

Agenda

Downtown Economic Growth Authority

Board of Directors



City of Kalamazoo

Monday, April 21, 2025

3:00 PM

Main Conference Room at Community Planning and Economic Development

A. CALL TO ORDER/ROLL CALL

1. Purpose Statement:

The purpose of this Downtown Development Authority is to halt property value deterioration and promote economic growth within its business district, to increase property value.

The purpose of this Downtown Economic Growth Authority is to correct and prevent deterioration in residential, commercial, and industrial areas, to authorize the acquisition and disposal of interests in real and personal property; to authorize the creation and implementation of development plans and development areas.

The Kalamazoo DDA and DEGA, acting in concert, have set forth the strategic objective of focusing its resources on improving “The First 16 Feet”, a three-dimensional volume of space including buildings ground floor façade, the frontage that exists between the façade and the common space, and the common space that provides access to and through the district.

B. ADOPTION OF FORMAL AGENDA

C. APPROVAL OF MINUTES

1. Approval of the minutes from the meeting of the Downtown Economic Growth Authority Board on March 17, 2025. (**Action: Motion to approve**)

D. REPORTS AND PRESENTATIONS

1. Financial Report - February 2025 (**Action: Motion to accept**)
2. Committee Reports
3. Downtown Report

E. DISCUSSION/ACTION ITEMS

1. Board Member Introductions
2. Approval of a three-year contract for the Downtown Ambassador Program to Block by Block at an annual cost of \$426,000, subject to legal review and Board Chair approval, and to request authorization to finalize a scope of work aligned with the approved budget. **(Action: Motion to approve)**

F. PUBLIC COMMENTS**G. DIRECTOR COMMENTS****H. ADJOURNMENT**

Board of Directors Regular Meeting Minutes

March 17, 2025, 3 p.m. | Community Planning & Economic Development, 245 N Rose Street

PRESENT: Curt Aardema, Mayor Anderson, Jeff Breneman, Stephanie Hinman, Matt Hollander, Susan Lindemann, Clarence Lloyd, Jessica Thompson

ABSENT: Kwame Gyimah

STAFF: Meghan Behymer, Erin Hahn, Chelsie Downs-Hubbarth, Rebekah Kik

OTHER: Steve Glista, Kim Guess

A. CALL TO ORDER

DIRECTOR LINDEMANN CALLED THE MEETING TO ORDER AT 3:00 P.M.

PRESENT: Curt Aardema, Mayor Anderson, Jeff Breneman, Stephanie Hinman, Matt Hollander, Susan Lindemann, Clarence Lloyd, Jessica Thompson

ABSENT: Kwame Gyimah

EXCUSED:

THE MARCH 17, 2025 ATTENDANCE INCLUDING EXCUSED AND UNEXCUSED ABSENCES IS RECORDED.

B. ADOPTION OF FORMAL AGENDA

Meghan Behymer, Downtown Coordinator stated that an additional action item needed to be added to the agenda – a Streets For All funding support letter.

DIRECTOR AARDEMA MOTIONED TO ADOPT THE MARCH 17, 2025 AGENDA AS AMENDED. DIRECTOR HINMAN SECONDED. NO OBJECTIONS. MOTION CARRIED.

C. APPROVAL OF MINUTES

DIRECTOR AARDEMA MOTIONED TO APPROVE THE MINUTES FROM THE DOWNTOWN ECONOMIC GROWTH AUTHORITY BOARD MEETING ON FEBRUARY 17, 2025. DIRECTOR THOMPSON SECONDED. NO OBJECTIONS. MOTION CARRIED.

D. REPORTS AND PRESENTATIONS

- a. **Financial Report – January 2025**

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Ms. Behymer presented the financial report, stating that in January, DEGA received no revenue, leaving year-to-date revenues at \$0. Ms. Behymer stated that January expenses totaled \$4,565, with key expense categories including Professional and Contractual Services, Memberships and Subscriptions, and Professional Development, bringing year-to-date expenses to \$4,565.

DIRECTOR HOLLANDER MOTIONED TO ACCEPT THE JANUARY 2025 FINANCIAL REPORT. DIRECTOR BRENEMAN SECONDED. NO OBJECTIONS. MOTION CARRIED.

b. Committee Reports

Ms. Behymer stated that the **Events and Marketing Committee** meeting on March 3 was repurposed as a meeting of the Marketing RFP Evaluation Committee to discuss and make a final recommendation on the marketing firm, which is before the Board today for approval.

Ms. Behymer stated that the **Clean and Green Committee** met on February 19 to finalize the Ambassador Program RFP Evaluation Committee and discuss interview/presentation requirements as part of the RFP process.

Ms. Behymer stated that the **Executive and Finance Committee** met on March 10 to review the March Board Agenda Packets.

c. Downtown Report

Ms. Behymer presented the Downtown Report, beginning with an update on the Streets for All project. Ms. Behymer highlighted a new map outlining street updates for all planned projects. It was noted that construction has been delayed until 2026, with Kalamazoo Avenue set to begin that year and Michigan Avenue aligning with the opening of the event center. Concerns were raised about the impact of these delays on the event center timeline. Ms. Behymer confirmed there would be some overlap, and Director Breneman requested a formal update. Director Lloyd mentioned that businesses are already inquiring about the impact of construction, and Director Aardema confirmed that conversations are ongoing but agreed an official update should be provided. Leadership from the event center will be engaged in further discussions on this matter.

Miss Behymer also shared an update on the Western Michigan University Economic Vitality Study, which continues to assess the impact of street projects on local businesses. Additionally, the Imagine Kalamazoo 2035 "Plan It" Phase is set to begin, with events

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scheduled for March 18 and 27 to refine strategic vision goals. Updates were also provided on Rose Street Plaza, where improvements are progressing, and coordination is ongoing with adjacent property owners to enhance both public and private spaces.

The Downtown Dollars Program report showed that in February 2025, \$620 was purchased and \$850 was redeemed, with a total of \$136,265 still in circulation. Since the program's inception in 2019, a total of \$511,530 has been purchased and \$357,915 redeemed.

In the Downtown News segment, Director Aardema addressed concerns regarding the recent Economic Blackout Protest, noting that while it was not intended to negatively impact local businesses, some were affected. Director Lloyd mentioned that marketing efforts, including an upcoming RFP and support from the marketing committee, would help.

Ambassador Report

Ms. Behymer presented the Ambassador Reports for January and February. In January, snow removal was a primary focus, with 122 hours logged, particularly in Bates Alley. The team also cleared areas where snowmelt appeared not to be working on the Kalamazoo Mall and maintained Whiskey Alley, which has continued to experience challenges related to the unsheltered population. These concerns were shared with KDPS, and citations have been issued as necessary.

The new SMART system was officially launched in fall 2024, refining data tracking and adding new district zones. However, a glitch in the system is causing reports to show "NO ZONE" in some areas. The SMART team is working on a fix.

In February, efforts shifted to graffiti removal as the weather improved, with a goal of reaching a zero-tag baseline by early spring. The team also addressed abandoned property, balancing sensitivity to the unsheltered population while keeping the area clear. Director Lloyd inquired whether the SMART system could help with the backlog of maintenance requests, and Ms. Behymer stated that it could be integrated into the maintenance process as they continue to build out workflows with the proper contacts.

E. DISCUSSION/ACTION ITEMS

a. 2025-2026 Slate of Officers

Director Lindemann stated that the first action item is to approve the 2025-2026 slate of officers as nominated by the executive committee. The proposed slate is as follows:

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- Chair – Curt Aardema
- Vice Chair – Jeff Breneman
- Treasurer – Jessica Thompson
- Secretary – Clarence Lloyd

DIRECTOR HINMAN MOTIONED TO APPROVE THE 2025-2026 SLATE OF OFFICERS. DIRECTOR HOLLANDER SECONDED. NO OBJECTIONS. MOTION CARRIED.

b. 2025-2026 Committees

Ms. Behymer stated that this resolution formally establishes three DEGA committees for the 2025-2026 term: the Business Recruitment and Retention Committee, the Events and Marketing Committee, and the Clean and Green Committee. Ms. Behymer stated that these committees will focus on attracting and supporting downtown businesses, promoting events and marketing initiatives, and maintaining a clean, safe, and welcoming downtown environment. Ms. Behymer stated that the resolution also appoints committee chairs – Director Lloyd for Business Recruitment and Retention, Director Thompson for Events and Marketing, and Director Aardema for Clean and Green – along with committee members.

DIRECTOR AARDEMA MOTIONED TO ADOPT A RESOLUTION TO ESTABLISH 2025-2026 COMMITTEES AND APPOINT COMMITTEE CHAIRPERSONS AND MEMBERS. DIRECTOR BRENE MAN SECONDED. NO OBJECTIONS. MOTION CARRIED.

c. Downtown Marketing and Promotion Vendor Approval

Ms. Behymer stated that this action item seeks board approval for a one-year agreement with a5 Branding & Digital to lead downtown marketing and promotion efforts. The base contract is \$50,000, covering a Brand Communications plan, event promotions, brand messaging, design, media relations, and digital engagement. An additional \$19,500 is requested to expand services, including community listening sessions, a new logo and style guide, and digital press kits, bringing the total to \$69,500. Funding will come from the Events and Marketing Committee’s budget, with no additional financial impact.

During the discussion, Director Aardema inquired about the additional \$19,500 and its impact on the committee’s budget. Ms. Behymer clarified that the event sponsorship category was adjusted to support these efforts, ensuring similar level of event funding as

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the previous year. Director Lindemann noted that much of this work is foundational and will provide long-term benefits moving forward.

DIRECTOR AARDEMA MOTIONED TO APPROVE AN AGREEMENT WITH a5 BRANDING & DIGITAL FOR DOWNTOWN KALAMAZOO MARKETING AND PROMOTION SERVICES (PROPOSAL REFERENCE #: 91522-001.0) IN THE AMOUNT OF \$50,000, APPROVE AN ADDITIONAL \$19,500 FOR SERVICES NECESSARY TO EFFECTIVELY COMPLETE THE SCOPE OF WORK, FOR A TOTAL NOT TO EXCEED \$69,500, AND AUTHORIZE THE BOARD CHAIR TO FINALIZE THE NECESSARY CONTRACT TERMS AND EXECUTE THE AGREEMENT ON BEHALF OF DEGA. DIRECTOR BRENEMAN SECONDED. NO OBJECTIONS. THE MOTION CARRIED.

d. Donation from Arts Council for Beats on Bates

Ms. Behymer stated that the Arts Council of Greater Kalamazoo was approached with an ask to support the Beats on Bates program, as the organization supported the event in years past, and has agreed to provide a donation of \$1,700 to the Beats on Bates program.

DIRECTOR LLOYD MOTIONED TO APPROVE THE ACCEPTANCE OF A \$1,700 DONATION FROM THE ARTS COUNCIL OF GREATER KALAMAZOO TO SUPPORT 2025 BEATS ON BATES. DIRECTOR AARDEMA SECONDED. NO OBJECTIONS. MOTION CARRIED.

e. Downtown Marketing Support

Director Thompson excused herself from the room for this discussion.

Ms. Behymer stated that this action item requests board approval for a \$10,000 agreement to retain Jessica Thompson (Bee Joyful Shop) for social media marketing and management from March to September 2025. Ms. Behymer stated that Jessica has voluntarily managed Downtown Kalamazoo's social media for the past 74 weeks, significantly increasing engagement, growing our following, and consistently promoting events and businesses. Her continued support will ensure a smooth transition to a new marketing firm while maintaining a strong digital presence. Ms. Behymer stated that funding will come from a mix of the Arts Council donation, reallocated website funds, and the Community Promotion Budget, with no additional financial impact.

A discussion was held regarding the perception of a board member receiving compensation for work performed for the board. It was noted that the individual had been doing this work prior to joining the board and had done so without compensation. The importance of

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transparency and clearly defining roles when engaging with external entities was emphasized. Legal considerations were discussed. It was determined that a written agreement be established to outline the scope of responsibilities and ensure clarity.

DIRECTOR BRENEMAN MOTIONED TO GIVE THE BOARD CHAIR, IN CONSULTATION WITH LEGAL COUNSEL, THE AUTHORITY TO SIGN AN AGREEMENT APPROVING \$10,000 TO BEE JOYFUL SHOP TO SUPPORT DOWNTOWN MARKETING AND PROMOTION EFFORTS. DIRECTOR LLOYD SECONDED. DIRECTOR THOMPSON ABSTAINED. NO OBJECTIONS. MOTION CARRIED.

f. Short-term Extension to Ambassador Program Agreement

Ms. Behymer stated that this action item requests board approval for a short-term, month-to-month extension of the existing Ambassador Program agreement with Block by Block. Ms. Behymer stated that the extension maintains the same cost and scope of services currently in place, and that since the RFP process for selecting a long-term vendor is nearing completion, this measure ensures there is no disruption to Ambassador Program services while we finalize the new contract.

DIRECTOR AARDEMA MOTIONED TO APPROVE AND AUTHORIZE SHORT TERM, MONTH-TO-MONTH EXTENSION OF THE EXISTING CONTRACT WITH BLOCK BY BLOCK FOR AMBASSADOR PROGRAM IN A FORM APPROVED BY BOARD CHAIR AND SUBJECT TO REVIEW BY LEGAL COUNSEL. DIRECTOR HINMAN SECONDED. NO OBJECTIONS. MOTION CARRIED.

g. Downtown Waste and Recycling Program Expansion

Ms. Behymer stated that this action item seeks board approval for a three-year agreement with Bigbelly to expand the downtown waste and recycling program. This expansion will add 26 new units, bringing the total to 51, while removing outdated traditional trash bins that have become difficult to maintain. The Bigbelly units have proven effective in reducing overflow, improving cleanliness, and supporting sustainability goals. This agreement ensures a modern and efficient waste management system while also exploring sponsorship and advertising opportunities to offset costs. Approval of this agreement will allow the project to move forward with installation as contract negotiations continue for a more favorable termination clause.

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During the discussion, questions were raised regarding the cost of expansion, pricing negotiations, and delivery timelines. Ms. Behymer provided an estimated delivery date of the second week of May. The cost of pouring concrete pads for the units will be covered by the DDA/DEGA, and it was suggested that a "not to exceed" clause be included in the motion. The board reviewed previous and current costs, with clarification that some expenses are one-time costs. While time savings from the new units are difficult to quantify, the program is expected to improve efficiency for ambassadors by reducing time spent on trash collection.

The conversation also touched on sponsorship and advertising opportunities, with confirmation that the DDA/DEGA will oversee this aspect, with input from the Events and Marketing Committee, City Solid Waste staff, and Clean & Green Committee. Broader considerations regarding support for other communities were raised, with a suggestion to reference Metro's policy as a potential guideline. The possibility of engaging a local partner to collaborate on the initiative was highlighted, and there was interest in continuing discussions with Landscape Forms should they develop a similar solution in the future.

DIRECTOR LLOYD MOTIONED TO APPROVE AND AUTHORIZE AGREEMENT WITH BIGBELLY FOR EXPANSION OF SERVICES IN A FORM APPROVED BY BOARD CHAIR AND SUBJECT TO REVIEW BY LEGAL COUNSEL. DIRECTOR HINMAN SECONDED. NO OBJECTIONS. THE MOTION CARRIED.

Director Thompson excused herself at 4:05 p.m.

h. Budget Amendment

Ms. Behymer stated that a budget amendment was needed in order to incorporate the donation from the Arts Council for the support of Beats on Bates.

DIRECTOR HOLLANDER MOTIONED TO APPROVE A BUDGET AMENDMENT TO INCREASE BOTH REVENUE AND EXPENSES IN THE 2025 DOWNTOWN ECONOMIC GROWTH AUTHORITY BUDGET BY \$1,700. MAYOR ANDERSON SECONDED. NO OBJECTIONS. MOTION CARRIED.

i. Board Member Reappointment

Director Lindemann stated that Director Gyimah has agreed to sign on for a four-year term, so this motion would be to recommend his reappointment to the City Commission.

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DIRECTOR LLOYD MOTIONED TO RECOMMEND THE REAPPOINTMENT OF DIRECTOR GYIMAH TO A FULL TERM ON THE DEGA BOARD FOR NOMINATION BY THE MAYOR AND APPROVAL BY THE CITY COMMISSION. MAYOR ANDERSON SECONDED. NO OBJECTIONS. MOTION CARRIED.

j. Streets for All Funding Support Letter

Rebekah Kik, Deputy City Manager, provided an update on grant opportunities and the impact of federal funding on local projects. Ms. Kik discussed the Unleashing American Energy Act and the importance of communicating with state representatives and senators by providing them with talking points to understand the broader vision, current project status, and the need for funding. The same information will also be shared with congressional representatives. Director Breneman recommended expanding the recipient list to include the Speaker and the Governor.

Director Aardema inquired whether any grants had been withdrawn, and Ms. Kik confirmed that a forestry grant has been pulled. Further discussion addressed who would be signing the letter, with Ms. Kik stating that support would come from boards and commissions, Southwest Michigan First, Western Michigan University, and Kalamazoo College, among others. Director Aardema also inquired about private sector letters.

DIRECTOR AARDEMA MOTIONED TO AUTHORIZE THE BOARD CHAIR TO SIGN A LETTER OF SUPPORT FROM THE CITY OF KALAMAZOO TO STATE SENATORS AND REPRESENTATIVES, EMPHASIZING THE IMPORTANCE OF STREETS FOR ALL FUNDING AND REQUESTING THEIR ADVOCACY FOR SECURING THIS FUNDING. DIRECTOR HOLLANDER SECONDED. NO OBJECTIONS. MOTION CARRIED.

F. PUBLIC COMMENTS

There were no public comments.

G. DIRECTOR COMMENTS

There were no director comments.

H. ADJOURNMENT

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The meeting was adjourned at 4:20 p.m.

Downtown Economic Growth Authority
Statement of Activity
2/28/2025

Total Available Cash 255,006

	<u>2025 Budget</u>	<u>February</u>	<u>2025 YTD Actuals</u>
Revenues			
Taxes	883,600		-
Other Revenue	82,000		-
Contributions and Sponsorships			-
Transfers			-
Charges For Services			-
Interest And Rentals	-		-
Total Revenues	<u>965,600</u>	-	-
Expenses			
Operating Supplies	2,004		-
Professional And Contractual Services	442,448	32,023	35,598
Solid Waste Disposal	7,500	404	404
Communication And Network Services	576		-
Repairs And Maintenance Services	2,000		-
Consulting Services And Fees	55,150		-
Audit Fees	13,800		-
Legal Services	30,000	38	38
Memberships And Subscriptions	3,000	900	1,550
Professional Development	13,000		340
Administrative Fees	125,000		-
Promotion And Advertisting	10,000		-
Contribution To General Fund	20,000		-
Community Promotion	113,150		-
Interest Expense - Notes Payable	52,400		-
Total Expenses	<u>890,028</u>	<u>33,365</u>	<u>37,930</u>
Revenues Less Expenses	<u><u>75,572</u></u>	<u><u>(33,365)</u></u>	<u><u>(37,930)</u></u>

Notes:

Long Term Debt:

Mavcon Agreement	TBD
City of Kalamazoo	1,060,000

Professional And Contractual Services:

	<u>February</u>	<u>2025 YTD Actuals</u>
Recycling Services - BIG BELLY SOLAR LLC	3,575	7,150
Ambassador Services - BLOCK BY BLOCK	28,220	28,220
DDA/DEGA RETREAT	228	228
TOTAL	<u><u>32,023</u></u>	<u><u>35,598</u></u>

Community Promotion:

TOTAL	<u><u>-</u></u>	<u><u>-</u></u>
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Downtown Economic Growth Authority
February 2025 Financial Summary

In February, the Downtown Economic Growth Authority (DEGA) received no revenue, keeping year-to-date revenues at \$0.

January expenses totaled \$33,365. Key expense categories included: **Professional and Contractual Services (\$32,023)** for the Ambassador Program (\$28,220), Bigbelly (\$3,575), and Strategic Planning Retreat expenses (\$228); **Solid Waste Disposal (\$404)**; **Memberships and Subscriptions (\$900)** for an annual membership with the International Downtown Association; and **Legal Services (\$38)**. Year-to-date expenses total \$37,930.

**Downtown Economic Growth Authority & Downtown Development Authority
April 2025 Committee Reports**

The **Events and Marketing Committee** met April 7. The committee discussed strategies to support more event sponsorships while maintaining strong backing for those with the greatest downtown and business impact. A consistent decision-making framework is in development, with considerations for attendee data, sponsorship levels, and balanced support of newer events and low-activity weekends.

The **Business Recruitment and Retention Committee** is paused until after March to align with key developments. During this interim period, we will continue important initiatives, including finalizing the marketing piece, developing an outreach list of regional brokers, and conducting outreach with downtown retailers to gather valuable insights.

The **Clean and Green Committee** meets April 30 and plans to discuss next steps in Ambassador Program RFP process.

The **Executive and Finance Committee** held its first meeting under new Executive Committee leadership on April 14 and reviewed the April board meeting agendas. Discussions included updates on key contracts, including the Ambassador Program and downtown waste receptacles, as well as early planning for the upcoming budget cycle.

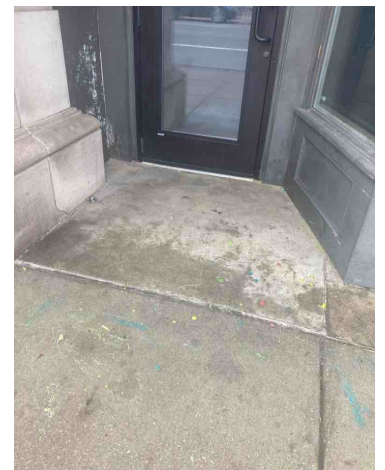
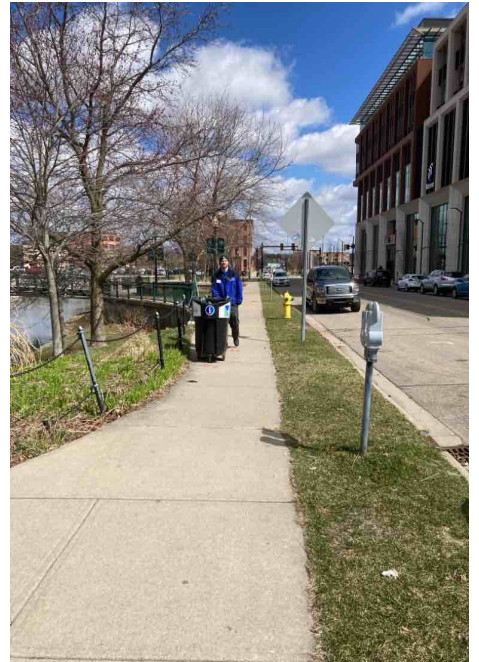


DOWNTOWN KALAMAZOO

AMBASSADOR PROGRAM MARCH 2025 REPORT



AROUND TOWN IN MARCH



MARCH 2025 HIGHLIGHTS



LANDSCAPING PROJECTS

With some nice spring weather in March we were able to do some preemptive work on landscaping projects. Ornamental grasses along Bates Alley were tied up so they are ready to cut back and the grasses next to the Portland Loo were trimmed down. The beds along Bates Alley got a good cleaning as well with a lot of the loose grass being cleaned up.



BIG BELLY FIRE.

A determined arsonist was able to set one of the Big Belly receptacles on fire creating quite the mess. Ambassador Baily and Manager Adam were able to remove the burnt out unit and clean the area up.

March 2025 Stats By Zone						
	No Zone	East	Kalamazoo Mall	North	West	Total
CLEANING						
Abandoned Property	66	49	69	76	41	301
Area Cleaned	14	35	28	13	15	105
Biohazardous Material	11	6	17	6	2	42
Restroom Cleaned/Stocked	10	37	--	3	--	50
Graffiti - Removed	25	15	37	3	15	95
Lawn Care (hours)	--	--	--	--	--	0
Leaf Removal (hours)	--	--	8	--	2	10
Power Washing (hours)	--	--	--	--	--	0
Snow Removal (hours)	--	--	--	--	--	0
Litter (lbs)	--	--	--	--	--	0
Trash (lbs)	1550	1575	3275	1200	825	8425
Flower Watering (gallons)	--	--	--	--	--	0
Weed Abatement (block faces)	--	--	--	--	--	0
Special Project (hours)	--	9	--	--	--	9
HOSPITALITY						
Business Contact	1	--	14	1	--	16
Hospitality Assistance	12	12	11	--	6	41
SAFETY						
Observed Visible Alcohol/Drug Use	7	4	--	--	1	12
Interaction With Alcohol/Drug Use	--	6	--	1	--	7
Needles Found	--	--	--	--	--	0
Panhandling - Aggressive	--	--	--	--	--	0
Panhandling - Passive	--	--	--	--	--	0
Public Defecation/Urination	--	--	--	--	--	0
Safety Escorts	--	--	1	--	--	1
OUTREACH						
Transient	17	7	15	5	9	53
Unhoused/Sleeping	63	39	28	73	3	206
Unsheltered Relocation	1	1	--	10	--	12

2025 STATISTICS

	January	February	March	April	May	June	July	August	September	October	November	December	Total
CLEANING													
Abandoned Property	119	201	301										621
Area Cleaned	27	39	105										171
Biohazardous Material	36	40	42										118
Restroom Cleaned/Stocked	23	41	50										114
Graffiti - Removed	20	31	95										146
Lawn Care (hours)													0
Leaf Removal (hours)	6	4	10										20
Power Washing (hours)													0
Snow Removal (hours)	122	38											160
Litter (lbs)													0
Trash (lbs)	6800	5775	8425										21000
Flower Watering (gallons)													0
Weed Abatement (block faces)													0
Special Project (hours)		1	9										10
HOSPITALITY													
Business Contact	27	41	16										84
Hospitality Assistance	43	25	41										109
SAFETY													
Observed Visible Alcohol/Drug Use	11	12	12										35
Interaction With Alcohol/Drug Use			7										7
Needles Found	5												5
Panhandling - Aggressive													0
Panhandling - Passive		1											1
Public Defecation/Urination	1												1
Safety Escorts	1	8	1										10
OUTREACH													
Transient	28	24	53										105
Unhoused/Sleeping	110	94	206										410
Unsheltered Relocation	30	9	12										51

Kalamazoo Streets for All Projects

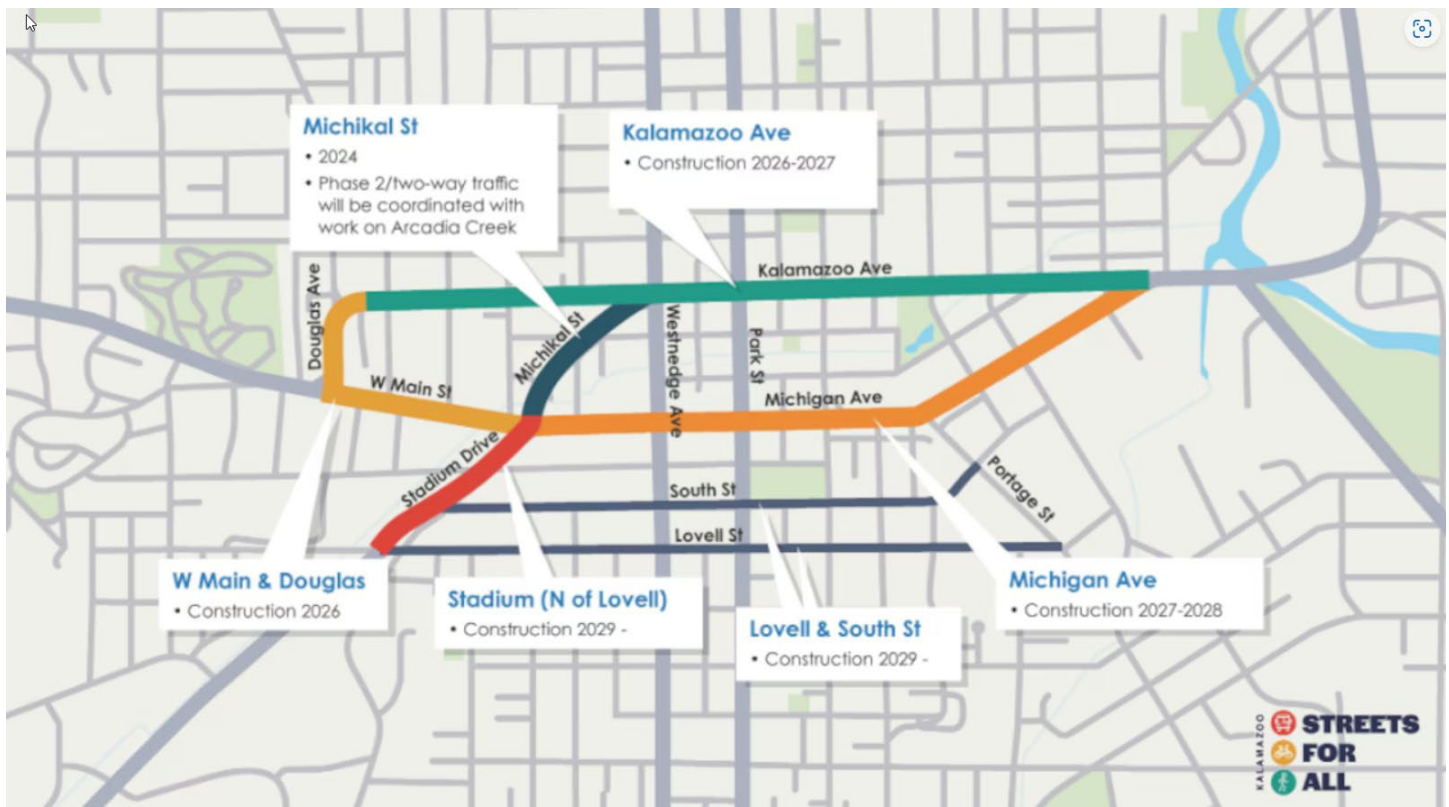
Kalamazoo Streets For All is a lane conversion project that will transform downtown Kalamazoo into a welcoming, inclusive and vibrant destination that offers safe travel for all modes of transportation.

Projects led by: Christina Anderson (Planning); James Baker (Engineering); Rebekah Kik (City Manager’s Office Liaison)

Consultant team is: Progressive AE, C2D, and Wightman Engineering.

Updates can be found at <https://www.kalamazoo.org/Community/Projects/Streets-for-All>

Sign up here: <https://kalamazoo.us3.list-manage.com/subscribe?u=ab294794047fd50bdfbb847e8&id=cbae2f83cf>



Michigan Avenue Planning and Design

The City of Kalamazoo is inviting residents to help shape the redesign of Michigan Avenue by attending a series of meetings. These meetings will gather input for the two-way street redesign, with design work expected to begin this winter as part of the broader "Streets For All" initiative.

- Feedback from the design engagement process and initial Michigan Avenue design alternatives (presented at the January open houses) will inform the creation of preliminary engineering plans.
- Early Summer 2025: A more refined set of plans will be presented to the community for additional feedback.
- Required revisions will be made based on community input, and plan sets will be finalized for final review.
- Finalized plans will be prepared for construction bids.
- Michigan Avenue construction is tentatively scheduled to begin in 2027

2022 Parking Plan Implementation

The Parking Blueprint is organized into four sections defined by the following shared strategic objectives: (1) expanding parking supply/capacity; (2) managing parking demand; (3) improving/expanding mobility options; and (4) improving parking operations.

Parking Team: Led by Rob Bacigalupi (Mission North Consulting) with City staff Christina Anderson (Planning); Dennis Randolph and George Waring (Public Services); Rebekah Kik (City Manager's Office Liaison).

Parking Blueprint can be found at [parking-downtown-parking-management-blueprint-2023-update.pdf](https://www.kalamazoo.org/Government/Programs-Initiatives/Parking-Blueprint-2023-Update)

2023 GUD Marketing Consulting for Streets and Parking

The GUD Marketing Consulting for Streets and Parking is to support the communication, marketing and branding of the City's Streets for All project.

Communications + Marketing Committee: Led by Manny Garcia and Brooke Gieber (GUD Marketing) with City staff Christina Anderson (Planning); Neal Conway and Michael Smith (Communications); Dennis Randolph (Public Services); Meghan Behymer (Downtown Coordinator); and Rebekah Kik (City Manager's Office Liaison).

2024 WMU Economic Development Study

Awareness of impacts on local businesses as street conversion projects evolve throughout the Streets for All projects

Study led by: Center for Transportation and Livability at Western Michigan University – Dr. Jun Oh with City staff Christina Anderson (Planning); Dennis Randolph (Public Services); Meghan Behymer (Downtown Coordinator); and Rebekah Kik (City Manager's Office Liaison).

- Third quarterly downtown business-focused survey closed.
- City staff working with WMU to improve the survey, enhance communication and outreach efforts, and shorten period between data collection and report.

Imagine Kalamazoo 2035

Imagine Kalamazoo 2035 (IK2035) is all about engagement: engagement with citizens, community groups, businesses, developers, investors, philanthropists, government and YOU. We're imagining a vision for Kalamazoo's future – discussing it, planning it, designing it, and acting on it.

Project led by: Rebekah Kik, Assistant City Manager and Christina Anderson, City Planner and Deputy Director of Community Planning and Economic Development

Updates can be found at <https://www.kalamazoo.org/Government/Programs-Initiatives/Imagine-Kalamazoo>

"Plan It" Phase Begins March 2025

Building on the input received during the "Imagine It!" phase, "Plan It" will focus on confirming the strategic vision goals and establishing the community outcomes from these goals. These conversations will directly shape the update of the Strategic Vision, which will be released for public review and consideration later this spring.

Join us at one of the following meetings to discuss the Strategic Vision Goals & Outcomes. The presentation and activities will be the same at each meeting – please pick the one that works best for you!

- Tuesday, March 4 @ Milwood Middle School | 6:30 – 8 pm
- Tuesday, March 11 @ NACD | 6:30 – 8 pm
- Tuesday, March 18 @ K College Fieldhouse | 6:30 – 8 pm
- Thursday, March 27 @ KIA | 4-6 pm (Open House)
- **Tuesday April 29 @ KNAC/Crawlspace Theatre 6:30 to 8 pm**

Downtown Placemaking Projects

2024 Projects from Notre Dame Public Realm Study

The Downtown Placemaking project seeks to add to the vibrancy with another alley activation, plaza redesigns that act as connectors, and enhancing the experience of the Kalamazoo Mall as a more active and engaging place. The city has identified 5 key public places downtown that are candidates for improvement.

Projects led by: Rebekah Kik (City Manager's Office); Christina Anderson (Planning); Patrick McVerry (Parks and Recreation); Dennis Randolph (Public Services); PJ Thuringer (Economic Development).

- Consultant team is Smith Group – Allison Marusic and Bob Doyle
 - Surveys of all placemaking areas have taken place. Two construction projects and one public art project have been chosen to move forward with the current budgets. Construction documents should be complete by the end of the year; bidding for the project let by January – construction to take place in April/May pending weather. Mural will be completed during September Brush the Block mural festival.
- Placemaking – North Mall
 - Construction project – pending federal grant approval.
- Placemaking – Farmer's Alley
 - Project is moving forward with construction documents to improve the concrete plaza, lighting, and landscaping.
- Placemaking – Rose Street Plaza
 - Project is moving forward with construction documents to improve the concrete plaza with furniture and landscaping.
 - Coordination meetings are currently happening with adjacent property owners to partner on improvements on the public/private areas.
- Placemaking – S. Burdick between Lovell and Cedar
 - Currently on hold awaiting budget or grant opportunity.

Updates can be found at [Kalamazoo Placemaking \(arcgis.com\)](https://arcgis.com)

2024 Arcadia Creek Festival Place

Renovation effort for the Arcadia Creek Festival Place to include improvements of items like electrical and landscape, among other things.

Project led by: Rebekah Kik (City Manager's Office); Patrick McVerry (Parks and Recreation); James Baker (Engineering)

- Received \$2 Million grant from Redevelopment and Placemaking Fund MEDC – approved by Commission 11/12
- Received \$1.6 Million grant from City Commission
- Applying for future grants to cover the estimated \$14 Million project
- MEDC Technical Assistance for survey and market study

April 15-17, Designers Viridis and LaQuatra Bonci with Elite Construction hosted design focus groups to weigh in on the new design of Arcadia Creek Festival Place. A community meeting is being planned for June to showcase the design recommendations that will come out of these sessions.

Event Center Coordination

City Planning and Design team members include: Jim Ritsema and Rebekah Kik (City Manager's Office); Christina Anderson (Planning); James Baker (Engineering); Dennis Randolph (Public Services)

- Weekly meeting for utilities (Christina, Dennis, and James)
- Monthly design meetings (Christina and Rebekah)
- Annual meetings (Jim and Bill Johnson)
- Special meetings as necessary

2024 PROTECT Grant for Arcadia Creek along Stadium Drive and Michikal (Levy Project)

Led by: Christina Anderson (Planning) and James Baker (Engineering).

- Consultant RFP is being developed; Project may begin in 2025

Downtown Dollars Program

The Downtown Dollars program is designed to promote economic growth in the downtown area by encouraging local spending. Customers purchase Downtown Dollars to be redeemed at participating businesses, fostering a vibrant and thriving downtown community.

2025 METRICS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
# of Businesses	53	53	56									
DT\$ Purchased	\$935	\$620	\$785									
DT\$ Redeemed	\$1,785	\$850	\$1,190									

Program administered by: City of Kalamazoo, Community Planning and Economic Development

TOTAL January - March 2025

Downtown Dollars Purchased = \$620

Downtown Dollars Redeemed = \$850

Total Downtown Dollars in Circulation = \$134,340

TOTAL Program Life (09/2019 – 03/2025)

Downtown Dollars Purchased = \$512,205

Downtown Dollars Redeemed = \$358,905

Information can be found at [Shop local with Downtown Dollars - Kalamazoo Downtown \(downtownkalamazoo.org\)](https://downtownkalamazoo.org)

Downtown News

- [Drone photos show \\$300M arena site progress as construction creeps closer in Kalamazoo](#) (M Live)
- [Kalamazoo seeks downtown businesses for \\$25K grants via state's 'Match on Main' program](#) (News Channel 3)
- [Downtown Kalamazoo day shelter names new executive director](#) (Mlive)
- [Survey launched to learn what brings people to downtown Kalamazoo | WOODTV.com](#) (Wood TV 8)
- [Irish American Club of Kalamazoo to host 23rd annual St. Patrick's Day parade](#) (News Channel 3)
- [Quick response prevents disaster following fire outside of the Kalamazoo Public Library](#) (News Channel 3)
- [Firefighters Respond to Large Truck Fire in Downtown Kalamazoo \(MI\)](#) (Tribune Content Agency)
- [2 street closures impacting downtown Kalamazoo traffic this week](#) (Mlive)
- [Nonalcoholic cocktail lounge planned for downtown Kalamazoo](#) (M Live)

TO: Downtown Economic Growth Authority Board of Directors
FROM: DEGA Executive Committee on the Recommendation of the Ambassador Program RFP Evaluation Committee
DATE: April 21, 2025
SUBJECT: Recommendation to Award Three-Year Contract for Downtown Ambassador Program

Purpose

To recommend awarding a three-year contract for the Downtown Ambassador Program to Block by Block at an annual cost of \$426,000, subject to legal review and Board Chair approval, and to request authorization to finalize a scope of work aligned with the approved budget.

Background

In Fall 2024, an outreach effort took place to inform the next phase of the Downtown Ambassador Program, in advance of the current contract's expiration on April 30, 2025. Stakeholder engagement included input from Public Safety, Discover Kalamazoo, the Downtown Business Council, board members, and a survey distributed to downtown businesses and property owners, with 44 responses.

Insights gathered through this process shaped the Request for Proposals (RFP), released in January 2025. Two proposals were received. An evaluation committee reviewed both submissions. Based on proposal quality and cost considerations, the committee selected Block by Block for an interview and now recommends awarding them the contract.

The evaluation committee is comprised of the following stakeholders: Curt Aardema (DDA/DEGA Board Member), Meghan Behymer (City of Kalamazoo Downtown Coordinator and Staff Liaison to DDA/DEGA), Reed Benton (Discover Kalamazoo), Rick Searing (DDA/DEGA Board Member and Downtown Resident), and Jessica Thompson (DDA/DEGA Board Member, Downtown Business Owner, and Downtown Kalamazoo Shops Representative).

Scope of Work

The proposed scope reflects stakeholder priorities, including extended year-round hours, a more balanced focus between hospitality and maintenance, removal of services in Arcadia Creek Festival Place, and new responsibilities like flower and plant watering, Kalamazoo Mall pressure washing, and enhanced reporting. It also introduces new training and collaboration standards.

While Block by Block's proposal aligns with the desired scope, its cost of \$647,856.82 annually exceeds the approved budget by over \$248,388.82. Staff will work with Block by Block to revise the scope and reduce costs while preserving core services. Major changes will be brought back to

the Board for approval.

Fiscal Impact

DEGA's approved 2025 budget for the program is \$399,468, which covers four months under the current contract and eight months at the estimated cost of the new scope. Block by Block's proposed cost exceeds this amount by \$248,388.82.

To remain within budget, staff recommends awarding the contract based on an annualized amount of \$426,000, beginning with \$286,668 for eight months of service in 2025. Scope adjustments will be made accordingly. If additional funding is needed, staff will return to the Board with a supplemental request.

Rationale

Block by Block brings strong institutional knowledge, a proven track record, and a proposal responsive to community needs. Their flexibility to adjust the scope ensures the program can continue within budget.

To ensure continuity, a short-term extension will maintain current service levels through October 31, 2025, allowing time to finalize scope adjustments and ensure a smooth transition.

Recommendation

Approve a three-year contract with Block by Block at \$426,000 per year. Staff, the Board Chair, and the evaluation committee will finalize a revised scope within budget, with legal review prior to execution.

March 12, 2025

City of Kalamazoo Purchasing Division
241 West South Street
Kalamazoo, MI 49007

Project Name: Kalamazoo Ambassador

Proposal Reference #: 99046-002.0

March 12, 2025 at 3:00 p.m. Local Time (ET)

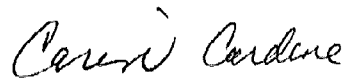
Dear Purchasing Department:

On behalf of everyone at Block by Block, thank you for the opportunity to submit a proposal for Kalamazoo Ambassador Proposal # 99046-002.0.

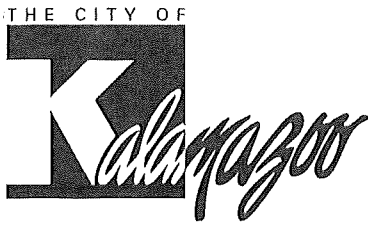
Enclosed please find:

- one (1) paper copy of Block by Block's proposal response and one (1) electronic Block by Block proposal response on UBS thumb drive in a sealed envelope and
- one (1) paper copy of Block by Block's price proposal in a sealed envelope.

Best,



Carin Cardone
Division Vice President - East



Department of Management Services
Purchasing Division
241 West South Street
Kalamazoo, MI 49007-4796
Phone: 269.337.8020
Fax: 269.337.8500
www.kalamazoocity.org
purchasing@kalamazoocity.org

ANNOUNCEMENT OF REQUEST FOR PROPOSALS (RFP)
January 23, 2025

PROJECT: Kalamazoo Ambassador
PROPOSAL REFERENCE: 99046-002.0
PROPOSAL DUE DATE/TIME: March 12, 2025, at 3:00 p.m. Local Time (ET)

Proposals for the project referenced above will be received by the City of Kalamazoo Purchasing Division, 241 W. South Street, Kalamazoo, MI 49007 until 3:00 p.m. local time on Wednesday, March 12, 2025, at which time they will be opened following the procedure outlined in the RFP document.

The necessary documents may be downloaded from the City's website at <https://www.kalamazoocity.org/bidopportunities>. If you are unable to download the document, call (269) 337-8020 and one may be mailed or e-mailed to you.

Businesses securing City procurement documents from other sources shall be solely responsible for registering with the City for receiving addenda.

If your firm is not interested in this project, we would appreciate you completing the bottom portion of this page and returning it by fax, e-mail, or mail. Thank you for your interest.

Questions regarding the scope of work of this project may be addressed to Rebekah Kik, Assistant City Manager, at (269) 337-8000, or kikr@kalamazoocity.org. Questions relative to general proposal requirements may be addressed to Nicole Kling, Buyer at klingn@kalamazoocity.org.

PROJECT DESCRIPTION:

The Kalamazoo Downtown Economic Growth Authority (DEGA) seeks Proposals from qualified vendors ("Contractor") to continue, enhance upon and expand the Downtown Ambassador Program currently operating in Downtown Kalamazoo.

Qualified respondents should be interested in providing the cleaning, safety/hospitality and special projects services ("Ambassador Services") as further described in Exhibit A, within the boundaries of the DEGA's Ambassador service area as described in Exhibit B ("Ambassador Program Service Area").

EXAMINATION OF BID DOCUMENTS:

Before submitting a proposal, proposers shall carefully examine the specifications and shall fully inform themselves as to all existing conditions and limitations. The proposer shall indicate in the proposal the sum to cover the cost of all items included in the Request for Proposals.

CONFORMANCE

All proposers will be required to follow the rules of Appendix A – Nondiscrimination Clause for all City of Kalamazoo contracts.

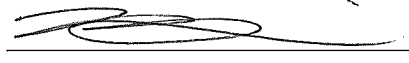
REJECTION:

All proposals are subject to rejection or confirmation by the City Commission and the City expressly reserves the right to reject any or all proposals or waive any informalities in the bidding. Late proposals will not be considered.



Michelle Emig
Purchasing Division Manager

_____ Will not be submitting proposal Reason: _____

SIGNED:  NAME: Kori Parvin
(Type or Print)

TITLE: Vice President of field support DATE: 2/28/25

FIRM NAME: Block by Block
(if any)

ADDRESS: 604 S Fourth St Louisville Ky 40202
(Street address) (City) (State) (Zip)

PHONE: 888-456-2646 FAX: 502-749-0522

EMAIL ADDRESS: info@blockbyblock.com

**SECTION II
PROPOSAL AND AWARD**

The undersigned having become thoroughly familiar with and understanding all of the proposal/contract documents incorporated herein, agrees to provide legal consulting services as specified herein:

KALAMAZOO AMBASSADOR

The total combined price to be paid for all services provided by Consultant pursuant to this Contract shall not exceed: **\$ INCLUDE IN PRICE PROPOSAL**

A price proposal shall be submitted in a separate sealed envelope marked **“Price Proposal”**. **The pricing in the sealed envelope shall be the only listed pricing in the proposal.** This Price Proposal shall only be opened by City personnel after the scoring of other evaluation criteria has been completed.

The total combined not-to-exceed price quoted must include all costs associated with the performance of the services specified, including materials, supervision, labor, insurance, transportation, delivery, fuel or other surcharges, demurrage, and related costs. Charges not listed in the RFP response will not be allowed. All prices and fees must be in U.S. dollars.

Price stated shall be firm for the full term of this Contract.

Proposer/Contractor has examined and carefully studied the bidding documents and attachments, and acknowledges receipt of the following addenda:

Addendum No: _____

Dated: _____

Proposer shall provide all the information as requested herein with their proposal. **Failure to do so and/or failure to provide post-proposal requested information may be cause for rejecting the proposal as non-responsive.**

By my signature below, I certify that the firm bidding on this contract, when making hiring decisions, does not use a past criminal conviction as a bar to or preclude a person with a criminal conviction from being considered for employment with the bidding firm unless otherwise precluded by federal or state law. I further certify that I have read and agree to be bound by the provisions of the City’s Non-Discrimination Clause found in Appendix A and as updated by City Ordinance 1856.

Signed:  Name: Kori Parvin

Title: Vice President of Field Support

QUALIFICATIONS QUESTIONNAIRE

Please answer the following questions completely. You may submit answers on this form or as an attachment to this document, additional information (brochures, illustrations, etc.) will also be used in determining qualifications. If not using this form, please follow its format.

1. Firm name: Block By Block (Mydatt Services, Inc. d/b/a Block by Block)

2. Established: Year 1991 State Ohio

3. Type of organization:

- a. Individual _____
 b. Partnership _____
 c. Corporation ✓
 d. Other _____

4. Former firm name(s) if any, and year(s) in business:
SMS Holdings (Parent Company): 1988
Brantley Security (Sister Company): 1995

5. Home office business address and telephone number where work will be performed.
640 S Fourth St, Ste 110, Louisville, Ky 40202; 888-456-2646

6. Branch office(s) if work will be performed there:
1102 E Michigan Ave, Kalamazoo, MI 49007

7. Personnel of firm who will be working on this project. Attach resumes of key personnel:
 YRS

NAME AND TITLE SPECIALTY EXPERIENCE EXPECTED ROLE

Carin Cardone - Management - 24 @ BBB - Manages Regional VP
> Division Vice President

Stacy Aldrich - Quality Assurance - 1 @ BBB - Manages Operations Manager
> Regional Vice President

Adam Charette - Daily Operations - 4 @ BBB - Oversees Program locally
> Operations Manager

QUALIFICATIONS QUESTIONNAIRE (cont.)

8. Total personnel of firm:

a. Professional: 200

b. Non-professional: 3,000

9. Attach a list of similar projects performed over the last five (5) years. Include: description of professional services provided, project size, contact person and phone number. Projects should demonstrate experience in the types of consulting services you wish to provide. See Attached

10. Identify projects in Item 9 which most closely match the work required by the City.

° Downtown Dayton, OH

° Downtown Akron, OH

° Downtown Toledo, OH

° Levis Commons, OH

11. Provide your understanding of the project and any special qualifications you bring to this project. See Attached

12. Identify any additional professional consulting service(s) you will utilize to work on this project and their expected role(s).

N/A

13. Provide the address for your website.

BlockbyBlock.com

14. Have any similar agreements held by Proposer for a similar project to the proposed project ever been canceled? Circle one: No Yes If yes, please explain: A small percentage of

our programs have not been renewed, but generally

that is due to funding and not a reflection of our services.

15. Indicate registration, license numbers or certificate numbers for the businesses or professions, which are the subject of this RFP. Please attach certificate of competency and/or State registration.

Michigan Filing Endorsement: ID # 801008862

Security Guard Agency Branch License: #3802208181

Business Certificate of Authority in Michigan: See Attached

QUALIFICATIONS QUESTIONNAIRE (cont.)

16. List the pertinent experience of the key individuals of your firm (continue on insert sheet if necessary):

Please see attached resumes + proposal section on
management

17. State the name, title, and contact information of the individual(s) who will have personal management of the day-to-day contract work:

Adam Charette, Operations Manager
acharette@BlockbyBlock.com, 269-568-2280

18. Litigation/Judgments/Settlements/Debarments/Suspensions – Submit information on any pending litigation and any judgments and settlements of court cases relative to providing the services requested herein that have occurred within the last three (3) years. Also indicate if your firm has been debarred or suspended from bidding or proposing on a procurement project by any government entity during the last five (5) years. Neither SMS Holdings or Mydata Services Inc.

(d.b.a. Block by Block) are included on any federal, state or local listing of parties excluded from procurement eligibility or debarment. Block by

Block has only had claims resulting from normal day-to-day operations typical for a company of this size. There are no pending or large scale claims that would

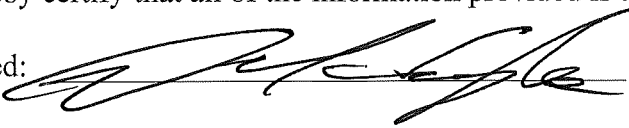
19. Disclosure of Conflict of Interest impact our ability to deliver services or maintain coverage.

VENDOR SHALL DISCLOSE BELOW, TO THE BEST OF HIS OR HER KNOWLEDGE, ANY CITY OF KALAMAZOO OFFICER OR EMPLOYEE, OR ANY RELATIVE OF ANY SUCH OFFICER OR EMPLOYEE, WHO IS AN OFFICER, PARTNER, DIRECTOR OR PROPRIETOR OF, OR HAS A MATERIAL INTEREST IN THE VENDOR'S BUSINESS OR ITS PARENT COMPANY, ANY SUBSIDIARY, OR AFFILIATED COMPANY, WHETHER SUCH CITY OFFICIAL OR EMPLOYEE IS IN A POSITION TO INFLUENCE THIS PROCUREMENT OR NOT.

Name Relationship

N/A

I hereby certify that all of the information provided is true and answered to the best of my ability.

Signed: 

Name: Durreck Hughes
Type or Print

Title: Vice President

Date: 2/20/2025

N/A

**CITY OF KALAMAZOO
LOCAL PREFERENCE POLICY AND CERTIFICATION**

The lowest responsive Kalamazoo County bidder whose bid is not low but falls within 2% of the lowest responsive bid is afforded the opportunity to become the successful bidder if it agrees to reduce its bid to match the lowest responsive bid. The City of Kalamazoo is the sole determiner whether a bidder is responsible, qualifies as a Kalamazoo County bidder, and if its bid is responsive to the City’s specifications, terms, and conditions.

If the lowest Kalamazoo County bidder chooses not to match the lowest bid, the next lowest responsive Kalamazoo County bidder whose bid falls within 2% of the lowest bid, is given the opportunity to match the lowest responsive bid.

To qualify as a Kalamazoo County bidder, the bidder must meet both the following criteria:

1. Have a physical presence in Kalamazoo County by maintaining a permanent office, factory, or other facility in Kalamazoo County with employees working in Kalamazoo County.
2. Have paid real or personal property taxes related to said business to the City of Kalamazoo, County of Kalamazoo, or other municipal corporation within Kalamazoo County in the previous tax year, except that a non-profit entity need not meet this requirement.

This local preference policy applies only to purchases for materials, supplies, capital outlay, and services for maintenance, repair or operation of City facilities that are over \$25,000. If more than 50% of the contract is sub-contracted to firms located outside of Kalamazoo County that bid does not qualify for the local preference policy outlined above. The local preference policy will not apply if prohibited by law. The Purchasing Agent has the authority to finally determine if the bidder qualifies as a Kalamazoo County bidder as set forth herein. The Purchasing Agent may take into account the permanency of the business in Kalamazoo, and whether the business appears to be claiming to be a Kalamazoo County business solely or primarily to qualify as a Kalamazoo County business under this Resolution, and any other material factors.

N/A

CERTIFICATION

If you qualify as a Kalamazoo County bidder and wish to be considered for the local preference provisions as provided above, please certify that fact by providing the information requested below and attesting to its accuracy.

Firm Name: _____

Street Address of Business: _____

City, State, and Zip Code: _____

Number of employees working in Kalamazoo County: _____

Name the city or township to which business real and/or personal property taxes are paid or provide non-profit status:

The above information is accurate:

Signature: _____

Date: _____

Title: _____

CITY OF KALAMAZOO EX-OFFENDER POLICY CHECKLIST

As part of the City’s commitment to reducing unacceptable poverty, encouraging rehabilitation, reducing recidivism, and strengthening families in Kalamazoo, the City has updated its Purchasing Policy to ensure that firms with whom the City does business share in this commitment by utilizing hiring practices that do not unfairly deny people with arrest and conviction records gainful employment. (Important: This requirement also extends to any subcontractors the bidder intends to use to fulfill the contract for goods or services being sought from the City.)

Part I: Proof that the bidder does not inquire about an individual’s past arrest or criminal history on the bidder’s employment application form

- Attach a copy of the current application for employment being used by the bidder


Part II: Certification that the bidder does not use an individual’s past arrest or criminal history to unlawfully discriminate against them by checking one or more of the following:

N/A

- That pursuant to federal or state law bidder is precluded from hiring persons with certain criminal records from holding particular positions or engaging in certain occupations by providing a cite to the applicable statute or regulation; if checking this box, provide a citation to the applicable statute or rule upon which the bidder is relying: _____
- That bidder conducts criminal history background checks only as necessary, and only after making a conditional offer of employment; that any withdrawal of an offer of employment to an individual because of a past criminal history is job-related and consistent with business necessity after the individual has been provided an individualized assessment opportunity to review and challenge or supplement the history of past criminal conduct being relied upon by the bidder;
- That the use by bidder of criminal history background checks complies with the U.S. Equal Employment Opportunity Commission’s Enforcement Guidance on the Consideration of Arrest and Conviction Records in Employment Decisions and that the bidder has not had a determination rendered against it in past 7 years that it discriminated against a person through the use of an individual’s arrest or criminal history

I CERTIFY THAT THE ABOVE STATEMENTS ARE TRUE.

2/20/2025
Date


Signature

Derreck Hughes
Printed Name

Vice President
Position

I hereby state that all the information I have provided is true, accurate and complete. I hereby state that I have the authority to submit this proposal which will become a binding contract if accepted by the City of Kalamazoo. I hereby state that I have not communicated with nor otherwise colluded with any other proposer, nor have I made any agreement with nor offered/accepted anything of value to/from an official or employee of the City of Kalamazoo that would tend to destroy or hinder free competition.

The firm’s identification information provided will be used by the City for purchase orders, payment and other contractual purposes. If the contractual relationship is with, or the payment made to, another firm please provide a complete explanation on your letterhead and attach to your bid. Please provide for accounts payable purposes:

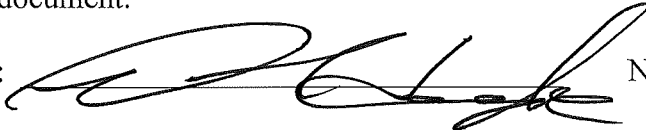
Tax Identification Number (Federal ID): 31-1332763

Remittance Address: Block by Block, PO Box 643873, Cincinnati, OH 45264-3873

Financial Contact Name: Billings Financial Contact Phone Number: 615-850-5462

Financial Contact Email Address: billing@smsholdings.com

I hereby state that I have read, understand, and agree to be bound by all terms and conditions of this proposal document.

SIGNED:  NAME: Duveck Hughes
(Type or Print)

TITLE: Vice President DATE: 2/21/2025

FIRM NAME: Mydatt Services, Inc (d.b.a Block by Block)
(If any)

ADDRESS: 640 S Fourth St, Ste 110, Louisville, Ky 40202
(Street address) (City) (State) (Zip)

PHONE: 888-456-2146 FAX: 502-749-0522

EMAIL ADDRESS: DHUGHES@BlockbyBlock.com

FOR CITY USE ONLY - DO NOT WRITE BELOW

7. RESUMES OF KEY PERSONNEL

CARIN A. CARDONE
505 LaGuardia Place #28E
New York, NY 10012
Cell: 917 439-1050
Email: cardone505@hotmail.com

Proven executive level manager of diverse public and private sector organizations and initiatives including budget and operations planning, contract management, branding, marketing and sponsorship programs, economic development, communications strategy, technology implementation and project management.

SUMMARY OF QUALIFICATIONS

- Experience creating new organizations and programs and implementing significant institutional changes to government agencies and not-for-profits.
- Proven orchestrator managing all aspects of an initiative including operational, policy, technological, legal and financial.
- Direct experience working with government and not-for-profit Boards of Directors and Committees.
- Ability to set priorities, balance short- and long-term objectives and allocate resources effectively to successfully achieve broad goals.
- Experience with federal, state, and local government agencies and programs.

EXPERIENCE

Block by Block, New York, NY

Division Vice President

May 2017– present

- Responsible for overall operational and financial performance of the Northeast, Southeast and Great Lakes Regions, totaling over 48 cleaning, safety, hospitality, outreach and horticulture programs with revenue in excess of \$40M.
- Develop and lead innovative metrics that audit and drive improvements for Regional Vice Presidents, Project Managers, Managers and Ambassadors performance.
- Oversee monthly financial performance of accounts making short and long term adjustments as needed to meet goals.
- Present to customers, board committees and other stakeholders Ambassador program performance, challenges, opportunities and strategic initiatives.

Regional Vice President

January 2012 – May 2017

- Responsible for overall operational and financial performance of fourteen cleaning, safety, hospitality and horticulture programs located in the North East region.
- Managed all aspects of accounts including administrative, operational, logistical and human resources.
- Ensured service expectations were being met by evaluating service quality through account audit visits and setting both short- and long-term objectives for each program as necessary.
- Met with customer representatives to discuss local program issues and determines a course for continual program evolution, provided consultation on program enhancements, best practices and program planning.
- Analyzed financial indicators comparing to expected outcomes and monitored expenditures.

Union Square Partnership, New York, NY

Deputy Director

March 2007 – January 2012

Administration

- Devised and implemented the overall structure of the organization and strategy for its future growth in coordination with the Executive Director.
- Prepared content and determined focus of Board of Directors and Committee Meetings, Annual Meeting, and Community Development forums.
- Managed oversight of \$3.5M budget to ensure the organization remained fiscally sound, and developed financial projections, including program income and expense budgets.
- Reviewed and strengthened the organization's policies and procedures to ensure compliance in all areas, and served as the liaison to the NYC Department of Small Business Services for contract renewal and all

annual reporting requirements.

- Drafted RFPs and contract documents for all core services and sponsorship and marketing agreements.

Park Operations

- Administered \$300K annual landscaping and park maintenance budget and directed work of all contractors; coordinated volunteer clean-up and planting initiatives; secured funding and installation of Union Square Park's first dog/people fountain.
- Developed and tracked indicators to measure the effectiveness of the organization's efforts in all core areas including sanitation and security services, quality of life issues and park maintenance.
- Served as liaison to NYC Parks Department regarding the permitting and execution of all Union Square Park events.

Marketing

- Developed strategic partnerships with business owners and area stakeholders to promote the district.
- Planned and implemented the organization's signature events, *Harvest in the Square*, *Summer in the Square*, *Jazz in the Square* and *Art in the Park* that generate in excess of \$500K annually; coordinated strategy for donor/sponsor outreach and ensure fundraising activities worked in concert with long- and short-term branding and marketing efforts.
- Identified, initiated and managed new programs that encourage business development and neighborhood/streetscape enhancements, including the launch of a *NYC Clean Streets Program*, district-wide street lamp banner and trash receptacle sponsorship, new Wi-Fi network for Union Square Park and *Union Square: Crossroads of New York* walking tour.
- Created and produced branded marketing materials including annual reports, event schedules, invitations, brochures, newsletters, press releases and advertisements.
- Developed relationships with local media, secured ad space and calendar listings.

Lower Manhattan Development Corporation (LMDC), New York, NY

Director of Tourism & Marketing

January 2005 – March 2007

- Responsible for all of LMDC's tourism and marketing efforts promoting Lower Manhattan, ensuring a consistent message for LMDC initiatives.
- Directed the *Museums of Lower Manhattan Campaign*, a \$5M program to brand and promote Lower Manhattan's cultural institutions in the aftermath of September 11th.
- Worked directly with museum executive directors and marketing managers of Lower Manhattan's fifteen diverse cultural institutions to develop and execute the Campaign.
- Devised long- and short-term strategies for promoting Lower Manhattan's cultural institutions, creating lasting strategic partnerships that extended the life of the Campaign beyond initial funding.
- Managed and directed work of outside consultants retained in connection with the initial Campaign, including public relations, advertising, and map distribution firms Dan Klores Communications, Bandujo Donker & Brothers and CTM Brochure Display.
- Developed and tracked indicators to continually measure effectiveness of the Campaign.
- Liaison to NYC & Company and "I Love New York" tourism offices.
- Planned and coordinated LMDC media events including press conferences, public meetings and speaking engagements.
- Assisted the Vice President of Communications and department in carrying out LMDC's communications functions pertaining to speeches, press releases, website development and research.
- Managed projects and relationships with eight major cultural institutions to implement LMDC's Cultural Enhancement Fund for capital, planning and exhibition initiatives.

Director of Operations

March 2003 – December 2004

- Senior advisor to the President on all policy matters.
- Assisted President and Chief Operations Officer in developing overall organizational structure and strategy for facility and administrative issues.
- Worked with Vice Presidents in producing and disseminating policy information.
- Managed \$2M department budget.
- Directly supervised eleven employees, including administrative and IT staff.
- Managed IT policy development, technology planning and user assistance.
- Coordinated all personnel matters serving as liaison to the Governor's Appointments Office and the Empire State Development Corporation Human Resources and Payroll Departments.

- Managed agency-wide interview process and made hiring decisions regarding all LMDC staff.
- Implemented and supported office safety, information, and document security initiatives throughout the organization.
- Administered LMDC Young Leadership Program from inception, including recruitment, hiring and development and implementation of educational programming.

Executive Assistant & Project Manager to the President & CEO

February 2002 – February 2003

- Senior counselor to the President regarding administrative and policy matters in the corporation formed by the Governor and Mayor to oversee the revitalization of Lower Manhattan in the wake of the September 11th attacks and the planning for the redevelopment of the World Trade Center site.
- One of five original employees of the corporation responsible for developing the corporation into a functioning organization capable of carrying out its critical mission.
- Responsibilities included ongoing policy advice to the President, coordinating all travel and public appearances by the President on behalf of the corporation, overseeing personnel matters for fifty person staff, providing daily updates to senior staff, facilitating communication between the President and senior staff and maintaining corporate records.

EDUCATION

FORDHAM UNIVERSITY, Bronx, NY

Bachelor of Arts

Major: American Studies

PERSONAL ACTIVITIES

- Member of Historic South Village Preservation Project Advisory Board.
- Worked with Greenwich Village Society for Historical Preservation from 2004-2008 toward the successful landmarking of the I.M. Pei designed Silver Towers apartment complex.
- Member of Board of Directors for Mitchell-Lama Cooperative 2003-2005, liaison to New York University, elected officials and community groups.

Stacy Aldrich, Regional Director of Operations

Aldrichstacy4@gmail.com | Ph: 260-243-9565

I possess expertise in quality control and strategic planning, with a proven track record of developing and executing business plans. I am an extremely efficient and motivated Regional Director with more than 18 years of experience overseeing multiple facilities, with over 1,500 employees and shepherding business development plans monthly while managing 11 operations executives for hiring, training and sales development.

Skills

- Operations Management
- Strategic Planning
- Supply Chain Management
- Budgeting / P&L
- OMS/ EDI
- Bidding / Contract negotiation/ forecasting
- Field service management systems
- Fleet management and software
- Warehouse management
- Employee Engagement, Recruiting, onboarding, retention, coaching, counseling, performance reviews, terminations, PIPs and exit interviews.
- Startups
- Safety, OSHA, 5s, and process mapping.

Work Experience

Regional Vice President. (MW) Block by Block

August 2024 - Current

- Responsible for overall operational and financial performance of 14 cleaning, safety, hospitality and horticulture programs located in the Great Lakes region.
- Managed all aspects of accounts including administrative, operational, logistical and human resources.
- Ensured service expectations were being met by evaluating service quality through account audit visits and setting both short- and long-term objectives for each program as necessary.
- Meet with customer representatives to discuss local program issues and determines a course for continual program evolution, provided consultation on program enhancements, best practices and program planning.

- Analyzed financial indicators comparing to expected outcomes and monitored expenditures.
- Ensures the P&L statement balances monthly, and profit falls within company projected amount • Run/manage productivity report and standards

Regional Director of Operations (MW) IH Services Inc., June 2020 – May2024

- Prepared and ran reports to ensure all metrics of productivity, quality and budgets are met. If they have not been met, then ensure the correct action plan is in place.
- Ensure P&L statements balanced monthly.
- Manage productivity reports.
- Ensure all installs and new accounts are properly completed and to standard per building and fire code regulations while ensuring we are 100% compliant to our contract.
- Ensure all billing from DL have been submitted by deadline and to accuracy.
- Maintains high employee morale and low employee turnover through effective and proactive communications and timely problem resolution.
- Ensures a smooth-running operation by enforcing post specific policies and procedures through proper communication and training.
- Prepares and runs all required reports, reviews such reports in a timely manner with management team, and takes appropriate action as necessary.
- Ensures the P&L statement balances monthly, and profit falls within company projected amount • Run/manage productivity report and standards.
- Ensures all customer communication is timely and accurate.
- Completes quarterly reviews on all direct reports, verifying any gaps and ensuring a quality training plan is in place
- Oversees all aspects of training development

Regional Director of Operations, GRBS Inc. April 2017-June 2020

- Provided operational leadership for 5 salaried directors and 300 FTEs.
- Submitted and renegotiated new contracts bids and contract renewals for current customers.
- Over saw accounts with an excess of 5-million-dollar budgets each.
- Ensured quality inspections of properties.
- Ensured that equipment and supplies were maintained.
- Oversaw all budgets/ profit and loss/ productivity reports.
- Oversaw all aspects of HR including but not limited to staffing training and employee retention.

- Provided strategic input to guide our company's direction including review and substantial revision of company processes to achieve greater efficiency while yielding higher margins and improved results.
- Fostered & maintain stellar customer relationships.
- Planed & facilitate regular operational meetings with salaried and hourly team members and monitor progress weekly; these meetings focus on human resources, risk management, training, customer satisfaction & service initiatives.
- Visited each site regularly to discover, review & discuss operational functions and monitor projects to drive financial performance and compliance with contracted specifications.
- Establish and maintain in-depth knowledge of all day-to-day operations of each account.

Director of Operations Avi Food Systems, January 2014 -April 2017

- Prepared and ran reports to ensure all metrics of productivity, quality and budgets were met.
- All aspects of HR , including but not limited to staffing training and employee retention.
- Ensured P&L statements balanced monthly.
- Managed productivity reports.
- Ensured all installs ad new accounts were properly completed and to standard per building and fire code regulations.
- Ran Bi-weekly payroll according to company procedures and resolve any discrepancy.
- Conducts disciplinary and counseling sessions with Security Professionals as needed in a proactive and professional manner
- Maintained high employee morale and low employee turnover through effective and proactive communications and timely problem resolution.
- Ensured a smooth-running operation by enforcing post specific policies and procedures through proper communication and training.
- Prepared and runs all required reports, reviews such reports in a timely manner with management team, and takes appropriate action as necessary.
- Ensured the p&l statement balances monthly, and profit falls within company projected amount • Run/manage productivity report and standards.

Education

Bachelor of Arts in Business Administration, Aquinas College – Grand Rapids, MI

-

Adam Charette

Kalamazoo, MI 231.233.0636 abcharette@gmail.com

Professional Experience

Mydatt Services Inc. D.B.A Block By Block, Kalamazoo, MI 2021 – Current

Operations Manager

- Responsible for the operation of a cleanliness and hospitality program in downtown Kalamazoo, MI.
- Recruiting, hiring and training employees.
- Holding employees accountable to polices and safety regulations
- Measuring employee performance in the field as well as by statistics entered in proprietary software.
- Communication and reporting to the customer and other stakeholders in the district.
- Monitoring the finances of the program and keeping a budget.
- Responsible for equipment inventory and maintenance.
- Responsible for ordering and monitoring inventory of supplies and uniforms
- Working with residents and visitors to the district to address issues and concerns.
- Working with Public Safety to communicate safety issues observed throughout downtown.
- Maintenance and issue reporting for infrastructure in the downtown district.
- Event Support

Jimmy John's Enterprises, Inc, Kalamazoo, MI

2002 – 2019

Area Manager, 2012 – 2019

- Responsible for the operation of a \$2.2M, 4 location (4 beginning January 2018), 85+ employee market
- Preparing weekly budget projections based on sales forecasts for all locations
- Coaching employees through performance based management
- Programming and troubleshooting POS system
- Creating and maintaining employee training systems
- Training all managers
- Holding associates accountable to policies and safety regulations
- Identifying and mentoring talent for leadership opportunities
- Managing 4 General Managers and the Area Marketing Director
- Scout locations for new store opportunities and submit for market analysis
- Managing property upkeep
- Financial tracking for 3 locations
- Communication and follow up with customer concerns
- Writing and administering all management level evaluations
- Approve all pay raises for hourly employee
- Administer new hire and random corporate mandated drugs tests
- Recruiting, interviewing, and hiring all managers
- Audit General Managers cost control daily
- Ordering and maintaining all capital equipment
- Attending monthly operations meetings for strategic planning and budgeting
- Filling in when needed to assist individual operations

General Manager, 2007 – 2012

- Recruiting, hiring and training store staff
- Facilitating training for all store employees
- Writing schedules for all store employees
- Inventory control and management

Adam Charette

Kalamazoo, MI 231.233.0636 abcharette@gmail.com

- Managing all costs including food, beverage and labor

Assistant Manager 2007

- Management of staff and daily operations

In-Shop/Delivery Driver 2002 – 2007

Additional Professional Experience

Sawall's Health Foods, Kalamazoo, MI 2020-2021

Server, Bartender, Curbside Grocery Service and Grocery Delivery

Portage Point Inn, Onkama, MI Summers 2003, 2004, 2005, 2006, 2007

Seasonal Bartender

Education/Certification

Certified Food Safety Manager – National Association for Food Safety Professionals

Western Michigan University, Business Studies, 2000-2002

9. REGIONAL PROJECTS FROM THE LAST FIVE YEARS

Regional Projects from the Last Five Years

MILWAUKEE DOWNTOWN BID (MILWAUKEE, WI)



Serving Since: November 2018

Ambassadors: 14

Contract: \$860,000

Contact Name: Elizabeth Weirick, CEO

Email: bweirick@milwaukeedowntown.com

Phone: (414) 220-4700

Website: <https://www.milwaukeedowntown.com/>

Services Provided: Supplemental Safety, Hospitality, Social Service Outreach

DOWNTOWN DAYTON (DAYTON, OH)



Serving Since: May 2005

Ambassadors: 12

Contract: \$495,000

Contact Name: Katie Meyer, President

Email: Meyer@downtowndayton.com

Phone: (937) 224-1518 ext. 224

Website: www.downtowndayton.org

Services Provided: Environmental Maintenance, Supplemental Safety

DOWNTOWN TOLEDO IMPROVEMENT DISTRICT (TOLEDO, OH)



Serving Since: April 2006

Ambassadors: 19

Contract: \$575,000

Contact Name: Paul Toth, President

Email: ptoth@connectoledo.org

Phone: (419) 249-5494

Website: www.downtowntoledo.com

Services Provided: Environmental Maintenance, Supplemental Safety

DOWNTOWN AKRON PARTNERSHIP (AKRON, OH)



Serving Since: January 2009

Ambassadors: 9

Contract: \$460,000

Contact Name: Kimberly Beckett, President

Email: kbeckett@downtownakron.com

Phone: (330) 374-7676

Website: www.downtownakron.com

Services Provided: Environmental Maintenance, Supplemental Safety

THE TOWN CENTER AT LEVIS COMMONS (PERRYSBURG, OH)



Serving Since: January 2018
Ambassadors: 4
Contract: \$295,000
Contact Name: Rita Nelson, General Manager
Email: rnelson@hillpartnersinc.com
Phone: (313) 314-2724
Website: www.shopleviscommons.com

Services Provided: Environmental Maintenance and Supplemental Safety

OHIO STATE UNIVERSITY (COLUMBUS, OH)



Serving Since: October 2021
Ambassadors: 9
Contract: \$741,000
Contact Name: Doug McGrew, Director - Central Campus Security Services
Email: mcgrew.25@osu.edu
Phone: (614) 247-6356
Website: <https://www.osu.edu/>

Services Provided: Supplemental Safety

SHORT NORTH ALLIANCE (COLUMBUS, OH)



Serving Since: August 2021
Ambassadors: 8
Contract: \$368,000
Contact Name: Betsy A. Pandora, Executive Director
Email: bestypandora@shortnorth.org
Phone: (614) 299-8050
Website: www.shortnorth.org

Services Provided: Environmental Maintenance, Hospitality and Supplemental Safety

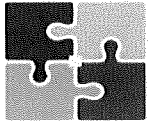
UNIVERSITY DISTRICT SPECIAL IMPROVEMENT DISTRICT (COLUMBUS, OH)



Serving Since: August 2021
Ambassadors: 6
Contract: \$351,500
Contact Name: Nora Gerber, Executive Director
Email: noragerber@universitydistrict.org
Phone: (614) 783-3229
Website: www.universitydistrict.org

Services Provided: Environmental Maintenance, Hospitality and Supplemental Safety

DOWNTOWN CLEVELAND ALLIANCE (CLEVELAND, OH)



**Downtown
Cleveland
Alliance**

Serving Since: April 2006

Ambassadors: 80

Contract: \$3,449,000

Contact Name: Micheal Deemer, President & CEO

Email: mdeemer@downtowncleveland.com

Phone: (216) 736-7799

Website: www.downtownclevelandalliance.com

Services Provided: Supplemental Security, Hospitality Services, Environmental Maintenance, Social Service Outreach, Landscaping

CITY OF SOUTH EUCLID (SOUTH EUCLID, OH)



Serving Since: February 2023

Ambassadors: 4

Contract: \$216,940

Contact Name: Michael Love, Economic Development Director

Email: mlove@seuclid.com

Phone: (216) 392-0888

Website: <https://www.cityofsoutheuclid.com>

Services Provided: Environmental Maintenance

CITY OF LAKEWOOD (LAKEWOOD, OH)



Serving Since: February 2023

Ambassadors: 3

Contract: \$262,000

Contact Name: John O. Storey, Chief of Staff

Email: john.storey@lakewoodoh.net

Phone: (216) 529-6093

Website: www.lakewoodoh.gov

Services Provided: Safety, Hospitality

OHIO CITY INCORPORATED (CLEVELAND, OH)



Serving Since: February 2023

Ambassadors: 6

Contract: \$334,500

Contact Name: Ben Trimble, Chief Real Estate Officer

Email: btrimble@ohiocity.org

Phone: (216) 781.3222

Website: <http://www.ohiocity.org>

Services Provided: Environmental Maintenance, Supplemental Safety

UNIVERSITY CIRCLE INCORPORATED (CLEVELAND, OH)



**UNIVERSITY
CIRCLE INC**

Serving Since: February 2023

Ambassadors: 2

Contract: \$112,600

Contact Name: Kate Borders, President

Email: kate.borders@universitycircle.com

Phone: (216) 707-4662

Website: <https://www.universitycircle.org/>

Services Provided: Environmental Maintenance, Supplemental Safety

DOWNTOWN EUCLID IMPROVEMENT DISTRICT (CLEVELAND, OH)



Serving Since: March 2023

Ambassadors: 2

Contract: \$112,600

Contact Name: Callie Cripps, Economic Development Manager

Email: ccripps@cityofeuclid.com

Phone: (216) 289-8141

Website: <https://www.cityofeuclid.com>

Services Provided: Environmental Maintenance, Supplemental Safety

OAKLAND BUSINESS IMPROVEMENT DISTRICT (PITTSBURGH, PA)



**OAKLAND
BUSINESS
IMPROVEMENT
DISTRICT**

Serving Since: January 2010

Ambassadors: 5

Contract: \$327,000

Contact Name: Shawn Fertitta, Interim Executive Director

Email: shawn@oaklandbid.org

Phone: (412) 683-6243

Website: www.oaklandpittsburgh.com

Services Provided: Environmental Maintenance

PITTSBURGH DOWNTOWN PARTNERSHIP (PITTSBURGH, PA)



**PITTSBURGH
DOWNTOWN
PARTNERSHIP**

Serving Since: July 2006

Ambassadors: 31

Contract: \$2,428,000

Contact Name: Jeremy Waldrup, President

Email: jwaldrup@downtownpittsburgh.com

Phone: (412) 325-0162

Website: www.downtownpittsburgh.com

Services Provided: Environmental Maintenance, Social Service Outreach, Hospitality, Placemaking, Parks, Volunteer Management

DOWNTOWN DETROIT PARTNERSHIP/BUSINESS IMPROVEMENT ZONE (DETROIT, MI)



Serving Since: May 2015

Ambassadors: 90

Contract: \$3,850,000

Contact Name: Gina Cavalier, BIZ Director

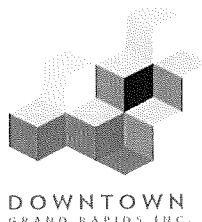
Email: gina.cavaliere@downtowndetroit.org

Phone: (313)314-2724

Website: www.downtowndetroit.org

Services Provided: Environmental Maintenance, Hospitality Services, Landscaping, Placemaking, Parks

DOWNTOWN GRAND RAPIDS, INC. (GRAND RAPIDS, MI)



Serving Since: September 2013

Ambassadors: 25

Contract: \$1,150,000

Contact Name: Tim Kelly, President and CEO

Email: tkelly@downtowngr.com

Phone: (616) 456-3034

Website: www.downtowngr.org

Services Provided: Environmental Maintenance, Safety Services, Landscaping, Placemaking

UPTOWN GRAND RAPIDS (GRAND RAPIDS, MI)



Serving Since: January 2021

Ambassadors: 2

Contract: \$53,000

Contact Name: Ingrid Miller, Executive Director

Email: imiller@uptowngr.com

Phone: (720) 284-8319

Website: uptowngr.com

Services Provided: Environmental Maintenance

11. PROJECT UNDERSTANDING & SPECIAL QUALIFICATIONS

PROJECT UNDERSTANDING & QUALIFICATIONS

Block by Block currently operates over 170 Ambassador program in 34 states and proudly provides services to the Downtown Detroit Partnership, Downtown Grand Rapids Inc., Uptown Grand Rapids and formerly the Downtown Kalamazoo Partnership in the State of Michigan.

Block by Block not only serves more Improvement District type organizations than any other company in the country, but we also serve more programs with more unique service elements. We believe this experience serves as the basis for our ability to generate creative, non-cookie cutter approaches to serving each customer. Our ability to create unique operating models has allowed us to move into serving other public spaces that need flexible services, like parks and transit systems. We specialize in providing hybrid Ambassador Programs which take two or more service elements above and combines them into one fully managed program. Of our 170 currently operating programs, more than 95 are hybrid programs. We have experience building and managing these multifaceted programs and are skilled at creating teams that are highly flexible who can respond to the ever-changing needs of the urban service area. With a customer retention rate of 97%, our customers continue to choose Block by Block for our dynamic operating model and our ability to make programs completely turnkey.

We take care of all the details of running an Ambassador Program, including hiring staff, scheduling deployment, managing resources and collecting data through our proprietary software. This allows our customers to not worry about the day-to-day minutia and focus on high-level outcomes of the program for their stakeholders. When you contract our Ambassador Services, you're buying more than uniforms, equipment and employees – you are gaining our entire operating model. Operating a successful program is more than just maintaining a staff. It requires recruiting, interviewing and onboarding; ordering uniforms, equipment and tools; negotiating benefits and scheduling; maintaining equipment; purchasing, developing and upgrading reporting technology platforms; and managing and analyzing data - and that doesn't even include the logistics of day-to-day operations.

Through our experience in working with special service areas across the country, we've recognized that we offer a completely different level of engagement and service than any other provider in our space. Having worked in Kalamazoo, we are excited about how an enhanced Block by Block managed program can further evolve to serve the community. Additionally, after reviewing your current scope of services, we believe we are uniquely qualified to meet and exceed your expectations through the following:

Industry Specific Experience - Throughout the last two decades, Block by Block has become a leader in our industry through our innovative operating model and forward-thinking approach to street level services. Block by Block is an active member of the International Downtown Association (IDA). We have been a leading sponsor and advocate for events and legislature to promote positive change for business districts nationwide.

National Experience - Over the last decade we have invested significantly in our infrastructure, which includes our corporate support team, training, technology for stat tracking, branding and overall ability to manage customer relationships. These investments have allowed us to separate ourselves from competitors and we now serve more downtown programs than any other company by a ratio of more than 5:1. This structure and infrastructure has been and will continue to build a strong foundation for your program in Kalamazoo!

Special Assessment Service District & Municipal Government Experience - We understand the nuances and requirements of working with service districts across the country. Currently more than 75% of our customer base is comprised of working directly with improvement districts. Our training and operating model focuses keenly on ensuring your stakeholders are our first priority. Throughout the past decade, more and more of our customers have become municipal governments. We enjoy ensuring that those in need receive compassionate and effective care. This hands-on, community centered approach has helped us create meaningful change at the street level. Working directly with cities, we are set up to meet all of your local, state and federal requirements. We can also work closely with elected officials and city leadership as the opportunity allows.

Launching Impactful Programming - At Block by Block, we understand that you only have one chance to launch a program, and getting it right is crucial for making a strong, positive impact with stakeholders. Our extensive experience in launching programs is driven by a meticulous process that ensures smooth operations and long-term success. Each program launch is led by a dedicated Project Manager, who begins the implementation process eight weeks before the official start date. This pre-launch period is essential for setting the foundation for success and includes the recruitment and hiring of top-tier Ambassadors, ensuring that operations are fully turnkey from day one and tailoring our services to the specific needs of the community.

Outreach Experience - Block by Block has extensive experience in delivering impactful outreach services across diverse communities. We currently operate 29 outreach programs, supported by a team of approximately 60 dedicated outreach workers who are committed to engaging with vulnerable populations, providing resources and fostering positive relationships. Our outreach teams are trained to connect individuals with vital services, from housing assistance to mental health support, ensuring that those in need receive compassionate and effective care. This hands-on, community centered approach has helped us create meaningful change at the street level.

Experience

Block by Block has numerous years of experience providing Ambassador programs to municipalities below are some of our municipality customers which range from economic development, tourism and parking departments of the city:

- **Greater Easton Development Partnership, PA** - Block by Block has provided a five (5) member Clean and Hospitality Team in Downtown Easton, PA, since 2008.
- **Miami Downtown Development Authority, FL** - Block by Block has provided a highly visible Safety & Hospitality Ambassador Team in Downtown Miami Florida since 2014 with a total of twenty (20) Ambassadors. One of the unique features of this team is that they provide assistance during Miami Heat home games.
- **Bethlehem Economic Development Corp., PA** - Block by Block has provided a six (6) person Clean and Safe Team on the Southside of Bethlehem, PA, since 2014.
- **City of Coral Gables, FL** - Block by Block has provided a hybrid Clean and Hospitality Ambassador Team with nine (9) employees on Coral Gables Miracle Mile since 2017, supported by the city's Parking Department.
- **City of Virginia Beach, VA** - Since 2021, the Resort Area Ambassadors have patrolled a 40-block stretch of Atlantic Avenue, from Pacific Avenue to the bike path, focusing on delivering cleaning and hospitality services in the resort area of Virginia Beach. There is a total of thirty (30) employees.
- **City of South Euclid, OH** - Since 2023 Block by Block has provide four (4) Clean and Safe Ambassadors to the downtown corridor and parks. In 2025, we added three (3) school crossing guards to keep children and drivers safe.
- **City of Lakewood, OH** - Since 2023, Block by Block has provided four (4) seasonal Park Ambassadors from April 1 to October 31 to keep the city's parks safe.

Kalamazoo Experience

Block by Block has been operating a five (5) person Ambassador Team in Downtown Kalamazoo since May 1, 2021 to the present, originally contracted with the Kalamazoo Downtown Partnership. Our Operations Manager, Adam Charette, and Ambassador Skylar Culver have both been with the program since launch in May 2021. Ambassadors have been with the program since 2022, allowing us a stable core of employees. All five (5) current employees are Kalamazoo residents with a wealth of knowledge about the city and the current and proposed service area. The RFP expands the current service area, where we are familiar with current conditions. We are excited to expand services into these additional areas.

At right is table showing a few of the metrics of work completed by the Kalamazoo Ambassadors from May 2021 to December 2024.

Statistic	Total
Abandoned Property Addressed	1,221
Bio-hazards Removed	460
Trash Lbs Removed	606,025
Graffiti Removed	1,534
Unhoused Observed	2,517

15. CERTIFICATES & LICENSES

MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
FILING ENDORSEMENT

This is to Certify that the CERTIFICATE OF RENEWAL OF ASSUMED NAME
for

MYDATT SERVICES INC.

ID Number: 801008862

to transact business under the assumed name of
BLOCK BY BLOCK

received by electronic transmission on October 04, 2023 **, is hereby endorsed.**

Filed on October 04, 2023 **, by the Administrator.**

The document is effective on the date filed, unless a subsequent effective date within 90 days after received date is stated in the document.

Expiration Date: December 31, 2028



In testimony whereof, I have hereunto set my hand and affixed the Seal of the Department, in the City of Lansing, this 4th day of October, 2023.

Linda Clegg

Linda Clegg, Director
Corporations, Securities & Commercial Licensing Bureau

STATE OF MICHIGAN
DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
P.O. BOX 30018
LANSING, MI 48909-7618

Please tell us about your licensing experience by
completing our anonymous survey at:
www.michigan.gov/larasurvey

MYDATT SERVICES INC
3634 WHIMBREL WAY
PAUL H WEIDNER
EAST LANSING MI 48823

INQUIRIES REGARDING THIS LICENSE

Please provide your license number on all correspondence, and
when contacting the Department.
www.Michigan.gov/CommercialLicensing

Corporations, Securities & Commercial Licensing Bureau
Department of Licensing and Regulatory Affairs
P.O. Box 30018
Lansing, MI 48909 Telephone: (517) 241-9221

STATE OF MICHIGAN-DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
CORPS, SECURITIES & COMM LIC BUR
SECURITY GUARD AGENCY BRANCH
LICENSE
MYDATT SERVICES INC
130 STREET S
KALAMAZOO MI 49007
LICENSE No. 3802208181 EXPIRATION DATE 08/31/2025 23200040701

COMPLAINT INFORMATION

The issuance of this license or permit should not be
construed as a waiver or dismissal of any complaints or
violations pending against the licensee, its agents,
employees or qualifying officer.

0692639

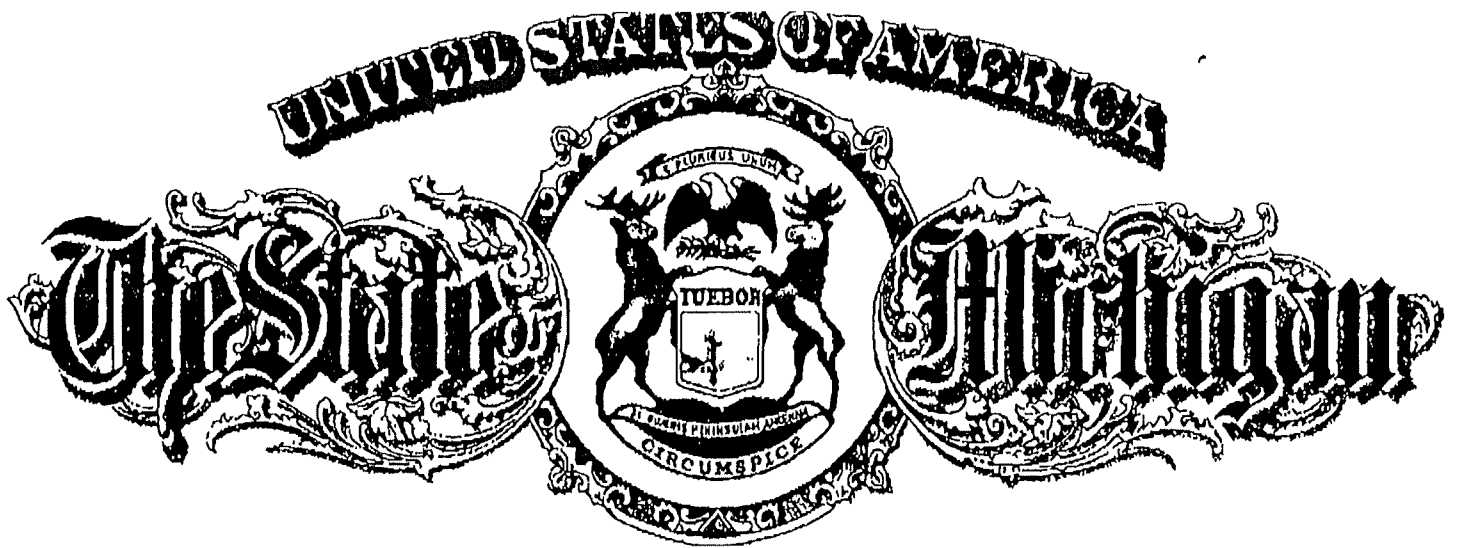
GRETCHEM WHITNER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
CORPORATIONS, SECURITIES & COMMERCIAL LICENSING BUREAU
SECURITY GUARD AGENCY BRANCH LICENSE

MYDATT SERVICES INC
130 STREET S
KALAMAZOO MI 49007

LICENSE No. 3802208181 EXPIRATION DATE 08/31/2025 23200040701

THE DOCUMENT IS DULY
ISSUED UNDER THE LAWS OF
THE STATE OF MICHIGAN



Michigan Department of Consumer and Industry Services

Lansing, Michigan

This is to Certify That

MYDATT SERVICES INC.

an OHIO profit corporation, was validly authorized on June 04, 1993, to transact business or conduct affairs in Michigan, and that said corporation holds a valid certificate of authority to transact business or conduct affairs in this State.

This certificate is issued to attest to the fact that the corporation is in good standing in this office as of this date and is duly authorized to transact business or conduct affairs in Michigan and for no other purpose. It is in the usual form, made by me as the proper officer, and is entitled to have full faith and credit given it in every court and office within the United States.

In testimony whereof, I have hereunto set my hand and affixed the Seal of the Department, in the City of Lansing, this 8th day of October, 1999.

Julie Croll

, Director

174 0454230

Corporation, Securities and Land Development Bureau

COPY OF EMPLOYMENT APPLICATION

Feb 26, 2025

Applicant Statement

Applicant Statement

I certify that the information provided in this employment application process (and any subsequent information presented throughout the hiring process) is true and complete. I understand that any false information or significant omissions may disqualify me from consideration for employment and may be justification for my dismissal from employment, if discovered at a later date.

I authorize an investigation of all statements contained in this application (and any subsequent information presented throughout the hiring process) as allowed by applicable law. I also authorize the company to contact my present employer (unless otherwise noted in this application form), past employers and listed references for any lawful reason.

I authorize any person, school, current and/or previous employer and organizations named in this application form (and any subsequent information presented throughout the hiring process) to provide the company with relevant information and opinion that may be useful to the company in making a hiring, or termination decision, and I release such persons and organizations from any legal liability in making such statements.

I understand that neither this document nor any offer of employment from the employer constitutes an employment contract with the exclusion of the Arbitration Agreement, which is a binding contract. I understand that if I am hired, either the company or I may terminate my employment at will for any reason with or without cause.

I have read, understand and agree with the Applicant Statement.

Drug Free Workplace

Drug Free Workplace

is committed to providing a safe and drug free work environment for all employees. To help ensure a safe working environment, job applicants may be asked to provide body substance samples (such as urine and/or blood) to determine the illicit or illegal use of drugs, unless otherwise prohibited by law. Employees may also be subject to drug and/or alcohol testing as described below, unless otherwise prohibited by law.

I understand that if I am required to submit to a pre-employment drug test in order to determine my qualifications for employment, it must be completed within 24-48 hours of the offer of employment. Any offer of employment will be contingent on a negative drug test result being received by . Refusal to test, or failure to test within 48 hours of an offer of employment will result in the offer of employment being revoked.

I understand that if I am hired prior to the completion of the required drug test, my continued employment is contingent upon a negative drug test result.

I understand that it is a condition of employment for all employees to submit to drug and/or alcohol testing, upon request, under the following circumstances unless otherwise prohibited by law:

- Where there is reasonable suspicion to believe that an employee is under the influence of alcohol or illegal drugs.
- When an employee is involved in an on-the-job accident where personal injury or damage to company property or property of the customer occurs.
- As part of the random drug and alcohol testing program.
- As part of a follow-up program for treatment for substance abuse.

I further understand that has designated a third party to act as its "Designated Agent" for the purpose of receiving and processing individual's drug and alcohol test results. I understand the company's Designated Agent will receive my drug and alcohol test results directly from the company's drug testing laboratories and alcohol testing facilities, and will process and report such test results to in a confidential manner.

I understand that refusal to submit to pre-employment drug testing or post-employment drug and/or alcohol testing may result in disciplinary action, up to and including termination of employment.

I understand that if a positive test result is received, my employment with will be terminated, unless otherwise prohibited by law.

The results of such tests will be used solely to determine my qualification for employment or continued employment and will be disclosed only to the proper company representatives and may be supplied to the appropriate facility/location personnel if I am hired. I understand and authorize the testing procedures.

I have read and accept the terms of the Drug Free Workplace Statement.

Arbitration Agreement

Arbitration Agreement

Notice to all Applicants and Employees of

Individuals who wish to be considered for employment by ("the Company") must read and accept the terms of the following Dispute Resolution Agreement. If you desire to do so, you may stop the process at this point and take the time to review these materials further. You must, however, complete the online Agreement, along with your application, if you wish to continue the application process and if you wish to be employed by the Company. All persons who apply for employment with the Company after November 30, 2011, and those who become employed as a result of such application, are required to agree to the Dispute Resolution Agreement below.

Dispute Resolution Agreement

You and the Company recognize that differences may arise between you that cannot be resolved without the assistance of an outside party. Both you and the Company agree to resolve any and all claims, disputes or controversies arising out of or relating to your application for employment, your employment with the Company, and/or the termination of your employment exclusively by arbitration to be administered by a neutral dispute resolution agency agreed upon by the parties at the time of the dispute. If you and the Company cannot agree, the American Arbitration Association ("AAA") will administer the arbitration pursuant to its applicable Rules. Copies of AAA's Rules are available on AAA's website (www.adr.org). Some, but not all, of the types of claims covered are: unpaid wages, overtime, or other compensation; discrimination or harassment on the basis of race, sex, age, national origin, religion, disability or any other unlawful basis; breach of contract; unlawful retaliation; wrongful discharge; employment-related tort claims such as defamation; and claims arising under any statutes or regulations applicable to employees or applicable to the employment relationship, such as the Age Discrimination in Employment Act, the Family and Medical Leave Act, or the Fair Labor Standards Act. Claims not covered are those constituting sexual harassment or sexual assault disputes as defined by the Federal Arbitration Act, and those seeking injunctive or declaratory relief due to allegations of unfair competition, unfair business practices, the unauthorized disclosure of trade secrets or confidential information, or the breach of covenants restricting the business activities of the Company or employees. This Agreement does not affect or limit Employee's right to file an administrative charge with a state or federal agency such as the National Labor Relations Board or the Equal Employment Opportunity Commission, and it does not cover claims relating to whistleblowers and/or unlawful retaliation arising under the Sarbanes-Oxley Act. You and the Company agree that this Agreement shall be enforceable pursuant to and interpreted in accordance with the provisions of the Federal Arbitration Act.

The Arbitrator shall have the authority to award the same damages and other relief that would have been available in court pursuant to applicable law. The Arbitrator will have the authority to limit discovery and other pretrial processes to what is necessary for a prompt and inexpensive resolution of the dispute. Absent a showing of substantial need by either party or an inability to pursue or defend certain claims, the Arbitrator shall limit discovery to 25 Interrogatories/document requests per party and to two depositions per party. It is expected that the arbitration hearing will be held within 180 days of the appointment of the Arbitrator. The AAA Rules will govern the allocation of costs between the parties and the course of the proceedings unless otherwise agreed. The Arbitrator shall not have the authority to add to, amend, or modify existing law or to alter the at-will status of the relationship between you and the Company. Because this Agreement is intended to resolve the particular dispute as quickly as possible, the Arbitrator shall not have the authority to consolidate the claims of other employees into a single proceeding, to fashion a proceeding as a class, collective action, or representative action, or to award relief to a class or group of employees. The Arbitrator shall have the authority to consider and rule on dispositive motions such as motions to dismiss or motions for summary judgment in accordance with the standards and burdens generally applicable to such motions in federal district court, except that the Arbitrator may establish appropriate and less formal standards and procedures for such motions at the Arbitrator's discretion consistent with the expedited nature of arbitration proceedings. The Arbitrator may issue subpoenas to compel the attendance of witnesses at the arbitration hearing and to compel the production of documents during discovery and shall do so upon reasonable request of either party. The Arbitrator shall have the exclusive authority to resolve any dispute relating to the interpretation, applicability, enforceability, or formation of this Agreement, including, but not limited to, any claim that any part of this Agreement is unenforceable, void, or voidable.

For the purposes of the scope of the obligation to arbitrate, "Company" shall include, and all subsidiary companies, related companies, trade names, and alleged joint employers, as well as their respective offices, directors, managers, and employees (current and former).

If any provisions of AAA's Rules or of this Agreement are determined by the Arbitrator or by any court of competent jurisdiction to be unlawful, invalid, or unenforceable, such provisions shall be severed or modified so that the Agreement may be enforced to the greatest extent permissible under the law. All remaining terms and provisions shall continue in full force and effect. This Agreement may be modified or terminated by the Company after thirty days written notice to you. Any modifications or terminations shall be prospective only and shall not apply to any claims or disputes that are pending in arbitration or that have been initiated by either party.

SPECIAL NOTE: This Agreement and the Rules referenced above are important documents that affect your legal rights. You should familiarize yourself with and understand them, and, accepting below, you acknowledge that you have had the opportunity to do so. You may wish to seek legal advice or to consult with private legal counsel before signing this Agreement.

By acknowledging and by accepting employment with the Company if it is offered, you agree to be bound to this Dispute Resolution Agreement, as does the Company. You understand that, as more fully set forth above, you must arbitrate any and all employment-related claims against the Company and that you may not file a lawsuit in court in regard to any claims or disputes covered by this Agreement.

I have read and accept the terms of the Arbitration Agreement.

Name on File:

Signed:

Date/Time Signed (will auto populate in EST):

.....

Waiver Agreement

Waiver Agreement

Notice to all Applicants and Employees of

Individuals who wish to be considered for employment by (the Company) must read and accept the terms of the following Waiver Agreement ("Agreement"). If you desire to do so, you may stop the process at this point and take the time to review these materials further. You must, however, complete the online Agreement, along with your application, if you wish to continue the application process to be employed by the Company. All persons who apply for employment with the Company after July 1, 2018, and become employed as a result of such application, are required to agree to this Agreement.

Waiver of Third Party Claims Waiver Agreement

I as a potential employee of Company agree and understand that state Workers' Compensation statutes cover work-related injuries that may be sustained by me while I am employed by Company. If at any time during my employment with Company I am injured on the job, I understand that I am required to notify my manager immediately. The manager will provide me with information that informs me of my state's Workers' Compensation law as it pertains to seeking medical treatment. This will ensure that reasonable medical treatment for a work related injury will be paid for by the Company's insurance.

As a result, and in consideration of Company offering me employment, I hereby waive and forever release any and all rights I may have to:

- Make a Claim, or
- File a Lawsuit, or
- Seek to recover damages or losses from or against any customer (and the employees of any customer) of Company to which I may be assigned, arising from or related to any injuries which are covered under my state's Workers' Compensation law.

For purposes of this scope of the obligation to waive third party claims, "Company" shall include, and all subsidiary companies, related companies, trade names and alleged joint employers, as well as respective officers, directors, managers and employees (current and former).

SPECIAL NOTE: This Agreement is an important document that affects your legal rights. You should familiarize yourself with and understand them in their entirety, and, accepting below, you acknowledge that you have had the opportunity to do so. You may wish to seek legal advice or to consult with private legal counsel before signing this Agreement.

By acknowledging and by accepting employment with the Company if it is offered, you agree to be bound to this Waiver of Third Party Claims Agreement, as does the Company.

I have read and accept the terms of the Waiver Agreement.

Personal Information

To move forward in the process, click on the arrow at the bottom of the page.

* = Required

** = Conditionally Required

Personal Information

Legal First Name

Preferred First Name

(Optional - Do not use values such as None, NA or Phone Numbers in this field.)

Legal Last Name

Legal Middle Name

Email Address

Address 1

Address 2

City

Country

State/Province**

Zip/Postal Code

Primary Phone

Secondary Phone

Willing to Relocate

Willing to Relocate to

Willingness to Travel

General Information

Have you ever been employed by?

If yes, what location?*

From Date**

To Date**

Do you have relatives employed by?

If yes, give their names**

Employment History

To add additional employers, click the "Add Employer" button below. The "Remove Last Employer" will delete all entries for the last employer that you have entered.

Please enter your most recent employer first.

* = Required

** = Conditionally Required

Employment History

Employer 1

Type

Employer**

Employer Phone**

City**

Country**

State**

Start Date**

End Date**

If Current, please leave blank

Start Position/Title

End Position/Title**

May We Contact?***

Job Duties

Reason for Leaving or Looking to Leave**

To add additional information, click the Add button above. When you have completed entering your information, click on the forward arrow below to move to the next page of the application.

Education History

To add additional education, click the "Add Education" button below. The "Remove Last Education" will delete all entries for the last education that you have entered.

Please enter your highest level of education first.

* = Required

** = Conditionally Required

Education History

Education 1

Education Level
School/University Name**
City**
Country**
State/Province**
Major
Graduated?**

Professional References

To add additional employers, click the "Add Professional Reference" button below. The "Remove Last Professional Reference" will delete all entries for the last reference that you have entered.

* = Required

** = Conditionally Required

Professional References

Professional Reference 1

First Name
Last Name
Relationship
Company
City
Country
State/Province**
Phone Number**
(Either a phone number or email address is required)
Email Address**

Position and Wage Confirmation

JOB DESCRIPTION

REQUIREMENTS

PAY RANGE

I have read, understand and agree with the Job Description and Pay Range.

eSignature

ELECTRONIC SIGNATURE: Please type your full legal name as it is listed in the document above.

I testify that this statement is true to the best of my knowledge:

E-Signature

Date
(System will autofill)

RESPONSE TO THE REQUEST FOR PROPOSALS
PROJECT NAME: KALAMAZOO AMBASSADOR
PROPOSAL REFERENCE #: 99046-002.0

KALAMAZOO, MI



MARCH 12, 2025

Submitted to:
City of Kalamazoo
Purchasing Division
241 West South Street
Kalamazoo, MI 49007
behymerm@kalamazoocity.org

Submitted by:
Carin Cardone
Division Vice President
Block by Block
640 South 4th St., Suite 110
Louisville, KY 40202
ccardone@blockbyblock.com





March 12, 2025

City of Kalamazoo Purchasing Division
241 West South Street
Kalamazoo, MI 49007

Project Name: Kalamazoo Ambassador

Proposal Reference #: 99046-002.0

March 12, 2025 at 3:00 p.m. Local Time (ET)

Dear Purchasing Department:

On behalf of everyone at Block by Block, thank you for the opportunity to submit a proposal for Kalamazoo Ambassador Proposal # 99046-002.0.

Enclosed please find:

- one (1) paper copy of Block by Block's proposal response and one (1) electronic Block by Block proposal response on USB thumb drive in a sealed envelope and
- one (1) paper copy of Block by Block's price proposal in a sealed envelope.

Best,

Carin Cardone
Division Vice President - East

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SECTION 1

PROFESSIONAL CREDENTIALS (4.1)

4.1.1: Contact Information

Business Name: Mydatt Inc., d.b.a. Block by Block

Address: 640 S Fourth St, Ste 110
Louisville, KY 40202

Website: blockbyblock.com

Federal ID Number: 31-1332763

Phone: 888-456-2646

Fax: 502-749-0522

General Email: info@blockbyblock.com

President: Blair McBride

Email: bmcbride@blockbyblock.com

Vice President: Derreck Hughes

Email: dhughes@blockbyblock.com

Primary Contact: Carin Cardone, Division Vice President

Email: ccardone@blockbyblock.com

Cell: 917-273-8368

4.1.2: History

Born from an event management and private security services company tracing its roots back to 1930, we started serving our first downtown district in 1995. Through word of mouth, we found ourselves serving our fifth district in 2002, just as people were beginning to buzz about spending more time downtown and, in many cases, living in the city center.

We recognized a broader demand for a company specializing in the unique needs of business districts and began expanding beyond traditional clean and safe services. Through this, Block by Block (BBB) became a stand alone entity. Today, we provide cleaning, safety, hospitality, outreach, landscaping and other services to over 170 customers nationwide, with over 3,200 employees.

4.1.3: Legal Structure

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

SMS Holdings Corporation: 36 Years

Block by Block: 23 Years

First District: 30 Years (previously operated as part of sister company, Brantley Security)

4.1.4: Staffing

Block by Block has more than 50 experienced specialists working behind the scenes to provide ongoing support for our programs on every level including regional oversight, talent acquisition, technology support and more. As we continue to grow, we have invested in growing our corporate team to match, ensuring the best product for our partners.

Please see our Organization Chart, Attachment A.



4.1.5 Resumes: For full resumes, please see Attachment B.



CARIN CARDONE, *Division Vice President*

Carin, a native New Yorker, came on board with BBB in January 2012 to provide direct guidance and oversight to the growing number of BIDs we serve in New York City. Prior to joining us, Carin served as the Deputy Director of the Union Square Partnership in Manhattan, where she was responsible for planning, directing, and carrying out a wide variety of district initiatives. Carin is a graduate of Fordham University and has had a significant involvement in civic activities. After five years serving as the Regional Vice President of the New York Region, Carin now serves as Division Vice President.

In her role, Carin...

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



STACY ALDRICH, *Regional Vice President*

Stacy possesses expertise in quality control and strategic planning, with a proven track record of developing and executing business plans. Her background as a regional director with 18 years of experience overseeing multiple facilities with over 1,500 employees and shepherding business development plans monthly while managing 11 operations executives for hiring, training and sales development has positioned her to excel as a Regional Vice President.

In her role, Stacy...

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



CHICO LOCKHART, *Director of Outreach*

As a 12-plus year veteran of BBB, Chico brings a practical understanding of the Social Service Outreach system having provided case management and street outreach for more than twenty years. Chico has a strong ability to quickly assess situations and provide the "straight" story on what's going on in nearly any situation, while connecting with people at all levels. Chico has been an invaluable resource for our growing outreach programming across the country and has helped elevate our programming with the growing need for outreach services for our customers.

In his role, Chico...

- conducts street-level assessments of the district to develop a comprehensive plan for outreach services for the district.
- develops best practices and training for local outreach specialists.
- meets with all BBB outreach specialists quarterly to discuss current state of outreach services being provided, discuss industry trends and share insight to better prepare teams for work in the field.
- provides onsite outreach engagement and safety training for frontline Ambassadors.



MARCUS GRIMES, *Regional Flex Manager*

Marcus is a knowledgeable manager and leader with over 20 years of experience bringing planning and problem-solving abilities. He has been with BBB since 2021, when he began as a General Manager in Columbus, OH. As a Regional Flex Manager, Marcus travels to provide support in hiring, terminating, training, procuring supplies, quality assurance, district audits and more.

In his role, Marcus...

- ensures operational consistency by stepping in for Operations Managers during vacations, leaves of absence and similar instances.
- supports Operations Managers requiring extra administrative or field-related aid.
- participates in recruiting and training new team members.
- acts as the main point of contact in the absence of a district's Operations Manager.
- acts as an extra level of supervision to the operations.



ADAM CHARETTE, *Operations Manager*

Adam has been a vital member of BBB since 2021, overseeing all aspects of Downtown Kalamazoo's Ambassador Program. From recruiting and training employees to managing performance, finances and equipment, he ensures the program runs seamlessly. His dedication and strong communication skills have made him an integral part of the downtown community, fostering relationships with stakeholders, residents and public safety officials. His exceptional leadership and management expertise has solidified his role as an asset to Kalamazoo.

In his role, Adam...

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

4.1.6: Office and Headquarters Location

Block by Block's Corporate Office is located in Louisville, KY the home of our first Clean Ambassador Program. The Louisville office houses our field services team, which includes training, recruitment, SMART technology, business services, uniform/inventory and marketing services.

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

640 South Fourth Street
Louisville, KY 40202

Our Corporate Support Center is located in Nashville TN and provides all of Block by Block's back-office support, including drug & background testing, payroll, human resources, billing, risk, legal and accounting.

SMS Holdings

7135 Charlotte Pike
Nashville, TN 37209

Our local Operations Center is located at:

162 E Michigan Ave
Kalamazoo, MI 49007

4.1.7: Related Projects

Block by Block currently operates over 170 Ambassador program in 34 states and proudly provides services to the Downtown Detroit Partnership, Downtown Grand Rapids Inc., Uptown Grand Rapids and formerly the Kalamazoo Downtown Partnership in the State of Michigan.

Block by Block not only serves more Improvement District type organizations than any other company in the country, but we also serve more programs with more unique service elements. We believe this experience serves as the basis for our ability to generate creative, non-cookie cutter approaches to serving each customer. Our ability to create unique operating models has allowed us to move into serving other public spaces that need flexible services, like parks and transit systems. We specialize in providing hybrid Ambassador Programs which take two or more service elements above and combines them into one fully managed program. Of our 170 currently operating programs, more than 95 are hybrid programs. We have experience building and managing these multifaceted programs and are skilled at creating teams that are highly flexible who can respond to the ever-changing needs of the urban service area. With a customer retention rate of 97%, our customers continue to choose Block by Block for our dynamic operating model and our ability to make programs completely turnkey.

We take care of all the details of running an Ambassador Program, including hiring staff, scheduling deployment, managing resources and collecting data through our proprietary software. This allows our customers to not worry about the day-to-day minutia and focus on high-level outcomes of the program for their stakeholders. When you contract our Ambassador Services, you're buying more than uniforms, equipment and employees – you are gaining our entire operating model. Operating a successful program is more than just maintaining a staff. It requires recruiting, interviewing and onboarding; ordering uniforms, equipment and tools; negotiating benefits and scheduling; maintaining equipment; purchasing, developing and upgrading reporting technology platforms; and managing and analyzing data – and that doesn't even include the logistics of day-to-day operations.

Through our experience in working with special service areas across the country, we've recognized that we offer a completely different level of engagement and service than any other provider in our space. Having worked in Kalamazoo, we are excited about how an enhanced Block by Block managed program can further evolve to serve the community. Additionally, after reviewing your current scope of services, we believe we are uniquely qualified to meet and exceed your expectations through the following:

Industry Specific Experience - Throughout the last two decades, Block by Block has become a leader in our industry through our innovative operating model and forward-thinking approach to street level services. Block by Block is an active member of the International Downtown Association (IDA). We have been a leading sponsor and advocate for events and legislature to promote positive change for business districts nationwide.

National Experience - Over the last decade we have invested significantly in our infrastructure, which includes our corporate support team, training, technology for stat tracking, branding and overall ability to manage customer relationships. These investments have allowed us to separate ourselves from competitors and we now serve more downtown programs than any other company by a ratio of more than 5:1. This structure and infrastructure has been and will continue to build a strong foundation for your program in Kalamazoo!

Special Assessment Service District & Municipal Government Experience - We understand the nuances and requirements of working with service districts across the country. Currently more than 75% of our customer base is comprised of working directly with improvement districts. Our training and operating model focuses keenly on ensuring your stakeholders are our first priority. Throughout the past decade, more and more of our customers have become municipal governments. We enjoy ensuring that those in need receive compassionate and effective care. This hands-on, community centered approach has helped us create meaningful change at the street level. Working directly with cities, we are set up to meet all of your local, state and federal requirements. We can also work closely with elected officials and city leadership as the opportunity allows.

Launching Impactful Programming - At Block by Block, we understand that you only have one chance to launch a program, and getting it right is crucial for making a strong, positive impact with stakeholders. Our extensive experience in launching programs is driven by a meticulous process that ensures smooth operations and long-term success. Each program launch is led by a dedicated Project Manager, who begins the implementation process eight weeks before the official start date. This pre-launch period is essential for setting the foundation for success and includes the recruitment and hiring of top-tier Ambassadors, ensuring that operations are fully turnkey from day one and tailoring our services to the specific needs of the community.

Outreach Experience - Block by Block has extensive experience in delivering impactful outreach services across diverse communities. We currently operate 29 outreach programs, supported by a team of approximately 60 dedicated outreach workers who are committed to engaging with vulnerable populations, providing resources and fostering positive relationships. Our outreach teams are trained to connect individuals with vital services, from housing assistance to mental health support, ensuring that those in need receive compassionate and effective care. This hands-on, community centered approach has helped us create meaningful change at the street level.

Our comprehensive approach also includes thorough training to prepare Ambassadors for street-level operations. This training not only equips them with the necessary skills, but also immerses them in the culture of service and safety that Block by Block is known for. This process continues well beyond launch, as we remain deeply engaged with each program during the critical first 90 days, ensuring seamless operation, continuous improvement and stakeholder satisfaction. Below are four projects of similar scope and size as requested by Downtown Kalamazoo.

DOWNTOWN DAYTON (DAYTON, OH)



Serving Since: May 2005
Contract: \$495,000
Email: Meyer@downtowndayton.com
Website: www.downtowndayton.org
Services Provided: Environmental Maintenance, Supplemental Safety

Ambassadors: 12
Contact Name: Katie Meyer, President
Phone: (937) 224-1518 ext. 224

DOWNTOWN TOLEDO (TOLEDO, OH)



Serving Since: April 2006
Contract: \$575,000
Email: ptoth@connectledo.org
Website: www.downtowntoledo.com
Services Provided: Environmental Maintenance, Supplemental Safety

Ambassadors: 19
Contact Name: Paul Toth, President
Phone: (419) 249-5494

DOWNTOWN GRAND RAPIDS, INC. (GRAND RAPIDS, MI)



Serving Since: September 2013
Contract: \$1,150,000
Email: tkelly@downtowngr.com
Website: www.downtowngr.org
Services Provided: Environmental Maintenance, Safety Services, Landscaping, Placemaking

Ambassadors: 25
Contact Name: Tim Kelly, President and CEO
Phone: (616)456-3034

DOWNTOWN DETROIT PARTNERSHIP/BUSINESS IMPROVEMENT ZONE (DETROIT, MI)



Serving Since: May 2015
Contract: \$3,850,000
Email: gina.cavalier@downtowndetroit.org
Website: www.downtowndetroit.org
Services Provided: Environmental Maintenance, Hospitality Services, Landscaping, Placemaking, Parks

Ambassadors: 25
Contact Name: Gina Cavalier, BIZ Director
Phone: (419) 249-5494

4.1.8: References

At Block by Block, our vast experience in servicing downtown districts has helped us realize the connections and commonalities in working in all types of public spaces. We focus on the little details that shape the way people experience spaces. Our customers are made up of organizations who share the same concern, whether that be downtown districts, cities and municipalities, transit systems, parks or even college campuses. Our customers also share the belief that how services are delivered is just as important as the services themselves. You can find a full list of our current customers online at blockbyblock.com/places-we-work.

Block by Block References in the State of Michigan and Great Lakes Region

DOWNTOWN GRAND RAPIDS, INC. (GRAND RAPIDS, MI)



Serving Since: September 2013
Contract: \$1,150,000
Email: tkelly@downtowngr.com
Website: www.downtowngr.org
Services Provided: Environmental Maintenance, Safety Services, Landscaping, Placemaking
Address: 29 Pearl St NW, Ste 1
Grand Rapids, MI 49503

Ambassadors: 25
Contact Name: Tim Kelly, President and CEO
Phone: (616)456-3034

DOWNTOWN DETROIT PARTNERSHIP/BUSINESS IMPROVEMENT ZONE (DETROIT, MI)



Serving Since: May 2015
Contract: \$3,850,000
Email: gina.cavalier@downtowndetroit.org
Website: www.downtowndetroit.org
Services Provided: Environmental Maintenance, Hospitality Services, Landscaping, Placemaking, Parks
Address: 1000 Woodward Avenue, Ste 380
Detroit, MI 48226

Ambassadors: 25
Contact Name: Gina Cavalier, BIZ Director
Phone: (419) 249-5494

DOWNTOWN CLEVELAND ALLIANCE (CLEVELAND, OH)



Serving Since: April 2006
Contract: \$3,449,000
Email: mdeemer@downtowncleveland.com
Website: www.downtownclevelandalliance.com
Services Provided: Supplemental Security, Environmental Maintenance, Hospitality Services, Landscaping, Social Service Outreach
Address: 668 Euclid Ave, Ste 101
Cleveland, OH 44114

Ambassadors: 80
Contact Name: Michael Deemer, President, CEO
Phone: (216) 736-7799

Block by Block Municipal References

CITY OF VIRGINIA BEACH (VIRGINIA BEACH, VA)



Serving Since: March 2021
Contract: \$1,771,399
Email: tbleakley@vbgov.com
Website: vbgov.com
Services Provided: Environmental Maintenance, Hospitality
Address: 2401 Courthouse Dr
Virginia Beach, VA 23456

Ambassadors: 35
Contact Name: Lisa Bleakley, Resort Administrator
Phone: (757) 385-2668

CITY OF SOUTH EUCLID (SOUTH EUCLID, OH)



Serving Since: February 2023
Contract: \$216,940
Email: mlove@seuclid.com
Website: www.cityofsoutheuclid.com
Services Provided: Environmental Maintenance
Address: 1349 South Green Rd
South Euclid, OH 44121

Ambassadors: 4
Contact Name: Michael Love, Economic Dev. Director
Phone: (216) 392-0888



SECTION 2

SERVICE CAPACITY (4.2)

4.2.1: Experience

As noted above Block by Block has numerous years of experience providing Ambassador programs to municipalities below are some of our municipality customers which range from economic development, tourism and parking departments of the city:

- **Greater Easton Development Partnership, PA** - Block by Block has provided a five-member Clean and Hospitality Team in Downtown Easton, PA, since 2008.
- **Miami Downtown Development Authority, FL** - Block by Block has provided a highly visible Safety & Hospitality Ambassador Team in Downtown Miami Florida since 2014 with a total of 20 Ambassadors. One of the unique features of this team is that they provide assistance during Miami Heat home games.
- **Bethlehem Economic Development Corp., PA** - Block by Block has provided a six-person Clean and Safe Team on the Southside of Bethlehem, PA, since 2014.
- **City of Coral Gables, FL** - Block by Block has provided a hybrid Clean and Hospitality Ambassador Team with nine employees on Coral Gables Miracle Mile since 2017, supported by the city's Parking Department.
- **City of Virginia Beach, VA** - Since 2021, the Resort Area Ambassadors have patrolled a 40-block stretch of Atlantic Avenue, from Pacific Avenue to the bike path, focusing on delivering cleaning and hospitality services in the resort area of Virginia Beach. There is a total of 30 employees.
- **City of South Euclid, OH** - Since 2023 Block by Block has provide four Clean and Safe Ambassadors to the downtown corridor and parks. In 2025, we added three school crossing guards to keep children and drivers safe.
- **City of Lakewood, OH** - Since 2023, Block by Block has provided four seasonal Park Ambassadors from April 1 to October 31 to keep the city's parks safe.

4.2.2: Expertise

Based on the scope pertaining to outreach within the RFP, We recommend that the Kalamazoo Downtown Economic Growth Authority (DEGA) has us deliver an Outreach Assessment of Downtown Kalamazoo. This could be conducted concurrently during a two-three day period by our National Director of Outreach, Chico Lockhart, while he is training the Downtown Kalamazoo Ambassador Team on outreach engagement strategies.

Block by Block Outreach Assessments Include:

1. Population Counts: On a defined route during the early morning hours, rush hour and evening periods for each of the days on site, individuals will be counted with specific classifications. Counts will be entered in our SMART system, which will provide mapping and demonstrate hot spots.

2. Engagement: Engagement with members of the street population will take place in order to make some general determinations of:

- Who is on the street?
- What is keeping them on the street?
- Are members of the street population being engaged by local services?
- Are there simple hurdles that could be overcome to help improve the situation?

3. Community Interaction: Casual interactions with service providers and law enforcement to:

- Gauge daily connectivity to the street.
- Understand the capabilities and limitations of the overall systems serving the street population.
- Understand law enforcement's normal responses to street level concerns.

4. Follow Up Report: A follow up Outreach Assessment Report and Photo Catalog will be provided as the deliverables to include detailed information on counts by day, time and classification, provided with:

- Basic analysis.
- Summaries of engagements and what was learned in dealing with some of the most commonly seen persons.
- General thoughts and recommendations on what appears to be going well, along with where opportunities exist to help more people.

Block by Block has also included additional services pricing for the cost of an Outreach Specialist to provide dedicated engagement and service connection should DEGA want to consider this option.

4.2.3: Local Knowledge

Block by Block has been operating a five person Ambassador Team in Downtown Kalamazoo since May 1, 2021 to the present, originally contracted with the Kalamazoo Downtown Partnership. Our Operations Manager, Adam Charette, and Ambassador Skylar Culver have both been with the program since launch in May 2021. Other members of the Ambassador Team have been with the program since 2022, allowing us a stable core of employees. All five current employees are Kalamazoo residents with a wealth of knowledge about the city and the current and proposed service area. We are familiar with the current conditions of the service area and are excited to extend services into the expanded service area as outlined in the RFP.

Below is table showing a few of the metrics of work completed by the Kalamazoo Ambassadors from May 2021 to December 2024.

Statistic	Total
Abandoned Property Addressed	1,221
Bio-hazards Removed	460
Trash Lbs Removed	606,025
Graffiti Removed	1,534
Unhoused Observed	2,517

4.2.4: Licenses

Please find Block by Block's business license and Security License for the State of Michigan in the following pages.



Michigan Trade Name Filing

Filed by Corporations Division Administrator Filing Number: 223718394410 Date: 10/04/2023

MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS

FILING ENDORSEMENT

This is to Certify that the CERTIFICATE OF RENEWAL OF ASSUMED NAME

for

MYDATT SERVICES INC.

ID Number: 801008862

to transact business under the assumed name of
BLOCK BY BLOCK

received by electronic transmission on October 04, 2023 ***, is hereby endorsed.***

Filed on October 04, 2023 ***, by the Administrator.***

The document is effective on the date filed, unless a subsequent effective date within 90 days after received date is stated in the document.

Expiration Date: December 31, 2028



In testimony whereof, I have hereunto set my hand and affixed the Seal of the Department, in the City of Lansing, this 4th day of October, 2023.

Linda Clegg

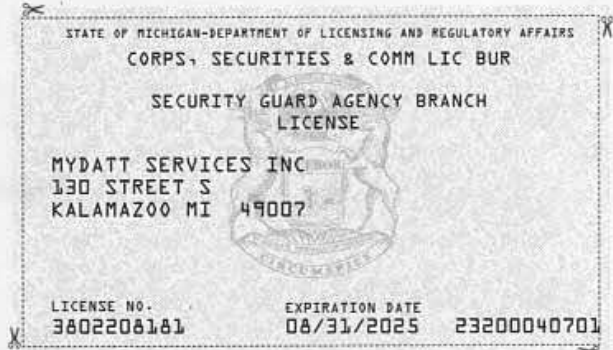
Linda Clegg, Director

Corporations, Securities & Commercial Licensing Bureau

Kalamazoo Branch License

STATE OF MICHIGAN
DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
P.O. BOX 30018
LANSING, MI 48909-7518

Please tell us about your licensing experience by
completing our anonymous survey at:
www.michigan.gov/larasurvey



MYDATT SERVICES INC
3634 WHIMBREL WAY
PAUL H WEIDNER
EAST LANSING MI 48823

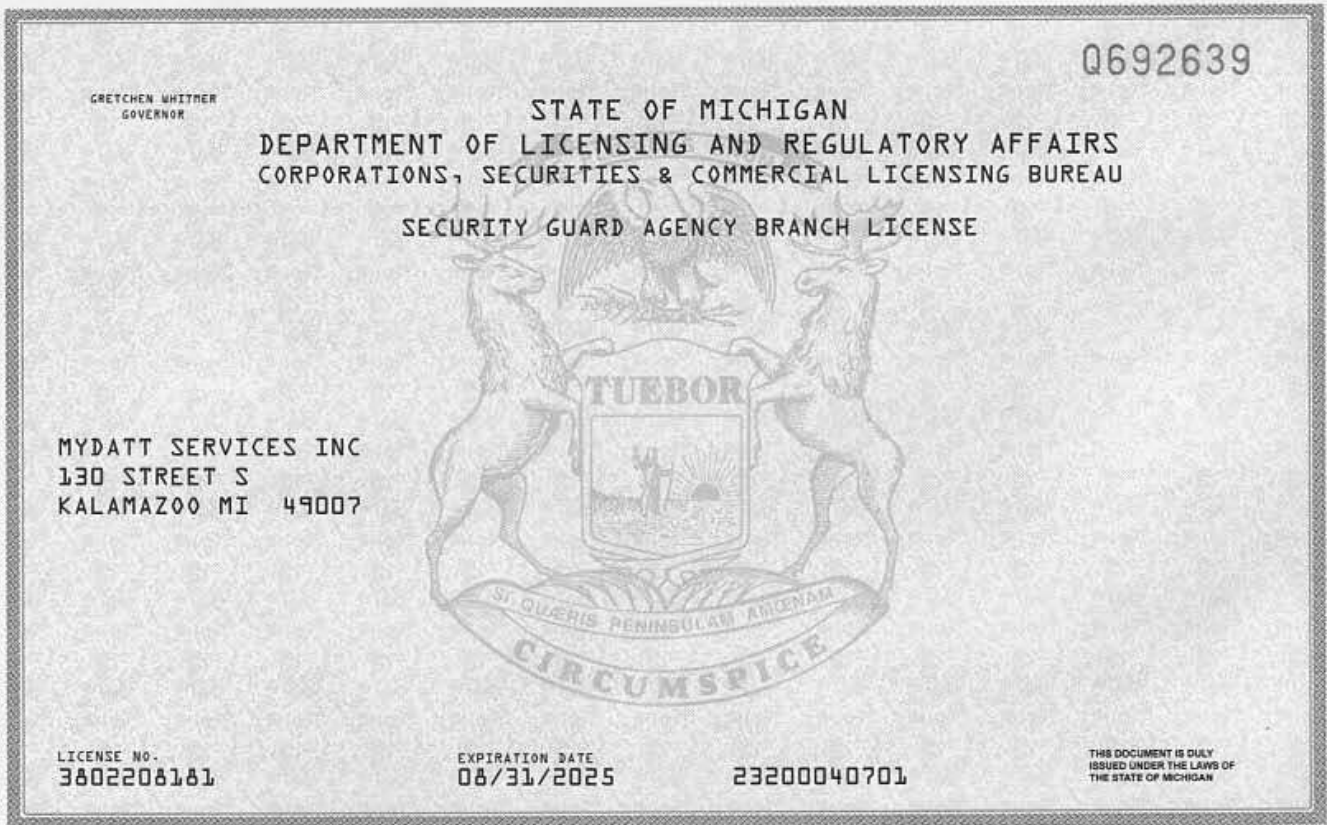
INQUIRIES REGARDING THIS LICENSE

Please provide your license number on all correspondence, and
when contacting the Department.
www.Michigan.gov/CommercialLicensing

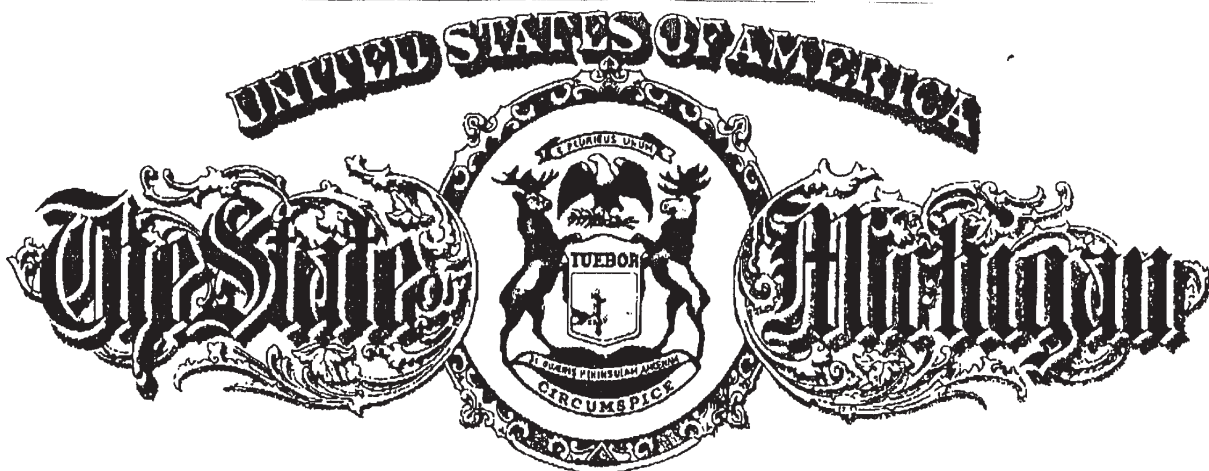
Corporations, Securities & Commercial Licensing Bureau
Department of Licensing and Regulatory Affairs
P.O. Box 30018
Lansing, MI 48909 Telephone: (517) 241-9221

COMPLAINT INFORMATION

The issuance of this license or permit should not be
construed as a waiver or dismissal of any complaints or
violations pending against the licensee, its agents,
employees or qualifying officer.



Michigan Certificate of Authority



Michigan Department of Consumer and Industry Services

Lansing, Michigan

This is to Certify That

MYDATT SERVICES INC.

an OHIO profit corporation, was validly authorized on June 04, 1993, to transact business or conduct affairs in Michigan, and that said corporation holds a valid certificate of authority to transact business or conduct affairs in this State.

This certificate is issued to attest to the fact that the corporation is in good standing in this office as of this date and is duly authorized to transact business or conduct affairs in Michigan and for no other purpose. It is in the usual form, made by me as the proper officer, and is entitled to have full faith and credit given it in every court and office within the United States.

In testimony whereof, I have hereunto set my hand and affixed the Seal of the Department, in the City of Lansing, this 8th day of October, 1999.

, Director

174 0454230

Corporation, Securities and Land Development Bureau

GOLD SEAL APPEARS ONLY ON ORIGINAL

SECTION 3

PROJECT METHODOLOGY (4.3)

4.3.1: Narrative Description

a.) Ambassador Services

A FULLY TURNKEY PROGRAM

We will take complete ownership of every aspect of delivering supplemental maintenance, hospitality and safety programs by managing every daily detail, including scheduling necessary work; hiring and assigning staff; and procuring supplies. With our management approach, we'll free you of the daily hassles of program management, allowing you to focus on the higher-level work of managing your public space.

A HIGHLY ENGAGING PRESENCE

The foundation of our company is built on decades of experience from our predecessor company, an event management organization where visitor experience was critical. So, you could say hospitality has always been a cornerstone of Block by Block. We envision building the Kalamazoo Ambassador Program to be highly engaging through the following:

- Cultivating a team that demonstrates a personality and willingness to engage the public.
- Training newly hired Ambassadors with our custom-created training series, "The Five Steps to a Great Public Engagement Experience."
- Incorporating tasks like making business contacts as part of the work plan.
- Requiring high levels of engagement from Ambassadors as they conduct their work.

BLOCK BY BLOCK'S UNIQUE OPERATING MODEL

Our Operating Model is based on hundreds of small details, which have all been designed to specifically serve the nuanced needs of downtowns and improvement districts. Our model includes a wide variety of tools, experiences and connectivity, which doesn't just stop with our internal staff. We leverage the size of our organization to create opportunities for technology, innovation and networking you won't find with any other vendor.

Advantages of the Block by Block Operating Model:

- **Ongoing Support** - Our programs receive high levels of ongoing support and involvement, not just when challenges arise. Beyond what any traditional security, janitorial or landscaping vendor offers, Block by Block management teams guarantee quality assurance, provide advanced customer relations and can act as consultants for the district.
- **Built for Urban Environments** - The entire model - from equipment selection, deployment, staff training and management development - is built specifically for the needs of urban areas.
- **Accountability** - We take ownership in driving the cleanliness and safety within each district. We take

care of the hundreds of details that go into day-to-day street operations so your team can focus on managing the BID.

- **Understanding** - We understand how to interact with the street population, build relationships with each individual or provider and help offer positive, compassionate solutions.
- **Ingenuity** - Our Louisville Lab develops and tests new ideas and approaches to service delivery, like testing out new methods of pressure washing, removing gum and branding equipment.

The following outline provides details of the recommended services and is further detailed in the deployment section.

CLEANING SERVICES

- Debris—including loose trash, cigarette butts, sediment and loose rock—will be removed from sidewalks, alleys and street gutters.
- All areas of the district will be cleaned at least twice during the first shift, with multiple return passes to "hot spots."
- Afternoon shifts will focus on large litter in order to maintain the level of cleanliness created by the first shift team.
- Ambassadors will collect and appropriately dispose of cardboard to reduce the significant amount of cardboard on the streets.

WEEDS

- Weeds will be removed from sidewalk cracks and building lines.
- Isolated weeds will be pulled while Ambassadors are on manual cleaning patrol.
- Areas of widespread growth will be removed by spraying and cutting, or by using a weed eater.

GRAFFITI

Our methods of graffiti removal include wiping with graffiti removal chemicals, scraping, painting or power washing.

- Graffiti will be removed immediately upon identification from public fixtures such as light posts, utility boxes and signs using the least evasive methods possible.
- Graffiti on Private Property:
 - Will be reported on a Property Condition Report.
 - We can work with your organization to develop a desired protocol for graffiti on private property.
 - In most cases, our Operations Manager makes contact with the property owner to request permission to remove.
 - Once a "Release" form has been signed, our team can remove the graffiti on the first floor of private property.

ATTENTION TO DETAIL

While on normal cleaning rounds, Ambassadors will be trained to tend to nearly every detail they might encounter in the public right of way to include:

- Damp wiping public fixtures, like trashcan lids, to create a clean appearance.
- Damp wiping and inspecting the inside of fixed news rack corrals for litter and debris.
- Inspecting free publication boxes to make sure litter or other items are not inside.

POWER WASHING

Block by Block will provide two types of power washing:

- **Scheduled Washing**, which will take place within the district based on priority areas and hotspots.
- **Spot Washing** to immediately address unsightly spills and stains in the district utilizing the Power Washing Trike.

SPECIAL PROJECTS

Special projects will be initiated to tackle issues that are overlooked or not addressed by the city due to limited resources. Special project opportunities include:

- Painting street fixtures, including utility boxes, benches, light poles, etc.
- Thorough cleaning of tree wells
- Power washing and repair of waste cans
- Watering of planters

TRASH REMOVAL

Every day during our hours of operation, a driver will be deployed to remove all trash from receptacles throughout the district. We then transport that waste to the appropriate dumpster or facility.

SAFETY/HOSPITALITY SERVICES

All Ambassadors will be selected based on their willingness and ability to interact with the public. Once hired they will be trained and expected to recognize hospitality needs in order to provide a greeting, directions, recommendations, or answer any question the public might have.

Block by Block's philosophy on working in the downtown environment has always centered on flexibility, as each day is different. A customer contracts us for a set number of hours each week. Working with the customer, we establish priorities based on customer need. For example, should there be a large-scale event in Kalamazoo that requires the Ambassadors' assistance to set up or clean pre/post event, we will work on a schedule and deployment adjustment to provide the needed service.

b.) Additional Services

IMMENSE SUPPORT FOR SAFETY, SOCIAL OUTREACH AND HOSPITALITY

If selected, we recommend implementing a broader strategy for working with the street population in Kalamazoo. At Block by Block, we have developed a baseline strategy we teach to all of our Outreach Ambassadors nationwide. This includes fully documenting details about members of the current street population to advance the process of connecting them with available services in a compassionate way. With more than 70 Social Service Outreach Ambassadors working for us nationwide, we've developed an efficient model that supports personnel. Our Outreach Guidelines include:

- **Safety:** The chief responsibility of our Ambassadors is to maintain a visible and vigilant presence in a designated area to deter criminal activity and to proactively respond to safety concerns, ensuring the security and well-being of residents, visitors and property.
- **Social Outreach:** Our Ambassadors will be trained in addressing the nuanced needs of interacting with members of the street population, which includes individuals who are unsheltered, service resistant or may be struggling with mental illnesses.
- **Hospitality:** Most of the people our Ambassadors encounter are not in harm's way or creating an issue. We take seriously our crucial role in creating a welcoming and vibrant urban environment, fostering positive interactions and enhancing the overall experience of visitors and residents alike.

Additional information regarding these services can be found later in this document.



c.) Relationship with DEGA

Block by Block sees our relationship as a true partnership. We will work with DEGA closely to develop the Ambassador Program for launch and then ongoing to have the Ambassador Program evolve along with changing conditions in Kalamazoo. Block by Block would make recommendations to DEGA, but also seek feedback or content for the following items during relaunch of the Ambassador Program:

- Uniform Branding
- Identifying SMART Statistical Metrics to Track
- "Must Know Information" about Kalamazoo and DEGA and DDA (Ambassador Training)
- Local Ordinances and Code Enforcement (Ambassador Training)
- Introductions to key city partners and/or supplementary training
- DEGA supported monthly meeting with city partners for discussing issues and info sharing

Once the Ambassador Program is fully relaunched, we recommend the following ongoing meetings:

- DEGA representative/contract administrator weekly or bi-weekly district walk with our Operations Manager to see conditions in the district
- Block by Block Regional Vice President and DEGA representative/contract administrator monthly touch base (remote or in person) on program and any needed adjustments or concerns
- DEGA and Block by Block Review of Regional Vice President Quarterly Audit of Kalamazoo Ambassador Program
- End of 3rd Quarter for budget planning for upcoming year

d.) Job Instruction

At the heart of our program is the Operations Manager, a dedicated professional we hire and develop for you. Block by Block's current Operations Manager in Kalamazoo is Adam Charette, who has led the program since May 2021. Block by Block recommends retaining Adam Charette, who will become DEGA's daily on-the-ground contact for all things related to the relaunched Ambassador Program in Kalamazoo. This dedicated role ensures that DEGA has a reliable and knowledgeable point of contact, giving you the confidence that your program is in good hands.

On January 1, 2024, Block by Block issued our Guidelines for Operations of Clean, Hospitality and Safety Programs, our 82-page blueprint of best practices and standards for operating our Ambassador Programs nationwide. Our local Kalamazoo Operations Manager will be responsible

for the daily operation of our Ambassador Program and the primary point for DEGA customer contact within our Guidelines. Our Manager will be supported by Team Leaders, hourly working supervisors on shift when the Operations Manager is off duty. They will ensure there is:

- A supervisor point of contact with a duty phone to handle service requests
- Support and guidance to Ambassadors on duty.

The entire Ambassador Team will be provided with Relay communication devices and iPhones for SMART statistical tracking. In addition, there will be a duty phone, a dedicated and published line, that will be advertised for service calls during Ambassador business hours. We envision this phone number will be included on the branding of vehicles and included in printed materials, like "at your service cards" that will be distributed throughout the district.

Working with DEGA, BBB would recommend our Operations Manager be introduced to key city partners to include but not limited to:

- Police Department
- Parks Department
- Department of Public Works
- Any other appropriate partner deemed by DEGA.

Block by Block has found that having our Operations Manager participate in DEGA-led meetings with other city partners leads to the best outcomes for our Ambassador Program, where there are clearly defined responsibilities for all partner departments and information sharing. Upon DEGA approval, our Block by Block Operations Manager will have the ability to reach out directly to other city partners to alert them to issues or provide information.

Block by Block's Kalamazoo Operations Manager will be supported directly by the Region's Flex Manager, Marcus Grimes, and Regional Vice President, Stacy Aldrich, as well as the Block by Block Corporate Field Office during the relaunch of Downtown Kalamazoo Ambassador Program. He will receive support on an ongoing basis to hire additional staff, procure equipment and uniforms, identify metrics and provide technical support. The Regional Team would also be responsible for overseeing the Kalamazoo Ambassador Program and providing support to DEGA as the program evolves.

e.) Reporting

SMART - STATISTICS MANAGEMENT & AMBASSADOR REPORTING TECH

The SMART System is a proprietary data management system developed by Block by Block from the ground up and is fully customizable to meet the unique needs of your district. Unlike other third-party programs on the market, SMART was developed with the nuances of delivering cleaning, safety, hospitality and outreach services at the street level in mind.

For a sample SMART Report, please see Attachment B.

SMART DEVELOPMENT CONSIDERATIONS

- Built intuitively to facilitate quick, easy entry in real time from Ambassadors in the field.
- Features a user-friendly interface over time consuming typing. This minimizes time spent on devices and maximizes time spent actively working in the field.
- Handheld device application driven primarily by using the index finger to minimize any on street perception that Ambassadors might be texting or off-task.
- Does not require a data plan to take advantage of its many features, resulting in a huge cost-savings for districts.
- Comprehensive management portal to meet your administrative and reporting needs.
- We are continually investing in and evolving the system.
- It's FREE for your program when you contract with us!

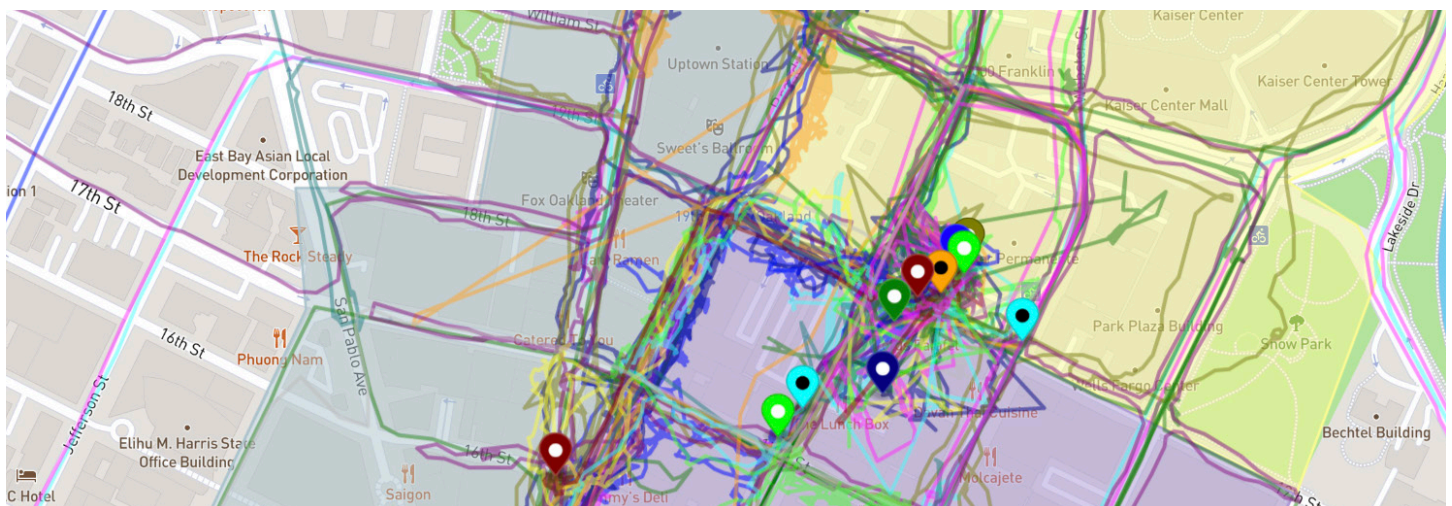
ACCOUNTABILITY

- SMART prioritizes transparency and validity of data with comprehensive audit trails that capture every revision of an entry.
- Everything entered is tagged with geolocation information to show where an Ambassador was when they entered a statistic or report. Reports then display the location of entries on a marker map, a heat map, or a cluster map to quickly see what areas of the district have the most activity.
- Management regularly completes dedicated and proven supervisor audits in SMART to evaluate Ambassador performance.

INFORMATION TRACKING

SMART provides customizable metrics that are best suited to your specific needs:

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

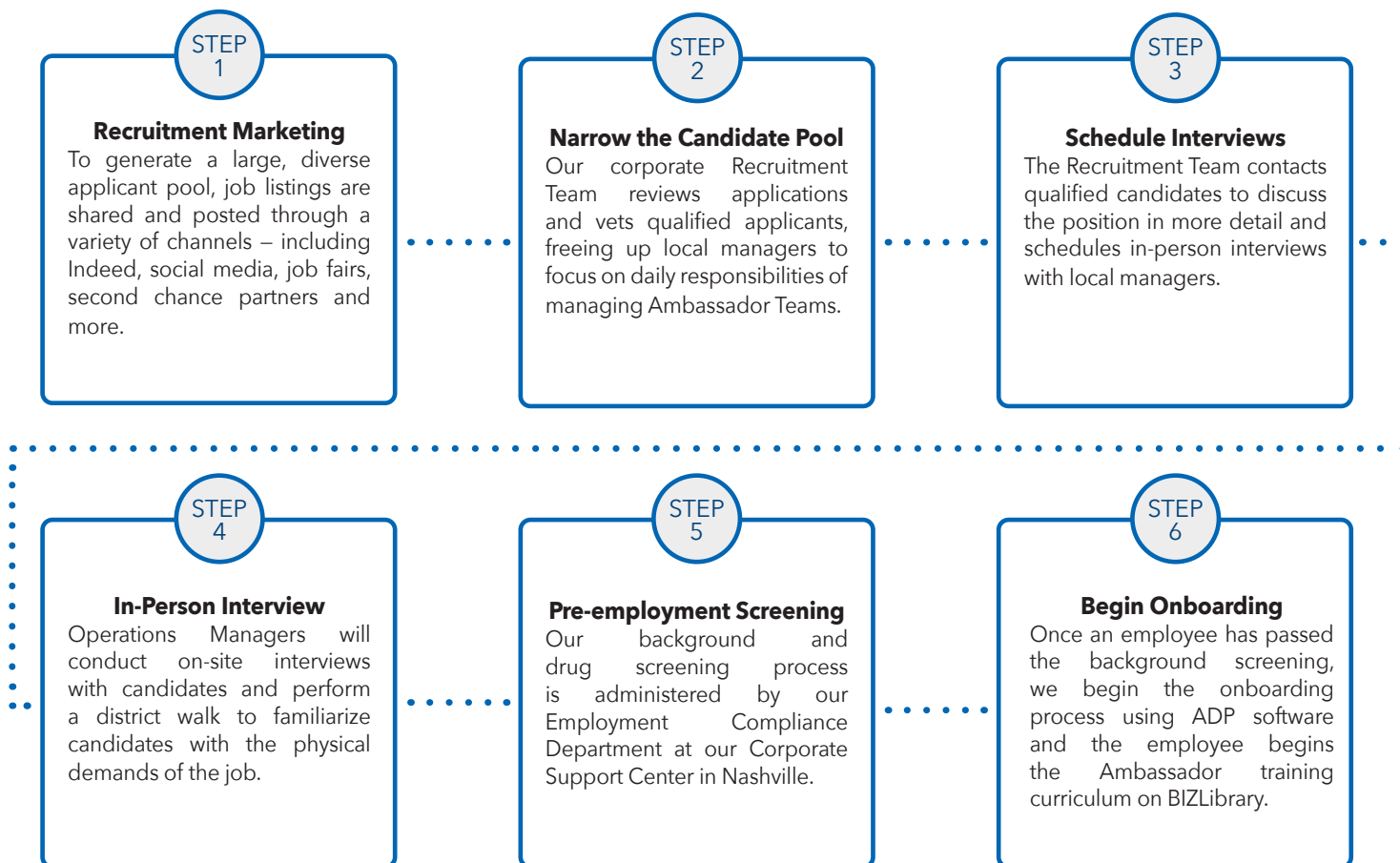


Walk Paths provide peace of mind that the service area is adequately covered, while providing a great accountability tool for seeing that Ambassadors are working as expected.

4.3.2: Recruitment

a.) Recruitment Process

You can't have a great Ambassador Program in Kalamazoo without great Ambassadors who live in Kalamazoo. As the national economy changes and finding great people has become more difficult, Block by Block has risen to the challenge by redefining every step of our recruitment and selection process. Without compromising the integrity of our process or reducing our standards, we've streamlined our methods to allow us to find great people in an environment where great candidates don't have a long shelf life. Block by Block prefers to hire residents of Kalamazoo as Ambassadors who know and love their city. All of our current employees providing Ambassador services to Downtown Kalamazoo are all proud Kalamazoo residents. Applicants can apply for employment via Block by Block's website by searching Kalamazoo, MI for any current job openings.



BLOCK BY BLOCK STATEMENT OF DIVERSITY, EQUITY & INCLUSION

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

- Offering employment opportunities to disadvantaged population groups through community partners who create workforce deployment plans;
- Actively sourcing materials, supplies, and other services from WBE/DBE partners;
- Advocating for livable wages within our contracts;
- Cultivating talent within our own teams, which are currently comprised of a 73.5% minority share;
- Budgeting for and delivering supporting sponsorship funds to organizations who focus on the advancement of communities through DEI efforts.

b.) Policies and Practices

CURATING A QUALITY AMBASSADOR TEAM

The success of an Ambassador Team is built on effective recruitment. We have always put a strong emphasis on our hiring process to make sure we are staffing our teams with quality candidates. We focus on hiring for personality and training for skills. Attributes we look for in candidates are a strong sense of community, a love of helping others and the endurance to work a full shift outside in a variety of conditions.

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

For information on our drug testing and grooming, please see Attachment D for excerpts from our Employee Handbook. For an example of our background check document given after an employment offer has been made, please see Attachment E.

A copy of our Employee Handbook can be provided upon request for more information on our personnel policies and practices.

Physical requirements will be listed on the job descriptions and applications.



LEADERSHIP IDENTIFICATION

More than 75% of our corporate support team has risen through our ranks. As our company has grown from a small business to a sizable organization it's been necessary to have a way to identify highly engaged, capable people for promotions. We've created our Leadership Identification (LID) Program so current employees can 'raise their hand' and get engaged with our Recruitment Team to match their skills with our available positions.

LEADERSHIP DEVELOPMENT

After forming LID, we recognized there were gaps in education and career development opportunities for employees who were interested in moving to the next level, so we have added additional training to set them up for success. Our Leadership Development Program provides training led by our Executive Team to prepare employees for leadership roles. Our first class graduated in fall of 2021 and multiple graduates have since been promoted to key positions.

CULTURE CLUB

Led by Chief Culture Officer Angela Grether, our Culture Club, facilitates employee appreciation events throughout the year for our Ambassador Teams. These events are planned by a group of managers and corporate staff and are held at the same time for all of our accounts across the country. Teams are encouraged to share their experiences in our Block by Block Ambassadors Facebook Group that currently has more than 2,300 members,

EMPLOYEE HANDBOOK









Our Employee Handbook outlines our company policies and procedures, including employee conduct and work rules expected of our employees. Our employees are representing not only Block by Block, but the brand of our customers - a responsibility we take very seriously.

PROGRESSIVE DISCIPLINE

Block by Block follows progressive discipline for all our employees to include: verbal/written counseling, retraining, warning, final warning/suspension and separation. Certain policy violations based on severity allow for advancing the process.

c.) Benefits

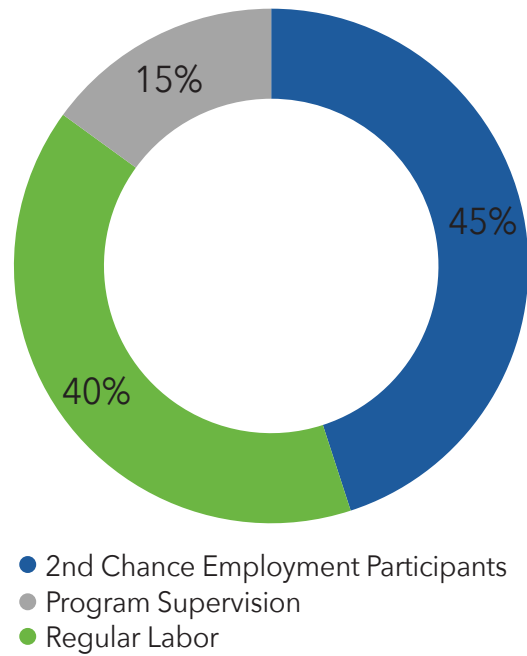
Block by Block has long recognized that a highly competitive salary and benefits package allows us to position our jobs as the most attractive in the minds of candidates. Benefits are an essential piece of retaining employees once they are hired. We've crafted a benefits package that is meaningful to employees that still allows us to remain competitive with other service providers. Many of our Ambassador Programs provide services 365 days a year. Working on major holidays is common within the cities we serve with employees receiving paid holiday time in addition to pay for time worked.

EMPLOYEE BENEFITS & COMPENSATION		IMMEDIATELY	AFTER 90 DAYS	AFTER 1 YEAR
	PAID HOLIDAYS Employees will receive holiday pay for New Years, Memorial, MLK, Juneteenth, 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	✓	✓	✓
	PAID TIME OFF Paid time off is included in our budget and reflects the PTO requirements of the local ordinances.	✓	✓	✓
	HEALTH & DENTAL INSURANCE Group membership in a company traditional health plan, not the mini-med plan typically provided by other vendors. This is the same health plan provided to all Block by Block employees—managers and front-line employees alike. We pay 70% while employees contribute 30%.	✗	✓	✓
	LIFE INSURANCE \$20,000 of free life insurance is provided to employees who participate in the company-sponsored health insurance plan.	✗	✓	✓
	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 retirement plan.	✗	✗	✓

d.) DEGA Recruitment Involvement

Block by Block will work closely with the Kalamazoo Downtown Economic Growth Authority to establish workforce development and social service partners to hire locally in Kalamazoo.

Block by Block offers an opportunity to help some of the most vulnerable people in our communities become more self-sufficient by allowing them to establish a work history with our programs upon customer authorization. When people can attain meaningful employment, demonstrate consistency and gain a quality of work reference, they are much more likely to position themselves to increase their chances for improved career opportunities and self-sufficiency. Block by Block has a formalized second chance program in which we reduce our strict hiring standards for those persons coming to us through highly supported programs of partner agencies. The chart at right provides some data on our company-wide second chance participation from year-to-year.



4.3.3: Training

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

Block by Block moved our entire curriculum to Learning Management System BIZLibrary in 2024 to ensure consistency and training compliance. This curriculum is constantly being updated and adapted as conditions change in our service areas. We have over 150 video-based trainings. We even have new training relevant to our changing social landscape, like Active Shooter Training and Mental Health First Aid, to ensure we stay relevant and up-to-date for the safety of our employees and communities. Training modules are captured in BIZLibrary, which provides delivery and tracking of progress. This documentation ensures Ambassadors receive appropriate training before being assigned to the field to work alone. Each training module requires a passing score on a test to ensure the information is retained.

Based on the scope provided in the RFP, Block by Block would have our National Director of Outreach Services, Chico Lockhart, train all Ambassadors on baseline outreach engagement and safety techniques during our initial training prior to the relaunch of the Kalamazoo Ambassador Program. We would also:

- Deliver our Mental Health First Aid training to everyone on the Kalamazoo Ambassador Team in order to give them some tools on how to interact with people experiencing mental illness and how to deescalate volatile mental health crises.
- If of interest to DEGA, we can provide Narcan and Narcan training to the entire staff on how to administer it.

Block by Block’s training includes:

- **Specific to Your District** - We work with our clients to develop training specific to your service area and the services that will be provided. Learning modules and field training exercises help Ambassadors become true experts of the area and valuable resources for their communities.
- **Gamification of Coursework** - Training modules assigned in BIZLibrary are driven by employee participation, allowing managers to focus on other responsibilities rather than conducting training. The gamification of topics allows employees to test their knowledge in real-life scenarios after each course to ensure information is being attained and employees are ready for work in the field.
- **Training Never Stops** - We fully believe in the continuation of training well past onboarding to keep our teams operating at the highest level. We have ongoing refresher courses based on feedback from the field that are delivered on a bi-monthly basis. Not only does ongoing training keep knowledge fresh for our Ambassadors, but it also helps maintain a level of consistency for all of our programs across the country.
- **Targeted Series** - In addition to ongoing training topics, we periodically release training series targeted at specific skills, positions or trends in the industry. For example, coming out of the COVID-19 Pandemic, we developed and distributed our four-week “Hospitality Habits” series as a company-wide refresher for best practices. The interactive training challenged Ambassadors to focus on memorable interactions with the public.
- **Cross Training** - Having a collaborative and unified team is of utmost importance for us. To help better unify services provided, each specific team will have fundamental basic training in each of the services: cleaning, safety and hospitality. Having employees with a baseline knowledge in all fields allows for more flexibility in deployment and creates a more robust Ambassador Team.

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

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



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

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

4.3.4: Deployment

A COHESIVE DEPLOYMENT FOR KALAMAZOO

When looking to staff this program, we are looking for people to be true Ambassadors to Downtown Kalamazoo. This team will be the face of your district. While their primary focus will always be on cleaning, with any of our programs, we expect our Ambassadors to provide a baseline of hospitality and customer service to those they encounter in the field. At Block by Block, we believe in quality over quantity when it comes to staffing. We have a multi-faceted approach to staffing built into our operating model to ensure your district has the coverage it needs to operate daily. We do this in a few different ways:

- **Keep Account Overstaffed:** Our company standard is to keep each account 20% overstaffed, especially when starting a new program. The extra personnel helps offset gaps in coverage in the event of quick turnover, call-offs or any other staff shortages. This process has proven successful for our customers across the country, including Downtown Grand Rapids, Downtown Detroit and Downtown Cleveland, to name a few.
- **Cross Training:** Having a fully cross-trained staff creates a diversely skilled team that can do many different jobs within the district. We anticipate having specialists within the team, including graffiti abatement, pressure washing, drivers and more. These key employees will also be able to step in for daily patrol duties when needed to ensure no lapse in service.
- **Working Supervisors:** Our Team Leaders and Operations Managers run operations locally for your program and can also be deployed to the field for extra coverage when needed.
- **Paying Higher Wages:** Getting the wages right will be key in attracting and keeping good employees. We have developed a wage strategy for Downtown Kalamazoo to help be competitive in a highly saturated market. We have outlined our structured wage program in our pricing proposal.
- **Focus on Culture:** Creating an environment where people want to come to work is our greatest asset for retention. We provide our employees with great benefits, second chance opportunities, career advancement, leadership development and focus on culture at every level. Our Culture Club was formed to provide routine incentives, awards and other initiatives to keep employees engaged.
- **Banked Hours Program:** On top of all that, we do realize even the most well-thought-out staffing plans don't always work out perfectly. That's why we incorporate a "banked hours" plan into your contracts and billing process. This is a way we can guarantee you get the hours you pay for. You'll get a balance sheet of owed hours for any hours we miss. You can choose to use these at a later date or cash them out at any time you'd like. There's never any second guessing if you're getting what you paid for with us as your service provider.

CREATE CAPACITY FOR PROJECTS

As part of our work plan, we will design a daily cleaning deployment, allowing us to maintain a strong baseline for the appearance of the downtown area. As part of this, we recommend:

Deploying branded Mega Brutes that equip the cleaning Ambassadors to tend to nearly everything they see, like:

- Litter and debris - Ambassadors will make an initial "large litter" pass of the entire district with Mega Brutes and return passes to tend to smaller pieces such as sediment and cigarette butts.
- Cleaning fixtures
- Isolated graffiti tags
- Spills and stains (Mega Brutes will have water and/or Hydroshot Power Washing Guns inside them)

Once daily cleaning is performed, we will identify and initiate work on projects with longer-lasting effects. These can include:

- Hot water pressure washing
- Watering downtown planters
- Painting public infrastructure
- Weeding tree wells

CREATE A PERCEPTION OF SAFETY INTO THE EVENING

Based on our initial deployment, we'll have team members on the street, providing enhanced visibility and interaction in the evening. The team will be on the street, serving as a highly engaging and reassuring presence while at the same time deterring or reporting unwanted activity to the Kalamazoo Police Department. This service will take place until 9:30 pm Sunday through Thursday and until 11pm Fridays and Saturdays. The presence of these Safety Ambassadors will significantly help improve perceptions.

Based on the RFP, below is the proposed deployment for Downtown Kalamazoo, we have added seasonality to the program knowing we will need additional Special Projects support during the peak season months of April through October for planter watering, hot water pressure washing, painting, graffiti removal and event support. Block by Block proposes a hybrid team in the evenings who will primarily focus on Safety but have the capability to address clean functions well into the evenings.

Peak Season, April 1 - October 31 (30 Weeks)															
Position	Zone	Task	Hours	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total				
Cleaning Ambassadors	Mall/North	Manual Cleaning	6am - 2:30pm	8	8	8	8	8	8	8	56				
	East/West	Manual Cleaning	6am - 2:30pm	8	8	8	8	8	8	8	56				
	All	Special Projects/Power Washing	6am - 2:30pm		8	8	8	8	8		40				
Safety Ambassadors	Mall/North	Hybrid Clean/Hospitality	1pm - 9:30pm	8	8	8	8	8			40				
	East/West	Hybrid Clean/Hospitality	2:30pm - 11pm						8	8	16				
Team Leader	All	Working Supervision Clean	6am - 2:30pm	8						8	16				
		Working Supervision Hybrid	1pm - 9:30pm	8	8	8	8	8			40				
		Working Supervision Hybrid	2:30pm - 11pm						8	8	16				
Operations Manager	All	Working Manager	Varies		8	8	8	8	8		40				
				40	48	48	48	48	48	40					
TOTAL SCHEDULED WEEKLY HOURS				FTE PER DAY				5	6	6	6	6	6	5	320

Off Peak Season, November 1 - March 30 (22 Weeks)															
Position	Zone	Task	Hours	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total				
Cleaning Ambassadors	Mall/North	Manual Cleaning	6am - 2:30pm	8	8	8	8	8	8	8	56				
	East/West	Manual Cleaning	6am - 2:30pm	8	8	8	8	8	8	8	56				
Safety Ambassadors	Mall/North	Hybrid Clean/Hospitality	1pm - 9:30pm	8	8	8	8	8			40				
	East/West	Hybrid Clean/Hospitality	2:30pm - 11pm						8	8	16				
Team Leader	All	Working Supervision Clean	6am - 2:30pm	8						8	16				
		Working Supervision Hybrid	1pm - 9:30pm	8	8	8	8	8			40				
		Working Supervision Hybrid	2:30pm - 11pm						8	8	16				
Operations Manager	All	Working Manager	6am - 2:30pm		8	8	8	8	8		40				
				40	40	40	40	40	40	40					
TOTAL SCHEDULED WEEKLY HOURS				FTE PER DAY				5	5	5	5	5	5	5	280

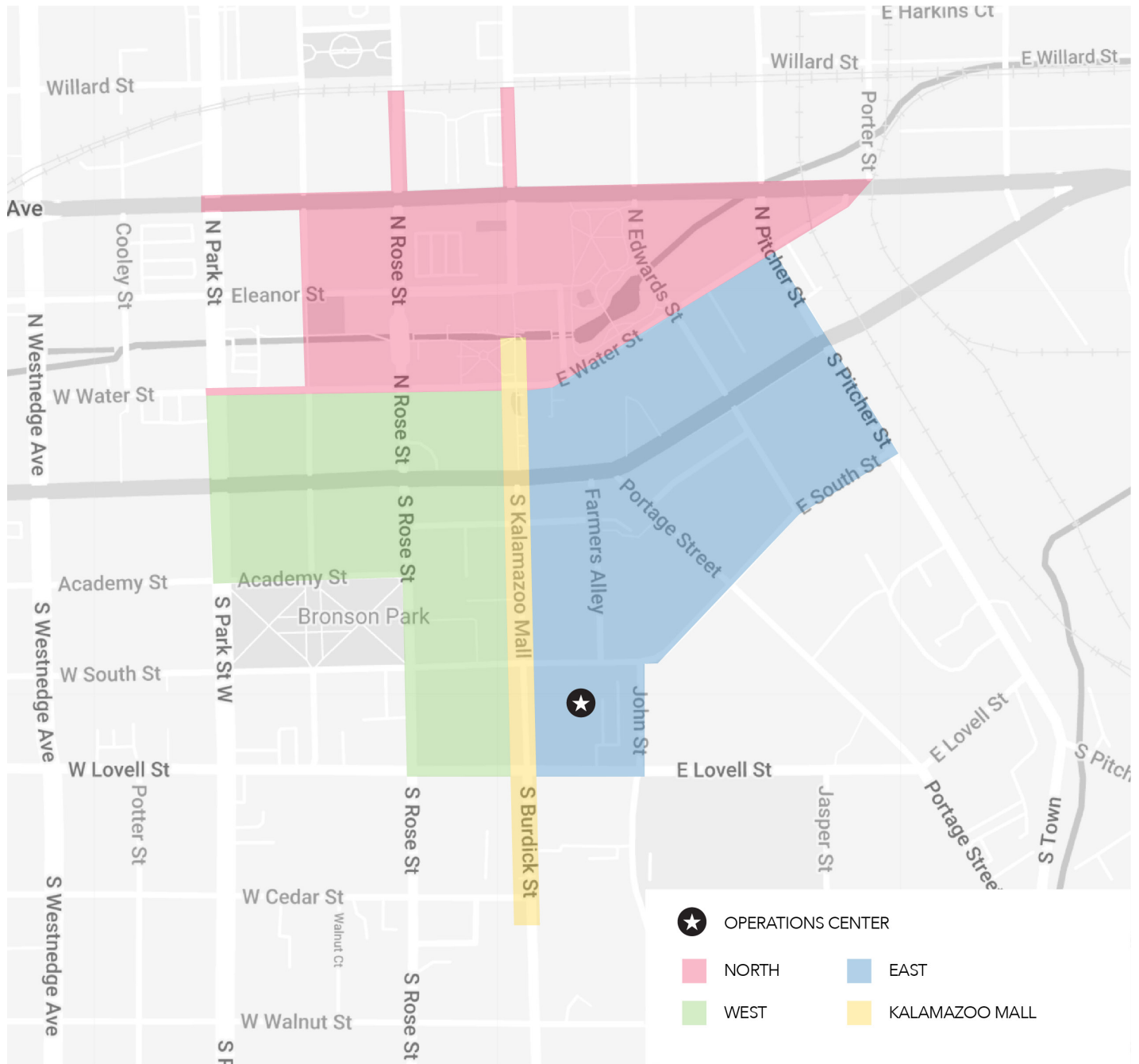
Average Weekly Hours			
	Peak	Off Peak	Average
# of Weeks	30	22	52
Cleaning Ambassadors	152	112	135
Safety Ambassadors	56	56	56
Team Leader	72	72	72
Operations Manager	40	40	40
TOTAL	320	280	303
FTE	8	7	7.6

The table below illustrates core functions of our Clean and Safe Ambassadors for Downtown Kalamazoo and the equipment they will use to complete tasks and maximize efficiency.

SERVICE DESCRIPTION	EQUIPMENT UTILIZED
 <p>MANUAL DEBRIS REMOVAL Ambassadors circulate through assigned areas with appropriate tools to remove litter, cigarette butts and graffiti, while also wiping fixtures, removing sidewalk stains and tending to any necessary detail in the public right-of-way.</p>	<ul style="list-style-type: none"> • Branded Mega Brute • Brooms, Dustpans, Pickers • Water • General Cleaners, Rags
 <p>BUSINESS CONTACTS Ambassadors stop in at various merchants each day to spend between three to five minutes interacting with the merchant and sharing information. Details of each are documented in the SMART System.</p>	<ul style="list-style-type: none"> • SMART Device • Service Cards
 <p>POWER WASHING The most highly valuable washing services come in the ability to quickly respond to and eliminate spills and stains from sidewalks, including everything from sodas to urine and feces.</p>	<ul style="list-style-type: none"> • Pickup Truck • Power Washing Tools
 <p>GRAFFITI & POSTER REMOVAL Removal of tags, stickers, painted markings and posters from public infrastructure and first-floor businesses within 24-hours of identification.</p>	<ul style="list-style-type: none"> • Graffiti Remover • Matching Paint
 <p>WALKING PATROL Ambassadors circulate on foot in more dense areas of the districts acting as the eyes and ears to greet and actively engage the public.</p>	<ul style="list-style-type: none"> • Relay Radio • SMART Device
 <p>REPORTING & INFORMATION SHARING Ambassadors track any desired metric in the SMART System for sharing trends local partners, such as the police or other city departments. An Incident Report is completed for any instance deemed to be out of the ordinary.</p>	<ul style="list-style-type: none"> • SMART Device • Relay Radio
 <p>SPECIAL PROJECTS We have the capacity to carry out highly visible projects in the public right of way, which includes hanging banners, holiday light installation, painting street fixtures, weed removal, light tree pruning and mulching of tree wells.</p>	<ul style="list-style-type: none"> • Pickup Truck • Mega Brute • Landscaping Tools
 <p>ENGAGEMENT OF THE STREET POPULATION All Ambassadors are trained to safely engage members of the street population in order to build relationships and connect them with services when possible.</p>	<ul style="list-style-type: none"> • SMART Device • Relay Radio
 <p>HOSPITALITY/PUBLIC ASSISTANCE Ambassadors will act as friendly faces within your district, providing assistance and distributing information to the public. They can hand out maps, pamphlets or any other information that may be helpful to visitors, residents and business owners.</p>	<ul style="list-style-type: none"> • SMART Device • Relay Radio • Service Cards
 <p>MECHANIZED CLEANING Ambassadors will use tools and equipment to assist in cleaning responsibilities throughout the district.</p>	<ul style="list-style-type: none"> • Hot Pressure Washer • ATLV Street Sweeper
 <p>SNOW REMOVAL Ambassadors will clear snow from sidewalks, street intersections and any other public right of way. They will also help clear buildup left by snowplows.</p>	<ul style="list-style-type: none"> • Shovels • Snow Broom • Snow Blower

WORK ZONES

We propose creating the following work zones within the Downtown Kalamazoo service area map to ensure adequate coverage for the entire service area while also making sure key corridors or cleaning and safety “hot spots” are addressed frequently. Upon contract award, these maps will be further refined based on the location of the Ambassador base of operations and walk path routes created for each zone for Clean and Safety Ambassadors.



ADDITIONAL SERVICES RECOMMENDATIONS

Block by Block is proposing a dedicated Outreach Specialist based on the level of engagement of the unhoused outlined in the RFP.

IMPLEMENT A STRATEGY FOR OUTREACH TO THE STREET POPULATION

If selected, we recommend Downtown Kalamazoo have a stronger responsibility as it relates to the street population. We recommend a number of elements to help accomplish this, including a dedicated Outreach Specialist to fully document the details regarding members of the current street population in the SMART System in order to advance the process of connecting members of the street population with available services in Kalamazoo.

Kalamazoo: Year Round Deployment															
Position	Zone	Task	Hours	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total				
Outreach Specialist	All	Engagement of the Unhoused & Connecting to Social Services	8am - 430pm		8	8	8	8	8		40				
				0	8	8	8	8	8	0					
Total Scheduled Weekly Hours				FTE Per Day				0	1	1	1	1	1	0	40



4.3.5: Accountability & Performance

Block by Block ensures quality and accountability through the following methods and tools:

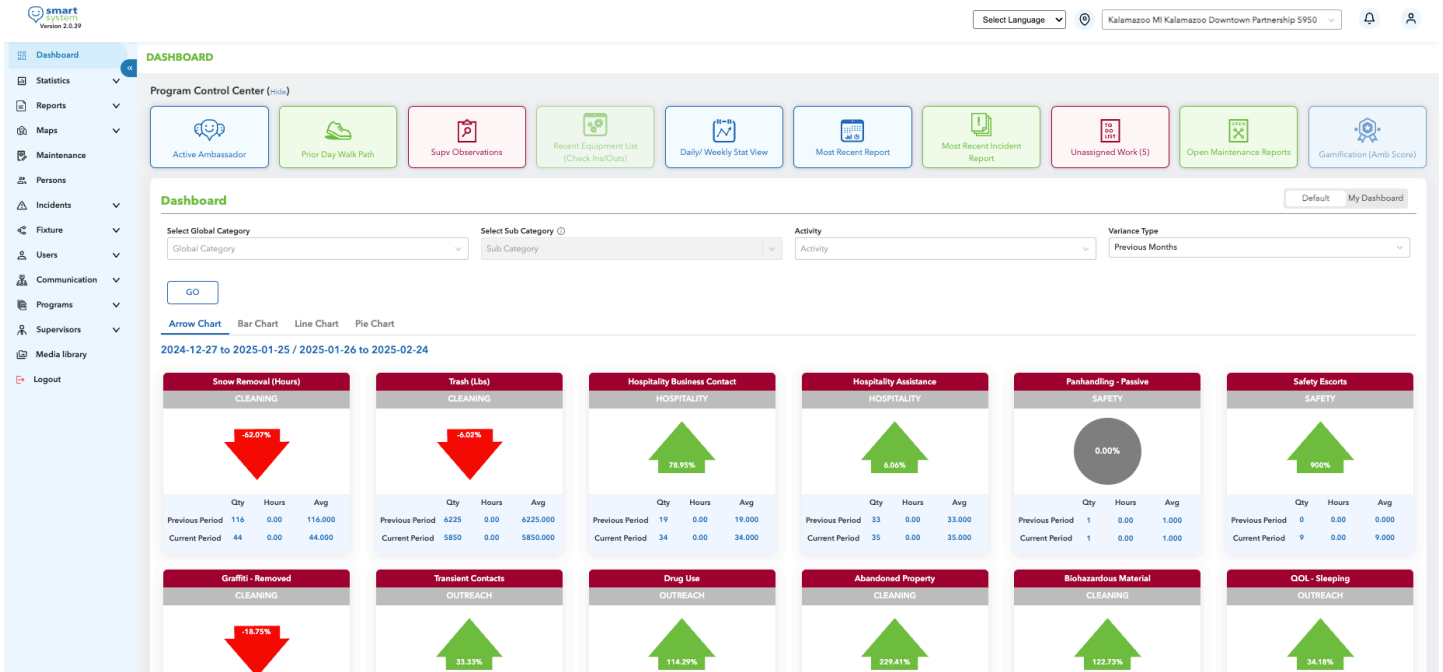
- **Site Visits:** A member of our Corporate Team will be on site multiple times each year to evaluate your program. We can assure you that your program will absolutely get the necessary attention if it requires more frequent attention to get the outcomes we both desire.
- **Unannounced Site Visits:** We will conduct at least two site visits per year and review our observations and any appropriate next steps with you.
- **Full Program Review:** Biannually, your Regional Vice President will complete an on-site comprehensive review of your program measuring team visibility, equipment utilization, team morale, SMART metrics adherence to all operating processes and more. This will be captured in the Site Visit Review in the SMART System and a copy of this report will be provided to you within a week, along with actionable steps.
- **Annual Survey:** Block by Block completes a survey of each customer annually to understand challenges from the customer's perspective. We also look at trend analysis to help guide us in making company-wide decisions and investments into our operating model.

Through the SMART System, we'll develop a suite of tools to help us manage each program virtually. These include:

- Daily Supervisor Reports
- GPS SMART System Review

We believe in creating an environment where employees are valued and can thrive, but in those cases where an employee can't meet expectations, we'll use progressive coaching to make necessary adjustments, including replacing the employee, if necessary. On the next page, there is an example of what our SMART Dashboard and a Supervisor Audit look like.

Ex. SMART Dashboard



Ex. Supervisor Audit

SUPERVISORS
KDP Goss Zachary

Basic information

Ambassador: KDP Goss Zachary
 Created By: KDP Charette Adam
 Modified By: KDP Charette Adam
 Captured On: 02/08/2025 08:52 AM
 Modified On: 02/08/2025 08:52 AM
 Zone: East
 Score: 3

Observation report

- Was the ambassador on task upon observation?
Answer: Yes
Notes: Working Along Farmers
- Did their uniform meet standards?
Answer: Yes
Notes: N/A
- Were they actively speaking to people?
Answer: N/A
Notes: N/A
- Training Scenario Covered?
Answer: N/A
Notes: N/A
- Were they adhering to safety standards (PPE, No Jaywalking, etc.)?
Answer: Yes
Notes: N/A

Audit Notes

N/A

Images

4.3.6: Transition/Schedule

Block by Block currently manages a small Ambassador team in Kalamazoo comprised of five employees to include an Operations Manager, Team Leader and three front-line Ambassadors. We would build on this team to relaunch services based on the scope outlined in this RFP, while keeping daily services in place. A fully relaunched program to include additional Ambassadors, equipment, new uniform and equipment branding would take approximately 45 days.

At Block by Block, we understand the visibility an Ambassador Program provides to your organization. For most organizations, the Ambassador Team is the largest driver of program identity on the street. For this reason, it's important that every program transition is well executed. For those organizations with existing services like Kalamazoo, stakeholders don't want a reduction in services due to a transition. An effective execution is essential for new organizations or new Ambassador Programs where anticipation for a program is sky high and stakeholders want to be impressed. In either scenario, you only get one chance to start.

Here's What Goes into a Relaunch:

- A Project Manager will be assigned to manage every aspect of the transition and hand off a highly functioning program to the Regional Vice President.
- The Transition Manager will coordinate the efforts of a number of team members who will be working behind the scenes to support the relaunch.
- You can expect weekly updates from the Project Team on the progress of your transition, along with honest dialogue of any challenges and how to work through them.
- 45 days should be expected for a full relaunch to include additional employees, retraining, uniform rebranding and new equipment being put in place

Program Implementation Tasks	
-8 weeks	<ul style="list-style-type: none"> • Contract award and contract negotiations begins. • Finalize scope, tasks, deployment schedule and equipment.
-7 weeks	<ul style="list-style-type: none"> • Share initial branding ideas in order to curate uniform look. • Begin procuring equipment. • Identify operating space. • Begin recruitment advertising for all positions.
-6 weeks	<ul style="list-style-type: none"> • Collect and review resumes of candidates. • Customer staff invited to Louisville (at BBB's expense) to develop longer term program strategy, evaluate branding options and see best practices from the Louisville Lab.
-5 weeks	<ul style="list-style-type: none"> • In-person interviews of management candidates. • Second interviews of potential managers/presentation of finalist.
-4 weeks	<ul style="list-style-type: none"> • Begin interviews of Ambassadors, Team Leaders and any other position. • Continue interviewing, begin making job offers. • Background investigations begin for all candidates of interest.
-3 weeks	<ul style="list-style-type: none"> • Additional selections of staff and background investigations. • Selected Operations Manager to work with Project Manager and Regional Vice President.
-2 weeks	<ul style="list-style-type: none"> • Project Manager to collect pre-program data ahead of launch. • Ambassador University training for all new Ambassadors and Team Leaders. • Project Manager will spend time in the field coach and mentoring front line staff on the following.
-1 weeks	<ul style="list-style-type: none"> • Shift Briefings • Daily Expectations
START	<ul style="list-style-type: none"> • Proper Uniform Wear • SMART System Data Entry
1/2+ weeks	<ul style="list-style-type: none"> • Operations Manager in Louisville for Manager's Training. • Project Manager on site providing oversight, while supporting and coaching the new team. • Operations Manager in a peer city to shadow a current operating program.

4.3.7: Other Relevant Information

CREATE A RECOGNIZABLE BRAND FOR DOWNTOWN AMBASSADORS

One of the things we've learned through decades of delivering these types of programs is the importance of Ambassadors being highly visible. This reinforces perceptions that Downtown Kalamazoo is a safe, clean place. With your team's input and guidance, our in-house Marketing and Graphic Design Team will bring to life a brand for your downtown. This brand will then be displayed on uniforms, equipment, collateral materials and any other tangible elements of the program.

Below are examples of our capabilities for a rebranded Downtown Kalamazoo Ambassador program. Upon award, Block by Block will work with DEGA on logo design and branding that will be carried through on all program elements to create a highly visible team representing DEGA's vision in Kalamazoo.

Please see Attachment F for an example of our logo rebranding capabilities for Downtown Kalamazoo.

UNIFORMS



AT YOUR SERVICE CARDS



GATOR



MEGA BRUTE



PICKUP TRUCK



FEATHERED FLAGS

SECTION 4

CERTIFICATIONS & BUSINESS INFORMATION (4.4)

4.4.1: Regulatory Investigations/Litigation

Neither SMS Holdings nor Mydatt Services Inc. (d.b.a. Block by Block) are included on any federal, state or local listing of parties excluded from procurement eligibility or debarment.

Block by Block only has had claims resulting from normal day to day operations typical for a company this size. There are no pending or large-scale claims that would impact our ability to deliver services or maintain level of coverage. There are no criminal investigations or pertinent litigations pending against Block by Block or any of its members.

Please see Attachment G and H for Block by Block's Proof of Insurance and W-9.



OUR MISSION

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

OUR VISION

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

IN SUMMARY

As we reflect on the last four years of Block by Block's partnership with Downtown Kalamazoo, we are incredibly proud of the innovative program we have developed and operated throughout the years. We have taken the time to thoughtfully craft a vision for forward-thinking services for Downtown Kalamazoo, building on our working relationship, and we have built the enclosed operating plan and budget to reflect this vision. We view most of our proposals as a starting point for a meaningful discussion that crafts our expertise and ideas with your day in and day out experience in your district. As you review this document and look back over our years as a reliable service partner, we believe you will see how Block by Block is uniquely qualified to continue operating services in your district.

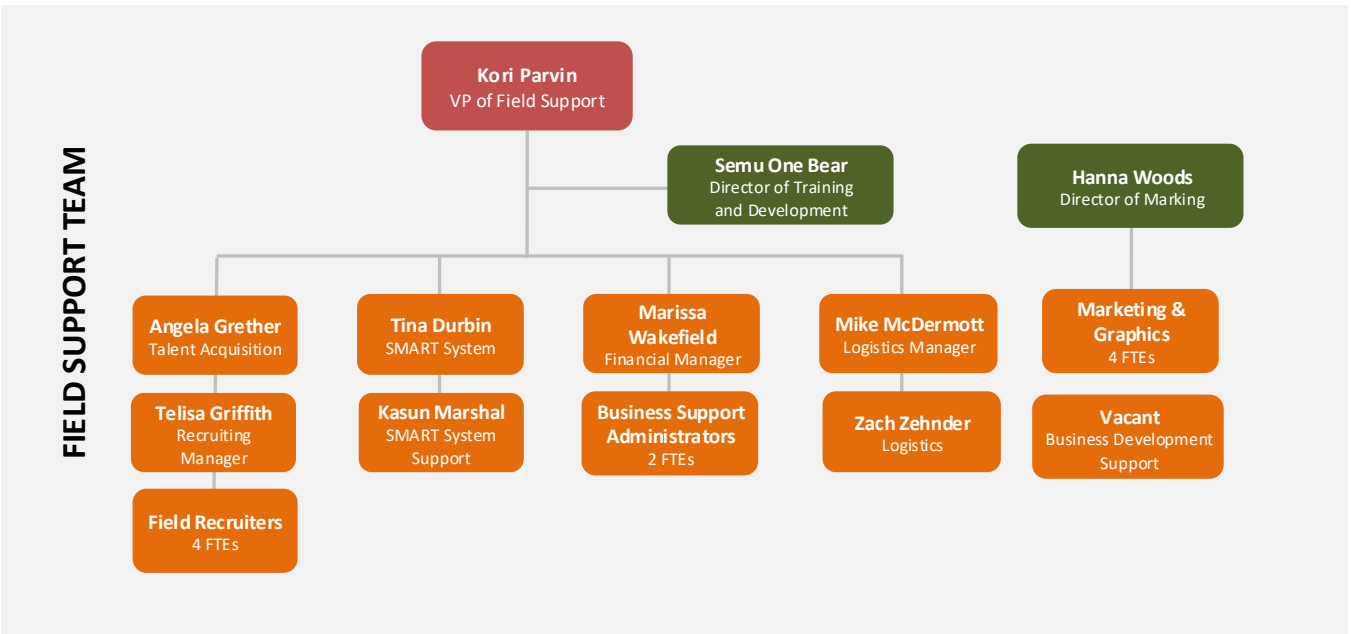
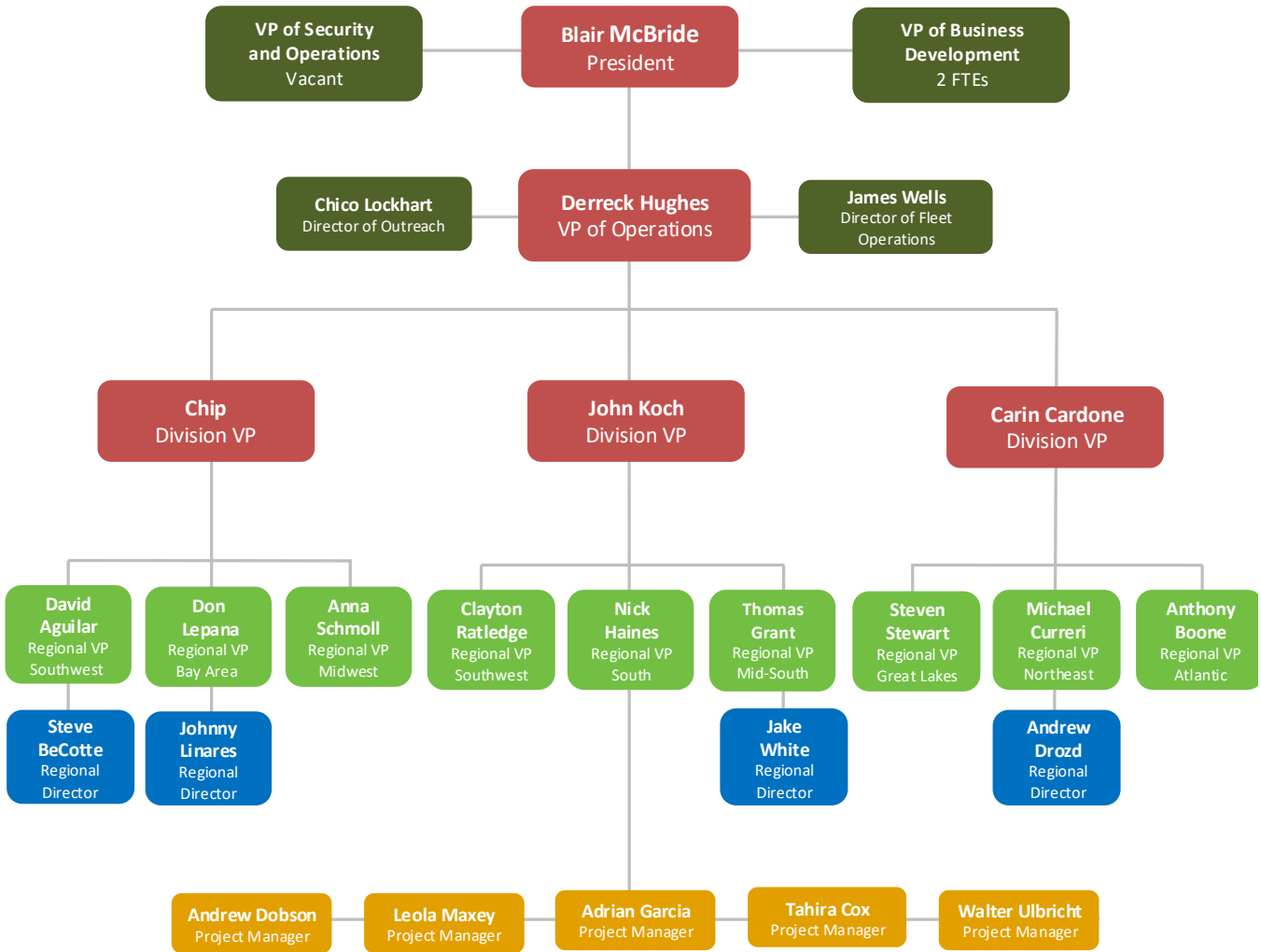
On behalf of everyone at Block by Block, we appreciate this opportunity and we look forward to hearing from you soon!



ATTACHMENTS

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ATTACHMENT A: ORGANIZATIONAL CHART



ATTACHMENT B: RESUMES

CARIN A. CARDONE

505 LaGuardia Place #28E

New York, NY 10012

Cell: 917 439-1050

Email: cardone505@hotmail.com

Proven executive level manager of diverse public and private sector organizations and initiatives including budget and operations planning, contract management, branding, marketing and sponsorship programs, economic development, communications strategy, technology implementation and project management.

SUMMARY OF QUALIFICATIONS

- Experience creating new organizations and programs and implementing significant institutional changes to government agencies and not-for-profits.
- Proven orchestrator managing all aspects of an initiative including operational, policy, technological, legal and financial.
- Direct experience working with government and not-for-profit Boards of Directors and Committees.
- Ability to set priorities, balance short- and long-term objectives and allocate resources effectively to successfully achieve broad goals.
- Experience with federal, state, and local government agencies and programs.

EXPERIENCE

Block by Block, New York, NY

Division Vice President

May 2017– present

- Responsible for overall operational and financial performance of the Northeast, Southeast and Great Lakes Regions, totaling over 48 cleaning, safety, hospitality, outreach and horticulture programs with revenue in excess of \$40M.
- Develop and lead innovative metrics that audit and drive improvements for Regional Vice Presidents, Project Managers, Managers and Ambassadors performance.
- Oversee monthly financial performance of accounts making short and long term adjustments as needed to meet goals.
- Present to customers, board committees and other stakeholders Ambassador program performance, challenges, opportunities and strategic initiatives.

Regional Vice President

January 2012 – May 2017

- Responsible for overall operational and financial performance of fourteen cleaning, safety, hospitality and horticulture programs located in the North East region.
- Managed all aspects of accounts including administrative, operational, logistical and human resources.
- Ensured service expectations were being met by evaluating service quality through account audit visits and setting both short- and long-term objectives for each program as necessary.
- Met with customer representatives to discuss local program issues and determines a course for continual program evolution, provided consultation on program enhancements, best practices and program planning.
- Analyzed financial indicators comparing to expected outcomes and monitored expenditures.

Union Square Partnership, New York, NY

Deputy Director

March 2007 – January 2012

Administration

- Devised and implemented the overall structure of the organization and strategy for its future growth in coordination with the Executive Director.
- Prepared content and determined focus of Board of Directors and Committee Meetings, Annual Meeting, and Community Development forums.
- Managed oversight of \$3.5M budget to ensure the organization remained fiscally sound, and developed financial projections, including program income and expense budgets.
- Reviewed and strengthened the organization's policies and procedures to ensure compliance in all areas, and served as the liaison to the NYC Department of Small Business Services for contract renewal and all

ATTACHMENT B: RESUMES, CONT.

annual reporting requirements.

- Drafted RFPs and contract documents for all core services and sponsorship and marketing agreements.

Park Operations

- Administered \$300K annual landscaping and park maintenance budget and directed work of all contractors; coordinated volunteer clean-up and planting initiatives; secured funding and installation of Union Square Park's first dog/people fountain.
- Developed and tracked indicators to measure the effectiveness of the organization's efforts in all core areas including sanitation and security services, quality of life issues and park maintenance.
- Served as liaison to NYC Parks Department regarding the permitting and execution of all Union Square Park events.

Marketing

- Developed strategic partnerships with business owners and area stakeholders to promote the district.
- Planned and implemented the organization's signature events, *Harvest in the Square*, *Summer in the Square*, *Jazz in the Square* and *Art in the Park* that generate in excess of \$500K annually; coordinated strategy for donor/sponsor outreach and ensure fundraising activities worked in concert with long- and short-term branding and marketing efforts.
- Identified, initiated and managed new programs that encourage business development and neighborhood/streetscape enhancements, including the launch of a *NYC Clean Streets Program*, district-wide street lamp banner and trash receptacle sponsorship, new Wi-Fi network for Union Square Park and *Union Square: Crossroads of New York* walking tour.
- Created and produced branded marketing materials including annual reports, event schedules, invitations, brochures, newsletters, press releases and advertisements.
- Developed relationships with local media, secured ad space and calendar listings.

Lower Manhattan Development Corporation (LMDC), New York, NY

Director of Tourism & Marketing

January 2005 – March 2007

- Responsible for all of LMDC's tourism and marketing efforts promoting Lower Manhattan, ensuring a consistent message for LMDC initiatives.
- Directed the *Museums of Lower Manhattan Campaign*, a \$5M program to brand and promote Lower Manhattan's cultural institutions in the aftermath of September 11th.
- Worked directly with museum executive directors and marketing managers of Lower Manhattan's fifteen diverse cultural institutions to develop and execute the Campaign.
- Devised long- and short-term strategies for promoting Lower Manhattan's cultural institutions, creating lasting strategic partnerships that extended the life of the Campaign beyond initial funding.
- Managed and directed work of outside consultants retained in connection with the initial Campaign, including public relations, advertising, and map distribution firms Dan Klores Communications, Bandujo Donker & Brothers and CTM Brochure Display.
- Developed and tracked indicators to continually measure effectiveness of the Campaign.
- Liaison to NYC & Company and "I Love New York" tourism offices.
- Planned and coordinated LMDC media events including press conferences, public meetings and speaking engagements.
- Assisted the Vice President of Communications and department in carrying out LMDC's communications functions pertaining to speeches, press releases, website development and research.
- Managed projects and relationships with eight major cultural institutions to implement LMDC's Cultural Enhancement Fund for capital, planning and exhibition initiatives.

Director of Operations

March 2003 – December 2004

- Senior advisor to the President on all policy matters.
- Assisted President and Chief Operations Officer in developing overall organizational structure and strategy for facility and administrative issues.
- Worked with Vice Presidents in producing and disseminating policy information.
- Managed \$2M department budget.
- Directly supervised eleven employees, including administrative and IT staff.
- Managed IT policy development, technology planning and user assistance.
- Coordinated all personnel matters serving as liaison to the Governor's Appointments Office and the Empire State Development Corporation Human Resources and Payroll Departments.

ATTACHMENT B: RESUMES, CONT.

- Managed agency-wide interview process and made hiring decisions regarding all LMDC staff.
- Implemented and supported office safety, information, and document security initiatives throughout the organization.
- Administered LMDC Young Leadership Program from inception, including recruitment, hiring and development and implementation of educational programming.

Executive Assistant & Project Manager to the President & CEO

February 2002 – February 2003

- Senior counselor to the President regarding administrative and policy matters in the corporation formed by the Governor and Mayor to oversee the revitalization of Lower Manhattan in the wake of the September 11th attacks and the planning for the redevelopment of the World Trade Center site.
- One of five original employees of the corporation responsible for developing the corporation into a functioning organization capable of carrying out its critical mission.
- Responsibilities included ongoing policy advice to the President, coordinating all travel and public appearances by the President on behalf of the corporation, overseeing personnel matters for fifty person staff, providing daily updates to senior staff, facilitating communication between the President and senior staff and maintaining corporate records.

EDUCATION

FORDHAM UNIVERSITY, Bronx, NY

Bachelor of Arts

Major: American Studies

PERSONAL ACTIVITIES

- Member of Historic South Village Preservation Project Advisory Board.
- Worked with Greenwich Village Society for Historical Preservation from 2004-2008 toward the successful landmarking of the I.M. Pei designed Silver Towers apartment complex.
- Member of Board of Directors for Mitchell-Lama Cooperative 2003-2005, liaison to New York University, elected officials and community groups.

ATTACHMENT B: RESUMES, CONT.

Stacy Aldrich, Regional Director of Operations

Aldrichstacy4@gmail.com | Ph: 260-243-9565

I possess expertise in quality control and strategic planning, with a proven track record of developing and executing business plans. I am an extremely efficient and motivated Regional Director with more than 18 years of experience overseeing multiple facilities, with over 1,500 employees and shepherding business development plans monthly while managing 11 operations executives for hiring, training and sales development.

Skills

- Operations Management
- Strategic Planning
- Supply Chain Management
- Budgeting / P&L
- OMS/ EDI
- Bidding / Contract negotiation/ forecasting
- Field service management systems
- Fleet management and software
- Warehouse management
- Employee Engagement, Recruiting, onboarding, retention, coaching, counseling, performance reviews, terminations, PIPs and exit interviews.
- Startups
- Safety, OSHA, 5s, and process mapping.

Work Experience

Regional Vice President. (MW) Block by Block

August 2024 - Current

- Responsible for overall operational and financial performance of 14 cleaning, safety, hospitality and horticulture programs located in the Great Lakes region.
- Managed all aspects of accounts including administrative, operational, logistical and human resources.
- Ensured service expectations were being met by evaluating service quality through account audit visits and setting both short- and long-term objectives for each program as necessary.
- Meet with customer representatives to discuss local program issues and determines a course for continual program evolution, provided consultation on program enhancements, best practices and program planning.

ATTACHMENT B: RESUMES, CONT.

- Analyzed financial indicators comparing to expected outcomes and monitored expenditures.
- Ensures the P&L statement balances monthly, and profit falls within company projected amount • Run/manage productivity report and standards

Regional Director of Operations (MW) IH Services Inc., June 2020 – May2024

- Prepared and ran reports to ensure all metrics of productivity, quality and budgets are met. If they have not been met, then ensure the correct action plan is in place.
- Ensure P&L statements balanced monthly.
- Manage productivity reports.
- Ensure all installs and new accounts are properly completed and to standard per building and fire code regulations while ensuring we are 100% compliant to our contract.
- Ensure all billing from DL have been submitted by deadline and to accuracy.
- Maintains high employee morale and low employee turnover through effective and proactive communications and timely problem resolution.
- Ensures a smooth-running operation by enforcing post specific policies and procedures through proper communication and training.
- Prepares and runs all required reports, reviews such reports in a timely manner with management team, and takes appropriate action as necessary.
- Ensures the P&L statement balances monthly, and profit falls within company projected amount • Run/manage productivity report and standards.
- Ensures all customer communication is timely and accurate.
- Completes quarterly reviews on all direct reports, verifying any gaps and ensuring a quality training plan is in place
- Oversees all aspects of training development

Regional Director of Operations, GRBS Inc. April 2017-June 2020

- Provided operational leadership for 5 salaried directors and 300 FTEs.
- Submitted and renegotiated new contracts bids and contract renewals for current customers.
- Over saw accounts with an excess of 5-million-dollar budgets each.
- Ensured quality inspections of properties.
- Ensured that equipment and supplies were maintained.
- Oversaw all budgets/ profit and loss/ productivity reports.
- Oversaw all aspects of HR including but not limited to staffing training and employee retention.

ATTACHMENT B: RESUMES, CONT.

- Provided strategic input to guide our company's direction including review and substantial revision of company processes to achieve greater efficiency while yielding higher margins and improved results.
- Fostered & maintain stellar customer relationships.
- Planed & facilitate regular operational meetings with salaried and hourly team members and monitor progress weekly; these meetings focus on human resources, risk management, training, customer satisfaction & service initiatives.
- Visited each site regularly to discover, review & discuss operational functions and monitor projects to drive financial performance and compliance with contracted specifications.
- Establish and maintain in-depth knowledge of all day-to-day operations of each account.

Director of Operations Avi Food Systems, January 2014 -April 2017

- Prepared and ran reports to ensure all metrics of productivity, quality and budgets were met.
- All aspects of HR , including but not limited to staffing training and employee retention.
- Ensured P&L statements balanced monthly.
- Managed productivity reports.
- Ensured all installs ad new accounts were properly completed and to standard per building and fire code regulations.
- Ran Bi-weekly payroll according to company procedures and resolve any discrepancy.
- Conducts disciplinary and counseling sessions with Security Professionals as needed in a proactive and professional manner
- Maintained high employee morale and low employee turnover through effective and proactive communications and timely problem resolution.
- Ensured a smooth-running operation by enforcing post specific policies and procedures through proper communication and training.
- Prepared and runs all required reports, reviews such reports in a timely manner with management team, and takes appropriate action as necessary.
- Ensured the p&l statement balances monthly, and profit falls within company projected amount • Run/manage productivity report and standards.

Education

Bachelor of Arts in Business Administration, Aquinas College – Grand Rapids, MI

ATTACHMENT B: RESUMES, CONT.

Chico Lockhart

640 S 4th Street Unit 110 Louisville Ky. 40202

Clockhart@blockbyblock.com

443-835-6578

EDUCATION

West Virginia Wesleyan College Class of 1997

Bachelor of Arts Degree Social Work

Minor in Psychology

EXPERIENCE

Block By Block, Director of Outreach Services 2019-Current

- Provide support for BBB Outreach for over 30 accounts nationwide
- Conduct on the street assessments and recommendations for BIDs to determine if outreach is needed and pointing out gaps in their COC system if applicable
- Train/Hire Outreach workers and teaching proper engagement techniques and explaining expectations of the job
- Collaborating with police, municipalities, and stakeholders on addressing quality of life issues in downtowns
- Assisting those in need of services by collaborating with local social service agencies when new to a BID
- Working with stakeholders on metrics needed to present to board members
- Training Cleaning Ambassadors/Safety Ambassadors on safety techniques while engaging
- Coordinating monthly educational trainings for all outreach workers via teams

Block By Block, Outreach 2007-2019

- Responded to stakeholders and business owners calls on panhandling, homelessness, and disturbances
- Developed relationships with the unhoused population, residence of downtown, and business owners
- Offered resources to the unhoused and assisting them as needed with ongoing care
- Collaborated with entities within the COC and connected individuals to the appropriate resources
- Helped hundreds of people get into housing and other ongoing services

Greater Cincinnati Behavioral Intensive Case Manager 2005-2007

- Homeless ACT Team Case Manager worked with the most chronically unhoused and severely mentally ill
- Assisted clients with day-to-day activities to help them become more independent and stable in the community
- Helped clients with getting entitlements needed to keep them in housing and obtaining income
- Daily visits with clients to gauge their mood and to determine if they are following their treatment plans
- Monitored daily medicine intake to maintain stability or make recommendations for hospitalization when needed
- Assist with daily appointments to get food, entitlements, and medication
- Provided daily support to clients and advocacy for them when needed
- Transported clients as needed daily to address goals and treatment plans

ATTACHMENT B: RESUMES, CONT.

SKILLS

- Interpersonal skills
- Leadership
- Management skills
- Problem-solving
- Active listening
- Communication
- Computer skills
- Coordinate trainings for BBB staff outreach related

CERTIFICATIONS

- Harm Reduction Training
- Trauma Informed Care Training
- De-escalation Training
- Motivational Interviewing Training
- CPR and First Aid Training
- Narcan Training
- Mental Health Training
- Conflict Resolution Training

AWARDS

- 2005 NACM Case Manager of the year
- 2013 SMS Horizons Award Winner for BBB for street outreach work
- 2023 SMS Horizon Award Winner for BBB for providing support for the 30+ outreach accounts nationwide

ATTACHMENT B: RESUMES, CONT.



MARCUS GRIMES SR.

mgrimes@blockbyblock.com | 614.581.0330 | Grove City, OH 43123

Summary

Knowledgeable manager and leader with over 20 years of experience bringing planning and problem-solving abilities. Focused on maximizing resource utilization to support scalable operations and increase bottom-line profitability. Organized and systematic with natural relationship-building and leadership talents.

Education

American Military University 2016
Master's Degree in Management/Organizational Leadership

The Citadel, Military College of SC 2014
Bachelor of Arts Degree in Criminal Justice

Trident Technical College 2012
Associate of Science Degree in Criminal Justice

Experience

Block by Block, Inc. | Columbus OH
Regional Flex-Manager
06/2024 - Current

- Reports directly to the Regional VP of Operations in support of all Region 907 Managers and 24 programs.
- Travels throughout the Region providing support in hiring, terminations, training, procuring equipment/supplies, quality assurance, audits of district conditions, and secret shopper.
- Serves as the Region 907 Safety Coordinator. Responsible for monitoring and enforcing company safety policies. Conducts safety training programs, monitors compliance, and identifies possible hazards to ensure a safe working environment for all employees.

Block by Block, Inc. | Columbus OH
General Manager
07/2021 – 06/2024

- Spearheaded the implementation and oversight of (3) program startups in the Columbus OH area with a focus on profitability and growth. These programs consist of Cleaning, Safety, Hospitality, and Outreach.
- Led a team of Ambassadors that improved and revitalized the failing University SID in just a one-year time frame.
- Serves as a trainer and mentor to new Managers in the Great Lakes Region
- Works directly with multiple Executive Directors to ensure day-to-day operations are conducted efficiently.

ATTACHMENT B: RESUMES, CONT.

- Coordinates recruitment, selection of candidates, onboarding, and training of all new employees.
- Provides on-sight oversight and quality assurance to exceed customer expectations.
- Continual problem identification and solving to improve the quality of programs.
- Procures inventory of supplies and equipment.
- Reports outcomes through a variety of reporting channels.

Department of Defense | Goose Creek SC
**Federal Police Dispatch Instructor &
Training Coordinator**
04/2007 - 06/2021

- Trained and provided testing for over 300 federal police officers in The National Crime Information Center (NCIC) system. NCIC is a computerized index of missing persons and criminal information and is designed for the rapid exchange of information between criminal justice agencies.
- Served as a technical expert in dispatch center policies, procedures, and publications.
- Provided reports to executive leadership regarding major events such as damage to government property, theft, safety issues, and hazardous spills.
- Provided on the job training to new employees in accordance with established policies and practices.
- Planned, directed, coordinated, scheduled, trained and evaluated the work of subordinate staff.
- Reviewed and processed background investigations weekly via NCIC.
- Prepared and disseminated shift schedules, coordinates internal changes in shift schedules to provide for non-incapacitating occurrences.
- Approved leave requests, reviewed reports and maintained records of staff work performance.

Accomplishments

- 2022 Block by Block Leadership Development Course Graduate
- 2022 Block by Block, Region 907, Rookie Manager of the Year nominee
- 2023 Short North Unsung Hero Award Recipient
- 2024 Block by Block, Region 907, Frank Zammarelli MVP nominee
- 2025 Region 907 Culture Club Representative
- 2025 Region 907 Safety Coordinator

ATTACHMENT B: RESUMES, CONT.

Adam Charette

Kalamazoo, MI 231.233.0636 abcharette@gmail.com

Professional Experience

Mydatt Services Inc. D.B.A Block By Block, Kalamazoo, MI 2021 – Current

Operations Manager

- Responsible for the operation of a cleanliness and hospitality program in downtown Kalamazoo, MI.
- Recruiting, hiring and training employees.
- Holding employees accountable to polices and safety regulations
- Measuring employee performance in the field as well as by statistics entered in proprietary software.
- Communication and reporting to the customer and other stakeholders in the district.
- Monitoring the finances of the program and keeping a budget.
- Responsible for equipment inventory and maintenance.
- Responsible for ordering and monitoring inventory of supplies and uniforms
- Working with residents and visitors to the district to address issues and concerns.
- Working with Public Safety to communicate safety issues observed throughout downtown.
- Maintenance and issue reporting for infrastructure in the downtown district.
- Event Support

Jimmy John's Enterprises, Inc, Kalamazoo, MI

2002 – 2019

Area Manager, 2012 – 2019

- Responsible for the operation of a \$2.2M, 4 location (4 beginning January 2018), 85+ employee market
- Preparing weekly budget projections based on sales forecasts for all locations
- Coaching employees through performance based management
- Programming and troubleshooting POS system
- Creating and maintaining employee training systems
- Training all managers
- Holding associates accountable to policies and safety regulations
- Identifying and mentoring talent for leadership opportunities
- Managing 4 General Managers and the Area Marketing Director
- Scout locations for new store opportunities and submit for market analysis
- Managing property upkeep
- Financial tracking for 3 locations
- Communication and follow up with customer concerns
- Writing and administering all management level evaluations
- Approve all pay raises for hourly employee
- Administer new hire and random corporate mandated drugs tests
- Recruiting, interviewing, and hiring all managers
- Audit General Managers cost control daily
- Ordering and maintaining all capital equipment
- Attending monthly operations meetings for strategic planning and budgeting
- Filling in when needed to assist individual operations

General Manager, 2007 – 2012

- Recruiting, hiring and training store staff
- Facilitating training for all store employees
- Writing schedules for all store employees
- Inventory control and management

ATTACHMENT B: RESUMES, CONT.

Adam Charette

Kalamazoo, MI 231.233.0636 abcharette@gmail.com

- Managing all costs including food, beverage and labor

Assistant Manager 2007

- Management of staff and daily operations

In-Shop/Delivery Driver 2002 – 2007

Additional Professional Experience

Sawall's Health Foods, Kalamazoo, MI 2020-2021

Server, Bartender, Curbside Grocery Service and Grocery Delivery

Portage Point Inn, Onkama, MI Summers 2003, 2004, 2005, 2006, 2007

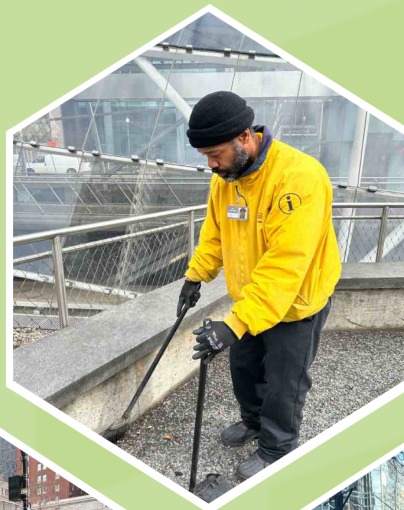
Seasonal Bartender

Education/Certification

Certified Food Safety Manager – National Association for Food Safety Professionals

Western Michigan University, Business Studies, 2000-2002

2025 January Clean and Safe Report



ATTACHMENT C: SMART REPORT EXAMPLE, CONT.



Cleaning Highlights

Field Observations

Once holiday and winter programming came to a close, January's light event schedule provided an opportunity to clear out both Market and Mellon Squares. Event equipment and supplies have all been broken down and stored leaving Clean Team focus solely on the service areas outside of the public spaces. To the degree that weather permitted, and through a cloudy and snowy January, the Clean Team was able to perform detailing in addition to regularly performed tasks.

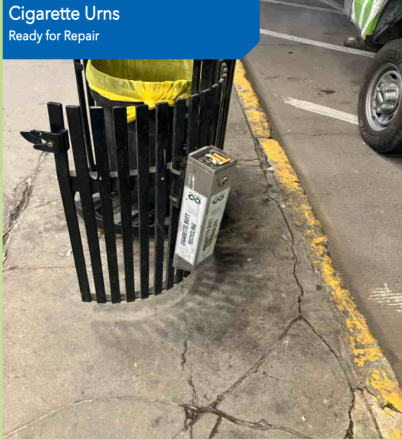
Cleaning Highlights

Field Observations

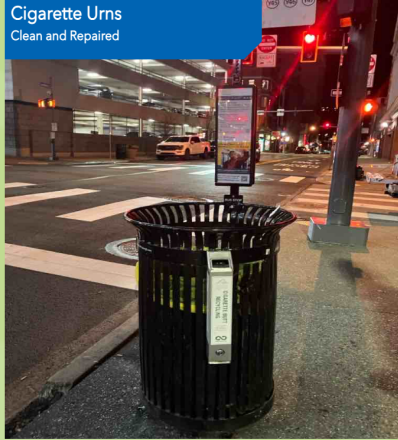
The slower events period in January afforded us the opportunity to focus on the outskirts of the service areas. We aim to make sure every inch of the service area gets the same attention and service.

ATTACHMENT C: SMART REPORT EXAMPLE, CONT.

Cigarette Urns
Ready for Repair



Cigarette Urns
Clean and Repaired



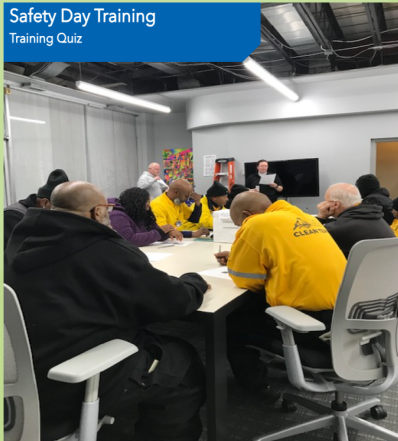
Summary

With newly refurbished trash receptacles distributed through Downtown, ambassadors were trained on the cleaning and repair of the attached cigarette urns.

Safety Day Training
Safety Day Bingo



Safety Day Training
Training Quiz



Cleaning Highlights

Training Days

Frigid January weather offered all teams a unique opportunity to focus on training. Safety Day Training was conducted through group videos and a round of Safety Bingo where everyone was a winner!

ATTACHMENT C: SMART REPORT EXAMPLE, CONT.

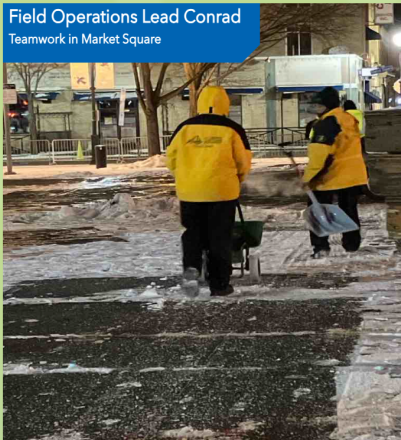
Cleaning Highlights

Accomplishments

- **Collected more than 69,000 lbs. of trash.**
- **Removed 77 tags of graffiti.**
- **Eliminated 520 stickers from infrastructure.**
- **Performed over 1,500 acts of hospitality assistance.**
- **Maintained relationships with local merchants with 386 business contacts.**
- **Snow removal and salting of curb cuts in the downtown service area.**
- **Completed the final breakdown and storage of supplies from the holiday events.**
- **Distributed and installed cigarette urns on the refurbished trash receptacles.**
- **Placed emphasis on cleaning the outskirts of the downtown service area.**
- **Continued partnership with Renewal Inc. who assisted our team with salting and clean projects, while getting a few days of pressure washing during the month.**

Overall, the Clean Ambassadors were able to successfully ride the roller coaster of weather challenges during the month. It isn't often we shovel snow and pressure wash in the same month!

Field Operations Lead Conrad
Teamwork in Market Square



Equipment Operator Reuben
Salting for traction



SUMMARY

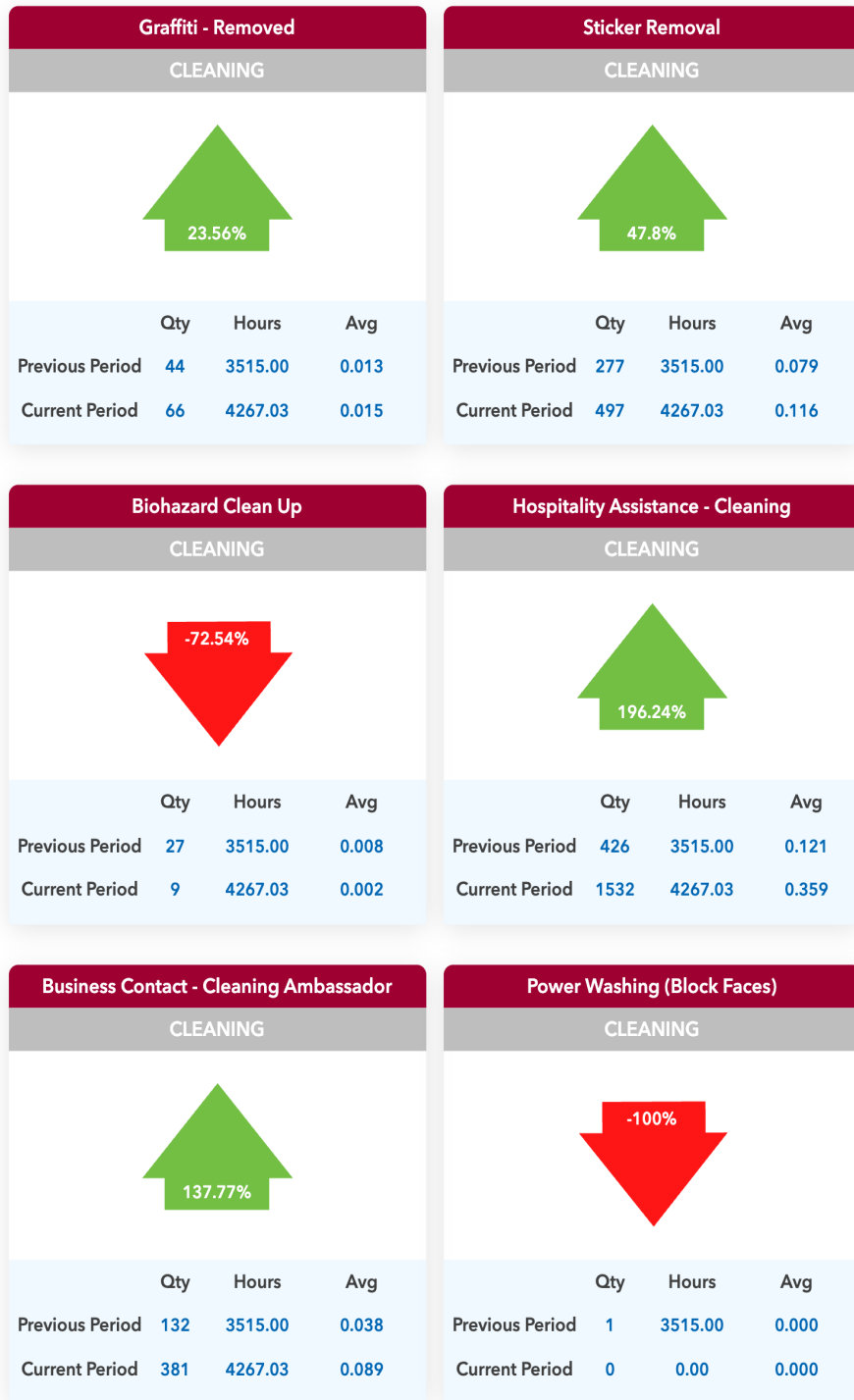
Market Square is a major thoroughfare for those walking to their downtown destinations. During the winter season, it is important to keep this popular walk path free and clear of snow and ice for the thousands who use this route each day.

ATTACHMENT C: SMART REPORT EXAMPLE, CONT.

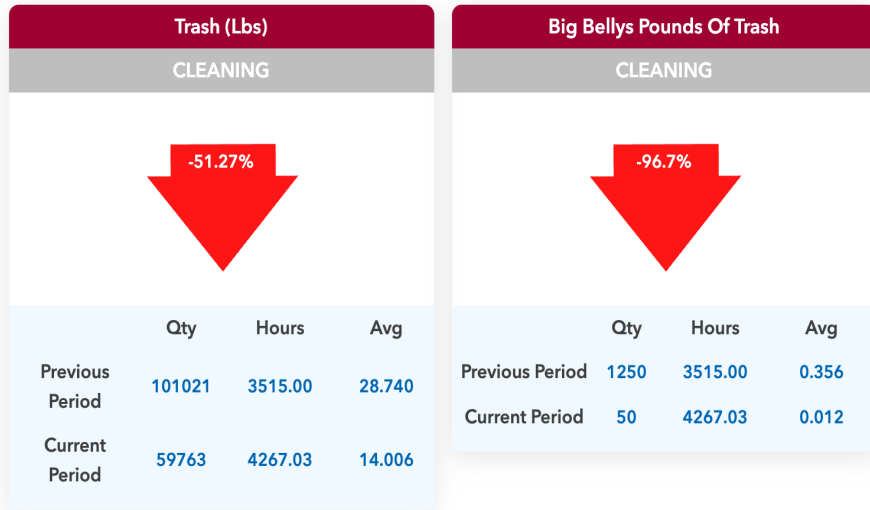
Jan 01,2025 through Jan 31,2025

Activity	01/01 - 01/04	01/05 - 01/11	01/12 - 01/18	01/19 - 01/25	01/26 - 01/31	Total
Big Belly's Pounds Of Trash	0	0	50	0	0	50
Business Contact - Cleaning Ambassador	16	55	226	38	51	386
Clean Team - Hospitality Assistance	40	609	366	58	479	1552
Graffiti - Removed	11	19	18	0	29	77
Sticker Removal	27	105	192	143	53	520
Trash (Lbs)	12100	18655	18512	9453	10325	69045

ATTACHMENT C: SMART REPORT EXAMPLE, CONT.



ATTACHMENT C: SMART REPORT EXAMPLE, CONT.



ATTACHMENT C: SMART REPORT EXAMPLE, CONT.

OUTREACH FIELD OBSERVATIONS:

Overall, January was a slower month for outreach activity. This was due to the vacating of encampments or the decommissioned of them. This is actually great news! Individuals in the process of obtaining housing were transported to the North Side Evening Winter Shelter, thanks to the Community Connection Shuttle which continued to run seven days each week. for those still awaiting housing. Two additional stops have been added in the morning, Light of Life and Shepherd's Heart. The majority of the guest are selecting Second Avenue Commons as their destination. We are still keeping our eyes upon previously determined hot spots. There are locations where we continue to see progress or are free of individuals lodging, such as 9th Street between Exchange Way and Liberty Avenue, Mulberry Way and the 11st underpass. There are locations that are a work in progress, such as McCrea Way and William Penn Place at Strawberry Way. We previously reported concerns on the Liberty Avenue corridor between 9th and 10th street. Most of the activity in the corridor is of the nuisance type.

The weekly audits during the month took a slight dip in average. The outreach team observed 70 individuals sleeping rough through the five audits completed. The total was impacted by the very unpredictable weather during the month. We experienced a wide range of temperatures covering normal, frigid, and above normal. All of which achieves a different result with those sleeping rough. Even a slight decrease in average of those sleeping rough is a step in the right direction.

OUTREACH ACCOMPLISHMENTS:

The Outreach Team offered direct engagement and support resulting in the following successes:

1. Helped two individuals obtain their Birth Certificates.
2. Assisted 11 individuals acquire state identification.
3. Resourced housing for 11 people.
4. Obtained shelter bed referrals for 36 individuals.

We are so thankful and grateful for the efforts of our outreach team and all agencies and organizations working hard to serve the unhoused population.

ATTACHMENT C: SMART REPORT EXAMPLE, CONT.

Volunteer Highlights

Field Observations

Traditionally, unpredictable winter weather has resulted in fewer groups and individuals participating in our volunteer program. December was a case in point but the month of January yielded one additional group, bringing the total to six, and 39 volunteers generating 165 volunteer partner hours. Although these numbers pale in comparison to 2024, when we experienced an unseasonably warm January, they were comparable to 2023.

During the month, our volunteer partners completed the following tasks:

1. Organized/Cleaned multiple storage areas.
2. Collected eleven bags of trash cleaning the Grant Street and Fort Pitt area where the landscape boulders are placed.
3. Cleaned out planters throughout the BID with a focus on the Cultural District and Forbes Avenue from Smithfield to Market Street.
4. Detailed Hot Spots, specifically areas of snow melt which uncovered inaccessible litter.
5. Detailed curb lines effected by snow melt.

Participating Groups:

1. AmeriCorps
2. Allegheny Courts
3. Carnegie Mellon University
4. Pittsburgh Cares
5. University of Pittsburgh's Delta Epsilon Mu
6. Zuckerman Law Firm
7. Various participants through the PDP website.

We want to thank all of our volunteer partners who give of their time, service days, and passion for Downtown into action. Their efforts are a valuable complement to the Clean Teams' work.

Volunteers
In Action



Volunteers
Taking Care of Big Rocks!!



SUMMARY

We are looking forward to the warmer months and a peak season for volunteers in Downtown. There was a growing excitement among our volunteer groups in 2024 and we hope to continue that trend throughout 2025.

ATTACHMENT D: EMPLOYEE HANDBOOK EXCERPTS

705 Drug and Alcohol Use

It is the Company's desire to provide a drug-free, healthful, and safe workplace. To promote this goal, employees are required to report to work in appropriate mental and physical condition to perform their jobs in a satisfactory manner.

While on the Company' premises and while conducting business- related activities off Company premises, no employee may use, possess, distribute, sell, or be under the influence of alcohol or illegal drugs. The legal use of prescribed drugs is permitted on the job only if it does not impair an employee's ability to perform the essential functions of the job effectively and in a safe manner that does not endanger other individuals in the workplace.

Drug Testing: The Company, at its sole discretion, reserves the right to ask candidates for employment and employees to undergo tests for the presence of drugs or alcohol in accordance with any applicable federal, state, and/or local laws or regulations. All records relating to drug and alcohol test results will be kept confidential and maintained separately from the individual's personnel file. Employees/candidates who violate this policy, refuse to submit to testing as required by the Company, tamper with or circumvent test procedures, or who fail to complete the test may result in disciplinary action, up to and including termination of employment.

Violations of this policy may lead to disciplinary action, up to and including immediate termination of employment, and/or required participation in a substance abuse rehabilitation or treatment program, as permitted by applicable law. Such violations may also have legal consequences.

- It is a violation of company policy for any employee to use, possess, sell, trade, offer for sale, or offer to buy any illegal drugs or otherwise engage in the illegal use of drugs either on or off the job.
- It is a violation of company policy for any employee to report to work under the influence of illegal drugs or alcohol.
- It is a violation of company policy for any employee to use prescription drugs illegally (however nothing in this policy precludes the appropriate use of legally prescribed medications).

Employees with questions on this policy or issues related to drug or alcohol use in the workplace should raise their concerns with their Manager or Human Resources without fear of reprisal.

ATTACHMENT D: EMPLOYEE HANDBOOK EXCERPTS, CONT.

707 Drug and Alcohol Testing

The Company is committed to providing a safe, efficient, and productive work environment for all employees. Using or being under the influence of drugs or alcohol on the job may pose serious safety and health risks. To help ensure a safe and healthful working environment, job applicants and employees may be asked to provide body substance samples (such as urine and/or blood) to determine the illicit or illegal use of drugs and alcohol. It shall be a condition of employment for all employees to submit to testing, upon request, under the following circumstances, as permitted by applicable law:

- Pre-employment in compliance with client specifications.
- Where there is reasonable suspicion to believe that an employee is under the influence of alcohol or drugs.
- When an employee is involved in an on-the-job accident where personal injury or damage to company property or property of the Company's customer occurs.
- As part of the random drug and alcohol testing program.
- As part of a follow-up program to treatment for substance abuse.
- As otherwise permitted or required by applicable law.

Refusal to submit to testing may result in disciplinary action, up to and including termination of employment.

Questions concerning this policy or its administration should be directed to your Manager.

ATTACHMENT D: EMPLOYEE HANDBOOK EXCERPTS, CONT.

Correct Wearing of the Uniform

The Company provides each client a customized look based on the client's color preferences and overall image package. The Company invests hundreds of dollars in uniforms for each individual employee in an effort to provide them with the quantity and quality of uniforms necessary to meet our own standards. Employees should always maintain a uniform that is in good repair, properly sized, clean and pressed.

Employees should keep in mind that the uniform is a direct reflection of not only themselves, but our Company, and our client as well. Employees who are observed wearing the uniform, even if off duty, in an appropriate manner or environment are subject to discipline.

Because the Company allows its clients to custom design the uniforms, each uniform cannot be specifically described.

An employee who feels the need to request an accommodation to the uniform policy should submit a written request explaining the reason and proposed accommodation to the Manager. Where necessary, reasonable accommodation may be made to a person with disability or for religious reasons.

Tattoos

Prominent tattoos on the face will not be permitted. With reasonable exception other tattoos visible to the public will be allowed to be uncovered. Impermissible tattoos include: tattoos that have gang connotations, contain drug references, or depict nude images. Block by Block also reserves the right to exercise its own discretion as to what tattoos are deemed to be inappropriate. Any tattoos falling under this list of exclusions must be completely concealed or covered while on duty.

A member of our management staff can work with you to determine the most effective method of concealing a tattoo.

Body Piercing

Rings or other body piercing jewelry through the eyelid, tongue or other visible body part other than the ear lobes or nose are not acceptable.

Hair

Hair must be clean, neat, and if colored maintained in any natural tone. This means not colors such as green, purple, blue, pink, etc.

Extreme styles allowing hair to fall into your eyes or interfering with your job are not acceptable. Employees with long hair should wear it in a style that keeps it neatly kept and out of the employee's face.

ATTACHMENT D: EMPLOYEE HANDBOOK EXCERPTS, CONT.

Correct Wearing of the Uniform

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ATTACHMENT D: EMPLOYEE HANDBOOK EXCERPTS, CONT.

Make-up

Make-up may be worn by employees should only be used to enhance your natural appearance.

Fingernails

Fingernails and hands must be kept clean. The length of the fingernail should be conducive to safety and the type of work being performed.

Jewelry

Necklaces – all necklaces must be worn on the inside of the shirt and should not be allowed to interfere with job duties or create a safety or hygiene hazard.

Bracelets – only Block by Block safety program and medical alert bracelets are acceptable.

Earrings – must be those appropriate for business and that will not cause a safety hazard. Long, dangling or large hoop earrings are not permitted. Earrings should only be of the stud type variety and not larger than ¼ inch in diameter. A maximum of one earring per ear, worn on the earlobe is permitted.

Rings – Employees may wear one ring per hand, including wedding sets. Rings must be of a style that cannot easily get caught on equipment or other objects and therefore constitute a safety hazard.

Watches – One watch may be worn and should be worn in such a manner that it will not get caught on equipment. Watches should be smaller than 2 and ½ inches in diameter.

Facial Hair

Employees may wear beards, goatees and mustaches that are neatly trimmed and that does not interfere with safe operations. Artwork shaven in facial hair is unacceptable. Employees will be asked to remove any cut that can be deemed as a distraction to the public and co-workers.

Sunglasses

Sunglasses should be neutral in color (black, tortoiseshell, gold, silver) and coordinate with an employee's uniform or wardrobe, with a conservatively styled frame. Sunglasses should not be worn indoors, in dark areas or when interacting with the public or anywhere that might impair the employee's ability to work.

Personal Hygiene

Employees are in close contact with the public and fellow employees while at work and are expected to practice good hygiene.

Undershirts

All Employees are required to wear appropriate undershirts at all times. Employees must only wear undershirts consistent with their locations assigned uniform.

ATTACHMENT E: BACKGROUND CHECK DOCUMENT

BBB-3250 - [REDACTED]
Jan 24, 2025

Background Check Disclosure and Authorization



Disclosure

In connection with your application and/or employment with Block by Block (Employer) this notice is provided to inform you that a "consumer report" and/or "investigative consumer report", as defined by the Fair Credit Reporting Act, may be obtained from a consumer reporting agency for employment purposes. These types of reports may include information as to your character, general reputation, personal characteristics and mode of living, whichever are applicable. The reports may also contain information about you relating to criminal history, credit history, driving and/or motor vehicle records, social security verification, verification of your education or employment history or other background checks. They may involve interviews with sources such as your neighbors, friends or associates. Reports may be obtained any time after receipt of this authorization and if hired, throughout the course of your employment, as permitted by law.

You have the right, upon written request made within a reasonable amount of time after the receipt of this notice, to request disclosure of the nature and scope of any investigative consumer report by contacting Employer and Confirm Choice, LLC., 4219 Hillsboro Pike, Suite 208, Nashville, TN 37215, toll free number 1-888-925-0114. For information about Confirm Choice, LLC.'s privacy practices, see www.confirmchoice.com. The scope of this notice and authorization is not limited to the present and, if hired, will continue and allow Employer to conduct future screenings for retention, promotion or reassignment, as permitted by law and unless revoked by you in writing.

If you live or work for the Company in California, Massachusetts, Minnesota or Oklahoma: Select Yes if you would like a free copy of background check report: Yes

Legal First Name [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Acknowledgement and Authorization

By signing below you acknowledge receipt of a copy of the federal notice, *A Summary of Your Rights Under the Fair Credit Reporting Act*.

You hereby authorize, without reservation, the obtaining of a "consumer report" and/or "investigative consumer report" at any time after receipt of this authorization and during the course of your employment, if applicable. You also confirm your understanding and provide consent for this report to be shared with a third-party for whom you may be placed to work as a representative of Employer, if applicable.

ELECTRONIC SIGNATURE: Please type your full legal name as it is listed in the document as [REDACTED]

[REDACTED]
I authorize my Electronic Signature [REDACTED]
Accepted

Date Jan 24, 2025 11:11 am
(System will autofill)

ATTACHMENT E: BACKGROUND CHECK DOCUMENT, CONT.

State Law Notices

State Law Notices

For California applicants/employees only: Under California law, an "investigative consumer report" is a consumer report in which information on a consumer's character, general reputation, personal characteristics, or mode of living is obtained through any lawful means, and a "consumer credit report" is a consumer report on a consumer's credit worthiness, credit standing, or credit capacity. In connection with your application for employment and/or continued employment with Company, Company intends to procure, as defined under California law, an investigative consumer report and possibly a consumer credit report (as explained more fully below). With respect to any investigative consumer report from an investigative consumer reporting agency ("ICRA"), Company may investigate the information contained in your employment application and other background information about you, including but not limited to obtaining a criminal record report, obtaining information about your character, general reputation, personal characteristics and mode of living, verifying references, work history, your social security number, your educational achievements, licensure, certifications, driving records, and other information about you, including interviewing people who are knowledgeable about you. The results of this report may be used as a factor in making employment decisions. The source of any investigative consumer report or consumer credit report (again, as those terms are defined under California law and as explained more fully above) will be Confirm Choice, 4205 Hillsboro Pike, Ste. 200 Nashville, TN 37215; Phone: 1-888-925-0114. Information regarding Confirm Choice's privacy practices can be found at www.confirmchoice.com. The Company will provide you with a copy of an investigative consumer report or consumer credit report when required to do so under California law.

Under California Civil Code section 1786.22, you are entitled to a visual inspection of files maintained on you by an ICRA, as follows: (1) In person, if you appear in person and furnish proper identification, during normal business hours and on reasonable notice. A copy of your file shall also be available to you for a fee not to exceed the actual costs of duplication services provided; (2) By certified mail, if you make a written request, with proper identification, for copies to be sent to a specified addressee. An ICRA complying with requests for certified mailings under the California Code shall not be liable for disclosures to third parties caused by mishandling of mail after such mailings leave the ICRA; (3) A summary of all information contained in your files and required to be provided by the California Code shall be provided to you by telephone, if you have made a written request, with proper identification for telephone disclosure, and the toll charges, if any, for the telephone call are prepaid by you or charged directly to you. "Proper Identification" means information generally deemed sufficient to identify you, which includes documents such as a valid driver's license, social security account number, military identification card, and credit cards. Only if you cannot identify yourself with such information may the ICRA require additional information concerning your employment and personal or family history in order to verify your identity. The ICRA will provide trained personnel to explain any information furnished to you and will provide a written explanation of any coded information contained in files maintained on you. This written explanation will be provided whenever a file is provided to you for visual inspection. You may be accompanied by one other person of your choosing, who must furnish reasonable identification. An ICRA may require you to furnish a written statement granting permission to the ICRA to discuss your file in such person's presence.

On certain occasions, the Company may require a consumer credit report (i.e., a report on your creditworthiness, credit standing, or credit capacity). The Company will obtain a consumer credit report on you if you are being considered for one of the following positions: (1) a managerial position (meaning a person who qualifies for the executive exemption from overtime as set forth in subparagraph (1) of paragraph (A) of Section 1 of Wage Order 4 of the Industrial Welfare Commission (8 Cal. Code. Regs. 11040); (2) a position that involves regular access (other than in connection with routine solicitation of credit card applications in a retail establishment) to people's bank or credit card account information, and social security number, and date of birth; (3) a position where you are a named signatory on the Company's bank or credit card account; (4) a position where you are authorized to enter into financial contracts on behalf of the Company; (5) a position that involves access to confidential or proprietary information, including a formula, pattern, compilation, program, device, method, technique, process or trade secret that (i) derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who may obtain economic value from the disclosure or use of the information, and (ii) is the subject of an effort that is reasonable under the circumstances to maintain secrecy of the information.

Connecticut applicants/employees only: If the Company obtains information bearing on your credit worthiness, credit standing or credit capacity, it will be because the information is substantially related to the job for which you are being considered/are currently occupying and to evaluate whether you would present an unacceptable risk of theft or other dishonest behavior in the job for which you are being considered/are currently occupying.

Maine applicants/employees only: You may contact Company to request the name, address and telephone number of the nearest unit of the CRA designated to handle inquiries, which Company shall provide within 5 business days. You have the right to request and promptly receive a copy of any investigative consumer report requested by Company by contacting the nearest unit of the CRA directly.

Maryland applicants/employees only: If the Company obtains information bearing on your credit worthiness, credit standing or credit capacity, it will be because the information is substantially related to the job for which you are being considered/are currently occupying and to evaluate whether you would present an unacceptable risk of theft or other dishonest behavior in the job for which you are being considered/are currently occupying.

Massachusetts and New Jersey applicants/employees only: The precise nature and scope of any investigative consumer report will be the same as described above. You have a right to obtain a copy of any investigative consumer report upon request from Confirm Choice, 4205 Hillsboro Pike, Ste. 200 Nashville, TN 37215; Phone: 1-888-925-0114.

Massachusetts Bay Transportation Authority (MBTA) applicants/employees only: The precise nature and scope of any investigative consumer report will be the same as described above. You have a right to obtain a copy of any investigative consumer report upon request from Confirm Choice, 4205 Hillsboro Pike, Ste. 200 Nashville, TN 37215; Phone: 1-888-925-0114.

Minnesota applicants/employees only: You have the right to request a complete and accurate disclosure of the nature and scope of any consumer report from Confirm Choice, 4205 Hillsboro Pike, Ste. 200 Nashville, TN 37215; Phone: 1-888-925-0114.

New York applicants/employees only: Article 23A is attached to and follows this form.

Oregon applicants/employees only: If the Company obtains information bearing on your credit worthiness, credit standing or credit capacity, it will be because the information is substantially related to the job for which you are being considered/are currently occupying and to evaluate whether you would present an unacceptable risk of theft or other dishonest behavior in the job for which you are being considered/are currently occupying.

Rose Kennedy Greenway Conservancy Carousel Ride Operator Positions only: The precise nature and scope of any investigative consumer report will be the same as described above. You have the right to obtain a copy of any investigative consumer report upon request from Confirm Choice, 4205 Hillsboro Pike, Ste. 200 Nashville, TN 37215; Phone: 1-888-925-0114.

Washington State applicants/employees only: You have the right, upon written request made within a reasonable period of time after your receipt of this disclosure, to receive from the Company a complete and accurate disclosure of the nature and scope of any "investigative" consumer report we may have requested. You also have the right to request from the consumer reporting agency a written summary of your rights and remedies under the Washington Fair Credit Reporting Act. Any requests under this paragraph should be made to Confirm Choice, 4205 Hillsboro Pike, Ste. 200 Nashville, TN 37215; Phone: 1-888-925-0114.

If the Company obtains information bearing on your credit worthiness, credit standing or credit capacity, it will be because the information is substantially related to the job for which you are being considered/are currently occupying and to evaluate whether you would present an unacceptable risk of theft or other dishonest behavior in the job for which you are being considered/are currently occupying.

Reviewed Yes

ATTACHMENT E: BACKGROUND CHECK DOCUMENT, CONT.

A Summary of Your Rights Under the FCRA

Para información en español, visite www.consumerfinance.gov/learnmore o escribe a la Consumer Financial Protection Bureau, 1700 G Street NW, Washington, DC 20552.

A Summary of Your Rights Under the Fair Credit Reporting Act

The federal Fair Credit Reporting Act (FCRA) promotes the accuracy, fairness, and privacy of information in the files of consumer reporting agencies. There are many types of consumer reporting agencies, including credit bureaus and specialty agencies (such as agencies that sell information about check writing histories, medical records, and rental history records). Here is a summary of your major rights under FCRA. For more information, including information about additional rights, go to www.consumerfinance.gov/learnmore or write to: Consumer Financial Protection Bureau, 1700 G Street NW, Washington, DC 20552.

* You must be told if information in your file has been used against you. Anyone who uses a credit report or another type of consumer report to deny your application for credit, insurance, or employment -- or to take another adverse action against you -- must tell you, and must give you the name, address, and phone number of the agency that provided the information.

* You have the right to know what is in your file. You may request and obtain all the information about you in the files of a consumer reporting agency (your "file disclosure"). You will be required to provide proper identification, which may include your Social Security number. In many cases, the disclosure will be free. You are entitled to a free file disclosure if:

- o a person has taken adverse action against you because of information in your credit report;
- o you are the victim of identity theft and place a fraud alert in your file;
- o your file contains inaccurate information as a result of fraud;
- o you are on public assistance;
- o you are unemployed but expect to apply for employment within 60 days.

In addition, all consumers are entitled to one free disclosure every 12 months upon request from each nationwide credit bureau and from nationwide specialty consumer reporting agencies. See www.consumerfinance.gov/learnmore for additional information.

* You have the right to ask for a credit score. Credit scores are numerical summaries of your credit-worthiness based on information from credit bureaus. You may request a credit score from consumer reporting agencies that create scores or distribute scores used in residential real property loans, but you will have to pay for it. In some mortgage transactions, you will receive credit score information for free from the mortgage lender.

* You have the right to dispute incomplete or inaccurate information. If you identify information in your file that is incomplete or inaccurate, and report it to the consumer reporting agency, the agency must investigate unless your dispute is frivolous. See www.consumerfinance.gov/learnmore for an explanation of dispute procedures.

* Consumer reporting agencies must correct or delete inaccurate, incomplete, or unverifiable information. Inaccurate, incomplete, or unverifiable information must be removed or corrected, usually within 30 days. However, a consumer reporting agency may continue to report information it has verified as accurate.

* Consumer reporting agencies may not report outdated negative information. In most cases, a consumer reporting agency may not report negative information that is more than seven years old, or bankruptcies that are more than 10 years old.

* Access to your file is limited. A consumer reporting agency may provide information about you only to people with a valid need -- usually to consider an application with a creditor, insurer, employer, landlord, or other business. The FCRA specifies those with a valid need for access.

* You must give your consent for reports to be provided to employers. A consumer reporting agency may not give out information about you to your employer, or a potential employer, without your written consent given to the employer. Written consent generally is not required in the trucking industry. For more information, go to www.consumerfinance.gov/learnmore.

* You may limit "prescreened" offers of credit and insurance you get based on information in your credit report. Unsolicited "prescreened" offers for credit and insurance must include a toll-free phone number you can call if you choose to remove your name and address from the lists these offers are based on. You may opt out with the nationwide credit bureaus at 1-888-567-8688.

* The following FCRA right applies with respect to nationwide consumer reporting agencies:

CONSUMERS HAVE THE RIGHT TO OBTAIN A SECURITY FREEZE

You have a right to place a "security freeze" on your credit report, which will prohibit a consumer reporting agency from releasing information in your credit report without your express authorization. The security freeze is designed to prevent credit, loans, and services from being approved in your name without your consent. However, you should be aware that using a security freeze to take control over who gets access to the personal and financial information in your credit report may delay, interfere with, or prohibit the timely approval of any subsequent request or application you make regarding a new loan, credit, mortgage, or any other account involving the extension of credit.

As an alternative to a security freeze, you have the right to place an initial or extended fraud alert on your credit file at no cost. An initial fraud alert is a 1-year alert that is placed on a consumer's credit file. Upon seeing a fraud alert display on a consumer's credit file, a business is required to take steps to verify the consumer's identity before extending new credit. If you are a victim of identity theft, you are entitled to an extended fraud alert, which is a fraud alert lasting 7 years.

A security freeze does not apply to a person or entity, or its affiliates, or collection agencies acting on behalf of the person or entity, with which you have an existing account that requests information in your credit report for the purposes of reviewing or collecting the account. Reviewing the account includes activities related to account maintenance, monitoring, credit line increases, and account upgrades and enhancements.

* You may seek damages from violators. If a consumer reporting agency, or, in some cases, a user of consumer reports or a furnisher of information to a consumer reporting agency violates the FCRA, you may be able to sue in state or federal court.

* Identity theft victims and active duty military personnel have additional rights. For more information, visit www.consumerfinance.gov/learnmore.

States may enforce the FCRA, and many states have their own consumer reporting laws. In some cases, you may have more rights under state law. For more information, contact your state or local consumer protection agency or your state Attorney General. For information about your federal rights, contact:

Reviewed Yes

ATTACHMENT E: BACKGROUND CHECK DOCUMENT, CONT.

FCRA Summary of Rights Acknowledgment - MA/NJ/WA

A Summary of Your Rights Under Massachusetts Law Regarding Credit Reports and/or Investigative Consumer Reports

You have the right to obtain a free copy of your credit report within 60 days from the consumer credit reporting agency which has been identified on the attached notice. The consumer credit reporting agency must provide someone to help you interpret the information on your credit report. Each calendar year you are entitled to receive, upon request, one free consumer report.

You have the right to dispute inaccurate information by contacting the consumer credit reporting agency directly. If you have notified a consumer credit reporting agency in writing that you dispute the accuracy of information in your file, the agency must then, within 30 business days, reinvestigate and modify or remove inaccurate information. The consumer credit reporting agency may not charge a fee for this service.

If reinvestigation does not resolve the dispute to your satisfaction, you may send a statement to the consumer credit reporting agency, to be kept in your file, explaining why you think the record is inaccurate. The consumer credit reporting agency must include your statement about the disputed information in a report it issues about you.

Reviewed Yes

ATTACHMENT E: BACKGROUND CHECK DOCUMENT, CONT.

A Summary of Your Rights Under New Jersey's Fair Credit Reporting Act

Under the New Jersey Fair Credit Reporting Act (NJFCRA or the "Act"), an employer, before taking adverse employment action, is required to provide the applicant or employee with a summary of their rights under the Act with respect to consumer reports or investigative consumer reports obtained for employment purposes from a consumer reporting agency (CRA). This Summary is intended to serve that purpose.

You can find the complete text of the NJCRA, N.J. Stat. §§56:11-29 -- 56:11041, at the New Jersey State Legislature's web site (www.njleg.state.nj.us/). You may have additional rights under the federal Fair Credit Reporting Act, 15 U.S.C. 1681-1681u, which is available on the Internet at the Federal Trade Commission's web site (www.ftc.gov).

*** You must consent to the procurement for employment purposes of a report about you.** Before an employer can obtain a report about you from a CRA, the employer must provide you with notice that it will request the report and obtain your consent to that request. A CRA may not give out information about you to your employer, or prospective employer, without your written consent.

*** You must be told if information in your file has been used against you for employment purposes.** An employer who uses information from a consumer or investigative consumer report to take action against you -- such as denying an application for employment or terminating employment -- must tell you that its decision is based in whole or in part on the report. The employer also must provide you with a description of your rights under the NJCRA and a reasonable opportunity to dispute with the CRA any information on which the employer relied.

*** You can find out what is in your file.** At your request, a CRA must give you the information in your file and a list of everyone who has recently requested your file. These disclosures may be made in person, over the telephone or by any other reasonable method available to the CRA.

*** You can dispute inaccurate information with the CRA.** If you tell a CRA that your file contains inaccurate information, the CRA must reinvestigate the disputed items, free of charge, within 30 days, unless the CRA determines that the dispute is frivolous or irrelevant. The CRA must give you a written report of the investigation. If the CRA's investigation does not resolve the dispute, you may add a brief statement to your file. If an item is deleted or a dispute statement is filed, you may ask that anyone who has recently received your report be notified of the change.

*** Inaccurate information must be corrected or deleted.** A CRA must remove or correct inaccurate or unverified information from its files within 30 days after you dispute it. If your dispute results in any change to your report, the CRA cannot reinsert into your file a disputed item unless the information source verifies its accuracy and completeness. In addition, the CRA must give you a written notice telling you it has reinserted the item. The notice must include the business name and address.

*** You may seek damages from violators.** If a CRA, a user or (in some cases) a provider of CRA data violates the NJFCRA, you may sue them in state court.

Reviewed Yes

ATTACHMENT E: BACKGROUND CHECK DOCUMENT, CONT.

A Summary of Your Rights Under Washington's Fair Credit Reporting Act

Washington's Fair Credit Reporting Act (WFCRA) is designed to promote accuracy, fairness and privacy of information in the files of every "consumer reporting agency" (CRA). You can find the complete text of the WFCRA at the Washington State Legislature's web site (www.leg.wa.gov). Anyone who uses information from a CRA to take action against you must tell you, and give you the name, address and phone number of the CRA that provided the consumer report. If an employer intends to use information from your consumer report to take an adverse action against you, the employer must also provide you with a reasonable opportunity to respond to any information in the report that you dispute. A CRA may provide information about you only to people with a need recognized by the WFCRA, and may not give out information about you to your employer, or prospective employer, without your written consent. You can dispute inaccurate information with the CRA, and the information will be removed if it is inaccurate or cannot be verified.

Reviewed Yes

ATTACHMENT E: BACKGROUND CHECK DOCUMENT, CONT.

California Disclosure Document

California Disclosure Document

Block by Block (the "Company") may order an "investigative consumer report" (a background check report) on you in connection with your employment or application for employment (including independent contractor or volunteer assignments, as applicable). The investigative consumer report may contain information about your character, general reputation, personal characteristics, and mode of living. As allowed by law, such reports may contain the following information pertaining to you: credit history; public records; a Social Security number verification; driving records; military service; credentials/certifications; and verification of prior employment and education. The Company may not order an investigative consumer report about you without your written authorization (which you may provide through a separate document called the Authorization for Background Checks).

The agency conducting the investigation and preparing the background report for the Company is Confirm Choice, 4205 Hillsboro Pike, Ste. 200 Nashville, TN 37215; Phone: 1-888-925-0114.

A Summary of Your Rights Under the Provisions of California Civil Code Section 1786.22

(a) An investigative consumer reporting agency shall supply files and information required under Section 1786.10 during normal business hours and on reasonable notice.

(b) Files maintained on a consumer shall be made available for the consumer's visual inspection, as follows:

(1) In person, if he appears in person and furnishes proper identification. A copy of his file shall also be available to the consumer for a fee not to exceed the actual costs of duplication services provided.

(2) By certified mail, if he makes a written request, with proper identification, for copies to be sent to a specified addressee. Investigative consumer reporting agencies complying with requests for certified mailings under this section shall not be liable for disclosures to third parties caused by mishandling of mail after such mailings leave the investigative consumer reporting agencies.

(3) A summary of all information contained in files on a consumer and required to be provided by Section 1786.10 shall be provided by telephone, if the consumer has made a written request, with proper identification for telephone disclosure, and the toll charge, if any, for the telephone call is prepaid by or charged directly to the consumer.

(c) The term "proper identification" as used in subdivision (b) shall mean that information generally deemed sufficient to identify a person. Such information includes documents such as a valid driver's license, social security account number, military identification card, and credit cards. Only if the consumer is unable to reasonably identify himself with the information described above, may an investigative consumer reporting agency require additional information concerning the consumer's employment and personal or family history in order to verify his identity.

(d) The investigative consumer reporting agency shall provide trained personnel to explain to the consumer any information furnished him pursuant to Section 1786.10.

(e) The investigative consumer reporting agency shall provide a written explanation of any coded information contained in files maintained on a consumer. This written explanation shall be distributed whenever a file is provided to a consumer for visual inspection as required under Section 1786.22.

(f) The consumer shall be permitted to be accompanied by one other person of his choosing, who shall furnish reasonable identification. An investigative consumer reporting agency may require the consumer to furnish a written statement granting permission to the consumer reporting agency to discuss the consumer's file in such person's presence.

Reviewed Yes

ATTACHMENT E: BACKGROUND CHECK DOCUMENT, CONT.

San Francisco Fair Chance Ordinance



City & County of San Francisco Fair Chance Ordinance

Post Where Employees Can Read Easily. Failure to post this notice may result in penalties.

OFFICIAL NOTICE

Under the San Francisco Fair Chance Ordinance, employers must follow strict rules regarding criminal records. Employers 5 or more employees worldwide and all City contractors must comply.

- Employers MAY NOT ask about arrests or convictions on a job application.
- Employers MAY NOT conduct a background check or ask about criminal records until AFTER making a conditional offer of employment.
- Employers may only consider convictions that are directly related to the job, and may never consider 7 types of arrests or convictions, including convictions that are more than 7 years old (see www.sfgov.org/olse/fco).
- Before an employer rejects an applicant based on a background check, the employer must: notify the applicant and provide a copy of the background check; give the applicant 7 days to respond; reconsider based on evidence the applicant provides.

For more information, visit www.sfgov.org/olse/fco or call the San Francisco Fair Chance hotline at (415) 554-5192.

AVISO OFICIAL - Ordenanza de Oportunidades Equitativas de San Francisco

Correo donde los empleados pueden leer fácilmente. La falta de publicación de este aviso puede resultar en sanciones.

De conformidad a la Ordenanza de Oportunidades Equitativas de San Francisco, los empleadores deben seguir reglas estrictas con respecto a los antecedentes penales.

Los empleadores con 5 o más empleados en todo el mundo y todos los contratistas de la Ciudad deben cumplir con las reglas.


- Los empleadores NO DEBEN preguntar sobre arrestos o condenas en una solicitud de empleo.
- Los empleadores NO DEBEN realizar una revisión de antecedentes ni preguntar acerca de antecedentes penales hasta DESPUÉS de hacer una oferta condicional de empleo.
- Los empleadores sólo pueden considerar las condenas que estén directamente relacionadas con el trabajo, y nunca deben considerar 7 tipos de arrestos o condenas, incluyendo las condenas que tienen más de 7 años de antigüedad (véase www.sfgov.org/olse/fco).
- Antes de rechazar a un candidato en base a una verificación de antecedentes, el empleador debe: notificar al candidato y proporcionarle una copia de la verificación de antecedentes; darle al candidato 7 días para responder; reconsiderar en base a la evidencia que el candidato presente.

Para obtener más información visite www.sfgov.org/olse/fco o llame a la línea directa de Oportunidades Equitativas de San Francisco al (415) 554-5192.

Office of Labor Standards Enforcement
(415) 554-5192

For more information
please visit www.sfgov.org/olse

ATTACHMENT E: BACKGROUND CHECK DOCUMENT, CONT.



City & County of San Francisco Fair Chance Ordinance

Post Where Employees Can Read Easily. Failure to post this notice may result in penalties.

正式通告 - 舊金山公平機會條例
請張貼在僱員容易看到的地方。未張貼此通知可能會導致懲罰。

根據舊金山公平機會條例，僱主必須遵守關於犯罪紀錄的嚴格規定。於全球各地擁有五位或以上員工的僱主以及所有市府承包商，皆必須遵守規定。

- 僱主不得於應徵申請表格里詢問是否有拘捕或刑事有罪判決紀錄。
- 僱主僅可以在提供有條件錄取求職者後詢問是否有犯罪紀錄或進行背景調查。
- 僱主僅能考量與個人從事該工作直接相關的刑事有罪判決，而且不得考慮七種類型的拘捕或刑事有罪判決包括七年以前的刑事有罪判決（請見www.sfgov.org/olse/fco）。
- 僱主根據背景調查拒絕求職者之前必須：通知求職者並提供背景調查結果的副本；給予求職者七天的時間做出回應；依據求職者提供的證據重新考量。

欲查詢更多資訊，請瀏覽 www.sfgov.org/olse/fco 或致電舊金山公平機會條例專線 (415) 554-5192。

OPISYAL NA ABISO - Ang Ordinansa ng Makatarungang Pagkakataon ng San Francisco
Post Saan empleyado Puwede Basahin Madaling. Ang pagkabitong mag-post ng paunawang ito ay maaaring magresulta sa mga multa.

Sa ilalim ng Batas para sa Patas na Pagkakataon (Fair Chance Ordinance), kailangang sundin ng mga taga-empleyo ang mahihigpit na patakaran ukol sa mga kriminal na rekord. Kailangang sumunod ang mga employer may 5 o higit pang empleyado sa buong mundo at kailangan ding sumunod ng lahat ng kontratista ng Lungsod.

- HINDI PUWEDENG magtanong ang mga employer tungkol sa mga pagka-aresto o hatol ng korte sa aplikasyon para sa trabaho.
- HINDI PUWEDENG magsagawa ang mga employer ng background check (pag-iimbetista sa nakaraan), o magtanong tungkol sa mga kriminal na rekord hanggang sa MATAPOS ang pagbibigay ng kondisyonal na alok ng trabaho.
- Ang mga hatol ng korte na may direktang kinalaman lamang sa trabaho ang posibleng isaalang-alang ng mga employer at hindi kailanman dapat isaalang-alang ang 7 uri ng pag-aresto o hatol ng korte, kasama na ang mga hatol na 7 taong gulang na (tingnan ang www.sfgov.org/olse/fco).
- Bago tanggihan ng employer ang aplikante batay sa background check, kailangan muna nilang gawin ang mga sumusunod: abisuhan ang aplikante at magbigay ng kopya ng background check; bigyan ang aplikante ng 7 araw para sumagot; muling pag-isipan ito batay sa ebidensiyang ipagkakaloob ng aplikante.

Para sa iba pang impormasyon, bisitahin ang www.sfgov.org/olse/fco o tawagan ang San Francisco Fair Chance sa teleponong (415) 554-5192.

Office of Labor Standards Enforcement
(415) 554-5192For more information
please visit www.sfgov.org/olse

Reviewed Yes

ATTACHMENT E: BACKGROUND CHECK DOCUMENT, CONT.

New York Correction Law - Article 23-A

NEW YORK CORRECTION LAW

ARTICLE 23-A

LICENSURE AND EMPLOYMENT OF PERSONS PREVIOUSLY

CONVICTED OF ONE OR MORE CRIMINAL OFFENSES

Section 750. Definitions.

751. Applicability.

752. Unfair discrimination against persons previously convicted of one or more criminal offenses prohibited.

753. Factors to be considered concerning a previous criminal conviction; presumption.

754. Written statement upon denial of license or employment.

755. Enforcement.

§750. Definitions. For the purposes of this article, the following terms shall have the following meanings:

(1) "Public agency" means the state or any local subdivision thereof, or any state or local department, agency, board or commission.

(2) "Private employer" means any person, company, corporation, labor organization or association which employs ten or more persons.

(3) "Direct relationship" means that the nature of criminal conduct for which the person was convicted has a direct bearing on his fitness or ability to perform one or more of the duties or responsibilities necessarily related to the license, opportunity, or job in question.

(4) "License" means any certificate, license, permit or grant of permission required by the laws of this state, its political subdivisions or instrumentalities as a condition for the lawful practice of any occupation, employment, trade, vocation, business, or profession. Provided, however, that "license" shall not, for the purposes of this article, include any license or permit to own, possess, carry, or fire any explosive, pistol, handgun, rifle, shotgun, or other firearm.

(5) "Employment" means any occupation, vocation or employment, or any form of vocational or educational training. Provided, however, that "employment" shall not, for the purposes of this article, include membership in any law enforcement agency.

§751. Applicability. The provisions of this article shall apply to any application by any person for a license or employment at any public or private employer, who has previously been convicted of one or more criminal offenses in this state or in any other jurisdiction, and to any license or employment held by any person whose conviction of one or more criminal offenses in this state or in any other jurisdiction preceded such employment or granting of a license, except where a mandatory forfeiture, disability or bar to employment is imposed by law, and has not been removed by an executive pardon, certificate of relief from disabilities or certificate of good conduct. Nothing in this article shall be construed to affect any right an employer may have with respect to an intentional misrepresentation in connection with an application for employment made by a prospective employee or previously made by a current employee.

§752. Unfair discrimination against persons previously convicted of one or more criminal offenses prohibited. No application for any license or employment, and no employment or license held by an individual, to which the provisions of this article are applicable, shall be denied or acted upon adversely by reason of the individual's having been previously convicted of one or more criminal offenses, or by reason of a finding of lack of "good moral character" when such finding is based upon the fact that the individual has previously been convicted of one or more criminal offenses, unless:

(1) There is a direct relationship between one or more of the previous criminal offenses and the specific license or employment sought or held by the individual; or

(2) the issuance or continuation of the license or the granting or continuation of the employment would involve an unreasonable risk to property or to the safety or welfare of specific individuals or the general public.

§753. Factors to be considered concerning a previous criminal conviction; presumption.

1. In making a determination pursuant to section seven hundred fifty-two of this chapter, the public agency or private employer shall consider the following factors:

(a) The public policy of this state, as expressed in this act, to encourage the licensure and employment of persons previously convicted of one or more criminal offenses. (b) The specific duties and responsibilities necessarily related to the license or employment sought or held by the person. (c) The bearing, if any, the criminal offense or offenses for which the person was previously convicted will have on his fitness or ability to perform one or more such duties or responsibilities.

(d) The time which has elapsed since the occurrence of the criminal offense or offenses.

(e) The age of the person at the time of occurrence of the criminal offense or offenses.

(f) The seriousness of the offense or offenses.

(g) Any information produced by the person, or produced on his behalf, in regard to his rehabilitation and good conduct.

(h) The legitimate interest of the public agency or private employer in protecting property, and the safety and welfare of specific individuals or the general public.

2. In making a determination pursuant to section seven hundred fifty-two of this chapter, the public agency or private employer shall also give consideration to a certificate of relief from disabilities or a certificate of good conduct issued to the applicant, which certificate shall create a presumption of rehabilitation in regard to the offense or offenses specified therein.

§754. Written statement upon denial of license or employment. At the request of any person previously convicted of one or more criminal offenses who has been denied a license or employment, a public agency or private employer shall provide, within thirty days of a request, a written statement setting forth the reasons for such denial.

§755. Enforcement.

1. In relation to actions by public agencies, the provisions of this article shall be enforceable by a proceeding brought pursuant to article seventy-eight of the civil practice law and rules.

2. In relation to actions by private employers, the provisions of this article shall be enforceable by the division of human rights pursuant to the powers and procedures set forth in article fifteen of the executive law, and, concurrently, by the New York city commission on human rights.

Reviewed Yes

ATTACHMENT E: BACKGROUND CHECK DOCUMENT, CONT.

Background Check Information

BACKGROUND CHECK INFORMATION

The information requested below is collected solely for the purpose of aiding the Consumer Reporting Agency (CRA) in completing a background check on you.

January 24, 2025 11:11 AM

** = Conditionally Required Field

Legal First Name [REDACTED]
Legal Last Name [REDACTED]
Legal Suffix [REDACTED]
Date of Birth [REDACTED]
Race [REDACTED]

Driver's License Information

Do you have a valid driver's license? [REDACTED]
(Some positions may require that you have a license)
Driver's License Number** [REDACTED]
Expiration Date** [REDACTED]

Other Names Used

Other Names Used

To add additional names used, click the "Add Other Names Used" button below. The "Remove Last Other Names Used" will delete all entries for the last names used that you have entered.

** = Conditionally Required Field

Enter Any Other Names Used (including maiden names and nicknames)

Other Names Used 1

First Name**
Middle Name
Last Name**
Suffix

Previous Address

Address Information

Please provide all addresses used within the past seven (7) years starting with your current address.

Present Address [REDACTED]
Address 2
City [REDACTED]
State** [REDACTED]

Previous Addresses

To add additional addresses, click the "Add Previous Address" button below. The "Remove Last Previous Address" will delete all entries for the last address that you have entered.

Please enter your most recent previous address first.

** = Conditionally Required Field

Previous Address 1

Previous Street Address**
Previous Address 2
City**
Country**
State**
Zip/Postal Code**
From**
To**

ATTACHMENT F: LOGO BRAND KIT

DTWN KALAMAZOO

Logo Process

Here's an overview of the logo design process we can offer you. We've drawn inspiration from your website and created initial logo concepts based on the brief information we've gathered. If you choose to partner with us in the logo creation process, we will revisit the key inspirations, redevelop several design concepts, and refine the selected logo for final use.

DOWNTOWN KALAMAZOO: LOGO



DTWN KALAMAZOO: Brief/Inspiration

it's a vibrant community with people at its heart.

Downtown Kalamazoo has all the excitement of a big city without losing the charm of small town living. It is a gathering place for lovers of nature, craft, and creativity. And downtown reflects this with an eclectic, lively mix of shops, eats, and entertainment.

DOWNTOWN KALAMAZOO: LOGO



ATTACHMENT F: LOGO BRAND KIT, CONT.

LOGO 1: WORDMARK

**DOWNTOWN
KALAMAZOO**

DOWNTOWN KALAMAZOO: LOGO



LOGO 1: WORDMARK

**DOWNTOWN
KALAMAZOO**

Nature within the City
Craft / Arts / Music

DOWNTOWN KALAMAZOO: LOGO



ATTACHMENT F: LOGO BRAND KIT, CONT.

LOGO 2 | CITY CHARM



LOGO 1:



Nature



With people at
it's heart



Mix of shops, eats, and
entertainment
+
charm of small town
living



ATTACHMENT F: LOGO BRAND KIT, CONT.

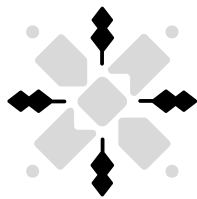
LOGO 3 | CIRCLE OF KALAMAZOO



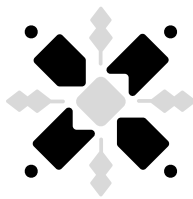
DOWNTOWN KALAMAZOO: LOGO



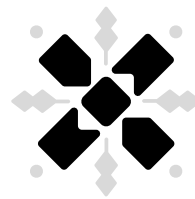
LOGO 3 | CIRCLE OF KALAMAZOO



Nature



With people at
it's heart



Mix of shops,
eats, and
entertainment

DOWNTOWN KALAMAZOO: LOGO



ATTACHMENT F: LOGO BRAND KIT, CONT.

LOGO 4 | MONOGRAM



DOWNTOWN KALAMAZOO: LOGO



LOGO 4 | MONOGRAM



D + K



With people at
it's heart

DOWNTOWN KALAMAZOO: LOGO



ATTACHMENT H: W-9

Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to www.irs.gov/FormW9 for instructions and the latest information.

Give form to the
requester. Do not
send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See Specific Instructions on page 3.	1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)	
	MYDATT SERVICES INC	
	2 Business name/disregarded entity name, if different from above.	
	BLOCK BY BLOCK	
	3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes.	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):
	<input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C corporation <input checked="" type="checkbox"/> S corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) _____ Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) _____	Exempt payee code (if any) _____ Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____
	3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions _____ <input type="checkbox"/>	
5 Address (number, street, and apt. or suite no.). See instructions.		
Requester's name and address (optional)		
6 City, state, and ZIP code		
7 List account number(s) here (optional)		

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number									
[] [] [] []	- [] [] - [] [] [] []								
or									
Employer identification number									
3	1	-	1	3	3	2	7	6	3

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person <i>Janet Henderson</i>	Date <i>1-2-2025</i>
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they



640 South 4th Street, Ste. 110
Louisville, KY 40202
502.749.1551
www.blockbyblock.com

PRICE PROPOSAL

PROJECT NAME: KALAMAZOO AMBASSADOR
PROPOSAL REFERENCE #: 99046-002.0

KALAMAZOO, MI



MARCH 12, 2025

Submitted to:
City of Kalamazoo
Purchasing Division
241 W South Street
Kalamazoo, MI 49007
behymerm@kalamazoo.org

Submitted by:
Carin Cardone
Division Vice President
Block by Block
640 South 4th St., Suite 110
Louisville, KY 40202
ccardone@blockbyblock.com





PRICE PROPOSAL

PROPOSED BUDGET

Block by Block understands how big of an investment it is to operate services for your district, and we understand the importance of being a good steward of those dollars. We have taken great pride in creating a program that is both dynamic and impactful for Downtown Kalamazoo and are pleased to present you with the total cost to implement services based on the operational plan we have laid out in our proposal.

If selected based on our experience and capabilities, we'd recommend having a discussion on how we can further customize a program to meet the requirements of the service area and satisfy your budget.

BUDGET SUMMARY		
Category	\$	%
Labor	\$414,793.05	64.03%
Benefits (8 holiday, MI Sick, Healthcare at 25% Participation)	\$39,644.89	6.12%
Labor Related (background checks, recruiting, awards, etc.)	\$9,434.09	1.46%
Uniforms	\$10,035.63	1.55%
Cell Phone Service	\$5,400.00	0.83%
Equipment (Truck, UTV, ATLVs, other 'capital' equipment)	\$42,503.39	6.56%
Equipment Related (fuel, maintenance, insurance)	\$21,379.51	3.30%
Office/Storage Location (space supplied by customer)	\$3,420.00	0.53%
Water (Pressure Washer & Office Location)	\$1,344.00	0.21%
Janitorial Supplies	\$12,672.50	1.96%
Dumpster / Trash	\$6,300.00	0.97%
Office Supplies & Printing	\$1,648.27	0.25%
Start up Cost (Amortized over 3 years)	\$9,181.98	1.42%
Taxes & Miscellaneous	\$6,200.00	0.96%
Administrative Support (mgmt., travel, etc.)	\$15,910.12	2.46%
Profit (8.0% of total)	\$47,989.39	7.41%
ANNUAL TOTAL	\$647,856.82	100.0%

WAGES

Wages are one of the most significant factors that drive the overall cost of an Ambassador Program. We have long believed that our wages should exceed those of janitorial, security, hospitality or other industries.

Based on our research, we have included a wage scale that is built on a starting wage of \$19/hour for Ambassador positions in order to remain competitive in the labor market in Kalamazoo. This wage also help us attract quality candidates in the current recruiting climate where most industries are experiencing hiring challenges.

WAGE & BILL RATE TABLE

PRICING	Cleaning Ambassador	Safety Ambassador	Team Leader	Operations Manager
Pay Rate	\$19.00	\$19.00	\$21.00	\$36.06
FICA	\$1.45	\$1.45	\$1.61	\$2.76
WC	\$1.06	\$1.06	\$1.18	\$2.02
Liability	\$0.48	\$0.48	\$0.54	\$0.92
Unemployment	\$1.01	\$1.01	\$1.12	\$1.93
Subtotal	\$23.02	\$23.02	\$25.44	\$43.68
Weekly Hours	135.0769231	56	72	40
Annual Hours	7024	2912	3744	2080
Annual Billing	\$161,668.60	\$67,024.34	\$95,245.11	\$90,855.00
Overhead	\$9.23	\$9.23	\$9.23	\$9.23
Benefits	\$2.52	\$2.52	\$2.52	\$2.52
Profit	\$3.05	\$3.05	\$3.05	\$3.05
Bill Rate	\$37.80	\$37.80	\$40.23	\$58.47
Weekly Hours	135.0769231	56	72	40
Annual Hours	\$7,024.00	\$2,912.00	\$3,744.00	\$2,080.00
Annual Billing	\$265,541.69	\$110,087.90	\$150,612.55	\$121,614.69
ANNUAL BILLING				\$647,856.82

Clean & Safe Wages			
Position	Start	After 1 Year	After 2 Year
Cleaning Ambassadors	\$19.00	\$19.76	\$20.55
Safety Ambassadors	\$19.00	\$19.76	\$20.55
Team Leader	\$21.00	\$21.84	\$22.71
Operations Manager	\$75,000.00	\$78,750.00	\$82,687.50

DEPLOYMENT

We have taken a lot of time and consideration to create a deployment plan that will best serve your district. Based on our observations of your service area, along with our assumptions about a proposed operating budget, we recommend the following staffing plan:

Peak Season, April 1 - October 31 (30 Weeks)															
Position	Zone	Task	Hours	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total				
Cleaning Ambassadors	Mall/North	Manual Cleaning	6am - 2:30pm	8	8	8	8	8	8	8	56				
	East/West	Manual Cleaning	6am - 2:30pm	8	8	8	8	8	8	8	56				
	All	Special Projects/Power Washing	6am - 2:30pm		8	8	8	8	8		40				
Safety Ambassadors	Mall/North	Hybrid Clean/Hospitality	1pm - 9:30pm	8	8	8	8	8			40				
	East/West	Hybrid Clean/Hospitality	2:30pm - 11pm						8	8	16				
Team Leader	All	Working Supervision Clean	6am - 2:30pm	8						8	16				
		Working Supervision Hybrid	1pm - 9:30pm	8	8	8	8	8			40				
		Working Supervision Hybrid	2:30pm - 11pm						8	8	16				
Operations Manager	All	Working Manager	Varies		8	8	8	8	8		40				
				40	48	48	48	48	48	40					
TOTAL SCHEDULED WEEKLY HOURS				FTE PER DAY				5	6	6	6	6	6	5	320

Off Peak Season, November 1 - March 30 (22 Weeks)															
Position	Zone	Task	Hours	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total				
Cleaning Ambassadors	Mall/North	Manual Cleaning	6am - 2:30pm	8	8	8	8	8	8	8	56				
	East/West	Manual Cleaning	6am - 2:30pm	8	8	8	8	8	8	8	56				
Safety Ambassadors	Mall/North	Hybrid Clean/Hospitality	1pm - 9:30pm	8	8	8	8	8			40				
	East/West	Hybrid Clean/Hospitality	2:30pm - 11pm						8	8	16				
Team Leader	All	Working Supervision Clean	6am - 2:30pm	8						8	16				
		Working Supervision Hybrid	1pm - 9:30pm	8	8	8	8	8			40				
		Working Supervision Hybrid	2:30pm - 11pm						8	8	16				
Operations Manager	All	Working Manager	6am - 2:30pm		8	8	8	8	8		40				
				40	40	40	40	40	40	40					
TOTAL SCHEDULED WEEKLY HOURS				FTE PER DAY				5	5	5	5	5	5	5	280

Average Weekly Hours			
	Peak	Off Peak	Average
# of Weeks	30	22	52
Cleaning Ambassadors	152	112	135
Safety Ambassadors	56	56	56
Team Leader	72	72	72
Operations Manager	40	40	40
TOTAL	320	280	303
FTE	8	7	7.6

Note: Block by Block is recommending a seasonal Special Projects Ambassador to power wash and water planters from April 1 to October 31 annually.

EQUIPMENT SPECIFICATION

Block by Block has always believed the cornerstone of any Ambassador Program is the human engagement and hard work provided by frontline Ambassadors. While we know the Ambassadors assigned in Downtown Kalamazoo are the number one driver of visibility and program effectiveness, we recognize the importance to invest in equipment and tools to maximize our efficiency. This allows the staff to be more productive in carrying out their work adding to the dynamic presence of our programs. The investment in equipment is significant and it's an important element in the overall branding of the district.

The following chart shows a breakdown of current equipment and recommended equipment (highlighted) for the upcoming contract period. **These costs have already been included in the overall budget summary in the Equipment line.**

CAPITAL EQUIPMENT					
Items	Year entered into service	Unit Price	Qty	Total	Amortized
UTV/Side by Side (enclosed)	2025	\$17,000.00	1	\$17,000.00	\$6,392.62
Power Washer Hot (trailer mounted)	2021	\$14,000.00	1	\$14,000.00	\$5,264.51
Pressure Washing Trike	2021	\$7,400.00	1	\$7,400.00	\$2,782.67
Billy Goat (self-propelled)	2021	\$2,500.00	1	\$2,500.00	\$940.09
Landscaping Tools & Equipment EV (Blower, Trimer)	2025	\$750.00	1	\$750.00	\$282.03
Base Hand and power tool set	2025	\$350.00	1	\$350.00	\$131.61
Police Bikes	2021	\$995.00	2	\$1,990.00	\$748.31
Relay Communication Devices (GPS)	2024	\$118.00	9	\$1,062.00	\$399.35
ATLV Sweeper (reconditioned)	2021	\$7,500.00	1	\$7,500.00	\$2,820.27
Computers & Printer	2025	\$2,300.00	1	\$2,300.00	\$864.88
Lockers (Bank of 5)	2021	\$550.00	2	\$1,100.00	\$413.64
iPhones/SMART Devices	2025	\$450.00	9	\$4,050.00	\$1,522.95
Snow Blower/Broom	2025	\$1,500.00	2	\$3,000.00	\$1,128.11
Break Room Table, Microwave, Fridge	2025	\$2,600.00	1	\$2,600.00	\$977.69
Wrap UTV/Small Equipment with new Branding	2025	\$1,900.00	1	\$1,900.00	\$714.47
Vehicle Wrap with new Branding	2025	\$4,200.00	1	\$4,200.00	\$1,579.35
Mega Brutes	2021	\$675.00	3	\$2,025.00	\$761.47
Time Clock	2021	\$2,700.00	1	\$2,700.00	\$1,015.30
Marketing & Branding set (Feather Flag, Collateral, Window Clings)	2025	\$1,500.00	1	\$1,500.00	\$564.05
TOTAL				\$77,927.00	\$29,303.39

LEASED EQUIPMENT					
Items	Year entered into service	Unit Price	Qty	Lease Months	Total
Ford F-150	2021	\$46,000.00	1	48	\$11,500.00
TOTAL					\$54,313.25

Note: Some of the equipment would be retained from the current Ambassador Program and is noted with a 2021 service date.

ADDITIONAL OUTREACH SERVICE RECOMMENDATION

Based on the scope requested in the RFP, Block by Block is recommending a dedicated Outreach Specialist to engage the unhoused population in Kalamazoo. For more information, please refer to the proposal.

BUDGET SUMMARY		
Category	\$	%
Labor	\$73,071.65	73.29%
Benefits (8 holidays, MI Sick, Healthcare at 50% Participation)	\$8,085.45	8.11%
Labor Related (background checks, recruiting, awards, etc.)	\$730.50	0.73%
Uniforms	\$883.00	0.89%
Cell Phone Service	\$900.00	0.90%
Equipment (Laptop, Cellphone, Relay)	\$1,670.00	1.67%
Outreach Supplies	\$2,100.00	2.11%
Office Supplies & Printing	\$375.00	0.38%
Start up Cost (Amortized over 3 years)	\$2,249.18	2.26%
Administrative Support (mgmt., travel, etc.)	\$2,255.00	2.26%
Profit (8.0% of total)	\$7,385.58	7.41%
ANNUAL TOTAL	\$99,705.36	100.0%

Kalamazoo: Year Round Deployment															
Position	Zone	Task	Hours	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total				
Outreach Specialist	All	Engagement of the Unhoused & Connecting to Social Services	8am - 430pm		8	8	8	8	8		40				
				0	8	8	8	8	8	0					
Total Scheduled Weekly Hours				FTE Per Day				0	1	1	1	1	1	0	40

WAGE & BILL RATE TABLE

PRICING	Outreach Specialist
Pay Rate	\$29.00
FICA	\$2.22
WC	\$1.62
Liability	\$0.74
Unemployment	\$1.55
Subtotal	\$35.13
Weekly Hours	40
Annual Hours	2080
Annual Billing	\$73,071.65
Overhead	\$5.37
Benefits	\$3.89
Profit	\$3.55
Bill Rate	\$47.94
Weekly Hours	40
Annual Hours	2080
Annual Billing	\$99,705.36
ANNUAL BILLING	\$99,705.36

Outreach Wage			
Position	Start	After 1 Year	After 2 Year
Outreach Specialist	\$29.00	\$30.16	\$31.37



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