



SUMMARY OF SERVICES FOR DOWNTOWN SANTA CRUZ DOWNTOWN NAVIGATOR SERVICES

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Submitted to:

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OBSERVATIONS AND OPPORTUNITIES

We are pleased to provide the following summary of services to the impending Downtown Santa Cruz Business Improvement District, which will outline the services, frequencies and cost associated with creating a highly visible Navigator Program in the prescribed service area. Based on our understanding of Downtown Santa Cruz and your organizations interests in enhancing the downtown experience through a formation of a PBID, we believe the following to be program objectives:

- 🔥 To create a visible presence in the district by providing assistance to pedestrians; which may come in the form of directions, information, public safety escorts or just a reassuring uniformed presence on the street. 7 days per week.
- 🔥 Assist with livability Issues within downtown by building relationships with vulnerable populations groups and connecting them with outreach services.
- 🔥 Assist district businesses in addressing happenings in the public space that disrupt business
- 🔥 Provide cleaning and maintenance services 7 days per week throughout the expanded service area.
- 🔥 Provide enhanced sidewalk pressure washing in the most visible areas throughout the district.
- 🔥 Develop and introduce additional areas of opportunity to the Downtown Santa Cruz BID.
- 🔥 Provide meaningful benchmarking and information on service delivery through statistical data analysis utilizing our Smart System

As a way to illustrate how a Navigator program would impact the proposed service area in Downtown Santa Cruz, we'd like to share a few of our observations from our time spent in the area:



GENERAL TRASH AND DEBRIS

There is a notable amount of trash and debris throughout the district. We have a recommended approach to making great first impressions in the morning, then layering in more detailed cleaning throughout the day. Though the city, as well as a bevy of other agencies, does assist in the cleaning of Downtown, it is clear they don't have the capacity to provide the level of care that Downtown Santa Cruz needs. From litter, leaves, and even people dumping trash on the sidewalks, the Clean Team members would address these issues throughout their day.



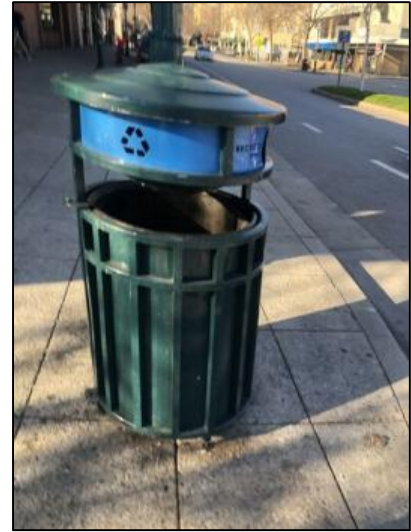
GRAFFITI TAGS AND STICKERS

The district as a whole was primarily free of numerous instances of largescale graffiti, minus the occasional sticker. However, once you travelled off the main streets stickers and tags became more apparent. We learned early on that graffiti breeds graffiti. At minimum, we recommend playing a big part in coordinating the efforts of and reporting to the city for graffiti removal needs. However, we also recommend tackling small nuisance tags and stickers while we are out on our normal patrols.



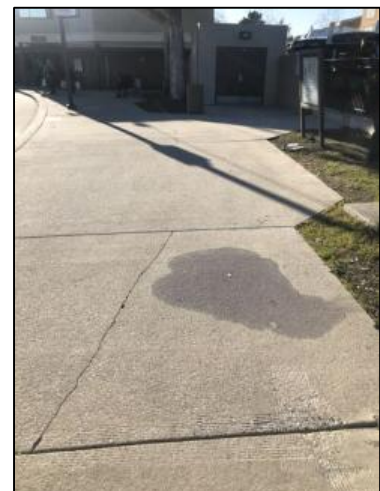
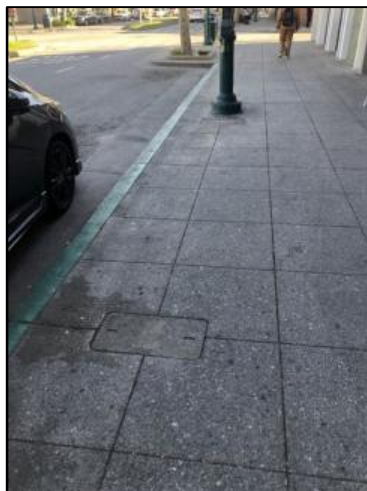
APPEARANCE OF PUBLIC FIXTURES

A pedestrian's impression is not only shaped by litter and graffiti, but by their interactions with public fixtures. Unless the receptacles are clean most people don't want to touch public fixtures to dispose of trash. As part of our daily work plan we'll wipe fixtures, multiple times per day. The trash receptacles in downtown Santa Cruz were unsightly with crusted debris and gum built up on the lids.



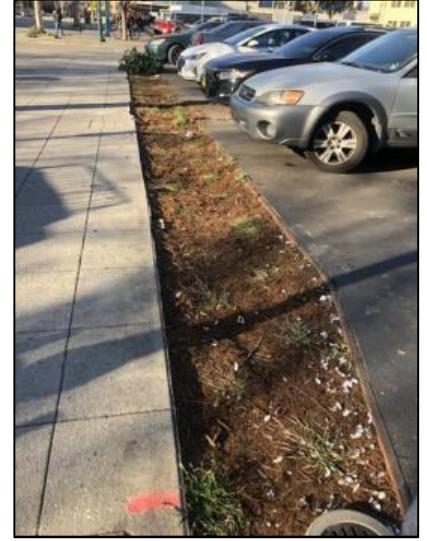
NEED FOR POWER WASHING AND QUICK RESPONSE TO STAINS

We identified a significant number of stains and spills in the district that really stood out as an area that made the district look unkempt. We will incorporate a plan for broad district washing, but we'll also develop a list of approximately 20 – 25 known district hot spots that we'll address more frequently on a rotating basis. Additionally, each Clean Team Member will be equipped with tools that will allow them to respond to small stains in real time as they patrol the district.



GENERAL MAINTENANCE AND SPECIAL PROJECTS

There is a real opportunity to enhance the appearance by doing more than executing on the normal, daily scope of work, but by completing one time tasks that provide a lasting impression. These might include painting of light poles, utility boxes, fire hydrants or other fixtures. This could also include weeding, planting, mulching, cleaning and filling in many of the neglected tree pits in the district.



ADDRESSING THE STREET PERCEPTIONS

During our site visit to Santa Cruz, we observed concentrations of people around the transportation depot that can significantly impact the perceived safety of the Downtown area. Throughout the day, individuals were observed loitering, yelling, sleeping, drinking, doing illicit drugs, and littering to name a few things throughout downtown. Our Safety Navigators will patrol these areas on a more frequent routine to deter these behaviors through consistent engagement and presence in the area. When illegal behavior is observed, we will notify the police and await their assistance.



SERVICES AND DEPLOYMENT

We offer the following recommended services and deployment based on our observations 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"> Full litter passes to remove all litter, bulk litter and cigarette butts from curb lines Will utilize small mechanical means (Battery Powered Blowers) and manual methods (brooms, dustpans, etc.) 	Quick pass of the entire district completed daily in the AM to remove large litter, multiple return passes through the district through the day with plenty of attention to 'hot spots'
Graffiti Removal	<ul style="list-style-type: none"> Remove graffiti stickers and handbills from all public fixtures. Remove or paint over graffiti on private property after obtaining a completed consent form from the property owner 	Completed daily. All public fixture graffiti, particularly stickers, would be removed immediately upon identification
Weed Removal	<ul style="list-style-type: none"> Hand pulling isolated weeds from landscaped areas and curb lines Use weed eater to remove all visible weeds after weed killer has taken affect 	Completed as necessary
Power Washing – Spot washing of High Frequency Areas	<ul style="list-style-type: none"> Hot water power washing will be used to provide quick response to isolated spills, stains and grease from sidewalks Identify approximately 25 hotspots to be washed on a scheduled basis 	As needed and scheduled
Other Special Projects	<ul style="list-style-type: none"> Other special projects beyond the specified scope will be completed utilizing the scheduled hours to include: <ul style="list-style-type: none"> Painting of fixtures 	TBD with the Downtown Santa Cruz BID Team

Task	Details	Recommended Service Frequencies
	<ul style="list-style-type: none"> ✚ Mulching of tree pits in the district ✚ Installation/removal of holiday decorations ✚ Providing Event Support (Setup, teardown, cleaning) ✚ Any other project that would enhance the appearance of downtown. We would rebill any unique supplies at cost. 	

SERVICES RECOMMENDED: SAFETY

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 a Navigator program does is to 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 Navigators assigned to the safety function would do the following:

Task	Details	Recommended Service Frequencies
Hospitality and Continual Public Engagement	<ul style="list-style-type: none"> ✚ Navigators will be a highly visible presence continually circulating through the service district on foot or on bike ✚ Navigators will proactively and continually engage visitors of the public with a friendly greeting and be very responsive to opportunities to provide directions, recommendations, or assistance 	Ongoing from late morning through early evening, but can be adjusted based on events, happenings and needs.
Business Contacts	<ul style="list-style-type: none"> ✚ Navigators will regularly visit ground level businesses to discuss relevant information and events. Details of business contacts will be provided through the SMART System. 	Each Navigator will perform at least four business checks per shift.
Observing and Reporting	<ul style="list-style-type: none"> ✚ Continually circulate through assigned zone on foot or bicycle 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 Santa Cruz Police for response through dispatch ✚ Assist police by being “witness complainants” in cases involving Navigators 	Ongoing from late morning through early evening, but can be adjusted based on events, happenings and needs.

Task	Details	Recommended Service Frequencies
	<ul style="list-style-type: none"> Those people in violation of any pertinent ordinances or acceptable street level behavior will be engaged. If after education, the person does not act in accordance with ordinance in question, the Navigator will either document the situation in the SMART System or notify police, depending on the severity. 	
Outreach	<ul style="list-style-type: none"> All Navigators will be trained on the resources available to the Santa Cruz 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 downtown area will be referred to existing services specializing in assisting homeless individuals. 	Ongoing through the course of the Navigators shift
Safety Escorts	<ul style="list-style-type: none"> Pedestrians can request a safety escort by contacting the promoted number, which is the shared cell phone carried by on-duty staff members Navigators can meet district workers, residents, or visitors at their location and escort them to their destination within the district 	As requested
Reporting	<p>Navigators 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 - Navigators 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. 	As necessary

Task	Details	Recommended Service Frequencies
	<p>👉 Incident Reports - Incident Reports to document activities deemed to be out of the ordinary</p> <p>Each Month we'll provide summary reports of activities and trends in the field. Navigators document their activities and accomplishments in the field, using the SMART System in order to track:</p>	

DEPLOYMENT SCHEDULE

Based on our understanding and observations of downtown Santa Cruz and the services outlined above we're recommending a year round, 7 day per week staffing model for the budget scenario requested by P.U.M.A., which is as follows:

All Season Deployment

Position	Task	Hours	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Clean Team	Cleaning, Pressure Washing & Special Projects	6:00am - 2:30	8	8	8	8	8	8	8	56
		6:00am - 2:30	8	8	8	8	8	8	8	56
		11am - 8:00pm	8	8	8	8	8	8	8	56
Safety Team	Hospitality, Business Support & Street Outreach	9:00am - 5:30pm	8	8	8	8	8	8	8	56
		9:00am - 5:30pm	8	8		8	8	8	40	
		11am - 8:00pm	8	8	8	8			32	
		3:00pm-11:30pm				8	8	8	24	
Team Leader	Supervision	6am - 3:00pm	8	8						16
		3pm - 11:30				8	8	8	24	
Operations Manager		6am - 3:00pm			8	8	8	8	8	40
			56	56	48	48	64	64	64	
Total Scheduled Weekly Hours										400

The above 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 district resources to demands, often which will change over time or even change from week to week based on events and happening. We'll train our local manager to continually work with you to adjust staffing and deployment to match district needs.

STAFF STRUCTURE

The best way to ensure the success of a Navigator Program is to hire the right people from day one and ensure they have sufficient support to carry out the many needs of a downtown district. We recommend the following positions be budgeted and assigned to a newly formed Downtown Santa Cruz BID program.

Operations Manager

The Operations Manager is one of the most essential players to the overall success of downtown Navigator programs. The Operations Manager is assigned solely to your program and will serve as the daily point of contact for Downtown Santa Cruz for all aspects related to the program. We thoroughly train this person to apply all aspects of our operating model and drive quality assurance.

Some of the core functions of the Operations Manager are as follows:

- ⚡ Spending a good deal of their time in the field participating in work assignments, interacting with property owners, and inspecting the quality of work
- ⚡ Interact frequently with the UDO to make program adjustments to meet short term needs
- ⚡ Coordinate recruitment, selection, training and scheduling of staff
- ⚡ Manage program outcomes and reporting requirements
- ⚡ Will report directly to Block by Block's Regional Vice President in order to keep this person apprised on a very frequent basis (typically multiple times per week) regarding all field level activities, projects and any operational matters of concern
- ⚡ Work with the Block by Block Regional VP and VP of Operations to make recommendations for continual program improvement
- ⚡ Develop the daily work plan and communicate to Team Leaders
- ⚡ Coordinate the procurement of supplies, uniforms and maintenance
- ⚡ Participate and oversee the delivery of training for new hires and ongoing training for existing staff
- ⚡ Spend a majority of their time in the field participating in projects, guiding outcomes and making observations to ensure quality

Team Leader

The Team Leader serve as working team members, but have responsibility of serving as the primary supervisor for all front-line activity on their respective shift. Based on the need to have Team Leaders be mobile throughout the district we have found it's ideal if we make supervisors work as part of the Safety Team. They will be designated to provide work assignments to staff, ensure quality and maintain performance standards.

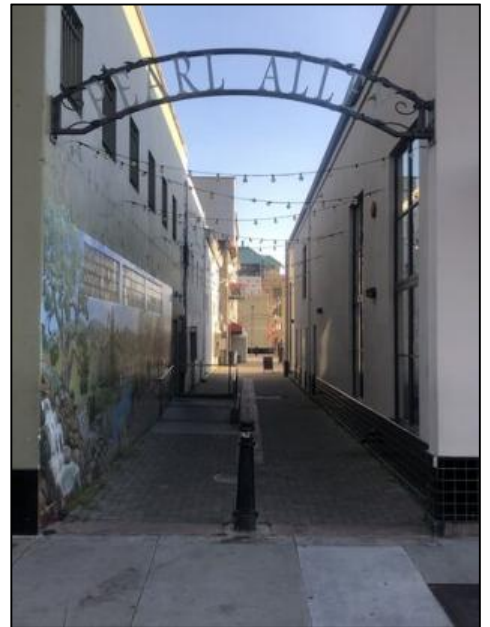
Critical functions of the Team Leader are as follows:

- ⚡ Will run their assigned shift in absence of the Operations Manager
- ⚡ Conduct shift briefings, uniforms inspections and provide assignments to staff

- 🔥 Circulate through the district to ensure staff members are on point and working as expected as part of the overall work plan
- 🔥 Spend at least 90% of their time in the field participating in work assignments and performing quality assurance of staff on their shift, taking corrective action or coaching as necessary

Navigators

Navigators will comprise the front line staff of the program and will provide a high level of visibility and flexibility by moving fluidly from cleaning related services to safety related tasks. Ultimately all staff member are selected foremost for personality as they are expected to be able to effectively deal with the variety of 'publics' they will come into contact with.




RECOMMENDED EQUIPMENT

Having the right equipment is essential to being as productive as possible for the proposed Downtown Santa Cruz Improvement District's Navigator Program. The right equipment selections make our program more efficient and professional. The equipment selections recommended by Block by Block are based on years of experience serving improvement districts and testing of many different types of equipment.




The initial investment in equipment is often cost prohibitive to many of our districts, that's why Block by Block will amortize all equipment over a three year period. This means the proposed Downtown Santa Cruz Business Improvement District does not have to fund a large, initial capital outlay to start operations with us. We spread the cost of equipment over the term of the contract.



As part of our recommended service and scope for the proposed district we recommend the following equipment:

SAFETY AND HOSPITALITY RELATED EQUIPMENT


EQUIPMENT (QUANTITY)	OVERVIEW	SAMPLE
Patrol Edition Bicycles (QTY 1)	<p>Block by Block has seen the evolution of bicycle usage in many of our districts. When we first started providing services over 20 years ago, most of our districts lacked pedestrian traffic and the bicycle was used as the primary patrol vehicle of choice. Their ability to cover large distances was an essential part of their role in our cities.</p> <p>Today they are still used to patrol large areas of the district, however are increasingly being used by our Navigators to get from Point A to Point B and begin a walking patrol. They are often used by supervisory staff to perform quality assurance checks.</p>	




CLEANING AND MAINTENANCE RELATED EQUIPMENT

EQUIPMENT	OVERVIEW	SAMPLE
Full Size Pick Up Truck <i>(QTY 1)</i>	<p>Pickup trucks are critical to operational flexibility in each of our programs. These pieces are used for pulling power washing trailers, hauling trash, and other special projects.</p> <p>We've added a significant amount of visual impact by wrapping our trucks in the colors of the district and including logos of the district and pictures of Navigators so that the public can make a connection with the equipment and the Navigator they see on the street.</p>	
Hot Water Power Washer <i>(QTY 1)</i>	<p>Hot water power washers are specified for their deep cleaning ability. Most Block by Block pressure washers are trailer mounted and include their own fuel and water sources, which provide maximum flexibility for deployment in the district. Our configurations also includes a standard package of multiple nozzles, a spinner nozzle for gum removal, and surface scrubbers</p>	
Pressure Washing Trike <i>(QTY 1)</i>	<p>Responding to spills and stains in a quick and efficient manner is a challenge many of our clients across the country face, and that challenge is no different in Santa Cruz. We deploy three wheeled, self-assisted bicycles that allows us to traverse the sidewalks and narrow streets with ease and quickly respond to these issue and eliminate them from public view in over 40 districts across the country. This tool, combined with a the larger unit outlined above will allow us to fill in all the gaps in the current way the districts sidewalks are being cleaned.</p>	

Battery Powered Power Tools <i>(QTY 4 total pieces)</i>	<p>We are recommending deploying a combination of lithium ion battery operated power tools to include, quiet and green backpack blowers and the Worx Hydroshot pressure washing gun to augment manual cleaning efforts. These pieces have proven very effective, especially for morning blitz and spot cleaning. These pieces are sized to be able to fit in the cleaning cart used by our Clean Navigators.</p>	
MegaBrute Cleaning Carts <i>(QTY 2)</i>	<p>The MegaBrute Cleaning Cart represents the latest generation of Cleaning Cart we are providing our Navigators. With more storage, we're able to equip every Navigator with all the tools they need to service the district, including several gallons of water to remove spills and stains quickly. The large surface areas on all side create opportunities for the district to promote itself and other initiatives in the district.</p>	

COMMUNICATIONS RELATED EQUIPMENT

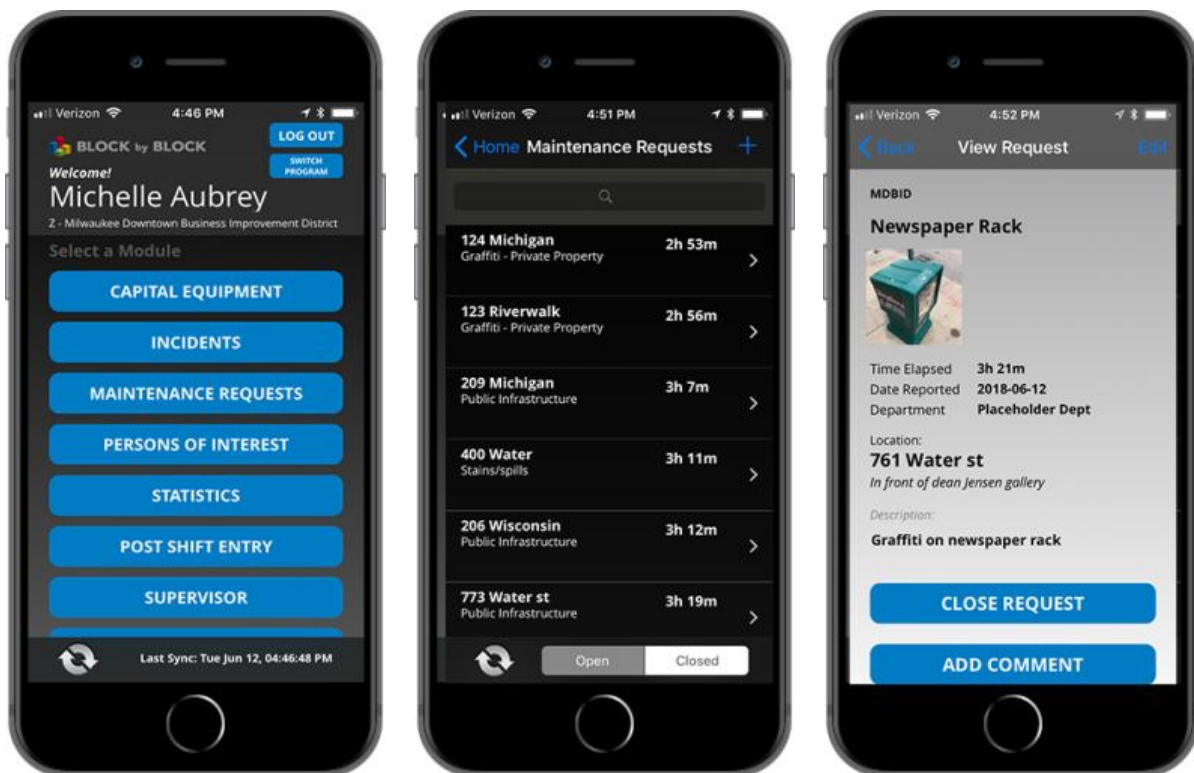
EQUIPMENT	OVERVIEW	SAMPLE
2-Way Radios <i>(QTY 10)</i>	<p>Even with all of the technological advances of the last ten years, we've still found that the 2-Way Radio is the best communication device for the Navigators to use amongst the team. The radios that we're recommending will be digital which enables to further expand the network. For example, our program in Minneapolis was able to link private security together to form a larger radio network.</p>	

<p>iPhones to operate SMART System (QTY 10)</p>	<p>All Navigators in the district will be equipped with Block by Block's SMART System. This system allows us to track all of the metrics from the field using hand held devices based on the iOS platform. For more information on all of the SMART System's capabilities, please refer to the reporting section of this proposal.</p>	
<p>Cell Phones</p>	<p>In addition to the SMART System Devices that we will provide downtown Santa Cruz, these devices will feature phone and data plans in order for the staff of the Downtown Santa Cruz BID and stakeholders of the district to reach. The following positions will cell phones:</p> <ul style="list-style-type: none"> ▪ Operations Manager – would have a dedicated iPhone, and would be required to respond to program needs during working and non-working hours. ▪ On Duty Team Leader – would be carried during all working hours of the Navigator team. This number would be broadly promoted 	
<p>Computer & Printer (QTY 2)</p>	<p>For :</p> <ul style="list-style-type: none"> ▪ Operations Manager & Team Lead 	

REPORTING AND ACCOUNTABILITY

After spending years scouring the industry for a technology platform that could capture information related to our services, we realized each available system had significant limitations. We developed the SMART System from the ground up to be the most useful data reporting tool in the industry.

Navigators report directly from the field via an iPhone or iPad preloaded with the SMART System iOS app. This allows Navigators to enter data in real time in the field as opposed to tallying data by hand at the end of the shift. This provides detailed, time-stamped, and location-precise data for any metric important to your district.



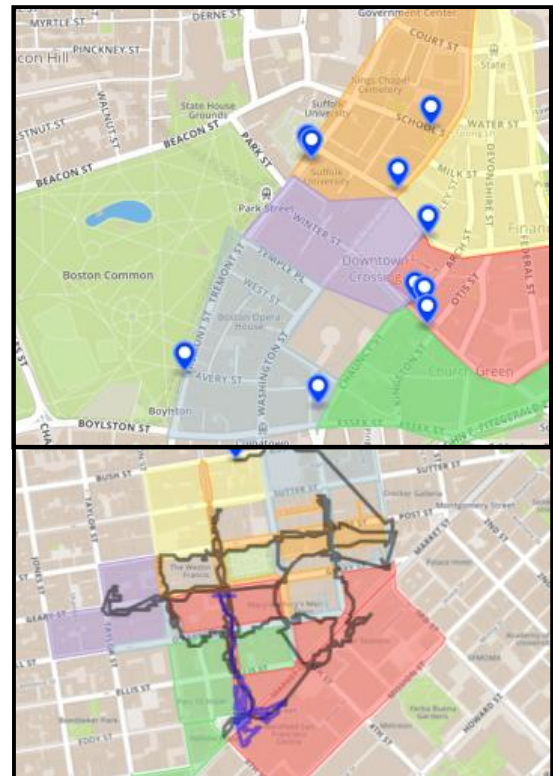
Here are some important things to know about the SMART System:

1. A Well Thought Out Design:

- Specifically designed to be used with an index figure, diminishing the perception that a team member is texting.
- Minimized number of key strokes required to record an entry, reducing time spent on the device and increasing time spent active in the field.
- Intuitive and easy to use for all technology skill levels.

2. Variety of Reporting Options to Best Suit Your Needs:

- See a drop-pin activity map of your district.
- Draw a freeform polygon around any part of your district and see how many of X has occurred.
- You can sort and filter by any date or time range. Want to see how many hospitality interactions took place in the last seven days? It's easy with the SMART System.
- You can run a walk path cookie crumb trail of where the Navigators have been for any specific date and time period
- Draw a freeform polygon around any specific block and see how many times and for how long a Navigator was present in the area.
- With our Variance Report that allows you to quickly see how activities compare to previous periods.
- Efficiency metrics will let us see how many of an activity we complete per hour, allowing us to better challenge our staff to increase productivity.



Variances

Variance Type

12 Month Range

Start Date

03/01/2015

End Date

03/31/2015

Go

Export All to CSV

Export Data

Tasks (Show)

Select All | Select None | Select Inverse

TASK #	MAR 01 - MAR 31, 2014	MAR 01 - MAR 31, 2015	VARIANCE	% CHANGE
Bicycle (miles)	554	70	-484	-87.36
Business Contact	98	19	-79	-80.61
Business Contacts	0	94	94	100
Flower Watering (gallons)	700	91	-609	-87
Graffiti (illegal postings) - Removed	0	231	231	100
Graffiti - Forwarded for Action	31	68	37	54.41
Graffiti - Removed	90	19	-71	-78.89
Gum Spot Removal	6	10	4	40

3. Maintenance Reports and Incident Reports

The system allows for the following to be completed:

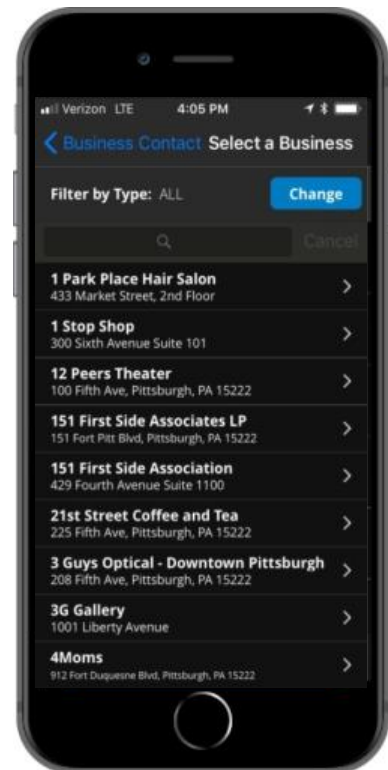
- 🔥 Maintenance Reports can easily be emailed to the appropriate agency. For example, any reported burned out street light can be emailed directly to the appropriate department in the city that handles street light repairs.
- 🔥 Incident Reports can be assigned one of three different priority levels. If a red priority level is assigned that means the report will be emailed to all noted parties immediately upon entry. A yellow incident report will be emailed the next business day and a green report can be recalled directly from the system.

4. Tie specific activities to properties in your district.

- 🔥 We've built a system where via Excel we can import your business database, listing both properties and their corresponding businesses.
- 🔥 Every activity entered via SMART can be associated with a specific business and property.
- 🔥 By rolling up single and multiple businesses to a specific property you can see exactly what services have been provided to each property.

5. Quality Assurance Reports

- 🔥 Your local Management team will conduct daily checks on the Navigators as is expected. Our reports provide feedback on those interactions by asking the following questions;
 - "Was the Navigator on task upon observation?"
 - "Did their uniform meet standards?"
 - "Were they actively engaging the public?"
 - And providing an opportunity to assign training scenarios to that Navigator.
- 🔥 Each report is logged to a specific Navigator to be utilized in their evaluations
- 🔥 Each report is geotagged to a specific location so we can see where we are observing the Navigators



PROGRAM COSTS

We understand the importance of maximizing the outcomes of our customer's investment into their 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 such as trash bags, rags, brooms, graffiti remover
- ⚡ Block by Block's support and oversight through a dedicated Program Manager and Regional Vice President
- ⚡ All associated management fees and profit

These budgets do not include operating space and/or storage space for equipment as our clients can usually secure space at a deeply discounted rate or even have space donated for free.

WAGES

Based on our Extensive resume operationg in and around the Bay Area, We are recommneding the following wage structure for those assigned to the Downtown Santa Cruz BID Navigator Program.

2021 - Positions	Start	After 1 Year	After 2 Year
Clean Team	\$ 18.00	\$ 18.75	\$ 19.75
Safety Team	\$ 18.00	\$ 18.75	\$ 19.75
Team Leader	\$ 20.00	\$ 20.75	\$ 21.75
Operations Manager	\$ 70,000.00	\$ 72,450.00	\$ 75,348.00

BUDGET SUMMARY

Downtown Santa Cruz Clean & Safe Services		
Category	\$	%
Labor	\$ 504,814.25	72.1%
Benefits	\$ 51,927.48	7.4%
Labor Related (background checks, recruiting, awards, sp. Training, etc.)	\$ 5,623.63	0.8%
Uniforms	\$ 7,315.00	1.0%
Cell Phones	\$ 1,696.00	0.2%
Equipment (Truck, ATLVs, other 'capital' equipment)	\$ 22,056.84	3.2%
Equipment Related (Maintenance, emp parking)	\$ 14,233.98	2.0%
Office/Storage Location	\$ -	0.0%
Startup Expense (PM costs, training, travel)	\$ 12,091.19	1.7%
Janitorial Supplies	\$ 5,857.00	0.8%
Office Supplies & Printing	\$ 2,200.00	0.3%
Misc. (Bus. license, Incidentals)	\$ 2,500.00	0.4%
Administrative Support (Corp, Tech, System Support, Prof. Development)	\$ 17,800.00	2.5%
Profit (8.0% of total)	\$ 51,849.23	7.4%
TOTAL	\$ 699,964.60	100.0%

IN SUMMARY

We're extremely excited for your organization as it embarks on its mission to further enhance downtown through the formation of a PBID. It's been proven time and time again that improvement districts are highly effective in making real long term positive change in our public spaces.

The above provides an illustration of what a Safety and Cleaning Navigator program might look like in Downtown Santa Cruz. As you continue to work through the formation process we will remain available for further discussion and guidance on implementing what will end up being one of the most visible aspects of your newly formed district.