

PROPOSED SERVICES MODEL

We are pleased to provide the following summary of services, which will outline the scope, frequencies and cost associated with creating a highly visible Safety Ambassador program for the businesses at and around the Greenhouse Marketplace located at 699 Lewelling Blvd. Based on our understanding of the interest in enhancing the pedestrian and tenant experience through implementing Ambassador Services, we believe the following to be program objectives:

- 👉 To create a visible presence within the location by providing assistance to visitors, tenants, businesses and the general population; which may come in the form of directions, information, public safety escorts or just a reassuring uniformed presence on the property, 7 days per week.
- 👉 Assist with livability Issues within the Greenhouse Marketplace by building relationships with vulnerable population groups and connecting them with available social services.
- 👉 Assist Greenhouse Marketplace businesses in addressing happenings on the property that disrupt business.
- 👉 Develop and introduce additional areas of opportunity to enhance conditions.
- 👉 Provide meaningful benchmarking and information on service delivery through statistical data analysis utilizing our Smart System.
- 👉 Assist with minor cleaning tasks to enhance the shopping experience for the customers. This will include anything that can be easily removed without the use of specialized cleaning equipment and that can be disposed of in any public litter receptacle.

SERVICES AND DEPLOYMENT

We offer the following recommended services and deployment based on our observations and knowledge of the proposed service area combined with our experience in providing services in similar types of environments across the country.

SERVICES RECOMMENDED: CLEANING

Based on our observations of the overall appearance of the proposed service area we'd recommend providing the following ancillary cleaning services and frequencies:

Task	Details	Recommended Service Frequencies
Litter Removal	<p>⚠ While making rounds throughout the Greenhouse Marketplace, the Ambassadors would be responsible for low-level litter removal that will enhance the shopping experience for customers. This will include anything that can be easily removed without the use of specialized cleaning equipment and that can be disposed of in any public litter receptacle.</p>	Completed on a daily basis as needed

SERVICES RECOMMENDED: SAFETY, HOSPITALITY & OUTREACH

An important aspect of how someone feels about a place relates to their sense of personal safety and the overall sense of order in an area. Much of what the Greenhouse Marketplace Safety Program does is not only deter and address unwanted activity, but creates a significant amount of public engagement. This friendly engagement provides a reassuring presence and a sense of place. To do this those assigned to the team function would do the following:

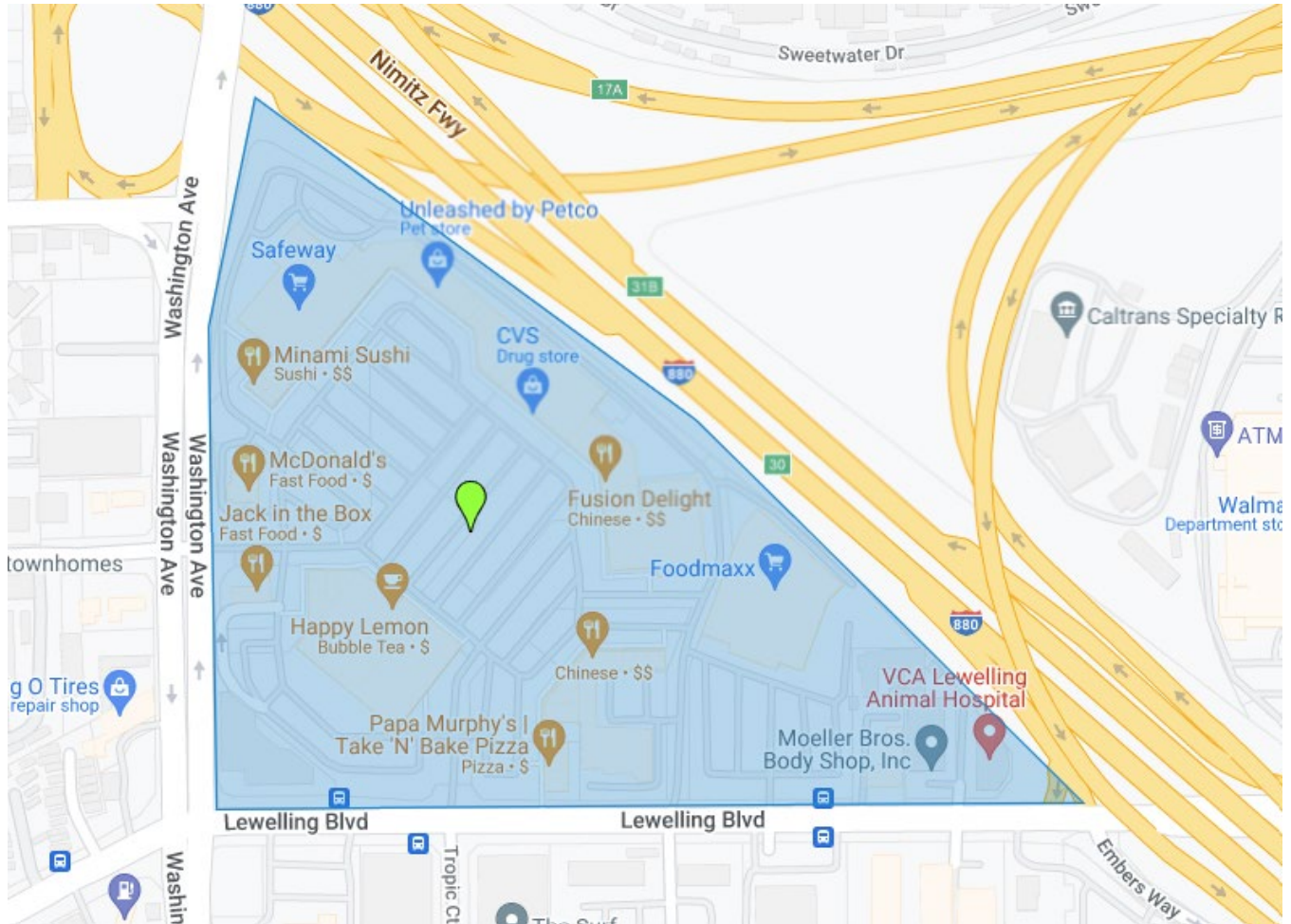
Task	Details	Recommended Service Frequencies
Hospitality and Continual Public Engagement	<p>⚠ The Greenhouse Marketplace Safety Team will be a highly visible presence continually circulating through the service district in a patrol vehicle or on foot</p> <p>⚠ The Team will proactively and continually engage the public with a friendly greeting and be very responsive to</p>	Ongoing during the specified schedule

Task	Details	Recommended Service Frequencies
	opportunities to provide directions, recommendations, or assistance	
Business Contacts	<ul style="list-style-type: none"> 👉 The Greenhouse Marketplace Safety Team will regularly visit ground level businesses to discuss relevant information and events. Details of business contacts will be provided through the SMART System. 	At least six business checks per shift, per team member will be performed.
Observing and Reporting	<ul style="list-style-type: none"> 👉 Continually circulate through the property on foot to provide high visibility and to address and/or report any activities that are deemed to be out of the ordinary. 👉 Report crimes or disturbances to the San Leandro Police Department for response through dispatch 👉 Assist police by being “witness complainants” 👉 Those people in violation of any pertinent ordinances or unacceptable street level behavior will be engaged. If after education, the person does not act in accordance with ordinance in question, the Ambassador will either document the situation in the SMART System or notify social services or police, depending on the severity. 	Ongoing during the specified schedule with adjustments made based on events, happenings and needs.
Outreach	<ul style="list-style-type: none"> 👉 All Ambassadors will be trained on the resources available to the San Leandro street population and how to attain those services 👉 Identify street dependent individuals in the district and build relationships with them to better serve as a resource. 👉 Any persons who are interested in services or who appear to be new in the service area will be referred to existing services specializing in assisting homeless individuals. 👉 Provide basic support those in need to assist in navigating the various social services and aid in meeting the requirements to receive help. 	Ongoing through the course of the Greenhouse Marketplace Safety shift

Task	Details	Recommended Service Frequencies
Reporting	<p>The Greenhouse Marketplace Safety Team members will document their daily activities and observations through the following report types which will be summarized by management staff to capture overall program accomplishments:</p> <ul style="list-style-type: none"> 👉 Daily Stat Entries - tasks to substantiate activity. The SMART System will capture when and where activities are taking place in order to best deploy resources. 👉 Property Condition Reports - Ambassadors will help support a well maintained environment by reporting any maintenance issues in the public right of way to include things such as burned out lights or damaged public infrastructure, such as benches and trash cans. 👉 Persons of Interest – interactions with highly visible individuals who are in need, at risk, vulnerable or frequently disruptive will be logged and shared with 3rd party constituents who can further assist. 👉 Incident Reports - Incident Reports to document activities deemed to be out of the ordinary 	As necessary

DEPLOYMENT SCHEDULE & ZONES

Based on our understanding of the desired outcomes of the program we're recommending a year-round, 7 day per week staffing model that will focus on the afternoon and evening hours. The proposed service areas and initial schedule are included below for your consideration:



Weekly Hours & Employee Count		
Position	Weekly Hours	FTE
Safety Ambassadors	100	2.5
Operations Manager	40	1
TOTAL	140	3.5

Position	Zone	Task	Hours	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Safety Ambassadors	All	Walking/Bike Patrol	12:20pm - 11pm	10	10	10	10				40
	All	Walking/Bike Patrol	12:20pm - 11pm				10	10	10	10	40
	All	Walking/Bike Patrol	12:20pm - 11pm	10						10	20
Operations Manager	All	Program Management/Patrols	12:20pm - 11pm		10	10		10	10		40
				20	20	20	20	20	20	20	
Total Scheduled Weekly Hours											140

The above schedule table is an initial starting point for weekly deployment based on our experience. Weekly staff deployment is a fluid concept with the ongoing goal of matching resources to demands, often which will change over time or even change from week to week based on events and happening. Our local manager is trained to continually work with you to adjust staffing and deployment to match needs.

PROGRAM COSTS

We understand the importance of maximizing the outcomes of your investment into your operating budget. Taking that in consideration, we have included everything we believe will make an impactful operation. Pricing includes:

- 👑 All labor costs to include wages, payroll taxes and payroll insurance.
- 👑 Employee benefits to include holiday pay, paid time off and contributions towards employee health, dental and vision care
- 👑 All recommended equipment and related costs.
- 👑 All consumable supplies
- 👑 Contribution toward shared office space and storage
- 👑 Block by Block's support and oversight through a dedicated Program Manager and Regional Vice President
- 👑 All associated management fees and profit.



WAGES

Based on our success in operating in San Leandro for the past 3+ years, we are recommending the following wage structure for those assigned to the Greenhouse Marketplace Safety account, which is consistent with the current San Leandro Improvement Association Team.

Position	Start	After 6 Months	After 1 Year
Safety Ambassadors	\$ 21.00	\$ 22.00	\$ 23.00
Operations Manager	\$ 66,560.00	\$ 68,640.00	\$ 68,640.00

BUDGET SUMMARY

PRICING	Safety Ambassador	Operations Manager
Pay Rate	\$ 23.00	\$ 32.50
FICA	\$ 1.76	\$ 2.49
WC	\$ 1.43	\$ 2.02
Liability	\$ 0.59	\$ 0.83
Unemployment	\$ 0.83	\$ 1.17
Subtotal	\$ 27.60	\$ 39.00
Weekly Hours	100	40
Annual Hours	5,200.00	2,080.00
Annual Billing	\$ 143,520.00	\$ 81,120.00
Overhead	\$ 4.83	\$ 4.83
Benefits	\$ 4.61	\$ 4.61
Profit	\$ 3.63	\$ 3.63
Bill Rate	\$ 40.66	\$ 52.06
Weekly Hours	100	40
Annual Hours	\$ 5,200.00	2,080.00
Annual Billing	\$ 211,446.85	\$ 108,290.74
ANNUAL BILLING	\$ 319,737.59	

Greenhouse Marketplace Safety Program		
Category	\$	%
Labor	\$ 224,873.10	70.33%
Benefits	\$ 33,563.25	10.50%
Labor Related (background checks, recruiting, awards, etc.)	\$ 5,148.31	1.61%
Uniforms	\$ 4,898.25	1.53%
Cell Phones	\$ 1,008.00	0.32%
Equipment (Truck, ATVs, other 'capital' equipment)	\$ 3,623.49	1.13%
Equipment Related (fuel, maintenance, insurance, parking)	\$ 181.17	0.06%
Office/Storage Location	\$ -	0.00%
Water (Pressure Washer & Office Location)	\$ -	0.00%
Janitorial Supplies	\$ 1,500.00	0.47%
Patrol Vehicle Lighting & Security	\$ -	0.00%
Office Supplies & Printing	\$ 1,135.00	0.35%
Start up Cost (Amortized over 3 years)	\$ 4,220.00	1.32%
Taxes & Miscellaneous	\$ 5,200.00	1.63%
Administrative Support (mgmt., travel, postage, etc.)	\$ 7,986.67	2.50%
Profit (9.0% of total)	\$ 26,400.35	8.26%
ANNUAL TOTAL	\$ 319,737.59	100.0%
MONTHLY BILLING	\$ 26,644.80	

IN SUMMARY

The preceding pages provides a brief illustration of what a Greenhouse Marketplace Safety Program might look like. As you continue to work through the best way forward, we will remain available for further discussion and guidance on implementing a program that matches the needs of the Marketplace and the community.