



Downtown Hayward Improvement Association – Board of Directors Meeting

Monday, March 28th, 2022, at 2:00 p.m.

Join Zoom Meeting:

<https://us02web.zoom.us/j/86575753777?pwd=bVRSMXpMOWRmNVJZR2tFdjcwVDZzQT09>

Meeting ID: 865 7575 3777 | Passcode: 334222 | Call-In: (669) 900-9128

1. Introductions and Zoom Etiquette/Resti Zaballos, Jr., Board President
All participants will be put on mute during the topic presentation and then the moderator will unmute the microphones to take comments/feedback. Please keep comments director to the topic being discussed.
2. Continuing Virtual Meetings Pursuant to AB 361 *Action Item*
Find and determine that a state of emergency remains in effect at the state level, and that as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.
3. Public Comment (3 Minutes Max Per Person)
4. Approval of the January 25th, 2022, Board Meeting Minutes *Action Item*
5. Approval of the March 3rd, 2022, Special Board Meeting Minutes *Action Item*
6. Committee Reports
 - a. Executive Committee / Resti Zaballos Jr., President
 - i. DHIA FY21-22 YTD Financials *Action Item*
 - ii. Creation of “ABC” Street Task Force
 - iii. Pilot Program with City of Hayward on Dedicated Outreach for Downtown
 - b. Sidewalks Operations, Beautification & Order Committee / Chair Needed
 - i. Status of DHIA Maintenance Operations
 - ii. Proposal from Cleaning + Maintenance Services from NexStreet in Response to Posted RFP for District Maintenance Services *Action Item*
 - c. District Identity & Streetscape Improvement Committee / Catherine Ralston, Chair
 - i. Current Social Media Vendor Status
 - ii. Proposal from PR/Social Media Services from Olive Creative Strategies in Response to Posted RFP for District PR/SM Services *Action Item*
 - d. Land Use Committee / Bill Matheson, Chair
 - i. Muni Lot #1 Resurfacing
 - ii. Update on P2P Connection Feasibility to Improve Internet Accessibility Downtown
7. Other New Business

DOWNTOWN HAYWARD IMPROVEMENT ASSOCIATION

22654 Main Street • Hayward, CA 94541

8. Next Meeting: _____

BROWN ACT. Government Code 54950 (The Brown Act) requires that a brief description of each item to be transacted or discussed be posted at least 72-hours prior to a regular meeting. The Corporation posts all Board and Committee agendas at 22654 Main Street, Hayward CA. 94541 and on the DHIA website. Action may not be taken on items not identified as such and posted on the agenda. Meeting facilities may be accessible to persons with disabilities. If you require special assistance to participate in the meeting, notify Dominic LiMandri at (510) 556-1278 or via email at downtownhayward@gmail.com at least 48-hours prior to the meeting. VIRTUAL MEETING / COVID-19. Due to precautions associated with COVID-19 and following current state law (AB 361) regarding the Brown Act, all DHIA Board and Committee meetings, until further notice, will be held by teleconference only. Members of the public can listen and participate in meetings over the phone and through the internet.

AB 361 Overview
9/30/2021

On September 16, 2021, AB 361 was adopted on an urgency basis (AB 361, section 9) meaning it has immediate effect. Shortly thereafter, Governor Newsome issued an executive order delaying implementation until October 1. After October 1 and through January 1, 2024 (when the bill sunsets), bodies subject to the Brown Act can continue to meet electronically (without the need to allow the public to participate from a physical location) after making specific findings and subject to added requirements.

Findings

A body subject to the Brown Act may continue to meet virtually when:

- 1) **it is meeting during a proclaimed state of emergency AND**
- 2) either: **state or local officials have imposed or recommended measures to promote social distancing OR the body is meeting to determine or has determined by majority vote, whether as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.**

Thereafter, at least every 30 days the body must make the following findings by majority vote:

- (A) The legislative body has reconsidered the circumstances of the state of emergency.
- (B) Any of the following circumstances exist:
 - (i) The state of emergency continues to directly impact the ability of the members to meet safely in person.
 - (ii) State or local officials continue to impose or recommend measures to promote social distancing

Additional Requirements

In addition to requirements established under the Governor's Executive Orders, public entities that continue to meet virtually must also:

- Allow real-time public comment; may not require public comments to be submitted in advance.
- Allow people to register (get in line) to give public comment during the entire public comment period for a given item.
- Suspend any action in the event of a service interruption. If there is a disruption (within the agency's control) that prevents broadcast of the meeting or prevents the public from providing comments, the body may not take actions until service is restored or those actions may be challenged.



Downtown Hayward Improvement Association
Board of Directors Meeting
Tuesday, January 25th, 2022, 2:00 p.m.
Zoom Video Board meeting

Present: Resti Zaballos, Thomas Leung, Bill Matheson, Kim Huggett, Derrick Larson, Catherine Ralston, Sara Buizer, Alfredo Rodriguez, Dinesh Shah, Tobi Liebermann

Absent: Ben Schweng, Jeff Jurow

Guests:

Staff: Marco Li Mandri, Dominic Li Mandri/New City America

MINUTES:

<i>Item</i>	<i>Discussion</i>	<i>Action Taken?</i>
1. Introductions	Introductions of all present were made. Resti Zaballos, President, called the zoom Board together at 2:05	No action taken
2. Continue meeting virtually	The Board considered continuation of virtual meetings through AB 361	Sara moved and Thomas seconded continuing to meet virtually until the virus has subsided. The motion was approved unanimously
3. Approval of the December 7th, 2021, Board of Directors meeting minutes	The minutes of the December 7 th , 2021 meeting of the Board of Directors meeting were reviewed.	Catherine moved and Bill seconded the motion to approve of the December 7th, 2021, Board of Directors meeting minutes. The minutes were approved unanimously
4. Community/Public Comment/City Announcement	Catherine and Sara gave updates on the following: - The Falafel Flame shop has opened; - Cloud Kitchen, a unique restaurant and	No action taken

DOWNTOWN HAYWARD IMPROVEMENT ASSOCIATION

22650 Main Street • Hayward, CA 94541

	<p>commissary is being rebuilt at the Old Salvation Army building and may serve future app delivery services. Permits are being submitted.</p> <ul style="list-style-type: none"> - Main and B street lot has been sold to Compass Realty; - No response for the new owners of Maple and Main; - City Center development discussions have been pushed to next month. <p>Discussion followed.</p>	
4. Committee Reports		
<p><u>Executive Committee:</u> Resti Zaballos</p> <p>a. Budget report for 2022</p> <p>b. Meeting with City Manager</p> <p>c. Review of the YTD Financial Report</p> <p>d. Election of Tobi Liebermann from BART to the Board</p>	<p>a. The Annual report is being prepared with the help of the Chamber in layout and printing. We hope to have this out sometime in March or April.</p> <p>b. A meeting has been set between the City Manager, Asst. City Manager, Dominic, Marco and Resti. The intent of the meeting is to discuss DHIA strategic objectives for this fiscal year.</p> <p>c. Financial report. Pages 8 -15 of the Board packet broke down the income and expense statement for the end of the fiscal year 2021, the current financials and the Balance sheet. Sara has checked with Finance on the disbursement of funds to the DHIA.</p> <p>d. Tobi Liebermann will be our new rep from BART, taking Nicole's previous position. Tobi introduced himself to the group. Discussion followed</p>	<p>c. The Financial Report was approved by consensus.</p> <p>d. Bill moved and Sara seconded bringing Tobi Liebermann onto the Board for BART, replacing Nicole Franklin's seat. The motion was approved unanimously.</p>

<p><u>SOBO Committee:</u></p> <p>a. Chair Needed</p> <p>b. Status of Maintenance Operations</p> <p>c. New trailer consideration for pressure washing</p> <p>d. Change of Camera Vendor and Evaluation of Pilot Program</p>	<p>Dominic reported on a number of items:</p> <p>a. We need a new Chair for the Committee as Jeff Jurow has stepped down from the Committee and is seeking a representative from his organization to replace him on the Board.</p> <p>b. The crew is currently operating at reduced capacity due to an employee returning from a workplace injury and another employee being out while awaiting a work comp claim investigation. Dominic is monitoring both claims closely and expects to resolve both soon.</p> <p>c. Dominic presented a quote to remount the current pressure washing unit onto a smaller trailer for ease of transport and maneuverability. The original trailer was much too long and limited the areas the crew could access due to tight corners. Dominic suggested the old trailer could be used for moving around equipment, barricades, etc. for future events. Bill requested to see if we can sell the asset. Dominic said he would look into that. No action was taken on this.</p> <p>d. Dominic reported on the latest updates with the Camera Pilot Program. The Camera Software Vendor (VDOintel) has been very challenging to work with due to the inconsistent advice and direction they've provided this program. Furthermore, the install vendor (Covalt) has repeatedly missed deadlines and has not worked well with the software vendor. VDOintel never replaced the Project Manager Eric Schweitzer when he departed the company in July 2021, so sole management of this program has fallen on staff. Considering the poor performance thus far, Dominic is transitioning away from both vendors towards a more familiar vendor in AVS, which is the company that setup the Union Square BID 400+ camera system in downtown San Francisco. Dominic has asked AVS to evaluate our current pilot system and provide a quote on what it would take to integrate the pilot into a</p>	<p>c. No action was taken on this item. Item tabled.</p>
---	---	---

<p>e. Legion Security update</p>	<p>broader AVS system for downtown. Dominic also will work with Resti and Bill to see if we can get a point-to-point system for internet connection, as consistent high-speed connection has been a limiting factor for camera site installation. Discussion followed.</p> <p>e. Dominic will be connecting with Joe Shelley, principal of Legion Security about some concerns in the patrol services and areas in need of improvement. The Daily Activity Reports submitted are short and cryptic, and do not note a significant impact in downtown. Legion Managers have also not met with PD yet, which is integral for security operations. Discussion followed.</p>	
<p>District Identity: Catherine Ralston</p> <p>a. December 2021 Social Media Report</p> <p>b. New Spring Banners</p> <p>c. SF Business Times insert and Promoting New Developments</p> <p>d. RFP/Social Media and PR</p>	<p>a. The social media report was given by Dominic, page 17–21 of the packet.</p> <p>b. The Welcome Home Banners have been installed on B Street, and the Committee will be meeting in February to consider new design themes.</p> <p>c. Dom and Marco want to pursue an insert in the SF Business Times to bring attention to filling the vacancies in Downtown. There are new restaurants coming to Downtown. Staff is working on reaching out to property owners whose properties have sat vacant for a while, in hopes of creating a dialogue to help maximize their leasing or sale of their property. Dominic has met with a new real estate broker in Downtown to strategize on how to promote new tenants.</p> <p>d. The Committee is considering issuing an RFP for District Social Media/Public relations services. Their task will be to work with staff to target empty retail spots in Downtown as well as promote the new businesses and developments coming to the area. Discussion followed.</p>	<p>No action taken on any of the items</p>

<p><u>Land Use Committee:</u> Bill Matheson</p> <p>a. Main Street project</p> <p>b. New Development Completed Q1 + Q2 2022</p> <p>c. Meeting with Local Commercial Real Estate Broker</p> <p>d. Sidewalk Vending</p>	<p>a. The Land Use Committee will be meeting with the Public Works Director to review the latest iteration of the Main Street Complete Street project and discuss a number of items;</p> <p>b. Lincoln Landing Phase 1 is expected to open in April 2022, with Phase 2 being completed a little later in August. Main & Maple is still slow going, but the old Bank of America site at A Street and 2nd is currently being explored for a new senior housing development.</p> <p>c. Dinesh connected Dominic up with Gary Wimp, a local real estate broker who knows Downtown Hayward very well. Dominic is interested in working with Gary to bring property owners to a roundtable discussion on how to fill some of these downtown vacancies. Sara mentioned she is involved in a new City Council Downtown Economic Development Committee, which is looking at restrictions on entertainment, live performances, alcohol use, etc. Dominic and Marco will work with Sara to possibly create a Task Force of local downtown owners that can give policy recommendations to the City's Economic Development Committee.</p> <p>d. Marco brought up the issue of Sidewalk Vending in light of the new Statewide Legislation allowing it by right. It hasn't been a problem thus far but could be once Downtown gets more residents and businesses.</p>	<p>No action was taken on any of the items</p>
<p>Next Board Meeting</p>	<p>The next meeting of the Board of Directors will be held as a zoom meeting on March 22nd, 2022, at 2:00 p.m.</p>	

Minutes taken by Marco Li Mandri, Administrator



Downtown Hayward Improvement Association
Special Board of Directors Meeting
Thursday, March 3rd, 2:00 p.m.
Zoom Video Board meeting

Present: Resti Zaballos, Thomas Leung, Bill Matheson, Kim Huggett, Catherine Ralston, Sara Buizer, Dinesh Shah, Tobi Lieberman, Ben Schweng

Absent: Alfredo Rodriguez, Jeff Jurow, Derrick Larson. Tobi Liebermann

Guests:

Staff: Marco Li Mandri, Dominic Li Mandri/New City America

MINUTES:

<i>Item</i>	<i>Discussion</i>	<i>Action Taken?</i>
1. Introductions	Introductions of all present were made. Resti Zaballos, President, called the zoom Board together at 2:02. The purpose of this Special Board meeting was to expedite the conclusion of a contract underway.	No action taken
2. Continue meeting virtually	The Board considered continuation of virtual meetings through AB 361	Approved by consensus
3. SOBO Recommendation	<p>Dominic expressed his frustration with the Security contractor team based upon the following:</p> <ul style="list-style-type: none"> - They have yet to meet with PD, as committed to when they started last November; - They are not providing the services we anticipated in the scope of services with the RFP; - The key issue remains to be homeless loitering and encamping in Downtown with no sign that this has been abated. <p>As an alternative to the real issue of vagrancy and street people, Dominic</p>	<p>Bill moved that we terminate the Security contract, Dinesh seconded the motion. The motion was unanimously approved. Dominic will meet with the Security company owner and request that they terminate services at the end of March.</p>

	suggested that we take the funds we had allocated to security and allocate them to hire the Navigation Center to assign one person only to Downtown. Dominic spoke to Jennifer Ott about this idea and she said she would hook him up with the Supervisor of the Navigation team. The consensus was that this be more affordable and could yield better results.	
Next Board Meeting	The next meeting of the Board of Directors will be held as a zoom meeting on March 22 nd , 2022, at 2:00 p.m.	
Adjournment	Meeting was adjourned at 2:17 PM	

Minutes taken by Marco Li Mandri, Administrator

12:40 PM

03/21/22

Cash Basis

Downtown Hayward Improvement Association
Profit & Loss Budget Performance
February 2022

	Feb 22	Budget	Jan - Feb 22	YTD Budget	Annual Budget
Income					
Assessment Income					
Delinquency	0.00	0.00	0.00	-20,000.00	-20,000.00
Carry Forward	0.00	0.00	0.00	340,466.00	340,466.00
Assessment Income - Other	367,311.52	49,637.00	367,311.52	99,274.00	595,644.00
Total Assessment Income	367,311.52	49,637.00	367,311.52	419,740.00	916,110.00
Total Income	367,311.52	49,637.00	367,311.52	419,740.00	916,110.00
Expense					
Administration					
Accounting Fees	0.00	333.00	0.00	670.00	4,000.00
Bank Charges	0.00	4.00	0.00	10.00	50.00
Insurance - Liability, D and O	0.00	666.00	855.88	1,340.00	8,000.00
Legal Fees	0.00	250.00	0.00	500.00	3,000.00
Office Supplies	49.99	166.00	49.99	340.00	2,000.00
Postage, Mailing Service	10.45	41.00	61.87	90.00	500.00
Printing and Copying	0.00	125.00	0.00	250.00	1,500.00
Rent	1,200.00	1,250.00	2,400.00	2,500.00	15,000.00
Staff Consulting (New City)	6,500.00	6,500.00	13,000.00	13,000.00	78,000.00
Telephone, Telecommunications	225.00	291.00	450.00	590.00	3,500.00
Utilities	112.18	166.00	237.54	340.00	2,000.00
Admin Contingency	0.00	83.00	0.00	170.00	1,000.00
Total Administration	8,097.62	9,875.00	17,055.28	19,800.00	118,550.00
DISI					
Advertising	233.00	583.00	317.00	1,170.00	7,000.00
Annual Report	0.00	166.00	0.00	340.00	2,000.00
Branding & Signage	0.00	333.00	732.98	670.00	4,000.00
Outdoor Dining	0.00	416.00	0.00	840.00	5,000.00
PR / Social Media	925.00	2,500.00	925.00	5,000.00	30,000.00
Seasonal Displays	0.00	875.00	0.00	1,750.00	10,500.00
Special Events	0.00	1,291.00	0.00	2,590.00	15,500.00
Staff Consulting (New City)	1,500.00	1,500.00	3,000.00	3,000.00	18,000.00
Website	14.95	83.00	29.90	170.00	1,000.00
Total DISI	2,672.95	7,747.00	5,004.88	15,530.00	93,000.00
SOBO					
Fixed Assets - Major Purchase	0.00	833.00	0.00	1,670.00	10,000.00
Maintenance and Supplies	2,125.96	1,666.00	2,830.23	3,340.00	20,000.00
Nursery Supplies & Equipment	0.00	1,666.00	0.00	3,340.00	20,000.00
Payroll Expenses					
Health Insurance	645.77	1,250.00	1,291.54	2,500.00	15,000.00
Payroll Service	318.24	200.00	498.13	400.00	2,400.00
Payroll Tax Expense	5,514.56	6,666.00	13,229.04	13,340.00	80,000.00

12:40 PM

03/21/22

Cash Basis

Downtown Hayward Improvement Association
Profit & Loss Budget Performance
February 2022

	Feb 22	Budget	Jan - Feb 22	YTD Budget	Annual Budget
Payroll Workers Comp Ins	736.00	1,250.00	1,472.00	2,500.00	15,000.00
Payroll Expenses - Other	10,830.90	15,500.00	26,742.54	31,000.00	186,000.00
Total Payroll Expenses	18,045.47	24,866.00	43,233.25	49,740.00	298,400.00
Cameras	56.08	4,166.00	112.16	8,340.00	50,000.00
Professional Services	18,560.00	16,666.00	37,856.00	33,340.00	200,000.00
Supplies for SOBO	0.00	416.00	0.00	840.00	5,000.00
Vehicle Related					
Pressure Washing	91.24	500.00	1,405.73	1,000.00	6,000.00
Gas	180.00	416.00	419.52	840.00	5,000.00
Vehicle Repair & Maintenance	228.04	333.00	492.66	670.00	4,000.00
Vehicle Related - Other	0.00		250.00		
Total Vehicle Related	499.28	1,249.00	2,567.91	2,510.00	15,000.00
Total SOBO	39,286.79	51,528.00	86,599.55	103,120.00	618,400.00
Contingency / Reserve	0.00	7,180.00	0.00	14,360.00	86,160.00
Total Expense	50,057.36	76,330.00	108,659.71	152,810.00	916,110.00
Net Income	317,254.16	-26,693.00	258,651.81	266,930.00	0.00

1:03 PM
03/21/22
Cash Basis

Downtown Hayward Improvement Association
Balance Sheet
As of March 21, 2022

	Mar 21, 22
ASSETS	
Current Assets	
Checking/Savings	
Checking at First Republic Ban	580,845.17
Total Checking/Savings	580,845.17
Total Current Assets	580,845.17
Fixed Assets	
Accumulated Depreciation	-36,146.00
Fixed Assets	56,287.33
Total Fixed Assets	20,141.33
TOTAL ASSETS	600,986.50
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Payroll Liabilities	
Federal Tax	-936.93
State Tax	936.93
Total Payroll Liabilities	0.00
Total Other Current Liabilities	0.00
Total Current Liabilities	0.00
Total Liabilities	0.00
Equity	
Unrestricted Net Assets	360,607.82
Net Income	240,378.68
Total Equity	600,986.50
TOTAL LIABILITIES & EQUITY	600,986.50





Dear Dominic,

Thank you so much for the opportunity to present our services for Downtown Hayward Improvement Association. We would be honored and inspired to illuminate this wonderful community. Given our successful track record aligning and elevating communities like Little Italy, Arts District in Liberty Station, Redwood City Improvement Association and many others, we feel we are absolutely equipped with experience to work with you.

This proposal outlines our services along with a few case studies to support us in continuing the conversation. We believe that a consistent and creative approach that truly reflects the values of this community is the winning strategy.

We look forward to growing a last relationship with you and your team.

Thank you,

A handwritten signature in black ink, appearing to read 'Jennifer Borba von Stauffenberg', written in a cursive style.

Jennifer Borba von Stauffenberg

Prepared on March 8, 2022

**CONFIDENTIAL AND PROPRIETARY DOCUMENT OF OLIVE CREATIVE
STRATEGIES, INC.**

OUR MISSION

**TO AMPLIFY AND ILLUMINATE THE STORIES OF
THE MOST POSITIVELY POWERFUL PEOPLE & BRANDS**

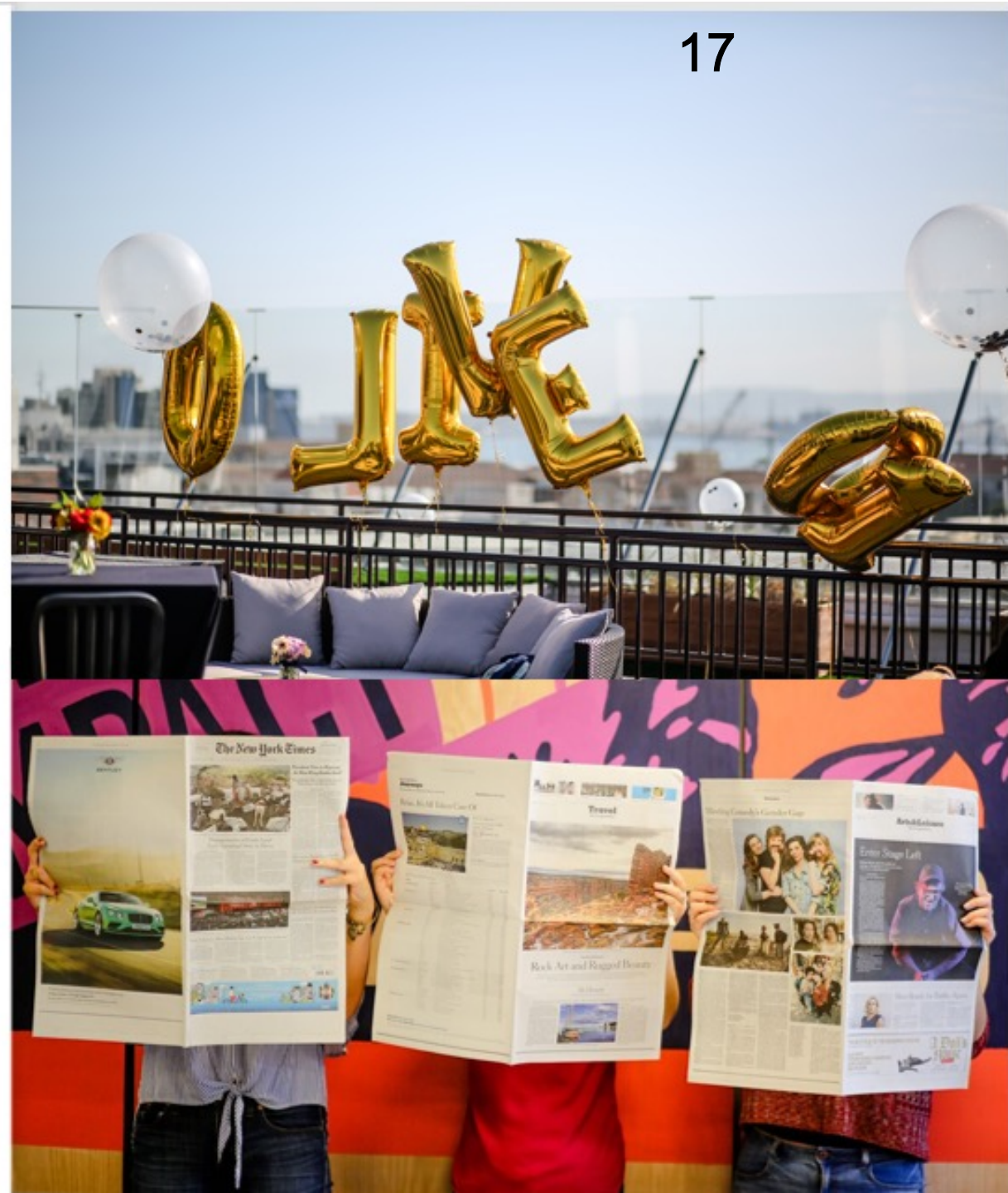
We believe that public relations is not about spinning a story to make something great – it's about illuminating the greatness that already exists.

THE OLIVE WAY

OUR TEAM AND OUR PROCESS

Olive Creative Strategies is a national boutique public relations and marketing agency on a mission to amplify the stories of the most positively powerful brands and people. We are known for hard-hitting media relations results, robust and engaging social media campaigns, and thoughtful activations that create a buzz.

Our team is serious about shining the spotlight on our clients. We understand the magnitude of great marketing and public relations and use it like a superpower. We're not spin doctors. We only work with brands that are the real deal – people with purpose driven companies that make a difference. We work smart, play hard and celebrate victories right beside our clients.





OBJECTIVES

18

- Work alongside New City America to build successful programs and events to drive traffic to and awareness of Downtown Hayward Improvement Association (DHIA)
- Illuminate DHIA within the community and beyond through a robust media relations and social media campaign
- Develop an engaged online community through social media that informs and excites the community about all DHIA has to offer
- Provide direct outreach for partnerships and campaigns that will result in new supporters
- Support DHIA with strategic crisis communications if needed
- Sustain an engaging email marketing campaign
- Develop fresh new opportunities to support community

THE ONLINE WAY

BRAND DISCOVERY

- Facilitate the Branding Discovery Process/Campaign Kick-Off Meeting: Two-hour meeting where we will flush out all the details we need to gain clarity on your brand to deliver a complete strategic messaging plan in the correct brand voice
- Work with you to establish best practice protocol for a mission-driven understanding of how DHIA should be known
- Define key target audiences and develop awareness among them through strong messaging, storytelling, media relations, digital communications and social media
- Serve as an extension of the internal team to assist with ensuring all components are cohesive

PLANNING

THE STRATEGIC MAP

- Discuss your goals and vision to develop robust multi-channel media relations and social media campaign
- Develop a timeline to ensure we can consistently build awareness with strategic information releases, while maintaining a balance of creative pitches that will generate targeted regional and national exposure when desired
- Assist with idea generation for compelling campaigns that will resonate with the target audiences
- Set milestones and attainable goals to ensure the team is on track for a successful campaign

MEDIA RELATIONS

THE ULTIMATE PRESS PACKAGE

- Develop a press kit that includes information that will address questions from media and stakeholders
- Build press materials that will support media contacts in writing strong features
- Educate media and key target audiences about DHIA's mission and differentiators
- Collect or create approved images, community information, background, and bios for quick media access

MEDIA RELATIONS

- Develop a tailored media relations strategy that balances storytelling and creative ideas to illuminate the values, differentiators and mission of DHIA
- Leverage top-tier media relationships to secure premium placement in all applicable media outlets
- Write, produce and distribute all press releases and pitches with a primary focus on key annual events. Story ideas in between can include:
 - Creative ways the DHIA community has remained strong as it rises out of the pandemic
 - New businesses in the community
 - 12 secrets about DHIA that only few know
 - Roundup of the best flavors of DHIA
 - The faces of Downtown Hayward
 - Celebrating local landmarks
 - Reintroducing DHIA and the benefits it brings to the community
- Leverage key partnerships to develop additional media opportunities
- Prepare designated spokesperson for media events and interviews through media training on key speaking points and briefings for interviews



SOCIAL MEDIA

- Develop a strategy with creative campaign ideas and tailored content for each of the target audiences on different social channels (featuring 2-3 posts per week)
- Social Media is one of the top ways people find and validate information. We can leverage this by sharing the DHIA community experience with wonderful lifestyle photos and community generated photos to remind people of all the wonderful places
- Create powerful hashtag campaigns to activate organic engagement and respond to all inquiries
- Provide client with monthly content calendar for approval
- Strategically leverage social media platforms for outreach to key brands
- Create event pages to promote upcoming DHIA events
- Leverage media coverage with social media push to drive traffic to editorial sites to support circulation numbers

Content Creation/Execution

- Implement an overarching aesthetic: We want to make sure the images shared in all posting are in line with the look and feel of the DHIA brand to ensure anytime someone visits the page they have a clear sense of the look and feel of the community
- We continuously evaluate what kind of content your fans are the most excited about and brainstorm creative campaigns we can implement to take awareness and engagement to the next level





Downtown Hayward Improvement Association

@DowntownHayward · Nonprofit organization



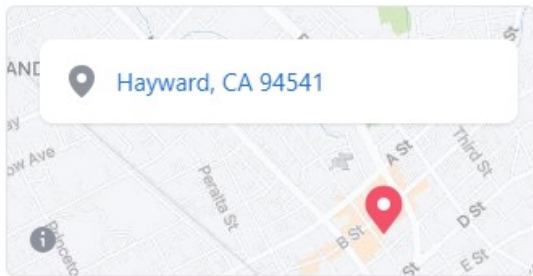
Hi! Please let us know

Home Reviews Videos Photos More ▾



About

See all



The Downtown Hayward Improvement Association (DHIA) administers the Downtown Hayward Community Benefit District to maintain and enhance



Create post



Photo/video



Check in



Downtown Hayward Improvement Association
Downtown Hayward.

February 14 at 10:13 AM · 🌐

Happy Valentine's Day from all of us at the DHIA!!

#HappyValentinesDay #ValentinesDay #IHellaLove
#ILoveDowntownHayward #ILoveHayward #Support
#ShopLocal #Hayward #HaywardCA #DowntownHayward
#DowntownHaywardImprovementAssociation

SOCIAL MEDIA

23

SOCIAL MEDIA ADVERTISING

- Advertising plays a critical role in the success of social media campaigns. We hone in on your goals and develop a strategy around how to achieve them with advertising. We report on the success of each advertising campaign on a weekly basis in our status reports
- We can utilize social media advertising to grow the social media audience, increase engagement, and drive traffic

REPORTING

- We monitor analytics to quantify performance of each campaign and provide client with weekly and monthly analytic reports to track success rates of posts and advertising campaigns

DIRECT OUTREACH/DEVELOPMENT

- Work with your board members and team to come up with creative ways to partner with community businesses and members
- Support with outreach to sponsors to increase fundraising

BUDGET

All campaigns are based on the amount of time it takes to execute. Client will always pre-approve any additional costs or add-on services. Changes to our base contract require a 30-day notice. All invoices are due payment at the first of the month for the month of services. All account services are put on hold if invoices are more than 10 days late.

- Strategic Communications Plan/Timeline
- Monthly Strategic Meeting
- Weekly ½ Hour Tactical Call
- Weekly Status Report Update
- Monthly Summary and Scanned Clips

FEES

24

MEDIA RELATIONS

- \$3,000 per month regional media relations, direct outreach and event idea generation (1-2 pitches or press releases per month)

SOCIAL MEDIA

- \$1,200 per month base social media channel (3-4 post per week)
- \$300 per month for Instagram stories

A full price list of services and rates follow.

TOTAL

- \$4,500 per month

Prepared on March 8, 2022

CONFIDENTIAL AND PROPRIETARY DOCUMENT OF OLIVE CREATIVE STRATEGIES, INC.

Olive



ABOUT OLIVE

- Established on May 1, 2009, Olive Creative Strategies is a creative, results driven national boutique agency that works closely with clients to provide solutions that work
- Our ABC's for creating a successful campaign are Authenticity, Brilliance and Courage – courage to say or do something that is new, best or different
- We are a passionate team that believes in the power of public relations and works with our clients' businesses like they are our own
- We have a clear understanding of the urgency a client feels in needing results and a campaign that strategically helps them to achieve their goals faster
- We focus on the results of the results. Olive secures top-tier media coverage but our primary objective is always to impact our client's bottom line

25

- We are very transparent in everything we do. We believe our clients should be able to see the work we are doing and why we are doing it
- Our clients see us as a core member of their team and there is a mutually beneficial trust
- We are a team that prides itself on being on the cutting edge to ensure our clients remain leaders
- Successful track record working with such notable clients as Little Italy Association, Liberty Station Community Association, Arts District at Liberty Station, Redwood City Improvement Association, San Leandro Improvement Association, Third Avenue Village Association, Glendale Improvement Association, ArtWalk, p1440 (Kerri Walsh Jennings, three time gold medal Olympian in beach volleyball), PMD, Bigsley (Color Run in over 25 markets, Soul Pose, and Electric Run), Alliance Residential Company, Greystar, Bosa Development, Goodman, and many more

OUR TEAM



Jennifer Borba von Stauffenberg, President

It all started with Cyndi Lauper in 1985. Jennifer was six years old, glammed up with her pink ruffled skirt, scrunchied ponytail and jelly bracelets up to her elbows, seeing and experiencing true self-expression for the first time. Earlier that day, her Dad surprised her and her older sister with tickets to their first concert. In disbelief that Cyndi Lauper was a real person, this precocious first-grader not only lost her first front tooth that night, but she realized her life purpose. While the music, lights, mohawks, and pink hair mesmerized the young girl, it was the power that Cyndi Lauper had over the giant crowd which captivated Jennifer.

She stood on her tip-toes on the fold-out stadium seat, craning her neck to get a better glimpse of Cyndi Lauper, who used the stage and a microphone to spread a message of love and explain her passion for equality. At the time, little Jennifer didn't realize what the pop star was doing was a form of public relations – spreading a message to the masses – but she knew from that day on she wanted to dedicate her life to helping people share their powerful messages to the people they were trying to reach.

Fast forward 23 years later, Jennifer launched Olive Creative Strategies, Inc. – a national public relations and marketing agency. Inspired by Cyndi Lauper, Jennifer's mission is to amplify the messages of the most positively powerful people and brands. Jennifer leads a team of savvy, dynamic public relations professionals in producing strategic campaigns that focus on the client's results. With over 20 years in the business, she has a reputation for not only coming up with great ideas at your first meeting that culminate into full-blown marketing strategies, but also for being a dependable connector that can provide support for all aspects of your business based on her extensive network of vetted connections. Jennifer has secured media coverage around the world and takes pride in her clients' wins.



Matthew Van Court, Account Executive

With over a decade of professional experience within the hospitality industry, Matthew channeled this passion into a career in public relations earning him a reputation as a creative strategist with a proven track record for bringing client's stories to life.

His approach to public relations includes a healthy dose of strategic analysis, experienced-based intuition, and good ole' fashioned hustle. A graduate San Diego State University with a Bachelor of Arts in Journalism & Media Studies, Matthew has had the pleasure of working with a wide variety of clients including communities, design, real estate, restaurants, and art throughout the country.

Matthew has developed strong relationships with regional and national reporters, as well as city leaders and

community organizations enabling him to exercise keen judgement and understand the greater community and social context to his client's campaigns.

As a PR Account Executive at Olive, Matthew spearheads messaging and creative direction across his portfolio of regional and national clients, and his strengths in creative storytelling have allowed him to secure ink in top-tier national and regional publications.

Outside of work, Matthew enjoys hobbies related to fitness, art, and exploring the eclectic mix of all things delicious in his city.



Cree Jones, Social Media

Cree Jones is a former Olive who has launched her own social media business. Olive partners with her now as an independent contractor. She is a marketing professional that specializes in social media and influencer marketing. Her approach blends traditional PR and modern marketing trends to create ever-evolving, cutting-edge strategies for her clients. She has over seven years of experience with a proven track record of success growing brands in a variety of industries, such as consumer goods, experiential events, professional sports, hospitality, entertainment, and community organizations. She currently resides in the suburbs of Philadelphia with her two dogs, Luna & Leia.

PAST CLIENTS

REAL ESTATE

Agritopia
 Alexan ALX
 Alexan CTR City
 Alexan Millenia
 Alexan Rivue
 Alliance
 Astoria
 Broadstone Little Italy
 Broadstone Coronado
 Broadstone Balboa Park
 Broadstone Corsair
 Broadstone SWAY
 Carlsbad Gateway Center
 Cornerstone
 IDEA 1
 Jefferson Pacific Beach
 Kodo
 Mariposa on 3rd
 Orchids & Onions
 Renovating Lives
 Residences at Escaya
 Rylan Apts.
 Tower 180

HOSPITALITY

Cadence Travel
 The Chopra Center
 Little Italy's Loading Doc
 Pappalecco
 Porta Vista
 ResortPass

EVENTS

Free To Breathe 5k
 Gator By the Bay
 P1440
 Redwood Media Group
 Art San Diego
 Spectrum Miami
 Red Dot Miami
 Spectrum Indian Wells
 ArtExpo New York

FOOD & BEVERAGE

Bittercube
 Cow By Bear
 Mammoth Creamers
 Sanctuary Oysters

CONSUMER LIFESTYLES

Axel & Ash
 Bear Necessities
 Chi Chocolate
 Designer Protein
 Earths Elements
 Jet Renewal Kit
 Na Pali Pure
 Original Grain
 Production Crate
 Rock My Run
 VIM & VIGR

ENTERTAINMENT

The Portal

ARTISTS

Billy Galewood
 Concetta Antico
 Dani Dodge
 Vonda Shepard

NON-PROFIT ORGANIZATIONS

American Diabetes Association
 A.R.T.S. A Reason To Survive
 Susan G. Komen for the Cure
 Feeding the Soul Foundation
 Lung Cancer Foundation
 Olivewood Gardens and
 Learning Center
 Lung Cancer Foundation

CORPORATE SOCIAL RESPONSIBILITY

Frank Subaru
 Mission Healthcare
 Takeda California

COMMUNITIES

Liberty Station
 Improvement Association
 San Leandro
 Improvement Association
 Uptown Whittier
 Improvement Association



Proposal for

Downtown Hayward Improvement Association: Cleaning and Maintenance/ Pressure Washing Program

Introduction to NexStreet

NexStreet Inc. is honored to submit this Proposal to provide management services for the Downtown Hayward Improvement Association 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 Hayward Improvement Association.

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

We propose accomplishing these objectives 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 Hayward area. Cleaning and maintenance 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. 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 DHIA 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. Waste Management 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 cleaning and maintenance ambassadors to begin as early as April 1, 2022;
2. provide a means for daily tracking of program and community needs;
3. provide a daily reporting mechanism of cleaning and maintenance ambassadors and regular reports;
4. provide consulting services on demand 365 days a year, 7 days a week; and

DHIA cleaning and maintenance ambassadors will be trained to:

1. Clean and maintain designated areas with an emphasis on B Street;
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
7. landscape designated areas
8. install, maintain, and remove holiday decorations
9. pressure wash and steam clean sidewalks
10. remove and abate graffiti

Since all programs should have measurable outcomes, we will work with the DHIA staff, Waste Management, 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 operations.

Christian Martin, Partner

Mr. Martin will be responsible for DHIA Ambassador Program design and overall staff performance. Working with DHIA staff, he will drive the strategic vision, maintain quality control, and ensure compliance with the DHIA 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 cleaning and maintenance ambassadors to 17 cleaning and maintenance 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 Hayward 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 DHIA. We will offer a living wage and a competitive benefits package to attract and retain good employees.

4 - Training Program

Because our cleaning and maintenance ambassadors' principal goal is to foster a warm and engaging environment, they must be capable of effectively interfacing with a diverse public, all cleaning and maintenance 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 Hayward**
- **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 Hayward agency partners**

5 - Uniforms

We will continue to use the uniforms currently in use until they are no longer viable. At that time, NexStreet will work with DHIA staff to design and source functional, easily identifiable uniforms. Each Ambassador will receive pants, branded “polo” style shirts, undershirts (short and long sleeves), one branded rain jacket, one medium-weight branded jacket, one knit hat, one cap, one belt.

cleaning and maintenance ambassadors will be trained to present and maintain a neat, uniformed, and friendly image.

6 - Equipment to be Provided as Needed

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.
6. 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

cleaning and maintenance 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 DHIA 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 Waste Management
- Setup and breakdown for DHIA special events and other events as directed

Supervisors

- Christian Martin and Matt Allen will serve as the 24/7 on-call managers and identify and train staff and supervisors
- Supervisors will be selected from the staff and 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 DHIA 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 DHIA Executive Director, board members, and other stakeholders.
- Reports will provide elucidating data visualizations and insightful analytics into Ambassador program performance.

Misc.

- cleaning and maintenance ambassadors will also be expected to develop positive relationships with local businesses and residents.
- cleaning and maintenance 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.
- cleaning and maintenance 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 cleaning and maintenance ambassadors at approximately \$21.50 per hour. Supervisors will receive between \$22.50-\$28.00 per hour, or best fit for the project budget.

10 - Employee Benefits Package

Health Benefits

NexStreet will work with DHIA 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 DHIA 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 cleaning and maintenance 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 cleaning and maintenance 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 cleaning and maintenance 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.

Jia: The Product

Reporting

Jia | SoMa West CBD



11,811
total cleaning tasks completed

- 42% 42% Sweeping Tasks
- 27% 27% Trash Bag Tasks
- 15% 15% Mop Tasks
- 16% 16% Other Tasks

27% of tasks


27% of tasks

Jia | SoMa West CBD

96% of cleaning tasks were created by SoMa West.

Task activity increased 73% month-over-month, with weekly activity breaking 3,000 tasks for the first time.

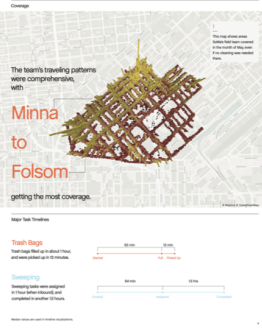
On average, task activity increased by 81 tasks week-over-week in May.



Jia | SoMa West CBD

Minna to Folsom

The team's traveling patterns were comprehensive, with getting the most coverage.





Jia | SoMa West CBD

Employee Spotlight

Edwin Moore (ES)

Edwin Moore (ES) is a member of the team who has been a key player in the team's success. He has been instrumental in the team's growth and has been a key player in the team's success.



Before & After

