



**Downtown Hayward Improvement Association
Sidewalk Operations, Beautification & Order Committee
Friday, March 25, 2022, at 1:00 p.m.
Zoom Virtual Meeting**

<https://us02web.zoom.us/j/82464091609?pwd=dkwvaGN6ayswNXVJN1h6UzNQMTRRZz09>

Meeting ID: 824 6409 1609 | Passcode: 058718 | Call-In +1 669 900 9128

- 1) Roll Call & Zoom Etiquette / Chair Needed
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 directed 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-Minute Max Per Person)
- 4) Approval of February 18, 2022, Minutes *Action Item*
- 5) Committee Updates:
 - a. Downtown Hayward Maintenance RFP Responses
 - I. Status of Current In-House Operations
 - II. NexStreet Proposal for District Maintenance Services *Action Item*
- 6) Next Meeting:
- 7) Adjournment

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 outside of the building that the meetings are being held. 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 Monica Montes at least 48 hours prior to the meeting. For more information on the upcoming Committee or Interim Board of Directors meeting, please call Monica Montes at 888 356-2726.

DOWNTOWN HAYWARD IMPROVEMENT ASSOCIATION

22650 Main Street • Hayward, CA 94541

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
Sidewalk Operations, Beautification & Order (SOBO) Committee
Meeting Minutes
Friday, February 18th, 2022 – 10:30 a.m.
Meeting held via zoom**

Present: Dinesh Shah (by phone), Sara Buizer, Resti Zaballos, Bill Matheson, Thomas Leung, Ben Schweng

Absent:

Guests:

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

MINUTES:

<i>Item</i>	<i>Discussion</i>	<i>Action Taken?</i>
1. Introductions	District Manager Dominic LiMandri called the meeting to order at 10:36 a.m.	No action taken
2. Continuing of Virtual Meetings Pursuant to AB361	Consideration to continue meeting virtually pursuant to AB361.	Bill Matheson motioned to approve the Committee continue meeting virtually, pursuant to AB361. Resti Zaballos seconded the motion. Motion passes unanimously.
3. Public Comment, announcements	Kim Huggett stated that he has a tour scheduled with the developers of the old Bank of America site at A street and 2 nd . The proposed plans call for 157 senior units, and 30 supplemental units. The builder-operator is Leisure Care.	
4. Approval of October 21, 2021 Minutes	Dominic presented minutes from the Committee meeting on October 21 st ,	Resti Zaballos motioned to approve

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	<p>2021, for member review.</p> <p>Committee members took time to review the minutes as presented.</p>	<p>the minutes as presented. Bill Matheson</p>
<p>5a. Downtown Hayward Camera Program</p> <p>5b. Downtown Hayward Supplemental Security Patrol</p> <p>5c. Downtown In-House Maintenance Operations:</p> <ul style="list-style-type: none"> i. Current Status ii. Recent Challenges iii. Options to Consider 	<p>a. Dominic updated the Committee members on the status of the DHIA Camera Pilot program. Unfortunately, the assessment by the new prospective camera vendor (AVS) has reported the cameras previously installed by VDOintel/Covalt (purchased under the old pilot program) are proprietary and can not be integrated into the new system. Committee members were discouraged by this news, and suggested staff look into the possibility of selling off the current used/unused inventory of camera equipment. Dinesh Shah explicitly endorsed the DHIA not pursuing the camera program any further. Discussion followed.</p> <p>b. Dominic reported on the current status of the downtown security patrol. Based on the reported metrics from the Daily Activity Reports (DARs), the patrols aren't recording a substantial impact during their 8-hour shift. Merchant calls are low, and a survey recently circulated amongst the downtown merchants did not note a significant (perceived) impact in the supplemental patrols. Dinesh Shah requested staff reach out to HPD to inquire whether there's been an increase in crime or property crime in downtown.</p> <p>c. Dominic reported on the current status of the DHIA In-house Maintenance Operation. The DHIA Maintenance Operation is currently operating at 60% capacity, having lost two employees</p>	<p>b. Dinesh Shah motioned to initiate the 30-day termination notice to Legion Corporation. Discussion followed on the alternative approaches the DHIA could take to replace the security patrols. Thomas Leung seconded the motion with the additional direction that staff explore partnering with the Hayward Navigation Center to increase outreach services in the downtown district. Dinesh agreed with this addition. Motion passed unanimously.</p> <p>c. Dinesh Shah motioned to authorize staff to work with the Board President to issue an RFP for DHIA</p>

	<p>recently. Staff have struggled to replace employment vacancies on the maintenance crew, despite offering a very competitive employment package relative to the surrounding job market.</p> <p>At this point, Dominic noted he will continue efforts to hire replacements for the crew but noted the anticipated expenses for maintaining the inhouse operation are becoming increasingly inflated. Dominic mentioned he could also organize an RFP for District Maintenance Services to be circulated within the industry to gauge what other options are out there for providing district maintenance services. Dominic noted which firms would likely respond and reported his insight with each vendor. Discussion followed.</p>	<p>District Maintenance Services based on a yet-to-be determined amount and scope. Ben Schweng seconded the motion. The motion carried unanimously with 1 abstention (Kim Huggett).</p>
6. Next Meeting	No future meeting was set at the time. The Committee will meet as needed.	
7. Adjournment	Meeting adjourned at 11:30 a.m.	

Minutes taken by Dominic Li Mandri, District Manager



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% Street Cleaning Tasks
- 16% 16% Other Tasks

27% of tasks

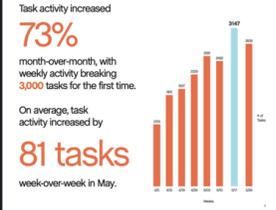
27% of tasks

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)
Employee of the Month

Edwin has been the most reliable and consistent in his work. He has been the most reliable and consistent in his work. He has been the most reliable and consistent in his work.



Before & After



Attachment B - Benefits Costs



2020 Small Business
RATE AREAS 4, 8
 CALIFORNIA

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.





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	Platinum 90 HMO 0/10* + Child Dental Alt	Platinum 90 HMO 0/15* + 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
0-14 [†]	\$357.34	\$353.73	\$313.90	\$310.72	\$280.95
15 [†]	\$387.86	\$383.93	\$340.55	\$337.10	\$304.68
16 [†]	\$399.53	\$395.48	\$350.75	\$347.18	\$313.75
17 [†]	\$411.20	\$407.03	\$360.94	\$357.27	\$322.83
18 [†]	\$423.77	\$419.46	\$371.92	\$368.13	\$332.60
19	\$422.34	\$417.91	\$368.90	\$365.00	\$328.38
20	\$435.36	\$430.79	\$380.27	\$376.25	\$338.50
21	\$448.82	\$444.11	\$392.03	\$387.88	\$348.97
22	\$448.82	\$444.11	\$392.03	\$387.88	\$348.97
23	\$448.82	\$444.11	\$392.03	\$387.88	\$348.97
24	\$448.82	\$444.11	\$392.03	\$387.88	\$348.97
25	\$450.62	\$445.89	\$393.60	\$389.43	\$350.36
26	\$459.60	\$454.77	\$401.44	\$397.19	\$357.34
27	\$470.37	\$465.43	\$410.85	\$406.50	\$365.72
28	\$487.87	\$482.75	\$426.14	\$421.63	\$379.33
29	\$502.24	\$496.96	\$438.69	\$434.04	\$390.49
30	\$509.42	\$504.07	\$444.96	\$440.25	\$396.08
31	\$520.19	\$514.72	\$454.37	\$449.56	\$404.45
32	\$530.96	\$525.38	\$463.78	\$458.87	\$412.83
33	\$537.69	\$532.04	\$469.66	\$464.68	\$418.06
34	\$544.87	\$539.15	\$475.93	\$470.89	\$423.65
35	\$548.46	\$542.70	\$479.07	\$473.99	\$426.44
36	\$552.05	\$546.26	\$482.20	\$477.10	\$429.23
37	\$555.65	\$549.81	\$485.34	\$480.20	\$432.02
38	\$559.24	\$553.36	\$488.47	\$483.30	\$434.81
39	\$566.42	\$560.47	\$494.75	\$489.51	\$440.40
40	\$573.60	\$567.57	\$501.02	\$495.71	\$445.98
41	\$584.37	\$578.23	\$510.43	\$505.02	\$454.35
42	\$594.69	\$588.45	\$519.45	\$513.95	\$462.38
43	\$609.06	\$602.66	\$531.99	\$526.36	\$473.55
44	\$627.01	\$620.42	\$547.67	\$541.87	\$487.51
45	\$648.10	\$641.30	\$566.10	\$560.10	\$503.91
46	\$673.24	\$666.17	\$588.05	\$581.82	\$523.45
47	\$701.51	\$694.14	\$612.75	\$606.26	\$545.43
48	\$733.83	\$726.12	\$640.98	\$634.19	\$570.56
49	\$765.70	\$757.65	\$668.81	\$661.73	\$595.34
50	\$801.60	\$793.18	\$700.17	\$692.76	\$623.25
51	\$837.06	\$828.27	\$731.14	\$723.40	\$650.82
52	\$876.11	\$866.90	\$765.25	\$757.15	\$681.18
53	\$915.60	\$905.99	\$799.75	\$791.28	\$711.89
54	\$958.24	\$948.18	\$836.99	\$828.13	\$745.04
55	\$1,000.88	\$990.37	\$874.24	\$864.98	\$778.20
56	\$1,047.11	\$1,036.11	\$914.62	\$904.93	\$814.14
57	\$1,093.79	\$1,082.30	\$955.39	\$945.27	\$850.43
58	\$1,143.61	\$1,131.59	\$998.90	\$988.33	\$889.17
59	\$1,168.29	\$1,156.02	\$1,020.46	\$1,009.66	\$908.36
60	\$1,218.11	\$1,205.32	\$1,063.98	\$1,052.72	\$947.10
61	\$1,261.20	\$1,247.95	\$1,101.62	\$1,089.95	\$980.60
62	\$1,289.47	\$1,275.93	\$1,126.31	\$1,114.39	\$1,002.58
63	\$1,324.93	\$1,311.01	\$1,157.28	\$1,145.03	\$1,030.15
64+	\$1,346.46	\$1,332.33	\$1,176.09	\$1,163.64	\$1,046.91

[†]HMO 0–14, 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 2500/20%* + Child Dental	Bronze 60 HMO 6300/65* + Child Dental	Bronze 60 HDHP HMO 6900/0* + Child Dental
0-14 ¹	\$261.53	\$257.23	\$269.79	\$242.51	\$223.08	\$211.11
15 ¹	\$283.54	\$278.85	\$292.52	\$262.83	\$241.66	\$228.63
16 ¹	\$291.95	\$287.12	\$301.22	\$270.59	\$248.77	\$235.33
17 ¹	\$300.36	\$295.38	\$309.91	\$278.36	\$255.88	\$242.03
18 ¹	\$309.42	\$304.29	\$319.27	\$286.72	\$263.53	\$249.24
19	\$304.49	\$299.20	\$314.64	\$281.10	\$257.19	\$242.47
20	\$313.88	\$308.42	\$324.34	\$289.76	\$265.12	\$249.94
21	\$323.59	\$317.96	\$334.37	\$298.72	\$273.32	\$257.67
22	\$323.59	\$317.96	\$334.37	\$298.72	\$273.32	\$257.67
23	\$323.59	\$317.96	\$334.37	\$298.72	\$273.32	\$257.67
24	\$323.59	\$317.96	\$334.37	\$298.72	\$273.32	\$257.67
25	\$324.88	\$319.23	\$335.71	\$299.92	\$274.41	\$258.70
26	\$331.35	\$325.59	\$342.40	\$305.89	\$279.88	\$263.85
27	\$339.12	\$333.22	\$350.42	\$313.06	\$286.44	\$270.04
28	\$351.74	\$345.62	\$363.46	\$324.71	\$297.10	\$280.09
29	\$362.09	\$355.80	\$374.16	\$334.27	\$305.84	\$288.33
30	\$367.27	\$360.88	\$379.51	\$339.05	\$310.22	\$292.45
31	\$375.04	\$368.51	\$387.54	\$346.22	\$316.78	\$298.64
32	\$382.80	\$376.15	\$395.56	\$353.39	\$323.33	\$304.82
33	\$387.66	\$380.91	\$400.58	\$357.87	\$327.43	\$308.69
34	\$392.83	\$386.00	\$405.93	\$362.65	\$331.81	\$312.81
35	\$395.42	\$388.55	\$408.60	\$365.04	\$333.99	\$314.87
36	\$398.01	\$391.09	\$411.28	\$367.43	\$336.18	\$316.93
37	\$400.60	\$393.63	\$413.95	\$369.82	\$338.37	\$318.99
38	\$403.19	\$396.18	\$416.63	\$372.21	\$340.55	\$321.06
39	\$408.37	\$401.26	\$421.98	\$376.99	\$344.93	\$325.18
40	\$413.54	\$406.35	\$427.33	\$381.77	\$349.30	\$329.30
41	\$421.31	\$413.98	\$435.35	\$388.94	\$355.86	\$335.49
42	\$428.75	\$421.30	\$443.04	\$395.81	\$362.15	\$341.41
43	\$439.11	\$431.47	\$453.74	\$405.37	\$370.89	\$349.66
44	\$452.05	\$444.19	\$467.12	\$417.32	\$381.82	\$359.96
45	\$467.26	\$459.13	\$482.83	\$431.36	\$394.67	\$372.07
46	\$485.38	\$476.94	\$501.56	\$448.08	\$409.98	\$386.50
47	\$505.77	\$496.97	\$522.62	\$466.90	\$427.20	\$402.74
48	\$529.06	\$519.86	\$546.70	\$488.41	\$446.87	\$421.29
49	\$552.04	\$542.44	\$570.44	\$509.62	\$466.28	\$439.58
50	\$577.92	\$567.87	\$597.19	\$533.52	\$488.15	\$460.20
51	\$603.49	\$592.99	\$623.60	\$557.12	\$509.74	\$480.55
52	\$631.64	\$620.66	\$652.70	\$583.11	\$533.52	\$502.97
53	\$660.12	\$648.64	\$682.12	\$609.39	\$557.57	\$525.65
54	\$690.86	\$678.84	\$713.89	\$637.77	\$583.53	\$550.12
55	\$721.60	\$709.05	\$745.65	\$666.15	\$609.50	\$574.60
56	\$754.93	\$741.80	\$780.09	\$696.92	\$637.65	\$601.14
57	\$788.58	\$774.87	\$814.87	\$727.99	\$666.08	\$627.94
58	\$824.50	\$810.16	\$851.98	\$761.15	\$696.41	\$656.54
59	\$842.29	\$827.65	\$870.37	\$777.58	\$711.45	\$670.71
60	\$878.21	\$862.94	\$907.49	\$810.73	\$741.78	\$699.32
61	\$909.28	\$893.46	\$939.59	\$839.41	\$768.02	\$724.05
62	\$929.66	\$913.50	\$960.65	\$858.23	\$785.24	\$740.28
63	\$955.23	\$938.61	\$987.07	\$881.83	\$806.83	\$760.64
64+	\$978.77	\$960.99	\$1,000.11	\$909.19	\$819.30	\$773.01

¹HMO 0–14, 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

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 [†]	\$611.04	\$537.00	\$464.97	\$365.99
15 [†]	\$665.36	\$584.73	\$506.30	\$398.52
16 [†]	\$686.12	\$602.98	\$522.11	\$410.96
17 [†]	\$706.89	\$621.23	\$537.91	\$423.40
18 [†]	\$729.26	\$640.89	\$554.93	\$436.79
19	\$751.62	\$660.54	\$571.95	\$450.19
20	\$774.78	\$680.90	\$589.57	\$464.06
21	\$798.75	\$701.96	\$607.81	\$478.42
22	\$798.75	\$701.96	\$607.81	\$478.42
23	\$798.75	\$701.96	\$607.81	\$478.42
24	\$798.75	\$701.96	\$607.81	\$478.42
25	\$801.94	\$704.76	\$610.24	\$480.33
26	\$817.92	\$718.80	\$622.40	\$489.90
27	\$837.09	\$735.65	\$636.98	\$501.38
28	\$868.24	\$763.03	\$660.69	\$520.04
29	\$893.80	\$785.49	\$680.14	\$535.35
30	\$906.58	\$796.72	\$689.86	\$543.00
31	\$925.75	\$813.57	\$704.45	\$554.48
32	\$944.92	\$830.41	\$719.04	\$565.97
33	\$956.90	\$840.94	\$728.15	\$573.14
34	\$969.68	\$852.17	\$737.88	\$580.80
35	\$976.07	\$857.79	\$742.74	\$584.62
36	\$982.46	\$863.41	\$747.60	\$588.45
37	\$988.85	\$869.02	\$752.47	\$592.28
38	\$995.24	\$874.64	\$757.33	\$596.11
39	\$1,008.02	\$885.87	\$767.05	\$603.76
40	\$1,020.80	\$897.10	\$776.78	\$611.42
41	\$1,039.97	\$913.95	\$791.37	\$622.90
42	\$1,058.34	\$930.09	\$805.35	\$633.90
43	\$1,083.90	\$952.55	\$824.80	\$649.21
44	\$1,115.85	\$980.63	\$849.11	\$668.35
45	\$1,153.39	\$1,013.62	\$877.68	\$690.83
46	\$1,198.12	\$1,052.93	\$911.71	\$717.62
47	\$1,248.44	\$1,097.16	\$950.00	\$747.76
48	\$1,305.95	\$1,147.70	\$993.77	\$782.21
49	\$1,362.66	\$1,197.54	\$1,036.92	\$816.18
50	\$1,426.56	\$1,253.69	\$1,085.55	\$854.45
51	\$1,489.66	\$1,309.15	\$1,133.56	\$892.25
52	\$1,559.15	\$1,370.22	\$1,186.44	\$933.87
53	\$1,629.44	\$1,431.99	\$1,239.93	\$975.97
54	\$1,705.32	\$1,498.68	\$1,297.67	\$1,021.42
55	\$1,781.21	\$1,565.36	\$1,355.41	\$1,066.87
56	\$1,863.48	\$1,637.66	\$1,418.02	\$1,116.14
57	\$1,946.55	\$1,710.67	\$1,481.23	\$1,165.90
58	\$2,035.21	\$1,788.58	\$1,548.70	\$1,219.00
59	\$2,079.14	\$1,827.19	\$1,582.13	\$1,245.32
60	\$2,167.80	\$1,905.11	\$1,649.59	\$1,298.42
61	\$2,244.48	\$1,972.50	\$1,707.94	\$1,344.35
62	\$2,294.80	\$2,016.72	\$1,746.23	\$1,374.49
63	\$2,357.90	\$2,072.17	\$1,794.25	\$1,412.28
64+	\$2,396.25	\$2,105.88	\$1,823.43	\$1,435.26

[†]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	94139-47	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	94303	94497
		94005	94014-21	94030	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 1275
SAN FRANCISCO, CA 94105
(800)774-8262 - FAX: (415)796-6156

NOTICE OF ACCEPTANCE AND OF ASSIGNMENT

REFER TO THIS
ACCOUNT NO. IN ALL
CORRESPONDENCE

ACCOUNT NUMBER
CAF-A97319

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

306 7237303 091127 16989 1/1



091127 0.4800 0126 5216 16989 1/1 BIN: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 THIS NOTICE WAS SENT	COVERAGE	POLICY TERM IN MONTHS COVERED BY PREM.	PREMIUM FINANCED
			FIRE, AUTO MAR, LM., CAS		
EMP21002621-01	01/19/21	AXIS SURPLUS INSURANCE CO AMWINS INS. BROKERAGE OF CA, LLC	GL	12	\$4,500.00
			FEE TAXES		\$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).



Attachment D - References

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 "fionaruddy".

Fiona Ruddy
Mercy Housing California

Attachment F - Budget

NexStreet					
Hayward DHIA proposal					
		Full Time Ambassador	Part Time Ambassador		
	Rate Per Hour	\$ 21.50	\$ 21.50		
	Hours a week	40	20		
	Weeks Per Year	52	52		
	Salary	\$ 44,720.00	\$ 22,360.00		
	Vacation	\$ 2,270	\$ -		5%
	Sick	\$ 2,508	\$ 1,254		6%
	Medical Insurance	\$ 2,682	\$ -		
	Dental Insurance	\$ 368	\$ -		
	Vision Insurance	\$ 150	\$ -		
	Retirement Benefits	\$ 1,411	\$ -		3%
	Performance Bonus	\$ 2,688	\$ 1,344		6%
	Worker's Comp	\$ 5,160	\$ 2,580		12%
	Payroll Taxes	\$ 5,375	\$ 2,688		12%
	Payroll Processing	\$ 500	\$ 500		
	Uniforms	\$ 300	\$ 300		
	Radios				
	Tools	\$ -	\$ -		
	Supplies		\$ -		
	Administration Fee	\$ 4,450	\$ 4,450		
		\$ 72,582	\$ 35,475		
5.60%	COLA 2022	\$ 76,647	\$ 37,462		
10%	PM	\$ 84,312	\$ 41,208		
	# of employees	2	2		
	Total Variable Costs per position	\$ 168,623.32	\$ 82,416.07		
	Jia	\$ 24,000.00			
	Accounting	\$ 4,800.00			
	Total Cost	\$ 279,839.39			

Attachment E - Resumes

MATTHEW ALLEN

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 cleaning and maintenance 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 the operations 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 a 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
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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 Hayward 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 Hayward 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

- Board Member, International 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
- Scooter and bike share policy leadership

EDUCATION

PRINCETON UNIVERSITY Princeton, NJ (1998 – 2002)

- B.A. in Politics

INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL

- Certificate in Technology-Led Economic Development (2019)