



## Lincoln Heights Benefit Association of Los Angeles

Phone 323-359-3944 or Misty.lwatsu@lhbala.org  
 2718 North Broadway, Los Angeles, CA 90031  
 Security 800-350-1944, www.LHBALA.org

### Lincoln Heights Benefit Association Board of Directors Meeting April 9<sup>th</sup>, 2026, 11:00 a.m. Young Nak Church Conference Room 1721 North Broadway and Avenue 18, Los Angeles

#### AGENDA:

1. Call to order, President Steve Kasten
2. Introductions and Announcements
3. Approval of February 20<sup>th</sup>, 2026 Board minutes *Action Item*
4. Approval of March 11<sup>th</sup>, 2026 Board minutes *Action Item*
5. Review of draft Balance Sheet and budget format, Marco
6. Financial management issues:
  - a. Change at bank signature card, Marco
  - b. Bank states only one signature required to sign checks, affirm *Action Item*
  - c. ACH vs check distribution *Action Item*
  - d. Need approval to restructure quick books reports *Action Item*
7. Review of current contractors:
  - a. Website *Action Item*
  - b. Cleaning *Action Item*
  - c. Security *Action Item*
  - d. Logo *Action Item*
  - e. PR RFP?
8. Submit RFPs for review to Executive Committee, (officers)
9. Farmers Market contract?
10. Flavio Olivas Jr. tasks – Flavio Jr.
  - a. Hot spots
  - b. Analysis of Farmers Mkt.
11. Management District Plan summary
12. Other
13. Next Board meeting:

MEETING MATERIALS (GOVERNMENT CODE §54957.5 AND AB 2647). Documents provided to members of a Brown Act body in the 72 hours before a meeting (i.e., after the agenda is typically posted) are available to the public at the same time they are provided to the board members.

COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT (US CODE TITLE 42). If you need accommodation to participate in the meeting, please call or email and Monica Montes at New City America, 888 356-2726

PUBLIC COMMENT. The public may attend meetings in person or virtually and may raise items not listed on the agenda. However, the Board or committee cannot take action on such items at that meeting. If appropriate, the item may be scheduled for a future Board or committee agenda. Similarly, items brought forward by Board members or staff cannot be discussed at that time but may be placed on a future agenda if appropriate. Each speaker will be allotted up to three (3) minutes to address the Board or committee to ensure the orderly conduct of business.

**Board of Director's Minutes**  
**Friday, February 20, 2026**

- I. Call to Order: 11:03 AM
  - a. General Meeting-Call to Order – Teleconference (Governor Executive Order).
  - b. Attendance: S. Kasten, F. Olivas Sr., D. Mandala, Frank Son, R. Rudolph  
Others: Misty, Vera, Elena Chavez
  - c. Public Comment: Open
- II. Approval of Minutes- Nov., 2025 – Deferred. Motion “To approve Jan. 2026 minutes” Motion by Ronnie, 2<sup>nd</sup> Frank – Roll Call Vote: Ayes-5, Nays-0, Abstain-0.
- III. Vendors Reports
  - a. Government- Federal, State, County, City officers or elected officials or representatives:
    - i. Congressman Gomez – None
    - ii. CD #1 – Elena Reported
    - iii. CD #14 – None
    - iv. LAPD - None
  - b. Clean & Safe - None
  - c. GSSI Security - None
  - d. Farmer's Market Report – Vera Reported
- IV. Board Session – Closed Session
  - a. Executive Director Report – Misty Reported.
- V. Closed Session
  - b. President's Report – Steve Kasten Reported.
    - i. Consideration of Forensic Audit, Phase 1 – Motion “Board is in receipt of Phase I Report along with letter stating Phase 2 not recommended”. Motion by Ronnie, 2<sup>nd</sup> Dave – Roll call Vote: Ayes- 5, Nays – 0, Abstain – 0.
    - ii. Consideration of hiring Flavio Olivas Jr. for Marketing for the Farmer's Market & the LHBA. – Deferred.
    - iii. Consideration of hiring New City America as a Consultant & Interim Manager. Motion “To approve hiring New City America as interim Manager & as a consultant to train Flavio Olivas Jr. to do marketing for the LHBA & work on the Farmer's Market. Also to assist with hiring & training of a new ED. Starting 4/1/26 at the rate of \$8,500./mo. for a period of 4 months.” Motion by Ronnie, 2<sup>nd</sup> Dave –

Roll Call Vote: Ayes-4, Nays – 0, Abstain – 1. (Olivas Sr. not present, Abstained).

- iv. Consideration of ED Contract – Motion “To give 30 day Notice terminating Misty Iwatsu’s contract as of 3/31/26”. Motion by Ronnie, 2<sup>nd</sup> Frank – Roll Call Vote: Ayes – 4, Nays -0, Abstain – 0.
- v. Consideration of IT Alexander Sharrigan. Motion “ To renew contract at the same rate” Motion by Ronnie, 2<sup>nd</sup> Dave- Roll Call Vote: Ayes – 5, Nays – 0, Abstain – 0.
- vi. Consideration of the Chrysalis Contract – Deferred to March.
- vii Consideration of Danny Reyes, CPA, to file 1099, 990, & 199 & other tax filings for 2025. Motion “To approve hiring Danny Reyes, CPA, to file 1099, 990, & 199 & other tax filings for 2025”. Motion by Ronnie, 2<sup>nd</sup> Dave- Roll Call Vote: Ayes-5, Nays -0, Abstains – 0.
- viii. Consideration of Frank Fei to complete the Reviewed Financial Statements. Motion “To hire Frank Fei to complete the Reviewed Financial Statements” Motion by Ronnie, 2<sup>nd</sup> Frank – Roll Call Vote: Ayes – 5, Nays -0, Abstain – 0.
- ix. Consideration of renewing the lease for the storage unit. Motion “To renew the lease for 1 year with the right to cancel with 30 to 60 days notice. Motion by Ronnie, 2<sup>nd</sup> Dave – Roll Call Vote: Ayes -5, Nays -0, Abstain -0.
- x. Consideration of reviewing the 2025 Budget vs Actuals financial statement. Motion “To approve 2025 Budget vs Actuals” Motion by Ronnie, 2<sup>nd</sup> Frank – Roll Call Vote: Ayes -5, Nays -0, Abstains -0,

VI. Ad Hoc Committee Reports –None

VII. New Business - None

VIII. Adjournment at 1:45 PM

Respectively Submitted by D. Mandala, Secretary

Misty Iwatsu, Executive Director



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### Lincoln Heights Benefit Association Board of Directors Meeting March 11<sup>th</sup> 2026, 1 p.m., Young Nak Church 1721 N. Broadway and Avenue 18, Los Angeles, CA 90031

#### MINUTES

**Present:** Eric Uribe, Flavio Olivas Sr., Steve Kastern, Ronnie Rudolph, David Mandala

**Absent:** Frank Son

**Guests:** Flavio Olivas Jr.,

**Interim Staff:** Marco Li Mandri, New City America/New City Public Spaces

#### MINUTES:

| <i>Item</i>                               | <i>Discussion held</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <i>Action Taken?</i>                                                                                            |
|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| <b>1. Call to Order and Introductions</b> | Steve Kasten called the meeting to order at 1:10 pm. Quorum was met.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <i>No action taken</i>                                                                                          |
| <b>2. President's Report</b>              | <p>Steve began the meeting by stating that the District needs the BID to maintain the stability and cleanliness of Lincoln Heights.</p> <p>Marco Li Mandri, from New City America/New City Public spaces was present to aid the BID in this transition process. The Board has been in discussions since June 2025 seeking the options for a different management team. Efforts to hire someone locally were not productive, due to the amount to be paid and the unwillingness for candidates, except one, to be on site at least 15 – 20 hours per week.</p> <p>Marco had responded to a request from the Board to restructure the organization to make it more potent and effective. In essence the desire was to have a restructuring of the organization and its goals.</p> <p>The proposal before the Board, even though it was approved at the Feb. 20<sup>th</sup> 2026 Board meeting, was to have New City Public Spaces manage the Board commencing April 1<sup>st</sup>, for four months.</p> <p>Included in that restructuring was the following issues:</p> <ul style="list-style-type: none"> <li>- Consolidate the Board;</li> <li>- Have regular financial reports at each meeting</li> <li>- Review the success of the current Farmers Market and make changes</li> </ul> | <i>No action taken since NCPS was hired as of the February 20<sup>th</sup>, 2026 Board of Directors meeting</i> |

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|                        | <ul style="list-style-type: none"> <li>- Promote the district through PR and social media</li> <li>- Review the current logo and tagline of the district</li> <li>- Consider issuing RFPs for maintenance, website</li> <li>- Review the success of the Security contract</li> <li>- Strengthen ties with the District 1 Council office</li> <li>- Implement new standards for reporting, minutes and communication with property owners</li> <li>- Oversee Flavio Olivas Jr. in his new role for marketing and promotion as well as review of the districts' public rights of way</li> <li>- Expand the Board if possible.</li> </ul> <p>New City America/New City Public Spaces has formed over 100 BIDs nationwide and formed the original merchant based BID in 1997 and wrote 2 of the 3 management District plans for the current BID.</p> <p>Discussion followed. Marco stated that he will attempt to get as much information as possible from Misty prior to her departure.</p> <p>Questions were asked if everything works out, could NCPS continue to manage the district after the 4 month period. Marco responded that that was possible, however that would be a decision of the Board at the end of the 4 month interim management period.</p> <p>Marco stated that he had been given a number of notebooks from Nancy in Steve's office and will have his staff review them for contents.</p> |  |
| <b>3. Next meeting</b> | The next meeting of the Board of the Lincoln Heights Benefit Association will be held on Thursday, April 9 <sup>th</sup> at 11 a.m.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |

Minutes taken by Marco Li Mandri, Interim Administrator – New City Public Spaces



Lincoln Heights Benefit Association of Los Angeles  
**SAFE PROGRAM – GSSI SERVICE SUMMARY - 2025**

Lincoln Heights Business Improvement District | [www.LHBALA.org](http://www.LHBALA.org) |

(Confidential – Internal Use Only)

### **I. EXECUTIVE SUMMARY (MOST IMPORTANT)**

- Proposed Annual Contract: \$228,708.48
- Estimated Monthly Cost: \$19,059.04
- Service Model: Hourly patrol-based (vehicle patrol + optional unarmed support)
- Service Hours: 16 hours/day, 7 days/week (10:00 AM – 2:00 AM)
- Program Type: Moderate-cost, baseline-coverage Safe Program
- Vendor: GSSI, Inc. (licensed PPO security provider)

### **II. CONTRACT CONTEXT (HOW THIS COMPARES)**

Security Program Context:

- Single mobile patrol unit
- Covers entire BID district
- Lower cost relative to multi-unit BID security models

Conclusion:

- Lincoln Heights utilizes a baseline patrol model
- Service levels reflect cost control vs higher-intensity security programs

### **III. STAFFING MODEL**

#### **A. Field Team Composition**

1. One (1) Armed Vehicle Patrol Officer
2. Unarmed Officer (as needed)

Total Daily Presence:

- Single patrol unit covering entire district

#### **B. Work Hours**

- 112 hours per week (vehicle patrol)
- Annual Service Hours: ~5,824 hours

Conclusion:

- Extended daily coverage (16-hour window)
- No overnight (2:00 AM – 10:00 AM) service coverage

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#### **IV. MANAGEMENT STRUCTURE**

##### **A. Organizational Oversight**

- GSSi operates as independent contractor
- Personnel managed internally by GSSi

##### **B. Client-Controlled Deployment**

- Days, times, and hours determined by Client (BID)

##### **Conclusion:**

- Flexible structure but limited formal oversight visibility
- No defined on-site supervisor in agreement

#### **V. SERVICE DELIVERY**

##### **A. Core Daily Services**

3. Vehicle patrol for visual deterrence
4. Observation and reporting of incidents
5. Monitoring of district activity

##### **B. Operational Limitations**

- Observe and report only (no enforcement)
- No guarantee of crime prevention

##### **Conclusion:**

- Focused on deterrence rather than intervention

#### **VI. SERVICE DEPLOYMENT (ZONES)**

##### **A. Coverage Strategy**

- Mobile patrol across entire BID

##### **B. Zone Prioritization**

- Primarily Zone 1 (high-activity areas)
- Zone 2 covered on pass-through basis

##### **Conclusion:**

- Flexible but not structured by zone frequency

#### **VII. EQUIPMENT AND OPERATIONS**

##### **A. Primary Equipment**

- Patrol vehicle
- Communication device (post phone)

##### **B. Technology**

- Officer reporting included in service rate

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## **VIII. REPORTING AND ACCOUNTABILITY**

### **A. Data Tracking Includes**

6. Incident observation and reporting
7. Patrol activity logs

### **B. Reporting Frequency**

- As needed / not formally structured in agreement

### **Conclusion:**

- Limited formal reporting requirements
- No defined KPI or performance metrics

## **IX. ORGANIZATIONAL PROFILE**

### **A. Vendor Overview**

- GSSI, Inc.
- Licensed private patrol operator (PPO #119932)
- Based in Wilmington, CA

### **B. Service Model**

- Contract security services
- Independent contractor structure

### **Conclusion:**

- Traditional security service provider model

## **X. STRENGTHS**

8. Predictable and fixed cost structure
9. Consistent daily patrol coverage
10. Long service window (16 hours/day)
11. Flexible deployment based on BID direction

## **XI. RISKS AND CONSIDERATIONS**

12. No structured zone-based deployment
13. No defined performance metrics or KPIs
14. Limited reporting requirements
15. No overnight coverage
16. Liability largely shifted to Client

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## **XII. OVERALL ASSESSMENT**

Program Type:

- Baseline-cost / baseline-service Safe Program

Best Fit For:

- Districts prioritizing:

Cost control

Basic deterrence presence

Flexible deployment

Key Trade-Off:

- Lower cost and simplicity vs structured, high-visibility security presence

## **XIII. BOARD-LEVEL CONCLUSION**

The GSSi proposal provides a cost-effective and consistent security presence for the Lincoln Heights BID through daily vehicle patrol coverage. While the program ensures baseline deterrence and visibility, it lacks structured deployment, measurable performance standards, and integrated coordination with broader BID operations. The Board should consider whether maintaining this baseline model or enhancing it aligns with long-term district safety goals and Management District Plan expectations.



Lincoln Heights Benefit Association of Los Angeles  
**CLEAN PROGRAM-CHRYSALIS PROPOSAL SUMMARY-2024**

Lincoln Heights Business Improvement District | [www.LHBALA.org](http://www.LHBALA.org) |

(Confidential – Internal Use Only)

## I. EXECUTIVE SUMMARY

- Proposed Annual Contract: Approximately \$404,000
- Estimated Monthly Cost: Approximately \$33,500
- Service Model: Fee-for-service (labor + management + equipment + supplies)
- Staffing Level: Approximately 5–6 personnel daily
- Program Type: Moderate-cost, moderate-coverage Clean Program
- Vendor: Chrysalis (non-profit; largest BID clean provider in Los Angeles)

## II. CONTRACT CONTEXT (HOW THIS COMPARES)

Chrysalis Portfolio Comparison:

- Downtown LA BID: ~\$2.1M
- Industrial District BID: ~\$1.5M
- Venice BID: ~\$966K
- Figueroa Corridor BID: ~\$650K
- Lincoln Heights BID: ~\$404K

Conclusion:

- Lincoln Heights is a smaller-scale contract
- Service levels reflect budget constraints vs larger districts

## III. STAFFING MODEL

A. Field Team Composition

1. Four (4) Sweepers
2. One (1) Supervisor (full-time)
3. One (1) Assistant (flex support role)

Total Daily Presence:

- Approximately 5–6 personnel

B. Work Hours

- Sweepers: 30–37.5 hours per week
- Supervisor: 43 hours per week
- Annual Service Hours: ~8,580 hours

Conclusion:

- Daytime operational coverage
- Not designed for extended or overnight service

## **IV. MANAGEMENT STRUCTURE**

### **A. On-Site Leadership**

- Supervisor (Michael Hernandez)

Direct daily oversight

Field deployment and response

Stakeholder interaction

### **B. Organizational Support Layers**

- Operations Supervisor (quality assurance)
- Operations Manager (administration, payroll, compliance)
- Senior Operations Manager (strategy, reporting, board interface)
- Director of Operations (oversight and escalation)
- Executive Leadership (support as needed)

Conclusion:

- Strong, multi-layered management system
- Operational redundancy and oversight are built in

## **V. SERVICE DELIVERY**

### **A. Core Daily Services**

4. Sidewalk and gutter sweeping
5. Trash collection and disposal
6. Cleaning of public infrastructure (benches, receptacles, etc.)
7. Planter and tree well maintenance
8. Weed removal

### **B. Specialty Services**

9. Graffiti removal
10. Bulky item removal
11. Odor and stain mitigation
12. Event support (including Farmers Market setup and breakdown)

### **C. Pressure Washing Enhancement**

- Current: 16 hours per month
- Proposed: 24 hours per month (+8 hours)
- Achieved by reallocating labor costs (no budget increase)

Conclusion:

- Increased focus on visible cleanliness improvements

## **VI. SERVICE DEPLOYMENT (ZONES)**

### **A. Coverage Strategy**

- Four sweepers deployed geographically (east/west split)
- Supervisor operates as mobile responder

### **B. Zone Prioritization**

- Zone 1: Continuous coverage
- Zone 2: Rotational and needs-based coverage

### **Conclusion:**

- Core areas prioritized
- Secondary areas receive less consistent presence

## **VII. EQUIPMENT AND OPERATIONS**

### **A. Primary Equipment**

- Chevy 3500HD service vehicle
- Pressure washing systems
- Cleaning carts and tools
- Personal protective equipment

### **B. Technology**

- Supervisor equipped with mobile technology (phone, tablet)
- Digital reporting platform for tracking operations

## **VIII. REPORTING AND ACCOUNTABILITY**

### **A. Data Tracking Includes**

13. Hours worked
14. Trash collected
15. Graffiti removed
16. Incidents and service calls
17. Stakeholder interactions

### **B. Reporting Frequency**

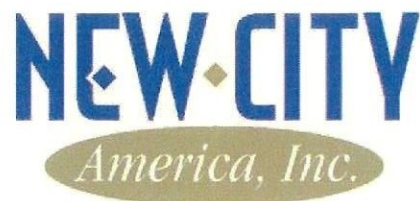
- Daily
- Weekly
- Monthly

### **Conclusion:**

- Improved transparency
- Enables performance-based oversight

### **XIII. BOARD-LEVEL CONCLUSION**

The Chrysalis proposal provides a cost-effective, structured, and experienced clean service program tailored to the scale of the Lincoln Heights BID. It offers measurable service delivery, increased pressure washing capacity, and strong operational oversight. However, the Board should weigh the trade-offs associated with a transitional workforce model, limited staffing levels, and absence of background screening when evaluating long-term service expectations and district needs.



**The Greater Lincoln Heights  
Property & Business Improvement District  
(GLHPBID)**

**MANAGEMENT DISTRICT PLAN**

*Being Renewed and expanded for a 10-year Term Pursuant to  
California Streets and Highways Code Section 36600 et seq.  
Property & Business Improvement District Act of 1994, as amended*

**Prepared by:  
New City America, Inc.**

**November 3, 2022**



**Corporate Office** ■ 2210 Columbia St. ■ San Diego, CA 92101 ■ 619-233-5009  
**New England Office:** 794 Purchase Street ■ New Bedford, MA ■ 02740  
[mail@newcityamerica.com](mailto:mail@newcityamerica.com) ■ [www.newcityamerica.com](http://www.newcityamerica.com) ■ Facebook: New City America, Inc.

## MANAGEMENT DISTRICT SUMMARY

The Greater Lincoln Heights BID (GLHBID) is a Property and Business Improvement District being renewed for a 10-year period by the Owners Association of the North Broadway/Lincoln Heights Community Benefit District Association and business owners within the current and expanded PBID area. The current district will end its five-year term on December 31<sup>st</sup>, 2023. For the sake of consistency, this Property Business Improvement District will be referred to as “GLHBID,” throughout this document.

The purpose of renewing and expanding this BID is to provide and manage supplemental services and improvements for this historic district which is in the process of tremendous renewal. The services to be provided by the renewed and expanded GLHBID will include sidewalk operations, district identity, and administration services. The renewed and expanded GLHBID is a special benefits assessment district that will enable the property owners and businesses to continue to work as a unit, to fund needed property, business-related and residentially oriented improvement programs and services above what is provided by the City of Los Angeles.

This will be the second renewal of this district, originally formed in 2008. The original BID was formed in 2008 under the then local enabling ordinance and then renewed in 2018 under the PBID act. The renewed district will be formed under the California Streets and Highway Code which may be renewed for up to ten years at a time.

**Name:** The name of the renewed and expanded GLHBID is the Greater Lincoln Heights Business Improvement District (GLHBID). It will be referred to as the “*renewed and expanded GLHBID*” throughout this document.

**Location:** The renewed and expanded GLHBID is in the heart of the historic North Broadway/Lincoln Heights community. The key streets in the BID area include North Broadway, north of Downey Avenue, Daly Street, Workman Street, Pasadena Avenue and the various cross streets on North Broadway and Pasadena Avenue.

**Benefit Zones:** The District consists of two benefit zones with three distinct assessment methodologies for commercial properties and single-family residential units built on commercially zoned parcels in the district.

**Services:** The two key special benefit services by category will include:

1. Sidewalk Operations and
2. District Identity/Administration Services/Contingency Reserves.

**Finance:** Benefit assessment of real property (259 parcels, of which all are identified as assessable, with a total of 160 individual property owners. No bonds shall be issued to fund the renewed and expanded BID programs.

**Budget:** BID assessment revenue for Year 1 is projected to be \$907,007. It is noted that the Assessment Engineer has determined that general benefits equate to 2% of the total adjusted BID programs of a total of \$925,517 in total revenue, with \$18,510 considered to the General Benefit portion. General benefit revenue shall be derived from non-assessment revenue sources.

**Year 1 – Renewed and Expanded Budget (Assessment Revenues/Special Benefit)**

|                           | <b>Sidewalk Operations</b> | <b>District Identity /Administrative Services/Contingency</b> | <b>Total</b>     |
|---------------------------|----------------------------|---------------------------------------------------------------|------------------|
| <b>% of annual budget</b> | <b>70 %</b>                | <b>30%</b>                                                    | <b>10 0%</b>     |
| <b>Special Benefits</b>   | <b>\$634,905</b>           | <b>\$272,102</b>                                              | <b>\$907,007</b> |
| <b>General Benefits</b>   | <b>\$12,957</b>            | <b>\$5,553</b>                                                | <b>\$18,510</b>  |
| <b>Total Budget</b>       | <b>\$647,862</b>           | <b>\$277,655</b>                                              | <b>\$925,517</b> |

**Benefits:** General Benefit is defined as: A benefit to properties in the area and in the surrounding community or benefit to the public in general resulting from the improvement, activity, or service to be provided by the assessment levied. Special Benefit as defined by the California State Constitution means a distinct benefit over and above general benefits conferred on real property located in the renewed and expanded GLHBID or to the public at large.

**Formula/Benefit Zones Costs:** There are two benefit zones, plus a single-family residential overlay in the renewed and expanded GLHBID.

**YEAR 1 –Annual Assessment Rates for the Renewed and Expanded BID**

| <b>Benefit Zone</b> | <b>Building Per Square Foot</b> | <b>Linear Frontage</b> | <b>Land Area (parcel) Per Square Foot</b> | <b>Single-Family Residential, Building Per Square Foot</b> |
|---------------------|---------------------------------|------------------------|-------------------------------------------|------------------------------------------------------------|
| 1                   | \$0.08 per year                 | \$10.00 per year       | \$0.13 per year`                          | \$0.10 per year                                            |
| 2                   | \$0.03 per year                 | \$10.00 per year       | \$0.05 per year                           | \$0.10 per year                                            |

**Cap:** Assessment increases are capped at a maximum of 5% per year, subject to approval by the renewed and expanded BID Owner Association/Board of Directors.

**Establishment:** The renewed and expanded GLHBID formation is a two-step process. First, petitions signed by GLHBID property owners representing at least 50% of the total assessment to be levied must be secured. Second, property owners will be sent a ballot to vote on the renewed and expanded GLHBID. Returned ballots in support of the renewed and expanded must outweigh those in opposition based on the amount of assessment to be levied.

**Duration:** As allowed by State PBID Law, the renewed and expanded GLHBID will have a ten (10) year operational term from January 1, 2024, to December 31, 2033. The renewed and expanded District operations are expected to begin services on January 1, 2024.



### III. RENEWED AND EXPANDED TEN-YEAR PBID WORK PLAN AND BUDGET

#### Overview:

The programs and activities to be funded by the renewed and expanded GLHBID will include Sidewalk Operations, District Identity/Administration Services/Contingency. The property uses within the boundaries of the District that will receive special benefits from District funded programs, services and improvements are currently a unique mix of retail, municipal, office, grocery, educational, studio, and residential with mixed use housing developments, auto service, parking lots and other neighborhood serving uses. District funded activities are primarily designed to provide special benefits as described below to identified assessed parcels and array of land uses within the boundaries of the District.

These benefits are distinct to each identified assessed parcel within the renewed and expanded GLHBID and are not provided to non-assessed parcels outside of the District. These programs, services and improvements will only be provided to each individually assessed parcel within the District boundaries and, in turn, confer proportionate "special benefits" to each assessed parcel.

In the case of the renewed and expanded GLHBID, the very nature of the purpose of this District is to fund supplemental programs, services and improvements to assessed parcels within the District boundaries above and beyond what is being currently funded either via normal tax supported methods or other funding sources. The City of Los Angeles does not provide these supplemental programs and services.

The projected program special benefit cost allocation of the District assessment revenues for the 10-year District term assuming a possible 5% maximum annual assessment rate increase is shown in the Table on pages 17 and 18 of this Plan.

#### Work Plan Details:

The services to be provided by the renewed and expanded GLHBID are all designed to contribute to the cohesive commercial and mixed-use residential fabric and to ensure economic success and vitality of the District. The assessed parcels in the GLHBID will specially benefit from the District programs in the form of increasing commerce and improving economic success and vitality through meeting the BID goals: to improve sanitation and beautification, minor landscaping, and to attract new and retain existing businesses and services, and ultimately to increase commerce and improve the economic viability of each individual assessed parcel.

The following programs, services and improvements funded by the renewed and expanded GLHBID to specially benefit each individually assessed parcel within the District boundaries. GLHBID services, programs and improvements will not be provided to parcels outside the District boundary. Assessment funds generated in each benefit zone shall only be used to provide services which specially benefit individual assessed parcels within that benefit zone.

## Year 1 – RENEWED AND EXPANDED BUDGET (ASSESSMENT REVENUES/SPECIAL BENEFIT)

### **Sidewalk Operations:**

$\$ 634,905$  (Special Benefit) +  $\$ 12,957$  (General Benefit) =  $\$ 647,862$  (70%)

The special benefit services related to Sidewalk Operations respond to issues between the curb and property line of each parcel fronting onto a public street. Such special benefit services include but are not limited to cleaning personnel, vehicles, sidewalk power washing, security, trash disposal, sidewalk sweeping, landscaping services, graffiti removal and tree planting, sanitation and trimming.

- Landscaping services includes landscaping care, watering and weed removal services throughout the entire District at the discretion of the property owners, at a frequency determined by the Owners' Association. These services will be provided in the renewed and expanded BID as needed.
- Sanitation personnel will work on a regular basis sweeping up trash and litter from the sidewalks and gutters of the District at a frequency determined by the Owners' Association. The frequency of Benefit Zone 1 sidewalk sweeping is projected to be 5 – 6 days per week, year-round. The frequency of Benefit Zone 2 sidewalk sweeping will be done 3 – 4 days per week, based upon the needs of each benefit zone and determined by the Owners Association.
- Graffiti removal entails receiving reports of and then removal of graffiti throughout the District.
- A safety team working with the sanitation crew, will provide on-site services to ensure the safety of business, residents, customers, and property owners throughout the district.

The goal of the Sidewalk Operations work plan component is to ensure that the frontage for all identified assessed parcels are clean and well maintained, thereby creating an attractive District for the special benefit of each and every assessed District parcel. These supplemental services will assist in creating a clean and orderly environment for the special benefit of each assessed parcel in the District. A dirty environment deters commerce and may fail to attract patrons and visitors, and reduce commercial rents and commercial occupancies.

For the array of land uses within the District (i.e. retail, office, grocery, manufacturing, industrial, parking, mixed-use residential), this work plan component is designed to increase pedestrian traffic to and from the City owned parking lots as well as mass transit stops throughout the district. Each assessed parcel, including single-family residential units in both Benefit Zones, will specially benefit from the Sidewalk Operations programs which will only be provided to, and for the direct benefit of, each identified assessed parcel within the District boundaries.

### **District Identity/Administration Services/Contingency:**

$\$ 272,102$  (Special Benefit) +  $\$ 5,553$  (General Benefit) =  $\$ 277,655$  (30%)

The District Identity/Administration/Contingency component of the Special Benefits services strive to build the identity of the "North Broadway/Lincoln Heights" district from where it is today. Furthermore, this section of the Plan will provide staffing to oversee the special benefit services and provide a fund

for delinquencies in the district annual assessment schedule. The District Identity services would include, but not be limited to:

- Maintaining and updating the website to promote available retail opportunities, identify properties for lease or for sale and promote the new programs that the GLHBID will fund.
- Funding banner programs for the main commercial corridors.
- Funding social media/public relations, website enhancement and outreach to the public.
- Funding other programs that bring a positive light to the Greater Lincoln Heights BID to benefit the individual parcel owners in the district.
- Employing strategies to increase “demand” on local retailers, commercial office space and residential units throughout the district.
- Staff and administrative services including rent, insurance, accounting, legal, utilities.
- Contingency and reserve funds for delinquencies as well as a reserve fund for capital improvement projects in the district. In addition, any annual budget surplus will be incorporated into the subsequent year’s GLHBID budget in accordance with City policy. Within the constraints of the annual adjustment, annual assessments will be set to account for surpluses carried forward in accordance with City policy.

**With the District Identity special benefit services**, the Owners’ Association will continue to use its website to promote the assessed renewed and expanded GLHBID parcels in an effort to increase awareness of the District as a destination for consumers and tenants and increase occupancy and commerce on the assessed parcels. The website is designed to provide visitors information about the renewed and expanded GLHBID and comply with the open meetings and records provisions of the Brown Act.

**The Administration Services component** includes activities such as: personnel, operations, professional services (e.g. legal, accounting, insurance), production of the Annual Planning Report and Budget, preparation for the regular and Annual Board meetings, preparation of taxes, City required quarterly reports, newsletters, facilitation of meetings of the Owners’ Association, Brown Act compliance, outreach to District property and business owners, and participation in professional peer/best practice forums such as the LA BID Consortium, the California Downtown Association or the International Downtown Association.

The Administration Services component is key to the proper expenditure of District assessment funds and the administration of District programs and activities for the special benefit of all parcels and land uses within the renewed and expanded GLHBID. The Administration work plan component exists only for the purposes of the District and directly relates to the implementation of cleaning and beautification, district identity and improvement programs and services, which specially benefit each identified assessed parcel within the District boundaries.

In summary, all GLHBID funded services, programs and improvements described above confer special benefits to identified assessed parcels inside the District boundaries and none will be provided outside

of the District. Each assessed parcel within the renewed and expanded BID will proportionately specially benefit from the Sidewalk Operations and District Identity/Administration Services/Contingency components of the Management Plan.

All District funded services programs and improvements are considered supplemental, above normal base level services provided by the City of Los Angeles and are only provided for the special benefit of each assessed parcel within the boundaries of the renewed and expanded GLHBID.



## **SIDEWALK OPERATIONS- SERVICE CATEGORIES vs MANAGEMENT DISTRICT PLAN**

**(Clean + Safe Programs Alignment)**

(Confidential – Internal Use Only)

### **CLEAN PROGRAM – CHRYSALIS**

| <b>SERVICE CATEGORY</b> | <b>MDP REQUIREMENT</b> | <b>CURRENT DELIVERY (CHRYSALIS)</b> |
|-------------------------|------------------------|-------------------------------------|
| Sidewalk Sweeping       | Required               | Daily sweeping provided             |
| Trash Removal           | Required               | Ongoing removal                     |
| Graffiti Removal        | Required               | Active removal                      |
| Pressure Washing        | Required               | 24 hrs/month (enhanced)             |
| Landscaping / Weeds     | Required               | Provided                            |
| Zone 1 Coverage         | 5-6 days/week          | Consistently covered                |
| Zone 2 Coverage         | 3-4 days/week          | Rotational / inconsistent           |
| Special Projects        | Implied                | Bulky items, events supported       |
| Reporting               | Implied                | Strong tracking and reporting       |

### **XIII. BOARD-LEVEL CONCLUSION**

The Chrysalis proposal provides a cost-effective, structured, and experienced clean service program tailored to the scale of the Lincoln Heights BID. It offers measurable service delivery, increased pressure washing capacity, and strong operational oversight. However, the Board should weigh the trade-offs associated with a transitional workforce model, limited staffing levels, and absence of background screening when evaluating long-term service expectations and district needs.



**EXHIBIT A**  
**PRICING SCHEDULE**  
**AGREEMENT TO PROVIDE SECURITY PERSONNEL**

**Client:** Lincoln Heights Benefit Association

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**Contact:** Misty Iwatsu

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**Service Location:** 2716 N. Broadway #207 Los Angeles, CA 90031

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**Service Hours:** Vehicle patrol 7 days per week 1000-0200

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**Phone Number:** 323 255-5030 **Fax:** lincolnheightspbids@gmail.com

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**Effective Date:** July 1, 2025

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**HOURLY RATES:**

| POSITION             | BASE HOURS | BASE RATE PER HOUR | TOTAL MONTHLY COST                     |
|----------------------|------------|--------------------|----------------------------------------|
| Armed Vehicle Patrol | 112        | 39.27              | \$19,059.04                            |
| Unarmed(as needed)   |            | 35.43              |                                        |
|                      |            |                    | <b>Total Annual Cost: \$228,708.48</b> |
|                      |            |                    |                                        |

*\* All hourly employees are compensated at one-and-one-half times their basic hourly rate for seven (7) national holidays: New Year's Day, MLK Day, Memorial Day, Independence Day, Labor Day, Thanksgiving, and Christmas. Additional holidays can be added as mutually agreed upon by the Customer and GSSI.*

*\* Premium billing is applied on holidays and when the customer requests service in excess of the specified contract with less than 48 hours of notice, and which result in hour(s) worked by a security officer that exceed 8 hours in a day, to be billed at the overtime rate, and any hours in excess of 12 hours in a day will be billed at a double time rate of two times the basic hourly rate.*

*\*\*Does not include any hours at the holiday rate for holidays or the cost of any additional service.*

**TYPE OF SERVICE:** Unarmed, uniformed security officer

**SPECIAL EQUIPMENT & RATE:** Vehicle, Post Phone w/Officer Reports included in rate

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**ACKNOWLEDGED AND AGREED TO BY:**

\_\_\_\_\_  
 GSSI, Inc.  
 CA license PPO #119932

\_\_\_\_\_  
 Date