



Request for Proposals

- **Ambassador Cleaning/Maintenance Services and event support**
- **Overnight Power Washing**
- **Safety Ambassadors**
- **Dispatch Services**

May 8, 2026

Respond to: Daniela Vasile – Chief Operating Officer – Daniela@UnionSquareAlliance.Com
Union Square Alliance
291 Geary Street,
Suite 200
San Francisco, CA 94102

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1. Overview

1.1 Purpose of this Request for Proposals

The Union Square Alliance (“the Alliance”) is seeking proposals from service providers to provide professional ambassador, hospitality, cleaning/maintenance, safety, dispatch, and event support services within the Alliance district boundaries to benefit the members and stakeholders of the Alliance. These services are intended to enhance the appearance, safety, viability, and value of the geographic area within the Alliance. The Alliance seeks to enter into a three (3) year contract with the selected service provider or providers, subject to the terms and conditions of the services agreement (table of contents attached).

Throughout this RFP, “service provider” will refer to companies or organizations that are submitting proposals pursuant to this RFP.

Please note that this RFP seeks qualified proposals for services in the following areas:

- Ambassador Hospitality, Cleaning/Maintenance Services and Event Support
- Overnight Power Washing
- Safety
- Twenty-four Hour Dispatch/Member Services

The Alliance seeks an integrated approach to our District services and intends to award a single contract for the comprehensive Scope of Work detailed in this RFP. Therefore, all proposals must encompass all service categories. If a proposing firm intends to utilize subcontractors for specific categories (e.g. safety ambassadors), the proposing firm must assume the role of Prime Contractor. The Prime Contractor will be held solely responsible for all deliverables, performance standards, billing, and daily management of all personnel and subcontractors.

Notwithstanding the Alliance’s intent to award a single comprehensive contract, the Alliance reserves the right, in its sole and absolute discretion, to award the contract in whole or in part, to split the award among multiple contractors, or to issue separate contracts for individual service categories if it determines that doing so provides the best value or is otherwise in the best interest of the Alliance.

1.2 Purpose and Mission of the Union Square Alliance

The Union Square Alliance’s mission statement is:

The Union Square Alliance serves members and creates a high-quality, complete neighborhood experience by managing and activating public spaces; supporting existing

businesses and attracting new investment; and convening, partnering and advocating for the District's future success.

The Alliance was founded in 1999 with an initial focus on “clean and safe” initiatives within a 10-block area. In 2009, the district expanded to 27 blocks, allowing the organization to grow its services beyond cleaning and maintenance to include marketing, streetscape enhancements, and advocacy. This expansion strengthened the Union Square Alliance’s mission to elevate the district experience and support a more vibrant downtown.

In 2019, the Alliance renewed its mandate and increased its budget, transitioning to a 24/7 operation that added member services (dispatch), overnight security patrols, and enhanced cleaning. This model—used successfully in business improvement districts worldwide—helps create a positive visitor experience, attract new businesses and customers, and boost sales, occupancy, and property values.

This year, the Alliance is launching a new strategic planning process, with implementation scheduled to begin in Q4 2026. The next formal renewal is set for 2029, with the renewal process beginning in mid-2027.

1.3 The Union Square Alliance Approach

The Alliance seeks to enhance the visitor experience and business environment of the Union Square area by providing responsive, high-quality, cleaning and maintenance services, to supplement the baseline services provided by the City of San Francisco. Given Union Square’s status as a world-class visitor destination, the Alliance expects proposers to provide levels of service and performance commensurate with Union Square’s world-class status and the high expectations of Union Square Alliance members and stakeholders regarding the cleanliness, safety and attractiveness of the district.

1.4 Union Square Alliance Service Area – Please see map below

Geographically, the Union Square Alliance is bounded on the north by Bush Street, on the east by Kearny Street, on the south by Market Street, and on the west by a varying boundary including Mason, Shannon Alley and Taylor Street.

The Union Square Alliance district boundaries consist of 27 blocks divided into two zones, Zone 1 and Zone 2, based on frequency and intensity of services provided in these zones.

Request for Proposal: Hospitality, Cleaning/Maintenance, Event Support and Safety Services



1.5 Union Square Alliance Budget

The Union Square Alliance assessment budget allocation for clean and safe services for FY 2026-2027 will be approximately \$5.5mil. This includes all clean and safe services as outlined in the organization’s management plan – cleaning and maintenance, pressure washing, safety and hospitality ambassadors, security patrols, security camera maintenance and operation, member services, Alliance staffing and operational expenses.

The Alliance is in receipt of a pressure washing grant (\$374,000) from the Downtown Development Corporation to provide additional pressure washing in the high traffic corridor of Market Street, Powell Street, Cyril Magnin and three high-traffic bus stops on Geary (refer to Grant Pressure Washing Map) through February 2027. Additionally, the Alliance has received a ~ \$1.8million grant from the Downtown Development Corporation to provide safety ambassador services to the district through April 2027.

2. Administrative Information

2.1 Proposal Submission Process and Deadline

Proposals are due on or before 5:00 p.m. Pacific Standard Time, **Monday, June 8, 2026**. **Late submissions will not be accepted.** Please submit five (5) hard copies of the proposal, as well as one (1) PDF version to the following address:

Union Square Alliance
ATTN: Daniela Vasile, Chief Operating Officer
291 Geary St.
Suite 200
San Francisco, CA 94102

The PDF version of the proposal shall be submitted via email to the following address, and should include signatures, where applicable:
daniela@unionsquarealliance.com.

2.1.1 Union Square Alliance Contact Information

All communications and questions about the RFP and response requirements must be in writing and emailed prior to May 18, 2026 to:

Daniela Vasile, Chief Operating Officer
Union Square Alliance
291 Geary St., Suite 200
San Francisco, CA 94102
daniela@unionsquarealliance.com

All questions and responses pertaining to this RFP shall be provided in writing to RFP submitters by May 26, 2026.

2.2 Procurement Schedule

The Union Square Alliance reserves the right to change the following steps and dates in this schedule and will notify RFP submitters in such a case.

May 8, 2026 – Release RFP
May 21, 2026– optional informational session and district walk-**In Person**. Meet at Alliance office at 3:00pm PST. RSVP by email by May 15, 2026
June 8, 2026 – RFP proposals due by 5pm PST
Week of June 15– Selection Panel Interviews with finalists at Alliance office

June 25, 2026-Alliance Special Board Meeting (subject to change)
Week of June 29, 2026 – Announcement of awardee.
START DATE OF CONTRACT-October 1, 2026

2.3 Selection Criteria, Terms, Conditions, and Limitations

2.3.1 Selection Criteria

The Union Square Alliance will select the service provider it believes will best provide value, creativity, and flexibility to the Union Square Alliance, its stakeholders and its constituents. The Union Square Alliance evaluation committee will evaluate each proposal pursuant to this RFP, according to the following criteria, provided in no particular order.

- Successfully demonstrates a track-record of providing consistent, high-quality public realm service delivery, administrative support and data collection within the context of environments similar to the Union Square Alliance and consistent with the requirements defined in this RFP and attachments.
- Clear program costs (staff hourly wages, benefits, overhead, equipment).
- Demonstrated and verified ability and experience hiring, training, managing, retraining, rewarding, and retaining qualified employees.
- Ensuring accountability, data collection for all services and staff and regular reporting
- Strong organizational/company culture of continuous learning and improvements and a demonstrated capacity for adapting to a dynamic downtown environment.
- Years of experience, size/capacity of organization/company, and list of existing service delivery contracts with business improvement districts or community benefit districts or similar organizations.
- Completeness, accuracy, responsiveness, and soundness of the proposal.
- Service provider’s ability to assume services agreement and management plan responsibilities and perform them in a timely, efficient, and cost-effective manner, including full operational capability beginning October 1, 2026
- Other criteria to be determined at the sole discretion of the Union Square Alliance.

2.3.2 Terms, Conditions, and Limitations

- A. This RFP does not represent an obligation or agreement on the part of the Union Square Alliance.
- B. An invitation to respond to this RFP does not create any rights on the part of the service provider.
- C. Proposals must include all items noted in Section 4 “Proposal Requirements”. The Union Square Alliance reserves the right to reject incomplete proposals and proposals that do not meet the stated RFP deadline.
- D. The Union Square Alliance reserves the right to:
 - Require revisions to, corrections of, or other changes to any proposal submitted as a condition precedent to further consideration.
 - Select one or more service providers for negotiations.
 - Seek new proposals and/or withdraw this RFP notice.
 - The Union Square Alliance is not liable for any costs incurred by Contractors in the preparation and presentation of proposals, demonstrations, and site visits.
 - Union Square Alliance will not be liable for any errors or omission in service provider proposals. Service providers will not be allowed to alter proposal documents after the proposal due date without permission from the Union Square Alliance.
 - Any documents provided to the service provider represent the best available information at the disposal of the Union Square Alliance and are provided in good faith without warranty of accuracy or applicability.
 - All materials submitted in response to this RFP become the property of the Union Square Alliance.
 - Union Square Alliance reserves the right to amend this RFP at any time prior to the proposal due date.

2.4 Notification of Contractor Selection

Some or all proposers will be invited to interview with the Union Square Alliance Services or RFP Committee. After a final selection is made, the Union Square Alliance will finalize a contract with the selected service provider, and the remaining service providers will be notified in writing of their selection status.

The specific scope of work, frequencies, schedule of services, and staffing will be determined after the initial designation. If an agreement between the selected service provider and the Union Square Alliance cannot be reached, the Union Square Alliance reserves the right to cancel the contract award and select another service provider(s).

2.5 Press Releases and Public Disclosure

Service providers may not release any information regarding this RFP without permission from the Union Square Alliance. The selected service provider may not issue a press release concerning this RFP, the Union Square Alliance, or any aspect of its proposal to the Union Square Alliance until it has been reviewed and approved by the Union Square Alliance.

3. Services Requested

Service providers must respond to all of the categories outlined below. The Union Square Alliance reserves the right to select one or more service providers to provide these services.

As a top visitor destination, the Union Square Alliance district experiences seasonal fluctuations and may require the service provider to periodically supply additional personnel to the regular roster of personnel. In addition, the Union Square Alliance seeks service providers with familiarity, experience, and skills interacting with persons with mental illness, members of the street population, and disadvantaged persons and working with city agencies to connect those in need to appropriate social services. The service provider must maintain high standards of service, performance, and professionalism in its interactions with the public, government agencies, and the Union Square Alliance management. To that end, efforts by the service provider towards continuous management and operational improvements are strongly encouraged and a “can-do” organizational culture by service provider employees that result in improved accountability, transparency, and outcomes.

3.1. Cleaning, Hospitality and Event Support

The Union Square Alliance Cleaning and Hospitality Ambassador Program will supplement city services provided by the San Francisco Department of Public Works and other City

departments. This comprehensive program will work to ensure clean sidewalks, curbs, fixtures, and buildings throughout the Union Square Alliance district boundaries. The Cleaning and Hospitality Ambassador Program will ensure a safe, clean, vibrant, welcoming, and litter-free district that is open and inviting for all of our stakeholders, neighbors, workers, visitors, and merchants.

In addition, the Ambassador program may provide setup and logistical support for events that occur in Union Square Park or elsewhere in the District. This support shall be provided in addition to all of the other regular ambassador services required by the Alliance. Events support will be provided on a contract basis but providing them must not detract from the District's core services.

Union Square Alliance Ambassador Team will be a diverse and inclusive group, including/giving 2nd chance hiring opportunities. The team will be uniformed with uniform guidelines followed.

Service Outline:

The Union Square Alliance Cleaning and Hospitality Ambassador Program shall include regular sidewalk sweeping, alley cleaning, refuse removal, daytime priority/on-demand pressure washing, graffiti removal, and other services to be negotiated. The Management Plan outlines the required service levels. See chart below. More specifically, the deliverables Union Square Alliance will require:

Daily Services:

- Create a visible presence within the boundaries of the District in order to improve vibrancy, cleanliness and safety of the district.
- Beginning at 4am, power washing of on demand and high priority issues as well as to provide visibility of the Alliance's services.
- Between 6am-8am high ambassador priority zone patrolling to address, report and/or remove highly visible litter, graffiti and other non-welcoming issues.
- Between 6am-2:30pm operating the Tenex Smart Wind sweeper covering entire district daily.
- Consistent removal of litter, debris, contaminants, and cigarette butts on sidewalks from the building line to and through all curb lines.
- Wipe downs and general care of public realm fixtures such as trash receptacles, street furniture, newspaper stands and tree wells.
- Consistent radio communication with Member Services Department.
- Consistent hospitable attitude and engagements in the public realm

As Needed / As Required / As Requested Services:

- Priority and/or On-Demand Power Washing of sidewalks (spot cleaning of heavily trafficked areas/spills/stains.)
- Removal of graffiti from certain public infrastructure items below 10 feet. Removal of graffiti from certain private infrastructure items below 10 feet
- Removal of isolated weeds (larger concentrations of weeds will be removed by cutting).
- Special Projects. This is defined as the painting of public/private infrastructure, the cleaning of tree wells, or other similar projects.
- Setup and logistical support for events that occur in Union Square Park or elsewhere in the District.

Within 24 Hours








- Regular removal of graffiti on private property with property owner consent.

Deliverables, Communication and Data Collection

Union Square Alliance and its Member Services Department use the District360 cloud-based App and Salesforce CRM to collect data. This is the preferred data collection and communication app for prospective service providers. The Union Square Alliance will maintain this database and the licensing costs and equipment needed for ambassadors to enter and respond to requests. Data collection categories include but are not limited to:

- Total amount of trash collected in pounds
- Total number of instances of graffiti removed or addressed
- Total linear frontage power washed
- Total number of calls addressed regarding cleaning
- Total number of calls addressed regarding public safety

Alliance Minimum Required Service Levels (from Management Plan)

SERVICES	ZONE 1	ZONE 2
 Cleaning Team	4 Cleanings/Day	3 Cleanings/Day
 Pressure Washing	Every week	Every 2 weeks
 Safety and Hospitality Ambassadors	Min. 4 Visits/Day	Min. 2 Visits/Day
 SFPD 10B Officers	2 Shifts Daily • 7:00 a.m.–3:00 p.m. & 3:00 p.m.–11:00 p.m.	
 Sidewalk Vacuum	Daily • 9:00 p.m.–5:30 a.m.	
 24/7 Member Services	Daily • 24 Hours	
 Overnight Security Patrol	Daily • 10:00 p.m.–6:00 a.m.	

3.2 Overnight Power Washing

In addition to power washing completed as part of cleaning and hospitality services outlined in section 3.1 above, the Union Square Alliance completes high-quality, regularly scheduled power washing outside of normal business hours. Union Square Alliance district boundaries consist of 27 blocks divided into two zones as shown on the map in section 1.4. Each linear foot of sidewalk is to be power washed in accordance with the Union Square Alliance Management Plan as follows.

- Zone 1 – One Power Washing per 7 days
- Zone 2 – One Power Washing every 14 days

Power/pressure washing will be from building line to curb line. All bidders must provide the following:

- Number of hours required to complete Zones 1 and Zones 2
- On Street Management Structure
- Power Washing Equipment to be used
- Power Washing PSI to be used regularly
- Power Washing Fahrenheit levels to be used
- Any/All space accommodations needed for equipment

- Details of data collection methods and how data will be communicated to the Alliance. In addition, service providers will:
- Not use chemicals without Union Square Alliance management approval
- Not power wash any private property or private/public fixtures without Union Square Alliance management approval
- Provide Union Square Alliance details of any issue that negatively affects the power washing schedule and the exact blocks or parcels the issue affects.
- Use high-level customer service when dealing with stakeholders and other members of the public.
- Be in nightly communication with Union Square Alliance Member Services

3.2.1 Additional Grant Pressure Washing

The Alliance received a grant from the Downtown Development Corporation (DDC) to offer supplementary pressure washing services (120 hours per week) along a busy corridor in the district, per service area listed below. Unless the Alliance and DDC agree to an extension before the expiration date, this grant will end in February 2027. The service provider is required to deliver these additional services.

- Hallidie Plaza
- Powell Street (from Market St. to O'Farrell St)
- Market Street (from Fifth St. to 799/800 Market) :
 - Powell Street (from O'Farrell St. to Geary St.)
 - Eddy Street (from Cyril Magnin St. to Powell St.)
 - Cyril Magnin Street (from Ellis St. to O'Farrell St.)
 - Bus Stop at Geary St. & Stockton St.
 - Bus Stop at Geary St. & Kearny St.
 - Bus Stop at Geary St. & Powell St. (in front of Nintendo and the Westin St. Francis)

3.3 Guard Carded Safety Ambassadors

The Alliance was awarded a grant from the Downtown Development Corporation (the DDC) to provide the equivalent of approximately 16 Full-Time Safety Ambassadors (including supervisors) for 16 hours, 7 days per week through the end of April, 2027, unless the Alliance and the DDC agree to an extension before the expiration date. The shifts are from 6am-2:30pm and 2pm-10:30pm. Safety Ambassadors must be capable of providing *hospitality, engagement* and *proactivity* to situations negatively affecting the quality of the district (such as trespassing). Safety Ambassadors will provide conversational enforcement to address

negative situations and advise on a variety of quality of life matters. Safety Ambassadors should be trained to be additional eyes and ears for the police department.

Safety Ambassadors will also provide:

- Trash collection and disposal as they come across it. (For example, picking up an empty cup and disposing of it in the next available trash receptacle.)
- Reporting to Member Services on issues they notice that negatively affect the public realm. (For example, large amounts of trash, graffiti or power washing needs.)

The goal is to be visible, mobile, and responsive. Safety Ambassadors will not respond to felony police calls; however, they may assist the police with a felony crime scene investigation as witnesses. We expect Safety Ambassadors to understand the basic philosophies of community-based engagement, the importance of Clean & Safe, and possess exemplary customer service skills. The Ambassadors will interact daily with Alliance Member Services Department, merchants, police, the public and must possess the skills and ability to diffuse and deescalate problems and negotiate with people.

In addition to the services described above, we require Safety Ambassadors to use District360 as a data collection and communication system.

3.4 Twenty-Four Hour Dispatch Services

The Alliance operates a 24/7/365 Member Services and Dispatch Center, providing members and stakeholders with round-the-clock access to report cleaning or safety concerns and request services by text, email, or phone. To ensure seamless, uninterrupted service, the service provider is expected to staff this operation with highly trained, professional personnel who are equipped to manage real-time communication, coordinate field teams, and respond effectively to a wide range of situations.

4. Proposal Requirements

4.1 Company and Business Information

The service provider shall provide the following information in their proposal:

- 1) Name of company, principals, address, telephone and email;
- 2) Location and size of local and national offices, if any;
- 3) Name of parent company, if any;
- 4) Number of years in the public realm ambassador services industry;
- 5) Company's federal ID number;

- 6) Legal structure, including whether privately or publicly held, incorporation information and corporate management structure;
- 7) Documentation of financial stability and resources, include credit references and current certified financial statements for the entity that will execute the contract;
- 8) A list of applicable licenses and permits currently held including any City of San Francisco vendor designations (such as LBE if applicable);
- 9) Commercial general liability insurance policies held, and workers' compensation and other policies required by the City of San Francisco, in conjunction with current contracts for programs like those with the Union Square Alliance. Minimum general liability amounts required by the City of San Francisco include:

▪ Workers' compensation	\$1,000,000
▪ Commercial general liability	\$,000,000
▪ Commercial automobile liability	\$1,000,000
▪ Crime insurance	\$3,700,000

While minimums must be met, it is expected service providers will have higher limits based on the size of the account and risks involved.

- 10) Include a certification of insurance example that provides details of policy limit accounts. Explain any claims that have been made on any of these policies in the last three (5) years;
- 11) Specify if the service provider has ever filed for bankruptcy or has been or is in litigation.

4.2 Proposal Content

The service provider shall provide the following in their proposal.

Cover Letter:

The cover letter must be signed by an authorized organization/company representative and include official letterhead, name, title, address, and complete contact information for the person to whom all correspondence concerning the proposal should be directed.

Executive Summary:

Provide an overview of the service provider's philosophy and approach. Indicate the business reasons that make the proposal attractive and competitive, as well as superior to similar services offered by competitors. Include a narrative summary of the pricing and budget proposal, including pricing constraints or contract discounts or savings.

Work plan:

Describe in detail what services are performed and who will perform the services, including any subcontractors. Include descriptions of service provider's demonstrated experience providing

ambassador and cleaning/maintenance services to other business improvement districts/community benefit districts in downtown centers.

Grant funding for the pressure-washing and safety-ambassador programs is scheduled to expire in early 2027, with no assurance of renewal. Please outline your proposed strategies, operational plans, or best-practice approaches for maintaining service levels within the baseline budget should these external funds lapse. Describe how you would address the resulting reduction in services.

Measuring Performance:

Explain how the Service Provider proposes to measure service effectiveness and the amount and type of performance monitoring and reporting expected to track progress. The service provider will be required to provide data relating to the services detailed in this RFP, and the attached Services Agreement, in order to produce regular benchmarking reports and demonstrate performance outcomes.

Budget Narrative:

Provide detailed budget figures for a 36-month period from the beginning of September 2026 through August 2029; Include breakdown of costs for personnel (wages, taxes, benefits), equipment, supplies, training, uniforms, certifications, licenses, overhead and profit. Service provider shall be subject to all City requirements including minimum wage ordinance requirements, health care and other requirements as mandated by the City of San Francisco, and this must be reflected in the budget narrative.

Organizational Structure:

Show management, supervisory, and staff in a reporting organizational chart with the number of positions and job descriptions for each proposed position (include tasks, scope of authority, and supervisory responsibilities).

Training:

Provide details of proposed management and staff trainings (both initial and ongoing) and include topics and frequency. Service provider shall cross-train all staff performing services to establish an awareness of services provided outlined by the Services Agreement.

Recruitment & Retention:

Explain how managers, supervisors, and staff will be recruited and the criteria for recruitment and retention efforts. Detail your drug-testing, background screening, grooming, and other personnel policies, and practices. Provide complete information regarding employee evaluations, benefits, promotions, bonus programs, and other incentives.

Coordination:

Indicate how service provider and its on-site manager/management will directly report to and work collaboratively with the Union Square Alliance Director of Services and Chief Operating Officer. The Alliance Director of Services will schedule periodic and as needed meetings with the service provider and/or the Alliance Chief Operating Officer and/or Chief Executive Officer.

Communications:

Describe communication protocols used in different scenarios, such as communicating with the public, communicating with supervisors, dispatch/operations center, Union Square Alliance management, city agencies, property owners, and others. The Union Square Alliance deploys District 360 mobile app for data reporting and collection. With this system, public realm teams can log updates from anywhere, always providing operations managers with real-time status information on street-level activities.

Equipment:

Provide complete lists of all types of supplies, quantities, and types of equipment necessary to execute the level of services expected by the Union Square Alliance. Provide how equipment will be maintained. List all insurance, licenses, fuel, water, required to maintain, and utilize all equipment. Identify environmentally safe and efficient cleaning products, methods, and equipment. Identify any fuel efficient or battery-operated equipment, including equipment that has a water-reclamation feature, or other methods and equipment that conserve resources and supplies. Provide a list, cut sheets, and description of all proposed equipment.

Uniforms:

Provide a list and image of uniform elements consistent with the Alliance's current uniform standards and other items to be branded. Provide costs of proposed uniform standards and equipment branding, including cleaning and replacement, if Applicable.

Facilities:

Identify specific needs (by square footage, ideal location) for operations center, including office, communications, staff, locker rooms, training, lounge, check-in and other facilities, storage of equipment and supplies.

Reports/Meetings:

Service provider shall describe and provide examples of incident reports, activity reports, progress reports, and any other periodic reports it proposes to submit to the Union Square Alliance, and the frequency with which it proposes to make such submissions. Service Provider shall identify and give examples of metrics which it will measure and report. Service Provider shall describe how it plans to coordinate and communicate with Union Square Alliance staff on a regular basis, including written reports and meetings to discuss operational and managerial issues.

Innovation and Visionary:

What innovative Procedure, Equipment, Hiring Practice, Job Benefit, Software etc. will service provider/contractor provide to set Union Square Alliance apart from other business improvement districts in San Francisco, the Bay Area and/or nationally?

Multilingual Capabilities:

Describe language proficiencies and translation devices, if any, used to improve communication with Union Square Alliance visitors, businesses, and residents.

Professional References:

Five (5) professional references from past and present clients.

5. Additional Contractor Information for Union Square Alliance Consideration

The purpose of this section is to enable service providers to provide information they believe is relevant but was not requested in the RFP. The evaluation committee will be open to suggestions for changes and improvements to service levels and hours that, in the service provider's opinion, would better achieve the Union Square Alliance's goals. As such, the service provider may discuss additional innovative techniques, programs, or tools outside the scope of this RFP, including separate pricing.

6. Transition Plan

If applicable, please include a transition plan specifying timeliness, staffing, space, and equipment needs, initial training, and the process and the costs for implementing ambassador and cleaning/maintenance services, including an assessment of district needs.

Provide examples of lessons learned from other transitions.

Exhibit A:

US ALLIANCE Services Agreement Outline (e-mail attachment)

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Exhibit B:

US ALLIANCE – City of San Francisco Agreement (email attachment)

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Exhibit C
Management Plan (e-mail attachment)

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