

REQUEST FOR PROPOSAL

JUNE 1, 2026

CLEAN AMBASSADOR PROGRAM

CITY OF HOLLYWOOD DEPARTMENT OF PUBLIC WORKS

Submitted to:

William Varandas

Fiscal Affairs Manager

City of Hollywood Department of Public Works

1600 South Park Rd

Hollywood, FL 3302

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Submitted by:

John Koch

Division Vice President

Block by Block

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LETTER OF TRANSMITTAL

William Varandas
Fiscal Affairs Manager
City of Hollywood Department of Public Works
1600 South Park Rd
Hollywood, FL 3302

June 1, 2026

Dear Evaluation Committee,

For more than 15 years, Block by Block has proudly partnered with the Hollywood Community Redevelopment Agency and the City to help maintain a clean, welcoming, and vibrant downtown environment. Throughout that time, our team has become deeply connected to the community, developing not only an operational understanding of the district but also a genuine sense of ownership and pride in Hollywood's continued success.

Our team has consistently demonstrated the flexibility and commitment necessary to support one of South Florida's most active and event-driven downtowns. From supporting large-scale community celebrations such as the Mardi Gras festivities, the St. Patrick's Parade, and the iconic Hollyweird Halloween event, to responding to day-to-day operational challenges, Block By Block has remained a dependable partner focused on keeping Hollywood clean, safe, and presentation-ready.

That commitment extends far beyond the contractual scope of services. Our team routinely addresses alleyways and secondary areas that directly impact the perception of downtown cleanliness, ensuring that hidden spaces receive the same attention to detail as primary corridors. We have also worked collaboratively with the Hollywood Police Department during encampment clean-up efforts, approaching these sensitive situations with professionalism, compassion, and responsiveness.

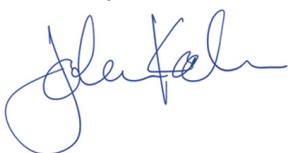
Additionally, Block By Block was proud to stand alongside the City during the historic April 12, 2023, flooding event – the so-called "1,000-year storm." During that emergency, our team remained on scene assisting wherever possible to help restore order, remove debris, and support recovery efforts during an unprecedented challenge for the community. We remain poised to serve Hollywood through annual updates to our company-based, proven emergency action plans for hurricanes and other events.

As we look toward the future, Block By Block is excited about the opportunity to expand and enhance our services throughout Hollywood. We believe there is a tremendous opportunity to extend the same high level of care, visibility, and operational excellence further down Hollywood Boulevard toward I-95, strengthening the corridor's overall appearance and connectivity. We are equally enthusiastic about bringing our attention to detail, hospitality-focused approach, and enhanced maintenance strategies to the City's iconic Broadwalk – one of Hollywood's most cherished destinations.

Our organization combines local experience with the resources and innovation of a national company serving more than 200 districts across the country. That experience allows us to bring proven best practices, operational flexibility, specialized equipment resources, and responsive leadership support while still maintaining the personalized service and accountability that Hollywood has come to expect over the past 15 years.

Thank you for the opportunity to continue serving the City of Hollywood. We value this longstanding partnership and remain committed to helping Downtown Hollywood and the Broadwalk continue to thrive for residents, businesses, and visitors alike.

Sincerely,



John Koch
Division Vice President

EXECUTIVE SUMMARY

OVERVIEW OF PROPOSAL

Block by Block is a leader in urban place management services, specializing exclusively in the care, activation, and stewardship of public spaces. From downtowns and transit systems to campuses, parks, and special districts, we understand that public spaces are complex environments that require more than traditional service delivery. They demand a thoughtful operating model – one built around people, place, and performance.

SPECIALISTS IN PUBLIC SPACE OPERATIONS

Public spaces are not one-size-fits-all. They are shaped by perception, usage patterns, policy, climate, and community expectations. Our business was built specifically to operate in these environments, and our entire model reflects that focus. Our teams are trained to work within the nuances of public-facing spaces – balancing safety, hospitality, maintenance, and outreach while remaining flexible and responsive to evolving conditions.

With decades of experience and hundreds of programs across the US, we bring proven expertise, best practices, and industry leadership to every partnership. We don't adapt a private-sector model to public spaces; we operate a model designed for them.

TECHNOLOGY THAT PROTECTS AND STRENGTHENS YOUR INVESTMENT

At the core of our operations is the SMART System, Our company's proprietary technology platform designed specifically for public space management. SMART provides real-time visibility into field activity, enabling accurate reporting, performance tracking, and data-driven decision-making.

Through SMART, clients gain:

- Transparent documentation of services delivered
- Actionable insights tied to KPIs and program goals
- Consistent reporting that supports accountability and funding justification
- A clear return on investment through verified outcomes

This technology ensures your investment is protected, your program is defensible, and your leadership team has the information needed to plan confidently for the future.

WHAT WE ACCOMPLISHED

To further demonstrate our operational capabilities and commitment to Downtown Hollywood, the following accomplishments highlight the proactive, high-impact services our team currently delivers throughout the district:

- Successfully managed and supported major Downtown Hollywood special events including the Hollyweird Halloween event, St. Patrick's Day Parade, and Mardi Gras festivities, providing operational coordination, cleanliness, and event support services.
- Maintained the newly improved Hollywood Boulevard streetscape, including ongoing care of pavers and public infrastructure, while currently supporting the Harrison Street construction project through specialized paver maintenance and protection efforts.
- Repainted yellow curbs throughout Downtown Hollywood to maintain visibility, safety, and overall district appearance.
- Performed alley cleaning services throughout Downtown Hollywood beyond the program's contractual scope to help ensure cleaner and more welcoming public spaces.
- Partnered closely with the Hollywood Police Department on homeless encampment cleanups and emergency auto accident response cleanups to support public safety and rapid district recovery efforts.
- Led cleanup and recovery operations following the April 21, 2023 storm, demonstrating the team's ability to mobilize rapidly during major weather events and emergencies.
- Maintained and executed a comprehensive hurricane preparedness and response plan that is reviewed and updated annually to ensure operational readiness in the event of a natural disaster.

EXECUTIVE SUMMARY

A PROVEN MODEL DESIGNED TO MAXIMIZE OUTCOMES

Our organization's approach is rooted in intentional program design, local customization, and consistent execution. We work closely with stakeholders to align services with community goals, whether that's improving cleanliness and safety, addressing perception challenges, increasing activation, or enhancing the overall user experience. This structure allows us to deliver measurable outcomes while remaining nimble enough to respond to daily realities on the ground.

Our Approach to Hours & Deployment

We operate more than 200 Ambassador Programs for downtowns and public spaces of all sizes. Through this experience, we recognize a shared reality across even the most well-capitalized districts: resources are finite. For that reason, our model focuses on maximizing a defined number of weekly personnel hours.

We collaborate closely with our customers to strategically allocate those hours into a highly efficient deployment plan that delivers the greatest possible impact. This includes establishing a clear baseline daily work plan while intentionally building in flexibility to respond to real-time needs such as special events, weather conditions, construction activity, or emerging hotspots.

Our Approach to Staffing

Staffing remains one of the most significant challenges facing service organizations today. Our company has proactively addressed this challenge through sustained investment and operational focus over the past five years.

- **Centralized Recruitment Support:** Our corporate support center includes a dedicated five-person recruitment team responsible for sourcing candidates, prescreening applicants, and scheduling interviews. This structure allows on-site managers to focus their time on selecting the right candidates and leading their teams, rather than navigating administrative hiring burdens.
- **Predictive Scheduling & Workforce Stability:** We have implemented predictive scheduling across our operations to ensure programs are always staffed appropriately. While this approach carries modest additional costs, it dramatically improves service consistency, reduces operational strain, and protects program performance from the disruptions caused by understaffing.

Our Approach to Training & Developing Local Leadership

Our company is deeply committed to developing strong local leadership. We promote from within whenever possible while also maintaining a structured onboarding and training pathway for managers joining us from outside the organization.

All programs benefit from:

- Direct mentorship from the assigned Operations Manager and Regional Vice President
- Participation in our monthly New Manager Training Program in Louisville
- Ongoing operational, leadership, and performance coaching for Operations Managers and Supervisors

This layered training and mentorship approach ensures local leaders are fully supported, aligned with company standards, and equipped to manage the unique demands of public-space environments.

Corporate Involvement & Quality Assurance

Unlike decentralized or franchise-style service providers, Our company maintains active corporate involvement throughout the life of every program. Our leadership team is deeply experienced in public-space operations and remains engaged alongside local management to reinforce standards, provide strategic guidance, and ensure accountability.

We maintain the corporate depth necessary to support programs consistently, without losing the local knowledge and responsiveness that public spaces require. This balance allows us to drive uniform service quality while remaining adaptable to community needs.

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**PROFILE OF
PROPOSER**

WHY BLOCK BY BLOCK

Block by Block brings a wealth of experience and a unique approach to the creation of tailored programs for our customers. Our track record showcases a history of developing and implementing specialized initiatives that go beyond traditional service providers. We understand each community has its distinct needs and aspirations, and we are committed to crafting solutions that align perfectly with that vision.

We believe in fostering teams that are deeply invested in the mission of our customers and the greater work achieved through effective place management. This philosophy goes beyond mere job duties, titles, or core assignments. Instead, it encourages everyone on our team to actively contribute to improving the overall experience of the area. Our experience has demonstrated that by embracing this holistic approach, not only do we improve district conditions and program visibility, but we also cultivate a more dynamic and promotable team. We are confident that no other vendor embodies this philosophy quite like Block by Block.

We look forward to continuing to partner with your organization to play a vital role in your plan for the next iteration of Downtown Hollywood's open spaces and advancing the district's identity.

OUR VISION

Block by Block is a group of diverse, innovative people who grow together because they are empowered to dream, problem-solve and make things happen for their customers, spaces, communities and coworkers.

OUR MISSION

With pride, we make public spaces friendly and vibrant for the communities we serve.



ABOUT BLOCK BY BLOCK



At Block by Block, we continue to set the standard for providing cleaning, safety, hospitality and outreach services in urban spaces with in-depth training, meticulous recruiting practices and an innovative operating model. As we grow, we continue to put a strong emphasis on building strong connections with the communities we service to influence operations as a whole.

Block by Block is the most experienced provider of public realm services to cities and improvement districts in the country. As an independent company, we have been providing services since 2002, with our first district launching in 1995 with our former parent company, Brantley Security. That district, the Louisville Downtown Partnership, is still a customer today!

Our many years of experience in the region and knowledge of climate and the ability to share our culminated best practices will allow us to provide quick resolution to issues for Downtown Hollywood]. Over the past few years, we have further expanded our expertise through being selected by a number of districts, including direct city contracts, both large and small.

As the Nation's largest privately owned cleaning, hospitality, safety, and outreach services provider, doing work specifically in the public realm, we bring our experience and expertise to you in the form of a well thought out service model for Downtown Hollywood. Based on our firsthand experience working with BIDs, there are a number of drivers that shape our approach to operations and guide the way we initiate change within our programs. We approached this proposal process with enthusiasm to create a partnership with a focus on delivering services with the following objectives in mind:

- Creating better managed public spaces through our expertise in maximizing the outcomes of cleaning, safety and hospitality functions of our team.
- Creating a thoughtful strategy to enhance the visibility and presence of district services.
- Help Downtown Hollywood tell the story of "why" the Ambassador programs are critical to the ongoing development of the district.
- Establish a balance between operational outcomes and prospective ways to engage in outreach and workforce development opportunities for vulnerable population groups in the city.

More than a service vendor, Block by Block is your one-stop solution for downtown services.

Services geared to the future for a better public space experience:

- Clean and green solutions for environmental maintenance
- Strong focus on community-based quality of life programming
- Turnkey operations focused on driving outcomes for our partners
- Smart technology to tell the story of the district to stakeholders

Experts in transforming public spaces through proven practices and innovative operations.

Sophisticated operations go beyond the street level to include:

- Proven leadership programs to help engaged employees advance their careers
- Commitment to equity and diversity with a 73.5% minority share within our ranks
- High long-term retention driven by quality culture
- Workforce development partnerships giving opportunities to historically excluded groups

CUSTOMER REFERENCES

CITY OF GAINESVILLE (GAINESVILLE, FL)

DOWNTOWN AMBASSADOR GAINESVILLE

Serving Since: October 2024
Ambassadors: 13
Contract: \$1,008,000
Contact Name: Rick Smith, Director
Email: SmithRD@cityofgainesville.org
Phone: (352) 393-8203
Website: www.gainesvillecra.com
Services Provided:
Environmental Maintenance,
Hospitality, Outreach

CITY OF CORAL GABLES (CORAL GABLES, FL)



Serving Since: December 2017
Ambassadors: 8
Contract: \$530,580
Contact Name: Kevin Kinney, Director
Email: kkinney@coralgables.com
Phone: (305) 460-5528
Website: http://citybeautiful.net/
Services Provided:
Environmental Maintenance

YBOR CITY DEVELOPMENT CORPORATION (TAMPA, FL)



Serving Since: November 2022
Ambassadors: 14
Contract: \$969,949
Contact Name: Cedric McCray, CRA Director
Email: ccra@tampagov.net
Phone: (352) 393-8203
Website: https://yborcityonline.com/
Services Provided:
Cleaning & Maintenance,
Hospitality & Safety

COCONUT GROVE BUSINESS IMPROVEMENT DISTRICT (COCONUT GROVE, FL)



Serving Since: June 2011
Ambassadors: 7
Contract: \$407,133
Contact Name: Cynthia Seymour, Interim Executive Director
Email: Cynthia@grovebid.com
Phone: (305) 461-5506
Website: www.coconutgrove.com
Services Provided:
Hospitality Services, Environmental Maintenance

DOWNTOWN VISION, INC. (JACKSONVILLE, FL)



Serving Since: January 2013
Ambassadors: 25
Contract: \$1,421,427
Contact Name: Jake Gordon, President
Email: Jake@downtownjacksonville.org
Phone: (904) 634-0303
Website: www.downtownjacksonville.org
Services Provided:
Hospitality Services, Environmental Maintenance, Social Service Outreach

WEST PALM BEACH (WEST PALM BEACH, FL)



Serving Since: July 2024
Ambassadors: 35
Contract: \$2,97,6000
Contact Name: Teneka James-Feaman, Executive Director
Email: tjames@downtownwpb.com
Phone: (561) 833-8873
Website: http://www.downtownwpb.com
Services Provided:
Environmental Maintenance, Public Safety, Hospitality, Pressure Washing

VENDOR INFORMATION

CONTRACTOR INFORMATION

Mydatt Services Inc., d.b.a. Block by Block

101 South Fifth Street Suite 1850

Louisville, KY 40202

Phone: (888) 456-2624

Fax: (502) 749-0522

CONTACTS

Derreck Hughes, *Vice President of Operations*
dhughes@blockbyblock.com (502) 592-3263

John Koch, *Central Divisional Vice President*
jkoch@blockbyblock.com | (713) 817-4573

Jason Stewart, *Regional Vice President*
cratledge@blockbyblock.com | (251) 370-7514

PARENT COMPANY/LEGAL STRUCTURE

Mydatt Services Inc., d.b.a. Block by Block is a privately held corporation and is fully owned by SMS Holdings. SMS gives Block by Block autonomy in all decision making and strategic planning, while providing all back-office support.

HISTORY OF BUSINESS

SMS Holdings Corporation: Since 1988

Block by Block: Since 2002

First District: Since 1995 (previously operated as part of sister company, Brantley Security)

FINANCIAL STABILITY

SMS Holdings has a strong financial position. All growth is financed internally. The most recent financial statements can be found in **Attachment A** of this proposal.

APPLICABLE LICENSES AND PERMITS

Mydatt Services, Inc. is licensed to conduct business and is in compliance with all processes and procedures for licensing individual employees to work in an unarmed safety patrol role. (**See Attachment B.**)

INSURANCE

Block by Block will maintain the insurance requirements laid out by your RFP while providing services under contract with your organization:

- Commercial General Liability Insurance shall be written for a combined single limit of \$5,000,000 and Occurrence and \$5,000,000 General Aggregate.
- Worker's Compensation Insurance covering all persons employed by Block by Block; employer liability insurance with \$1,000,000 minimum limit each accident; \$1,000,000 policy limit; \$1,000,000 each employee.
- Automobile Liability Insurance liabilities for Bodily Injury and Property Damage applying to owned, non-owned, and hired automobiles for a combined single limit of \$5,000,000.
- Umbrella Liability Insurance applying excess of Coverage A and C for a combined single limit of \$10,000,000 each occurrence and \$10,000,000 annual aggregate.

BLOCK BY BLOCK STATEMENT OF DIVERSITY, EQUITY AND INCLUSION

At Block by Block, we are committed to building more just, inclusive, and equitable communities – starting from within our own organization. We believe that every person deserves the opportunity to thrive, regardless of race, gender, sexuality, ability, or background. Our DEI efforts are grounded in action, guided by data, and shaped by our belief in the transformative power of diverse voices and lived experiences.

We put our values into practice by:

- Creating equitable workforce opportunities by partnering with community-based organizations to engage and employ individuals from historically disadvantaged groups.
- Championing supplier diversity by sourcing materials, supplies, & services from certified WBE/DBE vendors whenever possible.
- Advocating for economic equity through livable wages and fair compensation embedded in our service contracts.
- Investing in internal advancement, with a workforce that is currently 73.5% minority and a leadership pipeline that ensures a minimum of 50% minority participation in our Leadership Development Program.
- Supporting community-driven DEI work by budgeting annual sponsorship dollars for organizations focused on inclusion, equity, and opportunity.

Through these actions, we aim to dismantle structural inequities, affirm the value of every team member and community member, and lead with purpose as we help shape more inclusive public spaces.



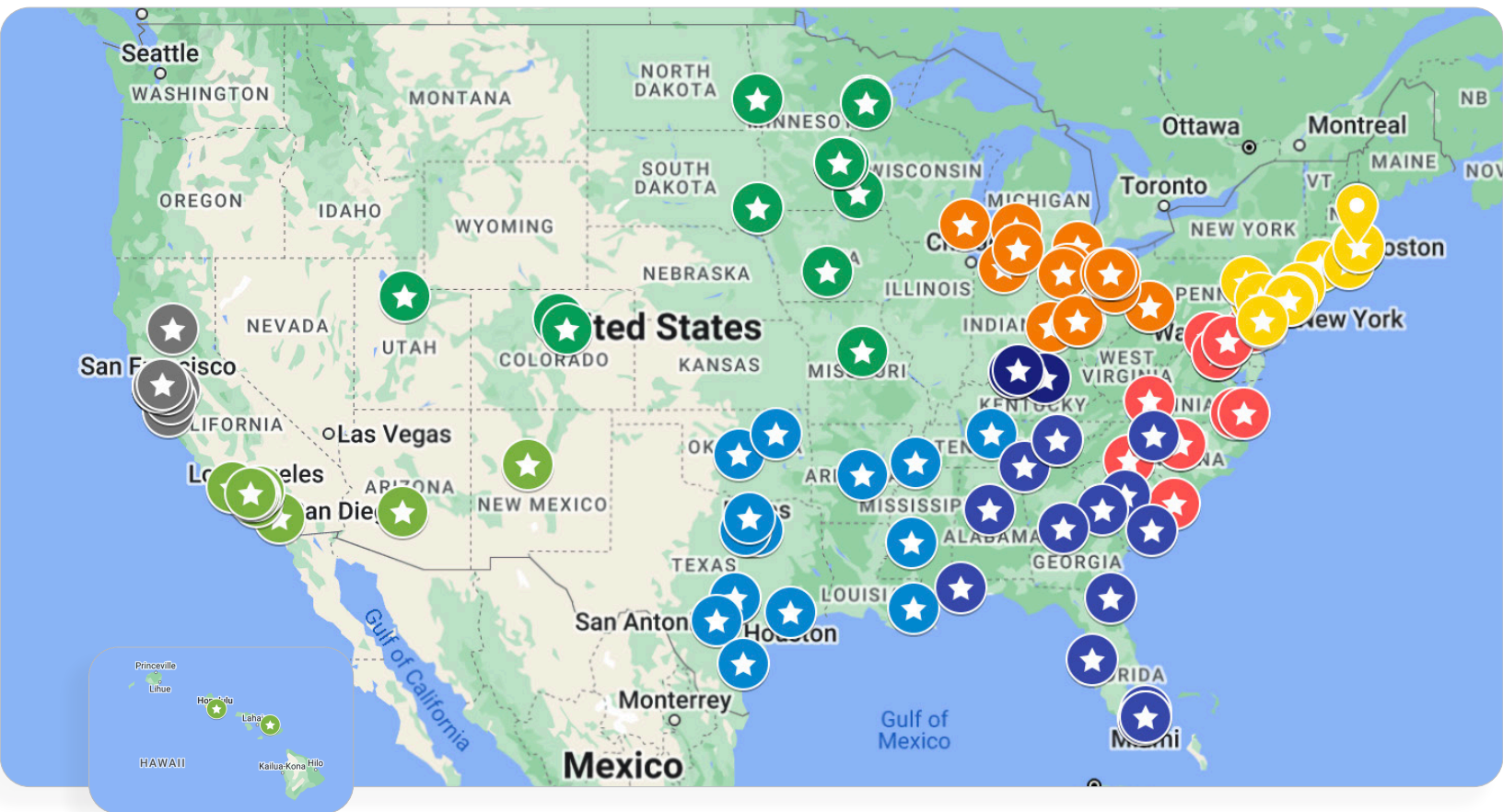
“ In every interaction, whether senior leadership or each Ambassador on the street, Block by Block has consistently exceeded expectations. Their dedication, professionalism, and unwavering commitment to excellence make them an invaluable partner in maintaining the vibrancy and safety of Downtown Long Beach. ”

Austin Metoyer | President & CEO, Downtown Long Beach Alliance

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**SUMMARY OF
PROPOSER'S
QUALIFICATIONS**

EXPERIENCE & QUALIFICATIONS



Block by Block not only serves more Improvement District type organizations than any other company in the country, but we also 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. The following charts represents the individual service elements that make up our current portfolio of Ambassador Programs.

Block by Block specializes in providing hybrid Ambassador Programs which take two or more service elements listed 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, but we are also skilled in creating highly-flexible teams 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 programs 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 instead focus on high-level outcomes of the program for their stakeholders.

Services	Cleaning	151
	Safety	95
	Hospitality	75
	Outreach	37
	Landscaping	9
	Other Elements	26

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

EXPERIENCE & QUALIFICATIONS

A PROVEN LEADER IN AMBASSADOR PROGRAMS

Block by Block is the leading provider of fully managed Ambassador Programs nationwide, serving more improvement districts – and more unique, multifaceted programs – than any other company in the industry. Our depth of experience is the foundation of our ability to deliver custom, non-cookie-cutter solutions that reflect the distinct needs, priorities, and character of each community we serve.

Unlike providers offering single-service solutions, BBB specializes in hybrid Ambassador Programs that combine two or more service elements into one seamless, fully integrated operating model. Today, more than 70% of our active programs are hybrid programs requiring flexible teams, adaptable deployment, and experienced oversight to respond to the ever-changing needs of the urban service area. This expertise has allowed us to expand beyond traditional downtown districts into parks, transit systems, municipal spaces, and emerging public-space environments that demand dynamic, responsive service delivery.

Comprehensive, Turnkey Operating Model - When customers contract with Block by Block, they are gaining far more than uniforms, equipment, or staffing – they are gaining our entire operating model.

We manage every aspect of program execution, including:

- Recruiting, hiring, and onboarding staff
- Training and leadership development
- Scheduling, deployment, and resource management
- Uniforms, equipment procurement, and maintenance
- Safety protocols and compliance
- Data collection, reporting, and performance analysis through our proprietary technology

This turnkey approach removes the burden of day-to-day operational oversight from our customers, allowing them to focus on strategic outcomes, stakeholder engagement, and long-term community impact.

Our 97% customer retention rate reflects the trust our partners place in our ability to operate high-performing programs with consistency, accountability, and measurable results.

Industry Leadership - For more than two decades, Block by Block has been at the forefront of the Ambassador services industry, driven by an innovative operating model and a forward-thinking approach to street-level services. We are an active member and long-standing sponsor of the International Downtown Association (IDA), advocating nationally for best practices, policy advancement, and the continued evolution of improvement districts.

National Scale and Infrastructure - Over the last decade, BBB has made significant investments in corporate infrastructure, including:

- Dedicated corporate support teams
- Advanced training and leadership development programs
- Proprietary data and reporting technology
- Brand standards and customer relationship management

As a result, we now serve more downtown programs than any other provider by a margin of more than 5:1. This infrastructure ensures every local program benefits from national expertise, operational consistency, and continuous improvement.

Improvement District & Municipal Government Experience - More than 75% of Block by Block's customers are special assessment service districts, giving us deep familiarity with governance structures, stakeholder expectations, and accountability requirements. Additionally, our growing municipal portfolio reflects our ability to operate in partnership with city leadership, elected officials, and public agencies while meeting all local, state, and federal requirements. Our approach remains hands-on, community-centered, and human-focused – ensuring services are delivered with professionalism, compassion, and measurable impact at the street level.

REGIONAL SUPPORT AND LOCAL MANAGEMENT

JOHN KOCH, *Division Vice President*



John joined BBB as a Regional Vice President in June 2017. Prior to joining the BBB corporate staff, John served as a District Manager in a multi-unit retail environment for the past 18 years. In these roles for Linens 'n Things, Barnes & Noble and PetSmart, John led stores in metropolitan markets and in remote areas throughout Texas and New Mexico, generating annual sales in excess of \$105M. John brings his skills in customer service, building maintenance, training, and leadership to enhance our programs, ensure quality training and develop strategic planning throughout the districts we serve.

In his role as Division Vice President, John...

- is responsible for quality assurance and oversight of our central 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 new company-wide innovations that will improve how your program operates.

JASON STEWART, *Regional Vice President*



Jason Stewart is a mission-driven Regional Vice President with over 20 years of leadership experience in operations and logistics, shaped by a decade of distinguished service in the U.S. Army. He's led high-stakes teams at UPS and played a pivotal role in revitalizing Ybor City as Operations Manager. Since joining Block by Block, Jason has been recognized for his outstanding impact—earning Rookie of the Year in 2024—thanks to his hands-on leadership, operational excellence, and commitment to team development and community outcomes.

In his current role as Regional Vice President, Jason will...

- regularly evaluate efficiency of business procedures according to organizational objectives and apply improvements.
- plan and monitor the day-to-day running of business to ensure smooth progress.
- supervise staff from different departments and provide constructive feedback.
- ensure that the company runs with legality and conformity to established regulations.

HECTOR LOPEZ, *Operations Manager*



Hector Lopez has served as an Operations Manager with Block by Block since 2014, overseeing the Cleaning Ambassador Programs with a strong focus on operational excellence, team development, and client relations. With more than 30 years of leadership experience across operations, manufacturing, healthcare, and logistics, Hector brings extensive expertise in program management, staff training, budgeting, and process improvement.

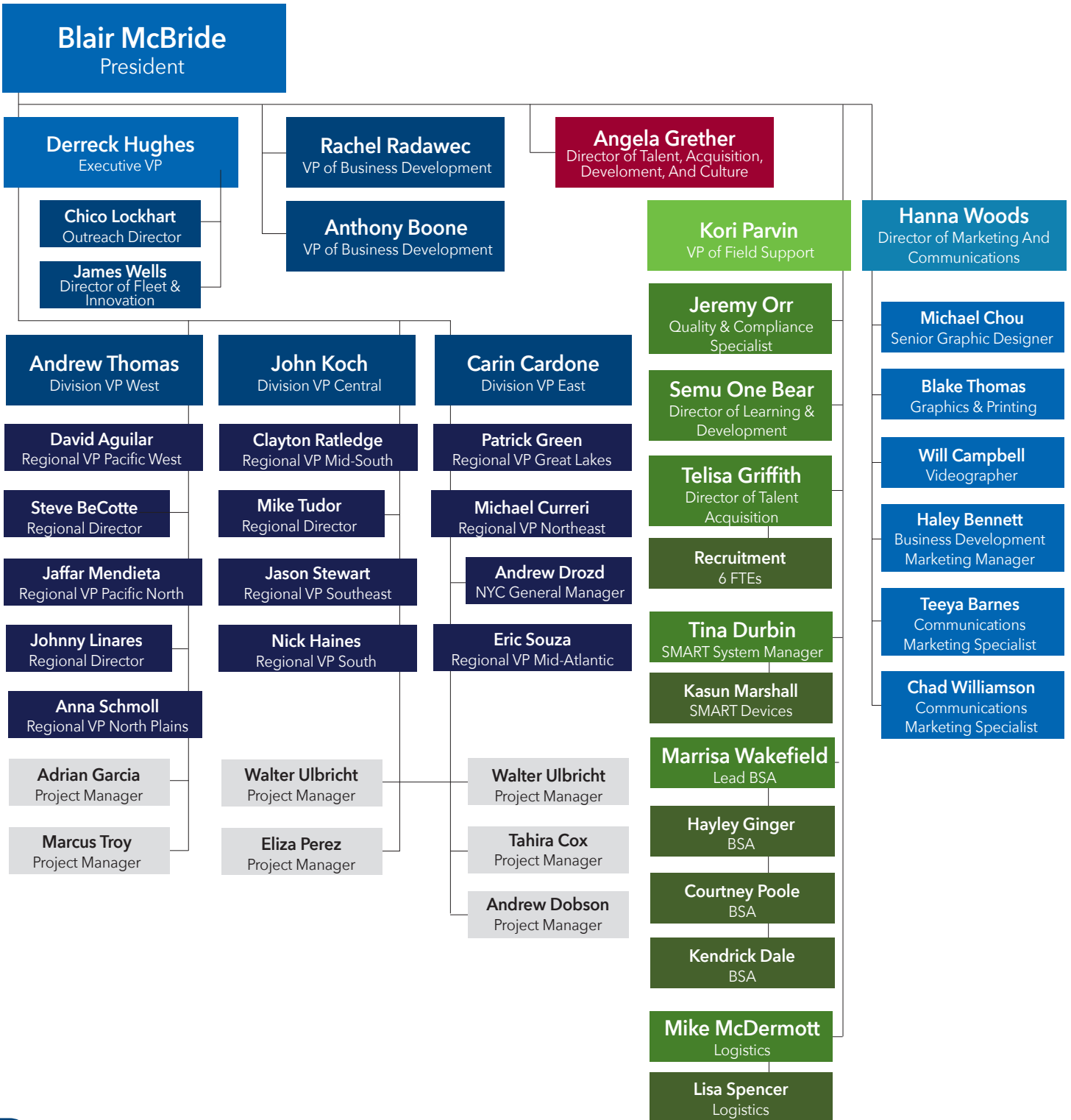
In his current role as Operations Manager, Hector will...

- is responsible for operational oversight and quality assurance for Hollywood CRA..
- serves as your daily point of contact to supporting your program and provides daily guidance and direction.
- is in charge of recruitment, training and performance counseling when needed.

*Please find full resumes of key personnel in **Attachment C**

ORGANIZATIONAL STRUCTURE

As Block by Block has grown, we have continually invested in growing our infrastructure to better serve our customers and their needs. We have a network of corporate support nearby that will provide direction and oversight for Downtown Hollywood operations. Not only do we have vast on-the-ground support, but our administrative support is also unmatched. You will have access to our Graphics Team, Director of Outreach Services and other personnel to ensure the success of your program. Below you can see our current organizational chart.



THE BLOCK BY BLOCK DIFFERENCE

DECADES OF EXPERIENCE

Block by Block was formally founded in 2002. We have been providing services for downtown improvement districts since 1995, with origins dating all the way back to 1930.



THE INDUSTRY'S LARGEST NETWORK OF CUSTOMERS

Block by Block now serves more than 180 business districts, parks, transit systems and universities nationwide.



CUSTOMER SATISFACTION

With a retention rate of 97% in the last 10 years, Block by Block focuses on customer satisfaction and building a program you don't want to go without.



INNOVATIVE TECHNOLOGY

Proprietary data collection and reporting technology developed specifically for public spaces to tell the story of district services.

WHATEVER IT TAKES MENTALITY

Public spaces are constantly changing, and so are we! Block by Block focuses on creating tangible differences in your community and going above and beyond traditional services provided by other vendors.



03

**PROJECT
UNDERSTANDING,
PROPOSED
APPROACH, AND
METHODOLOGY**

OUR VISION FOR THE PROGRAM

At 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 for the areas we serve and bring positive outcomes through the services we provide.

When you contract our Ambassador Services, you're buying more than staffing, uniforms and equipment – you are gaining our entire operating model. Operating a successful program is more than just maintaining a staff. Block by Block offers a complete solution for street-level services for our customers that goes well beyond traditional cleaning, safety, hospitality and outreach. We create sophisticated, turnkey programming to address quality of life issues in our customer's service area in a highly visible capacity.

With more than 25 years of experience, we have continually evolved our operating plan to better service the ever-changing needs of public spaces by creating a forward-thinking approach to services. We firmly believe that no other vendor has the experience providing the variety or quality of services requested by the Downtown Hollywood with a proven track record of success to the level of Block by Block. We have built the blueprint that our competitors model their operations after. In the following pages, we will detail our sophisticated operating plan specifically crafted for Downtown Hollywood and why we believe we are best suited to continue providing services for the BID.

Block by Block offers a complete solution to street-level services for our customers that goes beyond a traditional cleaning, safety and hospitality company. We are experts at transforming downtowns through services geared to the future of these spaces.



OUR RECOMMENDATIONS

CREATING A PROGRAM TO FIT YOUR NEEDS

Based on our time in Hollywood Downtown evaluating conditions and reviewing the RFP documents, we have worked to become familiar with the obligations and requirements. We have worked to build an operating and deployment plan to deliver on your requirements.

OPERATIONAL PHILOSOPHY & SERVICE APPROACH

Block By Block's operational philosophy is centered on visible results, proactive maintenance, rapid response, and attention to detail. Our team understands that successful public space maintenance is not simply about reacting to issues, but about creating an environment where cleanliness, hospitality, and care are consistently evident throughout the district.

In Downtown Hollywood, our team currently maintains the recently improved Hollywood Boulevard streetscape with a high level of detail and consistency. This includes ongoing gum removal services, maintenance of new public infrastructure, and specialized attention to the decorative metal palm tree grates located throughout the corridor. These grates require regular cleaning to remove highly corrosive dog urine and debris buildup, which can quickly degrade both appearance and structural integrity if left untreated.



MAINTAINING THE HOLLYWOOD BOULEVARD STREETScape

As part of our proposed expansion, Block By Block will extend this detailed maintenance approach further west and east along the Hollywood Boulevard corridor toward I-95. Our teams will proactively remove litter, graffiti, and stickers while maintaining tree wells, which often serve as collection points for wind-blown debris and trash. We will also maintain bus shelters, benches, and associated public amenities positioned throughout the corridor to ensure the entire boulevard presents a clean, safe, and welcoming appearance for residents and visitors alike.

EXPANDED CORRIDOR MAINTENANCE OPERATIONS

Along the iconic Broadwalk, our approach will focus on maintaining one of Hollywood's most recognizable public assets through highly visible and frequent service touches throughout the day. Our team will remove graffiti and stickers, collect difficult wind-blown litter common to beachfront environments, and regularly wipe down and clean trash receptacles, ashtrays, benches, water fountains, and other public-use infrastructure along the entire 2.5-mile stretch.

BROADWALK CLEANING & PUBLIC SPACE MAINTENANCE

To elevate cleanliness standards along the Broadwalk, Block By Block proposes the creation of a dedicated Restroom Cleaner position. This team member will continuously travel the corridor throughout the day, cleaning and inspecting public restrooms on an hourly, continuous service cycle. This approach allows for significantly cleaner facilities, faster identification and reporting of vandalism or maintenance issues, and more immediate response to operational concerns before they escalate.



OUR RECOMMENDATIONS

To maximize efficiency and responsiveness, this employee will operate a motorized pressure-washing trike equipped for rapid deployment between restroom locations. The unit will allow the team member to quickly address difficult messes, provide more frequent cleaning touches throughout the day, and maintain a highly visible operational presence along the corridor.

DAILY RESTROOM OPENING & CLOSING PROCEDURES

Additionally, Block By Block proposes assuming responsibility for daily restroom opening and closing procedures. Our team would open public restrooms each morning at 7:00 a.m. and secure them each evening, with the final nightly cleaning beginning at 9:00 p.m. This process ensures facilities are consistently prepared for public use each morning while also allowing for thorough nightly sanitation, inspection, and reporting.

HOSPITALITY-FOCUSED AMBASSADOR SERVICES

Beyond maintenance services, our Ambassadors will be trained to provide hospitality-focused customer service throughout Downtown Hollywood and along the Broadwalk. Team members will assist visitors with directions, answer questions, provide a welcoming presence, and help create a positive experience for residents, tourists, and businesses alike. We believe that highly visible, approachable ambassadors who combine hospitality with operational excellence help strengthen both the perception and reality of a clean, safe, and welcoming environment.



SCOPE OF SERVICES

WHAT GOES INTO YOUR AMBASSADOR PROGRAM

Block by Block has a reputation for creating an Ambassador Program that focus on improving perceptions in your district. We are more than commodity service providers, our programs go beyond typical cleaning services you may find from other providers. Below are just a few of the ways of programs differ from others in the industry:

- **No two programs are alike:** Every Ambassador Program is tailor-made to meet the specific needs of the communities they serve. If chosen, we will work with you to create a program from the ground up that accomplishes the goals set by your district.
- **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.

SERVICE DESCRIPTION SAMPLES



MANUAL DEBRIS REMOVAL

Ambassadors circulate through assigned areas with appropriate tools to remove litter, cigarette butts and graffiti, while also wiping fixtures, removing sidewalk stains and tending to any necessary detail in the public right-of-way.



WEED & LEAF REMOVAL

Weeds will be removed and prevention methods will be put into places to keep them from returning. Leaves will be removed daily from sidewalks, gutters and parking areas.



POWER WASHING

The most highly valuable washing services come in the ability to quickly respond to and eliminate spills and stains from sidewalks, including everything from sodas to urine and feces.



GRAFFITI & POSTER REMOVAL

Removal of tags, stickers, painted markings and posters from public infrastructure and first-floor businesses within 24-hours of identification.



WALKING PATROL

Ambassadors circulate on foot in more dense areas of the districts acting as the eyes and ears to greet and actively engage the public.



BUSINESS CONTACTS

Ambassadors stop in at various merchants each day to spend between three to five minutes interacting with the merchant and sharing information. Details of each are documented in the SMART System.

MAXIMIZING VISIBILITY & BRAND RECOGNITION

MAXIMIZING VISIBILITY & BRAND RECOGNITION

At Block by Block, we continually look for ways to increase the visibility of both our Ambassadors and the equipment they use. One of the most recognizable elements of the program is the employee uniform. While many individuals will interact directly with front-line Ambassadors, thousands more will form their impression of the program based solely on appearance.

In addition, branding on key equipment helps reinforce program awareness and delivers added value to your stakeholders. Our marketing team will work closely with you to ensure your brand is displayed in a clear, professional, and meaningful way. The concepts shown are not intended to be final designs, but rather a visual direction we believe will be highly recognizable and effective.

PRESSURE WASHING TRIKE



DEPLOYMENT PLAN

STAFFING AND SUPERVISION

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.

Position	Zone	Task	Hours	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Cleaning Ambassadors - AM	All	Cleaning/Litter Patrol	7:00am - 3:30pm			8	8	8	8	8	40
	All	Cleaning/Litter Patrol	7:00am - 3:30pm	8	8			8	8	8	40
	All	Cleaning/Litter Patrol	7:00am - 3:30pm		8	8	8		8	8	40
	All	Cleaning/Litter Patrol	7:00am - 3:30pm	8	8	8	8	8			40
	All	Cleaning/Litter Patrol	7:00am - 3:30pm	8					8	8	24
	All	Cleaning/Litter Patrol	7:00am - 3:30pm	8	8	8	8	8			40
Cleaning Ambassadors - PM	All	Cleaning/Litter Patrol	2:30pm - 11pm	8			8	8	8	8	40
	All	Cleaning/Litter Patrol	2:30pm - 11pm	8		8	8		8	8	40
Team Leader	All	Supervision	7:00am - 3:30pm	8	8	8	8			8	40
	All	Supervision	2:30pm - 11pm		8		8	8	8	8	40
Operations Manager	All	Working Manager	7:00am - 3:30pm		8	8	8	8	8		40
Daily Hours				56	56	56	72	56	64	64	
Total Scheduled Weekly Hours				7	7	7	9	7	8	8	424

SMART SYSTEM

At Block by Block, we don't just deliver exceptional cleaning, safety, outreach, and hospitality services – we ensure transparency, efficiency, and accountability through our proprietary SMART System. Designed specifically for Ambassador Programming, SMART is a fully customizable data-management platform that offers real-time tracking, performance oversight, and automated reporting – all at no additional cost to our customers.



ENSURING ACCOUNTABILITY & TRANSPARENCY

- **Real-Time Ambassador Tracking:** The SMART System monitors every deployed Ambassador's movement and tasks, ensuring full coverage of the district allowing for deployment adjustments as needed.
- **Walk Path Verification:** Confirms Ambassadors are covering assigned areas and actively performing their duties, providing peace of mind for district leaders.
- **Supervisor Audits & Performance Oversight:** Managers can document Ambassador performance in real time, ensuring quality control continuous improvement.

DATA-DRIVEN INSIGHTS FOR CUSTOMERS

- **Customizable Reports:** Our automated report builder delivers key insights (e.g., street population counts, incident trends, and maintenance needs) straight your inbox with no manual compilation required.
- **Geotagged Activity Logs:** All stats are time- and location-stamped, allowing you to map services by area and track improvements over time.
- **Fixture & Asset Management:** Maintain records of infrastructure like trash cans, benches, and lighting, with integrated maintenance tracking.



COST-EFFECTIVE, FIELD-TESTED TECHNOLOGY

- **No Additional Cost:** Unlike third-party systems with expensive licensing fees, SMART is included with our services – a powerful tool at no extra charge.
- **No Data Plan Required:** SMART functions without costly monthly data fees, making it a cost-efficient solution for managing Ambassador operations.
- **Designed for the Field:** Built for ease of use, the SMART mobile app allows Ambassadors to enter data quickly with minimal typing, keeping them focused on their work, not their screens.

WHY SMART SETS US APART

Block by Block's SMART System is more than just a reporting tool – it's a management and accountability system that helps districts ensure their Ambassador Programs are effective, transparent, and impactful. By leveraging real-time data and automation, we provide our customers with the insights they need to justify funding, optimize deployment, and improve public spaces.

RECRUITMENT & PERSONNEL

The success of an Ambassador Team is built on quality recruitment. We put a strong emphasis on our hiring process to make sure we are staffing our teams with quality candidates. At Block by Block, it has always been our practice to **hire for personality and train for skills**, ensuring all employees are comfortable interacting on a personal level with those they come in contact with. Other attributes we look for in candidates are a strong sense of community, a love of helping others and the endurance to work a full shift outside in a variety of conditions.

We are not just looking for a person to fill a uniform and a spot in a deployment plan, we are looking to build better teams with highly-engaged people who are passionate about the work they do. When cultivating a team, we put an emphasis on diversity – diversity of skills, diversity of cultures and diversity of personalities – to create a well-rounded team that represents the community they are serving.

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
- Employee Referrals



BACKGROUND, DRUG SCREENING AND PERSONNEL POLICIES

All applicants to Block by Block programs must pass a Federal and State background check and pass a medically certified five-panel drug screen. Block by Block has a standard growing policy for all of its employees. However, each one of our local programs have some variation based upon what our customer's and the district would like to adopt. As part of our commitment to providing opportunities to those who live in our communities, we offer a Second Chance Program that our customers can agree to participate in. This allows certain barriers to employment not to become immediately disqualifiers to working with us, as long as they are disclosed in the hiring process.

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 Downtown Streets Team in the Bay Area, 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. We are experienced in managing these workforce development programs for our clients, ensuring these partnerships are mutually beneficial.

RECRUITMENT PROCESS

SIX STEPS TO A SUCCESSFUL TEAM

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.



RETENTION

Retention is perhaps even more important than the recruitment process for an organization. From operational continuity, team morale and the “familiar face” effect in your district, the ability to keep an engaged team is paramount to a winning team. Knowing this, and to counteract the turnover trends in the service industry, Block by Block has continually invested in our retention efforts.

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 2,500 members.

LEADERSHIP DEVELOPMENT

After forming 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 provides training led by our Executive Team to prepare employees for leadership roles. Our first class graduated in fall of 2021 and multiple graduates have since been promoted to key positions.



BLOCK BY BLOCK CULTURE CLUB

Our Culture Club focuses on employee experience above all else. Recently formalized into its own department, our Culture Club curates events, social media engagements and field initiatives all designed to stay better connected to our workforce. These events are planned by a group of managers and corporate staff, and are held at the same time for all of our accounts across the country.

ACCOUNTABILITY & PERFORMANCE

Block by Block is committed to providing high-performing, accountable programs backed by robust evaluation, coaching, and corporate support. Our comprehensive performance management framework ensures that both our team members and our organization are held to the highest standards, with clear metrics and regular oversight to drive continuous improvement.

CORPORATE OVERSIGHT AND QUALITY ASSURANCE

To ensure quality service delivery and operational consistency, Block by Block provides multiple layers of oversight:

- **Quarterly Site Evaluations:** Each program receives a full top-to-bottom review, with a score and letter grade assigned. Areas needing improvement are addressed through short-term action plans, and results are tied to Operations Manager compensation and bonuses.
- **Unannounced Site Visits:** Conducted by Regional, Divisional, or Executive Leadership to ensure programs meet expectations even outside scheduled evaluations.
- **Annual Customer Surveys:** We conduct a comprehensive yearly survey to measure satisfaction across key categories, including Ambassador performance, local management, and equipment. Survey feedback impacts compensation for key corporate staff.

EMPLOYEE ACCOUNTABILITY AND SUPERVISION

Local managers and Team Leads play a vital role in ensuring quality performance:

- **Daily Field Spot Checks:** Each employee is observed twice per shift, with notes logged in our SMART System.
- **GPS Walk Path Reviews:** Managers verify employees' locations to ensure route adherence and coverage.
- **Coaching Through SMART Data:** Underperformance is addressed in real-time with targeted coaching based on daily work summaries.

KEY PERFORMANCE INDICATORS (KPIs)

Each program is measured by a customized KPI Dashboard that provides monthly updates across the most critical success factors. These include:

- Financial Performance (Staffing vs. revenue goals)
- Safety Risk & Inspections (Accident rates, safety audit completion)

- Customer and Employee Satisfaction (Annual surveys, scored 1-5)
- HR Activity (Incident rates, turnover, early exits)
- SMART System Usage (Supervisor observations, entries per hour)
- Workflow and Outcome Scores (Task completion, site evaluation scores)

To ensure fairness and relevance, many KPIs are adjusted based on program size using total hours worked, making comparisons equitable across large and small operations.

DISCIPLINE AND ATTENDANCE POLICIES

We implement a clear, progressive discipline policy to address misconduct or poor performance:

- **Progressive Steps:** Verbal -> Written -> Final -> Suspension -> Termination
- **Attendance Point System:** Six points trigger a two-day unpaid suspension; further points lead to termination.
- **Zero Tolerance:** Serious infractions such as impairment on duty result in immediate termination.

STRUCTURED INTRODUCTORY PERIOD FOR NEW HIRES



New employees undergo a structured introductory period to assess their fit and performance:

- **60-, 90-, and 120-Day Check-ins:** Evaluations track engagement, reliability, and alignment with job expectations.
- **Extension or Exit Options:** Managers may choose to extend review periods or part ways if the fit is not mutual.
- **Support and Growth:** Employees receive feedback, coaching, and the chance to learn and grow during this period.

Depending on performance, the review period may be extended or employment concluded if it's not a mutual fit. This process ensures we build strong, reliable teams from the start.

EMPLOYEE BENEFITS

Block by Block has long recognized that a highly competitive salary and benefits package allows us to position our jobs 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	UPON HIRE	AFTER 90 DAYS	AFTER 1 YEAR
 <p>PAID HOLIDAYS Employees will receive holiday pay for New Years, Memorial, MLK, Juneteenth, Independence, Labor, Thanksgiving, and Christmas days.</p>	✓	✓	✓
 <p>WEEKLY PAY At the continual request of employees, Block by Block pays weekly pay on Tuesday.</p>	✓	✓	✓
 <p>DIRECT DEPOSIT Employees can have their weekly paycheck deposited into their bank account(s) of choice.</p>	✓	✓	✓
 <p>PAID TIME OFF Paid time off is included in our budget and reflects the PTO requirements of the local ordinances.</p>	✓	✓	✓
 <p>HEALTH & DENTAL INSURANCE 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 BBB employees - managers and front-line employees alike. We pay 70% while employees contribute 30%</p>	✗	✓	✓
 <p>LIFE INSURANCE \$20,000 of free life insurance is provided to employees who participate in the company-sponsored health insurance plan.</p>	✗	✓	✓
 <p>BIRTHDAY PAY All full and part-time employees receive their birthday as a paid day off.</p>	✗	✗	✓
 <p>401K PLAN Employees may contribute to the company sponsored retirement plan.</p>	✗	✗	✓



“ In every interaction, whether senior leadership or each Ambassador on the street, Block by Block has consistently exceeded expectations. Their dedication, professionalism, and unwavering commitment to excellence make them an invaluable partner in maintaining the vibrancy and safety of Downtown Long Beach. ”

Austin Metoyer | President & CEO, Downtown Long Beach Alliance

TRAINING & DEVELOPMENT

At 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 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. For our hybrid programs, we put a focus on cross-training employees to bring added value for our customers.

AMBASSADOR UNIVERSITY CORE CURRICULUM

NEW HIRE AMBASSADOR TRAINING	Topic	Hours
	Intro to Block by Block	1
	Intro to BIDs	1
	Perceptions	2.5
	Safety - Stop. Think. Act.	1
	Engaging the Street Population	2
	Mental Health First Aid	4
	Public Engagement (5-Part Series)	4
	Meet Your District	2
	Scavenger Hunt	4
	Must Know Info	2
	Defensive Driving (if applicable)	3

JOB SPECIFIC	CLEANING AMBASSADOR	
	Operations Procedures - Cleaning	4
	Paying Attention to Detail	1
	SAFETY/HOSPITALITY AMBASSADOR	
Operations Procedures - Safety	4	



MANAGEMENT TEAM TRAINING	SUPERVISORS/TEAM LEADERS	
	Leading Others	2
	Supervisory Scenarios	4
OPERATIONS MANAGER		
Intro to Block by Block	1	
BID Management Concepts	8	
Recruitment and Onboarding	8	
SMART System & Data Measuring	4	
Block by Block Administrative	8	
HR Boot Camp Series	8	
HR Huddle Series	4	
Annual Training and Workshop	16	

ONGOING AMBASSADOR TRAINING TOPICS (ROTATED BIWEEKLY)		
Active Shooter	Giving Great Descriptions	Report Writing in SMART
Business Contacts	Giving Directions	SMART System Update
Cold Weather Preparedness	Missing Children	Stop. Think. Act. Annual Safety Day
Crossing the Street Safely	Protests and Demonstrations	Traumatic Situations
Cultural Diversity and Sensitivity	Radio Communications	Uniform Appearance
Eye and Face Protection	Recruitment and Employee Referrals	Emergency and Disaster Preparedness



Training modules are captured in Cornerstone Learning Management System, which provides the delivery and tracking of progress. 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.



SPECIFIC TO YOUR DISTRICT

We work with our clients to develop training specific to your service area and the services that will be provided. Learning modules and field training exercises help Ambassadors become true experts of the area and valuable resources for their communities.

GAMIFICATION OF COURSEWORK

Training modules assigned in Cornerstone are driven by employee participation allowing managers to focus on other responsibilities rather than conducting training. The gamification of topics allows employees to test their knowledge in real-life scenarios after each course to ensure information is being attained and employees are ready for work in the field.

TRAINING NEVER STOPS

We fully believe in the continuation of training well past onboarding to keep our teams operating at the highest level. We have ongoing refresher courses based on feedback from the field that are delivered on a bi-monthly basis. Not only does ongoing training keep knowledge fresh for our Ambassadors, but it also helps maintain a level of consistency for all of our programs across the country.

TARGETED SERIES

In addition to ongoing training topics, we periodically release training series targeted at specific skills, positions or trends in the industry. We recently developed and distributed our four-week "Hospitality Habits" series as a company-wide refresher for best practices coming out of the COVID-19 pandemic. The interactive training challenged Ambassadors to focus on memorable interactions with the public.

CROSS-TRAINING

Having a collaborative and unified team operating on behalf of Downtown Hollywood is of utmost importance for us. To help better unify services provided, each specific team will have fundamental basic training in each of the services; cleaning, safety and hospitality. Having employees with a baseline of knowledge in all fields allows for more flexibility in deployment and creates a more robust Ambassador Team.

04 BUDGET

PROPOSED BUDGET

Block by Block understands how big of an investment it is to operate services 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 Downtown Hollywood and are pleased to present you with the total cost to implement Cleaning Ambassador Services for Downtown Hollywood based on the operational plan we have laid out within this document.

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 the service area and satisfy your budget.

BUDGET SUMMARY	Total Programming	
	Year 1	
Category	\$	%
Labor (wages, taxes and liabilities)	\$556,490.47	68.73%
Benefits (health, dental, vision, life insurance & PTO)	\$76,877.44	9.49%
Labor Related (background checks, recruiting, awards, etc.)	\$8,157.10	1.01%
Uniforms	\$11,832.00	1.46%
Cell phone & Relay data plans	\$4,620.00	0.57%
Equipment (vehicle, office setup, communication tools, etc.)	\$17,305.48	2.14%
Equipment Related (fuel, maintenance, insurance, parking)	\$17,336.66	2.14%
Office/Storage Location	\$3,612.00	0.45%
PPE & Basic Janitorial Supplies	\$12,484.75	1.54%
Office Supplies, Shipping & Marketing Material	\$2,220.00	0.27%
Start up Cost (Amortized over 3 years)	\$9,241.75	1.14%
Taxes & Miscellaneous	\$4,400.00	0.54%
Administrative Support (mgmt., travel, systems admin, etc.)	\$25,120.58	3.10%
Profit (8.0% of total)	\$59,975.86	7.41%
ANNUAL TOTAL	\$809,674.08	100.0%

STAFF WAGES

Wages are one of the most significant factors that drive the overall cost of an Cleaning Ambassador Program. We have long believed that our wages should exceed those of janitorial, security, hospitality or other industries. Based on our research, we have included a wage scale that is built on a starting wage of **\$18.41/hour** for Ambassador positions in order to remain competitive in the labor market in Downtown Hollywood. This wage also help us attract quality candidates in the current recruiting climate where most industries are experiencing hiring challenges.

BILL RATE SUMMARY

PRICING	Cleaning Ambassadors - AM	Cleaning Ambassadors - PM	Team Leader	Operations Supervisor	Operations Manager
Pay Rate	\$18.41	\$18.41	\$21.48	\$-	\$44.26
Bill Rate	\$32.18	\$32.18	\$35.79	\$10.49	\$62.63
Weekly Hours	224	80	80	40	40
Weeks in Year	52	52	52	52	52
Annual Hours	11648	4160	4160	2080	2080
Annual Billing by Position	\$374,815.07	\$133,862.53	\$148,905.72	\$21,826.17	\$130,264.59
Total Billing					\$809,674.08

EQUIPMENT SPECIFICATION

Block by Block has always believed the cornerstone of any Ambassador Program is the human engagement and hard work provided by frontline Ambassadors. While we know the Ambassadors assigned in Downtown Hollywood 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 adding 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.

The following chart shows a breakdown of current equipment and recommended equipment for the upcoming contract period.

Note: The total shown here has been factored into the overall budget summary.

CAPITAL EQUIPMENT				
Items	Unit Price	Qty	Total	Amortized
Base Hand and power tool set	\$350.00	1.00	\$350.00	\$131.61
Relays	\$158.00	7.00	\$1,106.00	\$415.90
Computers & Printer (OM, Outreach, TL)	\$2,300.00	1.00	\$2,300.00	\$864.88
iPhones/SMART Devices	\$450.00	8.00	\$3,600.00	\$1,353.73
Vehicle Wrap	\$4,200.00	1.00	\$4,200.00	\$1,579.35
TOTAL			\$11,556.00	\$4,345.48

LEASED EQUIPMENT				
Items	Unit Price	Qty	Lease Months	Total
Ford Maverick w/ taxes	\$38,880.00	1.00	36.00	\$12,960.00
TOTAL				\$12,960.00

PROPOSED BUDGET

HOLLYWOOD ALTERNATE 1 TO CITY HALL

The Hollywood Alternate 1 to City Hall budget includes additional staffing resources to effectively maintain and service the expanded coverage area. As part of the program launch, these corridors will require an initial intensive cleaning effort to address accumulated litter, debris, graffiti, and other maintenance needs. Block by Block will absorb the additional labor associated with this startup cleaning phase to ensure the area is brought up to the high standards expected throughout the district. Following the initial cleanup, our proposed pricing is based on providing consistent, ongoing maintenance to preserve the cleanliness, appearance, and overall condition of the corridor. Due to the proximity of the expansion area to the existing service territory and the operational efficiencies created by our current management structure, no additional supervisory staff will be required.

BUDGET SUMMARY	Total Programming	
	Year 1	
Category	\$	%
Labor (wages, taxes and liabilities)	\$51,683.43	67.85%
Benefits (health, dental, vision, life insurance & PTO)	\$9,489.03	12.46%
Labor Related (background checks, recruiting, awards, etc.)	\$616.53	0.81%
Uniforms	\$1,147.50	1.51%
Cell phone & Relay data plans	\$660.00	0.87%
Equipment (vehicle, office setup, communication tools, etc.)	\$482.45	0.63%
Equipment Related (fuel, maintenance, insurance, parking)	\$57.89	0.08%
PPE & Basic Janitorial Supplies	\$2,873.50	3.77%
Office Supplies, Shipping & Marketing Material	\$56.25	0.07%
Taxes & Miscellaneous	\$1,325.00	1.74%
Administrative Support (mgmt., travel, systems admin, etc.)	\$2,137.50	2.81%
Profit (8.0% of total)	\$5,642.33	7.41%
ANNUAL TOTAL	\$76,171.41	100.0%

PROPOSED BUDGET

PRICING	Cleaning Ambassadors	Team Leader
Pay Rate	\$18.41	\$21.48
Bill Rate	\$32.15	\$35.77
Weekly Hours	40	5
Weeks in Year	52	52
Annual Hours	2080	260
Annual Billing by Position	\$66,872.19	\$9,299.22
Total Billing	\$76,171.41	

CAPITAL EQUIPMENT				
Items	Unit Price	Qty	Total	Amortized
Relays	\$158.00	1.00	\$158.00	\$59.41
iPhones/SMART Devices	\$450.00	1.00	\$450.00	\$169.22
Mega Brutes	\$675.00	1.00	\$675.00	\$253.82
TOTAL			\$1,283.00	\$482.45

PROPOSED BUDGET

HOLLYWOOD ALTERNATE 2 TO I-95

The Hollywood Alternate 2 to I-95 budget provides for additional frontline staffing to support the expanded service footprint and ensure the corridor receives the same level of care and attention currently provided throughout the district. Upon implementation, this area will require a comprehensive baseline cleanup to address existing maintenance concerns, including litter accumulation, debris, graffiti, and other quality-of-life issues. Block by Block will provide the labor necessary to complete this initial restoration effort at no additional cost, allowing the corridor to be quickly brought to program standards. Once the initial cleanup is completed, the proposed budget is designed to support routine, ongoing maintenance focused on preserving a clean, safe, and welcoming environment. Because the corridor can be efficiently incorporated into existing operational routes and management oversight, additional supervisory personnel are not necessary.

BUDGET SUMMARY	Total Programming	
	Year 1	
Category	\$	%
Labor (wages, taxes and liabilities)	\$51,683.43	67.85%
Benefits (health, dental, vision, life insurance & PTO)	\$9,489.03	12.46%
Labor Related (background checks, recruiting, awards, etc.)	\$616.53	0.81%
Uniforms	\$1,147.50	1.51%
Cell phone & Relay data plans	\$660.00	0.87%
Equipment (vehicle, office setup, communication tools, etc.)	\$482.45	0.63%
Equipment Related (fuel, maintenance, insurance, parking)	\$57.89	0.08%
PPE & Basic Janitorial Supplies	\$2,873.50	3.77%
Office Supplies, Shipping & Marketing Material	\$56.25	0.07%
Taxes & Miscellaneous	\$1,325.00	1.74%
Administrative Support (mgmt., travel, systems admin, etc.)	\$2,137.50	2.81%
Profit (8.0% of total)	\$5,642.33	7.41%
ANNUAL TOTAL	\$76,171.41	100.0%

PROPOSED BUDGET

PRICING	Cleaning Ambassadors	Team Leader
Pay Rate	\$18.41	\$21.48
Bill Rate	\$32.15	\$35.77
Weekly Hours	40	5
Weeks in Year	52	52
Annual Hours	2080	260
Annual Billing by Position	\$66,872.19	\$9,299.22
Total Billing		\$76,171.41

CAPITAL EQUIPMENT				
Items	Unit Price	Qty	Total	Amortized
Relays	\$158.00	1.00	\$158.00	\$59.41
iPhones/SMART Devices	\$450.00	1.00	\$450.00	\$169.22
Mega Brutes	\$675.00	1.00	\$675.00	\$253.82
TOTAL			\$1,283.00	\$482.45

PROPOSED BUDGET

HOLLYWOOD ALTERNATE 3 TO BROADWALK

For Hollywood Alternate 3 - Broadwalk, Block By Block proposes a comprehensive service model designed to maintain the cleanliness, appearance, and functionality of one of the City's most heavily visited public spaces. The program consists of two integrated components: Broadwalk maintenance and dedicated restroom services.

First, cleaning will take place along the Broadwalk every day from 7:00 am to 3:30 pm. There will be two deployment routes, one going north from the stage and one going south.

- On Friday, Saturday, and Sunday, there will be two Ambassadors on each route (the busiest days), and one Ambassador on each route Monday through Thursday.
- Ambassadors will provide continuous litter collection, graffiti and sticker removal, spill response, cleaning of public amenities such as benches, ash receptacles, and trash containers, and reporting of maintenance or infrastructure concerns.
- Each morning, our team will unlock the restrooms and conduct an opening inspection to ensure the facilities are clean, fully stocked, and ready for public use. Any maintenance concerns, vandalism, or repair needs will be reported to City staff immediately for resolution. In addition, scheduled restroom checks will occur daily at 9:00 a.m., helping to maintain a clean, sanitary, and welcoming environment for visitors.

The second strategy is a restroom cleaning project. We will provide a restroom cleaner every day from 11:00 am to 9:30 pm, working a four-10-hour shift schedule.

- They will deploy on an electric-powered trike with a built-in pressure washer, which will allow for quick movement between the restrooms, with the ability to use a pressure washer for large messes.
- Restrooms will be serviced continuously throughout the day on a rotating schedule.
- Every evening, the restroom Ambassador will close and lock the restrooms following the final cleaning.
- Our proposal will allow for two restroom cleaners to be deployed on Saturdays.

This plan does add supervision to manage the Broadwalk, but it will still report to and be overseen by our experienced Operations Manager.

BUDGET SUMMARY	Total Programming	
	Year 1	
Category	\$	%
Labor (wages, taxes and liabilities)	\$484,322.33	69.78%
Benefits (health, dental, vision, life insurance & PTO)	\$68,647.57	9.89%
Labor Related (background checks, recruiting, awards, etc.)	\$7,280.25	1.05%
Uniforms	\$10,200.00	1.47%
Cell phone & Relay data plans	\$5,940.00	0.86%
Equipment (vehicle, office setup, communication tools, etc.)	\$18,067.42	2.60%
Equipment Related (fuel, maintenance, insurance, parking)	\$12,124.09	1.75%
PPE & Basic Janitorial Supplies	\$12,121.00	1.75%
Office Supplies, Shipping & Marketing Material	\$1,540.00	0.22%
Start up Cost (Amortized over 3 years)	\$900.00	0.13%
Taxes & Miscellaneous	\$2,245.00	0.32%
Administrative Support (mgmt., travel, systems admin, etc.)	\$19,300.00	2.78%
Profit (8.0% of total)	\$51,415.01	7.41%
ANNUAL TOTAL	\$694,102.68	100.0%

PROPOSED BUDGET

PRICING	Cleaning Ambassadors	Restroom Cleaning	Team Leader	Operations Supervisor	Operations Manager
Pay Rate	\$18.41	\$18.41	\$21.48	\$-	\$44.26
Bill Rate	\$31.77	\$31.77	\$35.39	\$10.09	\$62.22
Weekly Hours	160	80	80	40	40
Weeks in Year	52	52	52	52	52
Annual Hours	8320	4160	4160	2080	2080
Annual Billing by Position	\$264,332.50	\$132,166.25	\$147,209.45	\$20,978.04	\$129,416.45
Total Billing					\$694,102.68

CAPITAL EQUIPMENT				
Items	Unit Price	Qty	Total	Amortized
UTV/Side by Side (Standard)	\$23,500.00	1.00	\$23,500.00	\$8,836.86
Pressure Washing Trike	\$7,400.00	1.00	\$7,400.00	\$2,782.67
Base Hand and power tool set	\$350.00	2.00	\$700.00	\$263.23
Relays	\$158.00	9.00	\$1,422.00	\$534.72
Lockers (Bank of 5)	\$550.00	2.00	\$1,100.00	\$413.64
iPhones/SMART Devices	\$450.00	9.00	\$4,050.00	\$1,522.95
Office & Break Room Set Up	\$3,800.00	1.00	\$3,800.00	\$1,428.94
Mega Brutes	\$675.00	5.00	\$3,375.00	\$1,269.12
Time Clock	\$2,700.00	1.00	\$2,700.00	\$1,015.30
TOTAL			\$45,347.00	\$18,067.42

IN SUMMARY

We have taken the time to thoughtfully craft a vision for forward-thinking services for Hollywood CRA building on our working relationship, and we 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. As you review this document and look back over our years as a reliable service partner, we believe you will see how Block by Block is uniquely qualified to continue operating the Cleaning Ambassador Program for the CRA.

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



05

ATTACHMENTS

ATTACHMENT C: RESUMES

JOHN S. KOCH

3702 Quiet Falls Dr.
Manvel, Texas 77578

email: jkoch@blockbyblock.com
mobile: 713-817-4573

Skills Summary

Experienced Multi-Unit Manager with district volumes reaching 100 million in annual sales covering 12 – 14 stores.

Outstanding Human Relations skills to include Staffing, Recruiting, Training and Development, and Payroll Management.

Strong in Operational Excellence and focus on street level execution of programs.

Adept in Microsoft Office Suite to include Excel, Word, Outlook, and PowerPoint.

Experience

Block By Block

Regional Vice President / June 2017 – Present

Serves as Regional Vice President over South Central United States with accounts in Texas, Louisiana, Mississippi, Alabama, Tennessee, and Missouri. Region includes a broad gambit of size, volume, and unique features creating a well-organized collection of accounts operating at a high level.

Highlights:

- Improved Operation Manager performance across region in first 12 months.
- Massive growth in account services in Austin, Houston, San Antonio, as well as increased services in New Orleans, Jackson, Fort Worth, Corpus Christi, and Uptown Dallas.
- Excellent customer relations and satisfaction across region.

PetSmart, Inc.

District Manager / August 2014 – January 2017

Recruited to take over the chain's highest volume district in West Houston/College Station. District consists of twelve stores with 5 planned opening in next 18 to 24 months. Corrected the path of a struggling district in 12 months by upgrading the current manpower/staffing plans, operations execution, and increasing presentation/fill standards.

ATTACHMENT C: RESUMES

Highlights:

- Upgraded store leader management team with average of 3 days vacancy.
- Trained stores to focus on manpower planning to leverage business, no open positions and less than 5 days vacant for all leadership positions.
- Manage regional goal for sales performance to number one in the chain.

Barnes & Noble, Inc.

District Manager / February 2004 – August 2014

Exceeded plans in Sales, Loss Prevention, Institutional Sales, and Manpower in a district of 12 stores ranging in volume of 4.0 to 10.5 million in annual sales. Stores were located in Houston, College Station, Corpus Christi, McAllen, and El Paso.

Highlights:

- Circle of Excellence winner a record 5 times (Top 8 Districts in Chain).
- Average 3.9% comp growth year over year from 2005 through 2013
- #1 District in the company in Institutional Sales from 2006 through 2014.

Linens 'n Things, Inc.

District Manager / May 1999 – February 2004

Store Manager / January 1994 – May 1999

Successfully managed 12 to 14 stores across Austin, San Antonio, Lubbock, El Paso, Albuquerque, Los Cruces, and Santa Fe. Focuses include Sales Planning and Sales Execution, Merchandising, Loss Prevention, Manpower Planning and Staffing, P&L Performance.

Highlights:

- Number 1 District in the chain in 2000
- Top 10 District in the company 4 years
- Average 4.7% comp growth year over year from 1999 through 2003
- Promoted 3 Store Managers to role of District Manager.

Education

Stephen F. Austin State University, 1983 – 1985

Courses in Business Management with 3.6 GPA.

Personal

Married 29 years with one son attending the University of Arkansas. Active at Holy Rosary Catholic Church and as a volunteer baseball coach.

ATTACHMENT C: RESUMES

JASON T STEWART

813-734-5792 – Jtewart@BlockByBlock.com

WORK EXPERIENCE

Regional Director of Operations – SEPTEMBER 2024 – Current

Block by Block – Southeast Region

Manage and oversee 291 personnel in 22 Programs (Hospitality/Cleaning/Security/Outreach)

Operations Manager – APRIL 2023 - SEPTEMBER 2024

Block by Block – Ybor City/Tampa, FL

Manage and oversee 14 personnel (Hospitality/Cleaning/Security)

Ramp Supervisor – JULY 2019 - APRIL 2023

United Parcel Services (Air Cargo Operations) – Tampa, FL

Managed 52 subcontracted personnel in Air Cargo Operations, FAA Regulations, Ground Security Coordinator

Insurance Advisor – OCTOBER 2015 - JULY 2020

CIS LLC – Tampa, FL

Business Insurance Advisor/Agent

General Lines Licensed 220 Agent

Ramp Supervisor – SEPTEMBER 2017 - JULY 2019

Quantem Aviation Services (Air Cargo Operations) – Tampa, FL

Managed 22 personnel in Air Cargo/Freight Operations, Facilitated scheduling, set-up/break-down of area and equipment, risk management/assessment

Infantry Squad Leader – JULY 2005 - OCTOBER 2015

United States Army – Various Locations

Infantry Squad Leader, Unit Drug Prevention Specialist, Recruiter

EDUCATION

Tampa Technical College – 2008 - 2010

Commercial Art, Digital Graphics, Advertising

Associate of Arts

MILITARY EXPERIENCE

United States Army

Staff Sergeant/E6

Commendations: Good Conduct Medal, NCO Academies, AAM, ARCOM, Overseas Service Ribbon, Global War on Terror, Operation Iraqi Freedom, Operation Enduring Freedom, Combat Infantry Badge, Expert Infantry Badge, Recruiting Badge

CERTIFICATES-LICENSES

Florida Class MB Security License/Security Agency Branch Manager License – 2024 - 2026

ATTACHMENT C: RESUMES

Summary of Qualifications

Excellent communicator able to establish and encourage positive and productive working relationships through established interpersonal skills. Other strengths encompass planning, coordinating capabilities, relationship building and effective communication.

Experience

Block by Block

Bethlehem, PA
Hollywood FL
10/2014-Present

Operations Manager

- Provide daily oversight and leadership to a Cleaning/Safety Hospitality Ambassador Program
- Interface with both client and downtown merchants by managing daily program operations
- Provide continual program improvement
- Coordinate recruitment, selection of candidates, and onboarding and training of all new Ambassadors
- Procurement of and inventory of supplies and equipment
- Continual problem identification and solving to improve the quality of the program
- Recording and reporting outcomes through a variety of reporting channels
- Hands-on working management in the field to provide coaching, mentoring and continuous training on standard policies and procedures.
- Responsible of an annual operations budget of \$80,000.

Walgreen's Distribution Center

Bethlehem, PA
04/2007-10/2014

Function Leader

- Directed and coordinated manufacturing operations of a single shift, to meet company objectives and standards across several phases of manufacturing.
- Assigned team members to cover temporary transfers created by daily operational needs.
- Monitored production to ensure that safety, quality and cost standards are maintained.
- Trained and educated as well enforce company rules, regulations and procedures to all team members.
- Coordinated with human resources department in hiring the appropriate individual in the work force and assisted in designing an appropriate training program as per the process.
- Load, unload, move, stack and stage product and materials using a forklift, clamp truck or other power equipment.

Lehigh Valley Hospital

Allentown, PA
01/2004-04/2007

Medical Technician

- Interacted on a daily basis with various health care professionals and other support services members to ensure the proper patient care.
- Provided selected clinical care to patients under the direction of an LPN, RN or Doctor.

ATTACHMENT C: RESUMES

- Performed various diagnostic tests, such as; EKG's, Bladder Scans, and the measuring and recording of patient vitals

The Dial Corporation
Production Team Leader

Hazleton, PA
07/1993 –04/2003

- Managing production staff and processes, includes supervising, planning and directing production to produce quality products
- Directed the activities of production team within general production area.
- Assigned work assignments to production personnel based on production needs.
- Responsible for ensuring that production team was in compliance with plant, OSHA and Department of Health rules and regulations.
- Certified in the use of as well as responsible for the change over of the de-caser, filler, capper and case packer.



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