

INTRODUCTION

The following information is designed to outline the framework for a team of friendly, outgoing Ambassadors, who will best represent downtown Orlando as the vibrant center of culture and activity in central Florida. This team of personnel will be deployed broadly throughout downtown Orlando to interact with stakeholders in all forms to include visitors, residents, merchants, homeless persons and transients. The purpose of the team will be to maximize visibility and engagement with all user groups to reinforce positive perceptions of downtown Orlando.

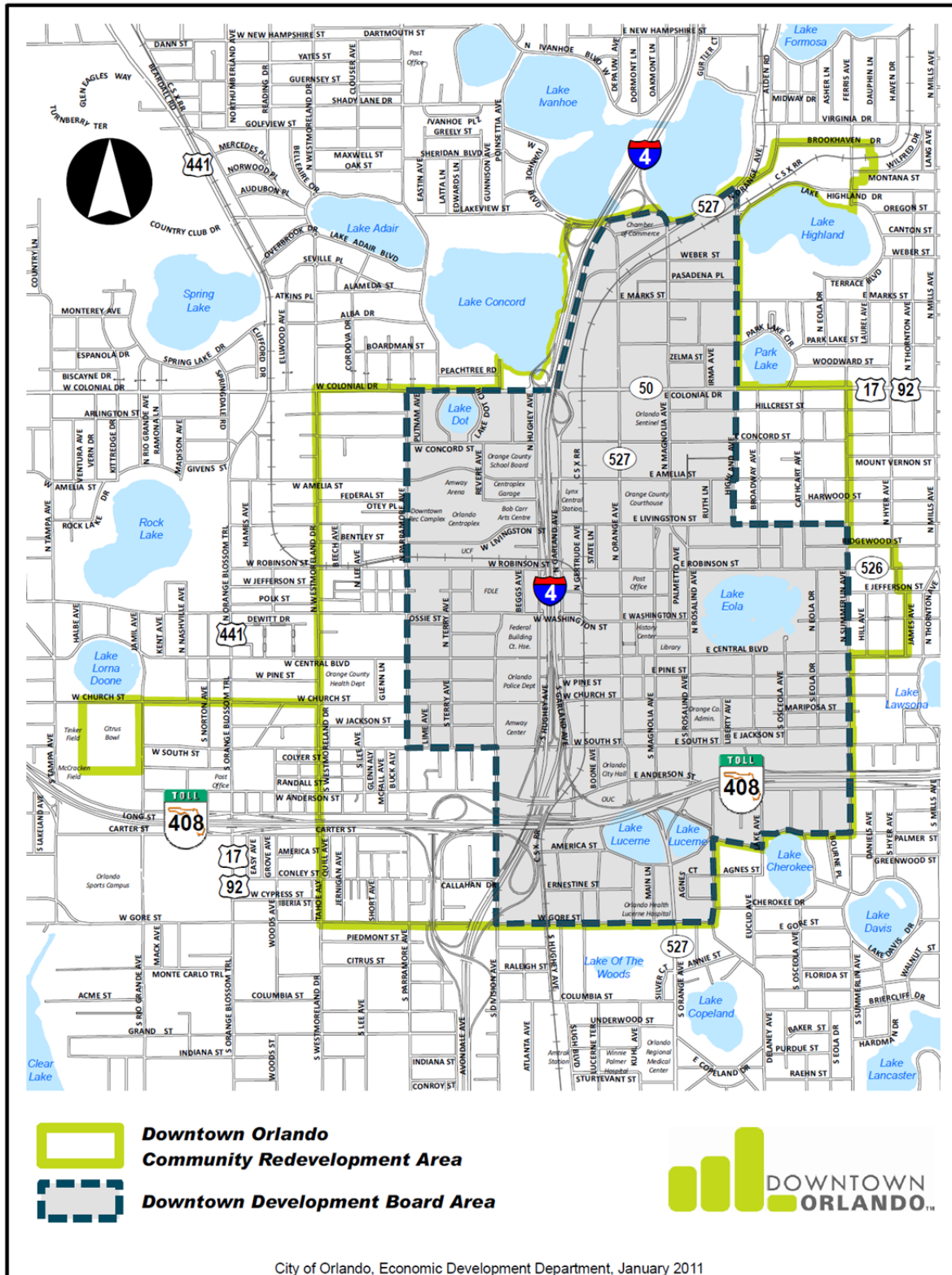
The program outlined below will be fully implemented within 30 – 60 days of formal approval of the Board of Directors of the Orlando CRA.

DEPLOYMENT

We've spent a great deal of time developing a comprehensive deployment strategy based upon our visit to downtown Orlando and our gained understanding of the opportunities to reinforce a fantastic environment in downtown. Based on our understanding of the area we have developed the following deployment plan and strategy to support positive perceptions in downtown.

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SERVICE AREA



The team of Ambassadors will be deployed strategically through downtown and will have the purpose of maximizing visibility and public engagements.

AMBASSADOR SERVICES: SCOPE OF WORK

PUBLIC ENGAGEMENT & HOSPITALITY
<ul style="list-style-type: none"> Ambassadors will be a highly visible presence continually circulating through key corridors frequently as well as outlying areas of the service area Ambassadors will proactively and continually engage visitors of the public with a friendly greeting and be very responsive to opportunities to provide directions, recommendations, or assistance Ambassadors ultimately will be one of the caring faces of Downtown Orlando Ambassadors will regularly visit ground level businesses to discuss relevant information and events. Details of business contacts will be provided through the SMART System.
HELPING AND RESPONDING
<ul style="list-style-type: none"> Continually circulate through assigned zone on foot or bicycle to provide high visibility and to provide a reassuring presence in order to reinforce positive perceptions of downtown. Report crimes or disturbances to the Orlando Police for response through dispatch Assist police by being “witness complainants” in cases involving Ambassadors Those people in violation of any pertinent ordinances, will be engaged and reminded of the ordinances. If the person does not comply the Ambassador will either document the situation in the SMART System or notify Orlando Police, depending on the severity.
QUALITY OF LIFE SERVICES
<ul style="list-style-type: none"> Ambassadors will engage people identified to be panhandling, in order to identify any legitimate needs, then subsequently suggest and communicate available services. If a legitimate gap in services cannot be identified (such as a person panhandling for ‘opportunity’) or the person refuses services that interaction will be documented in SMART System. Document each individual engagement and activity in SMART System in order to track trends
SAFETY ESCORTS
<ul style="list-style-type: none"> Pedestrians can request a safety escort by contacting the promoted number, which is the shared cell phone carried by on-duty staff members Ambassadors can meet downtown workers, residents, or visitors at their location and escort them to their destination within the service area
INTERACTIONS WITH THE HOMELESS POPULATION
<ul style="list-style-type: none"> All Ambassadors will be trained in the resources available to Orlando’s homeless population and how to attain those services Identify homeless individuals in the service area Any persons who are interested in services or who appear to be new in the downtown area will be referred to existing services specializing in assisting homeless individuals

- Document all interactions in the SMART System in order to track the number of interactions

REPORTING

Ambassadors document their activities and accomplishments in the field, using the SMART System in order to track:

- All tasks to substantiate activity. The SMART System will capture when and where activities are taking place in order to best deploy resources.
- Engagement with each homeless person or panhandler in order to track collective interactions
- Incident Reports to document activities deemed to be out of the ordinary
- Ambassadors will help support a well maintained environment by reporting any maintenance issues in the public right of way to include things such as burned out lights or damaged public infrastructure, such as benches and trash cans
- The Downtown Orlando CRA may request reports from Block by Block regarding Ambassador program activities as it deems necessary

OTHER DUTIES AS ASSIGNED

- Ambassadors may be called upon by the CRA to perform a wide variety of additional duties, which could include tasks that further improve engagement with the community or being present during community events.
- Ambassadors will support a clean downtown Orlando by picking up isolated pieces of litter and taking ownership to react when there is a cleaning/maintenance issue requiring reporting or reacting
- Will work in a collaborative manner, as directed by Executive Director of the CRA (or his designee), with Downtown Information Center Manager/Economic Development Coordinator and Downtown Facilities Supervisor.

POSITIONS ASSIGNED

AMBASSADORS

- Ambassadors will be responsible for maximizing visibility throughout the entire CRA service area and those areas of concentration by using foot or bike
- Each Ambassador will be trained to identify and proactively interact with a variety of ‘publics’, which might include residents, merchants, office workers, visitors, homeless persons, panhandlers, transients and partner agencies
- Ambassador’s primary role is to have a service mentality in greeting and helping each of the various ‘publics’ they encounter.
- Ambassadors will be trained to never become overly involved in any situation and will be responsible for observing and reporting
- All normal and abnormal activities occurring through the Ambassadors shift will be documented in the SMART System. The SMART System will be utilized to determine patterns of activities in order to support stakeholders in developing strategies for reinforcing positive perceptions and addressing negative ones.
- Ambassadors will be trained in Block by Block’s proven process for preparing friendly people to be

Ambassadors, which could include customized training from the CRA or its partners specific to working in downtown Orlando.

TEAM LEADERS

- Team Leaders will serve as working supervisors and be responsible for those Ambassadors assigned to their shift
- Team Leaders will ensure quality by making sure all Ambassadors on their shift are on-task and will document observations of their Ambassadors in the SMART System's supervisor module
- Team Leaders will also provide support to their Ambassadors by guiding them through the handling and interaction of unusual situations
- Team Leaders will support the training function by actively participating in the training of new and existing Safety Ambassadors (ongoing training)

OPERATIONS MANAGER

- The Operations Manager will serve as the daily liaison between the Community Redevelopment Agency of the City of Orlando and Block by Block
- The Operations Manager will be the primary local driver of quality assurance of the Ambassador team's overall performance
- The Operations Manager will participate in a weekly meeting with the designated CRA representative for the purposes of operational planning.
- The Operations Manager will provide a written report or summary not less than monthly of operations in the previous period. The report will be mutually developed and to the reasonable approval of the CRA.
- The overall strategy agreed upon by Block by Block and the CRA of Orlando will be carried out on a daily basis by the Operations Manager, under the direction of Block by Block's corporate staff
- Reporting at a frequency determined by the CRA of Orlando will be carried out by the Operations Manager

DEPLOYMENT SCHEDULE

We've spent a great deal of time developing a comprehensive deployment strategy based upon our understanding and observations in downtown Orlando. In order to provide maximum accountability and help us allocate resources, we're proposing the following deployment schedule.

All Season Deployment

Position	Task	Hours	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Safety Ambassadors	Walking Patrol	7am - 3:30pm	8	8	8	8	8	8	8	56
	Walking/Bicycle Patrol	7am - 3:30pm	8	8	8	8	8	8	8	56
	Walking/Bicycle Patrol	11am - 7:30pm	8	8	8	8	8	8	8	56
	Walking/Bicycle Patrol	11am - 7:30pm	8	8	8	8	8	8	8	56
	Walking/Bicycle Patrol	11am - 7:30pm	8	8	8	8	8	8	8	56
	Bicycle Patrol	2:30pm - 11pm			8	8	8	8	8	40
	Walking Patrol	2:30pm - 11pm			8	8	8	8	8	40
	Walking Patrol	2:30pm - 11pm			8	8	8	8	8	40
	Vehicle Patrol	2:30pm - 11pm			8	8	8	8	8	40
Team Leader	Patrol and Supervision	7am - 3:30pm	8	8	8	8	8	8	8	56
	Patrol and Supervision	2:30pm - 11pm	8	8	8	8	8	8	8	56
Operations Manager	Working Manager	FLEX		8	8	8	8	8		40
			56	64	96	96	96	96	88	
Total Scheduled Weekly Hours										592

The above deployment schedule is presented as an initial baseline of services and is expected to evolve as new pedestrian usage patterns are identified and the impact of events is fully understood. Block by Block and the CRA will collaborate on a frequent basis, not less than monthly, to evaluate upcoming events and making scheduling adjustments to best allocate resources to maximize visibility and engagement.

It shall be the sole discretion of the CRA as to locations, the number of staff, and hours of service needed. The CRA reserves the right to add other possible locations and to change the required hours of service during the term of the contract.

It is recognized that there may be months during the contract period where the services and number of hours worked may be reduced due to weather conditions or other circumstances and other months where additional hours or service may be needed due to downtown events or other circumstances. The CRA may choose to “bank” any hours of service which are not used during a monthly cycle and apply these “banked” hours to a future monthly cycle. Any “banked hours” will be used for service within the specified service area and will be provided for no additional payment. Block by Block will maintain records of all hours worked and submit monthly summaries of hours worked, cost per hour, tasks performed and “banked” hours available for future use. At the end of each annual renewal term and at the conclusion of the agreement any owed hours will be reconciled with reimbursement made to either party unless both parties come to a written agreement on how any remaining banked hours balances will be handled.

SPECIAL ASSIGNMENTS AND ASSIGNMENT OF PERSONNEL

The Orlando CRA may at its discretion request additional resources to meet obligations and objectives.

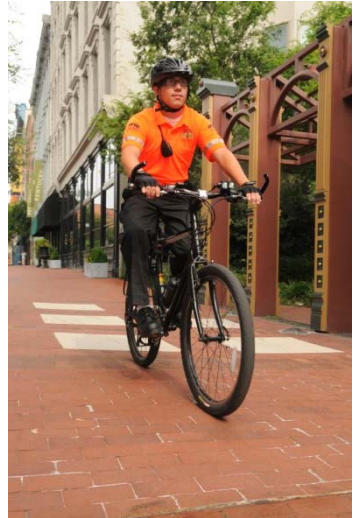

- Requests for additional staffing should be made with 48 hours' notice
- No overtime may be charged to the CRA without the consent of the CRA
- The Orlando CRA reserves the right to demand that the provider relieve an employee from their position on the Ambassador team and/or ban the employee from further service under the contract at the sole discretion of the Orlando CRA.
- The Orlando CRA will be provided with the opportunity to engage and interact with potential key personnel, to include the designated Operations Manager, in order to provide feedback on the candidate's qualifications and experience as it relates to the position they are being considered for.

EQUIPMENT



Having the right equipment is essential to being as productive and as visible as possible for the Community Redevelopment Authority of the Orlando’s Ambassador Program. Utilizing the proper equipment enables our Ambassador team to maximize their visibility and frequency of engagement.

Block by Block provides equipment as part of our Ambassador programs. The CRA of Orlando will be billed monthly for the usage of equipment, which is owned by Block by Block. The cost of maintenance and upkeep is included in the monthly rental amount. The list of this equipment is as follows:

SAFETY AND HOSPITALITY RELATED EQUIPMENT

EQUIPMENT	OVERVIEW	SAMPLE
Police Edition Bicycles (6)	<p>Block by Block has seen the evolution of bicycle usage in many of our districts. When we first started providing services over 20 years ago, most of our districts lacked pedestrian traffic and the bicycle was used as the primary patrol vehicle of choice. Their ability to cover large distances was an essential part of their role in our cities.</p> <p>Today they are still used to patrol large areas of the district, however are increasingly being used by our Ambassadors to get from Point A to Point B and begin a walking patrol. They are often used by supervisory staff to perform quality assurance checks. We are recommending 6 bicycles for the downtown Orlando Ambassador Program.</p>	
Patrol SUV (1)	<p>Block by Block will utilize a small SUV branded and wrapped with CRA of Orlando logos and colors. The SUV will allow us to provide visibility through the entire service area.</p>	

COMMUNICATIONS RELATED EQUIPMENT

EQUIPMENT	OVERVIEW	SAMPLE
2-Way Radios <i>(10 two way radios)</i>	<p>Even with all of the technological advances of the last ten years, we've still found that the 2-Way Radio is the best communication device for the Ambassadors to use amongst the team. The radios that we're recommending for downtown Orlando, will be digital which enables to further expand the network. For example, our program in Minneapolis was able to link private security entities together to form a larger radio network.</p>	
iPhones for SMART System <i>(8 devices)</i>	<p>All Ambassadors in downtown Orlando will be equipped with Block by Block's SMART System, which will be run on the iOS platform. This system allows us to track metrics from the field using iPhones. For more information on each of the SMART System's capabilities, please refer to the reporting section of this proposal.</p>	
Cell Phones <i>(2 devices with data plans)</i>	<p>In addition to the eight SMART System Devices that will be used by Ambassadors in downtown Orlando, there will be two devices, which will have phone and data plans in order for CRA staff and downtown Orlando stakeholders to reach the team. The following positions will cell phones:</p> <ul style="list-style-type: none"> ▪ Operations Manager – would have a dedicated iPhone, and would be required to respond to program needs during working and non-working hours. ▪ Team Leader Phone (shared phone) – will be carried by the on-duty Team Leader. Since this phone is carried by someone on duty at all times this number will be established as the 'hot line', which stakeholders can call to communicate and coordinate with the Ambassador program. 	

Computers & Printer <i>(2 computers and 1 shared printer)</i>	<p>Would be provided for :</p> <ul style="list-style-type: none"> ▪ Operations Manager ▪ Operations Supervisor & Team Leaders (shared) ▪ Outreach Professional ▪ Dispatch 	
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UNIFORMS

The following uniform elements will be provided to each employee with quantity:

- Short sleeve shirts (w/ CR A branding and logos) - 6
- Long sleeve shirts (w/ CRA branding and logos) – 2
- Three season jackets (w/ CRA branding and logos) – 1
- Uniform shorts
- Uniform pants – 4
- Baseball style hats (w/ CRA branding and logos) – 2
- Gloves – 2
- Uniform belt – 1
- Duty belt – 1
- Pouch for maps and guides – 1
- Water bottle holder – 1
- First aid kit – 1
- Name badge/identification - 1

PERSONNEL

BACKGROUND AND DRUG SCREENING

All applicants to Block by Block Programs must pass a background screen. Block by Block based on findings in the background investigation will disqualify any candidates displaying specific instances, or patterns of, questionable behavior. Elements of this background investigation will include the following:

- A federal background check
- State background check of any jurisdictions the applicant has worked or lived in during the previous seven years
- Social Security trace
- Social media Inquiry
- Pass a medically certified six-panel drug screen

WORKPLACE GUIDELINES

The following guidelines will be applied to all Ambassadors as part of this program:

- It is the responsibility of the Ambassadors to report to work on time and leave at the scheduled time as agreed upon
- While on duty all Ambassadors must be neatly dressed in uniform and follow professional standards of uniform appearance, grooming and hygiene.
- All Ambassadors will carry a two way radio in order to contact other team members and their supervisor
- No computers, laptops, cell phones, headphones, radios, tablets, or televisions are allowed to be used by Ambassadors while on duty
- Ambassadors are not allowed to modify their schedules unless they have received prior authorization from their supervisor or Operations Managers.
- The ambassadors are not permitted to leave the CRA boundaries while on duty.
- Ambassadors are not allowed to enter private property while on duty unless prior authorization was received or on a regular business check.
- Ambassadors are not to have any visitors present while on duty unless the visitor is directly involved with Block by Block.
- The use of illegal drugs and the drinking of alcoholic beverages while on duty is not permitted.



COMMITMENT TO CUSTOMER SERVICE

Ambassadors need to be aware that they will be interacting daily with the general public and various kinds of people (concertgoers, families, locals, office workers, shoppers and tourists). Quality customer service is the highest goal for the Orlando CRA. As contracted employees of the Orlando CRA, the ambassadors are expected to conduct themselves in a prudent, courteous and ethical manner at all times and during all situations while on duty.

REPORTING & TECHNOLOGY

Every Ambassador will utilize an iPhone with the SMART System loaded to it. This will allow them to enter their data in the field as opposed to tallying data by hand at the end of the shift. This allows us to gather specifics of the stats such as the specific time the activity took place, the specific Ambassador entering the information and exact location of where the activity occurred, making the stats as we like to refer to them as 'SMART'.

The following functions of the SMART System will be provided:

1. **Basic Activity Tracking** - of the routine tasks completed by Ambassadors through the course of their shift. This might include engagements with the public, directions given, business contacts made, etc. Based on activities entered there are a wide variety of reports can be generated to filter date, time location, zone, etc. All activities will be plotted using mapping to identify trends.
2. **Incident Reporting** - to effectively communicate details of anything taking place that is considered to be out of the ordinary
3. **Maintenance Tracking** – will allow the Ambassadors to document any abnormal conditions in the public right of way to include graffiti (private or public property), broken trash cans, benches, utility boxes, etc.

All categories of metrics and reporting items may be customized to the specific needs of the Orlando CRA. Block by Block's dedicated project team to include our SMART System Project Manager will be available to help in best configuring the metrics that would be most meaningful to the Orlando CRA allowing the Orlando CRA can request reports of Block by Block as it deems necessary.

BUDGET

Based on our understanding of the safety related needs of downtown Orlando we are recommending the following budget. This operating budget is inclusive of all specified staffing (payroll, related taxes), benefits, equipment and intensive management support from Block by Block.

	Ambassador	Team Leader	Operations Manager
Pay Rate	\$ 12.50	\$ 15.50	\$ 30.04
FICA	\$ 0.96	\$ 1.19	\$ 2.30
WC	\$ 0.70	\$ 0.87	\$ 1.68
Liability	\$ 0.32	\$ 0.40	\$ 0.77
Unemployment	\$ 0.24	\$ 0.30	\$ 0.58
Overhead	\$ 2.34	\$ 2.34	\$ 2.34
Benefits	\$ 1.61	\$ 1.61	\$ 1.61
Profit	\$ 1.66	\$ 1.66	\$ 1.66
Bill Rate	\$ 20.33	\$ 23.86	\$ 40.98
Weekly Hours	440.00	112.00	40.00
Annual Hours	\$ 22,880.00	5,824.00	2,080.00
Annual Billing	\$ 465,055.07	\$ 138,949.19	\$ 85,233.05
Monthly Services			\$ 57,436.44
Monthly Equipment Rental			
Vehicle (1) and Related Expenses			\$ 1,462.50
Bicycles (6)			\$ 141.01
Digital Two Way Radios (10)			\$ 195.85
Two Way Radio Repeater (1)			\$ 178.62
Desktop Computer (2 computers, 1 printer)			\$ 65.81
Lockers and Break Room Furnishings			\$ 72.07
Total Monthly Billing			\$ 59,552.31
TOTAL ANNUAL BILLING			\$ 714,627.67

BUDGET NOTE:

1. The costs of uniforms and cell phones (two of which will have full data plans) are captured in the line item titled 'overhead'.
2. The only program element NOT included in the above pricing is for the Ambassador Program's base of operations. In most cases our customer is able to identify space at a free or deeply reduced cost through their relationships. Block by Block will remain highly flexible as to where the CRA is able to identify space.