

EXHIBIT C
SCOPE OF SERVICES

I. ALL PROPERTIES

A. General Responsibilities:

1. Provide daily tenant management and tenant relations services for existing tenants.
2. Coordinate management of properties, including collection of tenant fees, management of custodial work, security patrols (where applicable), alarms (fire and security), emergency program and maintenance, pest control, and landscape work.
3. Negotiate and prepare leases, lease renewals and licenses consistent with Alameda asset management policies. Prepare staff reports for all leases of greater than one year term for presentation to the appropriate Governing Body. By Charter, all City leases of any terms require review and 4/5 approval of the City Council by Ordinance.
4. Enforce lease compliance and tenant rules and regulations, including insurance.
5. Provide financial management, reporting, and controls.
6. Prepare lease summaries, operating budgets, monthly management reports, and quarterly budget update reports.
7. Hire, train and supervise all third party property management staff and administer the on-site property management office.
8. If required, prepare and recommend a leasing and marketing plan, including a budget for each of the properties managed: Alameda Point; FISC; Tidelands; Cell Tower; and other city leases.

B. Specific Responsibilities:

1. Customer Service:

- a. Customer inquiries must receive responses within (1) business day.
- b. Written communication is encouraged through mail, email, and other easily tracked mechanisms that can be followed-up on by all staff.

- c. Provide an online mechanism for information pertaining to the property for residents and tenants.

2. Direct Tenant Management:

- a. Track and manage all tenant and sub-tenant related issues and requests.
- b. Coordinate tenant move-ins and move-outs including notification of applicable City departments and utilities; process receipt of rents; deposits and Qualified Shell Improvements, if applicable; and collect and distribute keys.
- c. Coordinate review and approval of tenant plans and programs including tenant improvements and annual building inspections.
- d. Coordinate post-occupancy tenant improvement projects including permitting a submission to historic and environmental review board.
- e. Notify tenants of special events, power outages, state power alerts and road closures/street work.
- f. Maintain tenant contact information, including contacts for an Alameda Point tenant directory.
- g. Coordinate with the Community Development Department of the City to ensure proper City permits have been issued including, special event permits, special use permits, and building permits.
- h. Monitor master event schedule to eliminate conflicts.
- i. Maintain 24 hour emergency service; provide callout personnel seven days per week.

3. Billing and Collection:

- a. Bill and collect tenant fees, including base rent, percentage rent, sales tax guaranty, and water.
- b. Track changes in rent, including rent concessions, late fee charges, interest charges, rent increases and percentage rents. All changes in rent shall be coordinated with the Alameda prior to billing. All late fees and penalties shall be in accordance with Alameda policy.
- c. Track tenant security deposits, prepaid schedule and any rent credits approved by Alameda.

- d. Deposits of Collections: Deposits of checks must be made on a regular basis in accordance with standards established by the City of Alameda Finance Department.
- e. Explore and possibly establish online payment options that meet security standards established by the City of Alameda Finance Department.

4. Reporting:

a. Monthly Reports: Submit the following on a monthly basis for **Alameda Point/FISC:**

- 1. Monthly management reports are to include, but not be limited to, lease status, occupancy, budget variances, vacancy loss report, cash receipts ledger, accounts receivable aging, collection report for delinquent receivables, general ledger, accounts receivable aging, collection report for delinquent receivables, general ledger, accounts receivable ledger, general journal register, security deposit liability listing, prepaid schedule, balance sheet, and income statement.
- 2. Prepare a market report with recommended rental rates, based on comparable market data. Comparable market data should be in all staff reports.

b. Quarterly Reports: Provide quarterly management reports for **Cell Towers/Tidelands and Other Properties** to include:

- 1. Year-to-date actual versus budget report with variance schedules
- 2. Balance of fiscal year re-forecast budget report
- 3. Actual leasing report

c. Annual Audit: Alameda's financial auditors will include the property management's financial reports etc. as part of the Alameda's annual financial audit.

d. Operating Budget: Prepare annual operating budget to be approved by Alameda for the Alameda Point and FISC properties and operate within this budget. Annual budget is to be revised on a quarterly basis and all budget variances are to be justified in writing on a monthly basis. Revisions are to include lease projections for spaces unoccupied and spaces to be vacated.

e. Annual Report: Prepare an annual report showing income for existing leases only, excluding any lease or renewal projections.

5. Lease Management:

- a. Prepare first draft leases and amendments to leases, subject to review and approval to form by City Attorney/General Counsel.
- b. Input Lease Data into a Tenant Database: Detailed input is required for master leases and basic input is required for subleases.
- c. Abstract Lease Compliance requirements and ensure all tenants are in compliance with their lease terms.

6. General Management:

- a. Maintain all books, records and files accurately and in accordance with industry-standard accounting principles and government archive procedures.
- b. Contracts and Vendors: Ensure that contracts with third party vendors provide "best value" when benchmarked against comparable commercial properties. Recommend competitive bidding of any contract that is not market-competitive.
- c. Coordinate building inspection and preservation/preventive maintenance programs with the Base Reuse and Community Development Departments.
- d. Staff meetings: Maintain on-going communication with the Base Reuse Department staff to include organizing and conducting regular status meetings to report on all significant issues and operating performance.
- e. Tenant Welcome Package: Update and modify as necessary the welcome package given to tenants at new tenant meetings.

7. Maintain Basic Marketing Program:

- a. Cooperate with area brokers to lease buildings and hold two annual broker meetings.
- b. Assist in the development and management of City Leasing website, including an up-to-date inventory and description of all available space.
- c. Collaborate with Base Reuse and Community Development Department staff on leasing strategy and develop marketing plan to encourage appropriate tenant mix.
- d. Market properties on nationally recognized commercial real estate information services (i.e., CoStar).

- e. Develop specific marketing materials for proactive leasing of up to three buildings at Alameda Point per year, per direction from the City.

8. Emergency Communication:

- a. The property manager will provide twenty-four (24) hours, seven (7) days per week after-hour emergency service coverage.
- b. Key employee and supervisor personnel will be required to provide all telephone numbers on file including home, page, and mobile.
- c. The property manager will be expected to respond by phone immediately and within one (1) hour maximum time when contacted by Managing Agent after business hours. During business hours, the property manager will be expected to respond by phone and email within one (1) business day.
- d. The property manager's emergency personnel will be required to respond on-site if necessary within two (2) hours maximum time.

II. ALAMEDA POINT AND FISC COMMERCIAL PROPERTIES

- A. Comply with all Navy and City guidelines and regulations regarding property management, where applicable.
- B. Regulate tenant rules and regulations and coordinate with Navy and US Fish and Wildlife Service where appropriate.
- C. Coordinate and oversee Port Services Management contract to address United States Marine Administration (MARAD) requests, compliance with technical requirements, coordinate dredging, pier construction and repairs and related special projects. Ensure proper certification is in place for Bilge and Oily Wastewater Treatment System (BOWTS).
- D. Prepare annual recommendation for major capital infrastructure and repairs for budget consideration.
- E. Construction Management Services: At Alameda's option, manage pre-occupancy construction activities, and selected large building and pier capital improvement projects including occasional dredging. Coordinate all capital projects with the appropriate oversight agency(s); coordinate with Navy regarding on-going site cleanup, and ensure access to cleanup sites upon specific notification.

- F. FISC leasing activities must be approved by the existing developer per the City's Disposition and Development Agreement.

III. ALAMEDA POINT RESIDENTIAL PROPERTIES

A. General Responsibilities:

1. Market and lease all 68 units and maintain the park area on Lemoore Road and the backyard of the Admiral's house.
2. Units are expected to be leased at market rates based on the Contractor's knowledge of prevailing rates in Alameda.
3. Improve and maintain the conditions of building exteriors and surrounding grounds (excluding those enclosed for individual units), utilizing Property Manager's staff or subcontractors.

B. Specific Responsibilities:

1. Property Manager:

- a. Assign supervisory staff to the residential properties and show evidence of an adequate management level staff, which shall make scheduled and unscheduled visits to the residential properties to ensure the optimum level of customer service and quality of work. The management staff is required to be a Licensed Real State Professional. The City may consider the potential of an on-site manager.

2. Reporting:

- a. By November 30 of each year, prepare an annual budget for the subsequent year to be approved by the City Council. Variances from the budget exceeding 10% must be justified in writing monthly for preceding month of operations and submitted with an invoice of services.
- b. Provide monthly financial statements that include a cash receipts journal, cash disbursements journal, vacancy loss report, an analysis of actual rates compared to budget, accounts receivables aging, general ledger accounts payable aging, accounts receivables billing, bank reconciliation, reserve for replacement accounting, general journal register, and security deposit listing.

3. General Management:

- a. Assure that property expenses are necessary and reasonable to maximize project income. Obtain contracts, materials, supplies and services on competitive terms that result in the best advantage for the property.
- b. Prepare non-financial reports including: turnover rates, occupancy rates, and the percentage of tenants accepted at orientation.
- c. Conduct screening and intake.
- d. Prepare a management plan for the site. Included in this plan there must be:
 - i. The planned recruitment, hiring, training or assigning and supervision of property personnel, location of a management office, staff list by position and resume for each, if currently employed; plan for emergency maintenance and personnel and tenant procedures to contact such personnel.
 - ii. Leasing policy and procedures.
 - iii. Plan to repair, improve and upgrade physical conditions of all units.
 - iv. Work Order system for repairs and maintenance v. Energy conservation
 - vi. Pest and rodent control
 - vii. Maintenance plan to provide neat, clean, safe and sanitary conditions for interior and exteriors at all times including: trash and litter removal from receptacles and common areas. Maintenance should ensure that occupied units have weather tight roofs, windows, ceilings and floors, hot and cold water, sanitary facilities, sewage disposal, heating, ventilation, electricity, plumbing and appliances should all be provided in good and safe working order. Plan should include procedures for management reporting and problem-solving.
 - viii. Procedures to be followed and disciplinary actions to be taken in response to neighbors' complaints regarding appearances and decorum. This should include but not be limited to related statements in the rental contract.
 - ix. Measures to include outreach to residents and neighbors with means to discuss problems and make suggestions for improvement. Such measures must be coordinated with Managing Agent.

- x. System to maintain a record of each complaint, date of complaint, person responding to complaint, action taken and date of response.
- xi. Plan for tenant notification of proposed rent increases and major repairs.
- xii. Standard procedures for documenting and maintaining security deposits.

IV. TIDELANDS PROPERTIES

- A. Construction Management Services: At the City's option, manage pre-occupancy construction activities, and selected large building and pier capital improvement projects including occasional dredging. Coordinate all capital projects with the appropriate oversight agency(s), and ensure access to cleanup sites upon specific notification.
- B. Track and monitor residential property sales to ensure tidelands leases are transferred, updated and executed.

V. CELL TOWERS

- A. Provide support for renewal and expansion plans of existing cell tower leases.
- B. Track market rental rates, based on comparable market data.
- C. Review and develop citywide Cell Tower plan.

VI. OTHER RETAIL LEASES

- A. Conduct annual inspections of property.