



# Request for Proposals

- Ambassador Cleaning/Maintenance Services and Event Support
- Overnight Power Washing (Section 3.3)
- Security (Section 3.2)

**Release Date: Monday March 27, 2023**

- |                              |   |
|------------------------------|---|
| Friday April 7, 2023         | - 9:00am Zoom Q&A for interested vendors<br>(Please contact Lance Gorée – Director of Services – <a href="mailto:Lance@UnionSquareAlliance.Com">Lance@UnionSquareAlliance.Com</a> for invitation) |
| Tuesday April 11, 2023       | - 9:00am Zoom Q&A for interested vendors<br>(Please contact Lance Gorée – Director of Services – <a href="mailto:Lance@UnionSquareAlliance.Com">Lance@UnionSquareAlliance.Com</a> for invitation) |
| Monday, May 1, 2023, 11:59pm | - Proposal Submission Deadline  |
| May 8-12, 2023               | - RFP Selection Panel Interviews with finalists   |
| Friday, May 19, 2023         | - Proposal Approval/Awarding by RFP Committee   |
| Tuesday, May 23, 2023        | - Services Committee Approval/Awarding  |

**Board of Directors Selection Award Date: Thursday May 25, 2023**

**Respond to:** Lance Gorée – Director of Services – [Lance@UnionSquareAlliance.Com](mailto:Lance@UnionSquareAlliance.Com)  
Union Square Alliance  
870 Market Street, Suite 582  
San Francisco, CA 94102

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Exhibit B: [Union Square Alliance Management Plan](#) *(Click Link to Union Square site page)*

## 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, security, 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 proposals for services in the following areas:

- Ambassador Hospitality, Cleaning/Maintenance Services and Event Support
- Overnight Power Washing
- Security

Service Providers are not required to propose in all three categories and are welcome to propose services in one, some or all these categories. The Alliance will choose one or more service providers to provide these services.

### 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 Alliance’s future success.***

The Alliance was originally established in 1999 and, at the time, focused primarily on “clean and safe” issues for a 10-block area. The 2009 renewal saw the expansion of the Alliance to 27 blocks. The expansion allowed the Alliance to broaden its services beyond cleaning and maintenance to include marketing, streetscape improvements, and advocacy, further fulfilling the Union Square Alliance commitment to enhance the experiences in the Union Square district and create a more vibrant downtown. In 2019, the organization renewed and expanded its budget, moving to a 24/7 operation including member services, and overnight security patrols as well as enhanced cleaning services. This approach has been used

successfully in many business improvement districts around the world to create a positive visitor experience, attract new businesses, and customers, as well as increasing sales, occupancy and property values.

### **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.



### 1.5 Union Square Alliance Budget

The Union Square Alliance budget allocation for clean and safe services for FY 2023-2024 will be approximately \$5,000,000. This includes all clean and safe services as outlined in the organization’s management plan – cleaning and maintenance, pressure washing, ambassadors, security, 10b officers (overtime SFPD officers), security camera maintenance and operation, Alliance staffing including member services, and operational expenses.

## 2. Administrative Information

### 2.1 Proposal Submission Process and Deadline

Proposals are due on or before 11:59 p.m. Pacific Standard Time, **Monday May 1, 2023**. Please submit three (3) hard copies, OR confirmed email PDF of the proposal to:

**Lance Gorée, Director of Services**

Union Square Alliance  
 870 Market Street, Suite 582  
 San Francisco, CA 94102

Email a PDF file of your proposal concurrently to [Lance@unionsquareAlliance.com](mailto:Lance@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/or emailed prior to **Monday April 24, 2023** to:

**Lance Gorée, Director of Services**

Union Square Alliance

870 Market Street, Suite 582

San Francisco, CA 94102

[Lance@unionsquareAlliance.com](mailto:Lance@unionsquareAlliance.com)

All responses to questions pertaining to this RFP shall be provided in writing/email to RFP submitters by **Thursday, April 27, 2023**.

### **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.

**March 27, 2023** – Release RFP

**April 7, 2023** – optional informational session via Zoom

**April 11, 2023** – optional informational session via Zoom

**May 1, 2023** – RFP proposals due

**Week of May 8, 2023** – Selection Panel Interviews with finalists

**May 19, 2023** – Final Selection Panel Decision

**May 23, 2023** – Alliance Services and Public Safety Committee meeting

**May 25, 2023** – Alliance Board Meeting

**First week in June 2023** – Announcements of and to awardee(s) and negotiation of contract will commence.

Contract and Services to start no later than **October 1, 2023**

### **2.3 Selection Criteria, Terms, Conditions, and Limitations**

#### **2.3.1 Selection Criteria**

The Union Square Alliance will select the service provider or providers 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.

- Detailed and transparent program costs (hourly wages for staff, benefits, overhead etc.)
- 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 on approximately October 1, 2023.
- 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 or providers 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(s) 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 may respond to any or all of the three 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. The Alliance will continue to provide the 24/7 member services (dispatch and video control services) with its own staff. Service Providers should not propose member services as part of their proposal.

### **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 chosen vendor 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 it 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 ambassador high priority zone patrolling to address, report and/or remove highly visible litter, graffiti and other non-welcoming issues.
- Between 9pm-5:30am operating All Terrain Litter Vacuum (ATLV) covering entire district nightly.
- 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, 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.

Additional Services Specific to Union Square Park

The Alliance currently contracts with the City's Recreation and Parks Department to provide services within Union Square Park itself. These include one cleaning/hospitality ambassador 12 hours per day and pressure washing of the entire park once every two weeks. While interested parties should include this additional service in their proposal, this service may be revised, changed or discontinued at the end of the fiscal year (June 30, 2023).



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 Guard Carded Security Ambassadors**

Union Square Alliance currently provides 24-hour, 7 days per week, two-guard team security shifts (state authorized license). The Alliance wishes to continue with this service level. The shifts are currently from 6:00am-2:30pm, 2:00pm-10:30pm & 10:00pm-6:30am. Security Ambassadors/Guards must be capable of providing *hospitality, engagement and proactivity* to situations negatively affecting the quality of the district (such as trespassing). Security Ambassadors will provide conversational enforcement to address negative situations and

advise on a variety of quality-of-life matters. Security Ambassadors/Guards should be trained to be additional eyes and ears for the police department.

Security Ambassadors/Guards will also provide:

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

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

In addition to the services described above, The Alliance highly prefers (but does not require) Security Ambassadors to use District360 as a data collection and communication system. Data reporting is essential to the Alliance. If a proposer wants to use a different system, the data must be consistent with the current reporting requirements of the Alliance and the proposal should include how the data will be captured and potentially implemented with the District360 platform.

### **3.3 Overnight Power Washing** (Please See District Map Above)

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 effects the power washing schedule and the exact blocks or parcels the issue effects.
- Use a high-level customer service if and when dealing with stakeholders and other members of the public.
- Be in nightly communication with Union Square Alliance Member Services Department

## **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 \$2,000,000
- Commercial automobile liability \$1,000,000
- Crime insurance \$3,500,000

- 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.

### 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 October 2023 through September 2026; 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 Member Services Department. 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:

### **USALLIANCE – [City of San Francisco Agreement](#) (attachment)**

Union Square Alliance and City and County of San Francisco Services Agreement includes:

Article I	Definitions of Specific Terms
Article II	Term of Agreement
Article III	Period of Performance
Article IV	City Responsibilities
Article V	Appropriation and Certification of Assessments Funds; Limitations on City's Obligations
Article VI	Additional Reporting and Organizational Requirements; Audits; Penalties for False Claims
Article VII	Taxes
Article VIII	Representations and Warranties
Article IX	Indemnification and General Liability
Article X	Insurance
Article XI	Events of Default and Remedies
Article XII	Disclosure of Information and Documents
Article XIII	Assignments and Subcontracting
Article XIV	Independent Corporation Status
Article XV	Notices and Other Communications
Article XVI	Compliance
Article XVII	Miscellaneous

## **Exhibit B:**

# **Union Square Alliance Management Plan**

*(Click Link to Union Square site page)*