



Response to the Request for Proposal

## YBOR CITY COMMUNITY AMBASSADORS AND ENVIRONMENTAL CLEAN TEAM

CITY OF TAMPA

MAY 10, 2022

Submitted to:  
**Purchasing Department**  
**Mr. Tony McGee**  
Procurement Analyst  
City of Tampa  
306 Jackson Street, Suite 2E  
Tampa, FL 33602  
bidcontrol@tampagov.net

Submitted by:  
**Blair McBride**  
President  
Block by Block  
640 South 4th Street, Suite 110  
Louisville, KY 40202  
bmcbride@blockbyblock.com  
(502) 749-1551





May 6, 2022

Mr. Tony McGee  
Procurement Analyst  
City of Tampa  
306 Jackson Street, Suite 2E  
Tampa, FL 33602

Dear Tony,

On behalf of everyone at Block by Block we want to thank you for allowing us to participate in the procurement process for the YBOR City Community Ambassadors and Environmental Clean Team.

After reading through the RFP documents, we've become really excited about this opportunity as we believe we're uniquely qualified and experienced to deliver upon every area of the scope of work.

We sensed during the pre-bid walk through there is a real opportunity to offer suggestions based on how we approach similar work across the country. We hope this will create some great opportunities for discussion as the City and the YCDC are considering our proposal. Contained in the following pages you'll find, not only the information you requested, but a high-level overview of our observations and associated recommendations that we believe would be helpful in increasing the level of service in the CRA areas of YBOR City.

We've worked to take all the information shared, along with our own observations to create what we believe to be a highly effective, turnkey program. What we're proposing draws on our vast experience in delivering services in the public right of way across the United States. If you believe we're the right firm based on our experience, qualifications and plan we'd appreciate the opportunity to work with your team and customize every detail of the program, including developing an operating plan that works within the requirements of your budget.

Again, we appreciate this opportunity and look forward to further discussions of our recommended plan!

Best regards,

A handwritten signature in black ink, appearing to read 'Blair McBride', written over a horizontal line.

Blair McBride  
President



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ATTACHMENT D - PROPOSAL SUBMITTAL CHECK LIST

The Proposer is cautioned to read and become familiar with all sections of the City of Tampa’s (City) RFP package. Failure to do so may result in the submission of an irregular RFP response by the Proposer resulting in its possible rejection by the City. The following itemized checklist identifies various items that are mandatory requirements in order to accept the Proposer’s response to the City’s RFP. No representation is made that the following checklist is a complete guide to every requirement for consideration by the Proposer.

It is the responsibility of the Proposer to complete the Check List, identify the proposal page number and submit in the proposal under Section 4. Proposer Submittals in the format outlined in Section 23 Proposal Format.

PROPOSER REQUIREMENTS	PAGE NUMBER IN PROPOSAL
Tab 1. Addenda	=====5=====
Tab 2. Acknowledgement of Florida Public Records Law	=====11=====
Tab 3. Response to proposal	=====13=====
Tab 4. Scope of Services	=====18=====
Tab 5. References	=====28=====
Tab 6. General Statement of Experience	=====31=====
Tab 7. Operational Plan	=====38=====
<b>SUB-CONTRACTING FORMS</b>	
<b>Form MBD 10 - Solicited</b>	
Form is filled out and executed.	=====64=====
<b>Form MBD 20 - Utilized</b>	
Form is filled out and executed.	=====66=====
<b>PROPOSER’S AFFIRMATION FORM</b>	
Form is filled out, executed and notarized.	=====73=====
<b>PROPOSAL SIGNATURE FORM</b>	
Form is filled out and executed.	=====77=====
<b>Attachment D – Proposal Submittal Checklist</b>	iiiiii4iiii
<u>OE&gt;DOCK"B@&gt;NOVF &gt;B"BQKNK"W@CF N"NQEDD"CKNODB"&gt;A"P@OC"V&gt;?"VK&gt;AH"?KKF K?"EN"[A@A;CKNG@AN&gt;I KT</u>	
Proposal is submitted in the format required under Section 23. Proposal Format	=====Yes=====



**TAB 1:**

# **ADDENDA**



**Purchasing Department**  
**Gregory K. Spearman, CPPO, NIGP-CPP, Director**  
 306 E. Jackson Street, 2E  
 Tampa, Florida 33602  
 Office (813) 274-8351  
 Fax: (813) 274-8355

**ALL FIRMS ON BID LIST**

**REF:** City of Tampa **RFP**, dated **APRIL 11, 2017**  
 , for Furnishing: **YBOR CITY COMMUNITY AMBASSADORS AND ENVIRONMENTAL CLEAN TEAM**  
 To Be Opened: **MAY 4, 2017 AT 5:00 PM**  
**SUBJECT: ADDENDUM NO. 8 APRIL 11, 2017**

**The following questions have been received from the City of Tampa and the City's response to each question are provided below:**

1. What is the expected budget for the cleaning, landscaping portion of the RFP?  
*City Response: This new combined service model is a more robust program for the district, so we are expecting a cost increase. With that, we want the potential contractor to provide their cost to fulfill the scope of service as outlined in the RFP. The current YES Team budget is approximately \$400K. The proposed budget is estimated at approximately \$850,000 for both the Clean Team and Ambassadors.*
2. What is the expected budget for the ambassador program for this RFP?  
*City Response: There is no set budget for the ambassador component of this RFP. It should be calculated by the number of ambassadors, their hourly pay and number of shifts proposed. The current Ambassador budget is approximately \$15K.*
- B: What are the current Ambassadors being paid per hour/week, and will they be expecting to stay on with the new program?  
*City Response: One ambassador is paid \$15 per hour (average 8 hours per week) and the other is \$12 per hour (average 5 hours per week). We request that both ambassadors be offered an opportunity to work with the new contractor but there is no obligation to be hired.*
4. How many hours do the current ambassadors work?  
*City Response: The two current ambassadors work an average 13-15 hour per week hours. However, this new program calls for more ambassador coverage on a weekly and weekend basis. We want the potential contractor to present a staffing plan to meet the scope of service in the RFP.*
- I: Do the ambassadors perform any of the requirements of the RFP currently? IE: report writing, contacting police, speaking to a required number of businesses daily, or speaking to homeless and giving information to them for assistance?  
*City Response: Not applicable, this is a new program.*

O: "How many Ambassadors will be required per shift?

*City Response: "This is a new program, so we want the contractor to propose their staffing model.*

P: "What hours will they be expected to work per shift/day and per week?

*City Response: "The Ambassadors will be expected to work during peak times when district is active, and businesses are open. These include but not limited to daytime/lunch; early evening/dinner; and evening shifts. The potential contractor should provide a recommended weekly staffing plan.*

Q: "What is the total acreage to be mowed and or maintained?

*City Response: "There is not a total acreage to be mowed and maintained, only service program boundary areas. The TOTAL boundary acreage for each Clean Team services area is the following: CRA 1 - 100.76 Acres, CRA 2 - 2,216.30 and the Expanded Area - 34.47.*

R: "What addresses, or locations will need to be mowed to the 15-20 feet mentioned in the RFP?

*City Response: "It varies. We don't have specific addresses. Proposers should drive each area to get an idea of locations."*

10: "What are addresses or locations of the vacant lots that will need to be maintained mentioned in the RFP?

*City Response: "The only vacant city lot we're aware of is identified in the RFP as the 16<sup>th</sup> Street area to the South of the CSX ROW near Radiant Church (referred to as the triangle). There is one other infill city lot maintained by another department and that is along 5<sup>th</sup> Avenue near 23<sup>d</sup> Street that is maintained by another contractor for the city. If you learn of, or locate additional city-owned lots, please identify, and include in your estimate and response to the RFP.*

11. What is the actual City of Tampa definition of Right of Way?

*City Response: "According to: Definitions of Surveying and Associated Terms, 1978; prepared by a joint committee of the American Congress on Surveying and Mapping and the American Society of Civil Engineers*

*Right-of-way - Any strip or area of land, including surface, overhead, or underground, granted by deed or easement, for construction and maintenance according to designated use, such as for drainage and irrigation canals and ditches; electric power, telegraph, and telephone lines; gas, oil, water, and other pipelines; highways, and other roadways, including right of portage; sewers; flowage or impoundment of surface water; and tunnels.*

*There is no 'one' definition for City Right of Way. For purposes of this RFP, please consider the City ROW as typically the area between opposite property lines in the Ybor CRA 2 and Expanded Boundary area for landscaping. For instance, the property line is usually the fence line, so if you look down the street you will notice a similarity of fence lines and that will give you the general idea, even though some properties don't have a fence, you should still get an idea. Where there are curbs and sidewalks, ROW typically goes to back of sidewalk and up to property line for purposes of this RFP.*



*In this area, where there are no curbs or sidewalks, the ROW at times can be 60 or 50 feet including the streets, but again they vary throughout the areas and proposers are recommended to drive the area. ROW also consists of public roads, streets, alleys, ditches, parks, easements, areas for public utilities etc.*

9A: "Is the City responsible for the maintenance of the infrastructure within the YBOR City boundaries?"

*City Response: The CRA office does not have any records or information pertaining to this question.*

9B: "Is anyone responsible for the liability/responsibility for the city contractor entering the city's direction of the private property of the city without owners' prior consent?"

*City Response: The contractor has not been directed to clean up private lots. Please consult the City's Claims office for liability insurance information.*

9G: "Can you provide the CURRENT contract annual contract amount for the current work?"

*City Response: \$396,900.18*

9I: "Would it be possible to get a map of the highlights of the grass areas that are mowed/trimmed (even if it is a basic map of the area marked up?)"

*City Response: It is recommended they drive the area to get a clear understanding based on the maps that were provided.*

9O: "Please provide the following: Areas with Services with the following:

, + (the following: Bullet in this section with the following:

"Daily litter pickup and cleanup in and around waste containers, baskets, carts, sidewalks, tree grates, street curbs, alleys, dumpsters, compactors within the ROW, which includes picking up discarded cigars and cigarette butts (including in and around tree grates), bottles, broken glass, plastic cups, waste paper and other waste material, including human waste, and times removal of dead animals." his includes daily litter pick-up, blowing and weed removal of City vacant lots such as 16<sup>3</sup> Street as well as CSX ROW in CRA 1:

you submitted the proposal prior to the proposal deadline and need the proposal returned to you, please submit this request in writing on company letterhead to the Purchasing Department.

Acknowledgement of this Addendum is required if the proposal is being submitted. Refer to the package under Section 9P: Addenda and Amendment to the General Conditions of the RFP.

I hereby,



Gregory K. Spearman, CP, NIGP-CPP  
Director of Purchasing





**Purchasing Department**  
**Gregory K. Spearman, CPPO, NIGP-CPP, Director**  
 306 E. Jackson Street, 2E  
 Tampa, Florida 33602

Office (813) 274-8351  
 Fax: (813) 274-8355

**ALL FIRMS ON BID LIST**

REF: City of Tampa RFP, dated APRIL 7, 2022  
 RFP for Furnishing: 41050322  
YBOR CITY COMMUNITY AMBASSADORS AND ENVIRONMENTAL  
CLEAN TEAM  
 To Be Opened: MAY 6, 2022, AT 2:30 PM  
 SUBJECT: ADDENDUM NO. 2 MAY 3, 2022

Please make the following change(s) on the above stated subject:

1. The Bid opening date and time has been changed to **MAY 10, 2022 @ 2:30 PM.**
2. Please replace the **TABLE OF CONTENTS** with the attached marked **"ADDENDUM #2"**
3. Please note as a point of clarification **on PAGE 48, ATTACHMENT D PROPOSAL SUBMITTAL CHECK LIST, Attachment D -Agreement** is not a required submittal

If you have submitted a proposal prior to the proposal deadline and need to have it returned to you, please submit this request in writing on company letterhead to the Purchasing Department.

Acknowledgement of this Addendum is required if a proposal is being submitted. Refer to the RFP package under Section 23. Proposal Format, Subsection 23.2, Tab 1. Addenda. A copy of this addendum must be included in Tab 1 of your proposal document.

Sincerely,

Gregory K. Spearman, CPPO, NIGP-CPP  
 Director of Purchasing

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EXHIBIT 4 (Map C) – YBOR CRA DISTRICT HARDSCAPE & PRESSURE WASHING COVERAGE MAP	
EXHIBIT 5 (Map D) – YBOR EXPANDED BOUNDARY	

**TAB 2:**

# **ACKNOWLEDGMENT OF FLORIDA PUBLIC RECORDS LAW**



## ATTACHMENT B - PUBLIC RECORD DECLARATION OR CLAIM OF EXEMPTION

As a Proposer, any document you submit to the City of Tampa may be public record and be open for personal inspection or copying by any person. In Florida "public records" are defined as all documents, papers, letters, maps, books, tapes, photographs, films, sound recordings, data processing software, or other material, regardless of the physical form, characteristics, or means of transmission, made or received pursuant to law or ordinance or in connection with the transaction of official business by any agency. Section 119.011(11), F.S. A document is subject to personal inspection and copying unless it falls under one of the public records exemptions created under Florida law. Please designate what portion of your bid or proposal, if any, qualifies to be exempt from inspection and copying:

**Note:** Execute either section I. or II., but not both; Bidder may not modify language.

Information regarding the Florida Public Records Law can be located in the RFP under General Conditions, Section 17.4

### I. NO EXEMPTION FROM PUBLIC RECORDS LAW

No part of the bid submitted is exempt from disclosure under the Florida public records law, Ch. 119, F.S.

\_\_\_\_\_  
Proposer's Signature

\_\_\_\_\_  
Date

### II. EXEMPTION FROM PUBLIC RECORDS LAW AND AGREEMENT TO INDEMNIFY AND DEFEND THE CITY OF TAMPA

The following parts of the bid submitted are exempt from disclosure under the Florida public records law because: (list exempt parts and statutory citation):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

By claiming that parts of the bid is exempt from the public records law, the undersigned Bidder agrees to protect, defend, indemnify and hold the City of Tampa, its officers, employees and agents free and harmless from and against any and all claims arising out of a request to inspect or copy the bid or proposal. The undersigned Bidder agrees to investigate, handle respond to, provide defense (including payment of attorney fees, court costs, and expert witness fees and expenses up to and including any appeal) for and defend any such claim at its sole cost and expense through counsel chosen by the City of Tampa and agrees to bear all other costs and expenses related thereto, even if they (claims, etc.) are groundless, false, or fraudulent.

\_\_\_\_\_  
Proposer's Signature

5.2.22  
\_\_\_\_\_  
Date

**TAB 3:**

# **RESPONSE TO PROPOSAL**



## ATTACHMENT C - CONFLICT OF INTEREST DISCLOSURE FORM

For purposes of determining any possible conflict of interest, all bidders/proposers, must disclose if any elected or appointed officer of the City of Tampa, City of Tampa employee(s), or any immediate family member\* or close personal relation\*\* of an elected or appointed officer of the City of Tampa or City employee(s) is also an owner, corporate officer, agent, employee, stockholder, or has a controlling financial interest\*\*\*, etc., of their business.

\**Immediate family* means spouse, parents and children of the person involved.

\*\**Close personal relationship* means dating, cohabitation, and/or having an intimate sexual relationship. Dating includes but is not limited to casual dating, serious dating, or casual sexual involvement where the parties have no intention of carrying on a long-term relationship, cohabitation, and any other conduct or behavior normally associated with romantic or sexual relationships. This definition applies regardless of the sexual orientation of the employees involved. Persons involved in a close personal relationship shall be referred to as a "close personal relation."

\*\*\**Controlling financial interest* means ownership, directly or indirectly, to ten (10) percent or more of the outstanding capital stock in any corporation or a direct or indirect interest of ten (10) percent or more in a firm, partnership, or other business entity or such other interest or position in a business entity sufficient to allow him or her to control its operations.

Indicate either "yes" (a City employee, elected or appointed official is also associated with your business), or "no". If yes, give person(s) name(s) and position(s) with your business.

YES \_\_\_\_\_ NO X

NAME(S) / POSITION(S)

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FIRM NAME: Mydata Services Inc. d.b.a. Block by Block

BY (PRINTED NAME): Blair McBride

BY (SIGNATURE): 

TITLE: President

DATE: 5.2.22



# EXECUTIVE SUMMARY

**A**t Block by Block, we pride ourselves on building teams of dedicated individuals who are passionate about the many services they deliver in public spaces and even more passionate about the communities they serve. Through our partnerships with downtown organizations and other government entities, we work to make a tangible difference in quality of life in the areas we serve and bring positive outcomes through the services we provide.

Block by Block has been providing downtown Ambassador services since 1995, previously operated as part of our sister company Brantley Security. In 2002, BBB was formally founded as we acquired our fifth customer and saw the need to focus on services geared specifically to downtown districts. We currently provide cleaning, safety, hospitality, landscaping and outreach programming for more than 140 unique customers in 33 states including an already established presence in Florida.

As the largest service provider in our industry, we have honed our operating model during the last 20 years to stay ahead of the curve in anticipating how to best serve our customers. The needs of downtown districts and city centers are constantly evolving, and our services are geared toward this evolution. While our services began as mostly environmental maintenance and safety based, we have grown our programming to include hospitality, outreach, landscaping, park maintenance, transit and even marketing.



## UNDERSTANDING THE WORK: OBSERVATIONS

In reviewing the RFP for Ybor City Community Ambassadors and Environmental Clean Team (RFP # 41050322), we understand the resources and expertise it takes to manage a program of this scale in the service area as described. Block by Block specializes in providing hybrid Ambassador Programs which take two or more service elements and combine them into one fully-managed program. Of our currently operating programs, more than 95 are hybrid programs that combine elements of Environmental Maintenance, Safety, Hospitality, Landscaping and/or Outreach. We fully understand the scope of work desired for this program and are firmly committed to perform the services presented in Section I of the RFP on behalf of the City of Tampa

In preparation to submit our proposal for the Ybor City Community Ambassadors and Environmental Clean Team, we spent a considerable amount of time at the street level experiencing the conditions first hand to develop a plan for providing services in the public right of way. As part of our site visit to Ybor City we spent time in all three CRA areas, both during the day time and at night, to get a feel for how the districts are utilized by pedestrians and to identify challenges in the district. Drawing on our experience in working in other largely entertainment districts we made a number of observations, related to both cleaning and safety. A few of our observations are as follows:

### CLEANING & MAINTENANCE

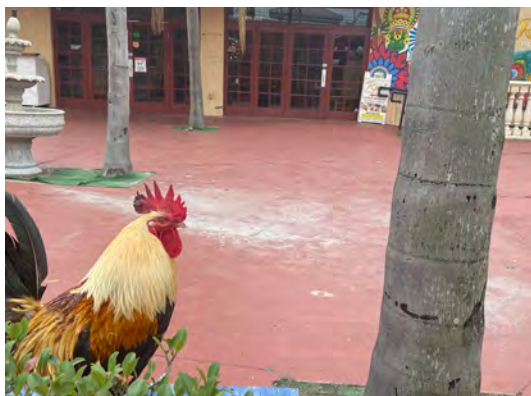
- **Litter** - While loose trash and litter seems to be well addressed in the public right of way during the day, as the day turns into evening and night the trash begins to accumulate.
- **Graffiti** - There was a significant amount of visible graffiti on both public infrastructure as well as first floor building facades. Graffiti more than anything diminishes not just the cleanliness, but the perception of safety and security in an area as well. Not removing graffiti in a timely fashion leads to more graffiti being created. We also learned through the pre-bid walk through that most graffiti is simply reported by the YES Team, and not necessarily addressed by the team. We think there is an opportunity here to raise the level of service.
- **Power Washing** - General broad power washing appeared to be going well, with the exception of some isolated sidewalk stains and alleys that could be addressed with proper deployment.
- **Contracting** - We understand that the YCDC has a number of contracts in place related to cleaning and maintenance, beyond the contract with the YES Team. We think this is somewhat inefficient to not look at these as one large bundled service, as we perform in most other cities. We'd recommend as these contracts expire looking to roll them into one larger service package to not only streamline the number of vendors to deal with, but to also allow a service provider to have more flexibility in adjusting service levels to meet the exact district needs.

### SAFETY

Based on our experience, perceptions of personal safety in general is the area that appears to need the most resources dedicated to it. Our observations in the very late evening were helpful in our understanding of the issues on the street and the negative perceptions that are affecting Ybor City.

- **Lack of a Visible Presence** - We did see two police officers in the district during our evening observations, but beyond these two the visible presence of security, safety or law enforcement was limited to mostly just door security at the establishments.
- **Need for Safety Beyond 7th Avenue** - While the 7th Avenue corridor from 15th to 19th seemed to have the largest concentration of establishments, the parking lots surrounding the area from 6th to 8th Streets, which providing the parking to area patrons is also key in driving perceptions. There are many persons getting out of their vehicles by themselves or in groups of two who feel vulnerable.
- **Intimidating Behavior** - There were small pockets of groups of people hanging out, or unhoused individuals that may have challenges with mental illness, which created an intimidating behavior during our walk of the area.
- **Visible Homeless Population** - We noticed several members of the street population, which are guessing are regular faces around Ybor City. Much of what we recognized was a blend of persons with mental illnesses (to include addiction) and some degree of opportunists.





While touring the service area, we observed the local culture, nightlife and even a chicken or two! Some of the places we noticed could use an immediate blitz including graffiti, both nuisance stickers and large tags; spills and stains in need of power washing; and discarded construction materials that need disposed of properly. If selected, part of our initial startup would be a full blitz of the area bringing it up to a maintainable standard.



**TAB 4:**

# **SCOPE OF SERVICE**

# PROGRAM GOAL & OBJECTIVES

In preparing our proposal submission for the Ybor City Community Ambassadors and Environmental Clean Team services, we reviewed the RFP in great detail to craft our specific goals and objectives for operating this program. In the following pages we will detail elements of the Block by Block Operating Model that will be crucial to managing this program to the level expected by the City of Tampa. We believe our training and our proprietary data collection and reporting software are the best in our field and will provide the City the level of efficiency you are looking for with this program.

When you contract our Ambassador Services, you're buying more than people, uniforms and equipment – you are gaining our entire operating model. Operating a successful program is more than just maintaining a staff. It requires recruiting, interviewing, onboarding, ordering uniforms, negotiating benefits, scheduling, ordering equipment and tools, equipment maintenance, purchasing, developing and upgrading reporting technology platforms, data management and analysis – and that doesn't even include the logistics of day-to-day operations or all the other overwhelming details.

Block by Block's model is focused on modern operations. We bring our industry knowledge of:

- A program built on best practices developed in other highly successful programs
- Research and development used to create these best practices
- The best and most appropriate equipment and supplies for each task
- A high functioning technology platform to help you tell the story of your district
- Graphic design capabilities to bring your brand to life



**Working with Block by Block, you not only gain access to our best practices, but also to a broader network of peers through our events, gatherings and social media.**

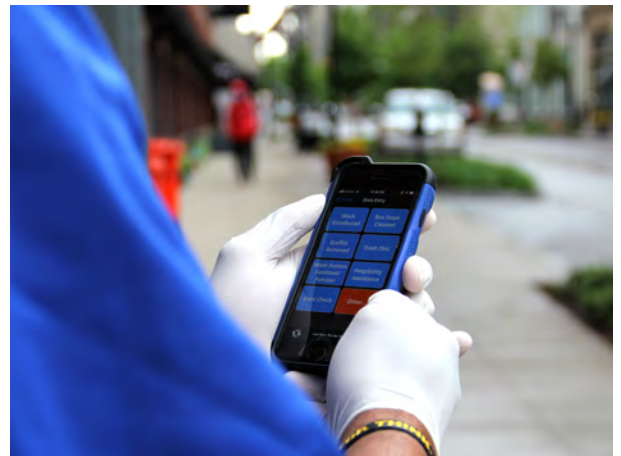
# USING SMART TECHNOLOGY

**A**t Block by Block, we are focused on more than just collecting the data. It's how we utilize that data to develop the analytics that sets us apart and helps us tell the story of why cleaning, hospitality and safety programs are a crucial investment for the district and its stakeholders. The SMART System is a proprietary data-management system developed by Block by Block from the ground up and is fully customizable to meet the unique needs of your district. Unlike other third-party programs on the market, SMART was developed with the nuances of delivering cleaning, safety, hospitality and outreach services at the street level in mind.

## OVERVIEW OF CORE TECHNOLOGIES

SMART provides the following customizable metrics that are best suited to your district's specific needs:

- **Simple Quantitative Statistics Tracking:** Quantify Ambassadors' daily accomplishments with simple key task captures that automatically documents where and when activities were performed.
- **In-Depth Qualitative Reporting Modules:** Capture key qualitative information with dedicated maintenance request tracking, detailed incident reports, and a comprehensive database of notable people in the district and our Ambassadors' interactions with each person.
- **Integrated Databases:** Obtain added value to the information collected by ambassadors by implementing a fixtures database of infrastructure in the district and/or a business database of properties in the area—both of which can be dynamically imported, managed, and tied to ambassador entries within SMART.



## UTILIZING THE SMART SYSTEM DATA TO TRACK AND DRIVE DEPLOYMENT

Block by Block's SMART System has the ability to track, in real time, the movement of every Ambassador that is deployed in the field. This information is not only vital to ensure proper coverage of the district, but also to ensure the work is being done. Because of the built in accountability, we can use the data to adjust deployment as needed.

The SMART System also helps us drive accountability. We are able to use the walk pass functionality to ensure where our Ambassadors are at any given time. At the same time, the observations created by each supervisor of their team is captured in the SMART System in real time as the observations occur.



## DEVELOPMENT, ACCOUNTABILITY AND INFORMATION TRACKING

- Built intuitively to facilitate quick, easy entry in real time from our Ambassadors in the field.
- Features a user-friendly interface over time-consuming typing. This minimizes time spent on devices and maximizes time spent actively working in the field.
- Ambassador app that's driven primarily by your index finger to minimize on-street perception that Ambassadors are texting or off-task.
- Does not require a data plan to take advantage of its many features, resulting in a huge cost-savings for districts when compared to similar systems that require costly monthly data plan fees for each device.
- Includes a comprehensive management portal to meet your administrative and reporting needs.
- We're continually investing in and evolving the system.



## USING DATA TO TELL THE STORY

As we have developed the SMART System, we have been working on ways to work with our clients to determine how we are doing and if conditions on the street are getting better. We have continued to invest in improving the technology based on input from our local teams and our network of 140+ customers.

The following are some of the newest features we have added to match the needs of our customers:

- **Maintaining Audits and Enhance Reporting**
  - Reporting security, maintenance, and other issues to the city and other partner agencies.
  - Track human biohazards.
  - Log Interactions with vulnerable population groups.
- **Using the SMART System's Persons Database**
  - A new feature for SMART that allows us to log interactions with key people we see on a reoccurring basis
  - Developed top 10 list of people we see most often
  - Allows us to track openness to assistance or levels of assistance that has been accepted
  - Helps build relationships with members of the community that we are in contact with often
- **Fixtures Database**
  - This is another new feature that was added from field research that allows our team to track infrastructure such as trash cans, light poles, benches or irrigation systems in flower beds.
  - Once the fixture is in our database, we can track the history of said item, documenting when it was last serviced or how many times we have had to repair a fixture.

## Block by Block Programs By the Numbers



**12M lbs**

Trash Collected



**405,800**

Hospitality Assists



**436,900**

Business Contacts



**253,000**

Graffiti Removals



**54,700 hrs**

Power Washing

SOURCE: Data pulled from the SMART System from all Block by Block programs in 2021

# TRAINING

**A**t Block by Block, we understand the importance of training to the overall success of a program. We have set the standard in our industry for the training for our frontline employees and we continue to expand on the topics to keep the curriculum modern. Every firm talks about delivering training, but we really have built out topics and deliver training to our field employees that prepare them for every aspect of their position. Our in-depth training covers topics specific to each individual location as well as over encompassing themes from our programming across the country.

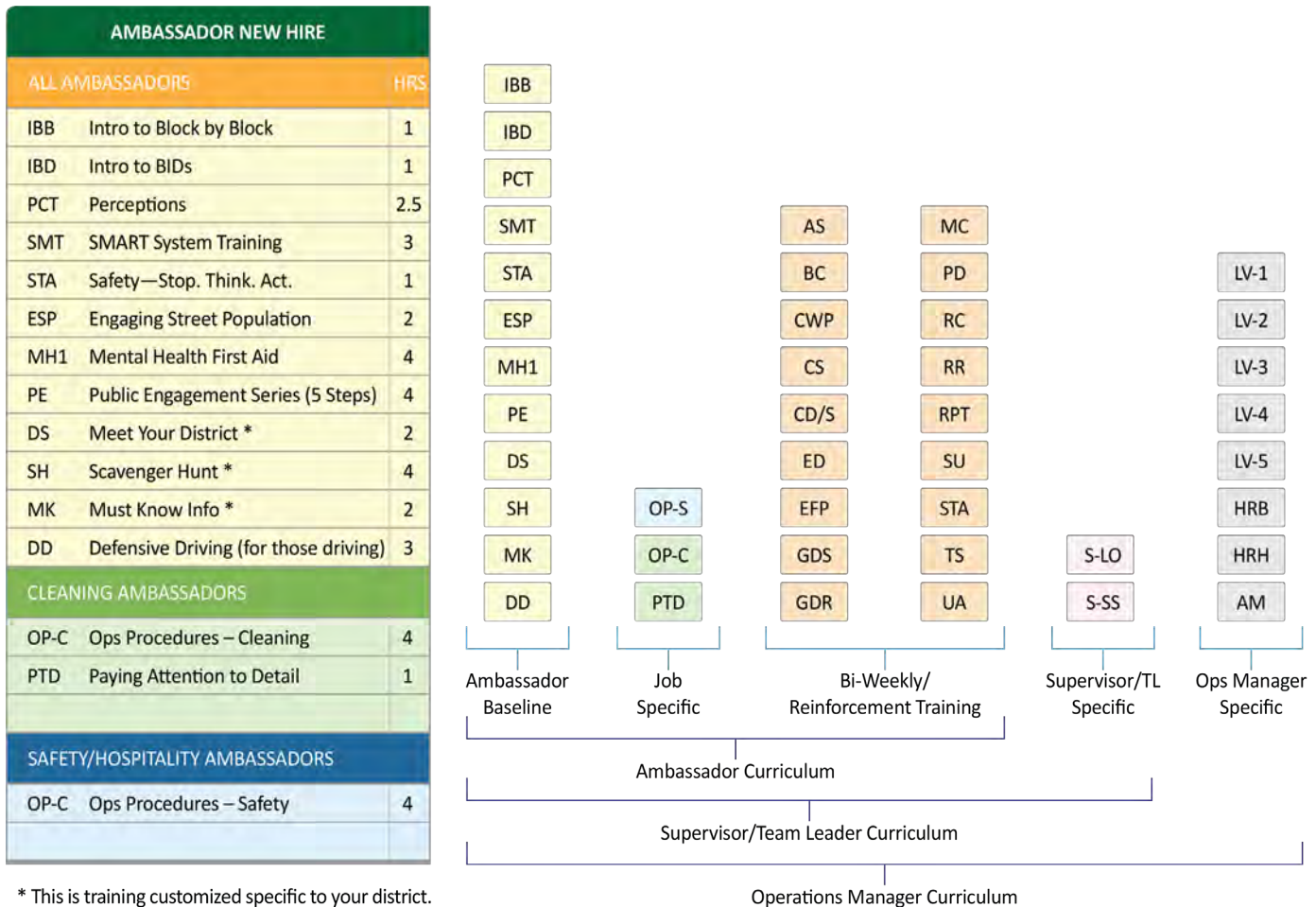
Our training modules are captured in Cornerstone Learning Management System, which provides the delivery and tracking of all training modules. The documentation ensures Ambassadors receive the appropriate training before being assigned to the field to work alone. Each training module requires a passing score on a test to ensure the information is being retained. Additionally, in Cornerstone we assign ongoing trainings for continued learning to include topics from our catalogue of concepts, which includes topics such as de-escalation, COVID-related training and safety in extreme heat and more. Having the training modules accessible to our team via Cornerstone allows team members to conduct their training without constant direct oversight from a manager, freeing them up for other duties required in their position.



All Ambassadors now receive Mental Health First Aid Training as part of their core curriculum. This unit was developed in conjunction with the Detroit Police Department and Wayne County Health Department to help prepare them for encounters they may face on duty. We've developed brand new training on how to more safely engage members of the street population based on trends we've seen from the field. We also conduct monthly required training for all Block by Block employees to keep training fresh for our more tenured employees. In this line of work, our means of operating evolve with the industry. Monthly training ensures consistency in our programming across the country.

In developing training curriculum specific for the Ybor City Community Ambassadors and Environmental Clean Team, we will create a schedule for onboarding all employees that will be a blend of standard BBB topics and any requirements specified in Section I, Subsection 4 of the RFP.

The following chart is a breakdown of our current training curriculum for our Ambassadors and management team.



AMBASSADOR ONGOING TRAINING TOPICS (Rotated Bi-Weekly)					
AS	Active Shooter	EFP	Eye and Face Protection	RR	Recruitment and Employee Referrals
BC	Business Contacts	GDS	Giving Great Descriptions	RPT	Report Writing in SMART
CWP	Cold Weather Preparedness	GDR	Giving Directions	SU	SMART System Update
CS	Crossing the Street Safely	MC	Missing Children	STA	Stop. Think. Act. Annual Safety Day
CD/S	Cultural Diversity and Sensitivity	PD	Protests and Demonstrations	TS	Traumatic Situations
ED	Emergency/Disaster Preparedness	RC	Radio Communications	UA	Uniform Appearance

MANAGEMENT TEAM			
OPERATIONS MANAGER		HRS	
LV-1	Intro to Block by Block	1	
LV-2	BID Management Concepts	8	
LV-3	Recruitment & OnBoarding	8	
LV-4	SMART System & Measuring	4	
LV-5	Block by Block Administrative	8	
HRB	HR Bootcamp Series	8	
HRH	HR Huddle Series	4	
AM	Annual Training & Workshop	16	

SUPERVISORS/TEAM LEADERS		HRS
SO	Leading Others	2
S-SS	Supervisory Scenarios	4





# SCOPE OF WORK

**B**lock by Block has a reputation for creating hybrid Ambassador Programs that focus on improving perceptions in your district. We are more than commodity service providers, our programs go beyond typical cleaning and safety services you may find from other providers. As the leader in our industry, we have thought about every single detail of how to successfully run our Ambassador Program for the City of Tampa. Below are a few ways Block by Block differs from our competition:

## BUILDING A SUCCESSFUL PROGRAM

**No two programs are alike** – Every Ambassador Program we create is tailor-made to meet the specific needs of the communities they serve.

**Always a step ahead** – Our local managers are trained to continually recalibrate the resources provided to deliver the best possible results. When developing a daily work plan, they balance daily needs with projects that can help increase appearance of districts.

**Technology to track results** – The SMART System was created by Block by Block for Block by Block to track every aspect of our Ambassador Programs. The SMART System provides analytics that can be presented to stakeholders to show the success of your program.

**Flexible approach** – At Block by Block, we have never been a strict “stick to the scope of services” company. We have a flexible approach that allows our programming to pivot to match the needs of our customers. We like to think of our contracts as buying a block of hours that can be used how best you see fit. We will offer guidance and implement our operating model to use them most effectively, but have the capacity built in to adjust based on need.





Our Ambassador Programs are built on a strong foundation of local knowledge and enthusiasm for the area in which services will be carried out. Our Ambassadors become experts in their downtowns providing a invaluable resource for those living, working or visiting the area. Through their work providing street level services, they establish positive relationships with those they interact with at every level from business executives to the unhoused. We will also ensure our local manager and their team create great working relationships with local law enforcement, business owners and any other organization key to providing street level services for the City of Tampa.

Regardless of primary position, employees for both the Community Ambassador and Clean Team will be trained in providing general hospitality within their service area. Block by Block takes great pride in making sure our teams are engaging to the general public and leaving positive impressions. Especially as COVID-related restrictions are being lifted we see the need to provide a friendly, reassuring presence in downtowns as more people return to downtowns.

We have fully reviewed the scope of work presented in the RFP Section I: Subjections 5 and 6. We are committed to providing the services requested by the City of Tampa in a manner that encourages a welcoming and clean presence for residents, workers and visitors. One the following pages, you will find a working plan for carrying out the services in the public right of way as requested for the Environmental Clean Team and Community Ambassadors. We view these charts as a base level of services to be provided to the City of Tampa that we can build on during our partnership.

**"Of all the vendors we had to choose from, Block by Block was by far the best choice for downtown. Not a month goes by that I don't talk to my Operations Director and say we made the right choice."**

**Kathleen Rawson, Downtown Santa Monica**

## ENVIRONMENTAL CLEAN TEAM

Service Description	Zone	Frequency	Equipment Utilized
<b>Manual Cleaning Patrol</b> Ambassadors circulate through assigned areas with fully stocked mega brutes allowing them to address litter, cigarette butts and graffiti, while also wiping fixtures, removing sidewalk stains and tending to any necessary detail they encounter in the public right of way. Additionally Ambassadors will “top off” trash cans found to be in overflowing situations.	CRA 1	Daily w/ litter focus through the day and into the evening on specified days.	<ul style="list-style-type: none"> <li>Branded Mega Brutes</li> <li>Brooms, dust pans</li> <li>Cleaners</li> </ul>
<b>Mechanical Litter Collection</b> Use of a large litter vacuum that is deployed to make a quick pass of sidewalks and curb lines in further out expansive areas.	CRA 2 CRA 3	Min 2x a week	<ul style="list-style-type: none"> <li>Tennat ATLV</li> </ul>
<b>Mowing, Trimming and Spraying</b> Will be conducted in areas specified as part of the public right of way and other key areas of the service area.	CRA 2 CRA 3	As needed	<ul style="list-style-type: none"> <li>Pickup truck</li> <li>Commercial mowers</li> <li>Weed eaters</li> <li>Blowers</li> <li>Sprayers</li> </ul>
<b>Weed Removal</b> Removal of weeds and other unwanted growth in building lines, curb lines and alleyways through either manual pulling, spraying or cutting	CRA 1 CRA 2 CRA 3	As needed	<ul style="list-style-type: none"> <li>Weedeaters/ spraying</li> </ul>
<b>Graffiti Removal (recommended)</b> Removal of tags (stickers, painted markings, etc.) from public infrastructure and first floor businesses, usually within 24 hours of identification. Tags that cannot be addressed by the team would be reported to the city directly by the team through the SMART System.	CRA 1	As identified	<ul style="list-style-type: none"> <li>Graffiti Remover</li> <li>Power Washer</li> </ul>
<b>Power Washing - Spot Cleaning</b> The most highly visible service come in the ability to quickly respond to and eliminate spills and stains on sidewalk from everything from spilled sodas to the standing water identified in alleys.	CRA 1	Spots and stains: As identified.  Alleys power: Weekly at minimum	<ul style="list-style-type: none"> <li>Worx Hydro Shots on Mega Brutes</li> <li>Power Washing Trike</li> <li>Truck mounted hot water power washer</li> </ul>
<b>Special Projects</b> Capacity is envisioned to carry out highly visible projects in the public right of way, which could include painting of street fixtures, deploying assets for place making or cleaning, weeding and mulching tree wells.	CRA 1	~ 16 hours per week	<ul style="list-style-type: none"> <li>Pickup Truck</li> <li>Various tools</li> <li>Paint</li> <li>Supplies procured specific to project (rebill at cost)</li> </ul>

**Note:** Full sidewalk powerwashing has not been specified as we understand there is a separate contract for this service in CRA 1.



## YBOR CITY COMMUNITY AMBASSADORS

Service Description	Zone	Frequency	Equipment Utilized
<b>Walking Patrol</b> Ambassadors circulate on foot in more dense areas of the district, such as 7th Avenue to greet and actively engage the public.	CRA 1	Mid-day to late evening	<ul style="list-style-type: none"> <li>• SMART Device</li> </ul>
<b>Bike Patrols</b> Ambassadors circulate on bike to be more visible and efficient, particularly in the areas off of 7th Avenue where patrons move from parking areas to establishments. They frequently will lock the bike and circulate on foot to enhance their engagement and business contacts. Bike are not utilized during inclement wet weather.	CRA 1	Predominantly evenings	<ul style="list-style-type: none"> <li>• Police Edition Bikes</li> <li>• SMART Device</li> </ul>
<b>Info Kiosk Deployment</b> Ambassadors will deploy and will staff a well branded trike kiosk, which is mobile to areas of peak pedestrian activity. This will allow us to maximize interactions with the public.	CRA 1 CRA 2 CRA 3	As needed	<ul style="list-style-type: none"> <li>• Mobile Kiosk Trike</li> </ul>
<b>Business Contact</b> Ambassadors stop in at various merchants each day to spend between three to five minutes interacting with the merchant and sharing information, much of which can be valuable to the CRAs. Details of these are documented in the SMART System.	CRA 1	Mid-day Evenings Late Evenings	<ul style="list-style-type: none"> <li>• SMART Device</li> <li>• At Your Service Card</li> </ul>
<b>Engagement of the Street Population</b> All Ambassadors are trained to safely engage members of the street population, using their Mental Health First Aid Training. This will allow us to build relationships and work toward connecting persons in need with services that can provide support, when possible. All interactions will be documented in our persons database in SMART.	CRA 1	Mid-day Evenings Late Evenings	<ul style="list-style-type: none"> <li>• SMART Device</li> </ul>
<b>Reporting and Information Sharing</b> An important element of the role of Hospitality and Safety Ambassadors is to be additional eyes and ears, while engaging situations that can be done so in a safe manner. Ambassadors will track any desired metric in the SMART System for sharing issues and trends with local partners, such as the police.  Incident reports are completed in the SMART System for any instance deemed to be out of the ordinary. These will be forwarded to your team, along with the police if desired.	CRA 1	Mid-day Evenings Late Evenings	<ul style="list-style-type: none"> <li>• SMART Device</li> </ul>

**TAB 5:**

# **REFERENCES**



# REFERENCES

**B**lock by Block has a very diverse portfolio of customers comprising of Downtown Improvement Districts, city entities, parks and recreation subsidiaries, universities and transit authorities. We have found that while we began providing services for Downtown Business Improvement Districts, there are many other organizations that can benefit from the Block by Block Operating Model and our method of delivering services. As we continue to branch out into new industries, we've been able to elevate our servicing for all of our customers by incorporating best practices from across the country.





## CUSTOMER REFERENCES

### JACKSONVILLE DOWNTOWN VISION (JACKSONVILLE, FL)



**Serving Since:** January 2013  
**Ambassadors:** 25  
**Contract:** \$1,500,000  
**Contact:** Jake Gordon, President  
**Email:** Jake@downtownjacksonville.org  
**Phone:** (904) 634-0303  
**Address:** 214 North Hogan Street Suite 120, Jacksonville, FL 32202  
**Website:** www.downtownjacksonville.org  
**Services Provided:** Hospitality Services, Supplemental Safety, Environmental Maintenance and Social Service Outreach

### COCONUT GROVE BUSINESS IMPROVEMENT DISTRICT (COCONUT GROVE, FL)



**Serving Since:** June 2011  
**Ambassadors:** 9  
**Contract:** \$350,000  
**Contact:** Abigael Mahony, Executive Director  
**Email:** director@grovebid.com  
**Phone:** (305) 461-5506  
**Address:** 3390 Mary Street #130, Coconut Grove, FL 33133  
**Website:** www.coconutgrove.com  
**Services Provided:** Hospitality Services, Supplemental Safety, Environmental Maintenance

### CITY OF CORAL GABLES (CORAL GABLES, FL)



**Serving Since:** December 2017  
**Ambassadors:** 9  
**Contract:** \$331,000  
**Contact:** Kevin Kinney, Director  
**Email:** kkinney@coralgables.com  
**Phone:** (305) 460-5528  
**Address:** 405 Biltmore Way, Coral Gables, FL 33134  
**Website:** http://citybeautiful.net/  
**Services Provided:** Environmental Maintenance, Hospitality

## CONTRACT LITIGATION/ LEGAL PROCEEDINGS

As pursuant to Section 20 of the RFP, Block by Block only has pending litigation due to claims that arise in the normal daily transaction of business. We do not have any significant claims or pending litigation that would impact our financial longevity or ability to deliver services as part of this contract.

## CONTRACT TERMINATION FOR DEFAULT

As pursuant to Section 19 of the RFP, Block by Block has not had any contracts terminated in all of our years of service for default.

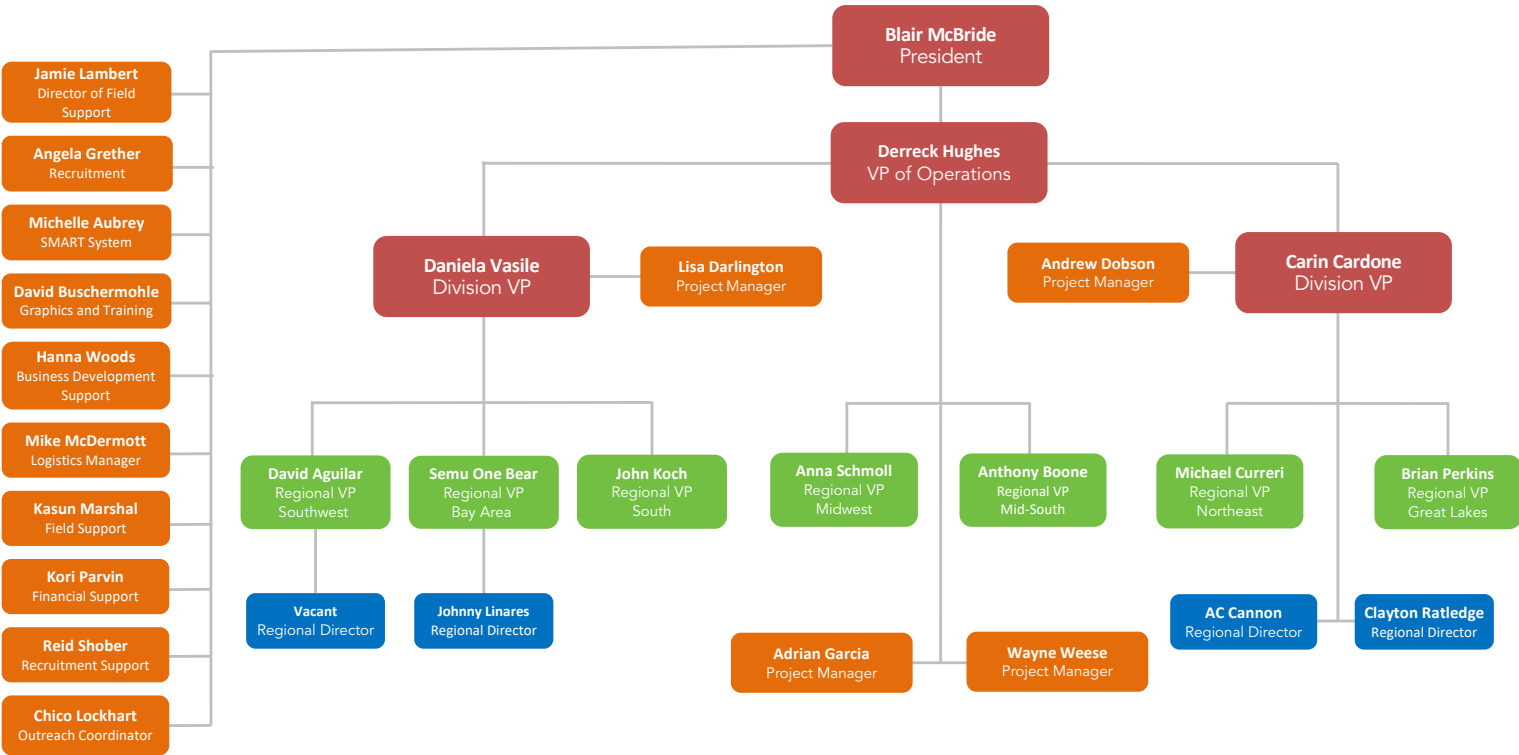
**TAB 6:**

# **GENERAL STATEMENT OF EXPERIENCE**

# ABOUT BLOCK BY BLOCK

Block by Block currently oversees 140 unique Ambassador Programs and employs more than 2,500 people nationwide. To better suit our customers, we have divided the country into seven regions overseen by a Regional Vice President located within that region. Our Division Vice President and Vice President of Operations then provide oversight for their respective regions. Located in our Louisville corporate office, we have a team of field specialists who assist in ensuring operations run smoothly. To round out our corporate branch, we have a team of Project Managers who assist in start-up of new programs and can be deployed in the field to help fill any vacancies or provide extra support if needed.

The following organization chart below represents the current executive branch of Block by Block:





## CORPORATE OVERSIGHT FOR THE COMMUNITY AMBASSADORS AND CLEAN TEAM



### **BLAIR MCBRIDE**

*President*

Blair has been employed in one form or fashion with Block by Block and its predecessors since his high school days beginning in 1995. He's held many key roles as the organization has evolved to include VP of Development, Project Manager and Operations Manager. He worked as an Ambassador while attending the University of Louisville, where he graduated with both Marketing and Management Degrees. In his current role as President of Block by Block, Blair...

- is responsible for the ever evolving strategy of Block by Block.
- coordinates the support between the Louisville Field Support Center and the Administrative based in Nashville.
- works to advance new initiatives to support the teams working in the field.
- drives the company's culture.



### **CARIN CARDONE**

*Division Vice President*

Carin, a native New Yorker, came on board with Block by Block in January 2012 to provide direct guidance and oversight to the growing number of BIDs we serve in New York City. Prior to joining Block by Block, Carin served as the Deputy Director of the Union Square Partnership in Manhattan, where she was responsible for planning, directing, and carrying out a wide variety of district initiatives. Carin is a graduate of Fordham University and has had a significant involvement in civic

activities. After five years serving as the Regional Vice President of the New York Region, Carin now serves as Division Vice President for Block by Block. In her current role, Carin...

- is responsible for quality assurance and oversight of our three East coast regions, which includes your program.
- oversees the Regional Vice President, who will be responsible for your program, in not only their daily work, but in their efforts to continually evolve your local operation.
- contributes to the development and roll out of company-wide innovations that will improve how your program operates.



### **CLAYTON RATLEDGE**

*Regional Director*

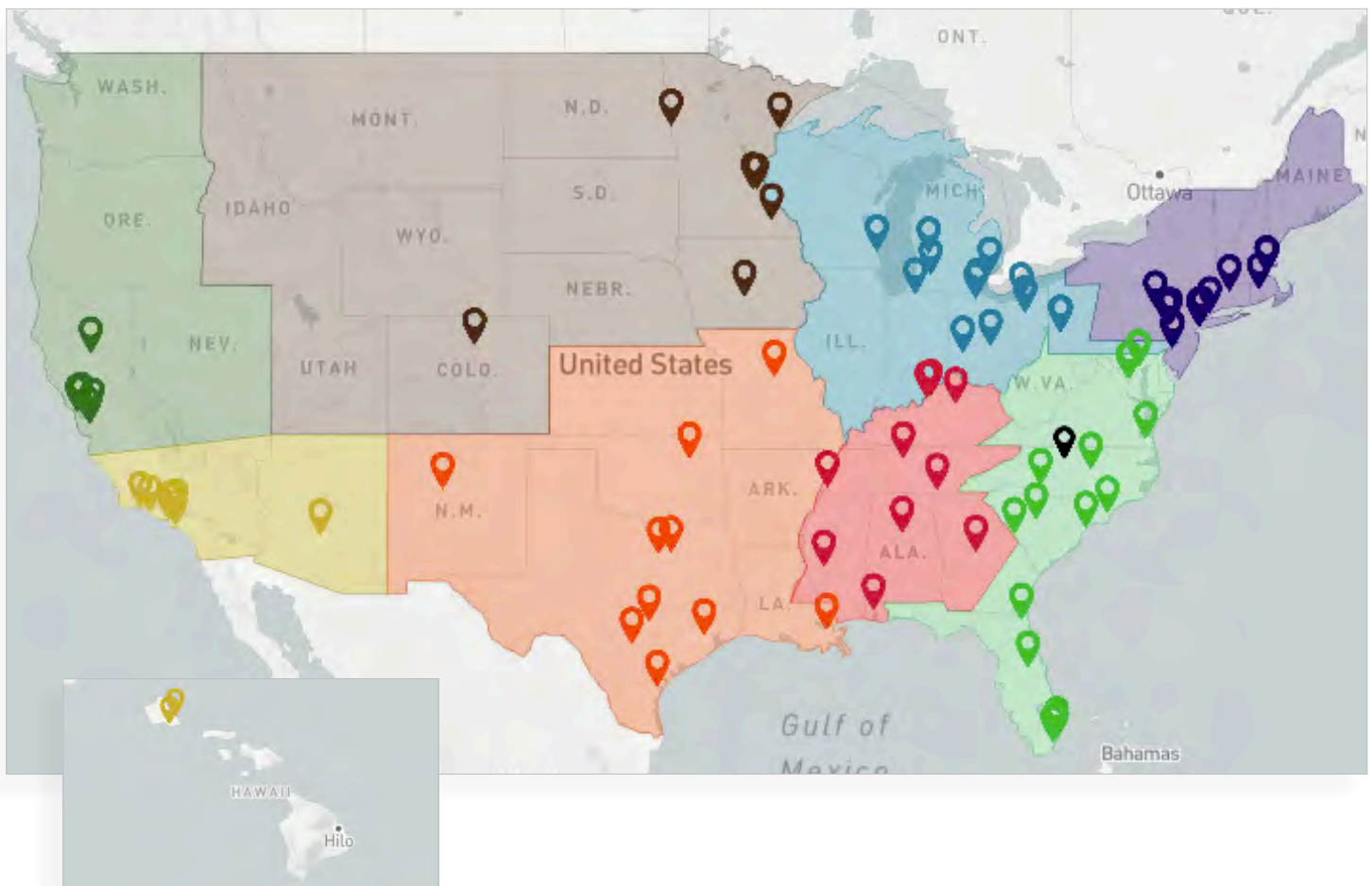
Clayton Ratledge was born in South Carolina and attended Auburn University. After working in the hospitality and construction industries he moved to Mobile and served as BID Operations Manager from 2006 until 2021 for the Downtown Mobile Alliance. During this time he served on several Boards including President of Keep Mobile Beautiful and Vice President of Housing First, the Homeless Coalition of Southwest Alabama. Clayton has recently been promoted to Regional

Director for Block by Block's Atlantic Region. In his role, Clayton ...

- will continually be "in the know" of what's happening within your program and provide guidance and direction to our local Operations Manager.
- will be on site regularly, both announced and unannounced, to inspect the quality of the program we provide to you.
- will provide transparent feedback to you of any challenges identified and outline opportunities to improve services.
- will work with the local Operations Manager to drive culture within the program.
- will work with you to manage your annual program budget.

# EXPERIENCE & QUALIFICATIONS

**B**lock by Block provides similar cleaning, safety and hospitality services to more than 140 programs across the country. We specialize in delivering services that enhance perceptions in the public right of way, whether that be hospitality, safety, cleaning, landscaping or social service outreach. We currently provide services in 34 states and counting, including programming in the District of Columbia and Hawaii.





Block by Block not only serves more Improvement District type organizations than any other company in the country, but we serve more programs with more unique service elements. We believe it's this experience that serves as the basis for our ability to create creative, non-cookie cutter approaches to serving each customer. Our ability to create unique operating models has allowed us to move into serving other public spaces needing flexible services to include parks and transit systems. The following charts represents the individual service elements that make up our current portfolio of Ambassador Programs.

services	Cleaning	104
	Safety	79
	Hospitality	53
	Outreach	20
	Landscaping	9
	Other Elements	10

Other service elements include parking, masonry work, driver, parks and volunteer management.

Block by Block specializes in providing hybrid Ambassador Programs which take two or more service elements above and combines them into one fully managed program. Of our currently operating programs, more than 95 are hybrid programs. Not only do we have experience in creating and managing these multifaceted programs, we are also skilled in creating teams that are highly flexible who can respond to the ever-changing needs of the urban service area.

With a retention rate of 97%, our customers continue to choose Block by Block for our dynamic operating model and our ability to make program's completely turnkey. We take care of all the details of running an Ambassador Program to include hiring of staff, scheduling of deployment, collection of data through our proprietary software and management of resources. This allows our customers to not worry about the day-to-day minutia and focus on high-level outcomes of the program for their stakeholders.



## STRONG FOCUS ON HOSPITALITY

Hospitality has always been a pillar of all of our Ambassador Programs. We have more than 50 programs that have dedicated resources specifically geared toward hospitality services. We deliver these Ambassador services in high-profile destinations, such as:

- The Riverwalk in San Antonio
- Waikiki, Hawaii on the beach and the districts main corridors
- Baltimore's Inner Harbor
- The Third Street Promenade and other areas of downtown Santa Monica
- Downtown Boston to include Downtown Crossing and the Freedom Trail
- Citywide in San Francisco focusing on multiple key tourist destinations
- In-station Transit Ambassador Services for the MBTA in Boston



## ORGANIZATIONAL CAPACITY AND FINANCIAL STABILITY

We have more experience with large programs than any other company in our industry. We consider a large program anything billed more than \$4 million annually for services. Most of these programs also have multi-faceted service requirements similar to what is being requested for the Ybor City Community Ambassadors and Environmental Clean Team. These include:

- **The Massachusetts Bay Transportation Authority**, which is the subway system in Boston more commonly known as "The T," had a big gap in public service in their stations. After seeing our friendly Hospitality Ambassadors in the Downtown Crossing area of Boston, they contracted to us for a pilot program in two stations to demonstrate the concept of Ambassadors providing in-station customer service. That was in 2017. After four separate expansions of this program we now have more than 220 Transit Ambassadors in the MBTA system, which is now our largest contract. The addition of the Transit Ambassador program is considered to be one of the MBTA's most well received, public facing initiatives in decades. Additionally, they now contracted to our sister company to provide cleaning in the core stations of their system after some mutual recognition of how dirty those stations were.
- **Minneapolis Downtown Improvement District** - We operate a seasonal program that expands and contracts from approximately 60 to 90 Ambassadors depending on season. Services we deliver in Minneapolis go far beyond the scope of Safe and Clean and includes elements such as a five-person Social Service Outreach Team, a robust landscaping program and park/place management team. Additionally, the program operates a full dispatch/communications center operations embedded within the Minneapolis Police Departments' First Precinct. This Communications Center not only supports the Ambassadors but the Minneapolis Police as well.
- **Downtown Santa Monica Inc.** - We operate a hospitality centric program in downtown Santa Monica in the sixty blocks around the famed Third Street Promenade. This program boasts a significant amount of cleaning and hospitality work in Public Parks, which fall to the direction of DTSM. In these parks we've been able to improve the environment and public perceptions. Much like Minneapolis, there is a robust Outreach and Communications Center Component. We have recently expanded services to add a strong Safety Ambassador Program in addition to the Hospitality Team. We also provide a significant cleaning program to more than ten city-owned parking structures to provide a consistent, high quality experience on the Third Street Promenade from the time you step out of your vehicle. Our overall scope of services is nearly \$5.1 million annually.
- **Houston Downtown Management District** - We deliver approximately \$4.5 million in services annually to the Houston Downtown Management District in their Public Safety Guide and Street Team (cleaning). Both of these programs were managed in house up until 2015, when they began outsourcing their program to us.

While we don't expect the initial total cost of the Ybor Community Ambassador and Environmental Clean Team to be as high as some of the accounts referenced, we believe our experience managing large, complex accounts shows our ability to bring a high level of service and expertise for the City of Tampa. In total, we operate more 25 programs with operating budgets of at least \$1 million annually. We have a tremendous amount of experience in operating programs that are sophisticated and multi-faceted, while utilizing one management structure to make service delivery extremely efficient for our customers.

Block by Block is a corporation privately held by SMS Holdings Corporation from Nashville, Tennessee. Block by Block management has full autonomy and SMS supports the corporation with ongoing reinvestment. As part of SMS Holdings, we can finance our growth internally through a strong balance sheet which you can find in Appendix A of this document .

**FAMILIARITY WITH THE AREA**

In preparation for this proposal, we have spent several hours on the ground walking and driving the service area to understand the unique requirements. We conducted multiple site evaluations during the late evening hours as well as during the daytime. We have applied our experience in working in entertainment centric districts, along with districts where we have a significant project focus, to develop our recommended operating plan.

Furthermore, we already have a strong presence in Florida and understand the unique requirements for operations in the state. We currently provide programming for the accounts listed at right.

Organization	Services Provided	Serving Since
Miami Downtown Development Authority	Safety/Hospitality	Jul-14
Coconut Grove Business Improvement District	Safety/Cleaning	Dec-14
Lincoln Road Business Improvement District	Cleaning/Hospitality	Mar-16
City of Coral Gables	Cleaning/Hospitality	Dec-17
Hollywood Community Redevelopment Authority	Cleaning/Safety	Nov-12
Downtown Orlando Redevelopment Agency	Safety/Outreach/Safety	Jul-18





**TAB 7:**

# **OPERATIONAL PLAN**



# OUR VISION FOR THE PROGRAM

In providing Ambassadors services to downtown organizations and cities all across the country we believe we've developed a keen understanding and the most comprehensive operating model for delivering these kind of services. When you contract to Block by Block you're not buying services, you're buying a fully turnkey program.

The following are examples of key elements that will be in place as part of the program we provide to the City of Tampa and the Ybor City Development Corporation:

- A staff comprised of Ambassadors, not janitors or security personnel.
- Wages that are above industry averages for similar positions (security, janitorial, landscaping). Our goals with staffing is not to just hire personnel, but to curate a staff that is friendly and will have consistency. The going rate for quality personnel has increased significantly across the country over the last two years and is reflected in our recommended hourly wages.
- Training that is designed to prepare personnel for every aspect of serving in the public right of way, whether it's helping someone change a flat tire or conducting a welfare check of a member of the unhoused community.
- A local manager that is trained in not only management of personnel, but in place management. This means being able to adjust resources and service to meet the daily needs.
- The most efficient tools, equipment and supplies for performing this type of work, which have been selected based on years and years of performing similar types of work and evaluating options in the industry.
- A fully developed activity tracking and information sharing platform, which we call the SMART System.
- A fully developed image package that promotes our customers organization, not ours.



## CRAFTING DEPLOYMENT

As with all Block by Block programs our customers are essentially buying a block of hours, which can be flexibly deployed and adjusted to maximize outcomes. The deployment schedule presented is our initial recommendation based on our observations and experience. You can expect we'll work with the YCDC to make adjustments to this schedule to continually develop the most effective schedule possible. The following outlines our recommended deployment schedule. While we have given you a sample of how we envision staffing your district, this plan is highly flexible and can be adjusted based on needs of the service area. Our local manager will be in constant communication with the Block by Block team and the City of Tampa administration to utilize resources in the most effective way.

Average Weekly Hours			
Position	Peak Season	Off Peak Season	Average
Cleaning & Maintenance Amb	272.00	216.00	244.00
Safety Ambassadors	189.00	173.00	181.00
Team Leader - Clean	40.00	40.00	40.00
Team Leader - Safet & Hosp	32.00	32.00	32.00
Operations Manager	40.00	40.00	40.00
<b>TOTAL</b>	<b>573.00</b>	<b>501.00</b>	<b>537.00</b>

POSITION	TASK	HOURS	SUN	MON	TUES	WED	THURS	FRI	SAT	TOTAL
Cleaning & Maintenance Ambassadors	Manual Cleaning	6am - 2:30pm	8	8	8	8	8	8	8	56
	Manual Cleaning	6am - 2:30pm	8	8	8	8	8	8	8	56
	Manual Cleaning	3:30pm - 12mid	8			8	8	8	8	40
	Projects/Power Washing	6am - 2:30pm	8			8	8	8	8	40
	Landscaping Crew 1	6am - 2:30pm		8	8	8	8	8		40
	Landscaping Crew 1	6am - 2:30pm		8	8	8	8	8		40
Hospitality/Safety Ambassadors	Bike / Foot Patrol	11:30am - 8pm	8	8	8	8	8	8	8	56
	Bike / Foot Patrol	11:30am - 8pm	8				8	8	8	32
	Kiosk	TBD		2.5	2.5	2.5	2.5	3		13
	Bike / Foot Patrol	4:30pm - 1am					8	8	8	24
	Bike / Foot Patrol	4:30pm - 1am				8	8	8	8	32
	Bike / Foot Patrol	4:30pm - 1am				8	8	8	8	32
Team Leader - Cleaning	Supervision	6am - 2:30pm			8	8	8	8	8	40
										0
Team Leader - Hosp & Safe	Supervision	4:30pm - 1am				8	8	8	8	32
Operations Manager	Working Manager	VARIES		8	8	8	8	8		40
			16	50.5	58.5	98.5	114.5	115	88	
Total Scheduled Weekly Hours										573

## BUILDING A OPERATING PLAN SPECIFIC FOR THE DISTRICT

You will notice we're incorporating a slight element of seasonality in order maximize the number of personnel resources when they are most needed during the months where traffic in the district is at its highest. For most districts, that is April through November. We will work with the City of Tampa to build a deployment plan specifically for the service area based on past trends, events and other considerations to ensure there is adequate coverage and visibility of the program for its stakeholders.

We will view the entire program, Community Ambassadors and the Green Team, as a single team of Ambassadors operating under the same umbrella for the City of Tampa. While Ambassadors will have primary functionality, cleaning or safety, we are expecting they will have cross functional training and awareness meaning that in a pinch they may be called on to help out with any function required of the team.

## ACCESSING LOCATION AND ASSIGNMENTS

The process for conducting a daily needs assessment comes in a couple of forms:

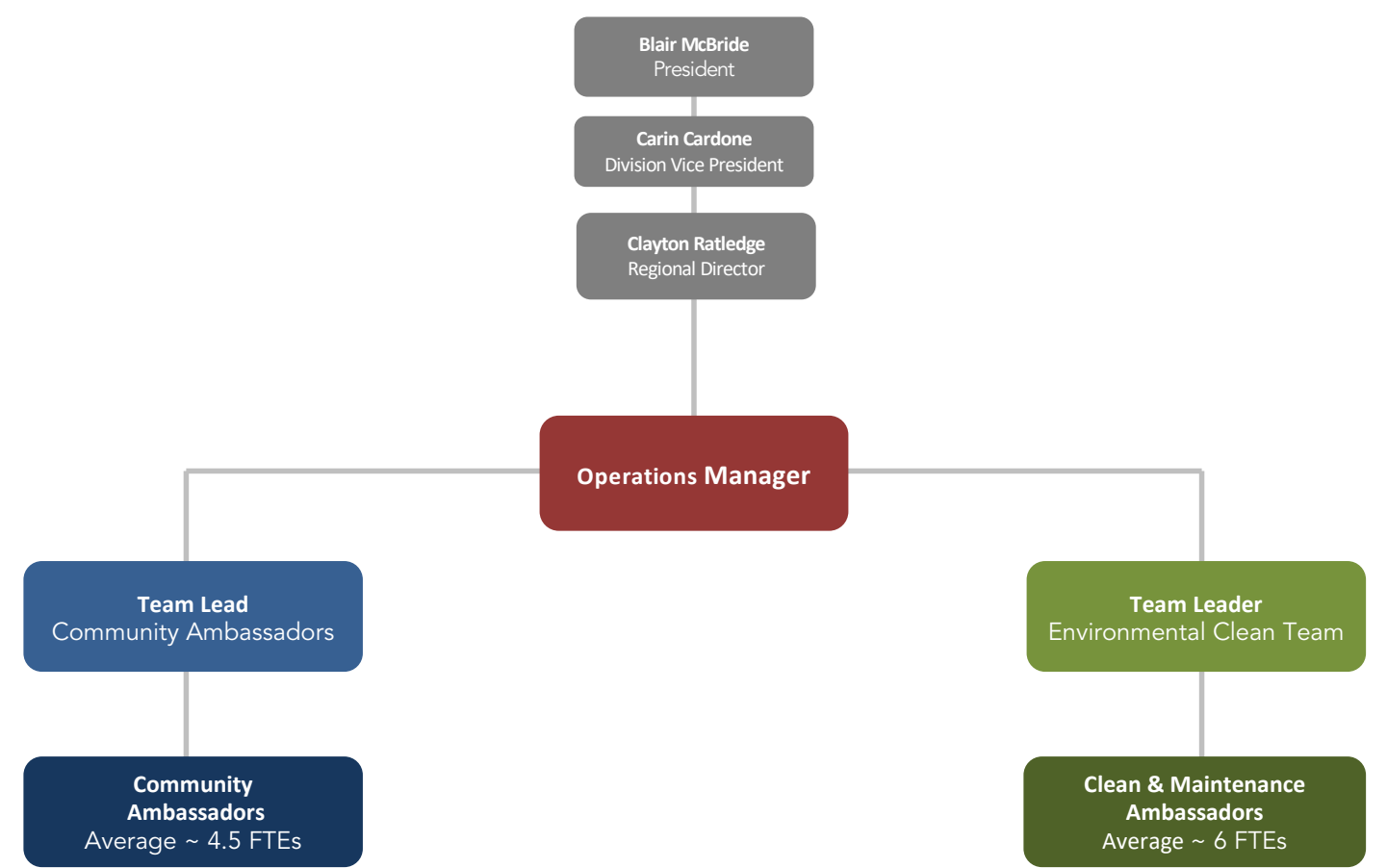
- First is the training and conditioning we'll impress upon our Operations Manager to get them comfortable with making daily adjustments to the operating plan to get the best possible outcomes.
- Second is the training of our local manager to anticipate needs based on district happenings, changes in pedestrian usage patterns and even taking into consideration things they are hearing from stakeholders and your team.
- Lastly, we'll have the local leadership team provide a daily assessment in order to make the necessary daily adjustments to prioritize significant needs.

POSITION	TASK	HOURS	SUN	MON	TUES	WED	THURS	FRI	SAT	TOTAL
Cleaning & Maintenance Ambassadors	Manual Cleaning	6am - 2:30pm	8	8	8	8	8	8	8	56
	Manual Cleaning	6am - 2:30pm	8	8	8	8	8	8	8	56
	Manual Cleaning	3:30pm - 12mid				8	8	8	8	32
	Projects/Power Washing	6am - 2:30pm	8				8		8	24
	Landscaping Crew 1	6am - 2:30pm		8		8		8		24
	Landscaping Crew 1	6am - 2:30pm		8		8		8		24
Hospitality/Safety Ambassadors	Bike / Foot Patrol	11:30am - 8pm	8	8	8	8	8	8	8	56
	Bike / Foot Patrol	11:30am - 8pm	8					8	8	24
	Kiosk	TBD		2.5	2.5	2.5	2.5	3		13
	Kiosk	4:30pm - 1am						8	8	16
	Bike / Foot Patrol	4:30pm - 1am				8	8	8	8	32
	Bike / Foot Patrol	4:30pm - 1am				8	8	8	8	32
Team Leader - Cleaning	Supervision	6am - 2:30pm			8	8	8	8	8	40
										0
Team Leader - Hosp & Safe	Supervision	4:30pm - 1am				8	8	8	8	32
Operations Manager	Working Manager	VARIES		8	8	8	8	8		40
			16	50.5	42.5	90.5	82.5	107	88	
<b>Total Scheduled Weekly Hours</b>										<b>501</b>



# STAFFING AND RESOURCES

In any Block by Block Ambassador Program, the most important resource is our people. We take great pride in hiring a local team of dedicated individuals who care about bettering their community, starting with the local manager. When taking over a previously-operating contract, we work to bring any existing team members onboard at the approval of the customer. We recommend the following organizational plan for the Ybor City Community Ambassadors and Environmental Clean Team.





At Block by Block we have a corporate support team of nearly 30 personnel. Many of these team members will be directly responsible for supporting the Ybor City Community Ambassadors and Clean Team. For example:

- **Dedicated Regional Director** - We believe in having enough capacity at our corporate level that regional support is continually involved to guide and direct outcomes, not just be involved when there are challenges or problems. You'll have a Regional Director that will provide just this. They will also have flexibility in their schedule to increase their level of involvement based on the level of activity in the program.
- **Project Manager Support** - We have a team of flexible managers that are responsible for transitioning programs and supporting any type of transitions whether that be a start up for a new program or filling in for a manager vacancy. These personnel can be mobilized to provide additional support depending on the circumstance.

The service hours we agree upon as part of the contract will remain static, however we can add personnel with easy contract adjustments. As stated previously our customers essentially buy a block of weekly hours and it's up to our local manager and Regional Director, working in consultation with your team to make frequent adjustments to the deployment of these hours to get the best possible outcomes.

## SELECTING LOCATIONS

We have included the estimated cost of an Operations Center into our cost proposal. In most cases our customers are able to assist us with making connections so that we can best source a base of operations that balances a location in close proximity to the service area, along with a location that minimizes impact on the overall budget. Ideally we'd be looking for approximately 300-700 square feet of space, with provisions for securing equipment (such as mega brutes, power washing trike and the trike kiosk).

## SMALL BUSINESS SUBCONTRACTING PARTICIPATION PLAN

Block by Block has vast experience working with DBE/MWBE and small business partners as part of our Ambassador Programs nationwide and is committed to making good faith efforts to meet the goal set by the City of Tampa. Given that about 67.5% of the budget is labor hours and knowing from our prior experience working with staffing firms this could potentially increase the hourly bill rate by 12% to 15% per labor hour, we believe it would be prudent to await a final budget and scope. Block by Block would then look at all options: staffing, vehicles, equipment, janitorial supplies and uniforms to make every good faith effort to involve small businesses and DBE/MWBE firms. Outsourcing to DBE firms would likely add between 9% and 12% to the total contact amount, which we are glad to coordinate.







## KEY ASPECTS TO BLOCK BY BLOCK PROGRAMMING

### EMPLOYEE RETENTION AND LEADERSHIP DEVELOPMENT

As a company, we have invested in taking our employee retention and advancement opportunities to the next level with our Leadership Identification (LID) and Leadership Development Programs. LID allows our employees to essentially “raise their hand” to show they are interested in moving to the next level within the company. More than 75% of our corporate support team has risen through the ranks at Block by Block, many starting as frontline Ambassadors. As our company has grown from a small business to a sizable organization it’s been necessary to have a way to identify highly engaged, capable people for promotions. In 2021, we had 19 employees who were internally promoted through LID.

After the formation of LID, we recognized there were gaps in education and career development opportunities for employees who were interested in moving to the next level, so we have added additional training to set them up for success. Our Leadership Development Program takes this a step forward by providing training lead by our executive team to prepare them for a leadership role. Our first class graduated in the fall and presented at our company-wide annual meeting to discuss the state of their regions. Multiple graduates have since been promoted to key positions such as Project Manager or Regional Vice President.

### SECOND CHANCE WORK OPPORTUNITIES

One of the most important aspects in many of our programs across the country is the ability to provide an opportunity to give back to those in the community. We take great pride in utilizing our programs to provide meaningful employment to many disadvantaged people and help them get back on their feet. We currently partner with many back to work programs in locations across the country including Goodwill Industries in Detroit, Inner Harbor in Baltimore and Project Place in Boston to name a few.



Block by Block recognizes there is a real opportunity to help some of the most vulnerable people in our communities become more self-sufficient by allowing them to better establish their work history within our programs. When people can attain meaningful employment, demonstrate consistency and gain a quality of work reference they are much more likely to position themselves to increase their chances for improved career opportunities and self-sufficiency. We have a formalized second chance program in which we reduce our strict hiring standards for those persons coming to us through highly supported programs of partner agencies.

If applicable for the City of Tampa, we would recommend using second change work opportunities to help fill positions for the Environmental Clean Team.

### STATEMENT OF EQUALITY

Block by Block promotes policies and practices that uphold justice and promote equity, dismantle racist assumptions and unfair practices, confirm equal values and transform our communities so all people can thrive regardless of gender, race, sexuality or ability.

As a company, we practice this specifically in offering employment opportunities to disadvantaged population groups by sourcing community partners who can create workforce deployment plans, by actively pursuing WBE/DBE partners to source materials, supplies and other services from, advocating for livable wages within our contracts and by cultivating talent within our own teams that is current comprised of a 73.5% minority share. Additionally, we budget for and deliver supporting sponsorship fund to organizations who focus on the advancement of communities through their DEI efforts.

## PROGRAM START-UP TIMELINE

### PROGRAM IMPLEMENTATION TASKS

**-8 weeks**

- Contract award and contract negotiations begins.
- Finalize scope, tasks, deployment schedule and equipment.

**-7 weeks**

- Share initial branding ideas in order to curate uniform look.
- Begin procuring equipment.
- Identify operating space.
- Begin recruitment advertising for all positions.

**-6 weeks**

- Collect and review resumes of candidates.
- Customer staff invited to Louisville (at BBBs' expense) to develop longer term program strategy, evaluate branding options and see best practices from the Louisville Lab.

**-5 weeks**

- In-person interviews of selected management candidates.

**-4 weeks**

- Second interviews of potential managers/presentation of finalist.
- Begin interviews of Ambassadors, Team Leaders and any other position.
- Ideally take possession of operating space.
- Uniform and branding decisions finalized.

**-3 weeks**

- Continue interviewing and begin making job offers to selected staff.
- Background investigations begin for all candidates of interest.

**-2 weeks**

- Additional selections of staff and background investigations.
- Selected Operation Manager to work with Project Manager and Regional Vice President.
- Project manager to collect pre-program data ahead of launch.

**-1 weeks**

- Ambassador University training for all new Ambassadors and Team Leaders.

**START week**

- Project Manager on site and will considerable time in the field coaching and mentoring front line staff on the following:
  - Shift Briefings
  - Daily expectations
  - Proper uniform wear
  - Smart System Data Entry

**+1 weeks**

- Operations Manager in Louisville for Manager Training.
- Project Manager on site providing oversight, while supporting and coaching to the new team.

**+2 weeks**

- Operations Manager in a peer city to shadow a current operating program.
- Project Manager on site providing oversight, while supporting and coaching to the new team.

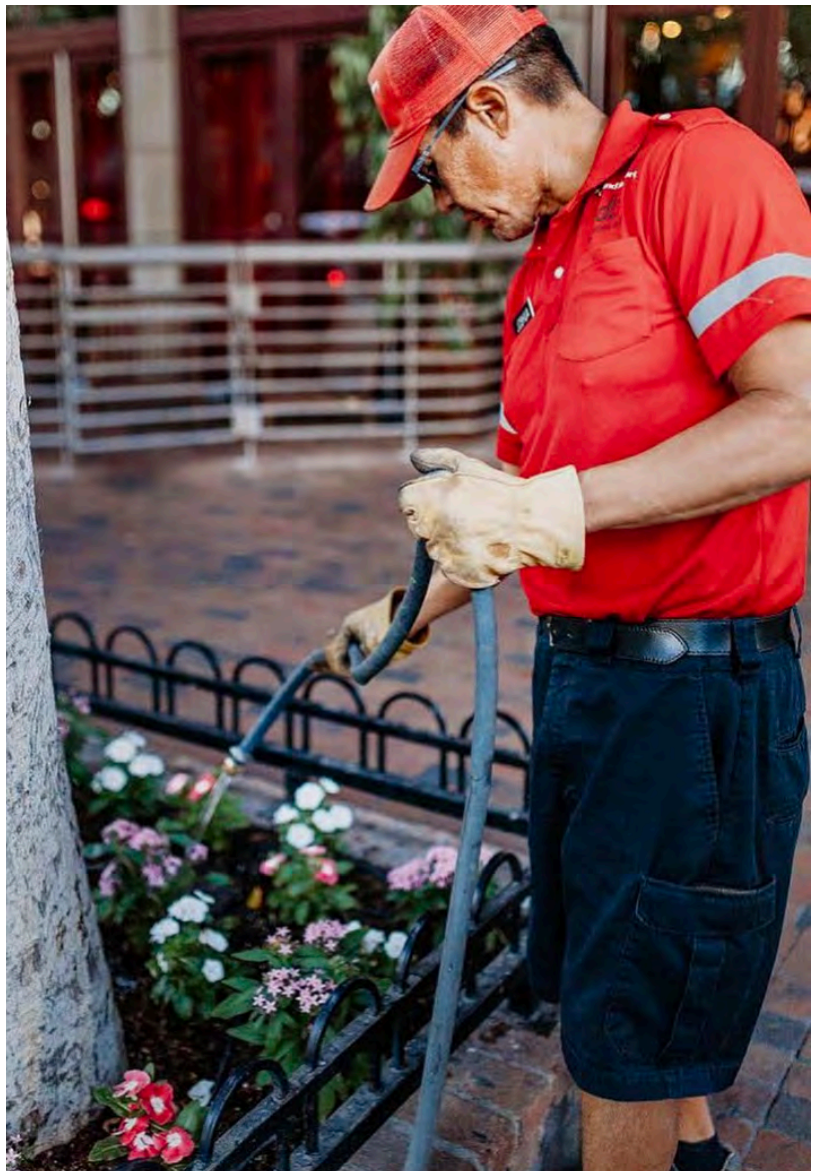
## CREATING THE PROGRAM FROM THE GROUND UP

At Block by Block we understand the visibility an Ambassador program provides to your organization. For most organizations the Ambassador team is the largest driver of your identity on the street. For this reason, it's important that every program transition is well executed.

For those organizations having existing services, stakeholders don't want a reduction in services due to a transition. It's even more important for new organizations or new Ambassador Programs where anticipation for a program is sky high. Stakeholders in those situations want to be impressed. In either scenario, you only get one chance to start.

### Here's What Goes into It:

- A Project Manager will be assigned to manage every aspect of the transition and hand off a highly functioning program to the Regional Vice President.
- The transition manager will coordinate the efforts of a number of team members who will be working behind the scenes to support your transition.
- You can expect weekly updates from the Project Team on the progress of your transition, along with honest dialogue of any challenges and how to work through them.
- 45 - 60 days should be expected for any transition or implementation.



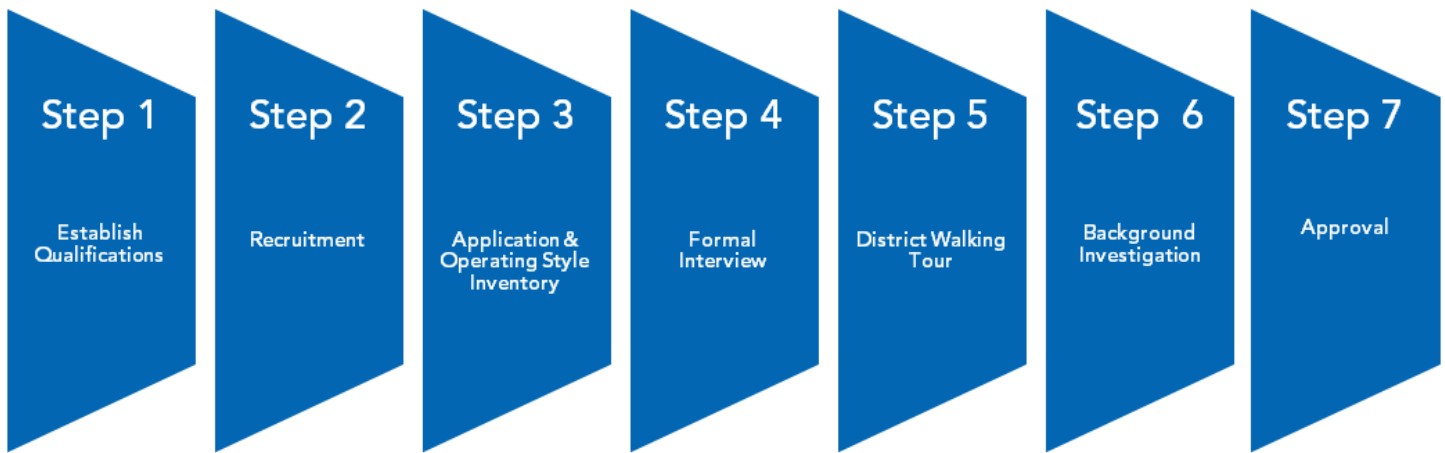


# RECRUITMENT PROCESS

The success of Ambassador Team is built on quality recruitment. We have always put a strong emphasis on our hiring process to make sure we are staffing our teams with quality candidates. You can't have a great Ambassador program without great Ambassadors. As the national economy changes and finding great people has become more difficult, Block by Block has risen to the challenge by redefining every step of our recruitment and selection process. We've streamlined our methods to allow us to find great people in an environment where great candidates don't have a long shelf life, while not compromising the integrity of our process or reducing our standards.

In the last couple of years as the recruitment process has become more difficult with the global pandemic and the subsequent "Great Resignation," we have invested in processes and practices to keep attracting and retaining quality employees. In 2021, we added a full team of field recruiting specialists to our corporate staff who help field candidates and set up interviews for programs to help alleviate stress on local managers and bringing added efficiencies for our customers. We also invested in the software Recruiting Manager that helps manage and track applicants and new hires throughout the hiring and onboarding process. Last year, on average we were able to maintain staffing levels for all of our programs at 85% or higher, despite the many challenges facing our industry.





## RECRUITMENT PROCESS

Based on the current situation with the labor force all across the United States we’ve been focused on expanding our recruitment through not only normal channels, but lots of new sources as well. This includes:

- Indeed
- BetterTeam
- Craigslist
- Virtual Job Fairs
- In person job fairs
- Outreach to 2nd chance sources
- Zip recruiter
- Boys and Girls Clubs

## WAGES

Wages are one of the most significant factors that drive the overall cost of an Ambassador program. We have long believed that our wages should exceed those of the janitorial, security, hospitality or other industries. Based on our research, we have included a wage scale that is built on a starting wage of \$18/hour for Ambassador positions in order to remain competitive in the labor market. Note, the manager would be a salaried position.

POSITION	YEAR 1
Ambassadors - Cleaning	\$18.00
Ambassadors - Hospitality & Safety	\$18.00
Team Leader	\$20.00
Operations Manager	\$78,000.00

Because of the expectation of the manager being able to problem solve, deploy resources and apply our overall operating model we compensate our managers in a way that is higher than the typical security or janitorial manager. Manager is proportioned across the program. Due to significantly more costs associated with the cleaning program 75% of the manager cost is assigned to the Hospitality and Safety program, with 25% assigned to the cleaning program.

## IMPORTANCE OF RECOGNIZING EMPLOYEES AND CULTURE

































At Block by Block we want employees, no matter what location they work at in the company, to feel as if they are working somewhere unique. We think this is especially important as the jobs of Ambassadors often can be hot, cold, demanding or even lonely. We created the BBB Culture Club, lead by our Chief Culture Officer Angie Grether, to celebrate and recognize all of our incredible employees on a regular basis. The initiative organizes and implements employee appreciation events throughout the year for our Ambassadors. These events are planned by a group of managers and corporate staff and are held at the same time at all of our accounts across the country. The teams are encouraged to share their experiences in our Block by Block Ambassadors Facebook Group that currently has nearly 1,000 members.

We’ve developed a number of culture initiatives we believe are critical in bringing a sense of pride and recognition to the work of the frontline teams across the country. Some of these include:

- Annual appreciation events like the Ice Cream Social and Nacho Average Ambassador Days
- Gift cards for positive praise ranging from \$25 - \$100
- Giveaways conducted in our Block by Block Ambassador Facebook Group
- Praise shared through our weekly newsletter and Facebook Group

## EMPLOYEE BENEFITS

Block by Block has long recognized that a highly competitive salary and benefits package allows us to position our jobs as the most attractive in the minds of candidates. Benefits are an essential piece of retaining employees once they are hired. We've worked to craft a benefits package that is meaningful to employees, while still allowing us to remain competitive with other service providers. The following outlines some of the essential benefits we provide for all Block by Block employees.

EMPLOYEE BENEFITS & COMPENSATION		IMMEDIATELY	AFTER 90 DAYS	AFTER 1 YEAR
	<b>PAID HOLIDAYS</b> Employees will receive holiday pay for New Years, Memorial, Independence, Labor, Thanksgiving, and Christmas days.			
	<b>WEEKLY PAY</b> At the continual request of employees, Block by Block pays weekly on Tuesday.			
	<b>DIRECT DEPOSIT</b> Employees can have their weekly paycheck deposited into their bank account(s) of choice			
	<b>PAID TIME OFF</b> Paid time off is included in our budget and reflects the PTO requirements of the local ordinances.			
	<b>HEALTH &amp; DENTAL INSURANCE</b> Group membership in a company traditional health plan, not the mini-med plan typically provided by other vendors. This is the same health plan provided to all Block by Block employees—managers and front-line employees alike. We pay 70% while employees contribute 30%.			
	<b>LIFE INSURANCE</b> \$20,000 of free life insurance is provided to employees who participate in the company-sponsored health insurance plan.			
	<b>BIRTHDAY PAY</b> All full and part-time employees receive their birthday as a paid day off.			
	<b>401K PLAN</b> Employees may contribute to the company sponsored retirement plan.			



## SUMMARY OF POSITIONS

The following are some key positions we will be hiring for the City of Tampa and general descriptions of what we are looking for from an ideal candidate:

### OPERATIONS MANAGER

**Summary** - Responsible for all facets of safety and cleaning program at the local level.

#### Essential Functions

- Application of Operating Model - Apply Block by Block standard concepts, processes, practices and policies to daily operations to address local needs and concerns.
- Operational Oversight - Responsible for daily guidance and direction of on-street operations. Develops a custom deployment plan to maximize visibility and effectiveness of resources (personnel and equipment). Evaluates daily needs and adjusts the standard deployment plan to meet the daily needs of the service district.
- Human Resources - Recruits, selects potential candidates for hire. Trains, coaches and mentors selected staff to create a cohesive team of Ambassadors to represent Downtown.
- Quality Assurance - Ensures service expectations are being met through regular contact with customer; evaluates quality of services through measuring individual employee performances compared to expectations and overall program performance, making adjustments as necessary.
- Customer Relations - Actively engages customer representative and stakeholders to discuss local issues and to set a course for continual program evolution. Implements new local strategies to continually improve service delivery.
- Reporting - Uses a combination of standard Block by Block reporting processes combined with processes developed specifically to update stakeholders on accomplishments and program effectiveness.
- Hands On - The Operations Manager is an important element of the program's visibility and is expected to be a "working" manager to actively participate in daily safety and cleaning tasks and duties.

### TEAM LEADER

**Summary** - Provides an exemplary model of customer service, hospitality, and operational procedures while leading and managing the team in clean and safe services.

#### Essential Functions

- Frontline leadership - Responsible to manage shift duties of the clean and safe ambassadors while ensuring compliance to all Block by Block standards, procedures, and policies.
- Observe and Report - While on patrol be watchful for ambassador performance, overall cleanliness of the district, and unwanted behaviors or criminal activity. Dispatch Clean or Safety Ambassadors via two-way radios to areas of need. Must be able to articulate an accurate description of persons, vehicles, and other similar identifiers.
- Hospitality and Customer Services - While on patrol will go out of the way to actively acknowledge pedestrians with a friendly greeting or identify visitors in order to provide directions, information, city information or recommendations.
- Reporting - Must be able to provide written reports of broken infrastructure, graffiti on private property, and provide a basic daily report of accomplishments and tasks completed. Must be able to provide direction and counsel to team members and report concerns to Operations Manager.
- Professionalism - Must maintain a positive, professional environment in full compliance with applicable laws, regulations, policies, procedures and overall Block by Block standards of expected professionalism

## CLEAN AMBASSADORS

**Summary** - Provides a high level of visibility at the street level to carry out a wide variety of tasks to improve the overall appearance of the service district they are assigned to.

### Essential Functions

- Manual litter collection - Circulate through assigned work zone with a rolling can containing supplies and tools to take care of address the following tasks:
  - Removing litter, weeds, cigarette butts ,and other debris on sidewalks, street gutter, and alleys
  - Remove graffiti and posters from light posts, trash cans, news boxes and other public infrastructure
  - Damp wipe and straighten horizontal surfaces, trash can lids, news boxes and other infrastructure.
- Observe and report - While on patrol be watchful for unwanted or criminal activity to report to Safety Ambassadors via two-way radios. Must be able to articulate accurate descriptions of persons, and other identifiers.
- Hospitality and customer service - While on patrol will go out of the way to acknowledge pedestrians with friendly greeting or identify visitors to provide directions, information, city information or recommendations.
- Reporting - Must be able to provide written reports of broken infrastructure, graffiti on private property, and provide a basic daily report of accomplishments and tasks completed.
- Professionalism - Must maintain a positive, professional demeanor in full compliance with laws, regulations, policies, procedures and overall Block by Block standards of expected professionalism.

## HOSPITALITY/SAFETY AMBASSADORS

**Summary** - Hospitality/Safety Ambassadors will be primarily responsible for engaging as many visitors as possible. They will be cross trained to provide both hospitality, but also be able to recognize safety or quality of life concerns and report these to the Safety Ambassadors/supervisor for resolution. Hospitality Ambassadors main focus is to engage the public.

### Essential Functions

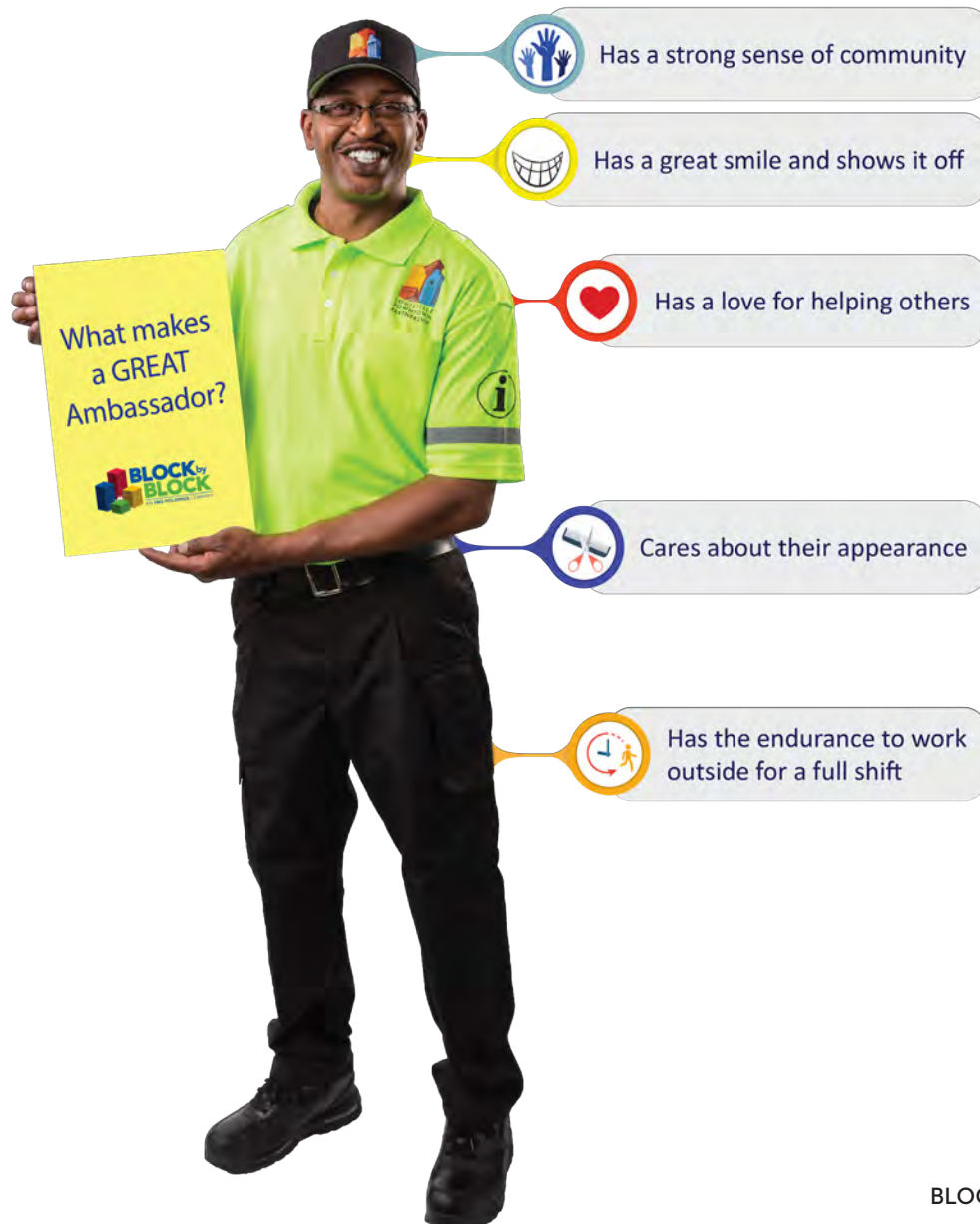
- Hospitality And Customer Service - While on patrol you will go out of the way to actively acknowledge pedestrians with a friendly greeting or identify visitors in order to provide directions, information, city information, or recommendations. You are a walking information booth.
- Observe And Report - While on patrol be watchful for unwanted behaviors or criminal activity and report to Safety Ambassadors via two-way radios. Must be able to articulate an accurate description of persons, vehicles, and other similar identifiers.
- Reporting - Must be able to provide written reports of broken infrastructure, graffiti on private property, and provide a basic daily report of accomplishments and tasks completed.
- Serving as a deterrent - Traverse the streets to circulate through assigned zone to deter unwanted activity through uniformed visible presence.
- Address unwanted activities - Ambassadors will firmly and courteously request compliance to persons violating low level quality of life crimes, such as aggressive panhandling, non-aggressive panhandling, loitering, disruptive behavior, etc.
- Stakeholder relations- Ambassadors will be responsible for making a specified number of visits to district businesses to share information and make professional contacts on behalf of the customer.
- Reporting - Must be able to develop written Incident Reports and Property Condition Reports. As well, Ambassadors must provide a daily written report to document shift activities
- Professionalism - Must maintain a positive, professional environment in full compliance with applicable laws, regulations, policies, procedures and overall Block by Block standards of expected professionalism.

## SPECIAL PROJECTS

**Summary** - Provides a high level of visibility at the street level to carry out a wide variety of tasks to improve the overall appearance of the service district they are assigned to.

### Essential Functions

- Manual and/or mechanical cleaning - Circulate through assigned work zone on foot or utilizing one of several machines to provide a variety of appearance enhancing services including:
  - Operating a variety of equipment to vacuum, remove gum, and otherwise clean sidewalks
  - Power Washing of district sidewalks
  - Flower watering and other landscape enhancing activities
- Observe and report - While on patrol be watchful for unwanted behaviors or criminal activity and report to Safety Ambassadors via two-way radios. Must be able to articulate an accurate description of persons, vehicles, and other similar identifiers.
- Hospitality and customer service - While on patrol will go out of the way to actively acknowledge pedestrians with a friendly greeting or identify visitors in order to provide directions, information, city information or recommendations.
- Reporting - Must be able to provide written reports of broken infrastructure, graffiti on private property, and provide a basic daily report of accomplishments and tasks completed.
- Professionalism - Must maintain a positive, professional environment in full compliance with applicable laws, regulations, policies, procedures and overall Block by Block standards of expected professionalism.





# OUR RECOMMENDATIONS

**D**rawing on our experience in providing similar services to districts all across the country – many of which offer the similarities of having large foot prints and strong night time economies – we have developed a number of recommendations. While a specific number of service hours, times or staffing plan was specified, we’ve worked to develop a reasonable plan which includes the staffing, equipment and other resources necessary to tackle the work we identified at the street level.

## CLEANING & MAINTENANCE

- Graffiti** - The many “nuisance” graffiti tags mentioned in our observations, particularly on public infrastructure, could be addressed by providing YES Team Ambassadors with basic graffiti remover, rags and scrapers. Incorporating this will have an immediate impact on the appearance of the area. This is a common practice in all Block by Block locations. We also would recommend creating a program by which the YES Team Ambassadors can secure a waiver from a property owner to remove graffiti tags on ground level building facades, which can be done with special graffiti removers or matching of paint.
- Preparing Ambassadors to Better Tend to Details** - As part of programming for districts across the country, we provide our Cleaning Ambassadors with large, rolling cans called Mega Brutes. They allow us to provide our Ambassadors with nearly everything they need to address the issues they encounter, which can include wiping of fixtures, water to address isolated spills and stains and graffiti removers while increasing visibility at the street level.
- Reporting through the SMART System** - A significant responsibility of any good cleaning and maintenance team will be the ability to generate maintenance reports in the field as issues are identified and get those requests to appropriate city agencies who can best address. This will all be work flowed through our SMART System. The SMART System will allow us to track and share nearly every activity that takes place in the public right of way.



## HOSPITALITY & SAFETY

- **Creating a Visible Presence** - More than anything a highly visible, uniformed presence will convey a sense of order and personal safety those visiting Ybor City. Some of the duties of the Hospitality and Safety Team we envision includes the following:
  - Continually engaging pedestrians to offer a greeting. The greeting is the open door that leads to great interactions with visitors. It's these interactions that adds the charm people expect when they come to a destination known for style and charm like Ybor City. We are also highly flexible in working with your team to add the small touches to the program that will add even more persona to Ybor City.
  - Engaging businesses on a regular basis to share information, such as event calendars and to get the "local scoop" of what's happening at businesses that can be invaluable to the YBOR City Development Corporation. These business contacts can all be tracked in the SMART System with a report of businesses contacted emailed to the YCDC staff.
  - We also envision the team will serve as a visible deterrent and disruptor to unwanted activity, such as panhandling, illegal vending and generally disruptive behavior. Ambassadors will not engage any persons or groups that pose a threat to their safety, but instead will document the activity as an Incident Report in the SMART System and communicate the activity to the Tampa Police.
- **Strategic Deployment** - We envision deployment of Ambassadors would be conducted through the following means to create maximum visibility.
  - **Foot** - Ambassadors patrol on foot in areas of high pedestrian traffic, such as 7th Avenue.
  - **Kiosk** - A trike kiosk staffed with an Ambassador is recommended and can be strategically deployed to those areas where it can be easily recognized and maximize interactions.
  - **Bike** - We recommend having Ambassadors patrol the areas off 7th Avenue, particularly focusing on providing a visible deterrent around parking lots and Centennial Park.
- **Disrupting Socially Unacceptable Behaviors**
  - **Interacting with Members of the Street Population** - A significant portion of what Ambassadors will be trained and expected to do is to interact with members of the Street Population. Additionally, all Ambassadors, both clean and safe, will receive training in mental health first aid as part of their new hire training.
  - **Ability to Respond** - As part of the services of Ambassadors provide they can be called on by merchants or businesses to engage persons in the district that might need some assistance or who might be acting in a disruptive way. This in most cases is a great service as it's an alternative to contacting police. In many cases Ambassadors can provide a quicker response since these are most often deemed to be low priority issues.
  - **Developing a Top 10/20 Database** - Each Ambassador will document their ongoing interactions with the top 10-20 most visible persons in Ybor City in the SMART System. It's this ability to tell a broad story of the persons that are most in need that we've found beneficial in being able to work with providers to create better situations or gain the necessary help or accountability for members of the street population.
- **Reporting is Key** - Just as with the cleaning the SMART System will be a critical piece of the service we deliver to the YCDC and the City of Tampa. Safety Ambassadors will utilize the SMART System to:
  - Document all engagements with pedestrians and engagements
  - Generate Incident Reports of any activity that is deemed to be out of the ordinary, so that it can be followed up on by others.
  - Providing overviews to city partners, such as the Tampa Police Department, of instances of social unacceptable behaviors (SUBs), which we are seeing, but probably doesn't warrant a request for police assistance. This can help paint the picture of the challenges and issues related to perceptions in the YBOR city service area.



## EQUIPMENT RECOMMENDATIONS AND UNIFORMING

A huge part of the Block by Block model centers on being highly visible and professional presence when delivering services. We have an in-house graphics team that will develop modern and attractive uniforms, equipment branding and additional collateral to bring the message of your district to the street level to make your program highly visible for district goers and stakeholders. One of the most important aspects of your program will be the creating a uniform and correlating branding that will be recognized on the streets. We want to create a look that stands out from the crowd and is easily recognized – this will include the uniform, branded equipment and other collateral.

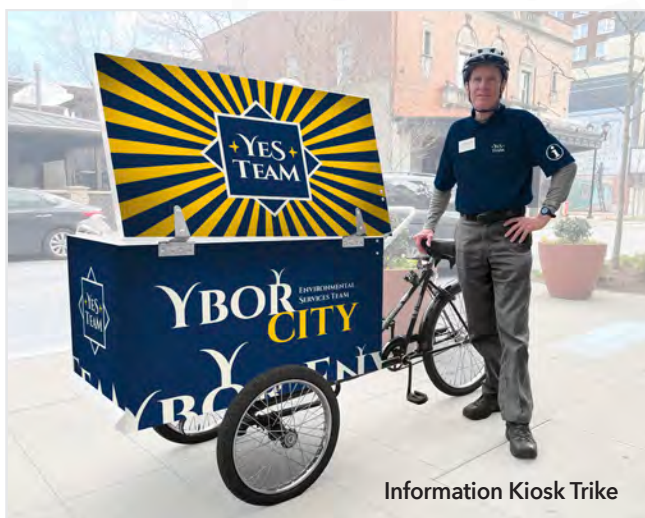




One key element of all Block by Block programming is branding to bring the City's messaging to the street level to increase visibility of services. A properly branded program makes a bigger impact and gives the impression that the program is much larger than it is, adding value of the investment for your stakeholders. Below are some of our branding recommendations for key pieces of equipment.



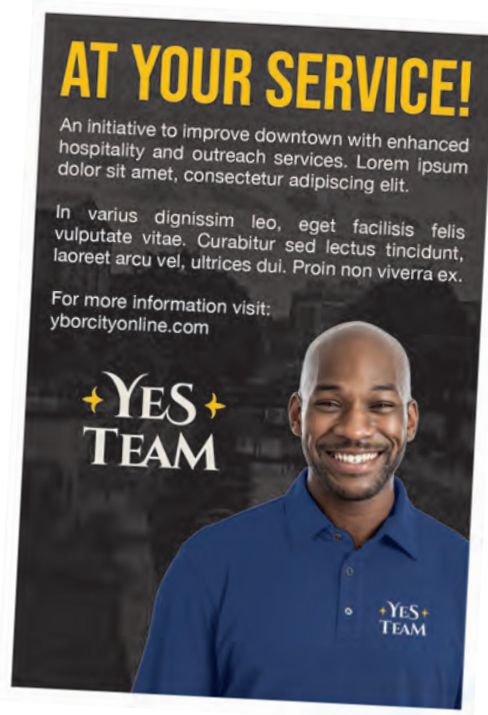
Mega Brute



Information Kiosk Trike



Pressure Washing Trike



# PROPOSED BUDGET

We understand how big of an investment it is to run an Ambassador Program for your district, and we understand the importance of being a good steward of those dollars. We have taken great pride in creating a program that is both dynamic and impactful for you and are pleased to present you with the total cost to implement Ybor City Community Ambassadors and Environmental Clean Team Services for the City of Tampa. If selected based on our experience and capabilities, we'd recommend having a discussion on how we can customize a program to meet the requirements of service area and your budget. Like everything presented in this document, we view these budget illustrations as a starting point for more meaningful discussion about how a Block by Block managed program can work for your district.

SUMMARY OF COST	
Element	Annual Cost
YBOR Ambassadors	\$402,539.70
YBOR Clean Team CRA 1	\$415,614.87
YBOR Clean Team CRA 2	\$115,448.58
YBOR Expanded Boundary Area	\$32,325.60
TOTAL	\$965,928.76

## Pricing Illustration - Ybor City Community Ambassadors

Category	\$	%
Labor (all positions with payroll taxes)	\$311,345.63	77.3%
Benefits	\$15,194.78	3.8%
Labor Related (background checks, recruiting, awards, etc.)	\$2,164.31	0.5%
Uniforms	\$6,318.00	1.6%
Cell Phones (full data plans)	\$2,052.00	0.5%
Equipment	\$9,151.79	2.3%
Equipment Related (fuel, maintenance, insurance, parking)	\$823.66	0.2%
Office/Storage Location	\$12,700.00	3.2%
Water (Pressure Washer & Office Location)	\$900.00	0.2%
Janitorial Supplies		
Dumpster / Trash		
Office Supplies	\$562.50	0.1%
Administrative Support (mgmt, travel, postage, etc.)	\$9,791.67	2.4%
Profit (8.5% of total)	\$31,535.37	7.8%
<b>TOTAL</b>	<b>\$402,539.70</b>	<b>100.0%</b>

## Pricing Illustration - Environmental Clean Team

Category	\$	%
Labor (all positions with payroll taxes)	\$340,983.20	60.5%
Benefits	\$23,715.03	4.2%
Labor Related (background checks, recruiting, awards, etc.)	\$3,302.97	0.6%
Uniforms	\$8,121.75	1.4%
Cell Phones (full data plans)	\$2,052.00	0.4%
Equipment	\$61,279.32	10.9%
Equipment Related (fuel, maintenance, insurance, parking)	\$45,519.14	8.1%
Office/Storage Location	\$12,700.00	2.3%
Water (Pressure Washer & Office Location)	\$900.00	0.2%
Janitorial Supplies	\$9,050.00	1.6%
Dumpster / Trash		
Office Supplies	\$562.50	0.1%
Administrative Support (mgmt, travel, postage, etc.)	\$11,066.67	2.0%
Profit (8.5% of total)	\$44,136.47	7.8%
<b>TOTAL</b>	<b>\$563,389.05</b>	<b>100.0%</b>



## EQUIPMENT SPECIFICATION

Block by Block has always believed the cornerstone of any Ambassador Program is the human engagement and hard work provided by front-line Ambassadors. While we know the Ambassadors assigned in the City of Tampa are the number one driver of visibility and program effectiveness, we recognize the importance to invest in equipment and tools to maximize our efficiency. This allows the staff to be more productive in carrying out their work and adds to the dynamic presence of our programs. The investment in equipment is significant and it's an important element in the overall branding of the district. Below we have detailed our recommendations for the initial fleet of equipment that will be needed for the Community Ambassadors and the Clean Team. Costs for shared equipment, such as computers and breakroom fixtures, have been split between both programs. These costs have already been included in the overall budget summaries on the previous page.

### YBOR CITY COMMUNITY AMBASSADORS

CAPITAL EQUIPMENT (included in the "Equipment" line in the budget summary)				
Items	Unit Price	Qty	Total	Amortized
Info Cart (Small trike mounted)	\$5,500.00	1	\$5,500.00	\$2,068.20
Bikes	\$875.00	2	\$1,750.00	\$658.06
Computers and Printer	\$2,100.00	0.5	\$1,050.00	\$394.84
Two Way Radios	\$425.00	5	\$2,125.00	\$799.08
SMART Devices	\$550.00	6	\$3,300.00	\$1,240.92
Break Room Table, Microwave, Fridge, Lockers	\$1,125.00	0.5	\$562.50	\$211.52
<b>TOTAL</b>			<b>\$ 14,287.50</b>	<b>\$5,372.62</b>

### ENVIRONMENTAL CLEAN TEAM

CAPITAL EQUIPMENT (included in the "Equipment" line in the budget summary)				
Items	Unit Price	Qty	Total	Amortized
Gator (4x6)	\$15,600.00	1	\$15,600.00	\$5,866.17
Pressure Washing Trike	\$5,400.00	1	\$5,400.00	\$2,030.60
Billy Goat (self-propelled)	\$2,000.00	1	\$2,000.00	\$752.07
Power Washer (Trailer Mounted)	\$12,500.00	1	\$12,500.00	\$4,700.45
Commercial Lawn Mowers	\$8,500.00	2	\$17,000.00	\$6,392.62
Landscaping (Blower, Weed Eater, Trailer, etc.)	\$2,000.00	1	\$2,000.00	\$752.07
Computers and Printer	\$2,100.00	0.5	\$1,050.00	\$394.84
Two Way Radios	\$425.00	6	\$2,550.00	\$958.89
SMART Devices	\$550.00	6	\$3,300.00	\$1,240.92
Break Room Table, Microwave, Fridge, Lockers	\$1,125.00	0.5	\$562.50	\$211.52
<b>TOTAL</b>			<b>\$ 72,012.50</b>	<b>\$27,079.32</b>

# IN SUMMARY

**W**e have taken the time to thoughtfully craft a vision for what services could accomplish for the City of Tampa's Ybor Community Ambassador and Environmental Clean Team programs and have built the enclosed operating plan and budget to reflect this vision. We view most of our proposals as a starting point for a meaningful discussion that crafts our expertise and ideas with your day in and day out experience in your district. We'd appreciate the opportunity to work with you to collaborate on the best possible plan for your district.

**On behalf of everyone at Block by Block, we appreciate this opportunity and we look forward to hearing from you soon!**

