October 15, 2026

Greetings:

Enclosed is a Request for Proposal (RFP) for consulting services to lead the renewal of the Downtown San Leandro Community Benefit District. The process and plan will result in a renewed District with a clear vision, a fair and defensible assessment methodology, and specific services and strategies for the next term. To keep assessments in place without interruption, the renewal must be approved and the District's assessment (tax roll) information submitted to the Alameda County Auditor-Controller by July 2027.

This RFP also includes two optional tasks: **Option A – District Expansion Feasibility**, to evaluate potential expansion of the current District; and **Option B – Alternative Service-Provider Model**, to evaluate the San Leandro Improvement Association (SLIA) providing administrative, ambassador, or other agreed-upon services to separately formed benefit districts. Consultants should describe their approach to each option and provide **separate pricing for Option A and Option B**. SLIA may authorize either, both, or neither option.

Please confirm your intention to respond to this RFP by Friday, October 23, 2026.

Any questions relative to the RFP may be directed to me at renewal@downtownsanleandro.com. Questions and responses will be shared with all firms that have confirmed their intention to respond.

Final submissions for the RFP are due on Thursday, October 29, 2026.

Thank you for your consideration. I look forward to your proposal.

Sincerely,

Stephanie Cabrera
Executive Director
San Leandro Improvement Association, dba **Downtown San Leandro Community Benefit District**

Encl.

Request for Proposal

District Renewal Consulting Services

with Optional Expansion Feasibility Studies

October 2026

Respond by email to:
Stephanie Cabrera, Executive Director
renewal@downtownsanleandro.com

Downtown San Leandro Community Benefit District
384 W. Estudillo Ave.
Caretaker's Unit
San Leandro, CA 94577
www.DowntownSanLeandro.com

Proposal Due Date:
Thursday, October 29, 2026, 4:00 PM Pacific

I. Background

The San Leandro Improvement Association (SLIA), a 501(c)(3) nonprofit organization doing business as the Downtown San Leandro Community Benefit District, is the owners' association that manages the Downtown San Leandro Community Benefit District (the "District"). SLIA is governed by an all-volunteer Board of Directors made up of downtown property owners, business owners, and community stakeholders, and is led by an Executive Director.

Downtown property owners established the District in 2013 through a petition and ballot process to support a vibrant downtown, with funding provided primarily by assessments on commercial property. The San Leandro City Council authorized formation of the District in July 2013, and the District began a fifteen-year term assessing benefiting parcels as of July 1, 2013. Due to the timing of revenue collection and the need to establish SLIA as the District's owners' association, implementation of the Management District Plan began on January 1, 2014. Under the District's Management District Plan, the petition, ballot, and City Council hearing process must be repeated for the District to continue beyond its current term. To avoid any gap in assessments, the renewal must be approved by the City Council and the District's assessment (tax roll) information submitted to Alameda County by July 2027.

The District includes approximately 199 assessed parcels across roughly 30 whole or partial blocks in the heart of downtown San Leandro, generally bounded by Alvarado Street on the west, Santa Rosa Street on the east, San Leandro Creek on the north, and Castro Street on the south, including portions of the East 14th Street and Davis Street corridors. Single-family and condominium residences are excluded from assessment. The City of San Leandro is itself an assessed property owner within the District.

Since its formation, the District has delivered services above and beyond the baseline services provided by the City, organized around three areas of work:

- **Sidewalk Operations, Beautification & Order (SOBO):** litter and graffiti removal, power washing, landscaping, and weed control, delivered since 2021 through the District's contracted Block by Block team; and hospitality and safety ambassador services launched as a pilot in December 2021, including merchant assistance, de-escalation, and wellness checks.
- **District Identity:** marketing, events, and District branding, including the Downtown San Leandro identity, street banners, public art, plaza furnishings, and sustainable planters.
- **Land Use & Advocacy:** advocacy on behalf of downtown property owners, business owners, and residents on land use, development, and economic vitality.

The District's annual assessment revenue was approximately $522,000 in FY 2025–26. The District is 49.24% funded by these assessments. SLIA contracts for 7.2 FTEs maintenance and ambassador personnel and has a staff of 2.5 FTEs. The Board views the renewal as an opportunity to refresh the District's vision, services, and structure for the next term.

SLIA wishes to renew the District for a new term of up to twenty years. Proposers should recommend a term length and explain the basis for that recommendation. The Board has not predetermined boundaries or assessment methodology; the consultant may evaluate both, and, if authorized, an

optional Expansion Feasibility Study, Alternative Service-Provider Model, or both (Section V) will inform whether, and where, the District should grow.

The consultant should recognize that renewal of the District is subject to property-owner support and the required actions and approvals of the City of San Leandro and other governmental entities. While the consultant cannot guarantee renewal, it is expected to diligently manage and execute the renewal process and perform the scope of services described in this RFP.

II. Project Objective

The consultant will work with the SLIA Board of Directors, an Ad Hoc Renewal Steering Committee, the Executive Director, and City of San Leandro staff to prepare the documentation, outreach, and strategy necessary to renew the Downtown San Leandro Community Benefit District. All renewal approvals must be complete in time for the District's assessment (tax roll) information to be submitted to Alameda County by July 2027; the proposed work plan should be built backward from this deadline. The consultant shall review and validate the proposed schedule against all applicable statutory, City, County, and assessment-administration requirements and recommend adjustments necessary to provide an adequate schedule contingency.

Beyond meeting the legal requirements for renewal, the process is an opportunity to provide Downtown San Leandro with a forward-thinking and refreshed approach: to gather feedback from property owners, business owners, community partners, the City, and the on-street team; to evaluate historical successes and ongoing challenges; and to incorporate relevant best practices from the International Downtown Association (IDA) and comparable California property-based improvement districts.

The renewal must comply with all applicable law, including the Property and Business Improvement District Law of 1994 (California Streets and Highways Code §36600 et seq.), Article XIII D of the California Constitution (Proposition 218), California Government Code §53753, and any applicable City of San Leandro ordinances and procedures.

III. Scope of Work

The consultant will oversee all legal, analytical, and outreach steps required for renewal. The selected consultant will deliver the following minimum scope of services and may suggest additions or refinements based on their experience.

A. Project Management, Work Plan & Engagement

- Design a process to maximize engagement of the Steering Committee, Board, and staff in the renewal plan process. The Board has appointed its members to the Steering Committee; the consultant may recommend additional members, such as property owners.
- Develop a detailed work plan and project timeline with clear goals and measurable milestones.

- Identify key project risks, dependencies, and decision points, including risks related to property-owner support, assessment methodology, boundary changes, City approvals, statutory deadlines, data availability, and other factors that could affect successful and timely completion of the renewal.
- At project kickoff, confirm and finalize the roles and responsibilities in Section III.J (Responsibility Matrix), including key contacts and decision-makers for SLIA, the Board, and the City.
- Facilitate Steering Committee meetings and schedule regular check-ins with SLIA leadership.
- Provide Board education on the renewal process and the applicable statutes and incorporate required statutory language into all printed and outreach materials.

B. Evaluation of the Current District

- Review and evaluate current services, boundaries, budget, and organizational structure.
- Evaluate historical successes, challenges, and obstacles over the current term.
- Benchmark the District against comparable California CBDs/PBIDs and IDA standards.
- Review background materials, including: the current Management District Plan and Engineer's Report; the City agreement; SLIA Bylaws and Board Handbook; annual reports and budgets; service data from the maintenance and ambassador programs; and the DowntownSanLeandro.com website.

C. Stakeholder Outreach & Consensus Building

- Develop and implement a stakeholder engagement and consensus-building strategy designed to identify areas of support, concern, and potential opposition early enough to address issues before the petition and ballot stages.
- Identify and prioritize engagement with major and weighted property owners, including likely supporters, undecided owners, and potentially opposed owners.
- Identify properties with unusual or significant assessment impacts and property owners who may be materially affected by proposed boundary or service-area changes.
- Design and conduct a comprehensive property owner and stakeholder engagement process, using appropriate methods such as individual meetings, work sessions, surveys, focus groups, and other outreach strategies recommended by the consultant.
- Gather input from business owners, residents, community partners, the on-street team, and City staff.
- Prepare clear, accessible outreach materials in formats recommended by the consultant, in English, Spanish, and Chinese at a minimum, and in other languages as warranted by the District's property and business owners.
- Track and assess stakeholder feedback, including levels of support, concerns, areas of disagreement, and potential opposition, and identify strategies to address issues and build consensus.
- Summarize stakeholder findings and recommend service priorities, renewal considerations, and potential adjustments to the Steering Committee based on results.

D. Property Database

- Verify, update, and maintain the property owner database using County Assessor and other available data, including ownership, contact information, and the parcel data needed to support the recommended assessment methodology.
- Refine the database for inclusion in the Management District Plan and Engineer's Report.

E. Services, Budget & Assessment Methodology

- Propose new, enhanced, or revised services based on stakeholder input and assessment value.
- Analyze current assessment value and develop a fair, proportional assessment methodology (including any benefit zones, rates, and annual adjustment provisions). Demonstrate the relationship between the proposed assessment methodology and the special benefits received by assessed properties, including the rationale for any assessment variables, benefit zones, exclusions, caps, minimum assessments, annual increases, or other methodology components.
- Evaluate the treatment of publicly owned parcels, including City-owned property, and the general benefit contribution.
- Develop renewal plan options with rationale, boundaries, assessment rates, and prioritized services.
- Refine the multi-year District budget for inclusion in the Management District Plan.

F. Management District Plan & Engineer's Report

- Prepare the multi-year Management District Plan in compliance with Streets and Highways Code §36622.
- Prepare, or retain and coordinate with, a California Registered Professional Engineer qualified to prepare the Engineer's Report required under Proposition 218. The proposer shall identify the engineer and include the engineer's qualifications and fees in the proposal.
- Present drafts to the Steering Committee and Board for review and approval.

G. Petition & Ballot Process

- Develop and implement a strategy and process for the petition and ballot phases, including appropriate tracking, outreach, and follow-up to achieve the required thresholds.
- Manage the petition drive to achieve the legally required threshold of 30% and develop a strategy designed to achieve a meaningful margin above the statutory minimum, with a target of 50% or more of the proposed assessments where reasonably achievable to demonstrate broad property owner support. The consultant may recommend a different target based on how assessments are distributed among property owners.
- Support the City in the mailed ballot process, including follow-up with property owners.

H. City Coordination & Approval

- Coordinate with City of San Leandro staff throughout the process, including the City Attorney and City Clerk. Include attendance and presentations at anticipated Steering Committee, SLIA

Board, City staff, City Council, and public meetings necessary to complete the renewal process. Proposers shall identify the number of meetings included in the base fee.

- Assist with the City approval process, including the Resolution of Intention, notice, public hearing, and Resolution of Formation.
- Present and testify at City Council meetings and committee meetings, as necessary.

I. Organizational Recommendations

- Recommend organizational, governance, and business-plan changes needed to support the renewed District, including recommendations for a post-renewal strategic planning process.
- Any governance or Bylaws changes will remain at the sole discretion of the SLIA Board.

The consultant acknowledges that renewal of the District is subject to property-owner support and the required actions and approvals of the City of San Leandro and other governmental entities. SLIA does not guarantee that the District will be renewed, expanded, or approved in any particular form.

J. Responsibility Matrix

The following responsibility matrix provides a general allocation of roles for the renewal process. Proposers may recommend refinements to the allocation based on their experience, provided that any proposed changes are clearly identified in their proposal.

Activity	Consultant	SLIA Staff	SLIA Board/Steering Committee	City
Project management and work plan	Lead	Support	Review/Approve	Coordinate
Stakeholder outreach	Lead	Support	Participate	Coordinate
Property database	Lead	Provide data	—	Provide data as available

Services and assessment methodology	Lead	Input	Review/Approve	Review/Coordinate
Management District Plan	Lead	Review	Review/Approve	Review
Engineer's Report	Lead/Coordinate	—	Review/Approve	Review
Petition strategy and campaign	Lead	Support	Participate	—
Ballot process	Support/Coordinate	Support	—	Lead
City approval process	Support	Coordinate	Participate	Lead
Final renewal package	Lead	Review	Approve	Approve/Adopt as applicable

IV. Deliverables

Proposers should confirm the deliverables below or propose refinements based on their recommended approach.

1. Project work plan and schedule, including the finalized responsibility matrix
2. Current District assessment/evaluation
3. Property-owner/stakeholder engagement plan
4. Clean property/ownership database
5. Recommended assessment methodology, with any alternatives considered
6. Recommended District boundaries
7. Recommended services and service levels
8. Multi-year budget
9. Management District Plan

10. Engineer's Report
11. Petition strategy and tracking system
12. City approval/formation materials
13. Final renewal package
14. Organizational, governance, and business-plan recommendations, including a post-renewal strategic planning process
15. Option A – District Expansion Feasibility Study, if authorized
16. Option B – Alternative Service-Provider Model Study, if authorized

V. Optional Tasks: Option A – District Expansion Feasibility and Option B – Alternative Service-Provider Model

SLIA is interested in evaluating opportunities to expand the geographic reach and impact of its services. Proposers should describe their approach to each optional task below and provide **separate pricing for Option A and Option B**. SLIA may authorize either, both, or neither of these optional tasks at contract award or subsequently, subject to agreement with the consultant. Proposers may also recommend whether any expansion should occur as part of this renewal or through a separate process after the renewal, such as a later modification of the District or formation of a new district.

Option A – District Expansion Feasibility

SLIA is interested in evaluating whether expanding the District boundaries is a viable and desirable option and, if so, where the District should expand. Proposers should describe their approach to this optional task and price it separately. SLIA may elect to include, defer, or exclude this task at contract award. If authorized, the study should be completed early enough in the renewal process for its findings to inform the boundaries, budget, service plan, and assessment methodology of the renewed District.

The Expansion Feasibility Study should evaluate potential expansion areas, including their suitability, property characteristics, service needs, potential assessment revenue, stakeholder support, costs, risks, and implications for the existing District, and recommend whether and where expansion is advisable. At a minimum, the study should include:

- Recommended expansion scenarios, with pros, cons, risks, feasibility considerations, and revenue and service impacts for each. For example:
    - no change;
    - modest expansion;
    - larger expansion.
- A written report and presentation to the Steering Committee and Board with a clear recommendation.

Option B – Alternative Service-Provider Model

SLIA is also interested in evaluating an alternative model under which SLIA would not expand the boundaries of the current District but could provide administrative support, ambassador services, or other agreed-upon services, under contract, to one or more separately formed benefit districts. SLIA may authorize this option at contract award or later, including if Option A finds that District expansion is not advisable.

The Alternative Service-Provider Model Study should evaluate the services SLIA could reasonably provide; the legal, governance, and contractual structure; staffing, organizational capacity, and operational risks; and a fee and cost-recovery structure so that District assessments do not subsidize services provided to other districts. At a minimum, the study should include:

- A side-by-side comparison of the Alternative Service-Provider Model with the District expansion scenarios evaluated under Option A.
- A written report and presentation to the Steering Committee and Board with a clear recommendation regarding the feasibility and desirability of the model and, if appropriate, recommended next steps.

If both optional tasks are authorized, the consultant should integrate their findings and provide a clear recommendation regarding the most advantageous approach for SLIA, including consideration of whether the current District should remain unchanged, expand, or be supplemented by services provided to separately formed districts.

VI. Timeline

The target is to engage a consultant by November 2026. The following is SLIA's preliminary schedule. Proposers are encouraged to recommend a different sequence or timing, including overlapping phases, provided the proposed schedule meets the July 2027 County deadline.

Date	Milestone
Oct 15, 2026	RFP issued to consultants
Oct 23, 2026	Deadline for consultants to express intent to respond
Oct 29, 2026	Deadline to receive proposals
Nov 9 - 10, 2026	Consultant interviews
Nov 16, 2026	Board approval and contract award at regular meeting. May schedule a special meeting if needed.
Dec 9, 2026	Kickoff meeting with Steering Committee; work plan finalized
Dec 2026–Feb 2027	Optional Tasks: Option A and/or Option B (if authorized); evaluation of current District; property database

Date	Milestone
Jan–Mar 2027	Property owner and stakeholder outreach
Feb–Mar 2027	Draft Management District Plan and Engineer's Report; Board approval
Mar–Apr 2027	Petition drive (30% required; 50%+ goal)
May 2027	City Council Resolution of Intention; ballots mailed (minimum 45 days before hearing)
Jun 2027	Public hearing, ballot tabulation, and City Council Resolution of Formation
By Jul 2027	Assessment (tax roll) information submitted to Alameda County
Jan 2028	Renewed District assessment funding begins; renewed District term begins July 1, 2028

VII. Budget

Proposals should present the base scope, Option A, and Option B as separate line items and should include a proposed payment schedule tied to milestones and acceptance of the deliverables listed in Section IV (for example: work plan approval, completion of outreach, Board approval of the Management District Plan, completion of the petition campaign and submission of petitions meeting the statutory threshold, and City Council adoption). Any reimbursable expenses (printing, mailing, translation, County Assessor data, and engineering) should be identified separately.

VIII. Submission of Proposals

Proposals shall be submitted electronically only in PDF format. Proposals shall not exceed 25 pages, excluding resumes, project examples, and required forms or attachments. Each project example should not exceed two pages.

Proposals should include:

- Firm overview and approach.
- Proposed project approach and scope of work, including a detailed schedule with measurable milestones and key deliverables, and an approach to identifying and managing project risks.
- Qualifications, including relevant experience with California Property-Based Improvement District/Community Benefit District (PBID/CBD) formations and renewals.
- Team, including each member's title, role, experience, qualifications, and projected time dedicated to this project. Identify any proposed subcontractors, including the engineer

responsible for or assisting with the Engineer's Report, and describe their roles and qualifications.

- Brief description of relevant projects, including outcomes. Proposers should include at least three examples of California PBID/CBD formations or renewals completed within the past seven years, including the district's approximate size, assessment methodology, term, scope of consultant services, and outcome. Examples may come from any member of the proposed team, including subconsultants. At least one example should involve a renewal in which the consultant or a team member was responsible for property-owner outreach, petition strategy, assessment methodology, and coordination with the sponsoring city.
- References (at least three organizations similar to the District).
- Proposed budget, with line items for the base scope, Option A, and Option B, and a milestone-based payment schedule. Proposers should identify any assumptions regarding meetings, outreach activities, presentations, mailings, translation, engineering, and other services included in the proposed fee. Any reimbursable expenses should be identified separately.
- Availability to complete the project within the timeline, including any significant dependencies or schedule risks.
- Disclosure of any actual or potential conflicts of interest that could affect the proposer's ability to perform the work.
- Any proposed exceptions, exclusions, or modifications to the RFP.

Please submit your proposal (via email) or any questions to:

Stephanie Cabrera
Executive Director
Downtown San Leandro Community Benefit District
384 W. Estudillo Ave.
Caretaker's Unit
San Leandro, CA 94577
renewal@downtownsanleandro.com
Cell: (510) 551-9951

IX. Selection Process

All submissions will be reviewed by the Steering Committee, which may invite finalists for interviews. Proposals will be evaluated on the following criteria (weights shown in brackets):

- Relevant experience with California PBID/CBD renewals and expansions [30%]
- Quality and clarity of the proposed approach, engagement strategy, and work plan [30%]
- Qualifications and availability of the project team [20%]
- References and outcomes of similar projects [10%]
- Cost and value [10%]

The lowest-cost proposal will not necessarily be selected. The quality, performance, and experience of each proposing consultant will be taken into consideration prior to the award of the contract.

The Steering Committee will make a recommendation to the Board of Directors, which will award the contract.

X. Reservation of Rights

SLIA reserves the right to reject any or all proposals, to waive minor irregularities, to include or exclude either or both optional tasks (Option A and Option B), and to negotiate scope and fees with the selected consultant prior to final contract approval. This RFP does not commit SLIA to award a contract or to pay any costs incurred in preparing a proposal.