMMITTEES** All
Chairs and members of standing or ad hoc committees will report on activities
- 9.0 REPORT & DISCUSSION: EXECUTIVE DIRECTOR (ATTACHMENT 3)** Cadance Hinkle Allinson
Presentation and status update of DAO Work Plan, street level services, activation of Courthouse Square and business changes within and additions to the District.
- 10.0 ACTION: POTENTIAL NEW STREET LEVEL SERVICES PROVIDER (ATTACHMENT 4)** All
Board to vote on Executive Director and Executive Committee's recommendation to enter into a contract with NexStreet to take over street level services within the District, as laid out in their proposal.
- 11.0 ACTION: ROLE OF DAO COMMITTEES** All
Discussion and request for approval of Executive Director's recommendations to:
1) establish ad hoc business development committee with focus on generation of materials promoting Downtown as a viable location for new business; 2) maintain ad hoc committee with focus on EIFD; 3) maintain Design & Improvement Committee; 4) move duties of Parking Committee to DAO Board; and 5) shift the Community Engagement Committee to a twice yearly open meeting related to events in Downtown.
- 12.0 ADJOURNMENT** Hugh Futrell

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DOWNTOWN ACTION ORGANIZATION (DAO)
Hybrid Board Meeting – Members of the public invited to join via Zoom
March 16, 2022, 9am
Santa Rosa Metro Chamber, 50 Old Courthouse Square, Santa Rosa, CA 95404
Zoom Meeting ID: 806 654 7370, Password: Downtown
Phone: 669-900-9128, Passcode: 93058399

Present: Leeanna Ausiello-Kane, Pauline Block, Natalie Balfour, Zach Berkowitz, Raissa de la Rosa, Joe Dietzen, Chris Denny, Charles Evans, Hugh Futrell, Caitlin Kurasek, Bernie Schwartz, Steven Stankovich, Don Tomasi, Doug Van Dyke

Absent: Charles Evans

Santa Rosa Metro Chamber Staff: Cadance Hinkle Allinson, Peter Rumble

MINUTES

1.0 CALL TO ORDER

Vice Chair Pauline Block called the meeting to order at 9:02 am.

2.0 PUBLIC COMMENTS ON NON-AGENDA ITEMS (limited to two minutes each)

There were no public comments at this time.

3.0 CONFLICTS OF INTEREST OR ABSTENTIONS

There were no conflicts of interest or abstentions.

4.0 ACTION: CONSENT ITEM (ATTACHMENT 1)

4.1 Motion to approve consent item, February 16, 2022 Board Meeting Minutes was unanimously passed.

5.0 PRESENTATION: FREMONT PARK RENOVATION

Scott Wilkinson, Park Planner for the City of Santa Rosa and landscape architects from MSLA working on the Fremont Park renovation shared a presentation about the history of the park and the four potential designs they are considering for the renovation.

A brief discussion ensued about the materials, budget and flexibility of design elements. Cadance will send out the survey link for board members to provide their feedback.

There was general support for the idea of the Design & Improvement Committee providing a formal response to the Parks Department. Cadance will communicate details.

6.0 ACTION: APPROVAL OF MONTHLY FINANCIAL STATEMENTS (ATTACHMENT 2)

Joe Dietzen provided an overview of the financial statements ending February 28, 2022. He explained that reduced StreetPlus staffing and expenses hitting later in the year are the reasons why expenses look under budget.

Motion to approve the financial report as presented was unanimously passed.

7.0 DISCUSSION: BOARD MEMBER UPDATES (two minutes each)

Board members provided updates on the status of their business and current involvement with Downtown initiatives.

Raissa shared that she was working with City staff to provide more details on the surplus land act and parklets to the DAO and impacted businesses.

Natalie shared that she was following the general plan updates and also would be reaching out to businesses to talk about garage 5.

Discussion ensued about the state of business and there was a general consensus that trends were starting to point toward positive change, though concerns were raised about decreased foot traffic and staffing.

8.0 REPORT & DISCUSSION: EXECUTIVE COMMITTEE

Chair Hugh Futrell reported that the Executive Committee felt it was critical to be as transparent as possible in their workings and is focused on engaging the board further.

9.0 REPORT & DISCUSSION: COMMITTEES

A discussion ensued about the current committees of the DAO. The Executive Committee and Design & Improvement Committees will continue as standing committees.

The ad hoc Parking Committee, which was formed to help with the 6pm roll back, has concluded its work. Parking related matters in the future can funnel through the board.

A brief discussion occurred about the ad hoc committee related to the county center and EIFD. It was agreed the committee had little path forward on the county center initiative.

The Community Engagement Committee, which is not a formal committee, will meet two to four times a year to solicit feedback on the events that are meant to drive people into businesses, rather than activities on Courthouse Square.

A discussion ensued about the need for a business development committee. It was determined that this committee would remain an ad hoc committee with the sole focus of creating an educational marketing piece about the benefits of starting a business Downtown.

Committee chairs will be appointed by the DAO Chair.

10.0 REPORT & DISCUSSION: EXECUTIVE DIRECTOR (ATTACHMENT 3)

Cadance Hinkle Allinson shared that both Bad Times and La Fondita will be opening shortly.

The event season in Courthouse Square is kicking off soon and it will be busy there through August. Wednesday Night Market will be running from May through August. The Chamber is coordinating a summer music and movies series on Thursdays and working on some family activities on Fridays.

The Easter Egg Hunt kicks off in less than two weeks with 29 downtown businesses participating.

Work is already being done on Winter Lights and implementing a synthetic rink again.

An event coordinator will be hired by the end of the month to support the Chamber's seasonal activities and those organizing outside events.

The landscape contract with BrightView underway. Cadance has been continuing conversations with NexStreets as an alternative to StreetPlus and hopes to have details to share with the board next month. She is impressed with what they have been able to accomplish and feels they have good solutions in place to address the issues that have been ongoing challenges with StreetPlus: communication, staffing, accountability and reporting.

She reviewed items in the workplan, including the need for a special meeting with the Downtown Subcommittee after working with City staff on a few of the items in the policy initiative section. She has been working with Raissa and her team on the parklet policy and is hosting a meeting next week to connect businesses to the City and further discuss fees.

She has requested that the subcommittee also revisit a potential CCTV installation. Twice weekly meetings with Catholic Charities continue to target specific individuals in the Downtown that can be connected to services, though that makes little impact on the overall situation in the Downtown. Activating the Square with events will help to address the challenges with the homeless population as more positive activity begins to happen.

Cadance shared the BIA item has been put on hold. The current business climate as well as the changes to Visit Santa Rosa and new funding for Downtown events make it prudent to wait to push such an effort forward.

A discussion ensued about the opportunities to work with City staff to get the priorities of the board accomplished with the support of the City Manager, Downtown Subcommittee and ultimately council.

11.0 ACTION: RECOMMENDATION TO ENTER INTO CONTRACT WITH MUSEUM OF SONOMA COUNTY TO JOIN DOWNTOWN CBD

Hugh reminded the Board that Catholic Charities and the Museum of Sonoma County both have expressed interest in joining the District. It is the recommendation of the City to informally add new properties through a contract with the District and bill those properties at the same rate they would have been assessed. The process is still moving forward with Catholic Charities, though figuring out their assessment amount is more complicated. The museum, assessed at \$4,760, is eager to join and finalize details.

A motion was made to approve the Executive Committee's recommendation: to authorize staff and the Chair to enter into an agreement with the Museum of Sonoma County to provide district services in exchange for an annual fee identical to what the Museum would pay as though it were part of the CBD. The motion was unanimously approved.

12.0 ADJOURNMENT

Hugh Futrell adjourned the meeting at 10:40am.

Downtown Action Organization Incorporated

Balance Sheet

As of March 31, 2022

04/11/22

Accrual Basis

	<u>Mar 31, 22</u>
ASSETS	
Current Assets	
Checking/Savings	
1000000 · DAO OPERATING FUNDS	
1000100 · Earmarked Project Cash-Poppy	132,544.33
1001000 · District Funds Savings-Poppy	354,273.10
1010000 · DAO Operating-Poppy	24,272.13
Total 1000000 · DAO OPERATING FUNDS	<u>511,089.56</u>
Total Checking/Savings	511,089.56
Accounts Receivable	
11000 · Accounts Receivable	1,000.00
Total Accounts Receivable	1,000.00
Other Current Assets	
1100000 · District Revenue Receivables	533,025.26
Total Other Current Assets	<u>533,025.26</u>
Total Current Assets	<u>1,045,114.82</u>
TOTAL ASSETS	<u>1,045,114.82</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 · Accounts Payable	30,105.07
Total Accounts Payable	30,105.07
Other Current Liabilities	
2300000 · Deferred Revenue - District Rev	399,768.95
Total Other Current Liabilities	<u>399,768.95</u>
Total Current Liabilities	<u>429,874.02</u>
Total Liabilities	429,874.02
Equity	
32000 · Unrestricted Net Assets	578,237.76
Net Income	37,003.04
Total Equity	<u>615,240.80</u>
TOTAL LIABILITIES & EQUITY	<u>1,045,114.82</u>

2022 DAO Budget and Cash Flow Projection															
Income	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Total	YE Projection	\$ From Budget
Starting cash at 1/1/22	89,967.32														
District Assessments	\$353,460	\$0	\$0	\$0	\$181,968	\$0	\$0	\$7,582	\$0	\$0	\$0	\$0	\$543,009	\$543,009	\$0
Events/Programming	\$0	\$0	\$2,000	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$12,000		
Interest Income	\$0	\$0	\$402	\$0	\$0	\$450	\$0	\$0	\$400	\$0	\$0	\$300	\$1,552	\$1,552	\$0
Sub Total	\$443,427	\$0	\$2,402	\$0	\$181,968	\$450	\$0	\$17,582	\$400	\$0	\$0	\$300	\$556,562	\$556,562	\$0
Cash at Beginning of Month	\$443,427	\$407,921	\$379,279	\$347,174	\$480,175	\$426,276	\$371,927	\$335,160	\$281,210	\$221,860	\$162,510	\$103,460			
Expense															
Street Level Services	\$22,172	\$17,407	\$16,772	\$17,000	\$27,083	\$27,083	\$27,083	\$27,083	\$27,083	\$27,083	\$27,083	\$27,083	\$325,000	\$290,018	\$34,982
Landscape Contract	\$0	\$0	\$0	\$8,100	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$64,800	\$51,300	\$13,500
Santa Rosa Metro	\$13,333	\$13,333	\$13,333	\$13,333	\$13,333	\$13,333	\$13,333	\$13,333	\$13,333	\$13,333	\$13,333	\$13,333	\$160,000	\$160,000	\$0
Insurance/Taxes	\$0	\$0	\$200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,000	\$10,000	\$10,200	-\$200
Annual Priorities	\$0	\$0	\$0	\$5,556	\$5,556	\$5,556	\$5,556	\$5,556	\$5,556	\$5,556	\$5,556	\$5,556	\$50,000	\$50,000	\$0
Project Maintenance	\$0	\$0	\$1,800	\$2,578	\$2,578	\$2,578	\$2,578	\$2,578	\$2,578	\$2,578	\$2,578	\$2,578	\$25,000	\$25,000	\$0
Website/Marketing	\$0	\$0	\$0	\$167	\$166	\$166	\$166	\$167	\$167	\$167	\$167	\$167	\$1,500	\$1,500	\$0
Events/Programming	\$0	\$0	\$0	\$2,000	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000	\$0	\$0	\$12,000	\$12,000	\$0
Misc. Direct Expense	\$0	\$305	\$0	\$233	\$233	\$233	\$233	\$233	\$233	\$233	\$233	\$232	\$2,400	\$2,400	\$0
Contingency (6% - \$31,776)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$32,000	\$0	\$32,000
Sub Total	\$35,506	\$31,045	\$32,105	\$48,966	\$54,349	\$54,349	\$54,349	\$54,350	\$59,350	\$59,350	\$59,350	\$59,349	\$682,700	\$602,418	\$80,282
Account Balance	\$407,921	\$376,876	\$347,174	\$298,208	\$425,826	\$371,927	\$317,579	\$280,810	\$221,860	\$162,510	\$103,160	\$44,111			

Downtown Action Organization Incorporated Profit & Loss Budget Performance March 2022

	Mar 22	Budget	\$ Over Bud...	% of Budget	Jan - Mar 22	YTD Budget	\$ Over Bud...	% of Budget	Annual Bud...
Ordinary Income/Expense									
Income									
4100000 · District Assessments	44,418.77	44,418.77	0.00	100.0%	133,256.31	133,256.33	-0.02	100.0%	533,025.26
4100002 · Interest Income	402.37	250.00	152.37	160.9%	402.37	250.00	152.37	160.9%	1,000.00
4200000 · DAO Activities									
4200002 · Events/Programming	2,000.00				2,000.00				
Total 4200000 · DAO Activities	2,000.00				2,000.00				
Total Income	46,821.14	44,668.77	2,152.37	104.8%	135,658.68	133,506.33	2,152.35	101.6%	534,025.26
Gross Profit	46,821.14	44,668.77	2,152.37	104.8%	135,658.68	133,506.33	2,152.35	101.6%	534,025.26
Expense									
5100000 · PRIMARY DISTRICT SERVICES									
5100001 · Street Level Services	16,771.74	20,603.33	-3,831.59	81.4%	56,351.01	74,770.03	-18,419.02	75.4%	260,200.00
5100002 · Landscape Services	0.00	6,480.00	-6,480.00	0.0%	0.00	6,480.00	-6,480.00	0.0%	64,800.00
Total 5100000 · PRIMARY DISTRICT SERVICES	16,771.74	27,083.33	-10,311.59	61.9%	56,351.01	81,250.03	-24,899.02	69.4%	325,000.00
5200000 · DISTRICT IMPROVEMENTS									
5200001 · Annual Priorities	0.00	4,166.67	-4,166.67	0.0%	0.00	12,499.97	-12,499.97	0.0%	50,000.00
5200002 · Project Maintenance	1,800.00	2,083.33	-283.33	86.4%	1,800.00	6,250.03	-4,450.03	28.8%	25,000.00
5200003 · Website/Social Media	0.00	125.00	-125.00	0.0%	0.00	375.00	-375.00	0.0%	1,500.00
Total 5200000 · DISTRICT IMPROVEMENTS	1,800.00	6,375.00	-4,575.00	28.2%	1,800.00	19,125.00	-17,325.00	9.4%	76,500.00
5400000 · DISTRICT MANAGEMENT									
5400001 · SR Metro Chamber Contract	13,333.33	13,333.33	0.00	100.0%	39,999.99	40,000.03	-0.04	100.0%	160,000.00
5400003 · Insurance/Taxes	200.00	0.00	200.00	100.0%	200.00	0.00	200.00	100.0%	10,000.00
5400004 · Misc Direct Expenses	0.00	200.00	-200.00	0.0%	304.64	600.00	-295.36	50.8%	2,400.00
Total 5400000 · DISTRICT MANAGEMENT	13,533.33	13,533.33	0.00	100.0%	40,504.63	40,600.03	-95.40	99.8%	172,400.00
5500000 · CONTINGENCY									
5500001 · Contingency - Misc Expense	0.00	2,666.67	-2,666.67	0.0%	0.00	7,999.97	-7,999.97	0.0%	32,000.00
Total 5500000 · CONTINGENCY	0.00	2,666.67	-2,666.67	0.0%	0.00	7,999.97	-7,999.97	0.0%	32,000.00
Total Expense	32,105.07	49,658.33	-17,553.26	64.7%	98,655.64	148,975.03	-50,319.39	66.2%	605,900.00
Net Ordinary Income	14,716.07	-4,989.56	19,705.63	-294.9%	37,003.04	-15,468.70	52,471.74	-239.2%	-71,874.74
Net Income	14,716.07	-4,989.56	19,705.63	-294.9%	37,003.04	-15,468.70	52,471.74	-239.2%	-71,874.74

Attachment 3							
2022 DAO WORKPLAN							
Staff: Cadance Hinkle Allinson							
ACTION	RESPONSIBLE	PRIORITY	FUNDING ALLOCATED	STATUS	START DATE	COMPLETION DATE	NOTES
Policy Initiatives							
1. Expedite launching of EIFD	ED / Board	High	n/a	In Process	January	May	Setting meeting with Ad Hoc and City PED to support efforts and get approval from DTSC
2. Adopt an office mitigation/incentive policy (parking; business licenses; TI permits; sign permitting; other) in 1-2Q 22	ED / Board	High	n/a	Not Started	March	May	Need to finalize exact item list to propose to DTSC
3. Complete a long-term downtown surface and garage parking plan (including no development on designated lots or garages) in the course of 2022	Board	High	n/a	In Process	January	April	Next steps need to be determined
4. Continue to advocate that the County Center move forward downtown	Ad Hoc Committee	High	n/a	Complete	2021	n/a	No path forward is clear. Committee to stop working on issue.
5. Make Parks policy (park fees collected downtown spent downtown) permanent by mid-2022	ED / Executive Committee	Medium	n/a	Not Started	April	May	Item to be included in special meeting of Downtown Subcommittee
6. Finalize permanent garage parking incentives by July 1	ED / Parking Committee	High	n/a	In Process	April	June	Request for free holiday weekend parking and free first hour has been made to Alan Alton and Chad Hedge. Requested information about impact of free Sunday parking. Discussed need for clarity, consistency and outreach
7. Strongly encourage the Downtown Subcommittee of the Council, with three dedicated councilmembers, to actively engage in the issues impacting Downtown property and business owners and to help move our proposals on to the Council	ED / Executive Committee	High	n/a	Complete	March	April	Mayor Rogers has joined. Special meeting of DTSC will be requested to push policy items to council.
8. Work with City to finalize parklet policy that encourages and makes it easy for businesses to establish parklets	ED	High	n/a	In Process	January	October	Ongoing discussions with City staff and parklet holders - waiting for item to go to council on June 7 with ideally no additional fees imposed upon businesses
Homelessness & Public Safety							
1. Push for installation of city-wide CCTV system in Downtown Core	ED / Downtown Subcommittee	High	tbd	In Process	2021	Q4	Discussed at March 1 DTSC. DTSC to push forward with review
2. Working with Catholic Charities and City, improve intervention with homeless in the downtown and improve access to caseworkers	ED / Street Level Service Team	High	n/a	In Process	Ongoing		Currenty have twice weekly meetings - on site and via phone
3. Consider whether DAO should, compete for City funds and develop and manage caseworker intervention in the core	Board	Medium	n/a	On Hold	May	May	DAO will not push this item forward, but will continue monitoring in case of potential change.
4. Study and potentially propose to City an ordinance creating sleeping exclusion zones in the core	Board	Low	tbd	On Hold	July	August	DAO will not push this item forward, but will continue monitoring in case of potential change.

2022 DAO WORKPLAN							
Staff: Cadance Hinkle Allinson							
ACTION	RESPONSIBLE	PRIORITY	FUNDING ALLOCATED	STATUS	START DATE	COMPLETION DATE	NOTES
5. Working with other stakeholders, advocate for public safety steps (including advocating for revisions to no-bail policies) that reduce crime in the core	Board	Medium	tbd	On Hold	June	December	DAO will not push this item forward, but will continue monitoring in case of potential change.
6. Advocate strongly for police early intervention to prevent growth of encampments within the core area	Board	High	n/a	In Process	January	December	Ongoing discussions with DET, DTSC
Event Management & Marketing							
1. Develop annual plan for DAO Management of events, social media, website	ED / Committee	High	tbd	In Process	January	December	Proposed plan to be discussed at May meeting
2. Examine and report to board on feasibility of a BIA focused on marketing	ED	Medium	tbd	Complete	May	June	Not moving forward in 2022, potentially revisit in future years
3. Secure additional City and VSR funds to be earmarked for marketing and events	ED	High	n/a	In Process	January	December	Funding in process of being secured from City for staffing/events and VSR for new events
4. Potential Business Outreach	ED / Committee	Medium	tbd	Not Started	May	October	Committee will convene and start to move items forward
Design & Improvements							
1. Establish Regular landscape maintenance contract and tree pruning throughout full District	ED	High	within street level services budget	Complete	2021	March	Contract in effect as of March 15
2. Oversee rebuilding of Asawa Fountain, working with City on casting of panels and installation	ED	High	dollars previously raised	In Process	2020	December	Engineering for panels should be complete by June, then fountain engineering can begin
3. Support City's installation of artwork on Courthouse Square	ED	High	n/a	In Process	2020	October	Anticipated August installation - production delay
4. Work with City (city cost) to replace broken benches with benches selected by DAO	ED	High	n/a	In Process	2020	December	First three benches purchased, City will be buying and replacing in phases and needs ongoing outreach from DAO
5. Planting within Courthouse Square	ED / Design & Improvement	Low	needed	Not Started			D&I committee to review and discuss options at May meeting
6. Implement wayfinding program throughout District	ED / Design & Improvement	Medium	needed	Not Started	April	December	D&I committee to review and discuss options at May meeting
7. Finalize additional festive lighting on 4 th Street	ED	High	\$2,500	In Process	2021	June	waiting on product - \$2,500 expense to be completed
8. Oversee removal of vacant media boxes and establish media box installation policy	ED	Medium	n/a	Not Started	April	July	need to conduct survey and solidify removal process
9. Manage installation of additional public art in Downtown area	ED / Design & Improvement	Low	needed	In Process	February	September	APPC and DAO are advocates for potential installation of artwork
10. Replacement and addition of movable furniture and entertainment in Square	ED / Design & Improvement	Low	needed	In Process	April	July	DAO will purchase 13 tables, 12 umbrellas and weights for stands - Chamber has purchased soft blocks for events
Board Culture/Governance							

2022 DAO WORKPLAN							
Staff: Cadance Hinkle Allinson							
ACTION	RESPONSIBLE	PRIORITY	FUNDING ALLOCATED	STATUS	START DATE	COMPLETION DATE	NOTES
1. Formalize standing committees and their specific responsibilities	Executive Committee	High	n/a	In Process	March	April	To be finalized at April meeting
2. Formalize relationship with Chamber and appropriate committees (advocacy, board etc)	Executive Committee	High	n/a	Not Started	March	March	
3. Review successes and challenges for DAO to date from inception, strengthen a shared understanding of objectives, conduct recruitment outreach, and ensure all board members have an important role	Board	High	n/a	Not Started	March	March	Ongoing effort throughout year to better engage board members at meetings and in between in work the work of the District, including the planning of a special meeting to discuss progress and the path forward



Proposal for

Downtown Santa Rosa Community Benefit District

Introduction to NexStreet

NexStreet Inc. is honored to submit this Proposal to provide services for the Downtown Santa Rosa CBD cleaning, safety, and maintenance programs.

Based in the Bay Area, NexStreet founders Christian Martin and Matt Allen have over a decade of experience in design and management of ambassador programs.

Because we are **Experienced**, we:

- ➔ have recently implemented similar programs in San Francisco's SOMA West Community Benefit District;
- ➔ have founded, grown, and managed multiple business improvement districts and community benefit districts in the Bay Area, and on the East Coast; and ➔ have won numerous local, national and international awards including the IDA Pinnacle Award.

Because we are **Data Driven**,¹ we:

- ➔ use our proprietary tracking software "Jia" to ensure our staff is present and focusing on the right places, at the right times, and in the right ways; and
- ➔ base our decisions on hard data, not conjecture.

Because we are **Local**, we:

- ➔ know the complex labor market here in the Bay Area;
- ➔ have formed trusted connections with local vendors, suppliers, and trade workers that will keep your programs running smoothly; and
- ➔ will be present to properly manage and supervise staff, and conduct regular district audits.

Our regional focus has provided us with valuable insights into the local economy and how it has been devastated by the pandemic. It is no secret that the pandemic has had an impact on the perception and reality of cleanliness and safety in our public spaces and our cleaning and safety ambassador programs are designed to address the issues facing the Downtown Santa Rosa CBD.

Further, our immersion in the Bay Area gives us insights into the local labor market and the challenging dynamics of high turnover, and the recent scarcity of employees at the lower end of the pay scale.

Therefore, in addition to using online job boards, we will proactively recruit our staff from local workforce training non-profit organizations that serve disadvantaged people. These partners strengthen our ambassadors with extensive resources to help them overcome complex barriers. This is not just morally and ethically correct, it also makes good business

sense.

Summary

Our intent is to provide DSRCBD with consultation, execution, and ongoing management of its cleaning, safety and beautification programs. Through our ambassadors, we intend to provide DSRCBD visitors and workers with a welcoming, calming, and friendly presence for Downtown Santa Rosa bars, restaurants, and small businesses patrons. We will ensure that our ambassadors provide a positive experience for visitors and workers with a “concierge” style experience.

We propose accomplishing these objectives with 3 full-time employees or, alternatively with 2 full-time employees and 2 part-time employees. Our team will provide a consistently inviting atmosphere for businesses, residents, and tourists in the Downtown Santa Rosa area. Ambassadors will engage with downtown workers and visitors to provide hospitality and wayfinding services, engage with people who may be homeless or in distress, address safety issues, monitor and maintain the appearance and cleanliness of sidewalks and public spaces, and call in issues to City departments as needed. We will also manage landscaping and maintenance of DSRCBD plantings and flower installations as directed, and coordinate with contract landscapers as needed.

All worker locations will be transparent in real time, and tasks will be documented with before and after pictures whenever possible.

Program Objectives

The Program will provide DSRCBD staff and stakeholders with ongoing guidance on the following:

1. Team Culture, Values, and Principles
2. Systems, and Operating Procedures
3. Hiring and Personnel Management
4. Program Budgeting
5. Risk Management
6. Procurement of Supplies
7. Safety Training
8. Facilities and Equipment Maintenance
9. Cleaning Protocols
10. Uniforms Sourcing
11. Communications Policies
12. Hiring and Personnel
13. Recology Coordination
14. Program Evaluation and Quality Control

Scope of Work

To accomplish the above, NexStreet will:

1. recruit, train and support full-time and part-time Ambassadors to begin as early as May 1, 2022;
2. provide a means for daily tracking of program and community needs;

3. provide a daily reporting mechanism of Ambassadors and regular reports;
4. provide consulting services on demand 365 days a year, 7 days a week; and

DSRCBD Ambassadors will be trained to:

1. Clean and maintain designated areas with an emphasis on the 4 benefit zones;
2. provide a friendly welcome to everyone they encounter, offer directions and wayfinding, or general questions about area businesses and attractions (e.g. venues, bars/restaurants, and/or shopping in the area);
3. help create a safe environment for visitors and workers by reporting negative street behavior to appropriate parties;
4. be trained on how to report or connect individuals who are in distress to services;
5. be aware of scheduled events, festivals and special attractions when interacting with the public
6. distribute informational materials to visitors, residents and workers as needed

Since all programs should have measurable outcomes, we will work with the DSRCBD staff, DAO, Recology and all relevant stakeholders to determine the appropriate metrics of program success. Such measures could include; trash collected in pounds, graffiti removed, landscaping, biohazards removed, safety issues reported, etc.. We will accomplish this part of the project during contract negotiations.

1 - Background and Description of NexStreet

Local contacts: Christian Martin, Matthew Allen

8055 Collins Dr.

Oakland, CA 94621

(415) 845-7094

christian@nexstreet.com
matthew@nexstreet.com

NexStreet Inc. was founded in 2020 after founders Christian Martin and Matt Allen successfully launched the SOMA West Community Benefit District and its in-house maintenance program. SOMA West CBD is the largest CBD by area in the City of San Francisco and one of the largest BID/CBD operations on the West Coast.

Facing the challenges of the pandemic, we designed a remote management system, along with a local tech startup Jia, that leverages mobile technology to provide the insights that inform our field operations.

As veterans of the BID industry with over a decade of combined experience, we have experienced first-hand a need for new strategies that effectively leverage technology to

unlock data and transparency in place management. While solving these issues for ourselves, we realized that we had an opportunity to share these insights with the place management community by offering consulting, management and technology products via NexStreet Inc..

The pandemic provided additional time and perspective, along with a greater demand for our experience and skill set for managing projects in the cleaning, sanitation, and place management industry.

Finally, the events of 2020 inspired us to step forward and lead our industry towards a more equitable and inclusive future. In an industry where the majority of the labor force is composed of people of color, the perspective of a minority owned and operated service provider was necessary and overdue.

2 - Management Structure

As mentioned above, our principals have extensive industry experience. NexStreet partners Christian Martin and Matt Allen will serve as managers. They will hire and train the staff who will be responsible for daily Ambassador operations.

Christian Martin, Partner

Mr. Martin will be responsible for DSRCBD Ambassador Program design and overall staff performance. Working with DSRCBD staff, he will drive the strategic vision, maintain quality control, and ensure compliance with the DSRCBD program standards and objectives.

Outside of NexStreet, Mr. Martin is the founding Executive Director of the SOMA West CBD ("SWCBD"). He most recently worked with the SWCBD board to set up the SOMA West District's clean and safe operation systems before the organization launched services in March 2020. Mr. Martin has nearly a decade of experience in managing improvement districts.

In service of the SOMA community in San Francisco, Mr. Martin currently serves as the Chair of the SOMA Stabilization Fund - Community Advisory Committee (CAC), advising the Mayor's Office of Housing and Community Development on anti-displacement and gentrification programs in South of Market neighborhoods.

Prior to his work in SOMA, he served as the founding Executive Directors of both the Lower Polk and Discover Polk CBDs in San Francisco. His experience also includes three years as the Executive Director of the Trenton Downtown Association (TDA) in Trenton, NJ.

Prior to the CBD/BID industry, Mr. Martin served as Chief of Staff to New Jersey Senator Sandra Cunningham, and has worked as a policy analyst at the New Jersey Senate Majority Office and the New Jersey Housing and Mortgage Finance Agency.

Mr. Martin holds a B.A. from Princeton University, is a board member of the California Downtown association, and is the Secretary of the Board of the International Downtown Association where he exchanges best practices with CBD/BID industry leaders.

Matt Allen, Partner

Matt Allen will oversee the operations and logistics of the Program. This includes procurement of supplies, equipment maintenance, and the hiring and management of personnel.

Prior to NexStreet, Mr. Allen successfully put together the SOMA West CBD cleaning operation and led the Downtown Berkeley Association cleaning operations while with

Streetplus. Mr. Allen brings over 15 years of managing teams and will oversee the hiring of key staff and supervisors.

At Downtown Berkeley, Matt grew the Ambassador program from 8 Ambassadors to 17 Ambassadors. He also started a homelessness outreach program that has successfully teamed up with the city of Berkeley as an extension of the official Berkeley homeless outreach program.

Matt helped Berkeley Police Chief Andrew Greenwood train the officers on protocols with the street population downtown.

Working with UC Berkeley, Matt spearheaded a new hospitality initiative focused on alleviating traffic and navigation issues in the downtown area on game days. This was the first time that UC Berkeley ever teamed up with DBA.

Matt facilitated the Berkeley farmer's market every Saturday, established a relationship with the Art District, and developed hospitality service for the Berkeley Repertory Theater.

Finally, Matt was recently chosen for the Emerging Leaders Fellowship (ELF) program at the International Downtown Association, where he shares insights with up and coming industry leaders.

3 - Recruitment Process

We will work to offer opportunities to Santa Rosa residents by advertising locally as well as reaching out to our network of Community based organizations (CBOs) and service providers. We will interview present staff and take suggestions from the Executive Director regarding current personnel.

NexStreet will also pursue a word of mouth strategy within our network in conjunction with online postings to drive awareness of the positions at DSRCBD. We will offer a living wage and a competitive benefits package to attract and retain good employees.

4 - Training Program

Because our ambassadors' principal goal is to foster a warm and engaging environment, they must be capable of effectively interfacing with a diverse public, all Ambassadors will receive the below training.

Foundational

- **Overview of the role of the program**
- **Chain of command**
- **Legal responsibilities**
- **History and impact of Community Benefit Districts**
- **Familiarity with the geographic area**
- **Understanding the transit system serving Downtown Santa Rosa** ●

Hospitality training

- **Uniform maintenance, appearance**

Safety

- **First Aid, as applicable**
- **Bicycle and Segway safety, as applicable**

- **Personal safety policies and procedures; emergency procedures** •
- Situational crisis management and de-escalation techniques**
- **Disaster readiness**

Communications

- **Radio communications, including device use and etiquette**
- **Communication strategies for workers, visitors, residents, the elderly, disabled individuals, youth, people experiencing homelessness, and non-English speaking persons**

Interpersonal skills

- **Employee Code of Conduct/Rules and Regulations**
- **Policies regarding personal conduct, attitude, etiquette**
- **Human relations, interpersonal communications, customer service**
- **Understanding how to work with mentally ill people, people experiencing homelessness, and other disenfranchised populations in a non-adversarial way**
- **Special Events procedures**

Miscellaneous

- **Daily procedures, scheduling, assignments**
- **Data collection, report writing, emergency reporting procedures** •
- Supplementary training that includes City of Santa Rosa agency partners**

5 - Uniforms

NexStreet will work with DSRCBD staff to design and source functional, easily identifiable uniforms in time for project launch. Each Ambassador will receive pants, branded polo shirts, undershirts (short and long sleeves), one branded rain jacket, one medium-weight branded jacket, one knit hat, one cap, one belt. Ambassadors will be trained to present and maintain a neat, uniformed, and friendly image.

Given the short timeline to submit this proposal, we were unable to design a complete uniform package, but we will work to match the existing brand assets.

6 - Equipment to be Provided

We will provide all equipment and supplies, including at minimum:

1. Cleaning supplies and equipment
2. Graffiti abatement supplies
3. Maintenance tools
4. Shift Reports and other forms
5. Communications equipment including cell phones, radios, iPads or other.

Office equipment to enable efficient management.

7. Uniforms and utility packs to be branded and designed along with the Client (please see the section entitled "**Uniforms**," above).
8. Incident tracking software (please see "**Attachment A**," below).

9. PPE such as disposable gloves, masks, hand sanitizer, etc..

7 - Record Keeping

Housing a modern technology stack, NexStreet will manage most records safely in the cloud. Record keeping will be automated, thorough, and available on-demand.

Records will be kept with the following software services:

- Low-touch **HR and administration** systems
 - **Gusto, Deputy, Google Workspace**
- Quick, easy, dependable **accounting solutions**
 - **Plooto, Hubdoc, Xero**
- Best-in-class **operational and reporting systems**
 - **Jia**

8 - Staffing Plan and Daily Deployment

Tasks

Ambassadors will be tasked with the following:

- sweep sidewalks and curb lines district-wide removing litter and debris from the public realm
- abate graffiti with solutions, pressure washing, and paint matching
- Safely remove hazardous waste like feces and needles and sanitize the area
- greet visitors audibly with positive energy and hospitality
- provide directions, information and hospitality as needed
- observe and report any safety concerns to the appropriate agency as needed.
- patrol the DSRCBD district on foot and bike, having a visual, vocal presence to deter any safety issues
- picture and document any cleaning or maintenance issues referred to DPW or Recology
- Setup and breakdown for DSRCBD special events and other events as directed
- Landscaping (as directed by DSRCBD staff)

Supervisors

- Christian Martin and Matt Allen will serve as the 24/7 on-call managers and identify and train any team leaders
- Supervisors will be educated on City departments, local businesses, and nearby community based organizations and their programming, and given a directory of contacts
- Supervisors will be informed about the DSRCBD objectives for the Ambassador

program

- Supervisors will be given objectives and key results metrics to track performance each week/month.

Reporting

Recordkeeping and reporting can be found in [Attachment A- Tracking, Dispatch, Recordkeeping, Metrics, and Reports](#) for much more detail about our reporting capabilities.

In general, our reporting features:

- Clear and insightful, turnkey, weekly and monthly reports that will be made available to the DSRCBD Executive Director and other stakeholders.
- Reports will provide elucidating data visualizations and insightful analytics into Ambassador program performance.

Misc.

- Ambassadors will also be expected to develop positive relationships with local businesses and residents.
- Ambassadors will also be trained and directed on how to safely assist and report people in mental health or drug-induced psychosis to improve coordination and response time to these issues.
- Ambassadors will be trained on how to interact compassionately with people experiencing homelessness and accessing available social service resources

9 - Pay Rate and Billing Rate

Wages

It is essential that we pay our workers a living wage. Not only is this the right thing to do, it also makes larger economic sense because these wages are generally spent in our local communities.

Therefore, we suggest starting our Ambassadors at approximately \$18.00 per hour. Supervisors will receive between \$22.50–\$25.00 per hour, or best fit for the project budget.

10 - Employee Benefits Package

Health Benefits

NexStreet will work with DSRCBD to provide robust health care and dental coverage to all full time employees most likely through Kaiser Permanente. Please see [Attachment B - Benefits, Overhead and Other Costs](#) for additional details.

Vacation

We will work with DSRCBD to develop or replicate a vacation policy that is consistent with current procedures. It is the policy of NexStreet to provide each full-time employee with vacation time on a periodic basis. The amount of vacation to which an employee becomes entitled is determined by the employee's length of service as of their employment anniversary date. For full-time employees, vacation accrues as follows:

1. At the end of the first year of service, 1 week, or 40 hours, of vacation.
2. Two years or more but less than 5 years of service, 2 weeks, or 80 hours, of vacation per year.
3. Five years or more but less than 10 years of service, 3 weeks, or 120 hours, of vacation per year.
4. Ten years or more of service, 4 weeks, or 160 hours, of vacation per year.

Regular part-time employees earn vacation on their employment anniversary date in the proportion that their normally scheduled number of hours bears to 40 per week. For example, a regular, part-time employee who usually works 20 hours per week would earn 20 hours of vacation upon completing their first year of service.

Vacation does not accrue between employment anniversary dates and may not be taken until it is earned. Vacation time must be used in the anniversary year after which it is earned and may not be carried over past the employee's next anniversary date. For example, an employee with two weeks' vacation as of their third-anniversary date must use the two weeks prior to their fourth-anniversary date. If an employee fails to take their earned vacation time before the employee's anniversary date in violation of this policy, the employee will not earn any further vacation until that unused vacation has been taken.

Earned vacation must be taken. Employees are not entitled to pay in lieu of taking time off for vacation.

11 - Proof of Insurance

Please see [Attachment C - Proof of Insurance](#) for information about our current insurance coverage. Should we be retained under this contract, we will acquire an additional policy that meets all contractual requirements and which lists the appropriate named insureds.

12 - References

We have attached our references as [Attachment D- References](#). Please note that in addition to references, we have also provided letters of recommendation from each reference.

Attachment A - Tracking, Dispatch, Recordkeeping, Metrics, and Reporting

Tracking

By using our Jia software platform, NexStreet centralizes issues reported through the channels outlined below into one unified ecosystem accessible by the operations team. Jia data tracking is extremely granular: for each reported issue, attributes tracked include but aren't limited to location data, timestamp data, submission channel, issue type, and related photos, if appropriate. After issues are processed into the system and dispatched to the operations team, Jia tracks task status updates including but not limited to which ambassadors tasks are assigned to, which they're completed by, and how long it takes for tasks to be assigned, updated, and completed.

Please note that Jia makes all information accessible in real-time through multiple interfaces, including a map interface that visualizes team members and work tasks in true

real-time across the district. Tasks and related details can be tracked in aggregate or at an individual task level through the web portal, affording radical transparency into day-to-day operations for both efficient management oversight and insightful reporting.

Dispatch

The Jia platform supports both automatic and human-powered manual dispatch, customizable based on operations team preferences and unique task circumstances.

Manual Dispatch: Jia supports flexible dispatch through the operations-facing web portal and mobile app. Ambassador supervisors are notified in real-time when unassigned tasks are created in the ecosystem, and given flexibility to dispatch tasks based on customizable attributes that could include but aren't limited to dispatching to specific ambassadors, district zones, etc.

Recordkeeping, Metrics, and Reporting

Jia comprehensively collects, organizes, and visualizes work completed at an individual task level, capturing and logging dozens of data points per task completed including location data, multiple timestamps, ambassador information, multiple photos, and custom task attributes.

Further, the Jia platform supports an unlimited number of highly customizable task categories. This makes it easy to track work across not only one team, but all district teams in a standardized system (Cleaning, Homeless Outreach, Security, Tourism, etc.).

The Jia platform automatically compiles aggregate data analytics in true realtime, giving visibility second-by-second to an aggregate progress view of day-to-day operations. The Jia web portal includes multiple analytics views, including a traditional Dashboard view and a Team Leaderboard view showing progress by ambassador, with new views in development all the time.

Jia also provides both automated and hand-finished staffing reports that include but are not limited to beautiful and highly insightful visualizations of work completed, areas patrolled, historic information tracking the locations of ambassadors, median task completion times, inbound source data giving insight into which channels issues are coming through more often, ample before and after pictures, customized trend reporting, and more.

Reporting



Attachment B - Benefits Costs

Medical plan rates

Kaiser Permanente for small businesses • For effective dates January 1–June 1, 2020 • California

Rate rules for metal plans

Understand the way rates are set in the small group market.

You'll use these factors to calculate rates for your metal plans:

- **Rate areas** — There are 19 geographical rate areas.
 - The rating areas for metal plans are assigned based on the employer's physical, authenticated address and defined using county boundaries (5-digit ZIP code + county), regardless if a group is located outside the Kaiser Permanente service area in California.
 - If a group is located out of state, then rating area 4 is assigned. When a group is located outside the Kaiser Permanente service area in California or out of state, then only employees living in the service area are eligible to enroll based on their home ZIP code + county.
- **Individual age categories** — Rates are calculated by the age of each covered member on the plan's effective date. This includes:
 - Your employee
 - Employee's spouse or domestic partner
 - A maximum of 3 children under the age of 21 (additional children under 21 are covered at no additional cost)
 - All adult children ages 21 to 25, including those in school or living at home

What's included with child dental coverage?

Child dental services is one of the essential health benefits required to be provided in conjunction with Affordable Care Act (ACA)-compliant medical plans. Employees and their dependents enrolled in an ACA-compliant HMO medical plan will also be enrolled in a separate child dental plan based on their level of coverage and underwritten by Delta Dental of California.

PPO medical plan members enrolled in any of our ACA-compliant plans receive child dental PPO benefits as part of their medical coverage and not as a separate plan.

Child dental services apply to all members under 19 years old who are on an ACA-compliant plan.

Covered California doesn't include child dental coverage nor the additional cost.

Small Business medical plan rates

Age on 2020 effective date	Platinum 90 HMO D/10* + Child Dental Alt	Platinum 90 HMO D/15* + Child Dental	Gold 80 HMO 250/25* + Child Dental	Gold 80 HMO 500/30* + Child Dental Alt	Gold 80 HRA HMO 2250/35 + Child Dental
8-14	\$337.34	\$353.73	\$333.90	\$316.70	\$300.85
15	\$351.86	\$367.93	\$347.15	\$331.76	\$314.68
16	\$366.58	\$382.48	\$360.75	\$347.08	\$329.75
17	\$381.50	\$397.33	\$375.34	\$362.77	\$345.01
18	\$396.77	\$412.46	\$390.20	\$378.83	\$360.50
19	\$412.34	\$427.87	\$405.30	\$395.26	\$376.20
20	\$428.26	\$443.57	\$420.67	\$412.06	\$392.10
21	\$444.47	\$459.57	\$436.31	\$429.23	\$408.20
22	\$460.91	\$475.87	\$452.21	\$446.76	\$424.50
23	\$477.59	\$492.47	\$468.37	\$464.65	\$441.00
24	\$494.54	\$509.37	\$484.79	\$482.90	\$457.70
25	\$511.77	\$526.57	\$501.47	\$501.51	\$474.60
26	\$529.29	\$544.07	\$518.41	\$520.49	\$491.80
27	\$547.09	\$561.87	\$535.61	\$539.84	\$509.30
28	\$565.17	\$579.97	\$553.07	\$559.55	\$527.00
29	\$583.54	\$598.37	\$570.79	\$579.62	\$545.00
30	\$602.20	\$617.07	\$588.77	\$599.96	\$563.30
31	\$621.25	\$636.07	\$607.01	\$620.57	\$581.90
32	\$640.60	\$655.37	\$625.51	\$641.45	\$600.90
33	\$660.25	\$674.97	\$644.27	\$662.60	\$620.20
34	\$680.20	\$694.87	\$663.29	\$684.02	\$639.80
35	\$700.45	\$715.07	\$682.57	\$705.71	\$659.70
36	\$720.99	\$735.57	\$702.11	\$727.67	\$679.90
37	\$741.83	\$756.37	\$721.91	\$749.90	\$699.90
38	\$762.97	\$777.47	\$741.97	\$772.39	\$719.90
39	\$784.40	\$798.87	\$762.29	\$795.14	\$739.90
40	\$806.13	\$820.57	\$782.87	\$818.15	\$759.90
41	\$828.15	\$842.57	\$803.71	\$841.42	\$779.90
42	\$850.47	\$864.87	\$824.81	\$864.95	\$799.90
43	\$873.08	\$887.47	\$846.17	\$888.74	\$819.90
44	\$895.98	\$910.37	\$867.79	\$912.79	\$839.90
45	\$919.17	\$933.57	\$889.67	\$937.10	\$859.90
46	\$942.65	\$957.07	\$911.81	\$961.67	\$879.90
47	\$966.42	\$980.87	\$934.21	\$986.50	\$899.90
48	\$990.47	\$1,004.97	\$956.87	\$1,011.59	\$919.90
49	\$1,014.80	\$1,029.37	\$979.79	\$1,036.94	\$939.90
50	\$1,039.41	\$1,054.07	\$1,002.97	\$1,062.55	\$959.90
51	\$1,064.30	\$1,079.07	\$1,026.41	\$1,088.42	\$979.90
52	\$1,089.47	\$1,104.37	\$1,050.11	\$1,114.55	\$999.90
53	\$1,114.92	\$1,129.97	\$1,074.07	\$1,140.94	\$1,019.90
54	\$1,140.65	\$1,155.87	\$1,100.29	\$1,167.59	\$1,039.90
55	\$1,166.66	\$1,182.07	\$1,126.77	\$1,194.50	\$1,059.90
56	\$1,192.95	\$1,208.57	\$1,153.51	\$1,221.67	\$1,079.90
57	\$1,219.42	\$1,235.37	\$1,180.51	\$1,249.10	\$1,099.90
58	\$1,246.17	\$1,262.47	\$1,207.77	\$1,276.79	\$1,119.90
59	\$1,273.20	\$1,289.87	\$1,235.29	\$1,304.74	\$1,139.90
60	\$1,300.51	\$1,317.57	\$1,263.07	\$1,332.94	\$1,159.90
61	\$1,328.10	\$1,345.57	\$1,291.11	\$1,361.39	\$1,179.90
62	\$1,355.97	\$1,373.87	\$1,319.41	\$1,390.00	\$1,199.90
63	\$1,384.12	\$1,402.47	\$1,347.97	\$1,418.87	\$1,219.90
64+	\$1,412.55	\$1,431.37	\$1,376.79	\$1,448.00	\$1,239.90

HMO D-14, 15, 16, 17, 18 age rates include the cost of \$13.99 for child dental coverage



Rate Areas 4, 8

For effective dates January 1–June 1, 2020

*Also available in Covered California and CaliforniaChoice

Small Business medical plan rates

Age on 2020 effective date	Silver 70 HMO 1650/55* + Child Dental Alt	Silver 70 HMO 1800/55* + Child Dental Alt	Silver 70 HMO 2250/50* + Child Dental	Silver 70 HDHP HMO 2500/20W* + Child Dental	Bronze 60 HMO 6300/65* + Child Dental	Bronze 60 HDHP HMO 6900/0* + Child Dental
0-14	\$291.53	\$297.25	\$299.75	\$243.24	\$223.08	\$211.01
15	\$291.54	\$298.25	\$292.57	\$257.83	\$241.95	\$238.63
16	\$291.95	\$297.52	\$287.22	\$270.16	\$246.77	\$238.38
17	\$292.36	\$295.38	\$283.81	\$278.26	\$250.88	\$242.57
18	\$300.42	\$304.34	\$298.27	\$286.72	\$263.53	\$249.26
19	\$304.48	\$309.30	\$304.64	\$291.12	\$267.19	\$242.47
20	\$310.86	\$308.42	\$304.34	\$289.74	\$265.10	\$249.34
21	\$325.59	\$311.90	\$304.37	\$298.72	\$273.22	\$257.57
22	\$333.54	\$315.80	\$304.37	\$298.72	\$273.22	\$257.57
23	\$333.59	\$315.80	\$304.37	\$298.72	\$273.22	\$257.57
24	\$333.59	\$315.80	\$304.37	\$298.72	\$273.22	\$257.57
25	\$324.98	\$315.23	\$306.71	\$298.82	\$274.45	\$268.70
26	\$327.26	\$325.59	\$307.48	\$305.89	\$278.83	\$283.81
27	\$329.72	\$323.22	\$312.42	\$312.06	\$286.44	\$270.04
28	\$337.24	\$328.07	\$305.44	\$324.73	\$292.10	\$280.08
29	\$343.09	\$325.82	\$319.16	\$334.21	\$303.44	\$289.33
30	\$347.37	\$330.88	\$313.31	\$339.88	\$309.23	\$293.42
31	\$375.04	\$336.22	\$320.34	\$344.22	\$316.78	\$296.64
32	\$387.88	\$376.15	\$338.28	\$353.88	\$321.23	\$304.82
33	\$387.88	\$380.01	\$348.28	\$377.67	\$327.43	\$308.66
34	\$392.83	\$380.00	\$400.89	\$382.88	\$327.81	\$312.81
35	\$395.42	\$396.55	\$404.43	\$391.04	\$332.99	\$314.87
36	\$398.21	\$399.09	\$401.28	\$397.43	\$334.18	\$318.83
37	\$402.63	\$393.13	\$412.35	\$400.02	\$335.17	\$318.99
38	\$402.79	\$398.18	\$416.83	\$402.21	\$340.09	\$321.98
39	\$408.37	\$405.26	\$421.58	\$378.39	\$344.02	\$325.12
40	\$415.04	\$408.33	\$427.23	\$381.77	\$349.38	\$329.33
41	\$421.31	\$412.99	\$431.20	\$383.94	\$352.88	\$331.49
42	\$429.70	\$421.28	\$443.04	\$388.81	\$362.16	\$341.42
43	\$438.11	\$431.47	\$452.18	\$405.27	\$371.89	\$349.66
44	\$452.20	\$444.19	\$461.12	\$411.32	\$380.82	\$358.96
45	\$467.28	\$459.13	\$467.83	\$421.26	\$394.47	\$370.57
46	\$485.36	\$470.34	\$501.56	\$448.38	\$409.98	\$385.50
47	\$503.77	\$496.97	\$523.87	\$466.93	\$427.26	\$407.74
48	\$520.68	\$519.86	\$544.70	\$488.91	\$448.87	\$421.26
49	\$537.04	\$542.44	\$579.44	\$509.07	\$466.39	\$433.58
50	\$571.92	\$567.97	\$597.16	\$523.52	\$488.19	\$460.00
51	\$603.48	\$602.28	\$623.80	\$567.13	\$508.74	\$480.55
52	\$631.84	\$625.89	\$657.28	\$603.11	\$533.52	\$502.97
53	\$669.72	\$648.44	\$682.12	\$639.26	\$561.57	\$525.85
54	\$690.88	\$673.84	\$719.88	\$672.77	\$582.52	\$550.72
55	\$713.61	\$709.20	\$742.61	\$690.15	\$609.50	\$574.08
56	\$734.83	\$740.80	\$780.09	\$696.02	\$627.02	\$601.14
57	\$759.30	\$774.87	\$814.87	\$727.99	\$660.08	\$627.94
58	\$804.50	\$820.76	\$831.26	\$761.15	\$698.47	\$658.34
59	\$842.29	\$877.61	\$876.27	\$777.58	\$711.43	\$670.71
60	\$879.21	\$902.94	\$907.88	\$810.72	\$741.29	\$695.23
61	\$898.28	\$903.46	\$929.23	\$859.91	\$758.22	\$724.65
62	\$929.00	\$919.80	\$960.88	\$888.23	\$785.34	\$749.29
63	\$955.73	\$930.81	\$987.07	\$931.62	\$814.82	\$760.64
64+	\$990.77	\$959.24	\$1,000.11	\$959.14	\$847.88	\$773.81

HMO D-14, 15, 16, 17, 18 age rates include the cost of \$13.99 for child dental coverage.

Small Business medical plan rates

Age on 2020 effective date	Platinum 90 PPO 0/15 + Child Dental	Gold 80 PPO 250/25 + Child Dental	Silver 70 PPO 2250/50 + Child Dental	Bronze 60 PPO 6300/65 + Child Dental
0-14	\$011.04	\$027.00	\$404.50	\$365.09
15	\$005.26	\$04.73	\$506.33	\$395.52
16	\$008.32	\$00.99	\$522.71	\$410.90
17	\$705.89	\$01.23	\$527.91	\$422.40
18	\$729.26	\$04.89	\$504.83	\$436.79
19	\$737.62	\$00.34	\$511.05	\$450.76
20	\$728.78	\$000.91	\$509.57	\$464.06
21	\$738.70	\$70.06	\$607.01	\$478.40
22	\$738.70	\$70.06	\$607.01	\$478.40
23	\$738.70	\$70.06	\$607.01	\$478.40
24	\$738.70	\$70.06	\$607.01	\$478.40
25	\$021.94	\$704.76	\$033.24	\$481.33
26	\$017.92	\$718.00	\$032.40	\$490.00
27	\$027.09	\$725.80	\$034.90	\$501.30
28	\$008.24	\$703.03	\$008.88	\$520.04
29	\$003.81	\$705.49	\$002.14	\$530.30
30	\$004.59	\$706.72	\$009.86	\$540.00
31	\$025.70	\$020.57	\$714.40	\$554.48
32	\$044.83	\$000.41	\$719.04	\$560.97
33	\$056.80	\$042.94	\$724.10	\$572.14
34	\$009.89	\$002.17	\$721.89	\$580.00
35	\$070.07	\$027.79	\$720.70	\$584.82
36	\$082.46	\$003.41	\$707.00	\$588.42
37	\$088.83	\$003.03	\$722.47	\$590.34
38	\$086.24	\$078.84	\$707.23	\$596.71
39	\$1,000.07	\$003.67	\$717.00	\$603.70
40	\$1,020.00	\$002.10	\$716.70	\$611.42
41	\$1,030.97	\$010.88	\$721.37	\$622.80
42	\$1,000.24	\$000.09	\$696.33	\$632.86
43	\$1,000.00	\$027.00	\$804.00	\$646.21
44	\$1,110.00	\$000.40	\$846.11	\$668.30
45	\$1,133.39	\$1,010.67	\$077.68	\$690.82
46	\$1,188.33	\$1,002.88	\$091.21	\$712.82
47	\$1,200.44	\$1,001.16	\$060.00	\$727.76
48	\$1,300.00	\$1,147.20	\$083.77	\$760.21
49	\$1,302.66	\$1,197.54	\$1,030.00	\$780.18
50	\$1,400.00	\$1,200.00	\$1,080.00	\$804.40
51	\$1,400.00	\$1,300.00	\$1,120.00	\$826.20
52	\$1,500.00	\$1,370.00	\$1,180.00	\$850.87
53	\$1,620.44	\$1,421.00	\$1,230.00	\$875.87
54	\$1,700.00	\$1,400.00	\$1,297.07	\$1,021.40
55	\$1,700.21	\$1,500.00	\$1,330.49	\$1,080.87
56	\$1,800.48	\$1,637.00	\$1,418.02	\$1,190.34
57	\$1,940.50	\$1,700.00	\$1,491.23	\$1,280.80
58	\$2,000.00	\$1,700.00	\$1,540.00	\$1,290.00
59	\$2,070.14	\$1,827.19	\$1,580.00	\$1,340.00
60	\$2,167.00	\$1,900.00	\$1,640.00	\$1,390.40
61	\$2,244.00	\$1,971.00	\$1,707.00	\$1,444.00
62	\$2,294.00	\$1,998.00	\$1,748.00	\$1,494.00
63	\$2,337.00	\$2,000.00	\$1,794.00	\$1,542.00
64+	\$2,390.00	\$2,100.00	\$1,820.00	\$1,590.00

PPO plans include the cost of child dental coverage in the overall rate.

Below is a listing of all ZIP codes within Rate Areas 4, 8

County	Rate Area	County + ZIP code combinations in Kaiser Permanente service area
San Francisco	4	94102-05 94114-34 94130-47 94158-61 94172 94188
		94107-12 94137 94151 94163-64 94177
Out of State	4	
San Mateo	8	94002 94010-11 94025-28 94037-38 94060-66 94074 94083 94301 94497
		94005 94014-21 94031 94044 94070 94080 94128 94401-04

Attachment C - Proof of Insurance

NexStreet currently holds General Liability, Workers Compensation, and D&O insurance policies. Using our brokers Pacific Redwoods and InsZone Insurance Agency we will ramp up our coverage to meet the requirements of this contract.

IPFS CORPORATION of CALIFORNIA

(IPFS)
49 STEVENSON STREET
SUITE 1219
SAN FRANCISCO, CA 94133
(415) 774-5352 - FAX: (415) 776-8138

NOTICE OF ACCEPTANCE AND OF ASSIGNMENT

REFER TO THIS ACCOUNT NO. IN ALL CORRESPONDENCE	ACCOUNT NUMBER
	CAF-A87319

Dear Customer,

Thank you for the opportunity to finance your insurance premium. Per your request, we have paid the premium balance due on the policy listed below, less your down payment, to either the insurer or your agent as instructed by your agent. Your payment schedule is shown below. If payment coupons are not enclosed, you will be billed for each installment.

- Payment Instructions:**
- All payments must be made payable to IPFS CORPORATION of CALIFORNIA.
 - To ensure proper credit to your account, write your account number on your check and return the proper coupon with your payment.
 - Be sure your payment is mailed in time to reach our office by your due date.
 - Mail your payment to the address on the coupon.



040207 6.4800 0226 0226 5888 1/3 899-0

INSURED
NEXSTREET CLEANING & SANITATION LLC
8055 COLLINS DRIVE
OAKLAND, CA 94621-1911

AGENT
PACIFIC REDWOOD INS AGENCY
80 EUREKA SQ STE 219
PACIFICA, CA 94044-2678

DISCLOSURE	
TOTAL PREMIUMS	\$5,326.13
DOWN PAYMENT	\$1,837.78
AMOUNT FINANCED	\$3,488.35
FINANCE CHARGE	\$270.59
ASSESSMENTS	\$0.00
TOTAL PAYMENTS	\$3,758.94
NUMBER OF PAYMENTS	9
PAYMENT AMOUNT	\$417.66
ANNUAL % RATE	18.249
ACCEPTANCE DATE	01/26/21

SCHEDULE OF PAYMENTS		
PYMT NO.	DUE DATE	AMOUNT
1	02/19/21	\$417.66
2	03/19/21	\$417.66
3	04/19/21	\$417.66
4	05/19/21	\$417.66
5	06/19/21	\$417.66
6	07/19/21	\$417.66
7	08/19/21	\$417.66
8	09/19/21	\$417.66
9	10/19/21	\$417.66

The terms and conditions of your premium finance agreement govern this loan. If for any reason you did not authorize this request for financing of your insurance premium, notify us immediately at the address or telephone number shown above.

SCHEDULE OF POLICIES

POLICY PREFIX AND NUMBER	EFFECTIVE DATE	FULL NAME OF INSURER AND GENERAL AGENT OTHER THAN SUBMITTING PRODUCER TO WHOM COPY OF THE NOTICE WAS SENT	COVERAGE - FIRE, AUTO, MAR, LML, CAS	POLICY YEAR IN WHICH COVERED BY PREM	PREMIUM FINANCED
EMP21002621-01	01/19/21	AXIS SURPLUS INSURANCE CO AMWINS INS. BROKERAGE OF CA, LLC	GL FEES TAXES	12	\$4,500.00 \$425.00 \$151.13

Make online payments or view account information at www.ipfs.com.
Please use access code 69WJMHK to register (first time users).



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Attachment D - References

Marco Li Mandri, Executive Director, Downtown Hayward Improvement Association



August 18, 2021

To Whom it May Concern,

My name is Mr. Marco Li Mandri. I am the Executive Director of the Downtown Hayward Improvement Association (DHIA), as well as the President of New City America, a company that specializes in BID and Community Benefit District formation and management. I have been involved in business district revitalization efforts since 1988, entering the Business Improvement District (BID) arena first as a stakeholder and later as a professional consultant. Over the past 25 years, New City America has achieved a great track record, recently forming our 90th BID, this most recent district occurring in Oakland's Chinatown District.

I have assisted in writing local legislation to accommodate the special, individualized needs of property owner-based maintenance districts and has authored the California State ordinance allowing greater flexibility in establishing property assessment districts that have been adopted by the cities of San Diego, Oakland, Los Angeles, San Jose, Alameda, Berkeley, Glendale, Arcadia, San Leandro, Vallejo, Redwood City, and San Francisco. Since 1995, with my direction, New City America, Inc. has become a leading expert in Business Improvement Districts; Tourism Improvement Districts; Neighborhood Improvement Districts; Special Service Areas; and Community Benefit Districts, having formed almost 80 districts in the United States.

Understanding the complexities of this industry, I have been fortunate to meet and work with Mr. Christian Martin and have seen him develop and expand his company which is very versed in the maintenance of public rights of way. In addition, we contract with NexStreet LLC to provide Ambassador services to Downtown Hayward Improvement Association (CBD).

I have therefore been able to see first-hand Christian's work-ethic, his dedication to our industry, and his unwavering professionalism, and deep industry knowledge. I would thus without any hesitation whatsoever, recommend Christian and his company NexStreet for any similar contracts that you may have available. Should you have any questions about Mr. Martin, or his work, please do not hesitate to contact me at 888 356-2726. or

Sincerely,

A handwritten signature in black ink, appearing to read "Marco Li Mandri".

Marco Li Mandri
President, New City America



Corporate Office • 2011 W. California Street • San Diego, CA 92110 • 619-233-5009 • Fax 619-239-7105

Midwest Office: 300 N. State Street, Ste 4710 • Chicago Ill • 60654

New England Office: 42 Pearl Street • New Bedford, MA • 02740

mail@newcityamerica.com • www.newcityamerica.com • Facebook: New City America, Inc.

Fiona Ruddy, Project Manager, Mercy Housing



To Whom it May Concern,

August 23, 2021

My name is Fiona Ruddy. I am a Project Manager at Mercy Housing California in San Francisco.

In the above capacity, I have worked with Matt Allen and Christian Martin of **NexStreet Inc.** to clean and sanitize 165 Grove St., a site owned by the City currently slated for affordable housing development. The site is home to a former community garden that had been used as a homeless encampment. To prepare the space for pre-development due diligence, Mercy Housing California hired NexStreet Ambassadors to clear trash, debris, and hazardous waste from the site.

The job was done on an extremely short timeline, thoroughly, and exceeded our expectations. Mr. Allen and his team provided photo and written documentation of their work, were highly communicative, and showed great care and compassion in their difficult work. It is this customer-service orientation that really set them apart from other firms we contacted.

I have been able to experience first-hand NexStreet's professionalism, work ethic, and knowledge of the local job market for specialized cleaning and maintenance services.

I can wholeheartedly recommend NexStreet for any contracts you may have available.

Should you have any questions about working with NexStreet, please do not hesitate to contact me at 415.355.7160 or fiona.ruddy@mercyhousing.org.

Sincerely,

A handwritten signature in black ink that reads "Fiona Ruddy".

Fiona Ruddy
Mercy Housing California

Attachment F - Budgets

NexStreet
Santa Rosa proposal

	Full Time Supervisor	Full Time Ambassador	Part Time Ambassador	
Rate Per Hour	\$ 25.00	\$ 18.00	\$ 18.00	
Hours a week	40	40	20	
Weeks Per Year	52	52	52	
Salary	\$ 52,000.00	\$ 37,440.00	\$ 18,720.00	
Vacation	\$ 2,640	\$ 1,901	\$ -	5%
Sick	\$ 2,916	\$ 2,100	\$ 1,050	6%
Medical Insurance	\$ 2,682	\$ 2,682	\$ -	
Dental Insurance	\$ 368	\$ 368	\$ -	
Vision Insurance	\$ 155	\$ 155	\$ -	
Retirement Benefits	\$ 1,641	\$ 1,182	\$ -	3%
Performance Bonus	\$ 3,125	\$ 2,250	\$ 1,125	6%
Worker's Comp	\$ 6,000	\$ 4,320	\$ 2,160	12%
Payroll Taxes	\$ 6,240	\$ 4,493	\$ 2,246	12%
Payroll Processing	\$ 549	\$ 549	\$ 549	
Uniforms	\$ 300	\$ 300	\$ 300	
Radios	\$ 50	\$ 50	\$ 50	
Tools	\$ 400	\$ 400	\$ 400	
Supplies	\$ 5,375	\$ 5,375	\$ 5,375	
Administration Fee	\$ 2,800	\$ 2,800	\$ 2,800	
	<u>\$ 87,242</u>	<u>\$ 66,364</u>	<u>\$ 34,775</u>	
5.60% COLA 2023	\$ 92,127	\$ 70,080	\$ 36,723	
10% PM	\$ 101,340	\$ 77,088	\$ 40,395	
# of employees	1	1	2	
Total Variable Costs per position	\$ 101,339.73	\$ 77,088.42	\$ 80,789.86	

Jia	\$ 24,000.00
Accounting	\$ 6,000.00
Total Cost	\$ 289,218.01

NexStreet
 Santa Rosa proposal

	Full Time Supervisor	Full Time Ambassador	
Rate Per Hour	\$ 25.00	\$ 18.00	
Hours a week	40	40	
Weeks Per Year	52	52	
Salary	\$ 52,000.00	\$ 37,440.00	
Vacation	\$ 2,640	\$ 1,901	5%
Sick	\$ 2,916	\$ 2,100	6%
Medical Insurance	\$ 2,682	\$ 2,682	
Dental Insurance	\$ 368	\$ 368	
Vision Insurance	\$ 155	\$ 155	
Retirement Benefits	\$ 1,641	\$ 1,182	3%
Performance Bonus	\$ 3,125	\$ 2,250	6%
Worker's Comp	\$ 6,000	\$ 4,320	12%
Payroll Taxes	\$ 6,240	\$ 4,493	12%
Payroll Processing	\$ 549	\$ 549	
Uniforms	\$ 300	\$ 300	
Radios	\$ 50	\$ 50	
Tools	\$ 400	\$ 400	
Supplies	\$ 5,375	\$ 5,375	
Administration Fee	\$ 2,800	\$ 2,800	
	<u>\$ 87,242</u>	<u>\$ 66,364</u>	
5.60% COLA 2023	\$ 92,127	\$ 70,080	
10% PM	\$ 101,340	\$ 77,088	
# of employees	1	2	
Total Variable Costs per position	\$ 101,339.73	\$ 154,176.84	
Jia	\$ 24,000.00		
Accounting	\$ 6,000.00		
Total Cost	\$ 285,516.57		

Attachment E - Resumes

MATTHEW ALLEN 7550 St. Patrick Way, Dublin, CA 94568 | 510.875.9874

Director, General Manager, Operations mt_allen@att.net | linkedin.com/in/matthewallen22

15+ years of diverse leadership experience in city services, big-box/specialty retail operations, and recruiting

✓ Built a highly successful environmental services program for Downtown Berkeley Business Improvement District. ✓ Turned around an unprofitable, high-volume Orchard Supply Hardware store and drove profit to 1st in the district. ✓ Took over a struggling CVS Pharmacy and drove it to the top 3 in the district (top 20%) on the overall scorecard. ✓ Turned around an underperforming GameStop store and drove it to 2nd in the entire company (6500 locations). ✓ Built and developed a remarkably successful direct hire recruitment business in the Bay Area for Manpower.

Director of Operations – Soma West Community Benefit District Jan 2020 – Present Soma West was created in 2019 and I was brought on to fully implement the operation and environmental service team. I created a program from the ground floor that provides the Soma West community with a beautification service, cleaning and hospitality. These services work in tandem with the baseline service that the city provides, but at a much more efficient rate. Currently I have a staff of 1 Operation Supervisor and 2 Supervisor/Team Leads with 15 Ambassadors.

◊ **Built a brand new Environmental Services program from scratch including hiring, processes, and standards.** • Obtained and managed new vendor contracts.

• Hired and trained the entire team – developed all processes, procedures, systems, standards, and reports. • Created all HR tools and resources for the program including hiring, termination, and payroll systems. • Defined job descriptions, developed a code of conduct for staff, and established a culture of accountability. • Created HR tools for operation team, including hiring and termination. • Developed a code of conduct for staff and established a culture of accountability. • Promoted 2 appropriate staff members to supervisors. • Prepared performance reports for team members and board. • Helped purchase and fully managed a fleet of 6 trucks including a large Power washer.

OPERATIONS MANAGER – Downtown Berkeley Association (Streetplus) May 2018 – Jan 2020 Selected out of 200 applicants to build, develop, and manage an entirely new Environmental Services program for the Downtown Berkeley Business improvement District. This comprehensive program provides the downtown area with cleaning, outreach, hospitality, and beautification services over and above the baseline services provided by the city. Developed and continue to lead a talented, focused, and motivated team of 17 direct reports, including 2 supervisors.

◊ **Built a brand new Environmental Services program from scratch including hiring, processes, and**

standards. ◊ Selected after an intensive 10-person interview with the City Council, Chief of Police, and Board President. ◊ Obtained initial approval for a team of 13 employees and subsequent approvals for 4 more. ◊ Hired and trained the entire team – developed all processes, procedures, systems, standards, and reports. ◊ Created all HR tools and resources for the program including hiring, termination, and payroll systems. ◊ Defined job descriptions, developed a code of conduct for staff, and established a culture of accountability. ◊ Created a brand new position (homeless outreach coordinator) and recruited a successful candidate. ◊ Identified, developed, and promoted 5 high-potential employees internally, including 4 to supervisor roles. ◊ Improved morale and retention every quarter – achieved perfect 100% retention for the entire 4th quarter. ◊ Instituted employee engagement surveys (90% like the work, 85% felt the boss was fair, 80% were happy). ◊ Prepared and presented a comprehensive performance report to the Board of Directors every month. ◊ Developed strong cross-functional relationships with many other city departments – a first for the program. ◊ Worked very closely with Code Enforcement and Public Works; attended mayoral meetings and functions. ◊ Received tremendous feedback and a \$10K salary increase on a performance evaluation in Dec 2018.

OPERATIONS MANAGER – Orchard Supply Hardware Jun 2016 – May 2018 Recruited to turn around a high-profile, high-volume Clayton store that was consistently underperforming. This store was unprofitable prior to arrival, payroll was over budget, inventory shrink/loss was over budget, the customer loyalty program ranked last in the district, customer satisfaction scores were poor, and morale was very low. Developed and led a team of 25, including 3 supervisors, in one of the largest and highest-volume locations in the entire company.

◊ **Quickly turned the store around and drove it to 1st overall in the district (10 stores) for annual gross**

profit. ◊ Exceeded profit projections by 20% – drove the profit margin from 3% to more than 15%. ◊ Increased the annual sales volume from \$9M to \$10.9M – highest in the district (sales forecast: \$10.5M). ◊ Consistently ranked in the top 10% company-wide for total annual sales volume (top 10 out of 98 stores). ◊ Recognized as 1 of only 2 locations (out of 10 in the district) to surpass their sales projection in 2017. ◊ Cut shrink in half and lifted the store off the high-shrink list – improved from 4.5% to just 2.25% of sales. ◊ Reduced store-wide payroll to 2% below goal (1 of only 2 locations in the district to achieve this). ◊ Increased operational audit scores by 23 percentage points – improved from 65% to 88% (pass: 85%). ◊ Drove the store to 2nd in the district for overall customer satisfaction – increased survey scores to 88%. ◊ Ranked 1st in the district and 2nd in the entire company with an 80% customer loyalty rate (goal: 65%). ◊ Achieved a 100% internal promotion rate for leadership positions (no external leadership hires). ◊ Identified, developed, and promoted 3 department leads and 2 high-potential supervisors internally. ◊ Designed a comprehensive warehouse operations program with diagrams of every inventory bay. ◊ Selected to plan and coordinate physical inventory counts at several other locations in the district

GENERAL MANAGER – CVS Pharmacy Nov 2012 – Jun 2016 Turned around a small, outdated, underperforming store in Oakland that was struggling with weak standards and low customer satisfaction scores prior to arrival.

This location was tucked away in the back of a strip mall (not visible from the street) and received little traffic; as such, operational standards/processes needed to be perfect in order to meet targets. Provided leadership and support to a team of 20, including 14 front-store employees and 6 in the pharmacy.

◊ **Drove the store to a spot in the top 3 in the district (15 locations) on the overall performance**

scorecard. ◊ Improved the overall scorecard from 2.8 to a consistent 3.5 (3.0 was recognized as “meets standards”). ◊ Lifted the store to 1st in the district for customer satisfaction – improved from 72% to a consistent 80%+. ◊ Increased the store’s profit contribution by more than \$100,000 – reduced annual payroll by 200 hours. ◊ Surpassed the sales budget virtually every month with double-digit, year-over-year comp sales growth. ◊ Increased monthly pharmacy revenue from \$40-50K (prior to arrival) to a consistent \$60K. ◊ Significantly improved logistics and the supply chain in the pharmacy through training and coaching. ◊ Maintained inventory shrink well within budget every year – passed every loss prevention audit. ◊ Rebuilt the entire leadership group with the exception of a long-term assistant store manager. ◊ Recruited, on-boarded, and trained 4 new supervisors – promoted 1 to the pharmacy team. ◊ Consistently selected by the district manager to help turn around other locations in the Bay Area. ◊ Provided leadership and support in the setup and grand opening of the new Pier 39 store in San Francisco. ◊ Selected to assist with the full remodeling and remerchandising of 2 other stores in San Francisco.

GENERAL MANAGER, AREA MANAGER IN TRAINING – GameStop Jul 2009 – Nov 2012 Aggressively recruited by the district manager and regional director to turn around struggling locations. Started in the Richmond store before moving on to Concord and then Pittsburg (all 3 were bottom-ranked locations prior to arrival). Served as the area manager in training, personally overseeing 5 locations and coaching and guiding them to improved performance results. Provided direct leadership to 5 other store managers and teams of 10-15 in each location.

◊ **Turned around an underperforming Pittsburg store and drove it to 2nd in the entire country (6500**

stores). ◊ Ranked 2nd overall in the pivotal 4th quarter while in Pittsburg (this store ranked 2500th prior to arrival). ◊ Built a remarkably successful “used & trade” business that ranked as one of the best in the entire company. ◊ Lifted the store to the top percentile for sales and profit improvement over LY – exceeded all expectations. ◊ Awarded for recording the lowest inventory shrink in the entire company while in the Pittsburg store. ◊ Reduced shrink to almost zero (0.01%) in a location that was considered “high shrink” prior to arrival. ◊ Ranked 1st in the district (15 stores) for internal audit scores – successfully passed every one. ◊ Developed and promoted 4 new store managers, 2 assistant store managers, and numerous leads. ◊ Selected to provide leadership and support to 2 other locations during major renovation projects.

Previous experience as an account manager & direct hire recruiter for Manpower (2006-2009) store manager for Genesco (2004-2006) and Copeland Sports (2001-2004) and sales manager for Circuit City (2000-2001). Early career experience in the grocery sector as a store manager with Lucky/Albertson.

EDUCATION

Bachelor of Science in Management/Entrepreneurship, Arizona State University
Computer Science, San Francisco State University (1 year) – Associate of Science, ITT
Tech

CHRISTIAN MARTIN
christian@nexstreet.com
(415) 845-7094

EXPERIENCE

NEXSTREET CLEANING AND SANITATION L.L.C.

Partner (2020 -- Present)

www.nexstreet.com

- Cleaning and maintenance ambassador service provider
- Serving community benefit districts (CBDs) and business improvement districts (BIDs)

SOMA WEST COMMUNITY BENEFIT DISTRICT (CBD), San Francisco, CA

Founding Executive Director (November 2019 -- Present)

www.somawestcbd.org

- Established CBD cleaning and sanitation programs
- Established CBD homeless outreach programs
- Oversee day to day operations of approximately 22 staff, interns, and contract employees

LOWER POLK COMMUNITY BENEFIT DISTRICT (CBD), San Francisco, CA

Founding Executive Director (December 2015 -- November 2019)

www.lowerpolkcbd.org

DISCOVER POLK COMMUNITY BENEFIT DISTRICT (CBD), San Francisco, CA

Founding Chief Executive Officer (January 2019 -- November 2019)

www.discoverpolk.org

- Established CBD cleaning and sanitation programs
- Established CBD homeless outreach programs
- Oversee day to day operations
- Directed development of innovative civic tech software application Bonayo
- Created Downtown Santa Rosa Tenant Landlord Clinic www.lptlc.org which provides free mediation to prevent displacement and homelessness
- Rebranded and launched the SF First Thursday Art Walk Event (www.sffirstthursday.com)
- Created the Downtown Santa Rosa Pit Stop public restroom program leading to a 36% reduction in human feces reports in the first year of operations.

TRENTON DOWNTOWN ASSOCIATION / DESTINATION TRENTON, Trenton, NJ

Executive Director (March 2012 – November 2015)

www.destinationtrenton.com

- Directed City of Trenton Visitor's Center and destination marketing program
- Improved and expanded relationships with corporate, government, and community partners
- Organized arts community, service organizations, and volunteers to build 5 community gardens, 20 murals and public art displays

- Conceived and facilitated partnership with The College of New Jersey to open downtown facility; bringing 60 students and faculty

**OFFICE OF SENATOR SANDRA B. CUNNINGHAM (D), MAJORITY WHIP,
Jersey City, NJ Chief of Staff/Legislative Director (July 2008 – June 2011)**

- Developed Senator Cunningham's legislative agenda, making recommendations on all bills and amendments
- Served as official spokesperson for Senator Cunningham; coordinated production services for public appearances
- Responsible for all public communications; social and print media, campaign talking points and video scripts
- Served as primary office contact for elected officials, lobbyists, and executive branch staff

**NEW JERSEY SENATE MAJORITY OFFICE, Trenton, NJ
Committee Aide/ Policy Analyst (January 2005- July 2008)**

- Researched and edited proposed legislation and amendments
- Drafted policy memoranda and background papers for the Senate Democratic Caucus
- Advised committee chairmen on agendas; liaised with unions, community groups and advocates
- Committee assignments included: Economic Growth, State Government, Public Employee Benefits Reform Joint Committee

**NEW JERSEY HOUSING AND MORTGAGE FINANCE AGENCY, Trenton,
NJ Occupancy Specialist (January 2003 - January 2005)**

- Administered public housing programs (Section 8, Section 236, and Low Income Housing Tax Credit developments)
- Applied Dept. of Housing and Urban Development (HUD) and Fair Housing Act procedures and regulations
- Approved applications into public housing programs for diverse populations

AWARDS AND ACTIVITIES

- Secretary, Board Member, International Downtown Association
- Board Member, California Downtown Association
- Fast Company Magazine World Changing Ideas Finalist, App Category-Bonayo.org (civic tech innovation)
- 2019 International Downtown Association Pinnacle Award winner, Tenant Landlord Clinic
- SF Neighborhood Empowerment Network, Best Merchant Association /Community Benefit District – 2018
- Alliance for A Better District 6 Community Impact Award Recipient – 2019

EDUCATION

PRINCETON UNIVERSITY Princeton, NJ (1998 – 2002)

- B.A. in Politics

INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL ● Certificate in
Technology-Led Economic Development (2019)