The Saint Paul Downtown Improvement District (SPDID)
Saint Paul, MN

Request for Proposals
Safety Communication Center Staff, Cleaning and
Safety Ambassador Services of the District
September 2026

BACKGROUND

The purpose of the Saint Paul Downtown Improvement District (SPDID) in Saint Paul, MN is to make downtown Saint Paul a thriving and competitive environment for recruiting and retaining businesses, employees, residents and visitors by providing a safer and cleaner environment for downtown. SPDID was first created in 2021 and serviced a 40-block area with one safety ambassador and three dispatchers whose first priority was to improve public safety outcomes and perceptions. In 2025, the district expanded to about 90 blocks and received an outside contract for additional safety services on the mass transit system.

SPDID has used a traditional model for downtown districts by implementing a highly visible staff of public realm ambassadors along with staffing a Safety Communications Center 7 days a week and sixteen hours a day. Downtown Ambassadors support and supplement City of Saint Paul services, keeping sidewalks clean by removing litter and debris, pulling weeds, cleaning graffiti, providing security escorts, safety patrols and other programs that keep downtown Saint Paul clean, safe, and welcoming. For more information about SPDID please visit the SPDID website.

SPDID is requesting proposals from qualified vendors to continue and improve upon a recent history of successfully delivering an enhanced level of clean and safe services in downtown Saint Paul. Interested vendors should be prepared to think creatively about how to help SPDID (approximately 90 blocks as well as the skyway system therein) efficiently and effectively service a downtown district that continues to evolve and grapple with modern urban challenges.

PROGRAM OBJECTIVES

1. Make the district a cleaner, safer and more vibrant place year-round.
2. Provide highly visible cleaning and safety ambassadors who create a welcoming atmosphere, assist the public and enhance perceptions of safety throughout the district, including the skyway system.
3. Operate the Safety Communications Center as the central hub for ambassador dispatch, camera monitoring, public information and coordination among downtown public safety and service partners.
4. Track, analyze and report program results against defined performance measures to demonstrate value, identify operational efficiencies and support continuous improvement.
5. Maintain sufficient flexibility to respond to special events, changing conditions and emerging district needs.

SCOPE OF WORK

Safety Communications Center

The Safety Communications Center (SCC) is the collaborative information hub of public safety resources within downtown Saint Paul that includes the Saint Paul Police Department, private building security teams, Metro Transit Police, nonprofit outreach and service providers and others. The main goal is to connect the various resources these partners offer, including radio and video communication feeds, into a single hub. The staff of the Safety Communication Center will be responsible for conducting regular check-ins, monitoring these feeds 16 hours per day, seven days per week, and facilitating information sharing to dispatch the appropriate resource as needs arise.

District Cleaning and Safety Ambassador Services

A team of cleaning ambassadors and safety ambassadors will perform duties within the district during the times that the SCC is operational. The safety ambassador service provides a uniformed, unarmed presence serving as additional “eyes and ears” of the police, reporting incidents and generally enhancing the public’s experience and perception of safety while in downtown Saint Paul. The cleaning ambassadors' work will consist of trash collection in public spaces to include sidewalks and curblines, parks and other areas to be determined as well as graffiti and weed abatement as needed. All ambassadors will work together with property owners, businesses, residents, SPPD, Fire Department, and social service agencies to mitigate problems with panhandling, drug dealing, public intoxication, or any other criminal or antisocial behavior.

Metro Transit Safety Ambassador Services

There is a separate contract with the Metropolitan Council to provide safety ambassadors services on each of the three light rail platforms and roving patrols along the busiest bus shelters in the downtown core, as well as two supervisory positions to monitor their work.

Overall Program Management

This entire service consists of an onsite management team, SCC dispatchers, district safety and cleaning ambassadors, and Metro Transit safety ambassadors. All components are to be delivered by a single vendor under one contract (see Award Structure). SPDID reserves the right to vary the hours per week if budget or service needs are required. A pool of qualified staff must be available to augment the normal staff on an as needed basis.

The interested parties should be able to address the 365 day per year needs of the district in the most efficient manner while overcoming the obvious obstacles of year-round exterior coverage.

PROGRAM BUDGET

The proposed annual cost for SCC and district ambassador services should not exceed $2.1 million. The proposed annual cost for Metro Transit ambassador services should not exceed $1.35 million.

TERM

SPDID intends to select one vendor to provide the services described in this RFP for a three-year period beginning January 1, 2027. Due to SPDID's annual contracting and budget requirements, services will be contracted in one-year terms, with annual renewal anticipated for up to three consecutive years, subject to satisfactory performance, available funding and SPDID approval.

Each annual contract will include appropriate termination provisions in the event of a budget veto, funding reduction or cancellation or modification of underlying agreements with the City of Saint Paul or Metropolitan Council.

AWARD STRUCTURE

SPDID intends to award this contract to a single vendor responsible for all three components of this program: the Safety Communications Center, district safety and cleaning ambassador services, and Metro Transit safety ambassador services. SPDID believes a single point of accountability across these functions best serves the district's need for integrated dispatch, consistent training standards, and unified reporting.

Proposals must address all three components. SPDID will not consider proposals covering only a portion of the scope of work described herein, except at SPDID's sole discretion if no complete proposal is deemed responsive or advantageous to the district.

QUALIFICATIONS TO BID

1. A minimum of five years of experience operating a safety and/or cleaning and maintenance program in a Downtown Improvement District (DID) or similar municipal service area, airport, shopping mall, or campus used by the general public.
2. Existing contracts for safety and/or cleaning and maintenance programs in properties or areas of a minimum of 200,000 square feet each.

REQUIREMENTS

The scope of work requires the following:

1. Work will be performed in the boundaries of the SPDID (see attached map).
2. Work is to be performed 365 days per year, 7 days per week.
3. Vendor must provide all labor, supervision, materials, tools, equipment, and vehicles necessary for the proposed program - including the appropriate uniforms, cleaning supplies, fuel, maintenance and insurance, cell phones, radios and radio repeaters.
4. Vendor will provide a management team to oversee all operations of the SCC and ambassadors on a daily basis.
5. English speaking "on the job" supervisor must be provided by the Vendor on every shift. This supervisor will communicate daily conditions and issues directly to SPDID. All personnel must be proficient in English and have acceptable communication skills.
6. Vendor must provide initial and ongoing training appropriate to each employee classification, as well as employee and training manuals tailored to the SPDID program. At minimum, training must include:
    a) An overview of the role of the patrol and the District
    b) A number of sensitivity sessions must be included in the training, ambassadors must understand issues relating to cultural diversity, mental illnesses, homelessness and other quality of life issues
    c) Use of force and limitations. The Ambassadors will not be armed (that includes handcuffs/pepper spray not being an option) and will not have police powers
    d) Situation crisis management
    e) Human relations, interpersonal communications, customer service
    f) Radio communications
    g) Certified Training in First Aid and CPR

h) Naloxone (Narcan)
i) Self-defense training
j) Other training as identified by SPDID or vendor

7. Vendor must provide and maintain a detailed quality control and performance management program specific to this account. The program must address routine supervisory review, service inspections, staffing and attendance verification, review of incident and activity reporting, identification and correction of performance deficiencies and escalation procedures for recurring issues. Quality control findings must be documented, reported to SPDID and used to improve program performance.
8. Uniforms, equipment and vehicles used in the program must display SPDID branding as directed by SPDID.
9. Ambassadors must have ready access to current information regarding social services, visitor destinations, businesses, events and other resources necessary to assist the public.
10. Vendor must use an accessible data collection system to track and report program activity and performance. All program data collected under the contract is the property of SPDID, and SPDID must retain access to underlying data and reporting continuity in the event of a vendor transition.
11. Vendor management must attend SPDID board or committee meetings as requested to report on program performance, challenges and opportunities.

PERSONNEL QUALIFICATIONS

The SPDID requires the Vendor to provide prospective employees of sufficient quality so as to meet the demanding nature of the urban environment. While ambassador personnel must meet all applicable Minnesota security licensing requirements described below, SPDID does not view this as a typical security account, and expects a staffing and training approach that reflects that distinction. Ambassadors are hospitality-forward, unarmed, and focused on public engagement, de-escalation, and connecting individuals to appropriate services — not enforcement. A vendor whose approach mirrors a conventional security guard deployment, without meaningfully adapting training, recruiting, and supervision to this model, will be considered non-responsive to the intent of this RFP.

The Vendor will be required to be diligent in finding persons qualified to handle and thrive in the work environment. SPDID management will make all final decisions as to whether or not a prospective employee of the Vendor is suitable for placement in the account.

Ambassadors will conduct their operations within the boundaries of the district largely on foot. Ambassadors must meet a sufficient level of fitness to perform their assigned duties and withstand the rigors of an eight-hour shift largely spent on their feet.

While we do not actively respond to police calls, we may from time to time find ourselves assisting the local police. We expect Safety Communications Center staff and ambassadors to understand the basic philosophy of community-based policing and the "broken windows" theory of crime prevention.

The personnel provided by the Vendor shall:

1. Be personable and capable of interfacing with the public and making good judgments in public relations situations. Communicate clearly with downtown property owners, businesses, visitors, and SPDID clients.
2. Have been tested and determined drug free prior to assignment to the SPDID contract. Ongoing random drug testing will be required for all safety ambassador personnel.
3. Have demonstrated acceptable personal character and prior work history in a background check conducted by the vendor.
4. Be able to perform duties requiring physical exertion, such as standing or walking the entire shift; lifting and carrying objects weighing up to 50 pounds and climbing stairs.
5. Be able to prepare clear, basic written reports documenting ambassador activity and incidents.
6. Follow specific plans and direction established by SPDID management related to public safety, quality-of-life conditions and crime reduction.
7. Work closely and professionally with police, social service outreach providers, fire department and other city and partner agencies.
8. Recognize indicators of homelessness, mental illness, substance use or other service needs and connect individuals with the appropriate response or service provider.
9. Be proficient in two-way radio use and possess sufficient computer literacy for video monitoring, report writing, data entry and information sharing.
10. Identify quality-of-life conditions including graffiti, trash, human waste and other public-realm issues and initiate the appropriate response.

Consistent with Minnesota state law, safety ambassadors are classified as security personnel for licensing purposes and must pass the required security licensing background investigation performed by the Minnesota Bureau of Criminal Apprehension. This statutory

classification does not change the hospitality-forward, unarmed service model described elsewhere in this RFP.

PERFORMANCE METRICS AND REPORTING

The Vendor's proposal must include specific, measurable performance targets within each of the following categories. Where the Vendor cannot establish a baseline from current operations, the proposal should state a proposed methodology for establishing one within the first 90 days of the contract.

1. **Response and coverage:** Average response time to dispatched calls; percentage of shifts fully staffed; ambassador visibility/coverage hours by zone.
2. **Cleaning performance:** Frequency of litter/debris removal by area; graffiti removal turnaround time (hours from report to resolution); weed abatement cycle.
3. **Safety and incident management:** Number and category of incidents logged; percentage of incidents referred to appropriate service providers (police, social services, fire); ambassador-initiated versus reported incidents.
4. **Public interaction and hospitality:** Volume of visitor/wayfinding interactions; volume and type of resource or service information provided.
5. **Program reliability:** Employee turnover rate; percentage of shifts covered by trained versus temporary/pool staff; SCC uptime (percentage of scheduled hours staffed).
6. **Stakeholder communication:** Timeliness and completeness of monthly and quarterly reports; attendance at SPDID board meetings as requested.

UNION LABOR

The DID is neutral with respect to union versus non-union labor forces. Current SPDID ambassadors are members of SEIU Local 26. Non-union vendors shall be required to complete and submit the attached **Union Neutrality Letter** before a contract shall be executed.

BILLING AND RATES

Respondents must propose staffing and pricing that provide the strongest level of service possible within the annual program budgets established in this RFP.

Complete **Attachments B-1 and B-2** to provide the proposed staffing and deployment model for each program component and **Attachments C-1 and C-2** to provide the corresponding cost proposal. Proposed positions and labor hours must reconcile across the applicable attachments, and the cost proposal must correspond to the proposed staffing and deployment model.

Proposed costs must include all labor, supervision, payroll taxes, employee benefits, uniforms, equipment, vehicles, supplies, training, technology, insurance, overhead, profit and other costs necessary to provide the proposed services, except for costs specifically identified as the responsibility of SPDID.

Respondents must:

1. Identify proposed hourly wage rates for each employee classification.
2. Identify all applicable payroll burdens, benefits and other labor-related costs.
3. Identify management fees, corporate overhead and profit, including the basis on which each is calculated.
4. Identify equipment, vehicle, supply, technology, training and other program costs.
5. Describe the treatment of overtime, including any circumstances under which SPDID would be charged an overtime or premium rate.
6. Provide proposed annual pricing for 2027, 2028 and 2029, identifying any anticipated changes in wage rates, bill rates, staffing assumptions or other costs in subsequent contract years.
7. Clearly identify any costs, equipment, facilities or other resources assumed to be provided directly by SPDID that are not included in the proposed price.

SPDID will provide office and storage space for program operations. Respondents should identify any additional facility requirements or associated costs necessary to implement their proposed service model.

SUBMITTALS

The proposal must contain the following information:

1. **Firm background.** Provide a brief description of the firm, including local contact, office address, phone number and email address.
2. **Ownership.** Describe the company's ownership and corporate structure.
3. **Relevant experience and references.** Provide examples of comparable ambassador, safety and cleaning programs in urban downtown environments, including at least three references.
4. **Police/public safety experience.** Describe your experience working with police departments and other public safety partners on comparable programs.
5. **Program approach.** Describe your overall approach to providing the services required by this RFP and creating a safe, clean, welcoming downtown environment.
6. **Deployment plan.** Provide a proposed staffing and deployment plan for the Safety Communications Center, district cleaning and safety ambassadors and Metro Transit safety ambassadors. Identify staffing by position and shift, hours of coverage, supervisory coverage and adjustments for seasonality, special events and changing service demands. Complete Attachments B-1 and B-2 to document the proposed

staffing and deployment plans for each program component. Proposed staffing and labor hours must reconcile with the corresponding cost proposals in Attachments C-1 and C-2.

7. **Equipment and supplies.** List the equipment, vehicles, materials and supplies proposed for this account, including anticipated quantities, maintenance and replacement plans, storage or facility needs and associated costs, including SPDID branding. Identify whether major equipment will be purchased, leased or otherwise provided.
8. **Management structure.** Describe the proposed on-site and corporate management structure, including responsibilities of each management and supervisory position. Identify proposed key personnel where known, provide resumes and indicate whether each would be dedicated to SPDID or the approximate percentage of time devoted to the account. For unfilled positions, describe qualifications sought and the anticipated recruitment timeline.
9. **Responsiveness and chain of command.** Describe the chain of command and how management will ensure timely response to SPDID requests for information or assistance.
10. **Recruitment and retention.** Describe your approach to recruiting and retaining ambassadors, dispatchers, supervisors and other account personnel, including recruitment sources, screening criteria, retention strategies and methods for minimizing reliance on temporary or pool staff. Explain how vacancies and unexpected absences will be covered without reducing required service levels.
11. **Employee turnover.** Provide employee turnover rates for comparable programs for the past three years, if available.
12. **Training.** Describe the initial and ongoing training program for each employee classification, including topics, approximate hours, instructors/providers, licenses or certifications, refresher training and competency evaluation. Explain how new employees will be trained before independent deployment and provide examples of training materials used on comparable accounts.
13. **Employee engagement.** Describe how you will build employee understanding of and ownership for SPDID's goals and service expectations.
14. **Records and reporting.** Describe your methods for maintaining operational records, reports and activity logs on comparable accounts.
15. **Communications.** Describe the systems, software and equipment proposed for real-time communication among the Safety Communications Center, ambassadors and supervisors, including any equipment, infrastructure or costs SPDID would be expected to provide.
16. **Data platform and ownership.** Describe the proposed data collection platform, including SPDID access to underlying, non-aggregated data, data ownership and portability in the event of a vendor transition.

17. **Performance targets.** Propose measurable performance targets for each category identified in the Performance Metrics and Reporting section. Where a current baseline is unavailable, describe the methodology for establishing one within the first 90 days.
18. **Quality control and performance management.** Describe how service deficiencies, missed shifts, employee performance concerns and other operational issues will be identified, documented, corrected and reported to SPDID.
19. **Innovation and program improvement.** Identify efficiencies, innovations or program improvements you recommend beyond the baseline requirements of this RFP, including any additional labor, equipment, technology or costs required to implement them.
20. **Transition and implementation.** Provide a plan demonstrating the ability to assume full operations by January 1, 2027. Identify major activities, responsibilities and timing from notice of intent to award through commencement of services, including management onboarding, personnel recruitment/transition, licensing and background checks, training, uniforms, equipment, Safety Communications Center operations and technology/data systems. Identify significant transition risks and contingency plans.
21. **Subcontractors.** Identify proposed subcontractors and the services each would provide. The Vendor will remain fully responsible for all subcontracted work, and SPDID reserves the right to approve or reject subcontractors.
22. **Financial capacity.** Demonstrate the financial capacity and stability to perform a contract of this size, including the ability to meet payroll and operating obligations. SPDID may request financial statements, credit references or other supporting documentation from respondents or finalists.
23. **Insurance.** Demonstrate the ability to meet the following insurance requirements:
    a) Workers' Compensation covering all persons employed by the Vendor in the performance of services, in amounts required by applicable federal, state and local law; employer liability insurance with minimum limits of $1,000,000 each accident, $1,000,000 policy limit and $1,000,000 each employee.
    b) Commercial General Liability, including Broad Form Property Damage, Premises Operations, Products and Completed Operations, Contractual Liability, Independent Contractors Liability and Personal Injury, with limits of not less than $2,000,000 per occurrence, $2,000,000 Personal Injury and $2,000,000 General Aggregate.
    c) Automobile Liability for Bodily Injury and Property Damage applying to owned, non-owned and hired automobiles with a combined single limit of $2,000,000.
    d) Umbrella Liability in excess of coverage under (b) and (c), with limits of $8,000,000 each occurrence and $8,000,000 annual aggregate.
    e) SPDID and the City of Saint Paul must be named as additional insureds.

24. **Licenses and permits.** Demonstrate that the firm possesses, or will possess before commencement of services, all licenses and permits necessary to perform the proposed services in Minnesota.

SELECTION CRITERIA

SPDID will select the vendor whose proposal, in its sole judgment, is most advantageous to the district and who demonstrates the understanding and ability to provide the required services. Each complete proposal will be evaluated on the following criteria:

1. Relevant experience and demonstrated performance on comparable programs.
2. Understanding of SPDID's mission, service model and program objectives.
3. Quality and feasibility of the proposed staffing, deployment, management and workforce approach.
4. Strength of the proposed training, communications, quality control, data and performance management systems.
5. Transition readiness and demonstrated ability to assume full operations by January 1, 2027.
6. Proposed cost and overall value.
7. Corporate and financial capacity.
8. Responsiveness and completeness of the proposal.
9. Other criteria SPDID determines relevant to selection.

SPDID will not pay any costs or losses incurred by any applicant at any time, including but not limited to, the cost of responding to this RFP.

This RFP does not represent any obligation or agreement whatsoever on the part of SPDID.

An invitation to respond to the RFP does not create any rights on the part of the applicant. Any documents provided to the applicant represent the best available information at the disposal of SPDID and are provided in good faith without warranty of accuracy or applicability. Respondents are encouraged to undertake their own investigations.

SPDID reserves the right, at its sole and absolute discretion, to:

1. reject any and all proposals submitted without negotiation or comment;
2. accept any proposal as submitted without negotiation or comment;
3. require revisions to, corrections of, or other changes to any proposal submitted as conditions precedent to further consideration;
4. select one or more proposals for negotiations;
5. seek new proposals from new or existing vendors; and/or
6. withdraw this Request for Proposal without notice.

Proposals should be submitted digitally to the email addresses below.

To: Joe.Spencer@downtownstpaul.com
CC: Emma.Burns@downtownstpaul.com

RFP issued	~~Sept. 28~~	Oct 13
Questions due	~~Oct. 5~~	Oct. 16
Responses issued	~~Oct. 9~~	Oct. 19
Proposals due	~~Oct. 23~~	Oct. 30
Selection / notice of intent	Nov. 20	

All questions regarding the interpretation of this RFP should be addressed in writing to Joe Spencer: joe.spencer@downtownstpaul.com.

All questions and answers will be given in writing to all contractors who have requested or received an RFP and provided an email address.

ATTACHMENTS

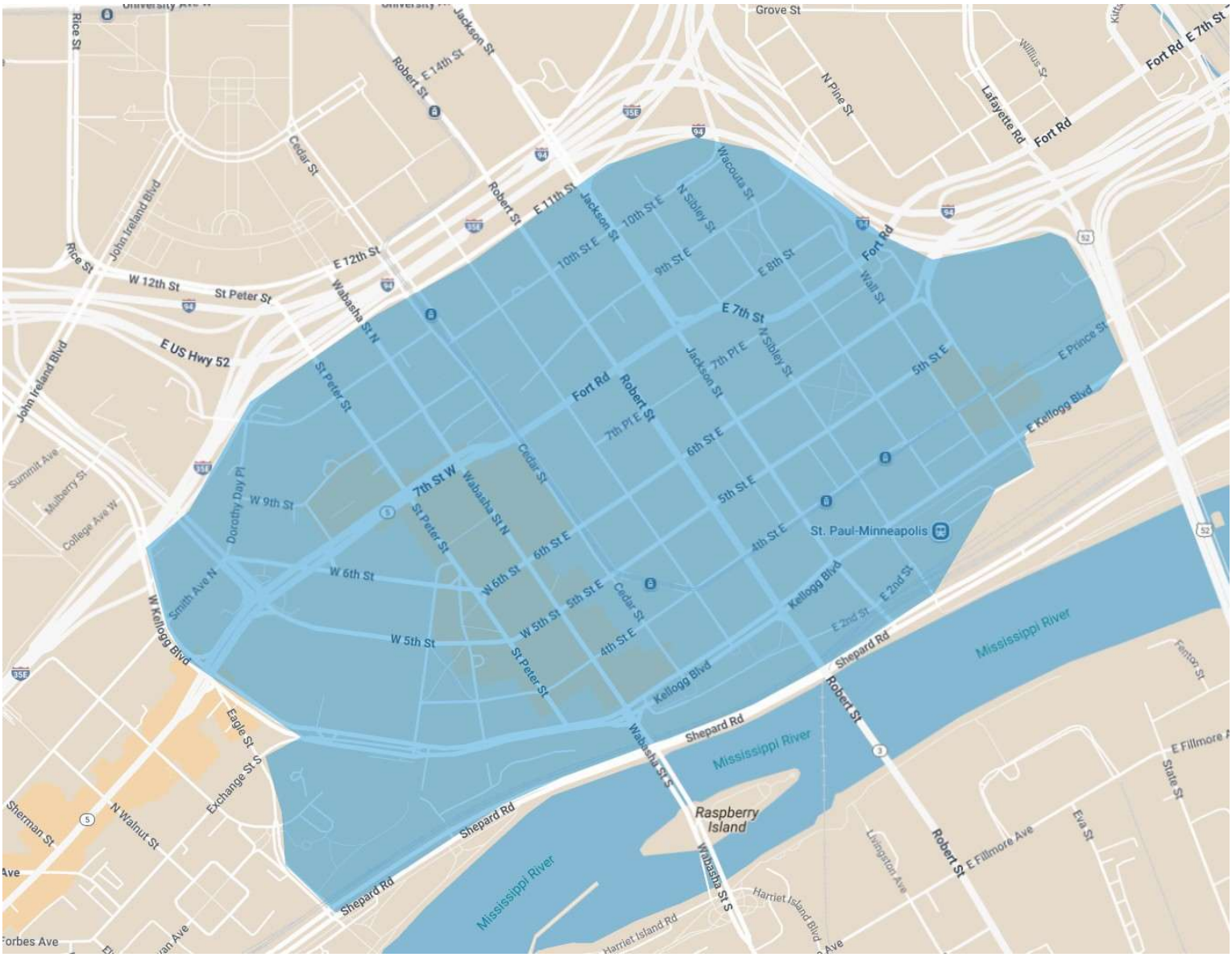
A.) District Map

B.) Proposed Staffing and Deployment Schedule
- B-1: SPDID
- B-2: Metro Transit

C.) Cost Breakdown by Employee
- C-1: SPDID
- C-2: Metro Transit

D.) Union Neutrality Letter

ATTACHMENT A
DISTRICT MAP



ATTACHMENT B-1

PROPOSED SPDID STAFFING AND DEPLOYMENT SCHEDULE

Safety Communications Center, District Cleaning and District Safety Ambassador Services

SPDID has established an annual program budget not to exceed **$2,100,000** for Safety Communications Center staffing and district cleaning and safety ambassador services. Respondents must complete this attachment to demonstrate the staffing and deployment model they propose within the available program budget.

Respondents are encouraged to propose the staffing levels, classifications, schedules and deployment strategies they believe will best achieve the objectives and service requirements of this RFP.

Staffing identified below must correspond with the costs provided in **Attachment C-1**.

Proposed Staffing

Classification	FT/PT	Number of Positions	Hours per Position/Week	Total Hours/Week
Program/Account Manager				
Operations Manager				
Supervisor				
SCC Dispatcher				
Safety Ambassador				
Cleaning Ambassador				
Other: _____				
Other: _____				
TOTAL				

Add rows or attach additional pages as necessary.

Proposed Regular Deployment

Provide the proposed regular deployment by program component. Show staffing levels by shift where staffing varies during the service day.

Program Component	Monday–Friday	Saturday	Sunday	Staff per Shift/Period
Safety Communications Center				
District Safety Ambassadors				
District Cleaning Ambassadors				
Supervisory Coverage				

Annual Staffing Summary

Program Component	Estimated Annual Labor Hours
Safety Communications Center	
District Safety Ambassadors	
District Cleaning Ambassadors	
Program Management/Supervision	
Other	
TOTAL ANNUAL LABOR HOURS	

Deployment Rationale

Briefly describe how the proposed staffing and deployment model maximizes the available program budget while meeting the service requirements and objectives of this RFP. Address supervisory coverage, peak service periods, seasonal needs, special events and the ability to maintain required service levels during vacancies or unexpected absences.

ATTACHMENT B-2

PROPOSED METRO TRANSIT STAFFING AND DEPLOYMENT SCHEDULE

Metro Transit Safety Ambassador Services

SPDID has established an annual program budget not to exceed **$1,350,000** for Metro Transit safety ambassador services. Respondents must complete this attachment to demonstrate the staffing and deployment model they propose within the available program budget. Respondents are encouraged to propose the staffing levels, classifications, schedules and deployment strategies they believe will best achieve the objectives and service requirements of this RFP. Staffing identified below must correspond with the costs provided in **Attachment C-2**.

Proposed Staffing

Classification	FT/PT	Number of Positions	Hours per Position/Week	Total Hours/Week
Metro Transit Supervisor				
Metro Transit Safety Ambassador				
Other: _____				
Other: _____				
TOTAL				

Proposed Regular Deployment

Program Component	Monday–Friday	Saturday	Sunday	Staff per Shift/Period
Metro Transit Supervisor				
Metro Transit Safety Ambassador				
Other: _____				
Other: _____				

Respondents should identify any differences in staffing by station, transit location, shift or time of day in an attached schedule or narrative.

Annual Staffing Summary

Program Component	Estimated Annual Labor Hours
Metro Transit Supervisor	
Metro Transit Safety Ambassador	
Other: _____	
Other: _____	
TOTAL ANNUAL LABOR HOURS	

Deployment Rationale

Briefly describe how the proposed staffing and deployment model maximizes the available program budget while providing effective coverage of the transit locations identified in this RFP. Address supervisory coverage, peak periods, service reliability and the ability to adjust deployment in response to changing conditions.

ATTACHMENT C-1 - PROPOSED SPDID COST BREAKDOWN

Safety Communications Center, District Cleaning and District Safety Ambassador Services

Available Annual Program Budget: $2,100,000

Provide the proposed annual cost to deliver the staffing and deployment model identified in Attachment B-1. Total annual cost may not exceed total program budget.

The respondent certifies that the proposed cost includes all labor, supervision, materials, equipment, supplies, uniforms, vehicles, training, technology, insurance, overhead, profit and other costs necessary to provide the proposed services, except for costs specifically identified in the proposal as the responsibility of SPDID.

Direct Labor

Identify the regular and overtime hourly bill rates that would apply to invoiced labor. Indicate any costs identified elsewhere in this attachment that are not included in these bill rates and would be billed separately.

Classification	Annual Labor Hours	Hourly Wage	Regular Hourly Bill Rate	Overtime Hourly Bill Rate	Annual Wage Cost
Program Manager		$	$	$	$
Operations Manager		$	$	$	$
Supervisor		$	$	$	$
SCC Dispatcher		$	$	$	$
Safety Ambassador		$	$	$	$
Cleaning Ambassador		$	$	$	$
TOTAL DIRECT LABOR					**$**

Labor Burden and Benefits

Cost Component	Rate/Percentage	Annual Cost
FICA/Social Security	%	$
Medicare	%	$
Workers' Compensation	%	$
Federal/State Unemployment	%	$
Health/Employee Benefits	%	$
PTO/Holiday Pay	%	$
Other: _____	%	$
TOTAL LABOR BURDEN AND BENEFITS	%	**$**

Other Program Costs

Cost Component	Annual Cost
Uniforms	$
Equipment and Vehicles	$
Supplies and Materials	$
Communications/Technology	$
Training	$
Recruitment/Background Checks	$
Office/Operations Facility Costs	$
Insurance	$
Other: _____	$
TOTAL OTHER PROGRAM COSTS	**$**

Management Fee, Overhead and Profit

Cost Component	Rate/Percentage, if applicable	Annual Cost
Corporate/Administrative Overhead	%	$
Management Fee/Profit	%	$
Other: _____	%	$
TOTAL	%	**$**

Total Proposed Annual Cost

	Annual Cost
Direct Labor	$
Labor Burden and Benefits	$
Other Program Costs	$
Management Fee, Overhead and Profit	$
TOTAL PROPOSED ANNUAL COST	**$**

Proposed Annual Program Cost

	Annual Cost
2027	$
2028	$
2029	$

ATTACHMENT C-2 - PROPOSED METRO TRANSIT COST BREAKDOWN
Metro Transit Safety Ambassador Services
Available Annual Program Budget: $1,350,000

Provide the proposed annual cost to deliver the staffing and deployment model identified in Attachment B-2. Total annual cost may not exceed total program budget.

The respondent certifies that the proposed cost includes all labor, supervision, materials, equipment, supplies, uniforms, vehicles, training, technology, insurance, overhead, profit and other costs necessary to provide the proposed services, except for costs specifically identified in the proposal as the responsibility of SPDID.

Direct Labor

Identify the regular and overtime hourly bill rates that would apply to invoiced labor. Indicate any costs identified elsewhere in this attachment that are not included in these bill rates and would be billed separately.

Classification	Annual Labor Hours	Hourly Wage	Regular Hourly Bill Rate	Overtime Hourly Bill Rate	Annual Wage Cost
Metro Transit Supervisor		$	$	$	$
Metro Transit Safety Ambassador		$	$	$	$
Other: _____		$	$	$	$
Other: _____		$	$	$	$
TOTAL DIRECT LABOR					**$**

Labor Burden and Benefits

Cost Component	Rate/Percentage	Annual Cost
FICA/Social Security	%	$
Medicare	%	$
Workers' Compensation	%	$
Federal/State Unemployment	%	$
Health/Employee Benefits	%	$
PTO/Holiday Pay	%	$
Other: _____	%	$
TOTAL LABOR BURDEN AND BENEFITS	%	**$**

Other Program Costs

Cost Component	Annual Cost
Uniforms	$
Equipment and Vehicles	$
Supplies and Materials	$
Communications/Technology	$
Training	$
Recruitment/Background Checks	$
Office/Operations Facility Costs	$
Insurance	$
Other: _____	$
TOTAL OTHER PROGRAM COSTS	**$**

Management Fee, Overhead and Profit

Cost Component	Rate/Percentage	Annual Cost
Corporate/Administrative Overhead	%	$
Management Fee/Profit	%	$
Other: _____	%	$
TOTAL	%	**$**

Total Proposed Annual Cost

	Annual Cost
Direct Labor	$
Labor Burden and Benefits	$
Other Program Costs	$
Management Fee, Overhead and Profit	$
TOTAL PROPOSED ANNUAL COST	**$**

Proposed Annual Program Cost

	Annual Cost
2027	$
2028	$
2029	$

ATTACHMENT D

SAINT PAUL DOWNTOWN IMPROVEMENT DISTRICT

2027 CLEAN & SAFE AMBASSADOR PROGRAM

UNION NEUTRALITY LETTER

[Date]

Joe Spencer
401 N Robert Street
Saint Paul, MN 55101

Re: Union Neutrality and Card Check

Dear Mr. Spencer

[Contractor's name including d/b/a/ if applicable] (hereafter 'Contractor'), in connection with, and as a condition of, its contract with the Saint Paul Downtown Improvement District (the 'District'), hereby acknowledges and agrees as follows:

1. 'Employees' Defined. Contractor will employ certain full-time and regular part-time hourly clean and safe ambassadors to service its contract with the District. Those persons are 'employees' within the meaning of the National Labor Relations Act and are hereinafter referred to as 'employees'; provided that the term 'employees' as used hereinafter does not include any managers, supervisors, clericals, salespeople or any other employee of Contractor.

2. Neutrality. Contractor will maintain a neutral approach to unionization of the employees. Contractor will not take any action nor make any statement that will directly or indirectly state or imply to employees (a) any opposition by Contractor to unionization of the employees; or (b) any preference for or opposition to any particular union representing the employees.

3. Access to Employees. Upon receipt of a written request from any labor union for the names, job classifications and home addresses of the employees, Contractor will send each employee a letter stating:

> [insert proper name of labor union] has expressed an interest in representing [insert proper name of Contractor]'s employees in Saint Paul for purposes of collective bargaining. In order to contact employees, the union has asked for each such employee's name, job classification and home address. The Saint Paul Downtown Improvement District has instructed [insert proper name of Contractor] to remain neutral about unionization. Therefore, unless you 'opt out' by stating in writing within the next five working days that you do not want Contractor to provide the union with your name, job classification and home address, [insert proper name of Contractor] will provide that information to the union.
>
> Alternatively, if you have any concerns about [insert Contractor's proper name] knowing that you consent to providing your name and related information to the union, you may 'opt out' as described above and then contact the union yourself by writing to the union at [insert union's address] or calling the union at [insert union's phone number].

With respect to each employee who does not send timely written notice to Contractor stating that the employee does not want their name, job classification and home address disclosed, Contractor will promptly provide that information to the union.

4. Card Check Recognition. If a majority of employees sign and date authorization cards that authorize a particular labor union to represent all of them for purposes of collective bargaining with Contractor, that union may present those cards to Contractor and demand recognition, and Contractor shall recognize that union as the employees' exclusive collective bargaining representative, provided that no card shall be more than 12 months old. The union requesting recognition and Contractor shall not petition the NLRB for an election. Contractor shall notify the NLRB, as required by law, of the lawful grant of recognition.

5. Dispute Resolution. If Contractor disputes that the union has obtained signed and dated authorization cards from a majority of the employees, the parties will, no later than 14 calendar days after the date of the request for recognition, submit the dispute for resolution by a neutral third party. The neutral third party shall be a professor of labor law in the Twin Cities agreed to by the parties.

6. Non-Fragmentation. Contractor has a legitimate interest in not having more than one bargaining unit in its Saint Paul operations. Therefore, nothing in this agreement applies to any sub-group made up of less than all of the employee job classifications specified above.

7. Termination. Contractor's obligations under this agreement shall terminate immediately if (a) Contractor recognizes a union as the employee's bargaining representative; (b) a union petitions the NLRB for a representative election among all of the employees or any subset of the employees; (c) any labor union pickets or engages in any economic activity directed at Contractor's Saint Paul operations or any of the operations of the District; (d) section 9 of the National Labor Relations Act is amended; (e) a labor union or its agents threatens or coerces any employee in an effort to get that employee to sign an authorization card; or (f) a labor union or its agents disparages or speaks negatively about the management of Contractor or the terms and conditions of employment provided by Contractor in the Saint Paul area. If not earlier terminated, this agreement shall terminate two years after the date of this letter agreement.

8. Non-Merger. Notwithstanding any merger, integration or entireties clause contained in any contract preexisting or subsequently signed between the District and Contractor, this agreement shall remain in full force and effect.

9. Non-Confidentiality. This letter may be shared by the District with representatives of any parties including unions, the City or property owners, as needed, to demonstrate that the District's position of neutrality with regard to unions is hereby transferred to its vendor.

Sincerely,

[Contractor signatory]