



# Request for Proposal

## CITY AMBASSADOR PROGRAM

City of Fort Lauderdale



### CITY OF FORT LAUDERDALE

November 30, 2017

*Submitted to:*

City of Fort Lauderdale  
Procurement Services Division  
100 N. Andrews Ave #619  
Fort Lauderdale, FL 33301

*Submitted by:*

Block by Block  
Mark Lammon  
Vice President of Business Development  
640 South Fourth Street  
Louisville, KY 40202  
216-973-2217





November 29, 2017

AnnDebra Diaz  
Senior Procurement Specialist  
City of Fort Lauderdale  
Procurement Services Division  
100 N. Andrews Avenue, #619  
Fort Lauderdale, FL 33301

Dear Ms. Diaz,

I know I speak for everyone at Block by Block when I say we're excited about the possibility of expanding our presence in South Florida and being part of the launch of a new Ambassador Program in Fort Lauderdale. We've successfully operated these types of programs for over twenty years, longer than any of our competition. I'm confident our team, that knows the region well, will deliver a Safety Ambassador Program that will make your city proud.

As you consider your choice of vendors, I think it's important to point out what sets Block by Block apart from the competition. We are not your traditional security company, we only operate Ambassador Programs, and only do so in dynamic urban environments like that of Fort Lauderdale. We provide ourselves in being more than just a service provider, we consider ourselves an IDEAs company. We want to be consistently bringing you new concepts that will further enhance the street level Ambassadors services in the district.

While the RFP prescribed the number of hours and how many Ambassadors in each district, we've taken this opportunity to present to you how we'd like to see the program operate. Many of these ideas include additional training to address quality of life issues, as well as enhanced reporting that will enable us to evolve the program and demonstrate to stakeholders the successes. We can even use our reporting technology to be additional eyes and ears for the City of Fort Lauderdale.

Thank you for the opportunity to present our ideas to you. We look forward to the possibility of working the exciting city of Fort Lauderdale.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark Lammon'.

Mark Lammon  
Vice President of Business Development

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## EXECUTIVE SUMMARY

When launching a Safety Ambassador Program for the first time, it's important to get it right. Show the stakeholders that their investment is making a difference and prove to residents and visitors that the program is performing for their benefit. At Block by Block, we've started dozens of programs, and they've always hit the ground running. With over 90 Programs across the country, Block by Block is the industry leader in operating highly successful, completely managed Ambassador Programs. As we prepare to present our ideas on a City of Fort Lauderdale program, we think believe it's important to note some observations we've made while visiting the program districts:



- 🌍 The service area outlined in the RFP covers a large portion of the city. Each one of these unique districts will need to have a program that addresses the specific needs of these areas.
- 🌍 The downtown service area contains a large number of individuals who are homeless, especially concentrated in the plaza and park outside of the public library.
- 🌍 The neighborhoods northwest of downtown do not have a high level of pedestrian traffic. It will be important to maximize efficiency but still maintain the highest level of service.

Every Block by Block program operates out of a local office; if selected to provide services in Fort Lauderdale we will secure an operating location within the district. The program will also include a dedicated Operations Manager who will be solely assigned to manage the outcomes in Fort Lauderdale. In addition to dedicated local support, our corporate support team led by your Regional Vice President provides an additional layer of oversight and support. This position is currently vacant but we hope to fill it by the end of the year.

When you hire Block by Block to provide Ambassador Services you're not just getting a security company: you're hiring an IDEAs company. We'd like to customize the program in Fort Lauderdale by making the program responsive to the needs of the district. Some of our ideas include:

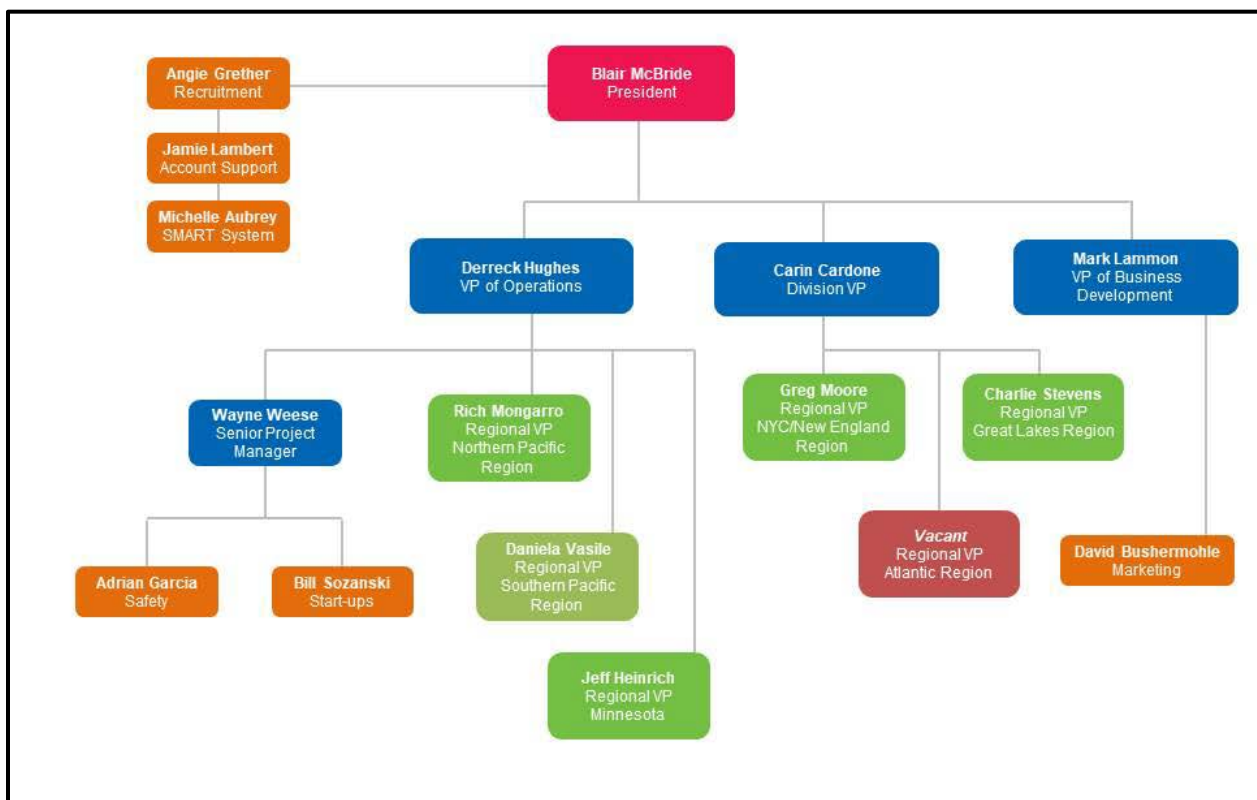
- 🌍 Introducing a Social Service Outreach component to the Downtown District Ambassadors. The high concentration of individuals who are homeless in the downtown area means we need our Ambassadors need to be navigators to the existing social service network.
- 🌍 The Beach District needs to be tailored more for hospitality interactions. Ambassadors working this district need to be more outgoing and proactively engage with visitors. We'd like to introduce a hospitality tricycle to the district to be able to hand out visitor information on the spot.
- 🌍 The residential areas such as the Historic Sistrunk District, needs to have service that caters to the residents of this area. The service here will be mainly a vehicle patrol, but will have additional services like flat tire changes, car battery jumps, and safety escorts.

## EXPERIENCE & QUALIFICATIONS

No other company has the depth of experience that Block by Block has in performing Safety Ambassadors services. Our company started our first program over twenty years ago, and we still have this account today! Below you will find information about our company, our leadership, and relevant work to the City of Fort Lauderdale.

## CORPORATE SUPPORT STRUCTURE

The following chart outlines the corporate support structure. The Regional Vice President that will be assigned to the Fort Lauderdale Account is highlighted in red.



Block by Block understands the importance of knowledgeable and experienced leadership. Our senior leadership team has over 5 decades of combined experience in the downtown and urban management field. The following pages describe the experience of our team and other important company information.

## BLAIR MCBRIDE, PRESIDENT

### Biographical Info

Blair McBride has been employed by Block by Block and its parent company since 1995. Mr. McBride has held many key supervisory and management positions during progression through the ranks with Block by Block, having served most recently as Business Development Manager in addition to Operations Manager, Quality Assurance Manager, and Project Director. Mr. McBride has vast experience in developing, implementing and managing customers and employees alike. During his tenure serving as the HR director of Brantley Security, he was instrumental in the development and implementation of systems by which to recruit and retain personnel, thereby increasing the skill level and overall quality of our company's workforce.

Mr. McBride holds a Bachelor of Science in Business Administration with concentrations in Management and Marketing from the University of Louisville. Mr. McBride is an active member in the International Downtown Association (IDA) and served six years on their Board of Directors along with various committees.



### Role and Responsibilities

On a daily basis, Blair guides and oversees our strategic direction and planning initiatives at a company level. He also services as an internal consultant to the Vice President of Operations and the Regional Vice Presidents under his direction. Blair also maintains close contact with each customer to gauge satisfaction and provide direction to the Regional VPs based on feedback received from customers.

We are sure you will find Blair to be hands on in respect to making continual progress within each of our programs and by developing corporate initiatives that will affect all Block by Block programs. Blair spends a vast amount of time traveling to Block by Block accounts to interact with customers, providing guidance in the continual evolvement of individual programs and conducting quality assurance audits.

## DERRECK HUGHES, VICE PRESIDENT OF OPERATIONS

### Biographical Info

Derreck, much like many other members of our Corporate Staff, have 'grown up' with the organization. Derreck first came to work with Block by Block at the age of twenty as a Security Officer, assigned to one of Brantley Security's most high profile, class 'A' office complexes. It wasn't long before Derreck proved he had the special mix of knowledge of our business, effective leadership, initiative, and personality. These traits allowed him to advance rapidly to an Account Manager, then an Operations Supervisor with Block by Block in downtown Louisville, then on to the rank of an Operations Manager overseeing Block by Block's safety, cleaning and transportation programs in Branson, MO.

In November of 2007, Derreck was promoted to the level of Project Manager and relocated back to Louisville. It didn't take long for Derreck to make a huge impact demonstrating his leadership abilities and business acumen on several projects. When the position of Regional Vice President for the Pacific Region was created Derreck was an obvious fit for the position.



During his nearly three years of overseeing Block by Block's west coast operations not only did Derreck solidify operations of each of the programs under his direction, but he developed solid relationships with customers. His active, hands on involvement with each program ensured that the programs not only met expectations, but continually evolved.

### Role and Responsibilities

In his current role Derreck will be responsible for providing oversight and support to the four Regional Vice Presidents. Derreck will be actively involved in not only daily operations and projects, but he will be active in customer relations. Derreck will also serve as an internal consultant evaluating the quality of operations and making recommendations for improving the effectiveness of each program.

**CARIN CARDONE, DIVISION VICE PRESIDENT****BIOGRAPHICAL INFO**

Carin, a long time 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. In her role she was responsible for planning, directing, and carrying out a wide variety of initiatives of the organization including events, publications, budgeting, sanitation services, and other district initiatives.

Prior to her position with the Union Square Partnership, she worked for the Lower Manhattan Development Corporation where she served as a Project Manager, Director of Operations, and the Director of Tourism & Marketing. 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 our company in an expanded roll through the newly created position of Division Vice President.

**Role and Responsibilities**

In Carin's new role, she will be responsible for providing an additional level of oversight to our Regional Vice Presidents. Carin will also be responsible for carrying out strategic projects and finding operational efficiencies within our programs. This new role will enable our entire team to provide a higher level of customer engagement, while still attending to the day to day operations of the company.

## MARK LAMMON, VICE PRESIDENT OF BUSINESS DEVELOPMENT

### Biographical Info

Mark joined Block by Block in 2014 and brings nearly a decade of downtown management experience to the company. Prior to his current role, Mark was the Director of Operations for Downtown Cleveland Alliance, a Business Improvement District covering 105 blocks and over 60 employees. In addition to day to day operations, Mark was the liaison between the business community and the City of Cleveland, providing guidance and insight on infrastructure projects and safety issues.

In 2012, Mark took on the additional role as President of Flats Forward, a community development organization tasked with rebuilding Cleveland's waterfront district. This turned out to be a very difficult but rewarding challenge as it necessitated getting vastly differing land users to come together for a unified vision of the district. In the end, owners of a steel mill, residents, recreation groups, restaurants, and even ship captains developed a land-use plan that is now in use for the district's redevelopment.

Even though he is no longer with the Alliance, Mark still serves as Board Chairman of Frontline Service, Cuyahoga County's delivery organization for homeless mental health services. Through his leadership, the county continues to provide additional permanent supportive housing units and is expanding its rapid rehousing program to prevent chronic homelessness.

### Role and Responsibilities

In his current role, Mark is responsible for developing and advising new Block by Block programs across the country and providing best practices to those currently with the Block by Block family.



## REGIONAL VICE PRESIDENTS

*TBD, Vice President of Atlantic Region*

### Role and Responsibilities

The first of the two primary functions of each of our Regional Vice Presidents is to make sure each Operations Manager and program has the tools, knowledge and other resources necessary to perform. The second is the role of ensuring a high level of quality within each program. The focus on this role has allowed us to not only meet customer expectations, but develop new programs and initiatives to exceed customer expectations.

Your Regional Vice President will be involved in the ongoing daily operations of your program once and will provide ongoing coaching and quality assurance to make sure the program exceeds expectations. The Regional Vice President will conduct quality assurance evaluations each quarter, establish associated short term objectives, develop an annual Strategic Operating Plan, provide budget oversight and maintain close contact with your staff.



## COMPANY INFORMATION

### 1. FIRM NAME AND ADDRESS

Mydatt Services Inc. d.b.a. Block by Block  
640 South Fourth Street  
Louisville, KY 40202

Blair McBride, President  
[bmcbride@blockbyblock.com](mailto:bmcbride@blockbyblock.com)  
(502)664-5590

Derreck Hughes, Vice President of Operations  
[dhughes@blockbyblock.com](mailto:dhughes@blockbyblock.com)  
(502)592-3263

PRINCIPLES: Company Fully Owned by SMS Holdings, based in Nashville, TN

### 2. OFFICE LOCATIONS

Our **national office** is located at:

640 South Fourth Street  
Louisville, KY 40202

Our national **Corporate Support Center** is located at:

7135 Charlotte Pike  
Nashville, TN 37209

### 3. CONTACT INFORMATION

Phone: (502) 749-1551  
Fax: (502) 749-0522  
Email: [bmcbride@blockbyblock.com](mailto:bmcbride@blockbyblock.com)  
Website: [blockbyblock.com](http://blockbyblock.com)

### 4. OWNERSHIP 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.

### 5. YEARS IN BUSINESS

SMS Holdings Corp- 30 Years  
Block by Block - 15 years (6 Years in Newark)  
First District - 22 years (previously operated as part of sister company, Brantley Security)

## 6. COMPANY HISTORY

Block by Block was formed 15 years ago out of a family run security company in Louisville, Kentucky. Our first program was the Louisville Downtown Management District, which we still continue to provide service to today. Over the next six years, our company expanded to over 20 programs by focusing our efforts on only working with BIDs or similar organization. In 2013, our company bought one of our competitors and experienced large growth without affecting services. In recent years, our growth has come from downtown organizations that had previously operated their programs in-house. After seeing what Block by Block could provide to their cities, several large programs like Austin and Houston, Texas are now in the Block by Block Family. We've also experience growth from smaller educational and cultural hub cities, like Columbia, Missouri and Fargo, North Dakota. Today, we provide service to more than 90 districts across the United States.

Our company philosophy has always been to provide friendly and out-going service, while also protecting and enhancing the districts that we serve. Since day one our company has 'hired for personality, trained for skill.' Each one of our programs is customized to fit the needs of the district that they serve; no one Block by Block program is the same.

Our company has invested heavily in our corporate infrastructure in the last three years. Our start-up project team is separate from day to day operations to ensure that growth does not hamper any of our existing programs. Each one of our Regional Vice Presidents makes a minimum of four corporate support visits a year. This investment in leadership on the front lines has enabled Block by Block to provide that 'in the neighborhood' approach that our customers have come to expect from our company.

## 7. FINANCIAL STABILITY

SMS Holdings has a strong financial position. All growth is financed internally.

## 8. LICENSES AND PERMITS

Block by Block is licensed to do business in Florida

## 9. INSURANCE

Block by Block will maintain the following insurance while providing services under contract with your organization:

- Commercial General Liability Insurance including Broad Form Property Damage, Premises Operation Coverage, Products and Completed Operations, Contractual Liability, Independent Contractors Liability and Personal Injury. The aforementioned shall be written for a combined single limit of \$1,000,000 and Occurrence, \$1,000,000 Personal Injury and \$3,000,000 General Aggregate.
- Worker's Compensation Insurance covering all persons employed by Block by Block in the performance of services to your organization; 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 \$5,000,000 each occurrence and \$5,000,000 annual aggregate.

## 10. CLAIMS

Block by Block only has had claims resulting from normal day to day operations. There are no claims pending that would impact our ability to deliver services to City of Fort Lauderdale

## 11. BANKRUPTCY

Block by Block, nor its parent company, SMS Holdings Corp, has ever filed for any type of bankruptcy protections.

## 12. ANNUAL REVENUES

Block by Block has maintained annual revenue of \$65 Million each year for the last three years.

## 13. EMPLOYEES

Block by Block has an average of 1,300 employees across the country depending on seasonality. This includes our corporate staff.

## 14. SUSTAINABILITY

Block by Block strongly believes in not harming the environment that we're hired to protect. Whenever possible we use environmental friendly business practices in our scope of work. All of our cleaning programs utilize green cleaning methods including bio-degradable solutions. The nature of our work with safety programs often has us on foot or bicycle, which lowers our carbon footprint.

## 15. SAMPLE STARTUP TIMELINE

We've started or transitioned more than twenty programs in the last two years, and each one of them launched on the right foot. If selected, we will develop a more detailed timeline of our start-up in Fort Lauderdale, but wanted to give you a sample of what a typical start-up looks like:

TIMELINE	TASK
12 weeks from start	<ul style="list-style-type: none"> <li>Contract award to Block by Block</li> <li>Block by Block (BBB) and City of Fort Lauderdale (XXX) work through all necessary steps, initial deployment details and finalize transition steps (in person or on multiple calls)</li> <li>Begin reviewing brand elements with City of Fort Lauderdale to develop message consistency</li> </ul>
11 weeks from start	<p>BBB to begin identifying operating and storage space for the program</p> <p>BBB to provide recommended protocol for commonly encountered scenarios for City of Fort Lauderdale to review and make recommendations to. The defined protocol will be used in our training of all staff members for consistency.</p>

TIMELINE	TASK
10 weeks from start	<p>BBB and City of Fort Lauderdale to continue working through all necessary steps, initial deployment details leading up to transition date.</p> <p>Recruitment advertising begins to collect resumes and applications for management team members. We will also circulate the management postings internally to experienced Block by Block Operations Managers.</p>
9 weeks from start	<p>Collect resumes from candidates for all management positions</p> <p>Order equipment and supplies</p>
8 weeks from start	<p>Uniforms and equipment branding mock ups confirmed with the staff of City of Fort Lauderdale.</p> <p>Continue collecting resumes for all management staff</p>
7 weeks from start	<p>Last week for resume collection of management staff</p>
6 weeks from start	<p>BBB Project Manager arrives for extended duration stay to set-up program</p> <p>First interviews of Operations Managers and Team Leaders</p>
5 weeks from start	<p>Conduct second interviews for Operations Manager and Operations Supervisor candidates</p> <p>Ideally take possession of our operating space (30 days prior to transition)</p>
4 weeks from start	<p>Final 'panel' interview of Operations Manager with City of Fort Lauderdale and job offer made.</p> <p>Interviews begin for new Ambassadors</p>
3 weeks from start	<p>Second round of interviews for new Ambassadors</p> <p>BBB will review our observations and recommendations for all incumbents with City of Fort Lauderdale</p>
2 weeks from start	<p>Formal job offers made those candidates, upon completion of background investigations and drug screens</p> <p>Delivery of 24 hours of pre-assignment training to all existing staff members (2 hours per day over 12 days)</p> <p>Blockhead University Training of the Operations Manager in another district.</p>

TIMELINE	TASK
1 Week from Start	Continue 24 hours of new hire training delivered to all staff members that are hired
Start Week	START DATE: TBD Project Managers and BBB corporate staff will spend considerable time in the field coaching and mentoring front line staff and new management team
+ 1 Week	Project Managers and Regional VP still on site to work through ongoing details, coaching and mentoring
+ 2 Weeks	Regional Vice President to assume full responsibility for the program (provided the operation only requires minimal adjustments. If more work is needed Project Managers will remain on site)
+8 Weeks	Block by Block corporate team to have a strategy meeting to review the startup and begin conversations on ideas and practices of interest in order to create a 'Strategic Work Plan' for the first year.

## APPROACH TO SCOPE OF WORK




Block by Block is not a traditional security company; we only provide work in mixed-use dynamic urban environments like Fort Lauderdale. You won't be seeing any of our Ambassadors working in office buildings or guarding the gate of an industrial complex. Our business model is to provide friendly, courtesy, engaging Ambassadors to proactively engage the public and challenge any negative behaviors in the district. We work to ensure the safety of our districts by being ahead of any problems that occur. Our Ambassadors never wait for something to happen, they are making things happen!



When we visited Fort Lauderdale in preparation for this proposal, our team put our heads together to create a program that would achieve all of the objectives of the RFP, but also bring the Block by Block touch to Fort Lauderdale. One thing you'll notice about us as a company, we never want to just do the bare minimum. As an IDEAs company, we'll bring our decades of experience and national best practices into everything that we do. We'd like share some of the ideas we have for the program in Fort Lauderdale:

### 1. SAFETY FIRST


Beyond all of our other recommendations, it's our core philosophy that all of our team members be safe when coming into work. Our Ambassadors will ensure their own safety as well as those of the public by following Block by Block's standard protocols as well as customized protocols developed with the City of Fort Lauderdale. Some of the ways we stay safe include:

-  Being in constant radio contact with all of our team members. Every team member will have a radio that can be heard throughout the city.
-  Practicing de-escalation techniques when handling difficult situations. When interacting with someone who may be experiencing a mental health issue, our Ambassadors will work in teams to ensure their personal safety as well as that of the public.
-  Deploying our team in a way that matches the neighborhood uses. For example we'll be patrolling in a vehicle in some of the residential neighborhoods.




## 2. CREATE A HYBRID PROGRAM

The City of Fort Lauderdale Ambassador Program will ultimately be an alliance of three distinct programs. The three zones (identified in the maps later in this section) are unique neighborhoods unto themselves. With the scope of services primarily being a Safety Ambassador program, we think it's important to introduce some hospitality and outreach elements that we perform in many of our other accounts across the country. Some ways we'd like to introduce this include:

 Introducing Social Service Outreach into the Downtown District: When we visited the district in October, we made note that there is a large population of individuals who are homeless, especially concentrated around the library. We'd like to introduce some additional training to our Ambassadors assigned to the district on social service outreach skills. As part of our start-up, we'll invite existing social service agencies in the Fort Lauderdale area to teach our Ambassadors what services are available and who is currently performing them.




 Introduce Hospitality on the Beach: Fort Lauderdale is a major tourist destination. Many of us at Block by Block have spent vacations and downtown time in the area. We also understand this is an opportunity to reach repeat visitors to the area. We want to introduce a hospitality component into the beach front properties. We're proposing having one of our Safety Ambassadors be on a hospitality bicycle. We introduced this concept into many of our locations and it enables us to patrol as well as provide visitor information.




### 3. INTRODUCE ADDITIONAL SERVICES

As our team reviewed the RFP and its basic scope of services, we knew our Ambassadors could do more than just the basic scope of work. It's these types of services that often drive feedback to leadership of the district and help showcase the services in the district.

Beyond the normal scope of services we'll include:




-  **Automobile Services:** Many of our programs include unlocking programs for people who have accidentally locked their keys in their cars. Our team will carry specialized kits to assist people in this troubling (yet embarrassing) time of need. Our team will also carry jump kits to assist people when their batteries are dead. We'll also train our team to assist with flat tires and other low-level auto maintenance.

-  **Bicycle Services:** As tourists, especially internationally, continue to patronize Fort Lauderdale, we think it's vitally important to ensure they have a positive experience on transportation options that are already familiar to them. As part of our standard operating protocols we'll help individuals fix flat tires, reset chains, and provide any other basic maintenance.







### 4. DEPLOY BASED ON DEMAND

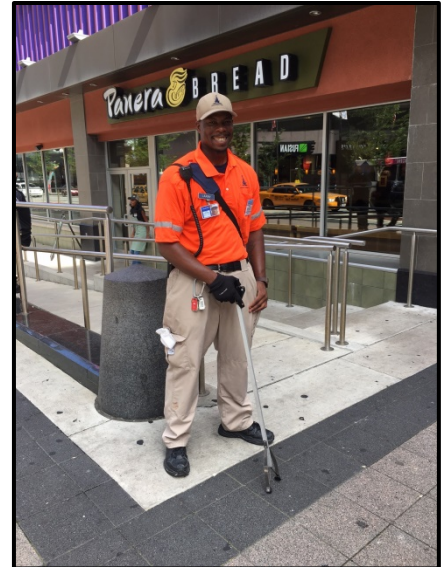
As we've discussed, the Fort Lauderdale Ambassador Program will need to adapt to the needs of the individual districts that it serves. We've outlined our service philosophy for each of the individual zones:

-  **Central Beach:** As the main tourist destination in Fort Lauderdale, many of the pedestrians going up and down the streets are unfamiliar with the best eateries/shops/and local retailers that make the area unique. As we've previously discussed we'd like to equip our Ambassadors with a mobile info cart to provide an additional level of service to this popular destination.
-  **Downtown/DDA:** We spent many hours in this district and discovered two things: peak pedestrian times occur during lunch and happy hour, and many individuals we talked to discussed a concern about the amount of quality of life violations occurring in the area. In fact our team experienced this first hand when we were waiting at a light and two people tapped on both of our windows. We want our Safety Team to deal with these issues first hand by developing a known person's database (more on that later)
-  **Northwest:** This area of the district is populated by single family residential units and adaptive reuse of businesses. It also has the lowest pedestrian traffic within the entire service area. It does not make sense to have Ambassadors patrolling on bicycles in this district when their time could be better spent interacting with pedestrian traffic. That's why we're proposing a vehicle patrol with either the Operations Manager or the Team Leader to ensure this neighborhood is protected, but also

## 5. GO BEYOND SAFETY




The Scope of Services issued in the RFP from City of Fort Lauderdale Ambassador Program described safety services only. At Block by Block we've always believed in delivering more than just the base line services. We prescribe to the broken windows theory; even though this is a Safety Ambassador Program, we believe that making the walked environment beautiful is also part of our job. As part of our daily scope of work we'll also:

-  Remove stickers that we see on public infrastructure like light poles and benches
-  Reporting broken infrastructure like burned out light poles or broken curb cuts
-  Daily reports on the bicycle share program and where we see under/over utilization
-  During peak pedestrian periods, our walking patrol Ambassadors can carry grabbers to pick up litter on the street.



## 6. PROMPT VISITORS TO ASK QUESTIONS

One of the most important items to address when launching an Ambassador Program is to ensure that the public knows the Ambassadors are there to do. With such a large tourist population coming to Fort Lauderdale every year, it's important that branding of the program is extremely visible. We'll work with the city and other stakeholders to develop a comprehensive branding campaign that will ensure that everyone in Fort Lauderdale knows what the Ambassadors do. Some of the ways we'll do this include:







-  Creating a cohesive graphics plan, including wrapping our patrol vehicle in highly visible graphics. This will also include a hotline number that the public can call for service.
-  Deploying large flags and key pedestrian intersections. We introduced this concept in many of our cities and it really does prompt individuals to come up and talk to the team.
-  Introducing uniform elements that prompt the public to ask questions. For example, we often put buttons on our uniforms with statements like, "Ask me where my favorite restaurant is!" or "Want to know a hidden gem in Fort Lauderdale, ask me where it is!"



## WHY BLOCK BY BLOCK

Delivering Clean and Safe services to over ninety districts across the country gives us the advantage of knowing what works and doesn't work in communities. Block by Block isn't just another janitorial or security company; we only do downtown districts and only provide AMBASSADORS.



- 
**National Best Practices:** We know what works across the country from gum removal, homelessness, power washing and graffiti. We implement the best of what we see into your program locally. We're able to take ideas (like Demand Based deployment or gum removal), look at how your city functions and from there develop a tailored program that works best for your district.
- 
**Economies of Scale:** Since we serve such a large volume of districts, we're able to leverage our purchasing power to get our customers the best possible price on everything from trash bags to uniforms. We purchase everything at wholesale price, saving our customer's money to provide more hours on the street.
- 
**Risk Management** - Our team handles all workers compensation claims and OSHA issues. This provides a level of protection to our customers that cannot be offered if in-house. For example, just this year an ambassador in Minneapolis was injured by a reckless motorist resulting in a \$500,000 workers compensation claim. Being part of the Block by Block team means everyone shares this risk. The task of managing a significant risk of a claim can take hundreds of labor hours to handle.
- 
**Corporate Support** - Our corporate support center allows our Operations team to spend more time on the street rather than handling logistics and paper work. Over the years we have developed a hiring process that gives us the best ambassadors in the field
- 
**Training** - Our ambassadors never stop learning about how to be the best. Each ambassador receives weekly, monthly and quarterly training that can be done via our web based system. We update our training on a regular basis to include the best practices from around the country. Just in the last three years we've spent over \$50,000 on developing specific training models just for ambassadors working in the public right away.
- 
**South Florida Experience & Support** - No other company has the more experience operating in the South Florida region than Block by Block. We currently provide services in Downtown Miami, Coconut Grove, Hollywood, Lincoln Road, and we'll soon be adding Coral Gables. With our corporate and regional support in the area, we're well positioned to provide a higher level of quality assurance than any other vendor.

## LOCAL ORGANIZATION CHART

Every Block by Block Program has a dedicated Operations Manager that oversees the program. This high level, strategic thinking, individual ensures that the program is turn-key for the City of Fort Lauderdale. The following chart illustrates our approach to the Fort Lauderdale Ambassador Program, and also corresponds to the RFP. Please note the Cost Proposal page did not feature an Operations Manager, this position's cost is within both the Ambassador and Supervisor rate.



## POSITION DESCRIPTIONS

### OPERATIONS MANAGER

An Operations Manager will be one of the most essential players to the overall success of the program we develop for Fort Lauderdale. Over the course many years serving improvement districts we've developed a strong sense for how to best select the right individuals for these jobs and provide them with ongoing support.

It's our recommendation to select someone who will efficiently work with the city staff to be visionary, promote evolution, and drive quality within the program. We will select someone who can fire at multiple levels to include attending, or even representing DDP, in operations related meetings, but at the same time will be hands on with the front line staff.

Ultimately the success of every program depends on the key person assigned to each program. This is someone that can execute the collectively determined daily operating plan, make necessary adjustments based on daily needs, and take ongoing direction from our Regional Vice President.

The Operations Manager will be assigned solely to your program and will serve as the daily point of contact for the BIZ for all aspects related to the program. We'll thoroughly train this person to apply all aspects of our operating model and drive quality assurance.

Some of the core functions of the Operations Manager are as follows:

- Spend a good deal of their time in the field participating in work assignments, interacting with property owners, and inspecting the quality of work
- Interact frequently with the city to make program adjustments to meet short term needs
- Coordinate recruitment, selection, training and scheduling of staff
- Manage program outcomes and reporting requirements
- Will report directly to Block by Block's Regional Vice President in order to keep this person apprised on a very frequent basis (typically multiple times per week) regarding all field level activities, projects and any operational matters of concern
- Work with the Block by Block Regional VP and Corporate VP of Operations to make recommendations for continual program improvement

## TEAM LEADERS

Team Leaders serve as working team members, but have responsibility of serving as the primary supervisor for all front-line activity on their respective shift. Based on the need to have Team Leaders be mobile throughout the district we have found it's ideal if we make supervisors work as part of the Safety Team. They will be designated to provide work assignments to staff, ensure quality and maintain performance standards.

Critical functions of the Team Leader are as follows:

- Will run their assigned shift in absence of the Operations Manager
- Conduct shift briefings, uniforms inspections and provide assignments to staff
- Circulate through the district to ensure staff members are on point and working as expected as part of the overall work plan
- Spend at least 90% of their time in the field participating in work assignments and performing quality assurance of staff on their shift, taking corrective action or coaching as necessary

## AMBASSADORS

Ambassadors will comprise the front line staff of the program and will provide a high level of visibility and flexibility by moving fluidly from cleaning related services to safety related tasks. Ultimately all staff member are selected foremost for personality as they are expected to be able to effectively deal with the variety of 'publics' they will come into contact with:

Some of the specific tasks of the **Safety/Hospitality Ambassadors** are as follows:

- Continually engage the public with a friendly, sincere greeting and offer of assistance and follow our defined public engagement process
- Report any quality of life issues to the Safety Ambassadors for their response
- Carefully document activities and accomplishments using reporting mechanisms that we'll customize during the account implementation phase
- Patrolling on foot or Segway
- Providing continual public engagement to greet the public, offer assistance, and promote a reassuring presence to reinforce positive perceptions
- Deter crime and proactively address low level quality of life crimes, while summoning the help of Fort Lauderdale officers for more significant issues
- Entering all interactions with known persons in the SMART System

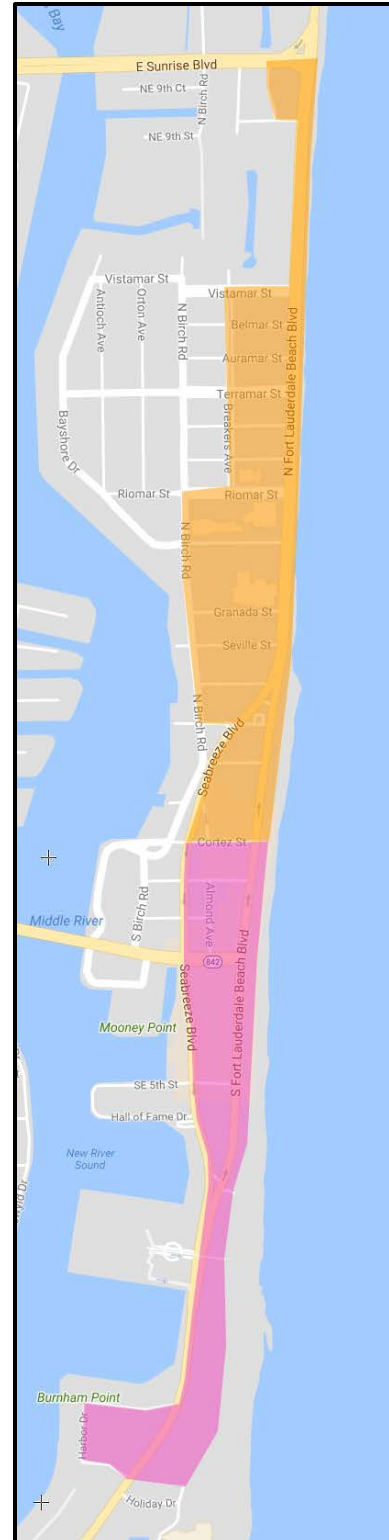
## SERVICE AREA

We utilized recreated the maps contained in the RFP to illustrate how we would approach delivering services to the area. We've included a few notes on how we would address each unique area.

### CENTRAL BEACH




With its high tourist population, hospitality and safety services will be key in this district. Some of the ways we'll deploy in this area include:

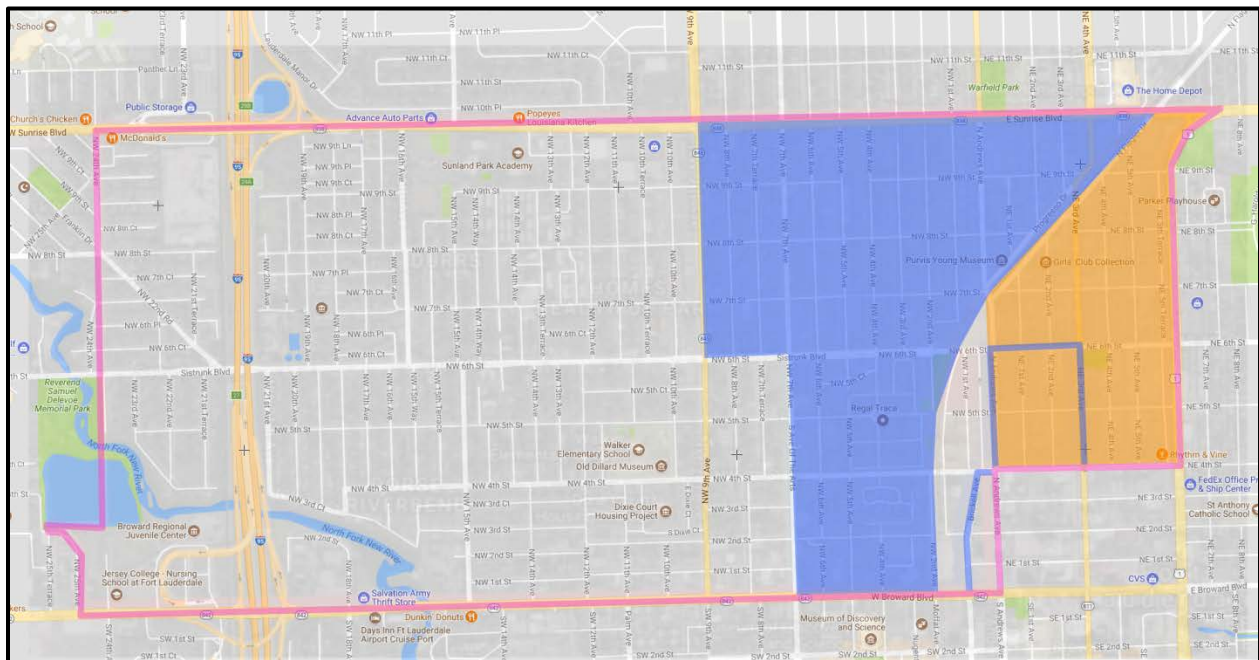
-  Ambassadors will be on bicycle and foot patrolling the area.
-  During any special events, Ambassadors will position themselves in the area and set up large flags to prompt visitors to interact with them.
-  Ambassadors will be expected to visit 4 businesses, including hotels on each of their shift. They will log every interaction into the SMART System. If any business is having a problem, the SMART System will send an email to the appropriate representative at the city for follow-up.
-  Ambassadors will carry a small first aid kit with them on the bicycle to assist anyone who may have a small cut or injury.
-  We'll deploy the information Tri-cycle in this area as well, which will contain collateral material on all of the businesses and destinations in Fort Lauderdale.



## NORTHWEST-FLAGER HEIGHTS

The Northwest-Flager Heights District is very expansive and services will need to be highly mobile in this area. Some of the ways we'll deploy in this area include:

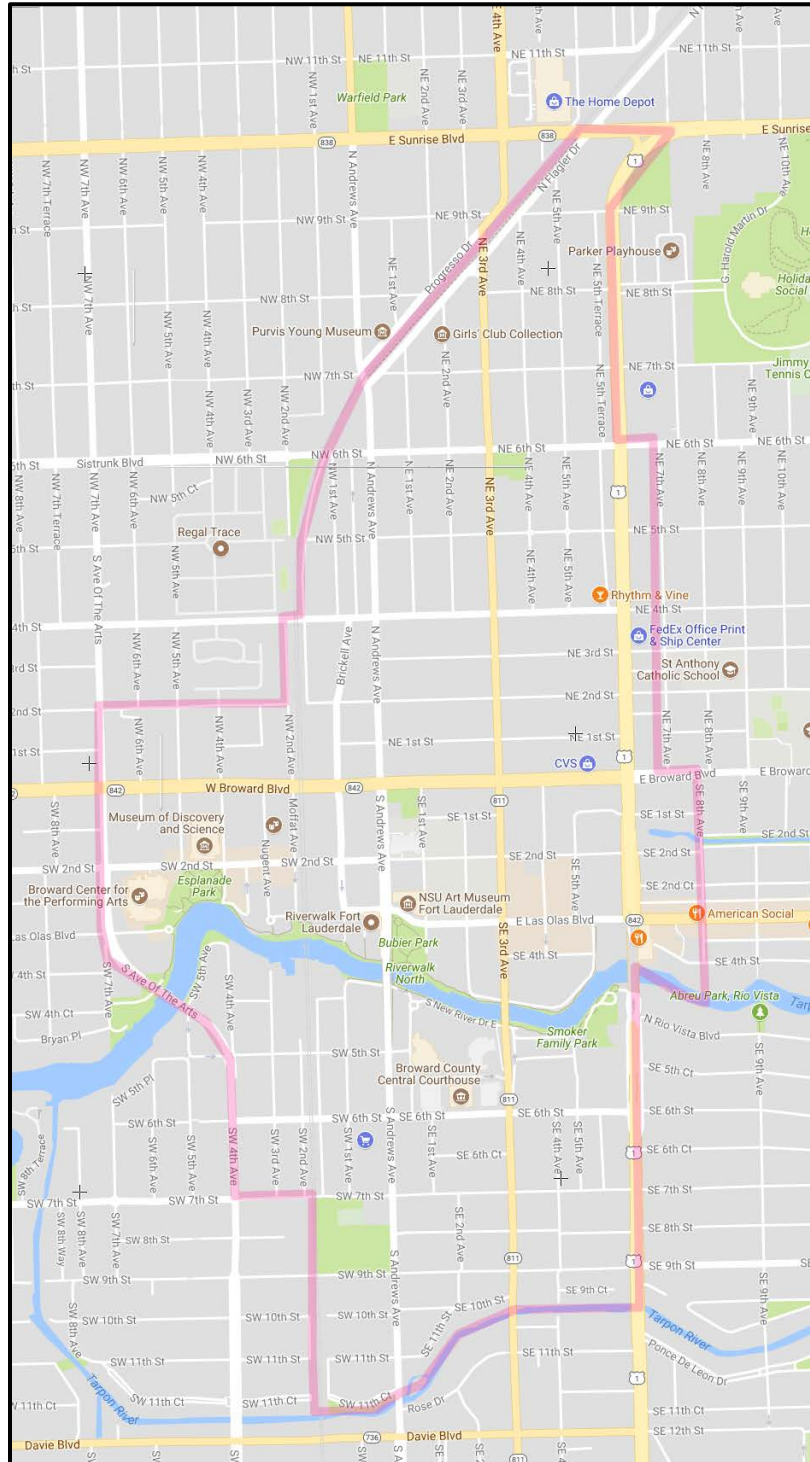
-  Ambassadors will be on bicycle in the blue and orange zones in the district.
-  A vehicle patrol will occur in the areas that are not shaded in.
-  The Ambassador Hotline number will be advertised in this area in order to create on-demand service. These includes the bicycle and automobile services we've described earlier.



## DOWNTOWN DDA

The Downtown area is the traditional business location in Fort Lauderdale, as well as becoming a hot residential neighborhood. Our deployment in this area will include:

-  Ambassadors on foot, bicycle, and Segway in order to cover a large territory.
-  We'll have a dedicated Ambassador near the Public Library to interact with individuals who are in need of social services.
-  Ambassadors will also make 4 business contacts during each shift. This will also be logged into the SMART System for any additional follow-up.
-  During the lunch-time and happy hour peak pedestrian times, Ambassadors will shift their deployment to this areas in order to interact with the most amount of people.



## DEPLOYMENT SCHEDULE

The following deployment plan is based on what prescribed in the original RFP. We've included this as a sample of what our scheduling often looks like. In Addendum 3, the schedules were removed. If selected we will develop a comprehensive deployment schedule for each of the districts, including patrol routes.

All Season Deployment

Position	Zone	Task	Hours	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Safety Ambassadors	Central Beach BID	Bicycle/Walking Patrol	6pm - 4am						10		10
	Central Beach BID	Bicycle/Walking Patrol	6pm - 4am						10		10
	Central Beach BID	Bicycle/Walking Patrol	12pm - 8:30pm	8						8	16
	Central Beach BID	Bicycle/Walking Patrol	12pm - 8:30pm	8						8	16
	Central Beach BID	Bicycle/Walking Patrol	8pm - 4:30am							8	8
	Central Beach BID	Bicycle/Walking Patrol	8pm - 4:30am							8	8
	Northwest-CRA	Bicycle/Walking Patrol	11am - 8pm		9	9	9	9			36
	Northwest-CRA	Bicycle/Walking Patrol	11am - 8pm		9	9	9	9			36
	Northwest-CRA	Bicycle/Walking Patrol	11am - 8pm		9	9	9	9			36
	Northwest-CRA	Bicycle/Walking Patrol	11am - 8pm		9	9	9	9			36
	Northwest-CRA	Bicycle/Walking Patrol	11am - 9pm						10	10	20
	Northwest-CRA	Bicycle/Walking Patrol	11am - 9pm						10	10	20
	Northwest-CRA	Bicycle/Walking Patrol	11am - 9pm						10	10	20
	Northwest-CRA	Bicycle/Walking Patrol	11am - 9pm						10	10	20
	Northwest-CRA	Bicycle/Walking Patrol	12pm - 5pm	5							5
	Northwest-CRA	Bicycle/Walking Patrol	12pm - 5pm	5							5
	Northwest-CRA	Bicycle/Walking Patrol	12pm - 5pm	5							5
	Northwest-CRA	Bicycle/Walking Patrol	12pm - 5pm	5							5
	Downtown	Bicycle/Walking Patrol	10am - 10pm	12	12	12	12	12			60
	Downtown	Bicycle/Walking Patrol	10am - 10pm	12	12	12	12	12			60
	Downtown	Bicycle/Walking Patrol	10am - 10pm	12	12	12	12	12			60
	Downtown	Bicycle/Walking Patrol	9am - 12am						14	14	28
	Downtown	Bicycle/Walking Patrol	9am - 12am						14	14	28
	Downtown	Bicycle/Walking Patrol	9am - 12am						14	14	28
Team Leader	Central Beach BID	Supervision/Patrol	6pm - 4am					10	10	10	30
	Northwest-CRA	Supervision/Patrol	11am - 9pm					10	10	10	30
	Downtown	Supervision/Patrol	10am - 10pm	10	10	10	10	10	10	10	70
Operations Manager	All	Working Manager	7am - 3:30pm		8	8	8	8	8		40
				82	90	90	90	110	140	144	
Total Scheduled Weekly Hours											746

## SCOPE OF SERVICES

### SAFETY & HOSPITALITY




DETER AND REPORT
<ul style="list-style-type: none"> <li>Continually circulate through assigned zone on Segway to provide high visibility to deter unwanted behaviors</li> <li>Report unwanted activities, crimes or disturbances to the Fort Lauderdale Police for response through dispatch</li> <li>Assist police by being “witness complainants” in cases involving Ambassadors</li> </ul>
QUALITY OF LIFE CRIME DETERRENCE
<ul style="list-style-type: none"> <li>Ambassadors will engage people identified to be panhandling, in order to suggest and coordinate services. When services are not of interest document the interaction in SMART System.</li> <li>Those people in violation of the sit/lie ordinance, along with other pertinent ordinances, will be engaged and reminded of the ordinance. If the person does not comply the Fort Lauderdale Policar would be called to address the situation</li> <li>Document each individual engagement and activity in SMART System in order to track the frequency of unwanted activities to mobilize enforcement efforts of those people resisting services</li> </ul>
CONTINUAL ENGAGEMENT OF THE HOMELESS POPULATION
<ul style="list-style-type: none"> <li>Continually circulate through the district to identify homeless people</li> <li>Engage homeless people in order to build relationships and encourage assistance from social service providers in order to coordinate service delivery</li> <li>Triage the needs of homeless people in order to encourage appropriate services from provider agencies</li> <li>Document all interactions in the SMART System database so that individuals can be prioritized based on need and their visibility in the district</li> </ul>
SAFETY ESCORTS
<ul style="list-style-type: none"> <li>Ambassadors can meet district workers, residents, or visitors at their location and escort them to their destination within the district</li> <li>Pedestrians can request a safety escort by contacting the promoted number, which is the shared cell phone carried by on-duty staff members</li> </ul>
PUBLIC ENGAGEMENT & HOSPITALITY
<ul style="list-style-type: none"> <li>Ambassadors will be a highly visible presence continually circulating through key corridors frequently as well as outlying areas of the district</li> <li>Ambassadors will engage visitors of the public with a friendly greeting and be very responsive to opportunities to provide directions, recommendations, or assistance</li> <li>Ambassadors ultimately will be one of the caring faces of Fort Lauderdale</li> </ul>

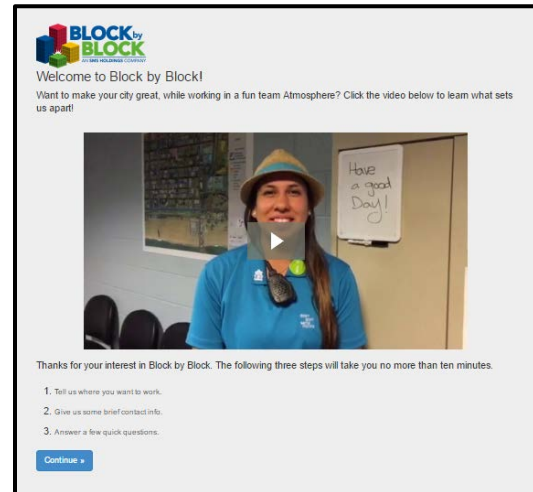
## RECRUITMENT

The best way to ensure the success of a Ambassador Program is to hire the right people from day one. As the national economy changes and recruitment has become more difficult, Block by Block has risen to the challenge by streamlining the recruitment process. We've also added a Project Manager dedicated to recruitment and a new employee hiring platform to enable our Operations Managers to focus on day to day field work as opposed to interviewing and onboarding.

### WORK WITH BLOCK BY BLOCK.COM

For too long our Operations Managers had to sift through dozens of resumes to find just a few candidates to interview. We've been able to take that step out of the process by starting our application process online! Individuals who are interested in becoming Ambassadors answer a few key questions such as:



-  Do you enjoy working in the outdoors?
-  Do you like talking and engaging with the public?
-  Are you interested being part of the redevelopment of your city?



By answer a few simple key questions we're able to determine whether individuals are the correct fit for the next round of podium group interviews in person with our Operations Manager. Our Recruitment Project Manager then sets up these interviews and assists the Manager with the Onboarding Process.

### THE RIGHT STUFF

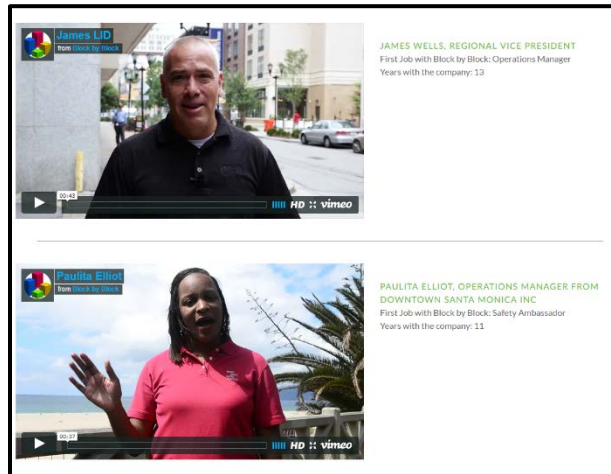
Ensuring we hire people who have the "right stuff" to be Ambassadors is critical to our operations and is what sets Block by Block apart from the competition. Not only does increase the efficiency of our program, but also reduces our employee turnover. After nearly two decades of providing services to Downtowns, we know what we're looking for. We do this by:

-  Performing Wonderlic testing on all of our Operations Manager finalists. Wonderlic is one of the most popular tools available to see if someone's personality will fit with our company philosophy.
-  Letting a Team Candidate spend a partial shift in the field shadowing another Ambassador. This few hour experience allows a potential Ambassador to see what is involved day to day and make a decision as to whether they will proceed forward with the hiring process.

## LEADERSHIP DEVELOPMENT







We're always excited about promoting our team from within. Just this year, our team is rolling out our Leadership in Development Program. We identify Ambassadors, Team Leaders, and other staff who have an interest in advancing with the company. We'll provide additional course training in what it takes to become an Operations Manager, Project Manager, or even a Regional Vice President. Candidates will be tested on their knowledge of operating procedure as well as their aptitude for leadership.

With the development of the LID Program, we'll be able to fill leadership positions when they become available quickly. Employees that are in the LID Program will have an opportunity to relocate when a new leadership position becomes available in the company or move up within their current program. This will retain our employees for a much longer tenure and ensure that any leadership change at the Operations Manager level is a smooth transition. Anyone interested in the LID program can learn more at [blockbyblock.com/LID](http://blockbyblock.com/LID).



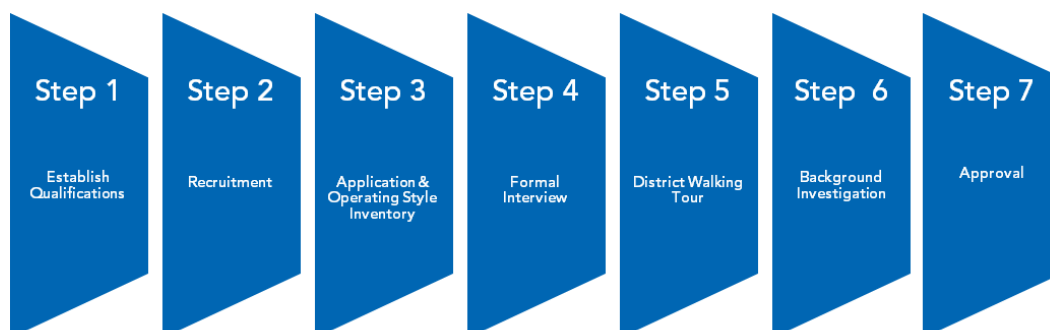
## CANDIDATE SOURCING METHODS

In today's competitive economy, Block by Block has addressed the need to recruit Ambassadors from multiple different sources. In addition to our 'Quick Interest' website, we also use the following methods to ensure we have candidates who are ready to become Ambassadors:

-  Traditional Newspaper Ads
-  Social Media ads and outreach
-  Local Job Fairs and Hiring Agencies
-  Second Chance Programs through Local Social Service Agencies
-  Job Placement Agencies
-  Referrals from our Current Employees - This results in the best quality candidates we typically receive

## HIRING PROCESS

The following chart outlines the Block by Block Hiring Process:



## EMPLOYEE BENEFITS

All Block by Block Employees are offered the following benefits as part of our standard Block by Block benefits package:

### Immediately

BENEFIT	OVERVIEW
Paid Holidays	Employees will receive holiday pay for New Years, Memorial, Independence, Labor, Thanksgiving, and Christmas days.
Weekly Pay	At the continual request of employees, Block by Block pays weekly on Tuesday
Direct Deposit	Employees can have their weekly paycheck deposited into their bank account(s) of choice

### After 90 days

BENEFIT	OVERVIEW
Health Insurance	Group membership with Blue Cross and Blue Shield, which is a 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 frontline employees alike.  We pay 70% of premiums (employee only) while the employee contributes 30%, which leaves the employees to pay approximately \$32.00 per week.
Dental Insurance	Group membership is with Delta Dental. Block by Block pays 70% of premiums (employee only), while the employee contributes 30%, which leaves the employee to pay approximately \$1.30 per week.
Life Insurance	\$20,000 of free life insurance is provided to employees who participate in the company-sponsored health insurance plan.

### After 1 year

BENEFIT	OVERVIEW
Paid Time Off	Paid time off is included in our budget and reflects the PTO requirements of the local ordinances.
Birthday Pay	All full and part-time employees receive their birthday as a paid day off.
401K Plan	Employees may contribute to the company sponsored plan.

### Merit Increases

Block by Block believes that rewarding employees for the tenure and hard work is an important part of creating the culture of the program. Each year, we work with our customer's to develop a wage increase that both fair to the employee and fits within the budget of the program.



## BACKGROUND, DRUG SCREENING, AND PERSONNEL POLICES

All applicants to Block by Block Programs must pass a federal and state background check and pass a medically certified six-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.


## TRAINING

Once an outgoing and friendly person is hired, it's time to give them the best training possible to make them a Block by Block AMBASSADOR. With our decades of experience, we've built our own training modules to start with the basics. As each individual progresses through the 24 hours of initial training, they receive specific training based on whether they are a clean, safe, or hospitality Ambassador. Ambassadors then receive bi-weekly training updates throughout the year. An outline of our initial training course is provided below:


Safety Ambassador Curriculum			Cleaning Curriculum			Hospitality Curriculum		
Sect	Topic	Hours	Sect	Topic	Hours	Sect	Topic	Hours
Orientation			Orientation			Orientation		
1.1	Background of Block by Block	1.0	1.1	Background of Block by Block	1.0	1.1	Background of Block by Block	1.0
1.2	Intro to the Customer	1.0	1.2	Intro to BIDs & the Customer	1.0	1.2	Intro to BIDs & the Customer	1.0
1.3	Perceptions	1.0	1.3	Perceptions	1.0	1.3	Perceptions	1.0
1.4	What is an Ambassador	1.0	1.4	What is an Ambassador	1.0	1.4	What is an Ambassador	1.0
2.1	Operational Procedures - General	0.5	2.1	Operational Procedures - General	0.5	2.1	Operational Procedures - General	0.5
2.3	Operational Procedures - Safety Specific	1.0	2.2	Operational Procedures - Cleaning Specific	2.0	2.4	Operational Procedures - Hospitality Spec	1.0
2.5	Communications	1.0	2.5	Communications	1.0	2.5	Communications	1.0
2.6	Reporting	2.0	2.6	Reporting	2.0	2.6	Reporting	2.0
3.1	District Orientation & Training	9.5	3.1	District Orientation & Training	9.5	3.1	District Orientation & Training	9.5
3.2	Public Engagement Training	2.0	3.2	District Orientation & Training	2.0	3.2	Customer Service & the Engagement Experi	3.0
4.1	Scenarios - All Ambassadors	1.0	4.1	Scenarios - All Ambassadors	1.0	4.1	Scenarios - All Ambassadors	1.0
4.3	Scenarios - Safety	2.0	4.2	Scenarios - Cleaning	1.0	4.4	Scenarios - Hospitality	1.0
4.5	Workplace Safety	1.0	4.5	Workplace Safety	1.0	4.5	Workplace Safety	1.0
TOTAL		24.0	TOTAL		24.0	TOTAL		24.0

## TRAINING TOPICS


Block by Block is constantly updating our training modules to include even more relevant information to give our team members. We're happy to demonstrate our interactive training videos with you. However, we thought it would be great to highly four that are particularly useful to the team at the Waterfront Partnership. As with all of our training modules, a short quiz is taken after to reinforce understanding of the information. Here's are just a few examples of our more than 60 topics:

-  **Giving Good Directions:** Ask four people directions to someplace, and you're likely to get four different answers. Most people do not know how to give accurate directions to the public. In a tourist destination like the Waterfront Partnership, this is especially important because you have out of town visitors who may not know local landmarks. This training session focuses on give precise and conscience directions that are easy to follow.




 **Business Contacts:** This training focuses on how to make a good business contact with a street level merchant or office. This teaches the team member to provide quick updates on any news within the district, provide collateral material if needed, and ask if there are any concerns that the business owner has. We also focus heavily on ensuring our team members do not linger or come at times when a merchant may be busy.



 **Warm Weather:** It gets hot in #City in the summer and being near water often times reflects, even more, heat. This training module focuses on ensuring that our team members stay properly hydrated when working in warm weather and also to spot signs of heat exhaustion amongst their fellow employees and also members of the public. This training modules is repeated each spring to reinforce best practices as warm weather approaches.



 **Difficult Situations:** Anytime you're working in a dynamic urban environment, there's a possibility you may come upon something bad that has happened. This training video focuses on how to handle these situations both from a safety point of view but also from an emotional perspective.



## TRAINING PLATFORM

Block by Block has invested heavily in our training infrastructure over the past three years. We recently transitioned our training platform to the SafePersonnel training platform. This web-based training system allows our Ambassador take their on-going refresher training from anywhere, which prevents us from taking members out of the field. Ambassador watch a video training module and are then required to take a short quiz at the end of the training. Our corporate compliance manager ensures that all Ambassador complete the necessary modules on time and with a satisfactory grade. Anyone who does not receive a satisfactory score will be required to take the training again.

## SAFETY & FIRST AID TRAINING

Safety is our top priority at Block by Block. We want to make sure that all of our team members return home safely after the completion of each shift. In 2014, we launched our STOP.THINK.ACT campaign. Coupled with weekly and quarterly training sessions, the program is integrated into everything from our uniform bracelets, posters in our operations centers, and reminders placed on all of our equipment. In 2016, Block by Block refreshed the campaign based on contributions from our employees around the country. A competition was held, and the best poster from across the country was selected to be displayed in all of our accounts.

All of management team and Safety Ambassador are CPR and First Aid certified. We work with the local American Red Cross in #City to obtain this training.



## ON-GOING TRAINING

Training never stops at Block by Block. Our Ambassador receive bi-weekly training updates using our Safe Personnel Training. This training can be done on the SMART System Device which enables us to do training individually and not remove the entire team from the field. Some of the training topics include:

- How to Handle Working in Extreme Heat Conditions
- Interacting with Demonstrations and Protestors
- How to Give Great Directions
- How to Make a Great Business Contact
- How to contact local authorities in an emergency



## REPORTING & TECHNOLOGY

After spending years scouring the industry looking for the best technology platform for our districts, we decided it was best just to create our own. Block by Block's SMART System was designed from the ground up to be the most useful data reporting tool for downtowns. On top of all of the features, we'll outline below:

All of the team members of the City of Fort Lauderdale will receive an iPhone equipped with the SMART System. This will allow them to enter their data in the field as opposed to tallying data by hand at the end of the shift. The SMART System is specifically designed to be used with an index figure to avoid the perception that the team member is texting.

We've outlined some the key features of the SMART System for you below:

### BOARD READY REPORTS

Gone are the days of having to export all of your hand driven data into a spreadsheet and then typing up a report. The SMART System allows our managers to create templates of the most requested reports and be able to generate them quickly and with ease. We can even set up reports to auto-generate if the staff of City of Fort Lauderdale wants to receive the same report on a regular basis. Our Board Ready reports can easily be uploaded to a website or presented at stakeholder meetings.

### PROPERTY CONDITION REPORTS

We have created a database of property condition items, identified in the public right of way. Examples include broken utility poles, missing signs, broken sidewalks, or graffiti that cannot be removed by the team. We can enter this into the SMART System, and the appropriate city department will be notified that it should be fixed. We can even track how long it took them to repair the item.



## INCIDENT REPORT DATABASE

Anything that happens in the district that is out of the ordinary will be recorded in the SMART System. Working with the staff of City of Fort Lauderdale we can classify each type of incident. We can then have the system generate an automatic report to staff if there is anything of a severe nature that requires management's attention.

## ACTIVITY TRACKING & VARIANCE REPORTING

All of the work that the team does in the field will be recorded in the SMART System. Not only will this allow us to track what is happening during all times of the day, but it gives us the ability to adjust deployment based on

Variances

Variance Type

12 Month Range

Start Date

03/01/2015

End Date

03/31/2015

Go

Export All to CSV




Export Data

Tasks (Show)

Select All | Select None | Select Inverse

TASK ±	MAR 01 - MAR 31, 2014	MAR 01 - MAR 31, 2015	VARIANCE	% CHANGE
Bicycle (miles)	554	70	-484	-87.36
Business Contact	98	19	-79	-80.61
Business Contacts	0	94	94	100
Flower Watering (gallons)	700	91	-609	-87
Graffiti (illegal posting) - Removed	0	231	231	100
Graffiti - Forwarded for Action	31	68	37	54.41
Graffiti - Removed	90	19	-71	-78.89
Gum Spot Removal	6	10	4	40

what we are tracking over time. For example, if a particular shift or team member is not interacting with as many pedestrians as other shifts this may be because we are not matching our deployment to when people are on the street. Or it could be an opportunity to provide additional training to a team member.




-  Pounds of litter collected
-  Number of Graffiti Tags removed
-  Hours of pressure washing
-  Number of Hospitality Contacts
-  Before and After Photos of work performed

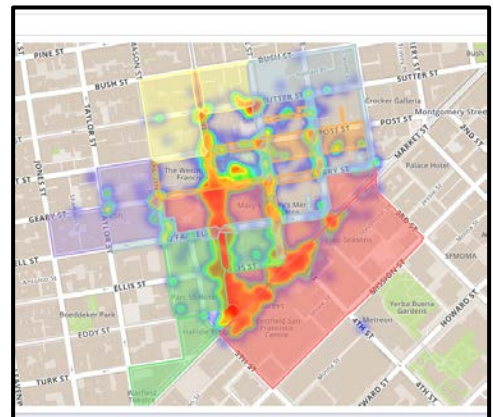
## BUSINESS CONTACT DATABASE

Block by Block's team will serve as the eyes and ears to the City of Fort Lauderdale. Team members will be expected to visit street level merchants on a regular basis to 'check-in' and provide information about the district or even pass out collateral materials from the downtown organization. As part of these contacts, team members will enter all interactions into the SMART System. If a business is having problems or requests more information, an email will automatically be sent to a staff member of City of Fort Lauderdale for follow up.

## MAPPING

One of the most useful features of the SMART System is our ability to provide mapping. Unlike our competitors, our mapping feature does not require an expensive data plan for each device, therefore allowing us to save our customers a considerable amount of money each year. Our mapping feature has multiple capabilities including:

-  **Walk Maps:** We can track the route that each team member took throughout their shift and how long they were in each location
-  **Incident Maps:** All of our incidents, including graffiti removal or broken infrastructure, are placed on a map so we can show where most work is being performed in in Fort Lauderdale
-  **Heat Maps:** The SMART System automatically generates a heat map based on data entered to show where the greatest concentrations of resources are being utilized in Fort Lauderdale.



## DEDICATED SMART SYSTEM PROJECT MANAGER SUPPORT -

We include all of our technology for free to our customers, and it comes with dedicated Project Manager Support at the corporate level. Our Project Manager also spends time tracking trends and helping our Operations Manager change deployments and schedules based on real data. If the Playhouse District Association wishes to make specific changes to the SMART System, they will work directly with the Operations Manager and the SMART System Project Manager to make the specific changes.

## REFERENCES

Block by Block operates over 90 Programs across the United States. We are happy to provide you with a complete list of all of our programs upon request. As requested in the RFP, we've provided the following three references to the City of Fort Lauderdale.

MIAMI DOWNTOWN DEVELOPMENT AUTHORITY	
 <p><b>MIAMIDDA</b> DOWNTOWN DEVELOPMENT AUTHORITY</p>	<p><b>Serving Since:</b> July 2014  <b>Ambassadors:</b> 10  <b>Contract:</b> \$425,000  <b>Contact:</b> Jennifer Rodero, Enhanced Svcs  <b>Phone:</b> (305)579-6675  <b>Website:</b> www.miamidda.com  <b>Services Provided:</b> Supplemental Safety</p>
JACKSONVILLE DOWNTOWN VISION	
 <p><b>DOWNTOWN VISION</b></p>	<p><b>Serving Since:</b> January 2013  <b>Ambassadors:</b> 14  <b>Contract:</b> \$620,600  <b>Contact:</b> Jake Gordon, Executive Director  <b>Phone:</b> (904) 634-0303  <b>Website:</b> www.downtownjacksonville.org  <b>Services Provided:</b> Hospitality Services, Supplemental Safety, Environmental Maintenance</p>
DOWNTOWN AUSTAIN ALLIANCE	
 <p><b>DOWN AUSTINTOWN ALLIANCE</b></p>	<p><b>Serving Since:</b> January 2016  <b>Ambassadors:</b> 45  <b>Contract:</b> \$2,100,000  <b>Contact:</b> Bill Brice, Vice President of Operations  <b>Phone:</b> (512) 469-1766  <b>Website:</b> www.downtownaustin.com  <b>Services Provided:</b> Environmental Maintenance, Safety, Hospitality, Park Management</p>



## MINORITY/WOMEN PARTICPATION

Block by Block and its parent company, SMS Holdings, are not Minority or Women owned enterprises. However, in many of our locations across the country we will partner with a local M/WBE to provide a staffing resource to our programs. If selected to provide Ambassadors services to the City of Fort Lauderdale, we will explore this option with local businesses.

## SUBCONTRACTORS

Block by Block will not utilize any subcontractors as part of the scope of work for the City of Fort Lauderdale.

## REQUIRED FORMS

PROPOSAL CERTIFICATION

COST PROPOSAL

NON-COLLUSION STATEMENT

CONTRACT PAYMENT METHOD

SAMPLE INSURANCE CERTIFICATE

**BID/PROPOSAL CERTIFICATION**

**Please Note:** If responding to this solicitation through BidSync, the electronic version of the bid response will prevail, unless a paper version is clearly marked **by the bidder** in some manner to indicate that it will supplant the electronic version. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) Mydatt Services dba Block by Block EIN (Optional): \_\_\_\_\_

Address: 640 South Farth Street

City: Louisville State: KY Zip: 40202

Telephone No. 216.973.2217 FAX No. 502.749.0522 Email: mlammon@blockbyblock.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): N/A

Total Bid Discount (section 1.05 of General Conditions): N/A

Does your firm qualify for MBE or WBE status (section 1.09 of General Conditions): N/A MBE \_\_\_\_\_ WBE \_\_\_\_\_

**ADDENDUM ACKNOWLEDGEMENT** - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Addendum No.	Date Issued	Addendum No.	Date Issued	Addendum No.	Date Issued
<u>1</u>	<u>10-3-17</u>	<u>3</u>	<u>11-1-17</u>		
<u>2</u>	<u>10-18-17</u>				

**VARIANCES:** If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **If submitting your response electronically through BIDSYNCH you must also click the "Take Exception" button.**

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Mark Lammon  
Name (printed)

11-29-17  
Date:

[Signature]  
Signature

VP of Business Development  
Title

revised 04/10/15



### **ADDENDUM NO. 3**

RFP No. 12054-585  
TITLE: City Ambassador Program

ISSUED: November 1, 2017

This addendum is being issued to make the following change(s):

1. Section 3.1.4, first paragraph is revised and shall now read:  
“Ambassadors shall wear specially designed uniforms (same color for Exhibit B – the Northwest Progresso Flagler Height and Exhibit C - Downtown areas). The uniforms for Exhibit A – Central Beach shall be designed to reflect the festive nature of the beach environment. All uniforms shall use designated logos on all collateral materials, equipment and accessories. Required uniform, equipment and accessories for all Entities shall include but not be limited to the following:...”
2. Section 3.1.6.4 is added and shall now read:  
“Selected consultant shall ensure all ambassadors and supervisors obtain a Class “D” Security Officer License prior to start of service, in addition to ensuring licenses are renewed when applicable and in a timely manner without disrupting service.”
3. Section 3.1.6.3 now includes new item # 2:  
“submittal of Class “D” Security License proof, including renewal proof after (2) years for all personnel.”
4. Section 3.1.9.2 now includes the following legal holidays:
  1. New Year’s Day
  2. Martin Luther King’s Birthday
  3. Memorial Day
  4. Independence Day
  5. Labor Day
  6. Veterans Day
  7. Thanksgiving Day
  8. Day Following Thanksgiving
  9. Christmas Day
5. Section 3.2.1.C has been deleted in its entirety.
6. Section 3.2.1.D, Breakdown of hours has been deleted and shall now read:  
“The BID is seeking an estimated total of 2,268 labor hours annually per ambassador.”
7. Section 3.2.2.D, Chart on minimum staffing levels has been removed in its entirety and shall now read:  
“The BID is seeking an estimated total of 2,268 labor hours annually per ambassador.”



8. Section 3.2.2.G, Historic Sistrunk is revised and shall now read:
  - “Historic Sistrunk– uncolored area requires two (2) personnel, an ambassador and the supervisor.”
9. Section 3.2.2.2.H, Breakdown of hours has been deleted and show now read:  
“NPF-CRA is seeking an estimated total of 3,172 labor hours annually, per ambassador.”
10. Section 3.2.3.D, Chart on DDA minimum staffing levels has been removed in its entirety and shall now read:  
“DDA requires three (3) ambassadors for a total of 212 weekly hours, of which the supervisor shall serve 40 hours a week.”
11. Section 3.2.3.E, is revised and shall now read:  
“DDA is seeking an estimated total of 11,024 labor hours annually.”
12. Section VI – Cost Proposal Page has been revised. Proposers shall use the revised page included with this addendum.
13. The opening date has changed to November 30, 2017.

All other terms, conditions and specifications remain unchanged.

AnnDebra Diaz, CPPB  
Senior Procurement Specialist

Company Name: \_\_\_\_\_Block by Block\_\_\_\_\_ (please print)

Bidder's Signature: \_\_\_\_\_

Date: \_\_\_\_11-28-2017\_\_\_\_\_



## SECTION VI - COST PROPOSAL PAGE - REVISED

Proposer Name: Block by Block

- 6.1 Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.
- 6.2 **Cost to each Entity:** Contractor must quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.
- 6.3 Contractor shall factor all cost associated with providing ambassador services in the final price for each entity, including requested items listed under sub-section 3.1. General Information/Intent.
- 6.4 **Ambassador Cost by Entity:**
- |                                      | ESTIMATED ANNUAL HOURS                         |
|--------------------------------------|--|
| 6.4.1 <b>BID Area/Zones</b>          |  |
| • Ambassadors, Regular Hours         | 4,536 hrs X \$ 23.12 /hr = 104,872.32 annually |
| • Supervisor, (non-shared) Hours     | 1,320 hrs X \$ 27.24 /hr = 35,956.80 annually  |
| 6.4.2 <b>The NPF-CRA Area/Zones:</b> |  |
| • Ambassadors, Regular Hours         | 9,516 hrs X \$ 23.12 /hr = 220,009.92 annually |
| • Supervisor, (non-shared) Hours     | 2,224 hrs X \$ 27.24 /hr = 60,581.76 annually  |
| 6.4.3 <b>DDA Areas/Zones:</b>        |  |
| • Ambassadors, Regular Hours         | 8,944 hrs X \$ 23.12 /hr = 206,785.28 annually |
| • Supervisor, Regular Hours          | 2,080 hrs X \$ 27.24 /hr = 56,659.20 annually  |
- 6.5 **Shared Services between the BID and NPF-CRA:**
- 6.5.1 Shared Supervisor, Regular Hours 948 total hours breakdown:
- |                  |   |
|------------------|---|
| • <b>BID</b>     | 474 hrs X \$ 27.24 /hr = \$12,911.76 annually |
| • <b>NPF-CRA</b> | 474 hrs X \$ 27.24 /hr = \$12,911.76 annually |
- 6.5.2 **Shared Vehicle between the BID and NPF-CRA:**
- |                   |                 |                            |
|-------------------|-----------------|----------------------------|
| ○ BID Portion     | 42% \$ 6,961.50 |                            |
| ○ NPF-CRA Portion | 58% \$ 9,613.50 | Cost \$ 16,575.00 annually |

**TOTAL COST \$ 710,688.80 ANNUALLY**

Submitted by:

Mark Lammon  
Name (printed)

Signature

11-28-2017  
Title

VP of Business Development  
Title

**NON-COLLUSION STATEMENT:**

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

<u>NAME</u>	<u>RELATIONSHIPS</u>
N/A	

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

**CONTRACT PAYMENT METHOD BY P-CARD**

THIS FORM MUST BY SUBMITTED WITH YOUR RESPONSE

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to payment by credit card via MasterCard or Visa. This allows you as a vendor of the City of Fort Lauderdale to receive your payment fast and safely. No more waiting for checks to be printed and mailed.

Payments will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, firms must presently have the ability to accept credit card payment or take whatever steps necessary to implement acceptance of a credit card before the commencement of a contract.

Please indicate which credit card payment you prefer:

☒ Master Card

☐ Visa Card

Company Name: Block by Block

Mark Lammon  
Name (printed)

[Signature]  
Signature

11-28-2017  
Date:

VP of Business Development  
Title



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

8/29/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Beecher Carlson Insurance Services 6 Cadillac Drive, Suite 320 Brentwood, TN 37027  www.beechercarlson.com	<b>CONTACT</b> NAME: (NASH) Sarah Ivy PHONE (A/C, No, Ext): 615-277-9842 E-MAIL ADDRESS: sivy@beechercarlson.com <b>INSURER(S) AFFORDING COVERAGE</b> INSURER A: Employers Insurance Company of Wausau INSURER B: Arch Insurance Company INSURER C: Arch Indemnity Insurance Company INSURER D: INSURER E: INSURER F:	<b>FAX</b> (A/C, No): 615-277-9879 <b>NAIC #</b> 21458 11150 30830
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**COVERAGES****CERTIFICATE NUMBER:** 37462176**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG \$ \$ \$ \$ \$ \$
A	<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY			ASC-651-287463-037	8/31/2017	8/31/2018	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) \$1,000,000 \$ \$ \$ \$
	<b>UMBRELLA LIAB</b> <b>EXCESS LIAB</b> DED <input type="checkbox"/> RETENTION \$ <input type="checkbox"/>						EACH OCCURRENCE AGGREGATE \$ \$ \$
B C	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input checked="" type="checkbox"/> N	N/A	31WCI4925812 (AOS) 34WCI0501112 (NY, CA, TX MO, KY ONLY)	8/31/2017 8/31/2017	8/31/2018 8/31/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT \$1,000,000 \$1,000,000 \$1,000,000
A	Auto Physical Damage \$1,000 Ded. Comprehensive \$1,000 Ded. Collision			ASC-651-287463-037 *Physical damage applies to scheduled autos only	8/31/2017	8/31/2018	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER****CANCELLATION**

Evidence of Coverage

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

(NASH) Donna Bagley

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ACORD 25 (2016/03)

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EXHIBIT 8  
Page 47 of 48



SERVMAN-01

DMELLOFA

## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/31/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Willis of Massachusetts, Inc. c/o 26 Century Blvd P.O. Box 305191 Nashville, TN 37230-5191	CONTACT NAME: Willis Towers Watson Certificate Center	
	PHONE (A/C, No, Ext): (877) 945-7378 FAX (A/C, No): (888) 467-2378	
	E-MAIL ADDRESS: Certificates@willis.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A: First Specialty Insurance Corporation	34916
	INSURER B: Rockhill Insurance Company	28053
	INSURER C: XL Insurance America, Inc.	24554
	INSURER D:	
	INSURER E:	
	INSURER F:	

## COVERAGES

## CERTIFICATE NUMBER:

## REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC <input type="checkbox"/> OTHER:			IRG200320601	04/01/2017	04/01/2018	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 0 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$			FF016372-01	04/01/2017	04/01/2018	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y / N If yes, describe under DESCRIPTION OF OPERATIONS below		N / A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
C	Excess Liability			US00074921LI17A	04/01/2017	04/01/2018	\$20,000,000 xs 5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

## CERTIFICATE HOLDER

## CANCELLATION

Evidence of Insurance	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 