



Board of Directors ANNUAL Meeting Agenda

San Leandro Improvement Association

Thursday, March 16, 2023, 3:30 – 5 p.m.

San Leandro Chamber of Commerce • 120 Estudillo Ave., San Leandro, California

Dial-In: 1 (669) 900-6833 Meeting ID: 292 409 5566

<https://us02web.zoom.us/j/2924095566>

AGENDA:

- 1. Call to Order – President, Angele Sweet (3:30)**
- 2. Roll Call – Secretary, Betty Shon**
- 3. Public Comment & Introductions (3:35)**
- 4. Approval of Minutes (3:45)** **Action**
 - a. January 19, 2023
- 5. Financial Report (3:47)** **Information**
 - a. The Board will review current financial statements.
- 6. President’s Report, Angele Sweet** **Information**
- 7. Board 2023-25 Strategic Priorities (4:00)** **Discussion**
 - a. The Board will review discuss recommendations from the four ad hoc committees regarding priority action steps and benchmarks.
- 8. Contract for District Services (4:30)** **Action**
 - a. The Board will consider authorizing the Executive Director to accept Regency Center’s proposal to expand the Block by Block contract for safety and cleaning services to include Washington Plaza.
- 9. Public Space Enhancements (4:45)** **Action**
 - a. The Board will consider a proposal to purchase tables and chairs for Estudillo Plaza.
 - b. The Board will consider authorizing the Executive Director to contract out for Holiday Tree decorating services.
- 10. Adjournment (5:00)**



San Leandro Improvement Association
Draft Board Meeting Minutes
Thursday, January 19, 2023, 3:30 – 5:00 pm
San Leandro Chamber of Commerce

Present: Katie Bowman, Deborah Cox, Emily Griego (Pres.), Robert Jones, Toby Liebermann, Long V. Nguyen (Tres.), Kim Pace, Betty Shon, and Angele Sweet (Sec.) Matt Holmes (V-P) joined at 4 pm.

Absent: Xouhoa Bowen, Pete Ballew, Justin Osler

Staff: Morgan Mack-Rose (Exec Dir), Matt Mayo (Block By Block)

Guests: Jenny Delgadillo, Kevin Dilling, Virginia Harrington, Kevin Norman

MINUTES:

<i>Item</i>	<i>Discussion</i>	<i>Action Taken?</i>
Call to Order	E. Griego called the meeting to order at 3:35	
Approval of Minutes	Meeting minutes from September 8, 2022, were approved as presented. m/s/c A. Sweet/D. Cox/Unanimous	APPROVED
Public Comment	<ul style="list-style-type: none"> • Board members and nominees introduced themselves sharing why they serve or want to serve on the board. • E. Griego shared that she was proud of the work the board did in the transition and that while she is stepping down as President, she looks forward to continuing to serve on the board. Members appreciated Emily for her leadership as President. 	INFORMATION
Board and Officer Elections	<p>The board approved the re-election of Kim Pace and the election of the following applicants to a two-year term: Deborah Cox, Jennifer Delgadillo, Kevin Dilling, Virginia Harrington, and Kevin Norman. m/s/c K. Bowman/A. Sweet/Unanimous</p> <p>The board approved the following officers to a one-year term: Angele Sweet (President), Matt Holmes (Vice President), Betty</p>	APPROVED

	<p>Shon (Secretary), Long V. Nguyen (Treasurer), and Emily Griego (Immediate Past-President) m/s/c D. Cox/K. Pace/Unanimous</p>	
<p>Management Agreement for the 2023 Cherry Festival</p>	<p>The Board authorized Executive Director to enter into a contract with the City of San Leandro to provide professional coordinating services for the 2023 Cherry Festival in the amount of \$34,000. m/s/c V. Harrington/K. Pace/Unanimous</p>	<p>APPROVED</p>
<p>2022 Year End Financials and FY 2023 Budget</p>	<p>L. Nguyen reviewed the FY 2022 Year End Financials noting that while the budget projected a \$24,972 deficit, year-end actuals showed a \$55,211 surplus. M. Mack-Rose attributed the surplus to special event sponsorships and the persistent understaffing of the Ambassador Services program.</p> <p>The Board accepted the 2022 Year End Financials m/s/c E. Griego/B. Shon/Unanimous</p> <p>M. Mack-Rose presented the FY 2023 Budget. While the budget currently anticipates a \$49,550 deficit, City staff will be recommending a one-time allocation of \$92,804 to offset unanticipated costs to the Ambassador Services Pilot Program. If that allocation is not approved, the Board will have to take action to cut the Safety Ambassador program which is running at a high deficit. The budget also includes the addition of a 30 hour per week Events and Communication Associate. This was a contract position in FY 2022 but can no longer be consider as such. M. Mack-Rose pointed out that the \$34K Cherry Festival contract offsets 60% of the cost of the new position. She also noted that there will be approximately \$22,000 in interest and principal payments towards the 2017 City Loan</p> <p>The Board approved the FY 2023 Budget m/s/c L. Nguyen/K. Bowman/Unanimous</p>	<p>APPROVED</p>
<p>Adoption of 2023-25 Strategic Priorities</p>	<p>The Board adopted strategic priorities as identified at the 2022 retreat. m/s/c E. Griego/K. Pace/Unanimous</p> <p>Additionally, Matt Holmes and K. Pace will work to engage the Chamber and City in new business recruitment, board, recruitment and seeking local stakeholders.</p> <p>Board members will meet in ad-hoc groups before March 1st to establish benchmarks for each priority.</p> <p>Increase Owner & Tenant Engagement: L. Nguyen, B. Shon, D. Cox, A. Sweet, M. Mayo, M. Mack-Rose Engage City Owners & Tenants Around Increased Security Efforts: E. Griego, B. Jones, K. Dilling, D. Cox, A. Sweet, M. Mayo, M. Mack-Rose Engage Community Through Social Media & Events: K. Pace, M. Holmes, J. Delgadillo, A. Sweet, M. Mack-Rose, J. Marquis Partner with the City to Identify Needed Codes & Enforce</p>	<p>APPROVED</p>

	Existing Codes: T. Lieberman, K. Norman, K. Bowman, E. Griego, V. Harrington, A. Sweet, M. Mack-Rose	
2023 Meeting Schedule	Based on survey response and board discussion, Regular Board Meetings will be held on the 3rd Thursdays of alternate months, 3:30 – 5:00 pm followed by a board social at a nearby restaurant. Zoom will be made available to those who cannot attend in person. The Board would also like to schedule opportunities to visit other successful improvement districts/downtowns. The Executive Committee will investigate those options.	DISCUSSION
Adjourn	Meeting was adjourned at 4:50 pm	

Minutes by M. Mack-Rose

DRAFT

San Leandro Improvement Association
Balance Sheet Standard
As of February 28, 2023

11:47 AM

03/13/23

Cash Basis

	Feb 28, '23	Feb 28, '22	
ASSETS			
Current Assets			
Checking/Savings			
Fremont Operations Account 7400	268.32	44,678.65	
10100 — Fremont Payroll Account 7826	10,100.02	184.43	
PayPal	555.48		
Fremont Savings Acct 6471		42,873.76	
Fremont MMC 6420	582,271.94	467,203.24	
Total Checking/Savings	593,195.76	554,940.08	
Total Current Assets	593,195.76	554,940.08	
TOTAL ASSETS	593,195.76	554,940.08	(1)
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Credit Cards			
Fremont MC	628.26	1,366.88	
Total Credit Cards	628.26	1,366.88	
Other Current Liabilities			
Restricted Program Funds	154,048.03	157,522.28	(2)
San Leandro Loan 2017	49,097.61	63,125.41	
Total Other Current Liabilities	203,145.64	220,647.69	
Total Current Liabilities	203,773.90	222,014.57	
Total Liabilities	203,773.90	222,014.57	
Equity			
30000 — Opening Balance Equity	122,325.20	122,325.20	
32000 — Unrestricted Net Assets	-2,003.43	-57,214.85	
Net Income	269,100.09	267,815.16	
Total Equity	389,421.86	332,925.51	
TOTAL LIABILITIES & EQUITY	593,195.76	554,940.08	

1. FY 23 Does not reflect January Block by Block Services estimated at \$39.5K.
FY 22 DID reflect Jan Safety Services (\$21.5K)

2. FY 23 Does not reflect estimated \$23K draw down for January Safety Services.

San Leandro Improvement Association
Operating Statement (Summary)
 January 1 through February 28, 2023

3:16 PM
 03/01/23
 Cash Basis

	Jan 1 - Mar 1, '23	Jan 1 - Mar 1, '22
Ordinary Income/Expense		
Income		
Assessment Income	309,003.69	286,507.37
Programs Income		
Holiday		7,083.00
Total Programs Income		7,083.00
Non Assessment Revenue	21,451.89	18,205.56
Total Income	330,455.58	311,795.93
Gross Profit	330,455.58	311,795.93
Expense		
Interest expense	1,893.75	1,060.73
Total Administration	13,328.47	12,482.22
Total DISI	16,737.75	8,750.74
Total SOBO	40,550.44	23,318.50
Total Expense	72,510.41	45,612.19
Net Ordinary Income	257,945.17	266,183.74
Net Other Income	555.37	131.42
Net Income	258,500.54	266,315.16

San Leandro Improvement Association
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Holiday		7,083.00	
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Non Assessment Revenue	21,451.89	18,205.56	(1)
Total Income	330,455.58	311,795.93	
Gross Profit	330,455.58	311,795.93	
Expense			
Interest expense	1,893.75	1,060.73	(2)
Administration			
Admin Misc.	165.00	121.47	
Bank Charges/CC Interest Charge	69.90	214.22	
Total Staff Administration	9,446.24	8,713.54	
Accounting	10.88		
Dues and Subscriptions	940.00	725.00	
Rent	1,500.00	2,250.00	
Office Supplies / Equipment	648.05	321.56	(3)
Board Meetings / Retreats	284.73		
Legal		25.00	
Phone and Communications	263.67	111.43	(4)
Total Administration	13,328.47	12,482.22	
DISI			
Total DISI Staff Associate	6,235.25		
DISI Staff Admin	7,170.48	6,624.00	
Scavenger Hunts	5.50		
Comm & Event Consultant	950.00		(5)
Social Media		25.18	
Seasonal Displays	1,454.50	2,065.49	
Newsletters	40.00		
Total Special Events	751.61		
Special Projects	63.86		
Web Site	66.55	36.07	
Total DISI	16,737.75	8,750.74	
SOBO			
Total Cleaning Ambassadors/MO	15,005.66		(6)
Total Safety Ambassadors	22,021.34	18,205.56	
Public Space Maintenance	430.00	860.00	
Total Nursery Supplies & Equipment		414.64	
Rent / Storage	1,500.00	2,250.00	
SOBO Admin	1,593.44	1,472.00	
SOBO Contingency		116.30	
Total SOBO	40,550.44	23,318.50	
Total Expense	72,510.41	45,612.19	
Net Ordinary Income	257,945.17	266,183.74	
Other Income/Expense			
Other Income			
Other income		97.50	
Interest Earned	555.37	33.92	(7)
Total Other Income	555.37	131.42	
Net Other Income	555.37	131.42	
Net Income	258,500.54	266,315.16	

1. Reflects transfer of restricted grant funds to revenue.
2. Interest only for two City Loan installments (6/22 and 1/23).
3. Purchase of monitor and cables for Communications Associate.
4. Q1 cell phone reimbursement, previous years reimbursed at the end of Q1.
5. Final payment before transitioning to regular employee position.
6. Note that this reflects December Ambassador Services only; January billing delayed as contract was finalized.
7. Main account is earning a significantly higher interest rate than previous years.

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 **extension of Downtown San Leandro Ambassador Program** to the San Leandro Plaza. 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 Plaza 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 Plaza by building relationships with vulnerable population groups and connecting them with available social services.
- 👉 Assist Plaza businesses in addressing happenings on the property that disrupt business.
- 👉 **Assist in cleaning tasks**, such as litter collection, throughout the property.
- 👉 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.
- 👉 **Co-exist with our existing downtown services to scale when needed to support happenings on the Plaza.**

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 cleaning services and frequencies:

Task	Details	Recommended Service Frequencies
Litter Removal – All Litter	<ul style="list-style-type: none"> While making rounds throughout the Plaza the Ambassadors would be responsible for collecting and disposing of errant litter in the common areas of the property. 	Completed daily with a heavier emphasis on morning patrols in an effort to bring the area to standard before businesses open.
Graffiti Removal	<ul style="list-style-type: none"> Remove small graffiti, stickers and handbills from all public fixtures. 	Completed daily. All public fixture graffiti, particularly stickers, would be removed. Larger tags would be called in for removal, immediately upon identification
Trash Collection	<ul style="list-style-type: none"> Check all garbage on property and empty when ½ full or more or as otherwise needed. 	Daily
Pressure Washing	<ul style="list-style-type: none"> Scheduled pressure washing of store fronts and walkways Spot cleaning as needed or requested 	As needed – schedules TBD

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 San Leandro Plaza 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	<ul style="list-style-type: none"> ⚠ The San Leandro Plaza Team will be a highly visible presence continually circulating through the service district on foot or on bike ⚠ The Team will proactively and continually engage the public with a friendly greeting and be very responsive to opportunities to provide directions, recommendations, or assistance 	Ongoing during the specified schedule with adjustments made based on events, happenings and needs.
Business Contacts	<ul style="list-style-type: none"> ⚠ The San Leandro Plaza 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 San Leandro Plaza shift

Task	Details	Recommended Service Frequencies
<p>Reporting</p>	<p>The San Leandro Plaza 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 	<p>As necessary</p>

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 extends from the morning hours into the evening. The proposed service boundary and initial schedule are included below for your consideration:



Total Weekly Hours	
San Leandro Plaza Maintenance Ambassadors	56
San Leandro Plaza Safety Ambassadors	112
Operations Manager	10
TOTAL	178

Position	Zone	Task	Hours	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
San Leandro Plaza Maintenance Ambassadors	Plaza	Manual Cleaning, Merchant Contacts, Quality of Life, Spot/Pressure Washing	6:00am - 2:30pm	8	8	8	8	8	8	8	56
San Leandro Plaza Safety Ambassador	Plaza	Hospitality, Manual Cleaning, Merchant Contacts, Quality of Life	6:00am - 2:30pm	8	8	8	8	8	8	8	56
			12:30pm-9:00pm	8	8	8	8	8	8	8	56
Operations Manager	All	Working Manager - QA, Mechanized Equipment	9:00am - 5:30pm		2	2	2	2	2		10
Hours Per Day				24	26	26	26	26	26	24	
Total Scheduled Weekly Hours											178

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 2+ years, we are recommending the following wage structure for those assigned to the San Leandro Plaza account, which is consistent with the current San Leandro Improvement Association Team.

Wage by Position	Start	After 90 days	After 6 months
San Leandro Plaza Maintenance Ambassadors	\$ 20.00	\$ 21.00	\$ 22.00
San Leandro Plaza Safety Ambassadors	\$ 20.00	\$ 21.00	\$ 22.00
Operations Manager	\$ 40.01	\$ 40.01	\$ 40.01

BUDGET SUMMARY

PRICING	San Leandro Plaza Maintenance Ambassadors	San Leandro Plaza Safety Ambassadors	Operations Manager
Pay Rate	\$ 22.00	\$ 22.00	\$ 40.01
FICA	\$ 1.68	\$ 1.68	\$ 3.06
WC	\$ 1.32	\$ 1.32	\$ 2.40
Liability	\$ 0.56	\$ 0.56	\$ 1.02
Unemployment	\$ 1.39	\$ 1.39	\$ 2.54
Subtotal	\$ 26.96	\$ 26.96	\$ 49.03
Weekly Hours	56.00	112.00	10.00
Annual Hours	2,912.00	5,824.00	520.00
Annual Labor	\$ 78,504.03	\$ 157,008.05	\$ 25,494.69
Overhead	\$ 2.69	\$ 2.69	\$ 2.69
Benefits	\$ 2.56	\$ 2.56	\$ 2.56
Profit	\$ 3.01	\$ 3.01	\$ 3.01
Bill Rate	\$ 35.21	\$ 35.21	\$ 57.28
OT Rate	\$ 48.69	\$ 48.69	N/A
Weekly Hours	56.00	112.00	10.00
Annual Hours	2912	5824	520.00
Annual Billing	\$ 102,536.89	\$ 205,073.78	\$ 29,786.27
ANNUAL BILLING			\$ 337,396.94

San Leandro Plaza Clean & Safe 2023		
Category	\$	%
Labor	\$ 261,006.77	77.4%
Benefits	\$ 23,651.55	7.0%
Labor Related (background checks, recruiting, awards, sp. Training, etc.)	\$ 2,628.15	0.8%
Uniforms	\$ 3,551.10	1.1%
Cell Phones (service)	\$ 1,200.00	0.4%
Equipment (Phones, radios, other 'capital' equipment)	\$ 2,884.20	0.9%
Equipment Related (Maintenance, Repairs)	\$ 1,992.00	0.6%
Supplemental Janitorial Supplies	\$ 5,327.20	1.6%
Misc. (Bus. license, Incidentals)	\$ 400.00	0.1%
Administrative Support (Corp, Tech, System Support, Prof. Development, etc)	\$ 6,897.50	2.0%
Profit (8.0% of total)	\$ 27,858.46	8.3%
TOTAL ANNUAL COSTS	\$ 337,396.94	100.0%
TOTAL MONTHLY COSTS	\$ 28,116.41	

*In addition to the total costs shown above, San Leandro Improvement Association (SLIA) charges a standard management fee from 10-20% which would need to be negotiated directly with SLIA.

IN SUMMARY

The preceding pages provides a brief illustration of what a San Leandro Plaza clean & safe 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 Plaza and the community.

**Public Space Enhancement Request
Item 4a**



QTY 5 Table 24" x 32", (\$342.49 ea)

QTY 10 Chair 400 lb capacity, (\$49.99 ea)

Total requested: \$3,000