

A regularly scheduled meeting of the Downtown Improvement District Board will be held Monday, March 23, 2020, at 2:00 p.m. EST, at the Downtown Grand Rapids, Inc. offices located at 29 Pearl Street NW, Suite 1, Grand Rapids, MI 49503.

As many of you know, the Coronavirus, also known as COVID-19, is starting to make its way into West Michigan, and our hearts go out to all who have been affected by this outbreak. In light of the outbreak, for the safety and wellbeing of the public, our Board Members, and our employees, we will continue to hold scheduled open meetings in accordance with the Open Meetings Act, PA 267 of 1976, as amended, as well as in accordance with all applicable laws including Executive Orders from the State of Michigan. To that end, we will be holding regular meetings while allowing Board Members and the public the opportunity to attend and participate virtually.

We will be using Microsoft Teams for video/phone conferencing for upcoming Board meetings in order to allow Board Members and the public to safely participate virtually during the meeting. Microsoft Teams has many exciting features including screen sharing, recording, live captions, file sharing, and more. It can be accessed by either downloading the app – or by simply following the web link provided. Below are instructions on how to access the upcoming meeting.

MICROSOFT TEAMS

1. It is recommended to download the App -
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 - c. If you would prefer to use the web version, please [click here](#).
2. Once you have downloaded the app, [click here](#) to access the Team's meeting.

*** Note: If you do not have a Microsoft account, you can join as a guest.**

Please note that you may also provide comments during the meeting using the “chat” feature of Microsoft Team, however, comments posted in that fashion will not be read or addressed until after the meeting.

You may also provide input or ask questions of the Board relating to any items of business that will come before them at the meeting by emailing Tim Kelly at tkelly@downtowngr.org who will forward them to the Board, or by mailing them via regular U.S. Postal service to c/o Tim Kelly, Downtown Grand Rapids Inc., 29 Pearl NW, Suite 1, Grand Rapids, MI 49503, or by calling (616) 719-4610.

Persons with disabilities may attend and participate using any of the above described methods. If you require special accommodations, please email mmcdaniel@downtowngr.org and we will be happy to accommodate you.

If you have any questions or need further assistance, please email asloan@downtowngr.org.

AGENDA

DOWNTOWN IMPROVEMENT DISTRICT



DID

Board Members:

Michael Bishop • Eric DeLong • Mike Ellis • Jane Gietzen • Kurt Hassberger • Bob Herr • Emily Loeks • Josh Lunger • Andrew Martin • Jessica Slaydon • Denny Sturtevant • Gina Van Timmeren • Pat Waring • Scott Wierda • Daniel Williams

March 23, 2020

2:00 pm Meeting

29 Pearl Street, NW Suite #1

Virtual Meeting Access – [Click here](#)

- | | | |
|---|-----------|--------------|
| 1. Call to order (2:00) | | |
| 2. Approve Meeting Minutes from March 2, 2020 (2:02)
(enclosure) | Motion | Herr |
| 3. FY21 DID Plan Approval (2:05)
(enclosure) | Motion | Kelly / Herr |
| 4. Block by Block Contract Recommendation (2:25)
(enclosure) | Motion | Eledge |
| 5. Spring Planting Update (2:35)
(enclosure) | Info Item | Eledge |
| 6. DGRI President & CEO Report (2:45)
(enclosure) | Info Item | Kelly |
| 7. Public Comment (2:55) | | |
| 8. Board Member Discussion (3:00) | | |
| 9. Adjournment (3:05) | | |



MEETING OF THE DOWNTOWN IMPROVEMENT DISTRICT BOARD
March 2, 2020

Attendance: Denny Sturtevant, Bob Herr, Emily Loeks, Daniel Williams, Jessica Slaydon, Andrew Martin, Gina Van Timmeren, Michael Bishop, Pat Waring, Eric DeLong, Mike Ellis, Josh Lunger, and Scott Wierda.

Absent: Jane Gietzen, Kurt Hassberger, and Carlos Sanchez.

Others Present: Tim Kelly, Jana Wallace, Amanda Sloan, Jessica Wood, Melvin Eledge, and Jeff Edwards

Call to Order The meeting was called to order at 3:03 p.m. by Chair Bob Herr.

Approve Meeting Minutes from January 28, 2020

Ms. Waring noted her attendance at the January meeting was not correctly reflected in the minutes.

Motion: Ms. Slaydon, supported by Mr. Martin, moved to approve the January 28, 2020 DID meeting minutes with the correction. Motion carried unanimously.

DID Reauthorization Discussion

Mr. Kelly presented the DID reauthorization timeline noting this process started in November with (continuing) stakeholder engagement including one on ones, public forums, and a survey in which we received 144 responses. At the March 23rd DID meeting we will ask for your consideration and recommendation of a draft plan to be presented to City Commission on March 31st. A public hearing would then be scheduled for May and the Resolution of Necessity presented in June. Considerations throughout this process include stakeholder feedback, determining appropriate geography for delivered services of the DID, affirming level of services desired by downtown property owners, proposing a budget, determining the term of the authorization period, defining methodology for assessing costs, and advocating for the authorization. Stakeholder feedback and survey results were presented. Mr. Kelly noted respondents would like more emphasis on retail marketing, events, and snow removal. He stated there was no desire for further expansion. Respondents indicate characteristics of GR within the DID that have become better over the last 5 years include general appearance, cleanliness, safety, visitor activity, and overall health of downtown while perceptions of

homelessness, behavioral health issues and panhandling have become worse. These are items we aim to address with this reauthorization.

Mr. Kelly presented a small proposed DID expansion that would capture one property owner on Sheldon. He stated this was in response to streetscape improvements that were installed and are not currently being maintained. Development over the last 5 years has resulted in increased pedestrian infrastructure (trash bins, cigarette urns, public restroom), increased need for maintenance (trash, cigarette butts, plant infrastructure), and increased approach to placemaking throughout the DID.

Mr. DeLong asked how we track pedestrian movements. Mr. Kelly stated we have 13 pedestrian counters throughout downtown. He noted our World of Winter festival saw a 600% increase in pedestrian traffic over a typical winter month. Mr. Herr requested that data as well as the square footage of planters that are being maintained. Mr. Williams suggested creating a marketing or educational campaign around homelessness to combat the perceived negativity as the city grows. Ms. Van Timmeren stated she, as a business owner, would greatly appreciate tools to host discussions with customers. Mr. Kelly stated the intent is to utilize the ambassador team as the street level engagement but we could explore developing marketing pieces to counter the perception that homelessness is the issue when behavioral health is more to blame. Mr. Sturtevant stated state and federal legislature needs to be addressed but engaging with healthcare providers, police, fire, (as is the goal for FUSE) helps us connect the dots.

Mr. Kelly presented DDA FY20 Non-Tax Fund Expenditures noting approximately \$950,000 is budgeted for maintenance, events, and quality of life operations. He stated this is funded through parking revenues, interest on investments, and property sales. As the DDA continues to sell surface parking lots and other property, proceeds will be collected but funding will diminish. The funding fluctuates over time, but this ultimately is not a sustainable funding source. As an illustration, he pointed out the fund balance in 2018 was approximately \$4.3 million and the balance at FY21 will be \$850,000. One consideration being proposed in this budget is \$100,000 (of the \$950,000) be shifted to the DID from the DDA over the next 5 years. He noted Marketing and Economic Development support is part of the tax increment fund and will remain in that DDA budget. Considerations for Non-Tax in FY21 and beyond include capital improvements to the riverfront, Calder Plaza, Lyon Square, Switchback Park, and Ecliptic. Areas 7, 8, and 9 (surface parking lots) are being considered for development in FY21 and there will be a lot of demands on that fund in the future. Mr. Sturtevant asked what the overall increase in the last reauthorization was. Mr. Kelly stated from FY15 to FY16 there was a 40% increase in year one, largely due to the expansion but also factoring in 5% inflation each year.

Mr. Kelly presented two versions of a proposed budget which highlighted the actual assessment rate change in each. He noted the revenues in the FY20 budget and the proposed FY21-25 include earnings on investments, grants, fund balance transfers, and assessments both for District-Wide and Snowmelt, stating historically we have not collected all snowmelt revenues (some are exempt and some voluntary). Version 1 shows a 13% increase in year 1 and version 2 an 8% increase in year 1. He

stated the only difference in these budgets is the starting wage for an ambassador of \$14/hour or \$13/hour, respectively. There is then a 5% increase each subsequent year for inflation.

Mr. Wierda affirmed his support for the wage increase to address retention and attraction but feared the issues would not be resolved if the team remains understaffed. Mr. Eledge stated he has identified ways to gain efficiencies without adding hours by diversifying the ambassador work teams. Mr. Wierda also voiced concern with using the fund balance considering the aging snowmelt and asked if we are accounting for maintenance of that system. Mr. Kelly stated Geotech did not foresee major repairs in the next 5 years though after 5 years, there certainly will be. The current budget is based on initial 5-year estimates though actual costs have been lower, so we have been building a surplus. The new budget is based on historical actuals with a little surplus if we experience a bad year with high steam and electric costs. Mr. Martin asked how important the \$14 wage increase is to the ambassador team. Mr. Eledge stated currently our team turns over every year and the skillset is night and day based on the pay scale for seasonal vs standard; we expect to gain major efficiencies with successful retention making a substantial impact.

Discussion continued with other questions/clarifications on budgeted items.

Mr. Wierda suggested looking at a 3-year reauthorization as opposed to a 5-year plan. Others agreed. Mr. Sturtevant opposed the shift of DDA funding in this reauthorization period and believes a 13% increase is too high. Others agreed. All board members are in consensus that the wage increase is necessary. Mr. Ellis suggested also creating an opportunity for volunteers. Ms. Van Timmeren insisted social outreach should happen. Mr. Lunger agreed and suggested funding by special projects. Board members were generally in support of an 8% increase in year 1 (and 5% annually after), support of social services (Public Inebriate Center or other programming), and not in support of a DDA fund diversion.

DGRI President & CEO Report

None

Public Comment

None

Board Member Discussion

None

Adjournment

The meeting adjourned at 4:45 p.m.

DOWNTOWN IMPROVEMENT DISTRICT (DID)
FY2021 AUTHORIZATION PLAN
DRAFT – MARCH 3, 2020

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A. BACKGROUND

Established in 2000 pursuant to the provisions of the Principal Shopping Districts and Business Improvement Districts Act of Michigan (Act 120 of 1961), the Downtown Improvement District (DID) is an important tool supporting the ongoing revitalization of Downtown Grand Rapids. On August 22, 2000, the City Commission established the Downtown Improvement District Board, which was granted the responsibility and authority to recommend to the City Commission a list of enhanced services to be provided within the DID, and to recommend a budget for the provision of these services.

By state law, DID revenue is only used to enhance, not replace, the level of service that local government provides. Enhanced place-management services funded through the DID have included the following:

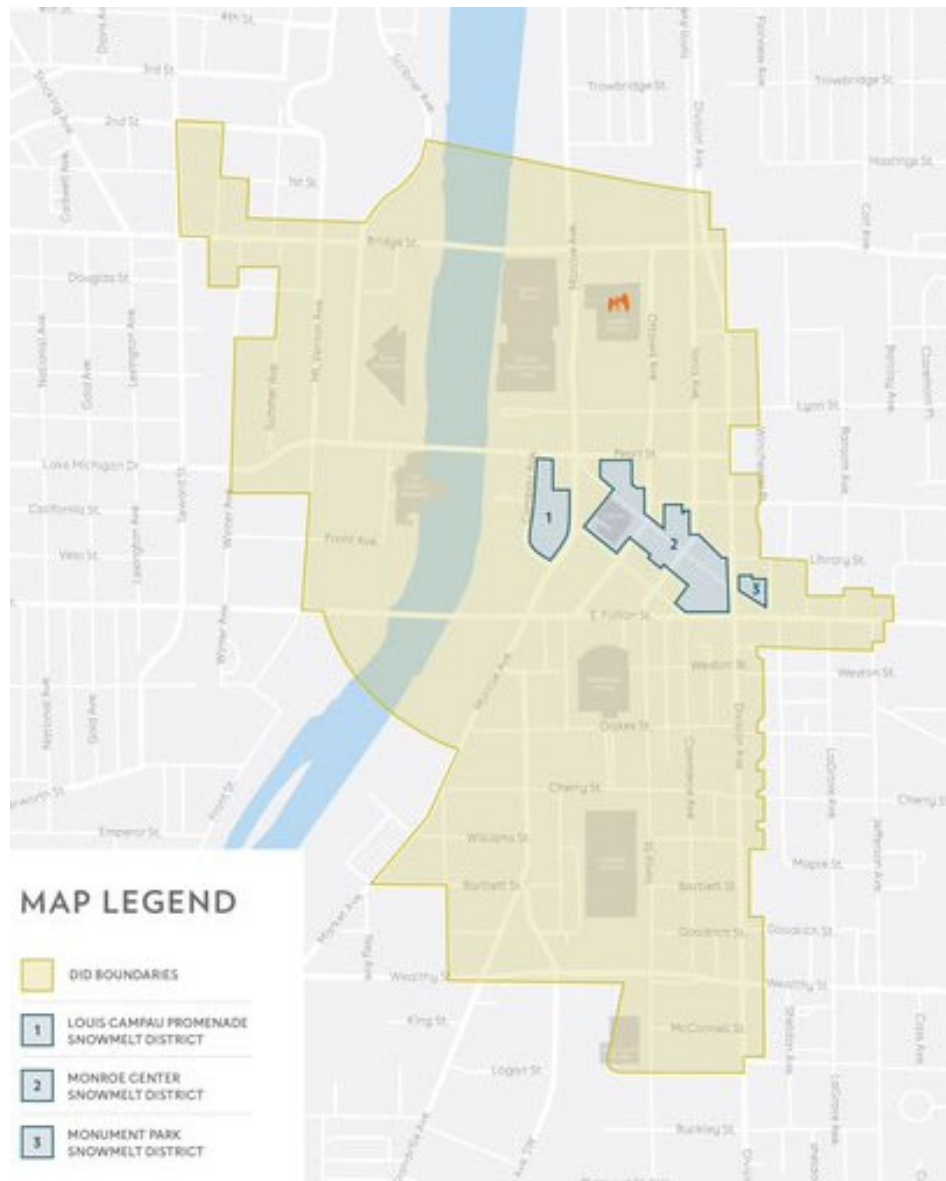
- Daily cleaning of sidewalks
- Flower planting and beautification
- Restaurant and retail-oriented marketing and promotions
- Snowmelt operations and maintenance
- Snow removal from intersections
- Advocacy efforts
- Special events
- The Downtown Ambassador Program

The DID is funded through special assessments on real property within the district, collected annually, and transformed into these enhanced services that are provided daily. The entire cost of providing enhanced services is spread amongst the various properties in the district, in proportion to the benefit to the properties within the district. Components used to measure the benefit to the properties include land area, building area, street frontage, and parking area.

In October 2015, the DID Board and Grand Rapids City Commission approved a five-year authorization for operations of the DID for FY2016 through FY2020. With this authorization set to expire on June 30, 2020, the following DID Authorization Plan recommends the continuation of DID operations for an addition one-year period, FY2021.

The following plan establishes the DID boundary, the formula for assessing properties, a description of proposed services, and a budget establishing the area-wide and sub-area assessments for FY2021. The Plan recommends a continuation of the existing DID services, while using some of the fund balance to strengthen the existing cleaning, maintenance and placemaking team.

B. MAP OF THE DISTRICT



There are no proposed changes to the boundaries for FY 2021.

C. ASSESSMENT BUDGET

The following table illustrates DID special assessment for the FY2021 authorization period.

Clean & Safe Services includes core DID area-wide services such as maintenance, beautification, and public safety, listed in more detail in Section D below.

AREA-WIDE SERVICES REVENUES	FY 2021
District Wide Assessed	\$1,093,956
Estimated Investment Earnings	\$25,000
Fund Balance Transfer	\$71,000
Snow Melt Assessments	\$224,819
Anticipated Uncollected Assessment	-\$136,745
TOTAL DID REVENUE	\$1,278,030

AREA-WIDE SERVICES	FY 2021
Maintenance & Beautification	\$622,877
Marketing & Communications	\$97,539
Administration	\$140,186
City A-87 Costs	\$37,609
Ambassador Services	\$155,000
TOTAL AREA WIDE EXPENDITURES	\$1,053,211
SNOW MELT SPECIAL AREA ASSESSMENTS	
Monroe Center Snowmelt	\$141,263
Louis Campau Promenade Snowmelt	\$57,199
Monument Park Snowmelt	\$26,357
TOTAL SNOW MELT ASSESSMENT	\$224,819
TOTAL DID EXPENDITURES	\$1,278,030

UNCOLLECTIBLE ASSESSMENTS

While the total DID assessments above will be used for setting the annual assessment rates, it is also important to note that there is approximately \$140,000 annually in uncollectible assessments. Because properties owned by government and tax-exempt not-for-profit organizations are not placed on the special assessment roll, these entities are instead asked for voluntary contributions. Historically, some have contributed while others have declined to. The result is that the DID's functional budget is reduced by approximately \$140,000 each year.

D. PROPOSED DID SERVICES

AREA-WIDE SERVICES

Clean & Safe Services

Maintenance: Clean Team program, litter pick-up, sidewalk sweeping and washing, graffiti removal, empty waste containers and crosswalk and parking meter snow removal.

Beautification: Seasonal flower planting and care, weed removal, seasonal decorations, banners.

Public Safety: Expanded Downtown Ambassador program

Marketing & Communications

Special events, specialized business outreach and referrals, retail- and restaurant-oriented support, advertising, marketing and promotions, communications, production of print materials, website management, video production.

Administration & City Costs

City administrative costs, advocate for quality services, staffing and overhead, office expenses, program evaluation.

SPECIAL SUB-AREA SERVICES

Monroe Center

Snowmelt operations and system maintenance

Louis Campau Promenade

Snowmelt operations and system maintenance

Monument Park

Snowmelt operations and system maintenance

E. CITY SERVICES

Properties within the DID receive special benefit from enhanced services because they receive services over and above those that are routinely provided by the City using general tax dollars. The DID does not replace any standard City services.

As part of this authorization, the City of Grand Rapids has documented a base level of service agreement (see Exhibit 1). This agreement provides details on regular services provided by the City within the DID and adds clarity for ratepayers on City services compared to DID services.

F. ASSESSMENT PARAMETERS & ASSUMPTIONS

1. Assessment assumptions and parameters are consistent with those used during the FY2015-2020 authorization period, and are based upon an assessment benefit study dated January 23, 2001 and prepared by S.B. Friedman & Co. Copies of the original report are available for viewing in the office of Downtown Grand Rapids, Inc., 29 Pearl St. NW, Suite 1.

2. Properties will be assessed as they exist on Tax Day of the year they are to be assessed (i.e., December 31 of the previous year). Therefore, the special assessment for FY2021 is based upon data provided by the City Assessor for properties as they existed on December 31, 2019.
3. Property features to be assessed include:
 - Property Area (Square Feet)
 - Property Street Frontage (Linear Feet)
 - Building Area (Gross Square Feet)
 - Parking Area (Square Feet)

4. For the Area-Wide, Monroe Center Snowmelt Assessment Districts, property street frontage is the length of one side of the property that fronts upon a public right-of-way where the property has its official address. The official address is the address as it exists in the records of the City Assessor. The following walkways and plazas are treated as street frontage: Monroe Center, Market Ave, Louis Campau Promenade, Lyon Square, and Ferry Street. The following are not treated as rights-of-way: alleys, river-edge walkways and the Midtown Arcade.

For the Louis Campau Promenade Snowmelt Assessment District, property street frontage is the length of each side of the property that fronts upon a public right-of-way benefiting from snowmelt services.

For the Monument Park Snowmelt Assessment District, property street frontage is the length of each side of the property that fronts upon a public right-of-way benefiting from snowmelt services.

5. Building Area in a basement is included only if finished for occupancy and “exposed”. Basements are “exposed” if they are visible through walkout grading, exterior walls or interior atriums.
6. Parking area includes surface parking lots and parking area in a building. Parking in a building includes basement level parking in multi-use buildings and parking structures.
7. Buildings are assessed whether occupied or not. New buildings under construction will not be assessed until an occupancy permit is issued for any portion of the building, at which time the building will be assessed as if completed. Existing buildings undergoing renovation are assessed as completed buildings.
8. Most privately-owned properties within the district are assessed. Michigan law provides an exemption only for certain residential properties and government properties. Single-family, tax-exempt, properties on the PILOT rolls, multi-family residential properties with four or fewer units, and privately owned condominiums in multi-family structures are exempt by law from DID assessments. Governmental units owning downtown properties are exempt by law from placement on the special assessment roll, but will be asked to voluntarily contribute their fair share to the DID, except for parks, walkways and public rights-of-way. Similarly, certain tax-exempt properties are not placed on the special assessment roll as the result of a historical fining made by the City Commission that such properties did not benefit to the same extent as taxable properties.
9. Properties in the district are divided into four classes according to primary use and ownership status of the property:
 - Class 1 – Private Taxable Property
 - Class 2 – Private Tax-exempt
 - Class 3 – Public Tax-exempt
 - Class 4 – Multi-Family Residential

10. The City Commission made a finding that because certain properties are owned by tax-exempt not-for-profit organizations (Class 2 properties), they should not be placed on the special assessment roll. The DID Board's policy is to discount the share of cost for all Class 2 properties to 60% and request voluntary payments for enhanced services. Therefore, properties within the district will be assessed and/or billed at the following rates:

- Class 1 – 1.0
- Class 2 – 0.6
- Class 3 – 1.0
- Class 4 – 1.0

11. The cost of providing enhanced services benefiting properties in the district is spread to each property as follows:

$$\begin{aligned}
 & (\text{Budget} \times 30\% \times (\text{Property Area} / \text{Total Property Area in the District})) \\
 & + (\text{Budget} \times 30\% \times (\text{Property Street Frontage} / \text{Total Property Street Frontage in the District})) \\
 & + (\text{Budget} \times 30\% \times (\text{Building Area} / \text{Total Building Area in the District})) \\
 & + (\text{Budget} \times 10\% \times (\text{Parking Area} / \text{Total Parking Area in the District})) \\
 \hline
 & = \text{Assessment by property} \\
 & \times \text{Benefit factor} \\
 \hline
 & = \text{Initial assessment by property}
 \end{aligned}$$

12. After the cost of providing enhanced services is spread to each property within the district, the City Assessor will calculate an annual assessment rate or charge for each property characteristic as follows:

(Budget x 30%) / (Total Property Area in the District) =	Assessment rate 1
(Budget x 30%) / (Total Property Street Frontage in the District) =	Assessment rate 2
(Budget x 30%) / (Total Building Area in the District) =	Assessment rate 3
(Budget x 10%) / (Total Parking Area in the District) =	Assessment rate 4

13. The annual assessment/charge rate will be used to calculate a property's final amount to be assessed and/or charged:

$$\begin{aligned}
 & \text{Property Area} \times \text{Assessment rate 1} \\
 & + \text{Property Street Frontage} \times \text{Assessment rate 2} \\
 & + \text{Property Building Area} \times \text{Assessment rate 3} \\
 & + \text{Property Parking Area} \times \text{Assessment rate 4} \\
 \hline
 & = \text{Initial assessment by property} \\
 & \times \text{Benefit factor} \\
 \hline
 & = \text{Final assessment by property}
 \end{aligned}$$

14. Those expenses related to enhanced services described as Area-Wide Services in Section D are spread to all eligible properties in the district as shown on the map in Section B.

15. Those expenses related to Monroe Center Snowmelt operations and maintenance are spread to properties with frontage on Monroe Center. The amount spread to property owners is reduced by a contribution from the City of Grand Rapids.

16. Those expenses related to Louis Campau Promenade Snowmelt operations & maintenance are spread to properties with frontage on Louis Campau Promenade.

17. Those expenses related to Monument Park Snowmelt operations & maintenance are spread to properties with frontage onto Monument Park.
18. The characteristics of the properties within the area-wide services assessment district are projected as follows:

Projected Number of Properties by Class in FY2021:*

- Class 1 – 404
- Class 2 – 87
- Class 3 – 82
- Class 4 – 21

Projected Percentage of Assessment Payers by Class in FY2021:*

- Class 1 – 68%
- Class 2 – 15%
- Class 3 – 14%
- Class 4 – 4%

Projected Assessment Amount by Class in FY2021:*

- Class 1 – \$679,600
- Class 2 – \$100,949
- Class 3 – \$388,529
- Class 4 – \$69,371

** FY2020 data is used for the above projections until the FY2021 database is available.*

G. SPECIAL ASSESSMENT SCHEDULE

MILESTONES – SPECIAL ASSESSMENT ROLL	
Date	Milestone
March 2020	DID Board considers recommendation of new five-year necessity and FY2021 to City Commission
April 2020	City Commission considers adoption of resolution setting date, time, and place for public hearing of necessity for special assessment.
May 2020	City Commission conducts Public Hearing concerning necessity of special assessment.
June 2020	City Commission considers adoption of resolution establishing necessity for enhanced services to be financed by special assessment.
July 2020	Special assessment Roll open for public inspection in City Assessor's Office.
July 2020	Board of Review hearing (City Commission sitting as Board of Review)
August 2020	City Commission considers adoption of resolution confirming Special Assessment Roll.
October 2020	Billing of Special Assessment Roll.

EXHIBIT 1: BASE LEVEL OF SERVICE AGREEMENT

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Exhibit 1: Downtown ROW Maintenance Matrix [DRAFT]

Infrastructure	Responsible Entity	Location	Maintenance Type	Frequency	Notes
Trash Cans	DGRI	Within DID Boundaries	Deployment Emptying Repair/Routine Maintenance	As Needed Daily As Needed	
	City of GR	Outside DID Boundaries			
		Within Designated Park Space			
	The Rapid	Transit Stops			
Planter Boxes, Beds and Moveable Pots	DGRI	Monroe Center	Planting	4x Annually	
		Bridge St. (Moveable Pots)	Landscaping Planting	Daily 4x Annually	
		Ottawa Ave (Moveable Pots)	Landscaping Planting	Daily 4x Annually	
		Pearl Street Beds	Landscaping Planting	Daily 2x Annually	
		Sheldon (North of 24 Sheldon)	Landscaping Planting	Weekly As Needed	
		Division Ave (Between Library and Fulton)	Landscaping Planting	Weekly 1x Annually	
		S. Division Ave	Landscaping Planting	3x Weekly 1x Annually	
		Fulton & Ottawa	Landscaping Planting	Daily 1x Annually	
		Fulton St. (Medians & Planters)	Landscaping/Watering Planting	Daily 1x Annually	
		Monroe Ave Planter Beds (South of I-196)	Landscaping/Watering Planting	Daily 2x Annually	
		Campau Promenade Planter Beds	Landscaping/Watering Planting	Daily 4x Annually	
		Crescent & Ionia	Landscaping/Watering Planting	Weekly 2x Annually	
		Grandville Ave. (Weston to Williams)	Landscaping/Watering Planting	Daily 2-3x Annually	Some of these are irrigated; see irrigation notes
		Williams (Grandville to Finney)	Landscaping/Watering Planting	As Needed 3x Weekly	
		Vandenburg Statue	Landscaping/Watering Planting		Irrigated
		Fulton Street (Pew Station Underpass)	Landscaping/Watering Planting		
		Finney (Williams to Bartlett)	Landscaping/Watering Planting	As Needed 3x Weekly	
		Michigan/Bridge Street River Crossing	Landscaping Planting	2x Annually Daily	Irrigated; Not really sure how often these will be planted; includes moveable median planters
		Monroe Ave. (BRT Stop near Louis)	Landscaping/Watering Planting		Maintenance TBD, seems like its not being managed currently
Cigarette Urns	DGRI	Within DID Boundaries	Deployment Emptying Repair	As Needed Daily As Needed	

Exhibit 1: Downtown ROW Maintenance Matrix [DRAFT]

Infrastructure	Responsible Entity	Location	Maintenance Type	Frequency	Notes
Dog Bag Stations	DGRI	Within the DID Boundaries	Deployment Trash Removal/Restock Repair/Routine Maintenance	As Needed Daily/As Needed As Needed	
	City of GR	Within Designated Park Space			
Trees	DGRI	Within DDA Boundaries *See Notes	Planting Pruning/Disease Mitigation/Removal	2x Annually As Needed	*Only applies to trees planted by FGRP under agreement with DGRI
	City of GR	All Other Locations			
Parcels	DGRI	Downtown Dog Park (Market & Williams)	Routine Maintenance & Upkeep Snow Removal Snow Removal Landscaping	Daily/As Needed As Needed 1x Weekly	Sidewalks and path clearing in the park Sidewalks only, not the lot
		158 Oakes			
		Pocket Park (Ionia & Oakes)	Routine Maintenance & Upkeep	As Needed	
	MDOT	Summer & Douglas Lot Grassy Lot Grandville & Cherry Cherry & MDOT Off Ramp	Routine Maintenance & Upkeep	As Needed	
Irrigation	DGRI	Monroe Center	Activation/Winterization Repair	Seasonally As Needed	
		Michigan/Bridge Street River Crossing	Activation/Winterization Repair	Seasonally As Needed	
		Pearl Street Beds	Activation/Winterization Repair	Seasonally As Needed	
		Campau Promenade	Activation/Winterization Repair	Seasonally As Needed	
		Sheldon (North of 24 Sheldon)	Activation/Winterization Repair	Seasonally As Needed	
		Fulton St. (Near Sheldon)	Activation/Winterization Repair	Seasonally As Needed	
		Granville Ave (Weston to Williams)	Activation/Winterization Repair	Seasonally As Needed	
	City of GR	Vandenburg Statue			
Snowmelt	DGRI	Monroe Center	Activation Winterization Repair	Seasonally Seasonally As Needed	
		Monument Park/Sheldon Ave	Activation Winterization Repair	Seasonally Seasonally As Needed	
			Activation Winterization	Seasonally Seasonally	
			Repair	As Needed	
		Campau Promenade	Activation Winterization	Seasonally Seasonally	
			Repair	As Needed	
Portland Loo	DGRI	Weston & Division	Cleaning Repair/Other Maintenance	3x Daily As Needed	Planned for Spring/Summer 2020

Exhibit 1: Downtown ROW Maintenance Matrix [DRAFT]

Infrastructure	Responsible Entity	Location	Maintenance Type	Frequency	Notes
Sidewalks	DGRI	Within DID Boundaries	Sweeping/Cleaning Snow Removal* See Notes	Daily Daily (Seasonally)	Only around meters, fire hydrants, bus stops/shelters, catch basins, bike racks and curb cuts
	City of GR	All Locations	Repair	As Needed	
Moveable Furniture	DGRI	Calder Plaza	Storage/Deployment Maintenance/Repair	5x per week, 2x per day As Needed	Includes parking lot mural we maintain as well
		555 Monroe	Storage/Deployment Maintenance/Repair	As Needed As Needed	
Parklet & Transit Bulb	DGRI	Calder Plaza*	Installation/Removal Permitting for Deployment Maintenance/Repair	Seasonally Annually As Needed	*May move Elsewhere
		Fulton & Sheldon (Transit Bulb, Moveable Pots)	Installtion Maintenance/Repair	TBD As Needed	
			Planting	4x Annually	No irrigation in the pots
			Landscaping	3x Weekly	
			Snow Removal	Daily/As Needed	
Graffiti Abatement	DGRI	Within DID Boundaries	Removal on Public Infrastructure/Amenities	As Needed	Ambassadors remove graffiti tags from ROW amenities and private property by request
Bike Fix-it Stations	DGRI	Grandville Ave & Bartlett	Installation Repair & Routine Maintenance	As Needed As Needed	
		Ransom	Installation Repair & Routine Maintenance	As Needed As Needed	
		Fountain & Division	Installation Repair & Routine Maintenance	As Needed As Needed	
		Louis & Monroe Ave.	Installation Repair & Routine Maintenance	As Needed As Needed	
		Seward @ Lot 9	Installation Repair & Routine Maintenance	As Needed As Needed	
		Ionia @ DT Market	Installation Repair & Routine Maintenance	As Needed As Needed	
			Installation	As Needed	
			Repair & Routine Maintenance	As Needed	
			Installation	As Needed	
	GVSU	Front Street	Repair & Routine Maintenance		

Exhibit 1: Downtown ROW Maintenance Matrix [DRAFT]

Infrastructure	Responsible Entity	Location	Maintenance Type	Frequency	Notes
Public Art	DGRI	Tunnel under Gillett Bridge	Installation Repair & Routine Maintenance Removal	As Needed As Needed As Needed	
		Tunnel under Pearl St. Bridge	Installation Repair & Routine Maintenance Removal	As Needed As Needed As Needed	
		Richmond Stamps Building	Installation Repair & Routine Maintenance Removal	As Needed As Needed As Needed	
		N. Division retaining wall	Installation Repair & Routine Maintenance Removal	As Needed As Needed As Needed	
		Rainbow Road (Sheldon)	Installation Repair & Routine Maintenance Removal	As Needed As Needed As Needed	
		VAA Alley Activation	Installation Repair & Routine Maintenance Removal	As Needed As Needed As Needed	
		RAD Women & WMCAT Signal boxes (Locations vary)	Installation Repair & Routine Maintenance Removal	As Needed As Needed As Needed	
		Parking Lot Mural @ 555 Monroe Lot	Installation Repair & Routine Maintenance Removal	As Needed As Needed As Needed	
Bike Parking	DGRI	On Street Parking (Ottawa & Monroe Center)	Installation/Removal Repair		
		On Street Parking (Oakes & Commerce)	Installation/Removal Repair		
	City of GR	All Other Locations			
BioSwales	City of GR	Ionian @ DT Market			
		Michigan (Monroe to Ottawa)			
		Bartlett (Near Founders)			
Lighting	GRCC	Bostwick Ave (Between Lyon & Fulton)			
	Amway Grand Plaza	Monroe & Pearl (Bordering Their Property)			
	City of GR	All Other Locations			
Tree Wells/Grates	DGRI	Within DID Boundaries	Sweeping/Cleaning Weed Removal Cleaning* (See Notes)	Daily As Needed	Only locations outside of the DID boundaries
	City of GR	All Locations	Install/Remove Grates & Porous Pavement Repair/Replace Grates & Porous Pavement		
		Within DID Boundaries	Install/Remove Grates & Porous Pavement Repair/Replace Grates & Porous Pavement		
Bricks (Sidewalks)	City of GR	All Locations* See Notes			Excluding areas where MOUs/Encroachment Permits specify otherwise
Wayfinding	DGRI	Within DDA Boundaries	Install	As Needed* See Notes	RFP planned for Early 2020
			Repair/Replace/Update	As Needed	

Exhibit 1: Downtown ROW Maintenance Matrix [DRAFT]

Infrastructure	Responsible Entity	Location	Maintenance Type	Frequency	Notes
Benches	DGRI	Within DID Boundaries	Install	As Needed	
	The Rapid	Transit Stops	Repair/Replace	As Needed	
	City of GR	All Other Locations			

MEMORANDUM

DOWNTOWN
IMPROVEMENT
DISTRICT



DATE: March 23, 2020

TO: Downtown Improvement District

FROM: Melvin Eledge Jr.
Operations Manager

SUBJECT: Beautification, Maintenance and Placemaking Contractor

Agenda Item #4
March 23, 2020
DID Meeting

Overview

In August 2015 the Downtown Improvement District (DID) board approved a new contract with Block by Block to become the new contractor for cleaning and maintenance services in downtown. The clean team was then subsequently “merged” with the existing Downtown Ambassador program, services also provided by Block by Block, into a singular Downtown Ambassador team with a wide scope and set of responsibilities related to Downtown Grand Rapids Inc’s work as an economic and placemaking entity.

In January 2020 DGRI staff issued an RFP for its Beautification, Maintenance and Placemaking services program. The RFP was sent directly to established, known firms that typically provide these kinds of services as well as publicly listed in the International Downtown Association (IDA) website. On February 26th, DGRI staff received 1 qualified proposal.

DGRI staff requested the existing DID reauthorization committee review the proposal and provide feedback and recommendations to staff as to the quality and content of the received proposal.

Regarding the proposal received it was noted that Block by Block was significantly increasing the starting and existing wage of the ambassadors to offer a more equitable and desirable wage, they were exploring different approaches to address existing issues and offering to lend additional support for the ambassadors to better address social service issues.

It is expected the new Block by Block contract would begin July 1, 2020.

Recommendation: Recommend approval of the BBB Contract to the DGRI Board of Advisors and authorize DID funding for an amount not to exceed \$730,877 for contractual services in FY21.





Response to Request for Proposal
DOWNTOWN MAINTENANCE, BEAUTIFICATION
AND PLACEMAKING AMBASSADOR PROGRAM
DOWNTOWN GRAND RAPIDS, INC.



February 26, 2020

Submitted to:

Downtown Grand Rapids, Inc.

Attn: Melvin Eledge Jr.

Meledge@downtown.org

29 Pearl Street, Suite 1

Grand Rapids, MI 49504

Submitted by:

Carin Cardone

Division Vice President

ccardone@blockbyblock.com

Block by Block

640 South Fourth Street, Ste. 110

Louisville, KY 40202



Downtown Grand Rapids, Inc.
Attn: Melvin Eledge Jr.
29 Pearl Street, Suite 1
Grand Rapids, MI 49504

February 26th, 2020

Dear Melvin,

Block by Block is incredibly excited to present our proposal to the Downtown Grand Rapids, Inc. (DGRI) for the continuation of our Maintenance, Beautification & Place Making Services Ambassador Program in Downtown Grand Rapids. We are eager to continue our partnership together, working towards a common goal to strengthen and develop a truly great program in Downtown Grand Rapids that you and your stakeholders will be proud of!

In 2015, we proposed “an integrated program” merging the Hospitality and Cleaning Programs together under one management team. We leveraged the strengths of both teams to provide a higher level of service to those who live, work, play, or invest downtown. Expanded cleaning hours/days, scheduled pressure washing, a Horticulture Specialist Project Ambassador, all working in the same uniform, have increased visibility DGRI’s brand and the program.

By delivering a “One Team—One Culture” program that supports the goals and direction of DGRI, we have helped set the stage for the development of events that provide many benefits to the community. This approach to service delivery has created a “get it done” team here in Grand Rapids.

Our clients have continually selected Block by Block over and over again for two primary reasons. First, a turnkey program with consistent operations and the flexibility in our approach, allows for the delivery of more services. Our extensive experience in providing highly visible and engaging services in the public realm, innovative operating model, extensive training, and solid infrastructure insures that you don’t have to worry about the day-to-day operations, which allows you to focus on what matters most: making Downtown Grand Rapids incredible.

Secondly, we understand the importance of continuing to evolve your program and are committed to its elevation to match the district’s growth and needs. More than anything, delivering our shared vision and experience requires ongoing involvement, which makes Block by Block uniquely qualified to work with DGRI in moving the program forward. By bringing new and constantly emerging best practices to our partners, none of our programs ever remain the same as when we started.

If you are as excited as we are about the plan we have laid out in the following pages, we would greatly appreciate the opportunity to continue to work with you and deliver a successful and ambitious Ambassador Program that is in lockstep with Downtown Grand Rapids.

On behalf of everyone at Block by Block, we sincerely thank you for the opportunity and your consideration!

Best regards,

Blair McBride
President
Block by Block

Carin Cardone
Division Vice President
Block by Block

Charlie Stevens
Regional Vice President, Midwest
Block by Block

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EXECUTIVE SUMMARY



Block by Block is extremely proud of the Downtown Maintenance, Beautification, and Place Making Ambassador Program that we have operated on behalf of the Downtown Grand Rapids, Inc. (DGRI) over the last few years. Downtown Grand Rapids continues to grow into a highly vibrant and robust economic epicenter that has also developed a highly desired and sought-after residential community. It's no wonder it has also evolved into a cultural center for knowledge, diversity, inclusion, identity, economic growth, and

innovation. We are eager for the chance to work together for another contract cycle where we may continue to create and evolve a truly great program that you and your stakeholders will be proud of!

Over the years, Block by Block is proud to have partnered with the Downtown Grand Rapids, Inc. in providing ambassador services to both the Downtown Improvement District (DID) and the Downtown Development Authority District (DDA). It's hard to believe we started out so many years ago with just hospitality services, adding on maintenance services a couple of years later, and now to being a full blown out program with the addition of beautification and place making services. As Downtown Grand Rapids grows, we are committed to continuing to step up to the plate and grow with it, taking on more responsibilities and duties within the district.



Downtown Grand Rapids has undergone a remarkable transformation, and the DGRI works tirelessly to present the city's best face to its visitors, business community, residents, and stakeholders. Our employees have become true ambassadors to Downtown Grand Rapids, learning the unique characteristics that make this city great, while getting to know the community on the street level. We have developed a strong team in Downtown Grand Rapids, from our leadership to our incredible Ambassadors, and have developed the proper procedures to continue to improve and evolve the program as the district continues to grow and evolve. It's also about being part of that element of change in a growing and dynamic downtown that inspires us all.

We are extremely pleased to present you with our proposal for continued Maintenance, Beautification, and Place Making Ambassador Services, where we plan to continue to hone in on and improve the district's cleanliness, beautification, hospitality, and overall safety. The following represents our review of the program, looking back at some of our key accomplishments, looking ahead on moving the program forward, along with some key recommendations we believe will help elevate the program.

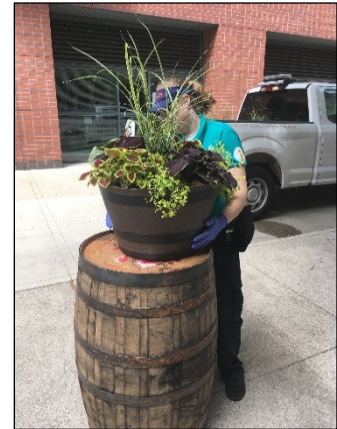


LOOKING BACK ON HOW FAR WE HAVE COME



We've worked hard over years in Downtown Grand Rapids to develop a forward thinking, dynamic program, which we can all be proud of. As the city continues to grow, we are proud to be a part of its expansion and work diligently to ensure our operation scale meets the new demands.

Since we began the Ambassador Program in Downtown Grand Rapids, our team has made a big impact in the district and we think highly of the program we have operated on behalf of DGRI. The following captures some of the highlights of the overall program over the past few years:

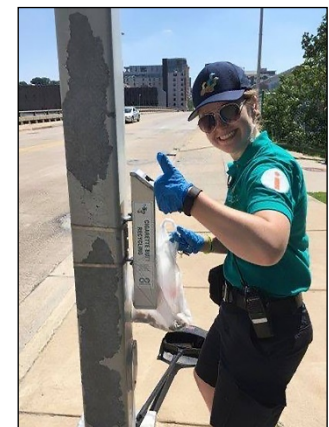


A BIG IMPACT FROM A STRONG TEAM

Flexibility is a key ingredient in our success in Downtown Grand Rapids and is one of our primary strengths, as it allows us to take on much more than just the baseline services we deliver to the district. Highlighted below are some of the many accomplishments in the district:

IMPROVEMENTS IN LITTER ABATEMENT AND REFUSE INFRASTRUCTURE

-  Installation and maintenance of 105 of Cigarette Urns, 15 Dog Waste Stations, and 60% increase in trash cans placed in district and serviced daily (and more to come).
 - Management of cigarette urns outside of the DID boundaries.
 - Recycling pilot at Monroe Center: although not a perfect success, leading to continued discussions on getting it there.
-  Additional benches placed within the district.
-  Painting & repair of benches and cans started in 2019 and scheduling more into 2020.



A WELL THOUGHT-OUT DAILY WORK PLAN

Much of our continued success revolves around a well thought-out work plan. We've spent years honing protocols and strategies for downtowns so that we may deliver both efficient and effective services. Our work plan outlines the services, frequencies, and costs associated with creating a highly visible Ambassador Team Program. Capitalizing on our years of experience, we will continue to implement a successful Maintenance, Beautification, and Place Making Program that elevates the Downtown Grand Rapids experience.

ENHANCEMENT IN THE FLOWER PROGRAM (ADDITIONAL HOURS ADDED)

- 🧩 Creation of Horticulture Specialist Project Ambassadors—Ellen Czarnopys
- 🧩 Improved flower program with new vendor partner, Micandy Garden Greenhouse in 2017.
- 🧩 Maintenance of 45 Moveable Planters, Parklet, and over 190 planter beds & boxes (planning over 100 additions of pots and beds in 2020).
- 🧩 Plant and Maintain flowers in Place Making areas: Calder Plaza, Alley Gator, 555 Monroe (previous Movies on Monroe lot), Downtown Dog Park, and Zicla bus bulb.
- 🧩 Tree Pruning: Completed horticulture training class on pruning trees through Friends of Grand Rapids Parks.
- 🧩 Equipment and Watering system upgrades.
 - Added 2nd utility vehicle and truck with added trailer for project support.



CONTINUALLY EVOLVING OPERATIONS

Our Downtowns are constantly changing and Downtown Grand Rapids is no different. We believe in constant adaptation and bring best practices from across the country to you for review. We are not so rigid in our structure that we won't make a quick change, if it has the opportunity to benefit the district. It's long been Block by Block's belief that we can't just deliver on the scope of work provided by each customer.

Most customers select Block by Block based on our deep understanding of public space management in downtowns and our ability to evolve their programs over time. In fact, we understand that one of the reasons customers look to us is our ability to incorporate best practices to improve their programs.

In our effort to continue to enhance services in Downtown Grand Rapids, we are always looking to identify opportunities to make things better within the district.

BEST PRACTICES ADAPTATIONS

- 🧩 Over 1 million cigarette butts recycled.
- 🧩 Introduction of the MegaBrute cleaning platform, allowing Clean Ambassadors to be more effective.
- 🧩 Balanced regiment using mechanical and manual cleaning methods due to the introduction of equipment such as the ATLV and Billy Goats.
- 🧩 Made clear break down of Ambassador tasks and adjust deployment hours with partnership with DGRI from 3:00 am to Midnight.



CAPACITY TO ASSIST WITH DGRI PLACE MAKING EVENTS

- 🧩 Clean and pressure wash locations such as 555 Monroe, Downtown Dog Park, and Van Andel Alley.
- 🧩 Setup up and remove cushions, hammocks, umbrellas, & games at Calder plaza.
- 🧩 Moving furniture out of the way for events with prior request and replacing them when event is complete.
- 🧩 Maintain DGRI owned lots: Snow removal, lawn care
- 🧩 Construction, installation, & maintenance of Downtown Dog Park.
- 🧩 Assist Yiovanny Cornejo (DGRI) with special projects:
 - Construction of equipment
 - Installation and maintenance of Alley Gators
 - Other errands including procuring supplies



ABILITY TO TAKE ON SPECIAL EVENTS AND PROJECTS

- 🧩 Assisting in events with setting up an Ambassador table providing surveys, literature, and other materials to attendees.
- 🧩 Collaboration with Showspan to offer Ambassador services inside of large conventions, such as the Auto Show.
- 🧩 Assisted in the art installation during World of Winter 2020 along with providing a security presence 2-3 daily checks.
- 🧩 Respond to special requests from various city departments & private entities including large scale graffiti removal & biohazard cleanup.
- 🧩 Cleaned and prepped Riverwalk for mural and electrical boxes for RAD Women—both commissioned art by DGRI.



BUILDING BRIDGES AND GREAT PARTNERSHIPS

- 🧩 Building partnerships with GRPD, business owners, stakeholders, City and social services agencies, and other organizations.
 - Reporting Street Population and Panhandling to appropriate agencies (participate in Point in time counts and monthly meetings).
 - Heartside Neighborhood Collaborative Project: a group of social service providers that gather to share information.
 - Coalition to End Homelessness Outreach Work Group: a small group of social service providers that delves into the programs available, grants and how to utilize them. This is the group we plan the Point in Time count with.
 - Security Workgroup: a security group that meets quarterly to talk about any concerns in the close surrounding area.
 - Mel Trotter's Public Inebriate center planning.



Meeting with local Boards and Organizations on a monthly basis:

- o Monroe North Business association.
- o Heartside Breakfast Club—focuses on businesses within the Heartside Neighborhood.
- o Heartside Neighborhood Association.
- o Monroe Center Business Association.

We participate in collaborative cleanups for:

- o Mayor's River Cleanup
- o Monroe North Spring Cleanup
- o West Side Cleanup
- o Heartside Cleanup with Aquinas College

Other community engagement: Heartside Park cleanup, painting utility boxes, etc.



OUTREACH AND ENGAGEMENT

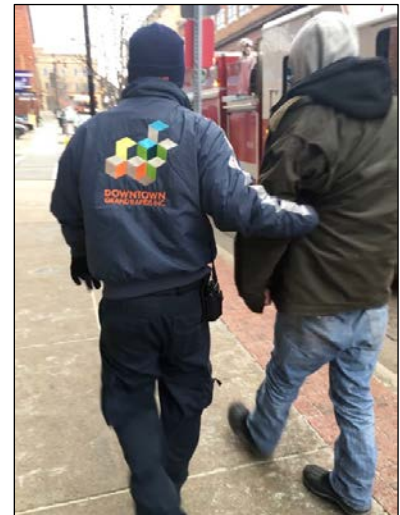
Enhance the image of the DGRI by being additional “eyes and ears” to the DID, GRPD, Social Service agencies, and other city and partner agencies through the reporting and documenting of vulnerable street population needs and other happenings within the service district. Being a physical presence on the streets resonates a feeling of safety to all those using the district. One of the most pressing issues facing not only Downtown Grand Rapids, but improvement districts across the country is dealing with the street population, homelessness, panhandling, and various quality of life issues.

Downtown Grand Rapids Outreach Assessment and Training: Block by Block will bring in its Certified Outreach Worker, Chico Lockhart—former outreach worker in downtown Cincinnati with over 14 years of experience, to provide an assessment of the situation in downtown Grand Rapids. Chico has been in the social work field for nearly 20 years, specially focusing on the unhoused and addicted.



As part of his assessment he will complete the following;

- o **Site assessment:** Chico will spend at least two days surveying the area identifying:
- o Street population count
- o Local resources
- o Contributing factors



WHAT WE'LL ACCOMPLISH THROUGH A CONTINUED PROGRAM

Even though Downtown Grand Rapids has transformed, we have remained a reassuring presence for the public, helping to keep downtown clean, safe, beautiful, and engaging everyone with our hospitality. We take great pride in the work we have done, but also know we aren't done yet.

As Downtown Grand Rapids continues to move grow, so must the Ambassador Program on how it delivers it services on the streets. We love downtowns, urban areas, and the work we do, but what gets us really excited is the ability to identify new methods, innovations, and operational changes that improve the districts we serve, while using our expertise in helping you get the most bang for your budget.



In our continued efforts to looking ahead and evolving our Ambassador Operations in Downtown Grand Rapids, we are extremely excited to present to you our vision for the Ambassador Program moving forward, building on what we have already accomplished in the district. Additionally, we have determined a number of recommendations that we believe will make the Downtown Grand Rapids Ambassador Program even better.

DEPLOYMENT CHANGES TO MATCH YOUR NEEDS

As more and more pedestrians enjoy the sidewalks throughout the district, we recommend implementing a deployment schedule that allows us to better take advantage of engagement opportunities and increase the overall effectiveness of the way a hospitable spirit is delivered by your Ambassador team. Additionally, as Downtown Grand Rapids grows, so does the need for additional service hours. We recommend the following:

-  Increase in deployment hours for:
 - o Special projects
 - 2 days of 2 person team pressure washing
 - o Horticulture services
 - 2 extra horticulture staff (72 hours) will allow for watering coverage 7 days a week and bed cleaning/weed removal



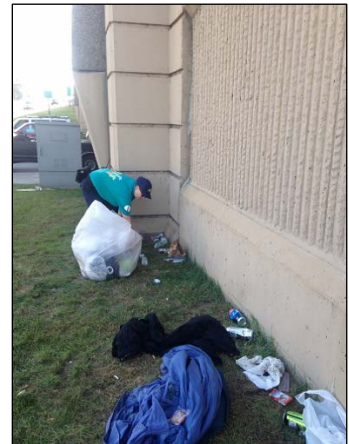
- o Power Washing Ambassadors will be utilized as Special Projects Ambassadors and dispersed throughout the week.

- Combined with existing special projects hours we can get 5 days of coverage for the ATLTV.
- Maintenance of existing infrastructure to include painting, repairing and cleaning benches, trash cans, cigarette urns, dog bag stations
- Weed removal
- Gravel, dirt, debris cleanup - especially prevalent in early spring
- Cobweb removal from light poles
- Graffiti removal
- Pressure washing stains & spills
- Pressure washing graffiti from cement/brick



 Fill Identified Gaps in Downtown Services:

- o Trim trees (Horticulture took a pruning class through Friends of GR parks)
- o Clean storm debris, including inside of parks
- o Routinely manage Pekich Park & Monument Park
 - Infrastructure
 - Daily cleaning
 - Pressure washing
- o Routinely manage infrastructure for bus stops, some private businesses & downtown parks
- o Clean Ecliptic (Rosa Parks Circle), Heartside Park or other parks before events.



 Remove Graffiti from Private Buildings & Other Public Spaces:

- o Over/under passes (MDOT)
- o Various parks including pedestrian bridges
- o Private businesses (upon request/approval)

 Manage additional horticulture every year:

- o Maintain new bed built with a growing downtown.
- o Maintain grass lot at Summer & Blumrich



 Plow loading zone at Civic Theatre.

 Audits for DGRI such as vacant spaces, lighting, "Walk Your City" signs, etc.

 Respond to special requests from various city departments & private entities including large scale graffiti removal & biohazard cleanup.

 Set-up fruit and vegetable stands in low-income neighborhoods, giving access to healthy meal options to low-income families.



GETTING THE TEAM RIGHT

It is vital for the success of any business district that we remain accountable for our staff and support structure. Through evaluations and by reviewing the data collected, we are able to recognize areas within the staff structure that need improvement. Our Operations Manager, Rebecca Krenz has been an asset to the program, taking it to a whole new level. She goes above and beyond to make Downtown Grand Rapids the best it can be. She is excited about taking on new initiatives in improving the Ambassador Program. She has concentrated her efforts on recruitment and hiring, performing off-sight interviews, podium interviews, 1-on-1 interviews, all in an attempt to hire excellent employees while increasing the efficiency in the hiring process. We also hire from within, promoting employees with exemplary performance and ability.



Additionally, Regional Vice President, Charlie Stevens, has been heavily involved in the program, working closely DGRI staff and board members, and will continue to have a large presence in the district, helping move the program forward by identifying opportunities while keeping up standards.

CREATING A SENSE OF COMMUNITY

Block by Block has implemented various initiatives that help to drive community involvement and create a sense of inclusiveness in Grand Rapids and other parts of the country and feel it could be beneficial to implement and continue to build on some of these programs in Grand Rapids. By rolling out these initiatives, you engage your community, especially the younger population and afford them a chance to give back and feel connected to their city. A few of the initiatives we have implemented elsewhere are below:

CREATING A VOLUNTEER PROGRAM

Our operation in Pittsburgh had the idea that we could leverage the interest of individuals and organizations in Pittsburgh to create a structured, ongoing volunteer program. The thought was to be able to harness the civic involvement of people and organizations in Pittsburgh to tackle the projects that we didn't have the capacity to complete through the work of the Clean Team staff. We've been blown away by the willingness of groups wanting to participate in taking care of their downtown. It has allowed the BID to solidify a strong reputation among the business and residential community within the district.



-  Forming a volunteer program in Grand Rapids could be used to assist with labor intensive tasks that are not easy to complete on a constant basis on a regular cleaning route, such as large swaths of gravel/dirt/debris, sweeping up cigarette butts, and pulling weeds. Following are some possible partners:
 - o City's Work Crew for individuals doing community service work in lieu of jail time - they may or may not have a supervisor. I'm scheduling a meeting with the program director.
 - o Local colleges: Grand Valley State University (required alumni volunteer day), Michigan State (have a Master Gardner program which requires volunteer hours and would be beneficial for our flower program), Grand Rapids Community College.
 - o Volunteer opportunities involving Downtown Public Schools.

JR. AMBASSADOR PROGRAM

An initiative that was once in place in Downtown Grand Rapids, the Jr. Ambassador Program, in partnership with the local Children's Museum, allowed ambassadors to mentor kids and teach them about their downtown.

- 
 We recommend bringing this program back to life in an effort to increase community engagement and visibility w.
 - Kids are given a hat like the example on the right, stickers are also passed out to promote the program.
 - A fun way for families and youth in the district to interact with the Ambassador Program, allowing for greater visibility.
 - We envision this could also be done as a form of outreach to local inner city schools as a form of a service requirement.



EQUIPMENT RECOMMENDATIONS

At Block by Block, we are always looking for ways to improve our services and make better use of the district's resources. We look at the data and determine what equipment will better serve the district. Here are some equipment recommendations that will help improve the district's efficiency and save on costs.

- 
Pressure washing Trike: to help address spills and stains more efficiently and increase district visibility. These can be deployed on demand in the district and tackle the various hotspots, with issues like pigeon excrement, that present themselves on a daily basis.



- 
Outfit the MegaBrute with a Worx HydroShot: to further assist in dealing with spills and stains more aggressively. The unit is perfect for smaller sidewalk spills and stains an Ambassador may encounter while on route and will allow them to address the problem without having to call in the special projects team or the pressure washing Trike.



- 
Information Trike: to help in visibility during events, conventions, high traffic times/areas, allowing people to easily find team members when they need assistance. We will have the opportunity to disseminate information, take more time in our interactions, and the Info Trike can serve as a place to provide more enhanced services.



IMPROVING AND STRENGTHENING AMBASSADOR VISIBILITY

We strongly believe that in getting credit for the work is just as important as completing the work. The biggest way to accomplish this is to have one brand on the street accomplishing those tasks. By having one vendor provide both your cleaning and safety services, you create one look that can be easily identifiable to the general public and get the recognition that is so deserved. With the changing of the uniform colors, we feel this would be a great opportunity to enhance the uniform look as well.

UNIFORMS

We understand that branding is everything and that the DGRI is considering the possibility of changing the color and some of the features of the Ambassador uniforms. Ambassadors will be outfitted with a uniform that is agreed upon by the DGRI staff that is cohesive with DGRI's brand.

One of the most outwardly recognizable details of the program will be employee uniforms. While many people may have personal interactions with front line Ambassadors, there are many thousands more who will gain an impression of the program solely by uniform appearance.

It is our recommendations that we incorporate the DGRI logo colors in the uniforms and also select a material that is moisture wicking and comfortable to wear, especially in the summer months. We would like to discuss the new design options with you upon contract approval.

Please note that these are mock-ups and that we will work closely with DGRI on creating final updated uniforms.



BRANDED EQUIPMENT

As the district rebrands, there's a number of pieces of equipment that will need to have the branding updated, along with any other secondary messaging that will help promote the district. Below are examples of how we could brand the MegaBrute and Pickup Truck.



EVENT/PLACE MAKING BRANDING AND SUMMERWEAR

We suggest working with you to create a custom collateral pieces that spread the word of the work DGRI is accomplishing and the overall mission of the DGRI. Some examples include:

- Temporary T-shirts to help advertise and promote district initiatives and events while increasing visibility to people who are used to seeing the team on a daily basis.



ADDITIONAL TRAINING

Block by Block offers a larger training library than anyone else in the downtown services industry. With that said, you can't put a value on increasing your employee's knowledge base. Block by Block takes great pride in calling our frontline employees Ambassadors. We believe that being an Ambassador is the most important factor in our line of work and it is our duty to create an experience for visitors, residents and stakeholders that is unforgettable.

- 🧩 Block by Block would like to enhance Ambassador training by having our Outreach Coordinator, Chico Lockhart.
- 🧩 Tourism Ambassador Training Recertification.
- 🧩 Timely bi-weekly training focused on key activities and seasonal changes.
- 🧩 Monthly Safety Training.
- 🧩 Annual CPR/First Aid Training:
 - To be delivered by a local partner within the Grand Rapids Community.
- 🧩 Local Homeless Outreach and Quality of Life Training:
 - Best way to document quality of life interactions in the SMART System
- 🧩 Red Project (needle sharps container exchanges).
- 🧩 Master Gardner training for horticultural staff.
- 🧩 Network 180 mental health training.



SOCIAL OUTREACH COLLATERAL

- 🧩 Make Real Change: a handout that can be disseminated to the public that highlights the need to give to organizations that are working toward ending homelessness. This will be created specifically for DGRI and with information on local organizations the public can donate to.



A BIGGER EMPHASIS ON REPORTING AND TELLING THE STORY

At Block by Block, we are focused on more than just collecting the data. It's how we utilize that data to develop the analytics that sets us apart and helps us tell the story of why an Ambassador Program is still a crucial investment for the district and its stakeholders.

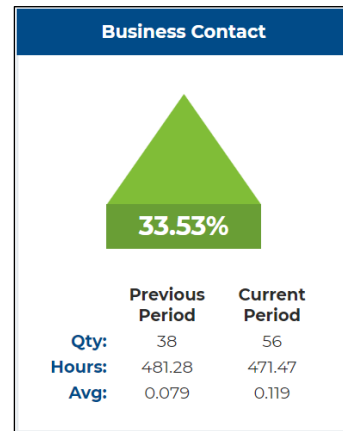
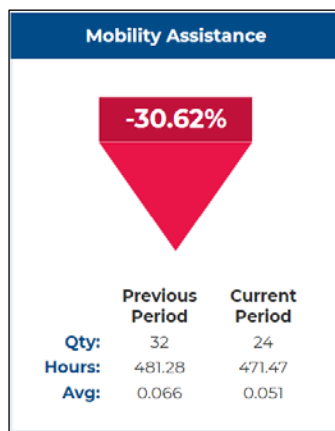
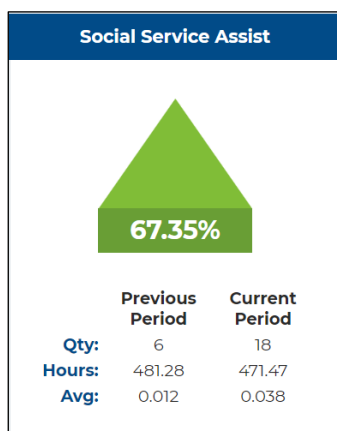
The Block by Block SMART System has unmatched capabilities in its ability to capture data for our customers. More than ever we're focused on not just collecting data, but developing analytics that set us apart and help tell the story of why clean, safe, beautification, and place making are all still crucial investments for district stakeholders. It also allows us to be completely transparent with our clients and display everything we are doing on a daily basis. Below are just a few of the recommended ways to utilize our technology platform to prove impact in Downtown Grand Rapids.

USING DATA TO TELL THE STORY

As we have developed the SMART System, we have been working on ways to work with our clients to determine how we are doing and if conditions on the street are getting better. With that we have found that if we can keep the metrics to 5-10 data points that are important, we can tell an impactful story on the delivery of our services.

We will continue to work with the DGRI to develop a basket of metrics that capture what is important to your stakeholders. These metrics should be what drives the needle with your constituents and communicates to them, that Block by Block is doing a good job, and conditions on the street are improving.

-  Use the SMART System to Maintain Audits and Enhance Reporting:
 - Reporting maintenance issues to appropriate agencies such as City, Parks, MDOT, etc. (completed and open reports sent separately).
 - Track human biohazards & perform audits of S Division for the restroom project.
-  Measure and Continually Measure:



Above are sample of the stats that is being collected for the DGRI using the SMART System Dashboard.

- 
Fixtures Database: On Street Asset Management (software to catalog street assets)
 - Fixtures are public infrastructure installations frequently found throughout our programs.
 - Examples: trash cans, planters, benches, newspaper boxes, utility boxes, etc.

- The Fixture Database is a new database in SMART that allows digital tracking of significant district fixtures and the activities ambassadors perform with those fixtures.

- Similar to the SMART Business Database, the Fixture Database is an optional feature that provides a new layer of detail to the information we collect about performed program services.

- With the Fixture database, specific fixtures can be added, mapped, and tagged in SMART System entries (statistics, maintenance requests, incident reports, etc).

- A standalone report will also be available in relation to the new Fixture database. Integrations have also been made to several existing reports to include Fixture data.



- 
SMART connection to CRM software (Sales Force, others):

- API Capabilities: to allow other software systems such as CRM to integrate with the SMART System, allowing your data to be cohesive between Ambassador entry and the database.

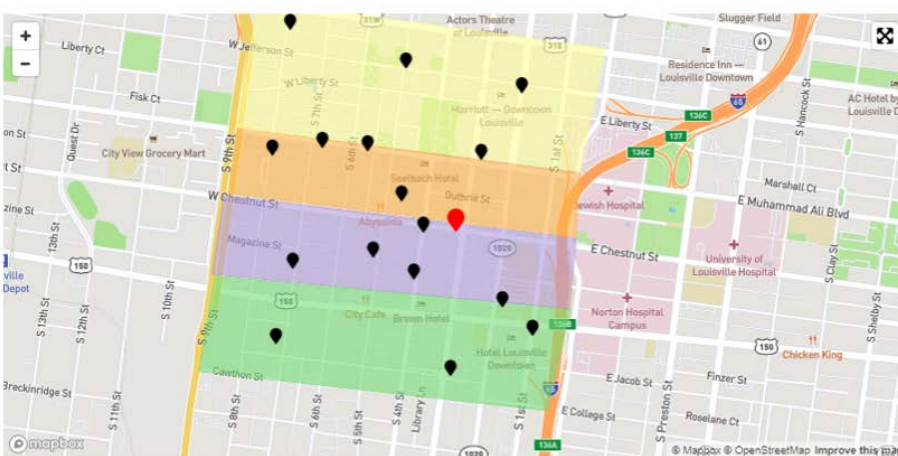
FIXTURES

Search

GO

Fixtures Types (Show)

Select All | Deselect All | Inverse



Active Zone: N/A

PLANTER 1
 Planter
 Zone: Zone 2 (1212)
 Created: 2019-10-28 11:58:21
 Service Date: 12/31/1969 19:00:10
 Planter 1.

EDIT

CANCEL

DELETE

ENABLE DRAGGING

NAME	TYPE	ZONE	STATUS	OPTIONS
Bench 1	Bench	Zone 4	ON	
Bench 2	Bench	Zone 3	ON	

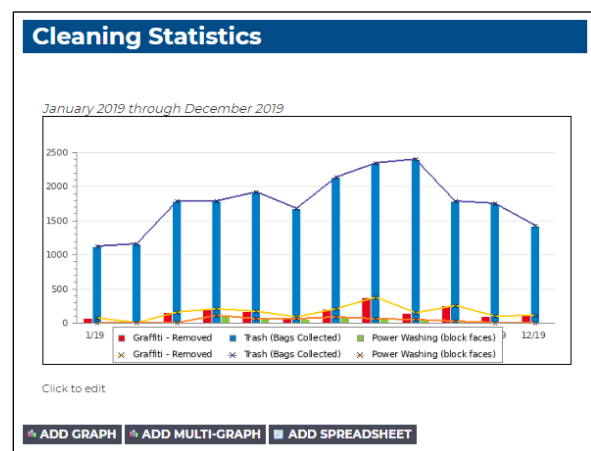
Above is a sample screenshot of the fixtures database that depicts the locations of planters within a district using new the SMART System Fixture Database Module.

The data allows us to adapt to the message it provides us so that we are utilizing the district's resources in the most efficient manner possible. We use data in the following ways in Downtown Grand Rapids:

Statistics														
January 2019 through December 2019														
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
ATLV Hours	'19	--	--	--	--	--	--	14	22	20	3	27	--	86
Bicycle (miles)	'19	--	--	--	--	2	1	52	2	2	2	--	4	65
Biohazard - Human	'19	12	4	68	69	44	44	82	74	58	31	36	71	593
Biohazard Clean Up	'19	186	37	315	274	164	88	165	101	44	124	178	239	1915
Business Contact	'19	234	250	144	105	294	91	124	206	87	87	145	265	2032
Graffiti - Removed	'19	68	2	160	209	170	80	208	378	147	249	93	113	1877
Infrastructure Management	'19	1315	1243	1801	2305	2859	2087	2312	2635	2045	2085	1438	1276	23401
Mobility Assistance	'19	98	67	314	158	123	115	116	54	18	16	18	44	1141
Observation - Fighting	'19	6	5	24	5	4	40	37	5	--	19	1	6	152
PA - Directions	'19	536	351	856	568	864	492	329	339	117	181	152	199	4984
PA - Information	'19	1485	2019	3397	3351	4318	3262	4685	3517	1681	1796	2836	1736	34083
PA - Other	'19	14400	8554	27561	23112	7687	7268	6955	6575	6864	5720	8208	6122	129026
Panhandling - Aggressive	'19	27	70	86	115	133	61	60	135	8	25	1	70	791
Panhandling - Passive	'19	71	34	79	42	67	37	55	58	9	16	15	60	543
Planters Watered	'19	--	--	--	--	104	1245	1810	1493	749	45	--	--	5446
Power Washing (block faces)	'19	--	--	--	109	58	60	79	58	43	21	1	--	429
Request Emergency Services	'19	4	1	2	3	8	1	1	2	9	4	1	4	40
Segway Hours	'19	--	--	--	--	29.5	36	62	7	6	--	--	--	140.5
Sidewalk Violation (skateboarding/Bicycling/Rollerblading)	'19	121	36	382	473	648	452	832	600	515	1349	344	198	5950
Small Equipment (Hours)	'19	31	42	10	19	--	7	13	6	6	37	30	--	201
Snow Removal	'19	3573	3708	531	224	--	--	--	2	--	--	1353	2877	12268
Social Service Assist	'19	233	89	50	111	32	10	142	273	130	87	76	91	1324
Special Projects - Other	'19	--	42	1	14	144	155	336	--	--	--	--	--	692
Suspicious Activity	'19	2	18	20	--	3	2	9	15	3	--	--	2	74
Suspicious Package	'19	--	--	--	1	1	--	4	5	1	4	3	1	20
Trash (Bags Collected)	'19	1118	1155	1784	1790	1916	1674	2138	2344	2404	1788	1747	1430	21288
Weed Abatement (# of weeds)	'19	--	--	1	2060	9951	15313	18898	67284	9937	4788	93	7	128332

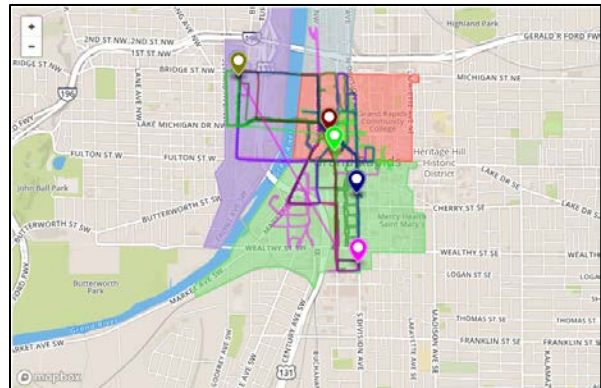
Above is Board Statistics Report showing the stats for all tasks completed and reported in 2019 in Downtown Grand Rapids. Below right is a cleaning statistics report for the year of 2019, highlighting Graffiti Removal, Power Washing, and Trash Removal trends.

 Using the SMART System to Enhance Reporting: This is a broad initiative of Block by Block nationwide. We are moving to simplify the number of activities we have each Ambassador track. We are interested in looking at how efficient we are with each hour of service in order to not only benchmark our progress, but help us make deployment decisions. We feel like tracking activities by hour allows us to recognize where district resources can be best deployed. We recommend upon contract renewal that we sit down with DGRI and have a comprehensive conversation on data collection and analytics.

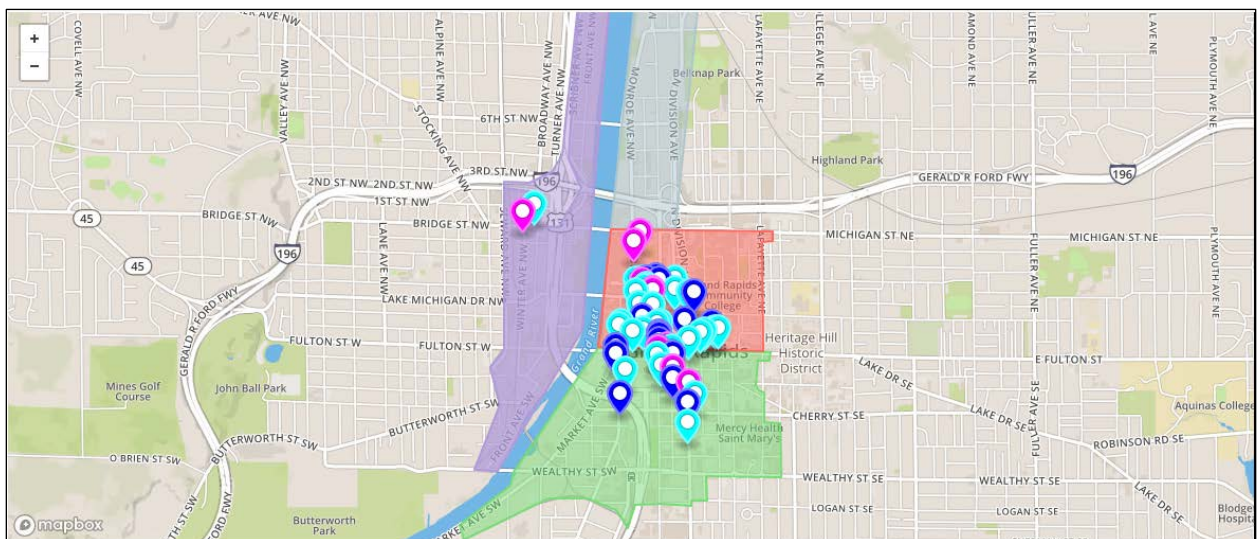
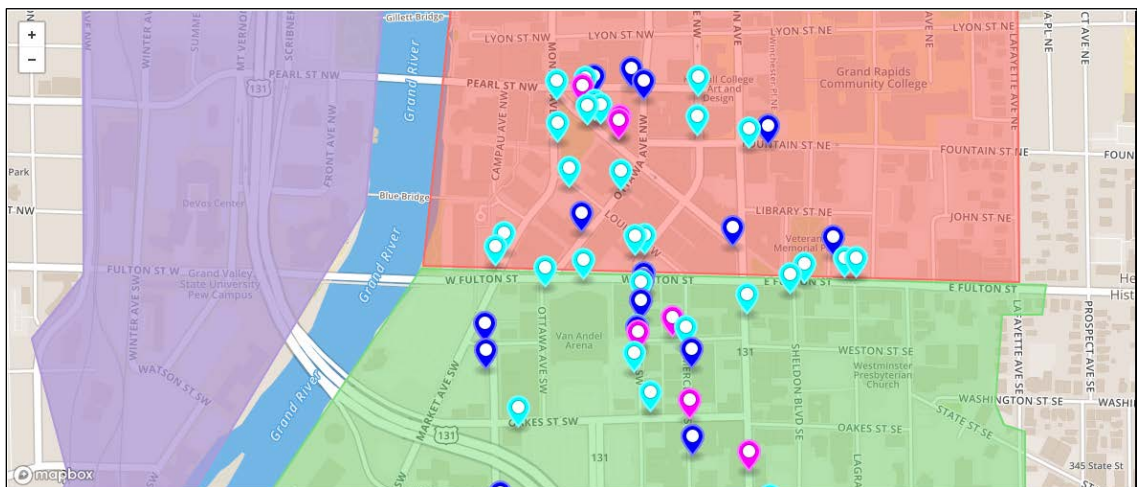


UTILIZING THE SMART SYSTEM DATA TO TRACK AND DRIVE DEPLOYMENT

Block by Block's SMART System has the ability to track the movement of every Ambassador that is deployed in the field. This information is not only vital to ensure proper coverage of the district, but also to ensure we are doing what we are saying we are doing. By reviewing our 'walkpath' maps, we can identify if an Ambassador is doing something they shouldn't be doing, or if we weren't able to get to an area of the district. This allows us to react accordingly.



Above is the 24-hour "walkpath" recorded by the SMART System of Ambassadors on duty in the downtown Grand Rapids DID on February 02, 2020.



The above maps show the hospitality stats recorded by Ambassadors for the week of February 16 – 22, 2020 with the Downtown Grand Rapids DID. The top map is close-up of the map below.

SO WHY BLOCK BY BLOCK

First, we have had and will have the corporate capacity to deliver. It's all about the capacity and support structure to be engaged all of the time, not just when there is a need, which makes us stand above the rest. More than any other competitor, we're make your program turn-key, thereby allowing you to focus on managing outcomes. Also, we've built a mindset and a culture designed to continually enhance and improve our customer's programs.

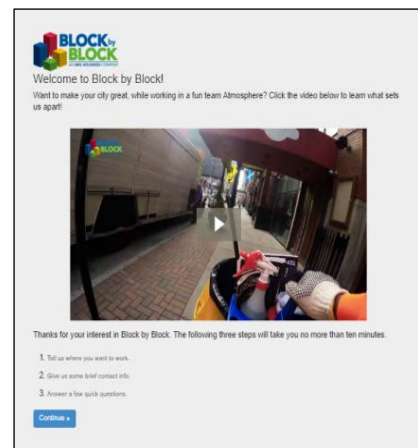
In addition, the following are some of the finer points of what sets Block by Block apart from other competitors:

 **Midwest Based Infrastructure:** outside of Louisville, KY, the Midwest region has one of the largest presence of corporate support in the country. This allows us to provide our accounts in the region with unmatched support and service. Having this level of infrastructure allows us to provide the DGRI with corporate support and decision making in the Grand Rapids area. Specifically, we have:

- o *Regional Vice President, Charlie Stevens*, based in Cleveland, OH and responsible for the overall oversight of the DGRI program. While Charlie spends a majority of his time in the Cleveland area, he is heavily involved in the running of this program and will visit the program on a frequent ongoing basis to provide continued support.
- o *Operations Manager, Rebecca Krenz*, based in Grand Rapids, is in charge of recruiting, hiring, and training supervisors and ambassadors within the program. She has been with the program from almost the time of inception, bringing six-years of experience with the district to the table. Rebecca will continue to work closely to implement the program with DGRI and be the main contact.

 **Better Developed Infrastructure:** as the leader of providing bid services, you are buying access into a solid and well-built infrastructure. We have developed many systems and created an infrastructure that is capable of delivering strong daily operations. The following are examples of class leading infrastructure:

- o **Recruitment Project Manager:** *Angela Grether*. Due to an ever-increasing job market, BBB houses this position to better organize ourselves and ensure our accounts are properly staffed. Angela will work directly with the DGRI account, creating innovative recruiting solutions that will allow us to staff our operations at the seasonally appropriate times. This removes a huge burden from our managers allowing them to focus more heavily on the service delivery as a whole. Additionally, Angela heads numerous cultural initiatives companywide that fosters and builds community and engagement for everyone.
- o **SMART System Project Manager:** *Michelle Aubrey*. Michelle manages all aspects of the SMART System, ensuring that all functions are working properly and working closely with managers on training and reporting measures.
- o **Director of Field Support:** *Jamie Lambert*. Jamie has been with BBB for over 12 years in various roles, but now serves in a function that allows her to develop and implement training for all managers at Block by Block.



 **Training:** everyone says they do training, but do they really? Look at their training resources. We've filmed our own custom developed training series. All of our training is also built on a learning management platform, which delivers the training, administers tests and tracks the training completed by all Ambassadors. This leads to much more consistency and engagement from Ambassadors, thereby creating better outcomes for our customers at the street level.

 **Culture:** we spend a lot of time focusing on the culture of our programs and making this an enjoyable job. The benefits to customers are reduced turnover and more engaged employees. You can see examples of our culture in:



- o The six or so activities produced by our 'Culture Club', which is a group of managers who plan activities that take place at the same time in all programs.
- o An Ambassador Facebook group that is approximately 500–600 Ambassadors strong, who create a virtual community of positivity!
- o STOP. THINK. ACT. Employee Safety Program: we focus a great deal of time on making employees aware of their personal safety. It's important that we take care of our employees, but the added benefit is that it helps us manage reduce our worker's compensation premiums, which is a cost passed onto you, our customers, in our bill rates.

 **Reinvestment into our Product:** we feel it's important to leverage our size and resources for the benefit of our product and our customer base. Here's a few details of how we've done this:

- o The Block by Block Lab is a brand-new initiative started in 2017. Since moving to Downtown Louisville we've begun testing a variety of products and new processes to help improve the services we deliver to all customers. For example, we've tested new branding campaigns and self-watering planters as a start. We're in the process of testing what we believe to be one of the most effective, fully integrated anti-panhandling campaigns developed.
- o Our own SMART System, which we've invested more than \$300,000 of our own resources toward since 2015 in order to continually build upon the system. It allows us to create the most robust data collection tool for our industry. As we like to say the collection side is built out. We're now focused on creating analytics within the system to help our customers tell the story of the benefits of their clean and safe program.



 **"Connect and Share"** has become an important mantra at Block by Block:

- o Our Annual "Connect & Share" Gathering: this builds on our annual Operations Manager's meetings we've been holding for years. This meeting has always been used to drive our internal culture among managers, but now incorporates customers so we can demonstrate new learnings, explore new best practices, but also advance initiatives more efficiently when customers and managers are together. Our first "Connect & Share" gathering was held in the fall of 2017 in Detroit and the response and feedback from our customers was overwhelmingly positive. Our next is slated for this September in Louisville and plans are already underway to take "Connect & Share" to a whole new level.



BUT SOME THINGS AT BLOCK BY BLOCK DON'T CHANGE

There are some things that we've built into our operating model, which we believe will continue to benefit the Downtown Grand Rapids DAD and DID, if you decide to continue to partner with us and extend our contract. These elements of our operating model are also distinct differentiators of our firm from others in our operating space. Some of these are as follows:

	 BLOCK by BLOCK AN SMS HOLDINGS COMPANY	OTHER SERVICE PROVIDERS SPECIFICALLY SERVING BIDS	TRADITIONAL JANITORIAL AND SECURITY PROVIDERS
Provides services to existing Business Improvement District type organizations across the country	✓	✓	✓
Has a broad understanding of the challenges and nuances of serving in the outdoor public right of way	✓	✓	✗
Privately held with independent decision making ability	✓	✓	✗
Has a demonstrated commitment to having a robust infrastructure providing for ongoing, meaningful engagement with customers	✓	✗	✗
Has their own innovation lab that is funded internally to develop future best practices for customers across the country	✓	✗	✗
Developed their own proprietary Statistical Tracking Software specifically for Improvement Districts at no cost to their customers	✓	✗	✗



COMPANY/BUSINESS INFORMATION

1. FIRM NAME, ADDRESS AND EMAIL ADDRESS

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

640 South Fourth Street

Louisville, KY 40202

www.blockbyblock.com

Blair McBride, President

bmcbride@blockbyblock.com

(502) 664-5590

Carin Cardone, Division Vice President

ccardone@blockbyblock.com

(917) 273-8368

Derreck Hughes, Vice President of Operations

dhughes@blockbyblock.com

(502) 592-3263

Charlie Stevens, Regional Vice President, Midwest

cstevens@blockbyblock.com

(216) 404-6097

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

2. OFFICE LOCATIONS

Our National Office:

640 South Fourth Street, Suite 110

Louisville, KY 40202

Our National Corporate Support Center:

7135 Charlotte Pike, Suite 100

Nashville, TN 37209

Our Local Operations Center:

331 Winter Avenue, NW

Grand Rapids, MI 49504

Block by Block has an average of 2,127 employees across the country depending on seasonality and includes our corporate staff.

3. PARENT COMPANY

SMS Holdings Corp.

4. NUMBER OF YEARS IN BUSINESS

SMS Holdings Corporation: 29 Years

Block by Block: 17 Years

First District: 23 Years (previously operated as part of sister company, Brantley Security)

5. FEDERAL TAX ID

Federal ID#: 31-1332763

6. 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.

7. FINANCIAL STABILITY

SMS Holdings has a strong financial position. All growth is financed internally. A copy of the most recent financial statement can be found in **Appendix A**.

8. APPLICABLE LICENSES AND PERMITS

Mydatt Services, Inc. holds a private security license for the State of Michigan and is in compliance with all processes and procedures for licensing individual employees to work in a hospitality role.

9. INSURANCE

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

-  Commercial General Liability Insurance including Broad Form Property Damage, Premises Operation Coverage, Products and Completed Operations, Contractual Liability, Independent Contractors Liability and Personal Injury. The aforementioned shall be written for a combined single limit of \$1,000,000 and Occurrence, \$1,000,000 Personal Injury and \$3,000,000 General Aggregate.
-  Worker's Compensation Insurance covering all persons employed by Block by Block in the performance of services to your organization; employer liability insurance with \$1,000,000 minimum limit each accident; \$1,000,000 policy limit; \$1,000,000 each employee.
-  Automobile Liability Insurance liabilities for Bodily Injury and Property Damage applying to owned, non-owned, and hired automobiles for a combined single limit of \$5,000,000.
-  Umbrella Liability Insurance applying excess of Coverage A and C for a combined single limit of \$5,000,000 each occurrence and \$5,000,000 annual aggregate.

10. CLAIMS

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

11. BANKRUPTCY

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

MANAGEMENT TEAM

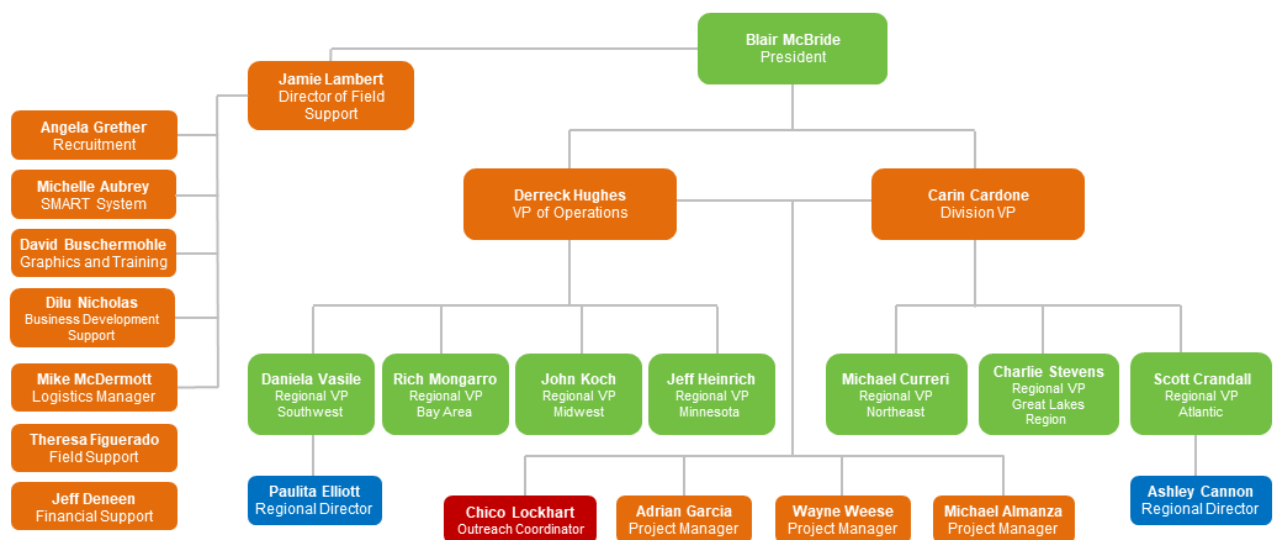
Since our creation Block by Block has committed to investing in competent corporate staff members to have ongoing involvement in each Block by Block program. This means we have enough capacity within our corporate staff that they make site visits to every program quarterly at minimum. This means our corporate staff, from our President to our Project Managers, are continually engaged with daily operations of all programs. This allows us to proactively manage our operations to head off most potential service issues. A few of our key positions are as follows:

REGIONAL VICE PRESIDENTS

Block by Block has divided the country into seven regions, each overseen by a Regional Vice President to make administrative and operational decisions for all programs in their region. Our Regional Vice Presidents do not manage a portfolio, which is too large, so that they can have ongoing, real involvement with each program. The RVP for your program is John Koch, in green in the chart below.

PROJECT MANAGERS

Block by Block employs a sufficient number of Project Managers to serve as a flexible resource to support a variety of unique needs. Project Managers are assigned to any program for a short period to supplement local management for projects, oversee a program in the event of a management transition, or to oversee a new program implementation.



CORPORATE STAFF MEMBERS

Block by Block knows that exceptional personnel are essential to the delivery of exceptional services. Block by Block employs professionals who have achieved distinction in their fields through years of experience within a variety of organizations. These professionals, possessing both administrative and operational expertise, are directly involved in the phase-in, ongoing management, and administration of our programs. Staff members with direct oversight of company operations are identified below:

CHARLIE STEVENS

Regional Vice President, Midwest



Biographical Info

As the Operations Manager for the Downtown Cleveland Alliance program Charlie was an essential part of the launch in Cleveland. Taking the lead and coordinating the training and development of the 50 member staff was an exciting challenge. Charlie's leadership helped kick off an excellence in customer service that is the key to success in Cleveland today.

Currently Charlie leads the Block by Block programs in our Great Lakes Region covering Western Pennsylvania, Ohio, Northern Indiana, Michigan, and Wisconsin. Charlie focuses on learning the strengths of each account and sharing the best practices developed throughout his region.

As a motivated professional with over 25 years with experience in wholesale distribution and retail management Charlie has led organizations in operations, sales, and marketing functions. Additionally, Charlie is civically involved and has held positions as a trustee of his township in Northeast Ohio. Charlie is a graduate of Cleveland State University with a degree in Business Administration, with focus on marketing and management.

Role and Responsibilities

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

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

BLAIR MCBRIDE

President



Biographical Info

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

Blair holds a Bachelor's of Science in Business Administration with concentrations in Management and Marketing from the University of Louisville. An active member in the International Downtown Association (IDA), he has served for over six years on their Board of Directors, along with chairing on various other committees.

Role and Responsibilities

On a daily basis, Blair guides and oversees the strategic direction and planning initiatives of Block by Block. He also maintains close contact with each customer to gauge satisfaction and provide direction to the Regional VPs based on feedback received from customers.

Blair is extremely hands-on and committed to making continual progress by developing corporate initiatives that enhance and elevate all Block by Block programs. He spends a vast amount of his time traveling to Block by Block accounts to interact personally with clients, providing direction and guidance in support of the continual evolvement of individual programs.

CARIN CARDONE

Division Vice President



Biographical Info

Carin, a long time New Yorker, came on board with Block by Block in January 2012 to provide direct guidance and oversight to the growing number of BIDs we serve in New York City. Prior to joining Block by Block, Carin served as the Deputy Director of the Union Square Partnership in Manhattan. In her role she was responsible for planning, directing, and carrying out a wide variety of initiatives of the organization including events, publications, budgeting, sanitation services, and other district initiatives.

Prior to her position with the Union Square Partnership, she worked for the Lower Manhattan Development Corporation where she served as a Project Manager, Director of Operations, and the Director of Tourism & Marketing. Carin is a graduate of Fordham University and has had a significant involvement in civic activities.

After five years serving as the Regional Vice President of the New York Region, Carin now serves our company in an expanded roll through the newly created position of Division Vice President.

Role and Responsibilities

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

DERRECK HUGHES

Vice President of Operations



Biographical Info

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

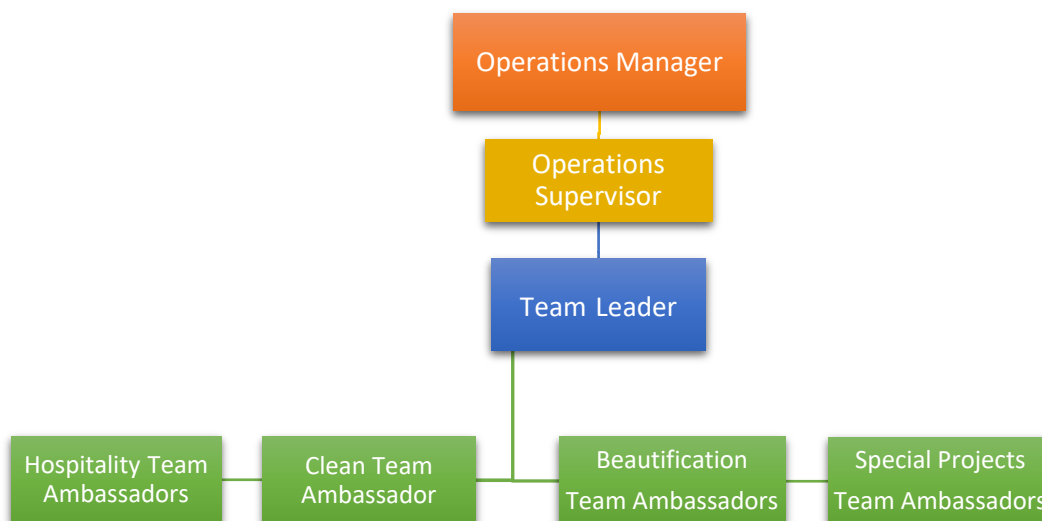
In November of 2007, Derreck was promoted to the level of Project Manager and relocated back to Louisville. It didn’t take long for Derreck to make a huge impact demonstrating his leadership abilities and business acumen on several projects. When the position of Regional Vice President for the pacific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

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

Role and Responsibilities

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

SUPERVISION



STAFF POSITIONS

The following personnel are in place for the ongoing operations of the Cleaning Program:

OPERATIONS MANAGER

An Operations Manager is one of the most essential players to the overall success of the program we operate for the DGRI. Over the course of many years serving improvement districts we've developed a strong sense for how to best select the right individuals for these jobs and provide them with ongoing support. Your Operations Manager, Rebecca Krenz, worked her way up through the organization and is a shining example of the right individual.

Rebecca has proven skills to be visionary, promote evolution, and drive quality within the program. She is able to fire at multiple levels to include attending, and even representing the district, in operations related meetings, while at the same time being hands on with the front-line staff.

Rebecca has and will be assigned solely to your program, serving as the daily point of contact for the DGRI for all aspects related to the program. She will continue to be supported by our corporate staff to apply all aspects of our operating model and drive quality assurance.

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

-  Spend at least 75% of their time in the field participating in work assignments, interacting with property owners, and inspecting the quality of work.
-  Interact frequently with the BID to make program adjustments to meet short term needs.
-  Coordinate recruitment, selection, training and scheduling of staff.
-  Manage program outcomes and reporting requirements.
-  Will report directly to Block by Block's Regional Vice President in order to keep this person apprised on a very frequent basis (typically multiple times per week) regarding all field level activities, projects and any operational matters of concern.
-  Work with the Block by Block Vice President and Division Vice President to make recommendations for continual program improvement.

OPERATIONS SUPERVISOR

The secondary management position will be the Operations Supervisor. While the Operations Manager has ultimate responsibility for all aspects of the program, the Operations Supervisor will be responsible for coordinating all on-street operations.

The job duties of the Operations Supervisor will include, but are not limited to the following:

-  Will run their assigned shift in absence of the Operations Manager.
-  Coordinating weekly deployment of all team members, along with the Operations Manager and coordinating the inventory of supplies and ordering at to be established reorder point to maintain minimum requirements of on hand inventory.
-  Provide oversight to equipment and coordinate appropriate maintenance.
-  Ensure accountability of staff members and document both positive and negative performance using specified Block by Block performance tracking procedures.
-  Dedicate at least 75% of their working time to being in the field to provide coaching, mentoring and supervision to staff members.

This position will work on opposite schedules of the Operations Manager ensuring we have a strong manager on duty a vast majority of the time employees are on the street.

TEAM LEADER

The Team Leader serves as a working team member, but has the responsibility of serving as the primary supervisor for all front-line activity on their respective shift. They will be designated to provide work assignments to staff during daily shift briefings, ensure quality of work and maintain performance standards.

Critical functions of the Team Leader are as follows:

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

HOSPITALITY TEAM AMBASSADORS

Hospitality Ambassadors make up the front line staff of the program in the district. Staff members will spend the vast majority of their time circulating through their assigned service district serving as 'Ambassadors' of the Downtown Grand Rapids DID, while deterring unwanted behavior and activity. Team members will be trained to go out of their way to interact with pedestrians and offer assistance in the form of directions, recommendations of what to see and do, or simply to offer a friendly greeting.

Ambassadors will circulate through the district on foot to perform the following functions:

-  Go out of the way to engage the public with a friendly greeting and information and assistance.
-  Provide directions, assistance, and information to workers, residents, and visitors.

-  Carry a two-way radio for the purposes of responding to and making requests and responding to status checks.
-  Input contacts and other appropriate information in the technology platform.
-  Notify the Team Leader of any unusual activity or issues that cause concern, so that such matters can be communicated to appropriate agencies.
-  Be knowledgeable of local ordinances and know how to apply them to actively engage persons participating in 'quality of life' violations such as aggressive and non-aggressive panhandling, loitering and solicitation.
-  Pick up large pieces of trash and remove small graffiti and stickers while on patrol.

Other duties as listed in the RFP.

CLEAN TEAM AMBASSADORS

Clean Team Ambassadors make up the front line of the Cleaning Ambassador Team. In addition to performing the cleaning function, team members go out of their way to interact with pedestrians and offer assistance in the form of directions, recommendations of what to see and do, or simply to offer a friendly greeting.

-  Specific Duties of Clean Team Ambassadors include, but are not limited to, the following: Circulate through their assigned area on foot or machine to remove litter, debris, and other grime from sidewalks and street gutters.
-  Using power washing equipment to provide both scheduled and spot washing.
-  Straighten and damp wipe public fixtures such as news boxes, benches, trash cans and other public fixtures to provide an orderly appearance to the streetscape.
-  Use a scraper to remove graffiti stickers and graffiti removal chemicals to remove painted graffiti on non-porous surfaces.
-  Pull weeds from sidewalks and curblines.
-  Clear crosswalks, corner ramps, and areas around public fixtures of snow.
-  Report all activities along with any new maintenance issues in the public right of way identified during the course of normal rounds by contacting the dispatcher.
-  Other duties as listed in the RFP.

BEAUTIFICATION AND SPECIAL PROJECTS TEAM AMBASSADORS

These are Clean Team Ambassadors who carry out more specialized cleaning functions or will be assigned the responsibility of operating equipment.

Specific duties of these positions will include:

-  Using power washing equipment to provide both scheduled and spot washing.
-  Paint public fixtures as needed.
-  Report all activities along with any new maintenance issues in the public right of way identified during the course of normal rounds by contacting the dispatcher.
-  Provide directions, assistance, and information to downtown workers, residents, and visitors.

ACCOUNTABILITY FOR PERFORMANCE

CORPORATE OVERSIGHT WITH METRICS AND MEASURING PROGRESS

Ongoing communication, management, and support from the corporate Block by Block staff are essential components to not only ensure your program operates as you expect but to deliver continuous improvement. Not only will our corporate staff deliver support and guidance, but our team works to share best practices from each of our other 116 programs.

Block by Block will deliver quality assurance and support to the program we develop for you through the following methods:

-  **Quarterly Site Visits:** Once per quarter a top to bottom evaluation of each program will be conducted utilizing our account evaluation process. This process is used to ensure quality and service compliance of all team members and account level management staff. A thorough program evaluation will be conducted and a letter grade will be assigned based on the overall score of the program. Short term objectives will be established to improve any areas of concern and the four scores will factor into the Operations Manager's bonus and any raises in compensation.
-  **Unannounced Site Visits:** We'll perform several site visits to the program throughout the year. You can expect some of our accounts visits to be performed on an unannounced basis to give our corporate team a true reflection of services. Site visits will be completed quarterly at a minimum by the Regional Vice President, Vice President of Operations or our President, with more frequent visits as necessary.
-  **Annual Survey:** Block by Block sends out a yearly survey to our customers. The purpose of this is to get unbiased feedback in the areas of Ambassador performance, Supervisor's performance, local management, equipment, corporate support, and overall satisfaction. The results of these surveys are thoroughly reviewed with each division and are also tied to the raises in compensation and bonuses of the Block by Block Corporate Staff.

Block by Block works extremely hard to ensure employee performance and hold our employees accountable for performing the work they are assigned to complete. The local management team (Manager and Team Leads) are responsible for this quality assurance. We implement a variety of methods to ensure quality work and they are as follows:

-  **Daily Supervisor Reports:** the manager conducts spot checks on employees in the field and logs their observations into the SMART System. We expect a report on each Ambassador daily. Some of things included in these checks are:
 -  Is the Ambassador on task?
 -  Are they engaging the public?
 -  Are they in the proper uniform?
 -  What follow up training could improve the Ambassadors performance?
-  **GPS Mapping Technology:** the manager pulls daily walk path maps to ensure employees are where they should be when they should be.
-  **Daily SMART System Reviews:** the manager receives daily reports of the work that was completed by the employees and conducts coaching sessions with underperforming employees.

DISCIPLINARY ACTION

Block by Block uses a progressive discipline policy that covers a wide range of unacceptable behaviors and policy violations. When an employee violates a policy or directive, they enter this process which follows the following pattern for routine violations of policy.

-  Verbal Warning
-  Written Warning
-  Final Warning
-  Suspension
-  Termination

For more serious violations of our policies, escalation in this process can occur, up to and including immediate termination.

Block by Block uses a point system regarding our disciplinary and termination policy with respect to attendance. Once an employee receives seven points, they are suspended without pay for two days. If an employee receives any more points after this suspension, they are terminated. If an employee arrives at work in any way impaired, they are immediately terminated.

EMPLOYEE RECOGNITION

Recognizing the hard work of our Ambassadors is one of the most important parts of maintaining our culture. We are proud to have several initiatives and awards programs to recognize those with exceptional performance. A few of these programs include;

-  Employee of the Month/Quarter/Year awards.
-  Caught Doing Something Right program – an on the spot reward given to an employee for going above and beyond.
-  Annual MVP, Rookie of the Year and Local Impact awards for Operations Managers.
-  Employee referral bonuses for recommending other quality hires.
-  Annual events such as recognition of our veterans, safety awards, and other Culture Club initiatives.



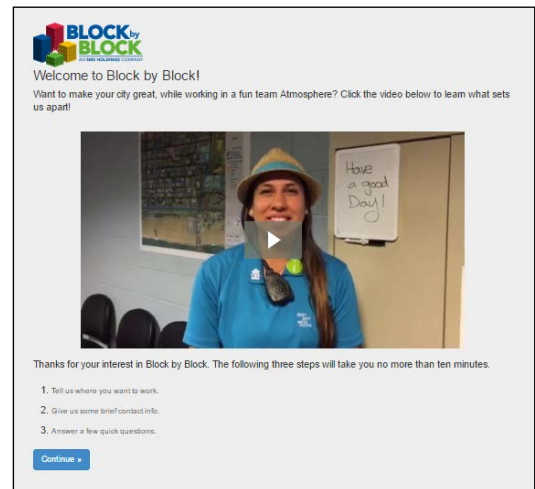
RECRUITMENT

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

WORK WITH BLOCKBYBLOCK.COM

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

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



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

THE RIGHT STUFF

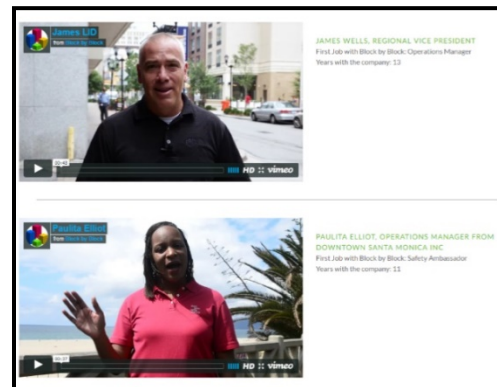
Ensuring we hire people who have the "right stuff" to be Ambassadors is critical to our operations and is what sets Block by Block apart from the competition. Not only does increase the efficiency of our program, but also reduces our employee turnover. After nearly two decades of providing services to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

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

LEADERSHIP DEVELOPMENT

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

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



CANDIDATE SOURCING METHODS

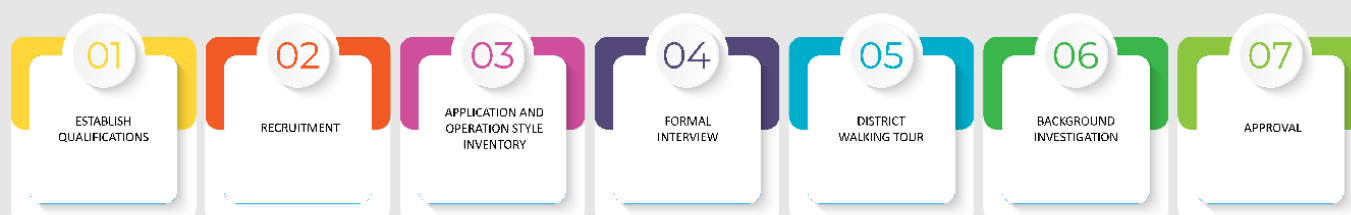
In today's competitive economy, Block by Block has addressed the need to recruit Ambassadors from multiple different sources. In addition to our 'Quick Interest' website, we also use the following methods to ensure we have candidates who are ready to become Ambassadors:

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

HIRING PROCESS

The following chart outlines the Block by Block hiring process:

BLOCK BY BLOCK HIRING PROCESS



BACKGROUND, DRUG SCREENING, AND PERSONNEL POLICIES

All applicants to Block by Block programs must pass a Federal and State background check and pass a medically certified six-panel drug screen. Block by Block has a standard growing policy for all of its employees. However, each one of our local programs have some variation based upon what our customer's and the district would like to adopt.

As part of our commitment to providing opportunities to those who live in our communities, we offer a Second Chance Program that our customers can agree to participate in. This allows certain barriers to employment not to become immediately disqualifiers to working with us, as long as they are disclosed in the hiring process.

GIVING BACK TO THOSE IN NEED

Block by Block is proud of the success we have achieved over the course of our history. One of the things we are proudest of is our commitment to working with those that need more help than others. Over the last five years, we have greatly increased our participation in working with those in need by offering employment opportunities and job training through our programs. Not only are we able to address issues on the street, but we can actively be a part of the solution to getting people back on their feet through a good working opportunity. Some of the programs we have experienced success with these programs are as follows:

-  Project Place (Boston, MA): providing work opportunities to homeless and disabled.
-  Seed Program (Cleveland, OH): we hire homeless or formerly homeless to assist with the installation of landscaping throughout the district.
-  New Paths (New Orleans, LA): we directly source our cleaning Ambassadors from the Oznam Inn, an organization committed to assisting those experiencing homelessness.
-  Goodwill Industries (Detroit, MI): over 45% of our Ambassadors are hired through goodwill providing employment to those experiencing homelessness.



SECOND CHANCE EMPLOYMENT PROGRAM

Many times when working with those in need we run into barriers with that community due to an issue in their background that prevents them from typically being hired with us. For over 8-years, we have worked closely to continue to find ways that provide meaningful work for those who face barriers in finding employment. We have worked closely with our clients to ensure we can still help by creating a Second Chance Program.

-  Our Second Chance Program allows us to ease our background check requirements and work with candidates individually to determine if being an Ambassador is a good fit for everyone involved. Block by Block has been utilizing our Second Chance Program for many years in many of our cleaning and landscaping programs across the country.

EMPLOYEE BENEFITS

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

IMMEDIATELY

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

AFTER 90 DAYS

BENEFIT	OVERVIEW
Health Insurance	Group membership in a company plan, which is a traditional health plan, not the mini-med plan typically provided by other vendors. This is the same health plan provided to all Block by Block employees – managers and frontline employees alike. We pay 70% of premiums (employee only) while the employee contributes 30%, which leaves the employees to pay approximately \$32.00 per week.
Dental Insurance	Group membership is with Delta Dental. Block by Block pays 70% of premiums (employee only), while the employee contributes 30%, which leaves the employee to pay approximately \$1.30 per week.
Life Insurance	\$20,000 of free life insurance is provided to employees who participate in the company-sponsored health insurance plan.
Health, Dental and Vision Insurance (union)	All union employees are covered by the SEIU Health and Welfare Fund. Employees pay a total of \$35 a month for single coverage and \$150 per month for employee plus children.

AFTER 1 YEAR

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

MERIT INCREASES

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

RETENTION

While we provide service employees, we feel each day an Ambassador is on the street they learn a bit more about the district they serve. When we lose an employee, for any number of reasons, a significant amount of job specific knowledge is lost and our local management team is required to spend more time training new staff.

Block by Block’s companywide turnover for the three previous years is as follows:

YEAR	BLOCK BY BLOCK	GRAND RAPIDS	INDUSTRY STANDARD
2017	73.5%	115.2%	75 – 300%
2018	81.1%	154.3%	
2019	81.2%	145.0%	

Our sources for industry turnover were the American Society for Industrial Security and a trade website www.cleanlink.com.

While we’ve illustrated our turnover in comparison to the security and janitorial industry it’s worthy to note there are some distinct differences between our niche profession and these other industries. A few of these differences can be both advantages and disadvantages, depending on the interest of the individual employee. These include:

- Working outdoors in all conditions.
- Opportunity to work with more autonomy.
- Usually there is more variety in improvement district work.
- Better pay and benefits in the improvement district environment.

Based on our business model described throughout our proposal, Block by Block has diligently worked to control turnover at our improvement district accounts by:

- Following sound labor relation practices.
- Developing wage and benefit packages that exceed local market value.
- Hiring experienced supervisors and managers.
- Developing and delivering excellent training programs.
- Supervision and managing the work force.
- Recognizing and rewarding outstanding performance.
- Fostering a work environment that is fun and rewarding

We expect to continue to improve our turnover rate in Grand Rapids with more sound management and structure in place to properly deliver on our recruitment and retention standards.

TRAINING

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

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

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

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

All new Ambassadors will receive 40-hours of formal training to provide the basic body of knowledge to respond appropriately to all circumstances of working in downtown Grand Rapids. We believe this foundation of training is a vital requirement to ensure that the staff is equipped with all tools and knowledge to succeed.

TRAINING TOPICS

Block by Block is constantly updating our training modules to include even more relevant information to give our team members. We're happy to demonstrate our interactive training videos with you. However, we thought it would be great to highlight a few that are particularly useful to the team at the DGRI. As with all of our training modules, a short quiz is taken after to reinforce understanding of the information. The training program courses shall include:

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



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



- 
Difficult Situations: anytime you're working in a dynamic urban environment, there's a possibility you may come upon something bad that has happened. It could be an emergency, an intoxicated person, or someone experiencing homelessness. This section of training videos focuses on how to handle these situations both from a safety point of view but also from an emotional perspective.



TRAINING PLATFORM

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

ON-GOING TRAINING

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

- 
 How to Handle Working in Extreme Heat Conditions
- 
 Interacting with Demonstrations and Protestors
- 
 How to Give Great Directions
- 
 How to Make a Great Business Contact
- 
 How to Contact Local Authorities in an Emergency



MENTAL HEALTH FIRST AID

One of the biggest challenges our clients and Ambassadors have faced across the country is how to address those that are experiencing homelessness and panhandling in their cities. We have developed a tool for our Ambassadors to help them understand one of the many challenges these folks face on a daily basis and how we can better serve those in need. We partnered with the national organization and developed a Block by Block specific training for our Ambassadors to assess and assist those in need who are dealing with mental health issues. It is a four hour course that helps to arm Ambassadors with the necessary tools to help those in need/crisis.



SAFETY



Safety is our top priority at Block by Block. We want to make sure that all of our team members return home safely after the completion of each shift. In 2014, we launched our STOP.THINK.ACT campaign. Coupled with weekly and quarterly training sessions, the program is integrated into everything from our uniform bracelets, posters in our operations centers, and reminders placed on all of our equipment.

In 2016, Block by Block refreshed the campaign based on contributions from our employees around the country. A competition was held, and the best poster from across the country was selected to be displayed in all of our accounts.

Our ability to minimize the number of on the job injuries allows us maintain competitive workers' compensation rates. More importantly we believe we have the responsibility to the families of our employees to ensure they return home at the end of each shift in the same condition in which they arrived to work.

In 2016 when Block by Block overhauled its safety program, one of the tenants of our new program was to have a 'Safety Day', which is the first Friday in June, where we take all ambassadors across the country off the streets for two hours to emphasize the importance of working safely. We provide a companywide update as well as launching any new safety initiatives and contests, while also providing the staff with food and a time to build on an already great culture.

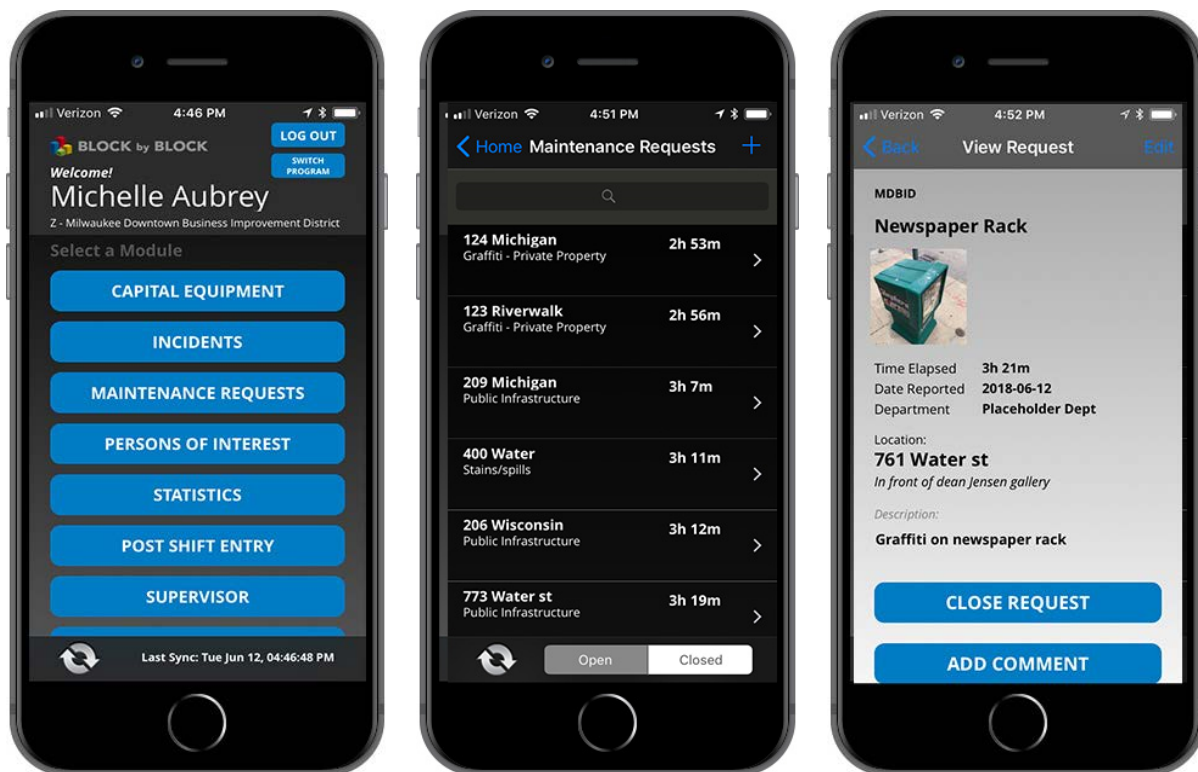
As you've seen, we provide a safety 'overview' training to our staff to make them aware of the risks posed in their jobs. Some of these are fairly obvious, but some are obscure. One of our most frequently recognized injuries of our front-line staff members is twisted ankles and knees from stepping off curbs – more than equipment injuries and chemical exposures combined!

Part of the infrastructure provided by the SMS Corporate support center includes a risk department, who provides materials, training and administration on all safe operating practices of each division. OSHA compliance training and tracking is also provided through our corporate support center. This three-person department is extremely proactive in identifying trends of workplace accidents and working across all divisions to create solutions to avoid injuries and ongoing awareness.

REPORTING, TRACKING, AND TREND REPORTING

After spending years scouring the industry for a technology platform that could capture information related to our services, we realized each available system had significant limitations. We developed the SMART System from the ground up to be the most useful data reporting tool in the industry.

Ambassadors report directly from the field via an iPhone or iPad preloaded with the SMART System iOS app. This allows Ambassadors to enter data in real time in the field as opposed to tallying data by hand at the end of the shift. This provides detailed, time-stamped, and location-precise data for any metric important to your district.



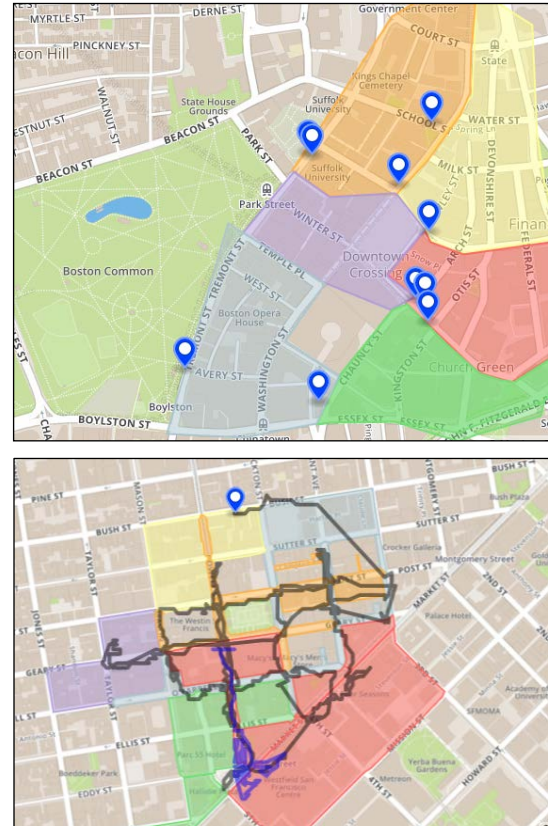
Here are some important things to know about the SMART System:

1. A well thought-out Design:

-  Specifically designed to be used with an index figure, diminishing the perception that a team member is texting.
-  Minimized number of key strokes required to record an entry, reducing time spent on the device and increasing time spent active in the field.
-  Intuitive and easy to use for all technology skill levels.

2. Variety of Reporting Options to Best Suit Your Needs:

- See a drop-pin activity map of your district.
- Draw a freeform polygon around any part of your district and see how many of X has occurred.
- You can sort and filter by any date or time range. Want to see how many hospitality interactions took place in the last seven days? It's easy with the SMART System.
- You can run a walk path cookie crumb trail of where the Ambassadors have been for any specific date and time period.
- Draw a freeform polygon around any specific block and see how many times and for how long an Ambassador was present in the area.
- With our Variance Report that allows you to quickly see how activities compare to previous periods.
- Efficiency metrics will let us see how many of an activity we complete per hour, allowing us to better challenge our staff to increase productivity.



Variances

Variance Type

12 Month Range

Start Date

03/01/2015

End Date

03/31/2015

Go

Export All to CSV

Export Data

Tasks (Show)

Select All | Select None | Select Inverse

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

3. Maintenance Reports and Incident Reports

The system allows for the following to be completed:

- Maintenance Reports can easily be emailed to the appropriate agency. For example, any reported burned out street light can be emailed directly to the appropriate department in the city that handles street light repairs.
- Incident reports can be assigned one of three different priority levels. If a red priority level is assigned that means the report will be emailed to all noted parties immediately upon entry. A yellow incident report will be emailed the next business day and a green report can be recalled directly from the system.

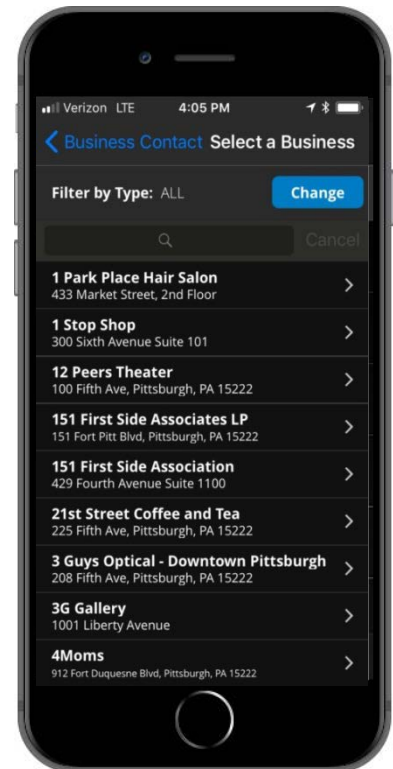
4. Tie Specific Activities to Properties in Your District.

-  We've built a system where via excel we can import your business database, listing both properties and their corresponding businesses.
-  Every activity entered via SMART can be associated with a specific business and property.
-  By rolling up single and multiple businesses to a specific property you can see exactly what services have been provided to each property.

DEDICATED SMART SYSTEM PROJECT MANAGER SUPPORT

We include all of our technology for free to our customers and it comes with a dedicated Project Manager, who is a member of our corporate staff and is dedicated to supporting the SMART System.

Our Project Manager spends time tracking trends and helping our Operations Manager change deployments and schedules based on real data. If any of our customers wish to make specific changes to how the teams capture data within the SMART System, our SMART System Project Manager can work directly with the Operations Manager and customer to make those specific changes.



DATA OWNERSHIP

All data is housed in our proprietary system. All customers have access to this data. If in the unfortunate event that Block by Block would no longer be the service provider upon request we would be able to provide all data in a transferable file format (CSV) along with a transfer of all images.

PRIVACY OF DATA

Since we began conceptualizing our Persons of Interest database some years ago, we've been extremely careful to avoid capturing any personal data. Within our Outreach Guidelines we explicitly state that we do not capture any full social security numbers, health records or even information on diagnosis that might be voluntarily shared by a member of the street population. We only will document basic information about someone that can be easily observed by the public.

COMMUNICATION

Communication is imperative to the vitality of any improvement district service program. We will develop a very reliable system of communication among Ambassadors, management, DGRI staff, and stakeholders.

FIELD COMMUNICATIONS

We also recommend the following communications methods to expedite communications in the field:

 **Cellular Telephones:** to expedite communication with key members of staff, we recommend the following assignment of cell phones:

- o Operations Manager (dedicated)
- o On-duty Team Leader (shared)

Cell phones will allow the management staff to access the current stat tracking software as well as Block by Block's SMART System app.

 **Two-Way Radios:** All staff members will be equipped with two way radios while they are on duty. The radios are a key piece of equipment that allows the team to coordinate services, assist the public and call out safety related issues to the team in one easy format.



 **iPhones:** All Ambassadors will also carry iPhones to log all statistical data while they are on duty. These devices also track the Ambassadors whereabouts to provide accurate data and mapping of activities while in the field.



EXPERIENCE AND REFERENCES

MIDWEST REGIONAL EXPERIENCE

Block by Block does have a presence in the state of Michigan. We provide services to the following two Business Improvement Districts:

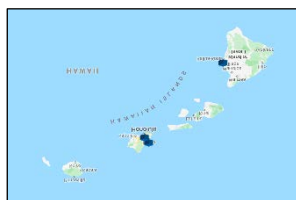
-  Downtown Detroit Partnership Business Improvement Zone (Detroit, MI): Environmental Maintenance, Hospitality Services Program (67 Ambassadors)
-  Milwaukee Downtown Business Improvement District (Milwaukee, WI): Supplemental Safety, Hospitality, Social Outreach Services Program (12 Ambassadors)
-  Downtown Toledo Development Corporation (Toledo, OH): Environmental Maintenance, Supplemental Safety, Hospitality, Parks Services Program (10 Ambassadors)
-  City of South Bend and Downtown South Bend (South Bend, IN): Environmental Maintenance, Supplemental Safety, Event, Parking Facility Maintenance, Landscaping Services Program (21 Ambassadors)
-  Downtown Cleveland Alliance (Cleveland, OH): Environmental Maintenance, Supplemental Safety, Hospitality, Park Management (85 Ambassadors)

Over the past year we have further expanded our expertise through being selected by a number of districts, both large and small. You will find more details about the programs listed above in the reference list in **Appendix B**. Additional references available upon request.

SOME FACTS REGARDING OUR EXPERIENCE ARE AS FOLLOWS:

-  We provide services to more improvement district organizations than any other company in the country—currently 116 locations.
-  We maintain a customer retention rate of nearly 96%.
-  Our history serving bids dates back to 1995, when we began providing services to the Louisville Downtown Management District in our home city of Louisville.

It's our belief that if we are delivering on our commitments related to service, we should be able to provide our complete customer reference list to any potential customer.



EQUIPMENT

Block by Block has always believed the cornerstone of any Ambassador Program is the human engagement and hard work provided by front line Ambassadors. While we know the Ambassadors assigned to the DGRI are the number one driver of visibility and program effectiveness, we recognize the importance to invest in equipment and tools to maximize our efficiency. This allows the staff to be more productive in carrying out their work and adds to the dynamic presence of our programs.

The investment in equipment is significant and it's an important element in the overall branding of the district. It's important the features and benefits of the equipment be appropriate for the urban environment. When we select equipment we have a responsibility to make sure it's utilized in daily deployment, maintained in a first class manner, and has a professional appearance.

EQUIPMENT COST

A detailed cost of all proposed equipment has been listed below. This equipment has been amortized for a three-year period to alleviate the significant cost burdens of purchasing such equipment up front.

Equipment Recommendations				
Items	Unit Price	Qty	Total	Annual Amortized Amt
Water Tank	\$ 600.00	1.00	\$ 600.00	\$ 225.62
Pressure Washing Trike	\$ 6,100.00	1.00	\$ 6,100.00	\$ 2,293.82
Info Trike	\$ 2,100.00	1.00	\$ 2,100.00	\$ 789.68
			\$ -	\$ -
TOTAL			\$ 8,800.00	\$ 3,309.12

EQUIPMENT MAINTENANCE

We have a vast amount of experience in being able to select the right equipment for the needs of each improvement district.

Block by Block takes great care in its equipment as any downtime of the equipment can greatly impact the operations of the Ambassador Program in Downtown Grand Rapids. How we maintain our equipment is below:

-  **Daily Equipment Checklists:** pre and post operation checklists are completed to ensure equipment is in proper working order. Any issues are reported to management so that they can be addressed.
-  **Routine Maintenance:** our management team ensures that regular maintenance is performed on each piece of equipment, such as oil changes, filter cleanings, and washing of the equipment.
-  **End of Season Maintenance:** some equipment requires that it is 'winterized' for storage. This will be completed accordingly.

The recommended equipment will be stored at the Downtown Grand Rapids' operations center.

Through our maintenance program we have an outstanding track record of keeping equipment in service. When a piece of equipment is out of service Block by Block will ensure that it receives the necessary maintenance within 48-hours of notification.

We offer the following equipment recommendations which will only be utilized in the fulfillment of our contract with DGRI:

EQUIPMENT	OVERVIEW	SAMPLE
Water Tank <i>(qty 1)</i>	We'll utilize a multi-use water tank to be outfitted to the pickup truck to allow for additional water supply for power washing and for watering plants.	
Pressure Washing Trike <i>(qty 1)</i>	A three wheeled self-assisted tricycle with a Power washer and 20-gallon tank retrofitted on the back. The Trike's small footprint allows us to easily maneuver and quickly respond to spills throughout our districts.	
Information Trike <i>(qty 1)</i>	Improves the street level presence of the team by creating a mobile, highly visible location for maps, brochures, and district information. We would deploy this in higher pedestrian areas around events allowing us to attract people to us who need assistance.	

SUPPLIES

As part of our program, Block by Block will procure all common consumable supplies and tools necessary to carry out the requirements specified within the standard scope of work. The most common items include:

- | | |
|---|---|
|  Rolling Cans |  Brooms and Dustpans |
|  Rags |  Push Brooms |
|  Spray Bottles |  Rakes |
|  Graffiti Remover |  Gloves |
|  Multi-Purpose Cleaner and Degreaser |  Branded Trashcan Liners for District Cans |

SUPPLIES AND OUR COMMITMENT TO THE ENVIRONMENT

Block by Block continues to maintain a strong commitment to the sustainability of our environment in all of our programs. Our basic common-sense approach to natural resources and environmental concerns has allowed us to make a positive impact on the environmental friendliness of our programs, even before environmental sustainability became a top of mind consideration for most organizations.

Our positive impact on the environment can be found in reduction of water consumption, fuel consumption and using environmentally friendly chemicals. Many of the best practices shared by our Operations Managers are related to being resourceful in finding alternative uses for unwanted items and waste.

Some of the ways our programs address environmental consciousness include:

-  **Fuel:** selecting equipment based on fuel consumption. Through our processes and training we also are very conscious on reducing idling time and unnecessary vehicle usage. While we continually look for solutions to using gas powered trucks, we have yet to find a viable solution that holds up the demands of improvement district work. We've explored trucks from vendors such as Cushman and Taylor-Dunn, but the batteries in those pieces won't hold up under the rigors of moving water for power washing and flower watering.
-  **Water:** looking into the future water will be one of our most valuable commodities. The methods process we've employed for power washing has focused on gaining efficiencies of time, which translate into a positive impact on the amount of water used.
-  **Chemicals:** anytime we select a new cleaning product we're evaluating the product not only on cost, but environmental impact as well. We're proud to say most of the products we use in every program achieve high marks for environmental impact.
-  **Environmentally Conscious Cleaning Equipment:** while we have spent time over the last few years in an ongoing search for environmentally conscious cleaning equipment, we've found much of this equipment is predominantly geared toward the building janitorial market. Because the outdoor cleaning market is of a much smaller scale than the indoor market, the variety of useful and proven equipment of all fuel sources is fairly limited.

DEPLOYMENT SCHEDULE

DEPLOYMENT PLAN

Block by Block takes a great deal of pride in developing a deployment plan for each customer, which best matches program resources with the overall project needs. A well-constructed deployment plan allows us to create the most effective program possible for your organization's investment into services. Our deployment outlines how staff are deployed throughout the district on a daily basis to accomplish the tasks specified in the scope of work.

Block by Block will consistently bring recommendations and improvement ideas to the DGRI staff for discussion and implementation. Below are our deployment plans for creating a clean, safe, beautiful and hospitable Downtown.

OPTION 1 DEPLOYMENT

Peak Season (April 1st through October 31st)

Position	Hours	Zone	Primary Assignment	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Clean Ambassador	7am-3pm	Core	Manual Cleaning								0
	7am-3pm	Core	Manual Cleaning	8	8	8	8	8			40
	7am-3pm	Core	Manual Cleaning	8	8			8	8	8	40
	7am - 3pm	Core	Manual Cleaning			8	8	8	8	8	40
Flower Program	12pm - 4pm	Core	Manual Cleaning/core/hot spots		4	4	4		4		16
	5am-1:30pm	Planters/Pots	Flower Watering and Landscape Maintenance	8	8	8	8	8	8	8	56
	5am-1:30pm	Planters/Pots	Flower Watering and Landscape Maintenance	8	8	8	8	8	8	8	56
	7am-3:30pm	Planters/Pots	Landscape Maintenance								0
Special Projects	7am - 5:30pm	ALL	Project Cleaning					8	8		16
	7am - 5:30pm	ALL	Project Cleaning			8	8				16
Equipment Operators	7am - 3pm	ALL	Mechanical Cleaning			4	4	4	4	4	20
Pressure Washer	5am - 3:30pm	ALL	Pressure Washing	8	8						16
	5am - 3:30pm	ALL	Pressure Washing	8	8						16
Hospitality Ambassadors	7am - 3:30pm	Walking/Bike Patrol	All Areas		8	8	8	8	8		40
	11:30am - 8pm	Walking/Bike Patrol	All Areas	8			8	8			24
	11:30am - 8pm	Walking/Bike Patrol	All Areas	8					8	8	24
	3:30pm - 12 midnight	Walking/Bike Patrol	All Areas		8		8	8	8	8	40
	3:30pm - 12 midnight	Walking/Bike Patrol	All Areas			8	8	8	8	8	40
	3:30pm - 12 midnight	Walking/Bike Patrol	All Areas		8	8		8	8	8	40
Team Leader	7am-3pm	ALL	Supervision & Trash Pick-up			8	8	8	8	8	40
Team Leader	11:30 - 8pm (Sun) or 3:30pm - Midnight	Bike Patrol	Primary/Outer Corridor	8	8			8	8	8	40
											0
Ops Supervisor	3:30 - 12 midnight (Tue/Wed) 11:30am-8pm	Walking/Bike Patrol	Program Supervision			8	8	8	8	8	40
Operations Manager	9am - 6pm	ALL	This is a 'Working' Manager		8	8	8	8	8		40
				72	92	96	104	124	120	92	
Total Scheduled Weekly Hours											700

Off Peak Season (November 1st - March 31st)

Position	Hours	Zone	Primary Assignment	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Clean Ambassador	7am-3pm	Core	Manual Cleaning								0
	7am-3pm	Core	Manual Cleaning	8	8	8	8	8			40
	7am-3pm	Core	Manual Cleaning	8	8			4	8	8	36
	7am - 3pm	Core	Manual Cleaning			8	8	8	8	8	40
Flower Program	11:30am-8pm	Core	Manual Cleaning/core/hot spots								0
	7am-3pm	Planters	Flower Watering and Landscape Maintenance								0
	7am-3pm	Planters									0
Special Projects	7am - 3pm	ALL	Project Cleaning		4	4	4	4	4		20
	7am - 3pm	ALL	Project Cleaning								0
Equipment Operators	7am - 3pm	ALL	Mechanical Cleaning								0
Pressure Washer	7am - 3pm	ALL	Pressure Washing								0
	7am - 3pm	ALL	Pressure Washing								0
Hospitality Ambassadors	7am - 3:30pm	Walking/Bike Patrol	All Areas		8	8	8	8	8		40
	11:30am - 8pm	Walking/Bike Patrol	All Areas	8			8	8			24
	11:30am - 8pm	Walking/Bike Patrol	All Areas	8					8	8	24
	3:30pm - 12 midnight	Walking/Bike Patrol	All Areas		8		8	8	8	8	40
	3:30pm - 12 midnight	Walking/Bike Patrol	All Areas			8	8	8	8	8	40
Team Leader	7am-3pm	ALL	Supervision & Trash Pick-up			8	8	8	8	8	40
	11:30 - 8pm (Sun) or 3:30pm - 11pm	Bike Patrol	Primary/Outer Corridor	8	8			8	8	8	40
Ops Supervisor	3:30 - 12 midnight (Tue/wed) 11:30am - 8pm	Walking/Bike Patrol	Program Supervision			8	8	8	8	8	40
	9am - 6pm	ALL	This is a 'Working' Manager		8	8	8	8	8		40
				40	60	68	76	96	92	72	
Total Scheduled Weekly Hours											504

SPECIAL EVENTS AND NON-ROUTINE SERVICES

The Operations Manager will work with the DGRI with advance notice on scheduling and staffing special events and non-routine services, utilizing available resources in the best way possible. We would build schedules at least 2-weeks in advance to ensure we have coverage for events in the district or special non-routine project work.

OPTION 2 DEPLOYMENT

Peak Season (April 1st through October 31st)

Position	Hours	Zone	Primary Assignment	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Clean Ambassador	7am-3pm	Core	Manual Cleaning								0
	7am-3pm	Core	Manual Cleaning	8	8	8	8	8			40
	7am-3pm	Core	Manual Cleaning	8	8			8	8	8	40
	7am - 3pm	Core	Manual Cleaning			8	8	8	8	8	40
	11:30am-8pm	Core	Manual Cleaning/core/hot spots			8	8	8	8	8	40
Flower Program	5am-1:30pm	Planters/Pots	Flower Watering and Landscape Maintenance	8	8	8	8	8	8	8	56
	5am-1:30pm	Planters/Pots	Flower Watering and Landscape Maintenance	8	8	8	8	8	8	8	56
	7am-3:30pm	Planters/Pots	Landscape Maintenance		8	8	8	8	8		40
Special Projects	7am - 5:30pm	ALL	Project Cleaning					10	10		20
	7am - 5:30pm	ALL	Project Cleaning			10	10				20
Equipment Operators	7am - 3pm	ALL	Mechanical Cleaning	8	8	8	8			8	40
Pressure Washer	5am - 3:30pm	ALL	Pressure Washing	10	10						20
	5am - 3:30pm	ALL	Pressure Washing	10	10						20
Hospitality Ambassadors	7am - 3:30pm	Walking/Bike Patrol	All Areas		8	8	8	8	8		40
	11:30am - 8pm	Walking/Bike Patrol	All Areas	8			8	8			24
	11:30am - 8pm	Walking/Bike Patrol	All Areas	8					8	8	24
	3:30pm - 12 midnight	Walking/Bike Patrol	All Areas		8		8	8	8	8	40
	3:30pm - 12 midnight	Walking/Bike Patrol	All Areas			8	8	8	8	8	40
	3:30pm - 12 midnight	Walking/Bike Patrol	All Areas		8	8	8	8	8	8	40
Team Leader	7am-3pm	ALL	Supervision & Trash Pick-up			8	8	8	8	8	40
Team Leader	11:30 - 8pm (Sun) or 3:30pm - Midnight	Bike Patrol	Primary/Outer Corridor	8	8			8	8	8	40
Ops Supervisor	3:30 - 12 midnight (Tue/Wed) 11:30am-8pm	Walking/Bike Patrol	Program Supervision			8	8	8	8	8	40
Operations Manager	9am - 6pm	ALL	This is a 'Working' Manager		8	8	8	8	8		40
				84	108	114	122	138	130	104	
Total Scheduled Weekly Hours											800

Off Peak Season (November 1st - March 31st)

Position	Hours	Zone	Primary Assignment	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Clean Ambassador	7am-3pm	Core	Manual Cleaning								0
	7am-3pm	Core	Manual Cleaning	8	8	8	8	8			40
	7am-3pm	Core	Manual Cleaning	8	8			8	8	8	40
	7am - 3pm	Core	Manual Cleaning			8	8	8	8	8	40
Flower Program	11:30am-8pm	Core	Manual Cleaning/core/hot spots								0
	7am-3pm	Planters	Flower Watering and Landscape Maintenance								0
	7am-3pm	Planters									0
Special Projects	7am - 3pm	ALL	Project Cleaning		8	8	8	8	8		40
	7am - 3pm	ALL	Project Cleaning								0
Equipment Operators	7am - 3pm	ALL	Mechanical Cleaning								0
Pressure Washer	7am - 3pm	ALL	Pressure Washing								0
	7am - 3pm	ALL	Pressure Washing								0
Hospitality Ambassadors	7am - 3:30pm	Walking/Bike Patrol	All Areas		8	8	8	8	8		40
	11:30am - 8pm	Walking/Bike Patrol	All Areas	8			8	8			24
	11:30am - 8pm	Walking/Bike Patrol	All Areas	8					8	8	24
	3:30pm - 12 midnight	Walking/Bike Patrol	All Areas		8		8	8	8	8	40
	3:30pm - 12 midnight	Walking/Bike Patrol	All Areas			8	8	8	8	8	40
Team Leader	7am-3pm	ALL	Supervision & Trash Pick-up			8	8	8	8	8	40
	11:30 - 8pm (Sun) or 3:30pm - 11pm	Bike Patrol	Primary/Outer Corridor	8	8			8	8	8	40
Ops Supervisor	3:30 - 12 midnight (Tue/wed)	Walking/Bike Patrol	Program Supervision			8	8	8	8	8	40
	11:30am - 8pm										
Operations Manager	9am - 6pm	ALL	This is a 'Working' Manager		8	8	8	8	8		40
				40	64	72	80	104	96	72	
Total Scheduled Weekly Hours											528

PRICING AND BUDGET

We understand how big of an investment the DGRI continues to make by investing in the Downtown Maintenance, Beautification and Place Making Team Ambassador Services. We have taken great pride in creating a program that is both dynamic and impactful for you and understand how important it is to be a good steward of those dollars. Block by Block is pleased to present the DGRI the total cost of continuing to perform the services to implement a dynamic and impactful Ambassador Program in downtown Grand Rapids.

WAGES

Wages are one of the most significant factors that drive the overall cost of an Ambassador program. We have included a wage scale including escalators that indicates the starting wage as \$13.00/hour for Ambassador positions in order to remain competitive in the labor market in Grand Rapids and hire the best possible talent. We are confident this wage will allow us to continue to hire great Ambassadors that will represent the DGRI with pride.

HOURS

The second biggest factor in any budget is the amount of hours you are receiving. We have included a table below that outlines how many hours you will receive from us on a weekly basis by position. These will be adjusted seasonally and depending upon district needs.

OPTION 1: OVERALL BUDGET SUMMARY FOR YEAR 2020-2021

Budget is at current staffing with increased wages and new expense projections. Also adds new equipment: Power Washing Trike, Info Cart Trike, and water tank for trailer. **8.9% \$ increase over current 2019-2020.**

OPTION 1 HOURS

Clean & Safe Weekly Hours	
Cleaning Ambassadors	127.92
Horticultural Specialist	66.77
Special Projects	27.15
Equipment Operator	11.92
Pressure Washers	19.08
Hospitality Ambassador	208.00
Team Leader	80.00
Operation Supervisor	40.00
Operations Manager	40.00
Weekly Total	620.8
Annual Total	32,284.00
FTEs	15.52

OPTION 1 BUDGET AND WAGES

PRICING	Cleaning Ambassadors	Horticultural Specialist	Special Projects	Equipment Operator	Pressure Washers	Hospitality Ambassador	Team Leader	Operation Supervisor	Operations Manager
Pay Rate	\$ 14.00	\$ 15.17	\$ 15.17	\$ 15.17	\$ 15.17	\$ 13.78	\$ 16.50	\$ 17.61	\$ 29.94
FICA	\$ 1.07	\$ 1.16	\$ 1.16	\$ 1.16	\$ 1.16	\$ 1.05	\$ 1.26	\$ 1.35	\$ 2.29
WC	\$ 0.78	\$ 0.85	\$ 0.85	\$ 0.85	\$ 0.85	\$ 0.77	\$ 0.92	\$ 0.99	\$ 1.68
Liability	\$ 0.36	\$ 0.39	\$ 0.39	\$ 0.39	\$ 0.39	\$ 0.35	\$ 0.42	\$ 0.45	\$ 0.76
Unemployment	\$ 0.74	\$ 0.80	\$ 0.80	\$ 0.80	\$ 0.80	\$ 0.73	\$ 0.87	\$ 0.93	\$ 1.58
Subtotal	\$ 16.95	\$ 18.37	\$ 18.37	\$ 18.37	\$ 18.37	\$ 16.68	\$ 19.98	\$ 21.33	\$ 36.26
Weekly Hours	127.92	66.77	27.15	11.92	19.08	208.00	80.00	40.00	40.00
Annual Hours	6,652.00	3,472.00	1,412.00	620.00	992.00	10,816.00	4,160.00	2,080.00	2,080.00
Annual Billing	\$ 112,768.70	\$ 63,764.38	\$ 25,931.83	\$ 11,386.50	\$ 18,218.39	\$ 180,448.86	\$ 83,116.18	\$ 44,361.37	\$ 75,414.33
Overhead	\$ 7.45	\$ 7.45	\$ 7.45	\$ 7.45	\$ 7.45	\$ 7.45	\$ 7.45	\$ 7.45	\$ 7.45
Benefits	\$ 1.24	\$ 1.24	\$ 1.24	\$ 1.24	\$ 1.24	\$ 1.24	\$ 1.24	\$ 1.24	\$ 1.24
Profit	\$ 1.73	\$ 1.73	\$ 1.73	\$ 1.73	\$ 1.73	\$ 1.73	\$ 1.73	\$ 1.73	\$ 1.73
Bill Rate	\$ 27.38	\$ 28.79	\$ 28.79	\$ 28.79	\$ 28.79	\$ 27.11	\$ 30.41	\$ 31.75	\$ 46.68
Weekly Hours	127.92	66.77	27.15	11.92	19.08	208.00	80.00	40.00	40.00
Annual Hours	6,652.00	3,472.00	1,412.00	620.00	992.00	10,816.00	4,160.00	2,080.00	2,080.00
Annual Billing	\$ 182,122.60	\$ 99,963.53	\$ 40,653.37	\$ 17,850.63	\$ 28,561.01	\$ 293,216.72	\$ 126,488.43	\$ 66,047.50	\$ 97,100.46
ANNUAL BILLING									\$ 952,004.25

OPTION 2: OVERALL BUDGET SUMMARY FOR YEAR ONE: 2021

Budget includes new staff recommendation, increased wages and new expense projections. Adds new equipment: Power Washing Trike, Info Cart Trike, and water tank for trailer. Staffing includes 24 additional hours for Peak Season Clean and 76 additional hours for the Peak Season Flower Program/Special Projects/Equipment Operator/Power Washing (total of 100 hours per week Peak season). Off Peak Clean is increased by 24 hours per week. **16.7% \$ increase over 2019-2020.**

OPTION 2 HOURS

Clean & Safe Weekly Hours	
Cleaning Ambassadors	143.85
Horticultural Specialist	90.62
Special Projects	40.00
Equipment Operator	23.85
Pressure Washers	23.85
Hospitality Ambassador	208.00
Team Leader	80.00
Operation Supervisor	40.00
Operations Manager	40.00
Weekly Total	690.2
Annual Total	35,888.00
FTEs	17.25



OPTION 2 BUDGET AND WAGES

PRICING	Cleaning Ambassadors	Horticultural Specialist	Special Projects	Equipment Operator	Pressure Washers	Hospitality Ambassador	Team Leader	Operation Supervisor	Operations Manager
Pay Rate	\$ 14.00	\$ 14.58	\$ 14.58	\$ 14.58	\$ 14.58	\$ 13.78	\$ 16.50	\$ 17.61	\$ 29.94
FICA	\$ 1.07	\$ 1.12	\$ 1.12	\$ 1.12	\$ 1.12	\$ 1.05	\$ 1.26	\$ 1.35	\$ 2.29
WC	\$ 0.78	\$ 0.82	\$ 0.82	\$ 0.82	\$ 0.82	\$ 0.77	\$ 0.92	\$ 0.99	\$ 1.68
Liability	\$ 0.36	\$ 0.37	\$ 0.37	\$ 0.37	\$ 0.37	\$ 0.35	\$ 0.42	\$ 0.45	\$ 0.76
Unemployment	\$ 0.74	\$ 0.77	\$ 0.77	\$ 0.77	\$ 0.77	\$ 0.73	\$ 0.87	\$ 0.93	\$ 1.58
Subtotal	\$ 16.95	\$ 17.66	\$ 17.66	\$ 17.66	\$ 17.66	\$ 16.68	\$ 19.98	\$ 21.33	\$ 36.26
Weekly Hours	143.85	90.62	40.00	23.85	23.85	208.00	80.00	40.00	40.00
Annual Hours	7,480.00	4,712.00	2,080.00	1,240.00	1,240.00	10,816.00	4,160.00	2,080.00	2,080.00
Annual Billing	\$ 126,805.45	\$ 83,209.01	\$ 36,730.63	\$ 21,897.11	\$ 21,897.11	\$ 180,448.86	\$ 83,116.18	\$ 44,361.37	\$ 75,414.33
Overhead	\$ 6.82	\$ 6.82	\$ 6.82	\$ 6.82	\$ 6.82	\$ 6.82	\$ 6.82	\$ 6.82	\$ 6.82
Benefits	\$ 1.15	\$ 1.15	\$ 1.15	\$ 1.15	\$ 1.15	\$ 1.15	\$ 1.15	\$ 1.15	\$ 1.15
Profit	\$ 1.67	\$ 1.67	\$ 1.67	\$ 1.67	\$ 1.67	\$ 1.67	\$ 1.67	\$ 1.67	\$ 1.67
Bill Rate	\$ 26.60	\$ 27.30	\$ 27.30	\$ 27.30	\$ 27.30	\$ 26.33	\$ 29.63	\$ 30.97	\$ 45.90
Weekly Hours	143.85	90.62	40.00	23.85	23.85	208.00	80.00	40.00	40.00
Annual Hours	7,480.00	4,712.00	2,080.00	1,240.00	1,240.00	10,816.00	4,160.00	2,080.00	2,080.00
Annual Billing	\$ 198,953.63	\$ 128,658.51	\$ 56,793.23	\$ 33,857.50	\$ 33,857.50	\$ 284,774.35	\$ 123,241.37	\$ 64,423.97	\$ 95,476.92
ANNUAL BILLING									\$ 1,020,036.98

IN SUMMARY

At Block by Block, we are incredibly proud to call our frontline employees Ambassadors. We believe that being an Ambassador is the most important factor in our line of work. Creating an experience for visitors, residents and stakeholders that is unforgettable through any means necessary. Even though we may be engaged in a specific task such as cleaning, removing weeds, or removing graffiti, it's vital that all of our employees are outgoing and engaging the public to help create a memorable experience for everyone enjoying Downtown Grand Rapids.

After reading our proposal we strongly believe you will find that not only have we recommended solutions that will elevate the experience for those who live, work and play in Downtown Grand Rapids, but that we have also made numerous improvements as an organization that will allow us to provide exceptional service both on the street and to you as a customer.

If you are as excited about our vision for creating an elevated experience in Downtown Grand Rapids, we would love to continue throughout the process and continue to customize an operating plan for the DGRI.

APPENDIX A: FINANCIALS

SMS HOLDINGS FINANCIAL STATEMENTS

SMS Holdings, Inc.
Balance Sheet

	<u>12/31/2016</u>	<u>12/31/2017</u>	<u>12/31/2018</u>
ASSETS			
CURRENT ASSETS:			
CASH & CASH EQUIVALENTS:	210,275	18,650,160	415,354
A/R-OTHER	424,161	8,012,091	24,369,045
Trade A/R - Net:	42,303,050	16,635,754	18,127,385
Total Prepaid Exp. & Other Current Assets:	10,339,525	19,890,855	43,510,454
TOTAL CURRENT ASSETS	53,277,011	63,188,860	86,422,238
Property & Equipment - Net:	10,331,525	6,344,883	4,927,707
Intangibles - Net:	12,827,486	10,843,586	10,866,527
Security Deposits:	485,556	193,090	193,173
Other Assets:	453,265	242,116	228,120
TOTAL ASSETS	77,374,843	80,812,535	102,637,765
LIABILITIES & STOCKHOLDERS' EQUITY			
Current Liabilities:			
Accounts Payable:	12,155,436	9,953,054	11,578,227
Accrued Compensation & Related Withholdings:	7,272,419	3,410,736	3,270,028
Insurance Payable	4,237,139	3,448,051	3,267,645
SALES TAX & PORT FEES PAYABLE	352,559	102,855	108,713
OTHER ACCRUED EXPENSES	3,356,132	1,346,418	1,406,360
DEFERRED REVENUE	14,051	114,416	-9,188
TOTAL CURRENT LIABILITIES	27,387,736	18,375,530	19,621,785
Contract Deposits	134,469	68,257	48,754
Long-term Debt		13,930,500	14,618,809
TOTAL LIABILITIES	27,522,205	32,374,287	34,289,348
STOCKHOLDERS' EQUITY:			
COMMON STOCK	100	100	100
TREASURY STOCK	-601,540	-601,540	-942,165
PAID-IN CAPITAL	2,611,219	106,837	255,243
RETAINED EARNINGS	46,227,241	47,842,859	67,603,243
CURRENT EARNINGS	1,615,618	1,089,992	1,431,996
TOTAL STOCKHOLDERS' EQUITY	49,852,638	48,438,248	68,348,417
TOTAL LIABILITIES & STOCKHOLDERS' EQUITY	77,374,843	80,812,535	102,637,765

MYDATT SERVICES, INC. FINANCIAL STATEMENTS

Mydatt Services, Inc. Balance Sheet

	<u>12/31/2016</u>	<u>12/31/2017</u>	<u>12/31/2018</u>
ASSETS			
CURRENT ASSETS:			
CASH & CASH EQUIVALENTS:	35,484	42,545	25,317
A/R-OTHER	41,018,949	54,126,378	45,917,064
Trade A/R - Net:	7,306,260	8,909,191	11,622,331
Total Prepaid Exp. & Other Current Assets:	958,677	814,583	1,064,828
TOTAL CURRENT ASSETS	49,319,370	63,892,697	58,629,540
Property & Equipment - Net:	1,344,270	1,417,015	2,057,779
Intangibles - Net:	12,414,603	10,843,586	10,843,586
Security Deposits:	38,757	21,158	28,675
Other Assets:	170,900	215,955	197,514
TOTAL ASSETS	63,287,900	76,390,411	71,757,094
LIABILITIES & STOCKHOLDERS' EQUITY			
Current Liabilities:			
Accounts Payable:	1,075,527	850,450	1,164,242
Accrued Compensation & Related Withholdings:	1,093,766	1,325,926	2,389,534
Insurance Payable	446,894	6,689,032	465,500
SALES TAX & PORT FEES PAYABLE	3,767	776	26,591
OTHER ACCRUED EXPENSES	1,035,583	3,924,972	1,226,720
DEFERRED REVENUE	-1,874	102,087	-22,327
TOTAL CURRENT LIABILITIES	3,653,663	12,893,243	5,250,260
Contract Deposits	80,731	59,504	42,704
TOTAL LIABILITIES	3,734,394	12,952,747	5,292,964
STOCKHOLDERS' EQUITY:			
COMMON STOCK	1,111	1,111	1,111
PAID-IN CAPITAL	148,406	148,406	148,406
RETAINED EARNINGS	58,710,433	61,582,647	62,431,969
CURRENT EARNINGS	693,556	1,705,500	3,882,644
TOTAL STOCKHOLDERS' EQUITY	59,553,506	63,437,664	66,464,130
TOTAL LIABILITIES & STOCKHOLDERS' EQUITY	63,287,900	76,390,411	71,757,094

APPENDIX B: OTHER RELEVANT REFERENCES

DOWNTOWN DETROIT PARTNERSHIP BUSINESS IMPROVEMENT ZONE



Serving since: May 2015
Ambassadors: 67
Contract: \$2,800,000
Contact: Gina Cavalier, BIZ Director
Email: gina.cavaliere@downtowndetroit.org
Phone: (313) 314-2724
Website: www.downtowndetroit.org
Services Provided: Environmental Maintenance, Hospitality Services Program

MILWAUKEE DOWNTOWN BUSINESS IMPROVEMENT DISTRICT



Serving Since: November 2018
Ambassadors: 12
Contact: Elizabeth Weirick (Beth)
Email: bweirick@milwaukeekeedowntown.com
Phone: (414) 220-4700
Website: www.milwaukeekeedowntown.com
Services Provided: Supplemental Safety, Hospitality, Social Outreach Services Program

DOWNTOWN TOLEDO DEVELOPMENT CORPORATION



Serving since: April 2006
Ambassadors: 10
Contract: \$371,000
Contact: Cindy Kerr, Vice President
Phone: (419) 249-5494
Website: www.downtowntoledo.org
Services provided: Environmental Maintenance, Supplemental Safety, Hospitality Services Program

DOWNTOWN SOUTH BEND AND DOWNTOWN SOUTH BEND



Serving since: February 2006
Ambassadors: 21
Contract: \$950,000
Contact: Aaron Perri, Executive Director Venues, Parks & Arts
Phone: (574) 299-4765
Website: <http://sbvpa.org/>
Services Provided: Environmental Maintenance, Supplemental Safety, Parking Facility Maintenance, Landscaping

DOWNTOWN CLEVELAND ALLIANCE



Serving Since: April 2006
Ambassadors: 85
Contract: \$3,670,000
Contact: Joe Marinucci, President & CEO
Email: jmarinucci@downtowncleveland.com
Phone: (216) 736-7799
Website: downtownclevelandalliance.com
Services Provided: Supplemental Security, Hospitality Services, Environmental Maintenance, Social Service Outreach

APPENDIX C: CURRENT OPERATIONAL BUDGET FOR REFERENCE

CURRENT SAFETY BUDGET HOURS

Safety Weekly Hours	
Ambassadors	208.00
Team Leader	40.00
Operations Manager	32.00
Weekly Total	280.00
Annual	14,560.00
FTEs	7.00

CURRENT SAFETY BUDGET AND WAGES

PRICING	Ambassadors	Team Leader	Operations Manager
Pay Rate	\$11.71	\$14.20	\$ 29.07
FICA	\$ 0.90	\$ 1.09	\$ 2.22
WC	\$ 0.66	\$ 0.80	\$ 1.63
Liability	\$ 0.30	\$ 0.36	\$ 0.74
Unemployment	\$ 0.62	\$ 0.75	\$ 1.54
Subtotal	\$ 14.18	\$ 17.19	\$ 35.20
Weekly Hours	208.00	40.00	32.00
Annual Hours	10,816.00	2,080.00	1,664.00
Annual Billing	\$ 153,381.53	\$ 35,765.14	\$ 58,579.76
Overhead	\$ 2.55	\$ 2.55	\$ 2.55
Benefits	\$ 1.27	\$ 1.27	\$ 1.27
Profit	\$ 1.30	\$ 1.30	\$ 1.30
Bill Rate	\$ 19.30	\$ 22.31	\$ 40.32
Weekly Hours	208.00	40.00	32.00
Annual Hours	10,816.00	2,080.00	1,664.00
Annual Billing	\$ 208,747.51	\$ 46,412.45	\$ 67,097.60
ANNUAL BILLING	\$ 322,257.56		

CURRENT SAFETY DEPLOYMENT

Position	Hours	Assignment	Zone	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Safety Ambassadors	7am - 3:30pm	Bike Patrol	Primary Area		8	8	8	8	8		40
	11am - 7:30pm	Bike - Homeless Outreach	Primary/Outer Area	8	8	8	8		8		40
	11am - 7:30pm	Bike Patrol	Primary Area	8				8			16
	2:30pm - 11pm	Bike Patrol	Primary Area		8	8	8	8	8		40
	2:30pm - 11pm	Bike Patrol	Primary/Outer Areas			8	8	8			24
	6:30pm - 3am	Bike Patrol	Primary Area - Ionia Ave					8	8	8	24
	6:30pm - 3am	Bike Patrol	Primary Area - Ionia Ave					8	8	8	24
Team Leader	2:30pm - 11pm	Bike Patrol	Primary/Outer Corridor			8	8				16
	6:30pm - 3am	Bike Patrol	Primary Area - Ionia Ave					8	8	8	24
Ops Mgr	7am - 4pm	Bike Patrol	Primary/Outer Corridor		8	8	8	8	8		32
Total Scheduled Weekly Hours				16	32	48	48	64	56	24	280

CURRENT CLEAN BUDGET HOURS

Clean Weekly Hours	
Cleaning Ambassadors	121.46
Horticultural Specialist	83.69
Pressure Washers	47.69
Team Leader	40.00
Operation Supervisor	40.00
Operations Manager	8.00
Weekly Total	340.8
Annual Total	17,724.00
FTEs	8.52

CURRENT CLEAN BUDGET AND WAGES

PRICING	Cleaning Ambassadors	Special Projects/ Equipment Operators	Pressure Washers	Team Leader	Operations Supervisor	Operations Manager
Pay Rate	\$ 11.50	\$ 13.75	\$ 13.67	\$ 15.00	\$ 17.58	\$ 29.07
FICA	\$ 0.88	\$ 1.05	\$ 1.05	\$ 1.15	\$ 1.34	\$ 2.22
WC	\$ 0.64	\$ 0.77	\$ 0.77	\$ 0.84	\$ 0.98	\$ 1.63
Liability	\$ 0.29	\$ 0.35	\$ 0.35	\$ 0.38	\$ 0.45	\$ 0.74
Unemployment	\$ 0.61	\$ 0.73	\$ 0.72	\$ 0.79	\$ 0.93	\$ 1.54
Subtotal	\$ 13.93	\$ 16.65	\$ 16.55	\$ 18.16	\$ 21.29	\$ 35.20
Weekly Hours	121.46	83.69	47.69	40.00	40.00	8.00
Annual Hours	6,316.00	4,352.00	2,480.00	2,080.00	2,080.00	416.00
Annual Billing	\$ 87,952.51	\$ 72,460.26	\$ 41,041.44	\$ 37,780.08	\$ 44,276.56	\$ 14,644.94
Overhead	\$ 11.40	\$ 11.40	\$ 11.40	\$ 11.40	\$ 11.40	\$ 11.40
Benefits	\$ 1.08	\$ 1.08	\$ 1.08	\$ 1.08	\$ 1.08	\$ 1.08
Profit	\$ 1.83	\$ 1.83	\$ 1.83	\$ 1.83	\$ 1.83	\$ 1.83
Bill Rate	\$ 28.24	\$ 30.96	\$ 30.86	\$ 32.48	\$ 35.60	\$ 49.52
Weekly Hours	121.46	83.69	47.69	40.00	40.00	8.00
Annual Hours	6,316.00	4,352.00	2,480.00	2,080.00	2,080.00	416.00
Annual Billing	\$ 178,365.98	\$ 134,759.08	\$ 76,542.61	\$ 67,555.26	\$ 74,051.73	\$ 20,599.97
ANNUAL BILLING						\$ 551,874.63

CURRENT CLEAN AND SPECIAL PROJECTS DEPLOYMENT

Peak Season (April 1st through October 31st)											
Position	Hours	Zone	Primary Assignment	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Cleaning Ambassadors											
	11:30am-5pm	Core	Special Projects					4		4	8
	7am-3pm	Core	Manual Cleaning	8							8
	7am-3pm	Core	Manual Cleaning	8	8	8			8	8	40
	7am - 3pm	Core	Team Leader - Manual Cleaning	8	8	8			8	8	40
	11:30am-7pm	Core	Manual Cleaning			8	8	8	8	8	40
Special Projects/Equipment Operators	7am-3pm	Planters	Flower Watering and Landscape Maintenance	8	8	8	8	8	8	8	56
	FLEX	Planters	FLEX		4	4	4	4	4	4	24
	7am - 3pm	Western Zone	Mechanical Cleaning				2	2	2	2	8
	7am - 3pm	Core	Mechanical Cleaning		4	8	4	8	4		28
Pressure Washer											
	7am - 3pm	ALL	Pressure Washing	8	8	8	8	8			40
	7am - 3pm	ALL	Pressure Washing	8	8	8	8	8			40
Ops Supervisor	7am-3pm	ALL	Supervision & Trash Pick-up			8	8	8	8	8	40
Operations Manager	9am - 6pm	ALL	This is a 'Working' Manager			2	2	2	2		8
				48	48	78	60	68	60	58	
Total Scheduled Weekly Hours											420

Off Peak Season (November 1st - March 31st)											
Position	Hours	Zone	Primary Assignment	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Cleaning Ambassadors											
	11:30am-5pm	Core	Special Projects			4	4	4	4	4	20
	7am-3pm	Core	Manual Cleaning								0
	7am-3pm	Core	Team Leader - Manual Cleaning	8	8			8	8	8	40
	11am-7pm	Core	Manual Cleaning			8	8	8	8	8	40
	11am-7pm	Core	Manual Cleaning			8	8	8	8	8	40
Special Projects/Equipment Operators											
	7am-3pm	Planters	Flower Watering								0
	FLEX	Planters	FLEX								0
	7am - 3pm	Western Zone	Mechanical Cleaning				2	2	2	2	8
	7am - 3pm	Core	Mechanical Cleaning		4	8	4	8	4		28
Pressure Washer	7am - 3pm	ALL	Pressure Washing								0
	7am - 3pm	ALL	Pressure Washing								0
Operations Supervisor	7am-3pm	ALL	Supervision & Trash Pick-up	0	0	8	8	8	8	8	40
Operations Manager	9am - 6pm	ALL	This is a 'Working' Manager			2	2	2	2		8
				8	12	38	36	48	44	38	
Total Scheduled Weekly Hours											224

MEMORANDUM

DOWNTOWN
IMPROVEMENT
DISTRICT



DID

DATE: March 23, 2020

TO: Downtown Improvement District

FROM: Melvin Eledge Jr.
Operations Manager

SUBJECT: Beautification of Grandville Planter Beds

Agenda Item #5
March 23, 2020
DID Meeting

Overview

During the early Fall of 2019 DGRI staff asked MiCandy Gardens, the current beautification subcontractor, to evaluate the 4 planter beds near the corner of Grandville and Weston. While the beds had been maintained by the ambassador program the beds appeared to be in substandard condition with a variety of plants inconsistently planted throughout the beds, gaps where plants had died and been removed but not replanted, it was recommended that the 4 beds have the soil amended and new plantings be done to enhance the beautification and green infrastructure along the Grandville corridor, this work is estimated to cost \$9,975 because it is outside the scope of the existing beautification contract.

Issues like this continue to highlight the importance of the work being done by DGRI staff to thoroughly evaluate and document the current assets and maintenance needs throughout the DID using comprehensive GIS mapping, the newly created street space assessment tool as well as the current work to develop an overarching and proactive asset management program.

MEMORANDUM

DOWNTOWN
IMPROVEMENT
DISTRICT



DID

DATE: March 23, 2020

TO: Downtown Improvement District

FROM: Melvin Eledge Jr.
Operations Manager

SUBJECT: Beautification of Williams Street Planter Beds

Agenda Item #5
March 23, 2020
DID Meeting

Overview

During the early Fall of 2019 DGRI staff was made aware of 14 planter beds along the Williams Street corridor that were not being adequately maintained. When staff surveyed the planters and they were found to be full of trash, overgrown weeds and dying plants that needed to be trimmed back and in serious need of being watered. The Downtown Ambassador's horticulture team managed to clean up the beds and after having MiCandy survey the beds they determined that the 9 beds along the Southern block face of Williams in front of Founders needed to have the soil amended and be replanted due to the extreme neglect; the cost of this work is \$7,395 because it is outside the scope of the current contract.

Issues like this continue to highlight the importance of the work being done by DGRI staff to thoroughly evaluate and document the current assets and maintenance needs throughout the DID using comprehensive GIS mapping, the newly created street space assessment tool as well as the current work to develop an overarching and proactive asset management program.



DOWNTOWN
GRAND RAPIDS INC.