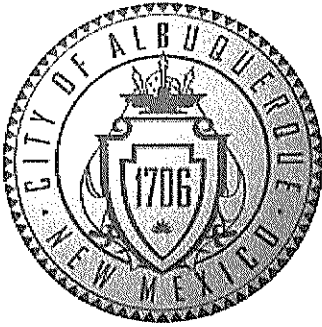


EC-26-211



CITY OF ALBUQUERQUE

Albuquerque, New Mexico

Office of the Mayor

Mayor Timothy M. Keller

INTER-OFFICE MEMORANDUM

June 1, 2026

TO: Klarissa J. Peña, President, City Council

FROM: Timothy M. Keller, Mayor

A handwritten signature in dark ink, appearing to be 'TK' or similar initials, written over the printed name of the Mayor.

SUBJECT: Recommendation of Award for Environmental Maintenance, Hospitality, and Safety Services, RFP-2025-747-DSW-MP

The Department of Finance and Administrative Services, Purchasing Division, issued the subject solicitation in conjunction with the Department of Solid Waste and developed the RFP for Environmental Maintenance, Hospitality, and Safety Services.

The solicitation was posted on the Purchasing website on January 20th, 2026, and advertised through social media. The number of responses received for evaluation was three (3), with one (1) being deemed non-responsive.

The Ad Hoc Evaluation Committee evaluated and scored the response in accordance with the evaluation criteria published in the RFP. Block by Block was determined to have met all required criteria, was qualified, and recommended for award.

I concur with this recommendation.

The City's Department of Solid Waste will manage this contract. Environmental Maintenance, Hospitality, and Safety Services, RFP-2025-747-DSW-MP

Approved:

Approved as to Legal Form:

Initial Initial
T JH


Samantha Sengel, EdD Date 7/6/26
Chief Administrative Officer

DocuSigned by:
Lauren Keefe 6/23/2026 | 4:32 PM MDT
1A21D96D32C74EE...
City Attorney Date

Recommended:

DocuSigned by:
William D. Gallegos 6/23/2026 | 6:46 AM MDT
D5B4346F865C4D5...
Director Date

Cover Analysis

1. What is it?

The Ambassador program is a hospitality, safety and outreach service program focused on supporting the Downtown, Nob Hill and Art/Transit Platform areas. The contract includes ambassador services aimed at maintaining clean, safe, and welcoming public spaces, as well as the Better Way Forward program, which provides outreach and service connection efforts to individuals experiencing homelessness or in need of support services. Together, these services are intended to improve quality of life, support local businesses, and enhance the experience for residents and visitors

2. What will this piece of legislation do?

This legislation will authorize the Solid Waste Management Department to enter into a contract for ambassador, hospitality, safety services and Better Way Forward outreach services within the Downtown, Nob Hill and Art/Transit Platform areas.

3. Why is this project needed?

This project is needed to support cleanliness, safety, and quality of life within key commercial and transit areas while also providing outreach and service connections through the Better Way Forward program. These services help address issues related to litter, visitor experience, and vulnerable populations in a coordinated manner that supports residents, businesses, and visitors.

4. How much will it cost and what is the funding source?

MYDATT SERVICES INC is an existing vendor to the Solid Waste Department. \$1.64 Million for FY27 will come from Fund 651-Clean City Program existing budget, for contractual services; and \$1.64 Million for FY28 will come from Fund 651-Clean City Program pending council's approval of the FY28 budget.

5. Is there a revenue source associated with this contract? If so, what level of income is projected?

No.

6. What will happen if the project is not approved?

If the project is not approved, the Downtown, Nob Hill and Art/Transit Platform areas will likely experience a decline in cleanliness, and overall hospitality services.

7. Is this service already provided by another entity?

No, no other entity is currently providing this service.

FISCAL IMPACT ANALYSIS

TITLE: FY27 My Datt Contract
 Re: Block by Block and Better Way Forward Programs

R: __xx
 FUND: 651

DEPT: Solid Waste

- ☒ [X] No measurable fiscal impact is anticipated, i.e., no impact on fund balance over and above existing appropriations.
- ☐ [] (If Applicable) The estimated fiscal impact (defined as impact over and above existing appropriations) of this legislation is as follows:

	2026	Fiscal Years 2027	2028	Total
Base Salary/Wages				-
Fringe Benefits at				-
Subtotal Personnel	-	-	-	-
Operating Expenses		-		-
Property		-	-	-
Indirect Costs	-	-	-	-
Total Expenses	\$ -	\$ -	\$ -	\$ -
[x] Estimated revenues not affected				
[] Estimated revenue impact				
Revenue from program				0
Amount of Grant		-	-	
City Cash Match				
City Inkind Match				
City IDOH		-	-	-
Total Revenue	\$ -	\$ -	\$ -	\$ -

These estimates do not include any adjustment for inflation.

* Range if not easily quantifiable.

Number of Positions created

COMMENTS: The Solid Waste Management Department conducted an RFP for hospitality and safety services. The department is requesting authorization for two year contract with My Datt to provide hospitality and safety services throughout the City including Downtown, Nob Hill and ART/Transit Platform areas. There is no revenue associated with this contract. Funding for the contract will be provided through the Clean City Program, with expenditures of \$1.64 million budgeted in FY27.

COMMENTS ON NON-MONETARY IMPACTS TO COMMUNITY/CITY GOVERNMENT:

PREPARED BY:

DocuSigned by:

Stephanie Manzanarez

FISCAL ANALYST

APPROVED:

DocuSigned by:

William D. Gallegos 6/23/2026 | 6:46 AM MDT

DIRECTOR

REVIEWED BY:

Signed by:

Mahvand Biazar

EXECUTIVE BUDGET ANALYST

Signed by:

Donna Sandone

BUDGET OFFICER

Signed by:

Christine Barner

CITY ECONOMIST



City of Albuquerque
Department of Finance and Administrative Services

Timothy M. Keller, Mayor

Interoffice Memorandum Date: DATE

TO: Dr. Samantha Sengel, Chief Administrative Officer

FROM: Billy Gallegos, Department of Solid Waste

SUBJECT: **Recommendation of Award –**
RFP Number: RFP-2025-747-DSW-MP
RFP Name: Environmental Maintenance, Hospitality, and Safety Services

DS
WAG

The Department of Finance and Administrative Services, Purchasing Division, issued the subject solicitation in conjunction with the Department of Solid Waste and developed an RFP for Environmental Maintenance, Hospitality, and Safety Services.

The solicitation was posted on the Purchasing website. The number of responses received for evaluation were three (3) with one (1) offeror being eliminated due to being deemed non-responsive.

The Ad Hoc Evaluation Committee evaluated and scored the responses in accordance with the evaluation criteria published in the RFP and recommends awarding a contract to Block by Block.

I concur with this recommendation. Listed below are the composite scores for the top responses received:

COMPANY NAME	SCORE
Block by Block	888.25/1000
Aspen General Contracting LLC	710.50/1000

The Department that will be managing this contract is Department of Solid Waste

Approved:

DocuSigned by:
 4/17/2026 | 2:18 PM MDT
A48F4B1C1344490
Dr. Samantha Sengel (Date)
Chief Administrative Officer

Attachment: Scoring Summary





RFP-2025-747-DSW-MP - Environmental Maintenance, Hospitality, and Safety Services
Scoring Summary

Active Submissions

	Total	A - Evaluation Factors	A-1 - General approach	A-2 - Detailed plans	A-3 - Experience and qualifications	A-4 - Adequacy of proposed project management and resources	A-5 - Past performance	A-6 - Overall ability	A-7 - Cost Proposal	B - Main Evaluation	B-1 - Technical proposal	B-2 - Cost proposal	B-3 - Signed pay equity form	B-4 - Do you agree to the City's terms and conditions?	B-5 - Do you agree to provide the City with the required insurance?	B-6 - Supplier contact information (complete name, phone, email) with authority to sign the contract resulting from this solicitation
Supplier	/ 1,000.00 pts	/ 1,000.00 pts	/ 100 pts	/ 100 pts	/ 100 pts	/ 100 pts	/ 200 pts	/ 200 pts	/ 200 pts	/ 0 pts	Pass/Fail	Pass/Fail	Pass/Fail	Pass/Fail	Pass/Fail	Pass/Fail
Block by Block	888,25	888,25	86,75	84,5	92	85	180	180	180	0	Pass	Pass	Pass	Pass	Pass	Fail
Aspen General Contracting LLC	710,5	710,5	70	72,5	78,75	74,25	147,5	147,5	120	0	Pass	Pass	Pass	Pass	Pass	Pass

Eliminated Submissions

	A - Evaluation Factors	A-1 - General approach	A-2 - Detailed plans	A-3 - Experience and qualifications	A-4 - Adequacy of proposed project management and resources	A-5 - Past performance	A-6 - Overall ability	A-7 - Cost Proposal	B - Main Evaluation	B-1 - Technical proposal	B-2 - Cost proposal	B-3 - Signed pay equity form	B-4 - Do you agree to the City's terms and conditions?	B-5 - Do you agree to provide the City with the required insurance?	B-6 - Supplier contact information (complete name, phone, email) with authority to sign the contract resulting from this solicitation
Supplier	/ 1,000.00 pts	/ 100 pts	/ 100 pts	/ 100 pts	/ 100 pts	/ 200 pts	/ 200 pts	/ 200 pts	/ 0 pts	Pass/Fail	Pass/Fail	Pass/Fail	Pass/Fail	Pass/Fail	Pass/Fail
Daves grounds maintenance inc	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

City of Albuquerque

Request for Proposals

Solicitation Number: RFP-2025-747-DSW-MP

Environmental Maintenance, Hospitality, and Safety Services

Open Date: January 20th, 2026



Deadline for Receipt of Proposals: February 19th, 2026: 4:00 p.m. (Mountain Time)

The City eProcurement System will not allow Proposals to be submitted after this date and time.

Non-Mandatory Pre-Proposal Conference

Date: January 30th, 2026

Time: 1:00PM (Mountain Time)

**City of Albuquerque
Department of Finance and Administrative Services
Purchasing Division
V2024.07.10 JLB**

TABLE OF CONTENTS

	Page
Introduction	3
Part 1 Instructions to Offerors	4
Part 2 Proposal Format	14
Part 3 Scope of Services	16
Part 4 Evaluation of Proposals	21

INTRODUCTION

The City of Albuquerque Economic Development Department ("City") is requesting proposals from all interested and qualified Offerors for environmental maintenance and supplemental hospitality and safety services in its downtown area.

The purpose of this Request for Proposal ("RFP") is to provide a format for the evaluation of Offerors who have the experience and qualifications necessary to meet the following goals and objectives for providing these services.

Goal: A clean, safe and friendly Downtown (as outlined in appendix B) Albuquerque.

Objectives:

- Meet the needs of residents, businesses, and tourists by providing environmental maintenance, hospitality and safety services in the downtown area.
- Work closely with the City and organizations contracted by the City to help revitalize downtown for citizens and tourists.
- Work on Special Projects and events agreed upon by the City and Offeror.
- Act as the public information resource to district business, workers, shoppers, visitors and residents.
- Work with Albuquerque Police Department to share information on safety/security related issues in Downtown

General Information

Albuquerque, founded in 1706, is one of the Southwest's oldest cities, embodying and reflecting a strong multicultural arts scene that makes it a unique city in the Southwest and Rocky Mountain West. Albuquerque today is the result of hundreds of years of Native American, Spanish, Hispanic, Mexican-American and Anglo/cowboy cultural political and economic activities. Albuquerque's great year-round climate, diverse cultures, historic appeal combined with the unusual and diverse cuisine makes Albuquerque a unique visitor and convention destination.

Public and private efforts thorough the City are fostering creativity, innovation and entrepreneurship.

The City is a home rule charter municipality and operates on a fiscal year basis, from July 1 through June 30.

PART 1

INSTRUCTIONS TO OFFERORS

1.1 RFP Number and Title: RFP-2025-747-DSW-MP, "Environmental Maintenance, Hospitality, and Safety Services"

1.2 Proposal Due Date: February 19th, 2026 - NLT 4:00 PM (Local Time)

The time and date Proposals are due shall be strictly observed.

1.2.1 Non-Mandatory Pre-Proposal Conference: This is not a mandatory pre-Proposal conference, but highly recommended. Those vendors who choose not to attend shall be solely responsible for obtaining any additional information, clarifications or addenda resulting from this meeting.

Date: January 30th, 2026

Time: 1:00PM (Mountain Time)

Location: <https://cabq.zoom.us/j/88374070600>

Meeting ID: 883 7407 0600

1.2.2 Questions: All questions shall be submitted in written format in the City's eProcurement system prior to the close date for questions and answers.

1.3 Purchasing Division: This Request for Proposals ("RFP") is issued on behalf of the City of Albuquerque by its Purchasing Division, which is the sole point of contact during the entire procurement process.

1.4 Authority: Chapter 5, Article 5 of the Revised Ordinances of the City of Albuquerque, 1994, ("Public Purchases Ordinance"). The City Council, pursuant to Article 1 of the Charter of the City of Albuquerque and Article X, Section 6 of the Constitution of New Mexico, has enacted this Public Purchases Ordinance as authorized by such provisions and for the purpose of providing maximum local self-government. To that end, it is intended that this Public Purchases Ordinance shall govern all purchasing transactions of the City and shall serve to exempt the City from all provisions of the New Mexico Procurement Code, as provided in Section 13-1-98K, NMSA 1978.

1.5 Acceptance of Proposal: Acceptance of Proposal is contingent upon Offeror's certification and agreement by submittal of its Proposal, to comply and act in accordance with all provisions of the following:

1.5.1 City Public Purchases Ordinance

1.5.2 City Purchasing Rules and Regulations: These Rules and Regulations ("Regulations") are written to clarify and implement the provisions of the Public Purchases Ordinance. These Regulations establish policies, procedures, and

guidelines relating to the procurement, management, control, and disposal of goods, services, and construction, as applicable, under the authority of the Ordinance.

1.5.3 Civil Rights Compliance: Acceptance of Proposal is contingent upon the Offeror's certification and agreement by submittal of its Proposal, to comply and act in accordance with all provisions of the Albuquerque Human Rights Ordinance, the New Mexico Human Rights Act, Title VII of the U.S. Civil Rights Act of 1964, as amended, and all federal statutes and executive orders, New Mexico statutes and City of Albuquerque ordinances and resolutions relating to the enforcement of civil rights and affirmative action. Questions regarding civil rights or affirmative action compliance requirements should be directed to the City of Albuquerque Human Rights Office.

1.5.4 Americans with Disabilities Act Compliance: The Offeror certifies and agrees, by submittal of its Proposal, to comply and act in accordance with all applicable provisions of the Americans With Disabilities Act of 1990 and federal regulations promulgated thereunder.

1.5.5 Insurance and Bonding Compliance: Acceptance of Proposal is contingent upon Offeror's ability to comply with the insurance requirements as stated herein. Please include a certificate or statement of compliance in your Proposal and bonds as required.

1.5.6 Ethics:

1.5.6.1 Fair Dealing. The Offeror warrants that its Proposal is submitted and entered into without collusion on the part of the Offeror with any person or firm, without fraud and in good faith. Offeror also warrants that no gratuities, in the form of entertainment, gifts or otherwise, were, or will be offered or given by the Offeror, or any agent or representative of the Offeror to any officer or employee of the City with a view toward securing a recommendation of award or subsequent contract or for securing more favorable treatment with respect to making a recommendation of award.

1.5.6.2 Conflict of Interest. The Offeror warrants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required under the contract resulting from this RFP. The Offeror also warrants that, to the best of its knowledge, no officer, agent or employee of the City who shall participate in any decision relating to this RFP and the resulting contract, currently has, or will have in the future, a personal or pecuniary interest in the Offeror's business.

1.5.7 Participation/Offeror Preparation: The Offeror may not use the consultation or assistance of any person, firm company who has participated in whole or in part in the writing of these specifications or the Scope of Services, for

the preparation of its Proposal or in the management of its business if awarded the contract resulting from this RFP.

1.5.8 Debarment or Ineligibility Compliance: By submitting its Proposal in response to this RFP, the Offeror certifies that (i) it has not been debarred or otherwise found ineligible to receive funds by any agency of the federal government, the State of New Mexico, any local public body of the State, or any state of the United States; and (ii) should any notice of debarment, suspension, ineligibility or exclusion be received by the Offeror, the Offeror will notify the City immediately.

Any Proposal received from an Offeror that is, at the time of submitting its Proposal or prior to receipt of award of a contract, debarred by or otherwise ineligible to receive funds from any agency of the federal government, the State of New Mexico, any local public body of the State, or any state of the United States, shall be rejected.

Upon receipt of notice of debarment of an Offeror awarded a contract as a result of this RFP ("Contractor"), or other ineligibility of the Contractor to receive funds from any agency of the federal government, the State of New Mexico, any local public body of the State, or any state of the United States, the City shall have the right to cancel the contract with the Contractor resulting from this RFP for cause in accordance with the terms of said contract.

1.5.9 Goods Produced Under Decent Working Conditions: It is the policy of the City not to purchase, lease, or rent goods for use or for resale at City owned enterprises that were produced under sweatshop conditions. The Offeror certifies, by submittal of its Proposal in response to this solicitation, that the goods offered to the City were produced under decent working conditions. The City defines "under decent working conditions" as production in a factory in which child labor and forced labor are not employed; in which adequate wages and benefits are paid to workers; in which workers are not required to work more than 48 hours per week (or less if a shorter workweek applies); in which employees are free from physical, sexual or verbal harassment; and in which employees can speak freely about working conditions and can participate in and form unions. [*Council Bill No. M-8, Enactment No. 9-1998*]

1.5.10 Graffiti Free: When required, the Contractor will be required to furnish equipment, facilities, or other items required to complete these services, that are graffiti-free. Failure of Contractor to comply with this requirement may result in cancellation of the contract resulting from this RFP.

1.6 City Contact: The sole point of contact for this RFP is the City of Albuquerque Purchasing Division. Questions regarding this RFP should be directed to the following Purchasing representative unless otherwise specified in the solicitation. The City Contact will communicate with Offerors through its e-procurement system, Bonfire. Offerors will receive e-mail notifications from Bonfire to the e-mail that Offeror included in its Bonfire

registration. Offerors are responsible for monitoring any communications sent through Bonfire and responding to any requests for information or directives within stated deadlines. Offerors who fail to abide by this instruction may be deemed nonresponsive.

- Matthew Pierce, Senior Buyer, Department of Finance and Administrative Services, Purchasing Division
- Phone: (505) 767-5710 or E-Mail: mpierce@cabq.gov
- Post Office Box 1293, Albuquerque, New Mexico 87103

1.7 Contract Management: The contract resulting from this RFP will be managed by the Solid Waste Department, Clean City Division.

1.8 Clarification: Any explanation desired by an Offeror regarding the meaning or interpretation of this RFP must be requested in writing not less than ten (10) working days prior to the deadline for the receipt of Proposals to allow sufficient time for a reply to reach all Offerors before the submission of their Proposals. No extension of time will be granted based on submission of inquiries subsequent to the required date nor will such inquiries be answered. All inquiries must be directed to the Purchasing Division as stated herein and must be submitted through the City's eProcurement system Bonfire. **The City will not respond to questions that are submitted by any other means than electronically through the City's eProcurement system.** Oral explanations or instructions given before the award of the contract or at any time will not be binding. Purchasing shall prepare answers to questions in the form of Addenda to this RFP and shall post all such Addenda to the online eProcurement System.

1.9 Submission of Proposals. The Offeror's Proposal must be submitted **electronically** through the eProcurement system pursuant to the following requirements:

1.9.1 Electronic Copy. Submit your complete Proposal including all forms, attachments, exhibits, Technical Proposal, Cost Proposal, etc. using the eProcurement System at <https://cabq.bonfirehub.com/portal/?tab=openOpportunities>. Please allow a minimum of two (2) business days to submit your proposal. If you do not have a username and password, please register as this is the only method to submit electronically on the Bonfire portal. Please make sure to register on the system in order to receive notices and submit a response to a solicitation. For assistance, please contact support@gobonfire.com or 1-800-354-8010. **Failure to submit your proposal electronically through the City's eProcurement system shall result in your proposal being deemed nonresponsive.**

1.9.2 Format. Each file uploaded to the eProcurement System shall be in single PDF format unless otherwise indicated. The City's preferred format is Optical Character Recognition (OCR) searchable PDF format. Do not encrypt files and do not password protect the documents submitted.

1.9.3 ALL PROPOSALS MUST BE RECEIVED BY THE CITY PURCHASING DIVISION AS SPECIFIED HEREIN. IF YOU FAIL TO COMPLY WITH THE SUBMISSION

REQUIREMENTS IN THIS SECTION 1.9, THE CITY SHALL DEEM YOUR PROPOSAL NONRESPONSIVE.

1.9.4 No other methods of Proposal delivery. Neither telephone, facsimile, nor telegraphic Proposals shall be accepted.

1.9.5 Modification. Proposals may be modified or withdrawn only by written notice, provided such notice is received prior to the Proposal Due Date.

1.9.6 Receipt of Proposals. The only acceptable evidence to establish the time of receipt of Proposals by City Purchasing Office is the time-date stamp of the eProcurement System.

1.9.7 Acknowledgment of Addenda to the Request for Proposals. Receipt of Addenda to this RFP by an Offeror must be acknowledged in the City's eProcurement system. Failure to acknowledge an Addendum may result in your response being deemed non-responsive.

1.10 Modifications to Scope of Services: In the event that sufficient funds do not become available to complete each task in the Scope of Services, the Scope of Services may be amended, based upon the cost breakdown required in the Cost Proposal.

1.11 Required Contract Terms: The Required Contract Terms can be accessed at this link <https://www.cabq.gov/dfa/purchasing-division/vendor-services/terms-and-conditions>, click on "Request for Proposals Required Contract Terms". The Offeror certifies that it accepts the Required Contract Terms, or has uploaded its exceptions to the Required Contract Terms in the City's e-Procurement system, under "Requested Information" "Exceptions to Section 1.11 Required Contract Terms." Any exceptions shall be identified by the RFP Section, Subsection, and must state the specific exception the Offeror has, as well as any alternative language. The City's receipt of exceptions in a response is not an acceptance of any requested changes to the Required Contract Terms. The Required Contract Terms may differ from the terms in the final contract awarded under this RFP.

1.12 Contract Term: The contract resulting from this solicitation is anticipated to have a term of **2 years with possible extensions of two (2) 1-year periods.**

1.13 Evaluation Period: The City reserves the right to analyze, examine and interpret any Proposal for a period of ninety (90) days after the hour and date specified for the receipt of Proposals. The City reserves the right to extend the evaluation period if it feels, in its sole discretion, such an extension would be in the best interest of the City.

1.14 Evaluation Assistance: The City, in evaluating Proposals, reserves the right to use any assistance deemed advisable, including City contractors and consultants.

1.15 Rejection and Waiver: The City reserves the right to reject any or all Proposals and to waive informalities and minor irregularities in Proposals received.

1.16 Award of Contract:

1.16.1 When Award Occurs: Award of contract occurs when a Purchase Order is issued or other evidence of acceptance by the City is provided to the Offeror. A Recommendation of Award does not constitute award of contract.

1.16.2 Award: If a contract is awarded, it shall be awarded to the responsive and responsible Offeror whose Proposal conforming to this RFP will be most advantageous to the City as set forth in the Evaluation Criteria.

1.17 Cancellation: This RFP may be canceled for any reasons and any and all Proposals may be rejected in whole or in part when it is in the best interests of the City.

1.18 Negotiations: Negotiations may be conducted with the Offeror(s) recommended for award of contract.

1.19 City-Furnished Property: No material, labor, or facilities will be furnished by the City unless otherwise provided for in this RFP.

1.20 Public Records:

1.20.1 The Purchasing Division's procurement file and any documents relating to this RFP, including the Proposals submitted by Offerors, shall be open to public inspection in accordance with applicable law after the recommendation of award of a contract has been approved by the Mayor or the Mayor's designee.

1.20.2 An Offeror who chooses to submit material they consider a "Trade Secret" must do so in a segregated file clearly designated as containing trade secrets both in the file name and within the contents of the file itself. These segregated files are to be used by the City for reference only. An Offeror's failure to segregate such materials constitutes a failure to reasonably, under the circumstances, maintain the materials' secrecy and Offeror indemnifies and holds the City harmless for any and all liability resulting from the disclosure of any materials not segregated as described above.

1.20.3 If an Offeror submits with a proposal material required by law to be kept confidential, the Offeror must segregate such material in a separate file. Such a file should be clearly designated as "Legally Confidential" in both the file name and within the contents of the file. The contents of the file must include a description and citation to the legal basis for why the material must be kept confidential. Failure to segregate the material and describe the legal basis for why it is to be kept confidential may result in the information being disclosed. Designating the entire proposal confidential is not acceptable without providing the legal basis and may result in the information being disclosed. Offeror indemnifies and holds the City harmless for any and all liability resulting from such disclosure resulting from information not segregated as described above.

1.20.4 Pricing, makes and models or catalog numbers of items offered, delivery terms, and terms of payment shall not be designated as trade secrets or required to be kept confidential by law.

1.20.5 The City will endeavor to restrict the release of material segregated and designated as “Trade Secret” or “Legally Confidential to only those individuals involved in the review and analysis of the Proposals, and to any other party as required by law or court order. Under the New Mexico Inspection of Public Records Act (Sections 14-2-1 et seq, NMSA 1978) (“Act”) the City may redact trade secrets and other material required to be kept confidential by law, but may not redact proprietary or confidential information. Any Proprietary or Confidential Data provided as part of a Proposal is subject to public inspection under the Act. **Notwithstanding any provision of this RFP, the City shall not be responsible or liable to the Offeror for any disclosure of records required by the Act or an order of a court or other tribunal with jurisdiction over the City.**

1.21 Procurement Preferences: A Pay Equity Preference as provided in Section 5-5-31 R.O.A. 1994 (as amended by C/S O-17-33) and the State Preferences as provided in 13-1-21 NMSA 1978 are applicable to this solicitation. To request the application of a preference, as applicable, Offeror shall submit with its Proposal a City Pay Equity Preference Form or the New Mexico State Certification for the requested preference.

1.22 Request for Proposals Protest Process:

1.22.1 RFP Documents: If the protest concerns the specifications for the RFP or other matters pertaining to the solicitation documents, the protest must be filed with the Chief Procurement Officer no later than 5:00 p.m., ten (10) business days prior to the deadline for the receipt of Proposals.

1.22.2 Recommendation of Award: If the protest concerns the Recommendation of Award, the protest must be filed with the Chief Procurement Officer no later than 5:00 p.m. of the tenth (10th) business day after the receipt of notice of the Recommendation of Award.

1.22.3 Timely Protests: Protests must be received by the Chief Procurement Officer prior to the appropriate deadline as set out herein, or they will be rejected. The Chief Procurement Officer may waive the deadline for good cause, including a delay caused by the fault of the City. Late delivery by the U.S. Postal Service or other carrier shall not be considered good cause.

1.22.4 How to File a Protest: Any Offeror who is aggrieved in connection with a competitive solicitation or recommendation of award of a contract may protest to the City Chief Procurement Officer. The protest shall be addressed to the Chief Procurement Officer, must be submitted in written form and must be legible. Protests may be electronically delivered via email or mailed. Facsimile, telephonic, telegraphic or any other type of electronic protests will not be accepted.

1.22.5 Required Information: The protest shall contain at a minimum the following:

1.22.5.1 The name and address of the protesting party;

1.22.5.2 The number of the competitive solicitation;

1.22.5.3 A clear statement of the reason(s) for the protest detailing the provisions believed to have been violated;

1.22.5.4 Details concerning the facts, which support the protest;

1.22.5.5 Attachments of any written evidence available to substantiate the claims of the protest; and

1.22.5.6 A statement specifying the ruling requested.

1.22.6 Delivery of Protests:

1.22.6.1 By Mail: Protests may be mailed in an envelope marked "PROTEST" with the solicitation number. Protests which are mailed should be addressed as follows:

Chief Procurement Officer
City of Albuquerque, Purchasing Division
P.O. Box 1293
Albuquerque, NM 87103
PROTEST, RFP Number

1.22.6.2 By Electronic Mail: Protests may be emailed to:

Kathleen Oney, Chief Procurement Officer
koney@cabq.gov

The message should clearly indicate "PROTEST" and the RFP number in the subject line.

1.22.7 Protest Response by Chief Procurement Officer: The Chief Procurement Officer will, after evaluation of a protest, issue a response. Only the issues outlined in the written protest will be considered by the Chief Procurement Officer.

1.22.8 Protest Hearing: If a hearing is requested, the request must be included in the protest and received within the time limit. Only the issues outlined in the protest will be considered by the Chief Procurement Officer, or may be raised at a protest hearing. The granting of a hearing shall be at the discretion of the Chief Procurement Officer following review of the request.

1.23 Insurance:

1.23.1 General Conditions: The City will require the successful Offeror, referred to as the Contractor, to procure and maintain at its expense during the term of the contract resulting from the RFP, insurance in the kinds and amounts hereinafter provided with insurance companies authorized to do business in the State of New Mexico, covering all operations of the Contractor under the contract. Upon execution of the contract and on the renewal of all coverages, the Contractor shall

furnish to the City a certificate or certificates in form satisfactory to the City as well as the rider or endorsement showing that it has complied with these insurance requirements. All certificates of insurance shall provide that thirty (30) days written notice be given to the Risk Manager, Department of Finance and Administrative Services, City of Albuquerque, P.O. Box 470, Albuquerque, New Mexico, 87103, before a policy is canceled, materially changed, or not renewed. Various types of required insurance may be written in one or more policies. With respect to all coverages required other than professional liability or workers' compensation, the City shall be named an additional insured. All coverages afforded shall be primary with respect to operations provided.

1.23.2 Approval of Insurance: Even though the Contractor may have been given notice to proceed, it shall not begin any work under the contract resulting from this RFP until the required insurance has been obtained and the proper certificates (or policies) are filed with the City. Neither approval nor failure to disapprove certificates, policies, or the insurance by the City shall relieve the Contractor of full responsibility to maintain the required insurance in full force and effect. If part of the contract is sublet, the Contractor shall include any or all subcontractors in its insurance policies, or require the subcontractor to secure insurance to protect itself against all hazards enumerated herein, which are not covered by the Contractor's insurance policies.

1.23.3 Coverage Required: The kinds and amounts of insurance required are as follows:

1.23.3.1 Commercial General Liability Insurance. A commercial general liability insurance policy with combined limits of liability for bodily injury or property damage as follows:

\$2,000,000	Per Occurrence
\$2,000,000	Policy Aggregate
\$1,000,000	Products Liability/Completed Operations
\$1,000,000	Personal and Advertising Injury
\$ 5,000	Medical Payments

Said policy of insurance must include coverage for all operations performed for the City by the Contractor and contractual liability coverage shall specifically insure the hold harmless provisions of the contract resulting from this RFP.

1.23.3.2 Automobile Liability Insurance. A comprehensive automobile liability insurance policy with liability limits in amounts not less than \$1,000,000 combined single limit of liability for bodily injury, including death, and property damage in any one occurrence. The policy must include

coverage for the use of all owned, non-owned, hired automobiles, vehicles and other equipment both on and off work.

1.23.3.3 Workers' Compensation Insurance. Workers' compensation insurance policy for the Contractor's employees, in accordance with the provisions of the Workers' Compensation Act of the State of New Mexico, (the "Act"). If the Contractor employs fewer than three employees and has determined that it is not subject to the Act, it will certify, in a signed statement, that it is not subject to the Act. The Contractor will notify the City and comply with the Act should it employ three or more persons during the term of the contract resulting from this RFP.

1.23.4 Increased Limits: During the life of the contract the City may require the Contractor to increase the maximum limits of any insurance required herein. In the event that the Contractor is so required to increase the limits of such insurance, an appropriate adjustment in the contract amount will be made.

1.23.5 Additional Insurance: The City may, as a condition of award of a contract, require a successful Offeror to carry additional types of insurance. The type and limit of additional insurance is dependent upon the type of services provided via the contract by the successful Offeror.

1.24 Pay Equity Documentation. All Proposals shall include a Pay Equity Reporting Form that can be accessed at <https://www.cabq.gov/gender-pay-equity-initiative>. Offerors who believe they are exempt because they are an out-of-state contractor (meaning that you have no facilities and no employees working in New Mexico) are not required to report data, but must still submit a Pay Equity Reporting Form with the box verifying the exempt status checked. **Any Proposal that does not include a Pay Equity Reporting Form shall be deemed nonresponsive, as stated in the Public Purchases Ordinance, 5-5-31.** A Pay Equity Reporting Form will be automatically issued within two (2) business days of completing your information at the link above. To ensure you have your form before the deadline for solicitation close, please access the link at least three (3) business days prior to the solicitation deadline. Please contact the "City Contact" identified above in Section 1.6 with any questions about the Pay Equity Reporting Form.

PART 2

PROPOSAL FORMAT

2.1 Technical Proposal Format, Section One

2.1.1 Offeror Identification: State name and address of your organization or office and nature of organization (individual, partnership or corporation, private or public, profit or non-profit). Subcontractors, if any, must be identified in a similar manner. Include name, email address and telephone number of person(s) in your organization authorized to execute the contract resulting from this RFP. Submit a statement of compliance with all laws stated herein. Submit a statement of agreement to the Required Contract Terms; state exceptions as directed in Section 1.11. Show receipt of Addenda if applicable. Provide a statement or show ability to carry the insurance specified.

2.1.2 Experience:

2.1.2.1 Current Experience. State relevant experience of the company and person(s) who will be actively engaged in the proposed project, including experience of subcontractors. Submit resumes for the individuals who will be performing the services for the City.

2.1.2.2 Past Experience. Describe a minimum of three (3) projects of similar scope and size, which are now complete; state for whom the work was performed, year completed, and a letter of reference for each regarding the work. References must be for work performed in the past three to five (3 to 5) years. DO NOT use City employees or any City elected officials as a reference. The City will not contact and will not assign any evaluation points for references from City employees or elected officials. State relevant experience with other municipalities or government entities.

2.1.3 Proposed Approach to Tasks: Discuss fully your proposed approach to each of the tasks described in Part 3, Scope of Services. Use charts to illustrate the number of hours dedicated to each task and who will be performing each task [individual(s)/firm(s)].

2.1.4 Management Summary: Describe individual staff and subcontractor's responsibilities with lines of authority and interface with the City of Albuquerque staff. Describe resources to be drawn from in order to complete tasks.

2.2 Cost Proposal Format, Section Two

2.2.1 Total Cost: Submit your Cost Proposal separately from your Technical Proposal (upload in the City's eProcurement system). Failure to submit your cost separately from your Technical Proposal shall result in your proposal being deemed non-responsive.

2.2.2 The Cost Proposal should, at a minimum, contain the following

information:

- The cost for the entire project broken down by the activities or steps shown on the project schedule.
- Estimated periodic billing to the City based on the cost of the deliverable items.
- Cost or pricing details should be shown by task. This might include, but is not limited to:
 - Hours by category, hourly rates, and total labor broken out by professional and other labor. Rates are to include all overhead and profit.
 - Purchased materials, unit costs, and quantities.
 - Travel, lodging, and other direct expenses.
 - Subcontract costs if applicable, and additional consulting beyond the scope of the described tasks (if requested).

2.2.3 Offerors should show detailed costs by task and number of hours dedicated to each task as listed in the specifications.

2.2.4 All Costs: All costs to be incurred and billed to the City should be described by the Offeror for each item, to allow for a clear evaluation and comparison, relative to other Proposals received. All costs should include any applicable gross receipts taxes. The Offeror should understand that the City will not pay for any amounts not included in the cost Proposal -- for example, insurance or taxes -- and that liability for items not included remains with the Offeror.

PART 3 SCOPE OF SERVICES

GENERAL DUTIES:

A. Training and Service Requirements

The Contractor shall ensure that all employees (to include the Better Way employees from Gateway) receive adequate training to serve as Ambassadors of the City of Albuquerque while performing Environmental Maintenance, Cleaning, Hospitality, and Safety services as described herein.

At a minimum, the training program shall include:

- Proper use of Personal Protective Equipment (PPE);
- Familiarity with key City locations and points of interest within the metropolitan area and or within the city limits
- Awareness and identification of at-risk populations within the service area.

All services shall be provided on an as-needed basis, with a minimum notice of twenty-four (24) to forty-eight (48) hours prior to commencement. Services may be required five (5) to seven (7) days per week, for up to eight (8) hours per day on an as needed basis.

B. Furnish appropriate uniforms and necessary equipment for the Ambassadors and Better Way Program as reasonably determined by the City. Ambassadors and Better Way employees shall be clean, courteous, competently trained, neat in appearance, able to communicate in English and shall at all times wear the uniform approved by the City.

C. Ensure that a qualified Team Leader or Operations Manager is on duty to oversee the operations of the Ambassadors and Better Way employees at all times.

D. Conduct background checks to include criminal history and drug screen on all Ambassador and Better Way employees. Availability of which shall be available to the City upon request. Contractor shall incorporate the following objectives in the hiring process for Ambassadors:

- Consider second chance in hiring practice.
- Enhance services with County Community Work Program

E. Furnish adequate means of communications for Ambassadors & Better Way employees to communicate with one another and their supervisory staff.

F. Make available to the City, in a written format acceptable to the City, a report of the work of the Ambassadors & Better Way employees on a weekly basis.

G. Provide monthly reports to the City on Ambassador Services; including number of

hours, services performed, and any incidents.

- H. Schedule meetings between the local manager and a designated representative of the city on a recurring basis to discuss services and any downtown issues.
- I. Invoicing Requirements: The Contractor shall provide the City with detailed, itemized invoices that include the following information:
 - Hours worked, supported by employee timesheets
 - Employee and supervisor names
 - Location(s) where services were performed
 - Mileage incurred (if applicable)
 - Description and cost of supplies or materials used
 - Any other supporting documentation as required by the City

ENVIRONMENTAL MAINTENANCE & CLEANING:

- A. Remove litter, trash, and debris from public pedestrian rights of way (sidewalks from the building line to the curb, alleys and tree wells) by mechanical or manual means, including all type of paper, cigarette packages and butts, leaves, gravel or rocks, cans, cardboard, boxes, plastic refuse, bottles, broken glass beverage spills.
- B. Ensure Ambassadors have obtained proper training in identifying Hazardous/Bio-hazardous waste which is OSHA certified training in the handling and removal of such waste with such training being made available to the City upon request.
- C. Power wash sidewalks and alleys as necessary to remove gum, grease, vomit and other spills. This shall be accomplished with equipment provided by Contractor. Water and disinfecting solution will be utilized. No materials shall be utilized which will violate the Storm Water Pollution Plan (SWPPP). This information can be obtained at www.swppps.org/new-mexico.
- D. Spray weeds as needed with chemicals meeting all Federal, State and Municipal laws and regulations. Eco friendly products are preferred but not required. Comply with all licensing requirement imposed by Federal, State or local authorities. This also includes strict adherence to product labels, which would include proper storage and disposal of chemicals utilized.
- E. Deliver watering services for public trees, flowers, and landscaped areas, maintaining plant health and sustainability throughout the growing season.
- F. Remove handbills, stickers, posters and similar items from utility poles, mail boxes, courier boxes, newspaper or magazine boxes and kiosks, public telephone, parking meters and other fixtures.

- G. Remove or cover graffiti from the first floor of buildings facing or visible from public rights of way, and from utility poles, mail boxes, courier boxes, newspaper or magazine boxes and kiosks, public telephones, parking meters and other fixtures, within 24 hours after the graffiti appears or is reported. Graffiti located on public property shall be addressed immediately. If graffiti is on private property, the Contractor shall contact the property owner to obtain consent to remove graffiti utilizing the Clean City graffiti consent form which will be provided to the Contractor (subject to any delay necessary to obtain consent of the owner of any private property). Graffiti will be removed utilizing Paint or Power wash (water only).
- H. Provide limited painting, landscaping or similar special projects not requiring technical expertise. The City selects and directs where these projects will take place within the boundaries of the contracted work area (Exhibit A & B&C). The City will supply the equipment and materials required for the selected projects.
- I. Ensure knowledge and compliance with Storm Water Pollution Prevention Plan (SWPPP). This knowledge is required to be compliant in identifying and preventing contaminant from entering the City drain system. Information can be obtained at www.swppps.org/new-mexico.
- J. Provide assistance when special events occur, and as needed to the Solid Waste Management Department in the defined areas. The assistance shall include cleaning, litter removal, and preparing for special events with event setup and breakdown.
- K. Report and assist in the cleaning and removal of homeless encampments. Contractor shall assist Clean City's division of Solid Waste Management Department with reporting of homeless encampments as well as cleanup efforts. Reporting consist of logging location of sites which are provided on monthly reports and submitted to the Clean City's division.

HOSPITALITY AND SAFETY:

- A. Work with the Arts and Cultural Services Department (CSD) to distribute information on special events that will be held in the defined areas. This information will be distributed via flier, word of mouth, email, and Downtown Albuquerque Main Street group meetings.
- B. Provide assistance as needed during special events to CSD, vendors, businesses and attendees of events. CSD will provide the awarded Offeror a yearly calendar of events that will take place in the Downtown/Nob Hill areas as well as information about events arising throughout the year. Contractor will be provided with relevant information pertaining to the event such as time, location, and event activities (tent setup and breakdown, post cleanup, security escorts to hotel and vehicles if

needed, and residencies with in the Downtown/Nob Hill area).

- C. Act as a public information resource to businesses, visitors, workers, shoppers and residents which requires knowledge of City Streets, Landmarks, and recommendations.
- D. Provide assistance as needed to the Downtown Growers Market. Contractor shall ensure no homeless encampments are present, pre and post event cleanup of Grower Market area as well as setup and teardown of the tent structure for Growers Market.
- E. Patrol the Service Area as a deterrent for unwanted activity; interact with businesses, residents and visitors. Patrol shall include both walking patrol and bicycle patrol to deter unwanted activity and offer assistance. Contractor shall provide bicycles for the required bicycle patrol.
- F. Conduct public relations checks on a specified number of businesses per shift. The duration of each public relations check should be no more than five minutes per business, which should be spent speaking with the manager of the business to gather and share security related information and concerns. A list of business in which public relations checks were conducted should be recorded daily and reported to the City monthly.
- G. Interact with persons creating quality of life issues, to advise them of local ordinances and request compliance. All ambassadors shall be trained in situational protocol such as Encampment Identification and reporting procedures, Initial Engagement of Encampment, and Encampment Outreach training to appropriately handle situations in a firm, yet courteous, manner. This training also includes Crisis intervention, Cultural sensitivity, De-escalation, Mental Health, and Substance abuse training. This training shall be provided by the vendor and is required by the City. Training may consist of on the job training as well as internally such as vendor training program which takes place in a non-on the job capacity, refresher training shall at Contractor's discretion. This training must be completed within the first quarter of an employee starting as an Ambassador.
- H. Provide assistance to Albuquerque Public Safety, Solid Waste Management Department and Family and Community Service department when working with homeless encampments and people experiencing homelessness that are living in the defined areas. Assistance to be provided by vendor will be in the form of (pamphlets) with locations of shelters, locations of medical services, and locations food assistance. If other services are needed, outreach coordinator will provide guidance on where additional services can be obtained.
- I. Provide after-hour's escorts to downtown workers and residences who request this service by calling the on-duty Team Leader on the publicized cellular phone

number. The cellular phones shall be provided by Contractor. Meet caller at their place of business or residence and walk them to their destination.

- J. Work with Albuquerque Police Department to share information on safety/security issues.
- K. During the course of conducting the required day to day operations, if criminal activity is observed/witnessed, the Contractor shall report the incident in as much detail as possible to APD immediately.

PART 4

EVALUATION OF PROPOSALS

4.1 Selection Process. The Mayor of Albuquerque shall name, for the purpose of evaluating the Proposals, an Ad Hoc Advisory Committee. On the basis of the evaluation criteria established in this RFP, the committee shall submit to the Mayor a list of qualified firms in the order in which they are recommended. Proposal documentation requirements set forth in this RFP are designed to provide guidance to the Offeror concerning the type of documentation that will be used by the Ad Hoc Advisory Committee. Offerors should be prepared to respond to requests by the Purchasing Office on behalf of the Ad Hoc Advisory Committee for oral presentations, facility surveys, demonstrations or other areas deemed necessary to assist in the detailed evaluation process. Offerors are advised that the City, at its option, may award this request on the basis of the initial Proposals.

4.1.1 Selection of Finalist Offerors (If Applicable). The Ad Hoc Advisory Committee may select Finalist Offerors (also known as the “short list”). The Purchasing Office will notify the Finalist Offerors. Only Finalist Offerors will be invited to participate in the subsequent steps of the procurement if this Finalist process is used.

4.1. 2. Oral Presentation or Demonstrations by Finalists (If Applicable). Finalist Offerors may be required to present their proposals to the Ad Hoc Advisory Committee (“Oral Presentation”). The Purchasing Office will schedule the time for each Finalist Offeror’s presentation. All Finalist Offeror Oral Presentations will be held remotely via Zoom unless notified otherwise. Each Oral Presentation will be limited to one (1) hour in duration unless notified otherwise. NOTE: The scores from the initial proposal evaluation will only carry over to the Oral Presentation evaluation in the case of a tie score after Oral Presentations.

4.2 Evaluation Criteria. The following general criteria, not listed in order of significance, will be used by the Ad Hoc Advisory Committee in recommending contract award to the Mayor. The Proposal factors will be rated on a scale of **0-1000** with weight relationships as stated below.

4.2.1 Evaluation Factors:

100 - The Offeror’s general approach and plans to meet the requirements of the RFP.

100 - The Offeror's detailed plans to meet the objectives of each task, activity, etc. on the required scope of service

100 - Experience and qualifications of the Offeror and personnel as shown on staff resumes to perform tasks described in Part 3, Scope of Services.

100 - Adequacy of proposed project management and resources to be utilized by the Offeror.

200 - The Offeror's past performance on projects of similar scope and size.

200 - The overall ability of the Offeror, as judged by the evaluation committee, to successfully complete the project within the proposed schedule. This judgment will be based upon factors such as the project management plan and availability of staff and resources.

200 - Cost Proposal: The costs proposed by the Contractor as described in Section 2.2 of this RFP to perform the tasks listed in Part 3, Scope of Services. The evaluation of this section will occur after the technical evaluation, based on a cost/price analysis.

4.2.2 Cost/Price Factors: The evaluation of cost factors in the selection will be determined by a cost/price analysis using your proposed figures. Please note that the lowest cost is not the sole criterion for recommending contract award.

4.2.3 Cost Evaluation. The cost/price evaluation will be performed by the City Purchasing Division or designee. A preliminary cost review will ensure that each Offeror has complied with all cost instructions and requirements. In addition, Proposals will be examined to ensure that all proposed elements are priced and clearly presented. Cost Proposals that are incomplete or reflect significant inconsistencies or inaccuracies will be scored accordingly or may be rejected by the Ad Hoc Advisory Committee if lacking in information to determine the value/price/cost relative to the services proposed.

REQUEST FOR PROPOSAL

FEBRUARY 19, 2026

ENVIRONMENTAL MAINTENANCE, HOSPITALITY, AND SAFETY SERVICES PROGRAM

CITY OF ALBUQUERQUE

Submitted to:

Matthew Pierce

Senior Buyer

Department of Finance and Administrative Services,

Purchasing Division

Post Office Box 1293

Albuquerque, New Mexico 87103

mpierce@cabq.gov

Submitted by:

Anthony Boone

Vice President of Business Development

Block by Block

101 S 5th St, Suite 1850

Louisville, KY 40202

aboone@blockbyblock.com





When you contract Block by Block Ambassador Services

Other vendors just sell services; however, with Block by Block you get our entire operating model, which goes beyond traditional staffing support. Our model includes:

- **Modern Operations**
 - Knowledge of the best and most appropriate equipment and supplies
 - Best practices developed in our highly successful programs
 - Research and development programs to continue improving best practices
 - High-functioning technology platform to help you tell your district's story
- **Reliable Processes**
 - In-house Recruitment Team to select and curate great staff
 - Back office systems for background checks, uniform procurement, local licensure and more
- **Member Services**
 - In-house Graphic Design Team who can bring your brand to life with the Ambassador Program
 - Access to a broader network of peers
 - Customer events and gatherings to bring you together with your peers

OUR VISION

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

OUR MISSION

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

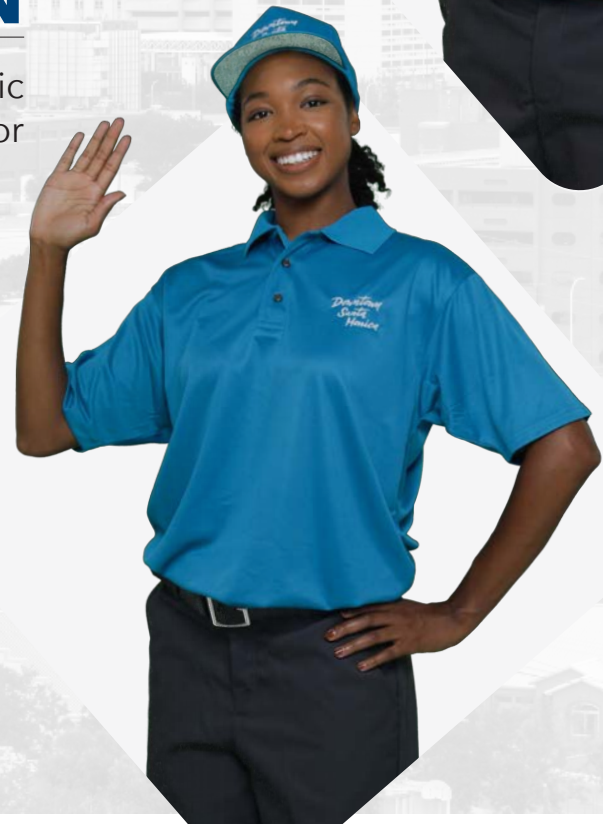


TABLE OF CONTENTS

Cover Letter _____	04
Our Story _____	06
Executive Summary _____	08
Our Accomplishments _____	10
Why Block by Block _____	12
Company Information _____	13
Our References _____	14
Our Qualifications _____	16
Our Recommendations _____	20
Scope of Services _____	24
Staffing & Deployment _____	26
SMART System _____	28
Management Team _____	30
Ambassador Team _____	32
Ambassador University _____	36
Accountability & Performance _____	38
Summary _____	40



February 19, 2026

Matthew Pierce,
Senior Buyer
Department of Finance and Administrative Services, Purchasing Division
Phone: (505) 767-5710 or E-Mail: mpierce@cabq.gov
Post Office Box 1293, Albuquerque, New Mexico 87103

Dear Matthew,

On behalf of Block by Block, I want to sincerely thank you for the opportunity to continue and strengthen our partnership with the City of Albuquerque. We are proud of the work we have accomplished together and deeply value the trust you have placed in our team.

From executing on 'The Better Way Forward' Initiative to delivering consistent, visible results through our Ambassador Program, our shared impact is tangible. The Better Way Forward program has been an especially meaningful vehicle for change – providing individuals with a true second chance to support their local community while also creating a pathway toward improved stability and quality of life. By combining work experience, accountability, and dignity, the program has helped participants re-engage in a constructive way while contributing to a cleaner and more welcoming downtown environment.

At the same time, our Ambassador Program has continued to deliver daily operational consistency – keeping streets clean, addressing quality-of-life concerns, and serving as visible stewards of downtown Albuquerque. Together, these efforts reflect a balanced approach rooted in both operational excellence and compassionate engagement.

As we look toward the future, we see a meaningful opportunity to build upon this foundation. Specifically, we believe an expanded outreach component integrated into the existing program can elevate engagement efforts downtown. We think a structured outreach layer – supported by data, coordination, and measurable outcomes – will allow us to deepen impact while preserving the consistency and operational strength that defines the current program.

We are excited about what the next phase of this partnership can accomplish. Block by Block remains committed to disciplined execution on the ground, transparent reporting, and a collaborative approach that supports the City's long-term goals for Downtown Albuquerque. Thank you again for the opportunity to continue serving alongside you. We look forward to building the next chapter together.

Sincerely,



Anthony Boone
Vice President of Business Development



David Aguilar
Regional Vice President



Block by Block provides **cleaning, safety, hospitality, landscaping** and **outreach solutions** for improvement districts, parks, transit systems, and community organizations.

We manage the entire program from A to Z, custom designing each program using best practices and serving as good stewards of customers' budgets.

2002

While formally founded in 2002, we have been providing services since 1995, with origins dating to 1930.

180

We serve more than 180 business districts, parks, transit systems and universities nationwide.

97%

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

OUR STORY



1995

First BID
Customer in
Downtown
Louisville

2000

Word of mouth
expands services
to Cincinnati and
Nashville

2002

Block by
Block formally
established

2003

Old Pasadena
becomes first West
Coast customer

2008

Block by Block
joins SMS
Holdings

2010

Begins serving
our 50th
Downtown
District

2011

SMART System
formally
launches

2013

Block by Block
acquires competitor,
Service Group Inc.

2014

Block by Block
begins serving
first park

ORIGINS

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

We recognized a broader demand for a company specializing in the unique needs of business districts and began expanding beyond traditional clean and safe services. Through this, Block by Block (BBB) became a stand alone entity.



BLOCK BY BLOCK'S EVOLUTION

As the role of public space has been transformed over the decades, so too has Block by Block. No longer limited to downtowns, we've grown to serve a wide variety of spaces - transit systems, college campuses, public parks, municipalities, and other urban environments - each with its own challenges and potential. With every new environment we enter, we adapt our services

to meet evolving community needs while continuing to deliver the reliable clean and safe programs we're known for. Our expansion has been driven by a commitment to innovation, data-informed decision-making, and above all, a people first approach that puts Ambassadors at the center of every community we serve.

EXECUTIVE SUMMARY

OVERVIEW OF PROPOSAL

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

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

SPECIALISTS IN PUBLIC SPACE OPERATIONS

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

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

TECHNOLOGY THAT PROTECTS AND STRENGTHENS YOUR INVESTMENT

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

Through SMART, clients gain:

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

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

WHY AMBASSADORS

Block by Block does not simply provide services – we build and operate fully integrated Ambassador Programs. The distinction matters. Ambassadors represent a fundamentally different approach than traditional janitorial or security staffing because their role is rooted in hospitality and community connection, not just task completion. Ambassadors proudly serve as an extension of your brand, creating a visible and welcoming presence that shapes how people experience the district every day.

Our Ambassadors are the cornerstone of every successful program we operate. They are actively engaging people – starting conversations, offering assistance, supporting businesses and visitors, and contributing to the vibrancy of the district in real time. This human-centered model transforms routine services into meaningful interactions that build trust, improve perception, and encourage people to stay longer, return more often, and feel a sense of belonging.



EXECUTIVE SUMMARY

A TRUE PARTNERSHIP APPROACH

Block by Block views every engagement as a partnership. We invest in understanding the unique identity, challenges, and priorities of each space and community we serve. Our teams operate as an extension of your organization collaborating with stakeholders, adapting to local needs, and representing your mission with professionalism and care. The result is not just a service provider, but a long-term partner committed to creating safe, welcoming, and vibrant public spaces.

A PROVEN MODEL DESIGNED TO MAXIMIZE OUTCOMES

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

OUR APPROACH TO HOURS & DEPLOYMENT

Block by Block operates more than 180 Ambassador Programs for downtowns and public spaces of all sizes nationwide. Through this experience, we recognize a shared reality across even the most well-capitalized districts: resources are finite. For that reason, our model focuses on maximizing a defined number of weekly personnel hours.

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

OUR APPROACH TO STAFFING

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

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

OUR APPROACH TO TRAINING & DEVELOPING LOCAL LEADERSHIP

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

All programs benefit from:

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

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

CORPORATE INVOLVEMENT & QUALITY ASSURANCE

Unlike decentralized or franchise-style service providers, Block by Block maintains active corporate involvement throughout the life of every program. Our leadership team is deeply experienced in public-space operations and remains engaged alongside local management to reinforce standards, provide strategic guidance, and ensure accountability. We maintain the corporate depth necessary to support programs consistently, without losing the local knowledge and responsiveness that public spaces require. This balance allows us to drive uniform service quality while remaining adaptable to community needs.

OUR ACCOMPLISHMENTS

BETTER WAY PROGRAM PARTNERSHIP

One of the things we're most proud of in our current program is our partnership with the Better Way initiative and the creation of the Better Way Forward Program in October 2024. This wasn't just about adding positions – it was about creating opportunity.

Through this partnership, we intentionally hired individuals who were experiencing homelessness or were in recovery programs through Gateway Centers. Ten have reached their six-month anniversary, and seven of those individuals successfully transitioned from the Better Way program into our regular ambassador program at higher wages. What started as a temporary pathway has truly become a bridge to permanent employment.

More importantly, employment has been life-changing. Because of this program, 21 Ambassadors have qualified for stable housing – including sober living facilities, individual apartments, and shared housing. For many, steady work was the missing piece that allowed them to overcome barriers to both hiring and housing.

Operationally, the program has also strengthened service delivery. We've expanded coverage into the Uptown district and along the Rapid Ride Route 66 line, including the Ellison Turnaround. Our team's use of the bus system to move between service areas not only improves efficiency but also creates a visible presence that contributes to safety and deterrence along transit corridors.

EXPANDING OUR IMPACT THROUGH THE BUS PROGRAM

One of the things we're really proud of is how the bus program has expanded our presence directly into the transit system. Our Ambassadors are now riding routes and spending time at key bus stations, offering a visible hospitality and safety presence where people are actively moving through the community. It's not just about being there – it's about being approachable, helping riders navigate the system, answering questions, and stepping in early if something feels off.

We're also cleaning and maintaining the art stations and public transit locations along these routes. That includes detailed cleaning of high-touch areas, litter removal, and taking care of the public art that makes these stops unique. These stations are front doors to the district, and when they're clean and cared for, it changes how people feel about the entire system.

What makes this such a strong accomplishment is that we've moved beyond traditional street-level services and embedded our team into the transit environment itself. We're supporting the rider experience, improving conditions, and creating a more welcoming atmosphere – all while strengthening the overall footprint of the program.



OUR ACCOMPLISHMENTS

ROBINSON PARK & DOWNTOWN GROWERS MARKET SUPPORT

Every Saturday during the spring, summer, and fall, Robinson Park hosts the Downtown Growers Market, drawing roughly 2,000 people each weekend. That kind of consistent volume requires real-time support to keep the space operating smoothly.

Our team works throughout the market handling litter removal, maintaining high-traffic areas, and keeping the park clean during peak hours – not just before and after the event. At the same time, Ambassadors provide a visible hospitality and safety presence, engaging with visitors, assisting vendors, and serving as an approachable point of contact if something comes up.

This has become a strong accomplishment for the program because it shows our ability to support large, recurring community events in a proactive way – helping ensure the market remains clean, organized, and welcoming week after week.



WHY BLOCK BY BLOCK



The Louisville Lab is an initiative started in 2016. Since moving our Field Support Center to Downtown Louisville, we've begun testing a variety of products and new processes to help improve the services we deliver to all customers. As part of this program, we've tested new messaging campaigns and self-watering planters.



Our Annual "Connect & Share" Gathering builds on our annual Operations Manager's Meeting, which has always been used to drive our internal culture among managers. It now incorporates customers so we can demonstrate new learnings and explore best practices. We are able to advance initiatives more efficiently when customers and managers are together.



Every company says they do training, but we've worked to create the most well thought out system for giving every Team Member, regardless of position, the practical information they need at just the right time. Better trained Ambassadors, supervisors and managers create a more effective and efficient program for you.



We've invested more than \$1,000,000 of our own resources towards our SMART System since its launch in 2015 to continually build upon the system. This has allowed us to create the most robust data collection tool for our industry. We're now focused on creating analytics within the system to help our customers tell the story of the benefits of their program.



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 the activities produced by our 'Culture Club,' a group of managers who plan activities that take place at the same time in all programs.

**STOP.
THINK.
ACT.**

In 2014, we launched our STOP. THINK. ACT. campaign. Safety is our top priority. We want to make sure that all of our Team Members return home safely after the completion of each shift. Coupled with weekly and quarterly training sessions, the program is integrated into operations to serve as a consistent reminder.

COMPANY INFORMATION

CONTRACTOR INFORMATION

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

101 South Fifth Street, Suite 1850

Louisville, KY 40202

Phone: (888) 456-2624

Fax: (502) 749-0522

CONTACTS

David Aguilar, *Regional Vice President*

daguilar@blockbyblock.com | (213) 392-4674

Anthony Boone, *Vice President of Business Development*

aboone@blockbyblock.com | (502) 779-0942

PARENT COMPANY/LEGAL STRUCTURE

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

HISTORY OF BUSINESS

SMS Holdings Corporation: Since 1988

Block by Block: Since 2002

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

FINANCIAL STABILITY

SMS Holdings has a strong financial position. All growth is financed internally. The most recent financial statements can be provided upon request.

APPLICABLE LICENSES & PERMITS

Mydatt Services, Inc. is licensed to conduct business and is in compliance with all processes and procedures for licensing individual employees to work in an Ambassador role.

INSURANCE

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

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

BLOCK BY BLOCK STATEMENT OF DIVERSITY, EQUITY AND INCLUSION

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

We put our values into practice by:

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

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

OUR REFERENCES

DELIVERING A HIGHER STANDARD OF OPERATIONS

At Block by Block, our vast experience in servicing downtown districts has helped us realize the connections and commonalities in working in all types of public spaces. We focus on the little details that shape the way people experience spaces. Our customers are made up of organizations who share the same concern, whether that be downtown districts, cities and municipalities, transit systems, parks or even college campuses.

HOLLYWOOD ENTERTAINMENT DISTRICT (HOLLYWOOD, CA)



Serving Since: July 2020
Ambassadors: 71
Contract: \$5,683,206
Contact Name: Kathleen Rawson, President/CEO
Email: kathleen@hollywoodbid.org
Phone: (323) 463-6878
Website: www.onlyinhollywood.org
Services Provided: Hospitality, Environmental Maintenance, Supplemental Safety, Outreach, Dispatch

THE SOCIAL DISTRICT - SOUTH PARK (LOS ANGELES, CA)



Serving Since: January 2018
Ambassadors: 32
Contract: \$2,345,600
Contact Name: Nolan Marshall, Executive Director
Email: Nolan@southpark.la
Phone: (504) 338-3823
Website: www.southpark.la
Services Provided: Environmental Maintenance, Supplemental Safety, Outreach

DOWNTOWN LONG BEACH ALLIANCE (LONG BEACH, CA)

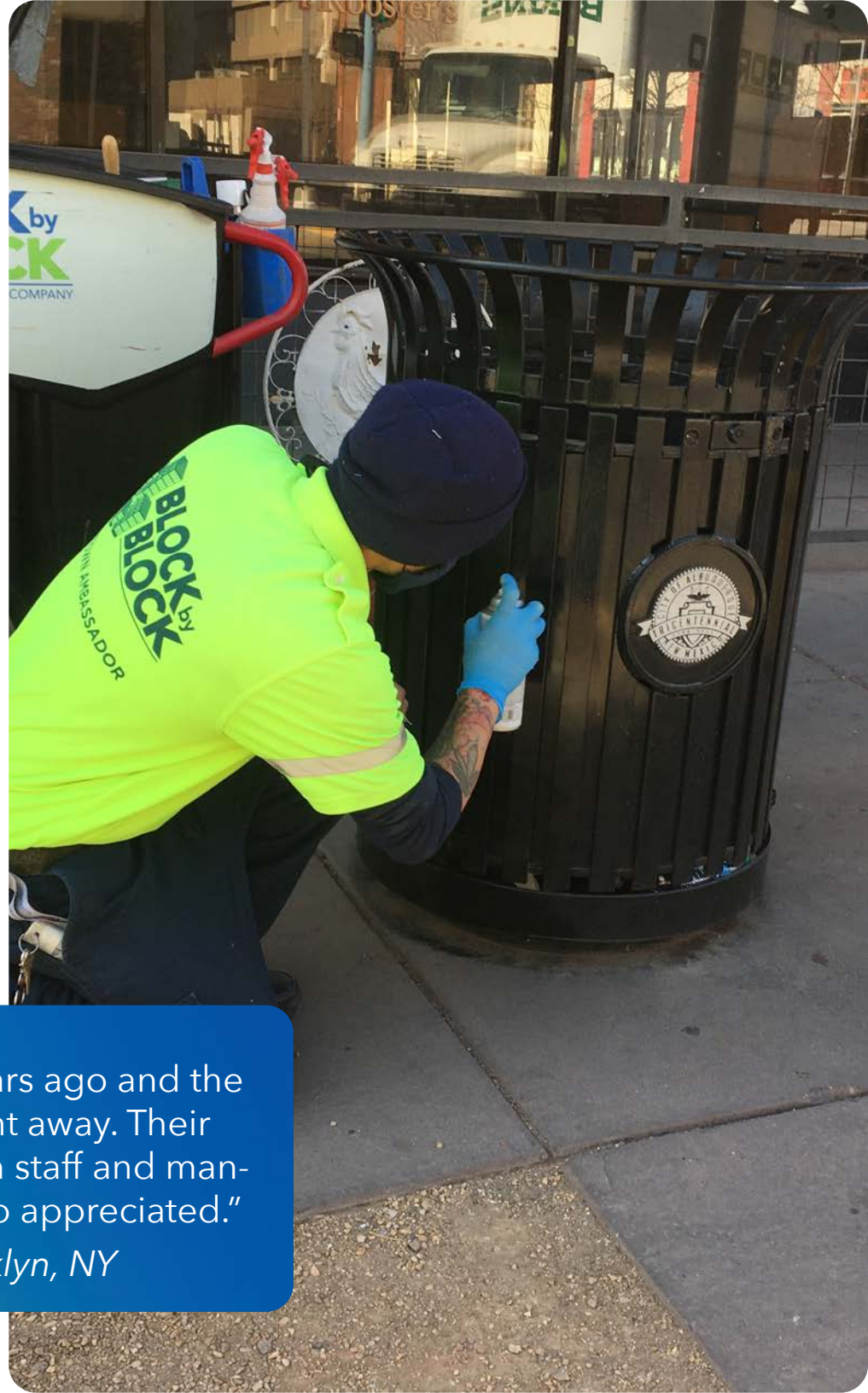


Serving Since: October 2010
Ambassadors: 40
Contract: \$3,200,000
Contact Name: Austin Metoyer, President & CEO
Email: austinm@dlba.org
Phone: (562) 522-0523
Website: www.downtownlongbeach.org
Services Provided: Environmental Maintenance, Supplemental Safety, Outreach, Landscaping

WAIKIKI BUSINESS IMPROVEMENT DISTRICT (HONOLULU, HI)



Serving Since: July 2006
Ambassadors: 46
Contract: \$3,660,000
Contact Name: Trevor Abarzua, Executive Director
Email: Tabarzua@waikikibid.org
Phone: (808) 490-2580
Website: www.waikikibid.org
Services Provided: Hospitality Services, Supplemental Security, Environmental Maintenance, Outreach



“ We switched to Block by Block several years ago and the difference to our Avenue was obvious right away. Their attention to detail, the ease in communication with staff and management and the commitment to quality work is so appreciated.”

– **Mark Caserta**, 5th Avenue Park Slope BID, Brooklyn, NY

OUR QUALIFICATIONS



SERVICES

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

Other service elements include transit, parks, placemaking, parking, masonry work, driver, parks and volunteer management.

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

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

Block by Block not only serves more Improvement District type organizations than any other company in the country, but we also serve more programs with more unique service elements. We believe this experience serves as the basis for our ability to generate creative, non-cookie cutter approaches to serving each customer. Our ability to create unique operating models has allowed us to move into serving other public spaces that need flexible services, like parks and transit systems. The following chart represents the individual service elements that make up our current portfolio of Ambassador Programs.

We specialize in providing hybrid Ambassador Programs which take two or more service elements above and combines them into one fully-managed program. Of our currently operating programs, more than 70% are hybrid programs. We have experience building and managing these multifaceted programs and are skilled at creating teams that are highly flexible who can respond to the ever-changing needs of the urban service area.

With a customer retention rate of 97%, our customers continue to choose Block by Block for our dynamic operating model and our ability to make programs completely turnkey. We take care of all the details of running an Ambassador Program, including hiring staff, scheduling deployment, managing resources and collecting data through our proprietary software. This allows our customers to not worry about the day-to-day minutia and focus on high-level outcomes of the program for their stakeholders.

When you contract our Ambassador Services, you're buying more than uniforms, equipment and employees; you are gaining our entire operating model. Operating a successful program is more than just maintaining a staff. It requires recruiting, interviewing, onboarding, ordering uniforms, negotiating benefits, scheduling, ordering equipment and tools, equipment maintenance, purchasing, developing and upgrading reporting technology platforms, data management and analysis - and that doesn't even include the logistics of day-to-day operations and any other overwhelming details.

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

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

OUR QUALIFICATIONS

EXPERIENCE

Our experience working with special service areas across the country has shown us that our approach delivers a higher level of engagement and service than what is typically offered by other providers. After touring and engaging with the City of Albuquerque, we're enthusiastic about the impact a Block by Block managed program could have on the community. Based on our review of your current scope of services, we believe Block by Block is well suited to meet your expectations in the following areas:

A PROVEN LEADER IN AMBASSADOR PROGRAMS

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

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

COMPREHENSIVE, TURNKEY OPERATING MODEL

When customers contract with Block by Block, they are gaining far more than uniforms, equipment, or staffing—they are gaining our entire operating model.

We manage every aspect of program execution, including:

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

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

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

INDUSTRY LEADERSHIP

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



OUR QUALIFICATIONS

NATIONAL SCALE AND INFRASTRUCTURE

Over the last decade, BBB has made significant investments in corporate infrastructure, including:

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

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



IMPROVEMENT DISTRICT & MUNICIPAL GOVERNMENT EXPERIENCE

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

75%

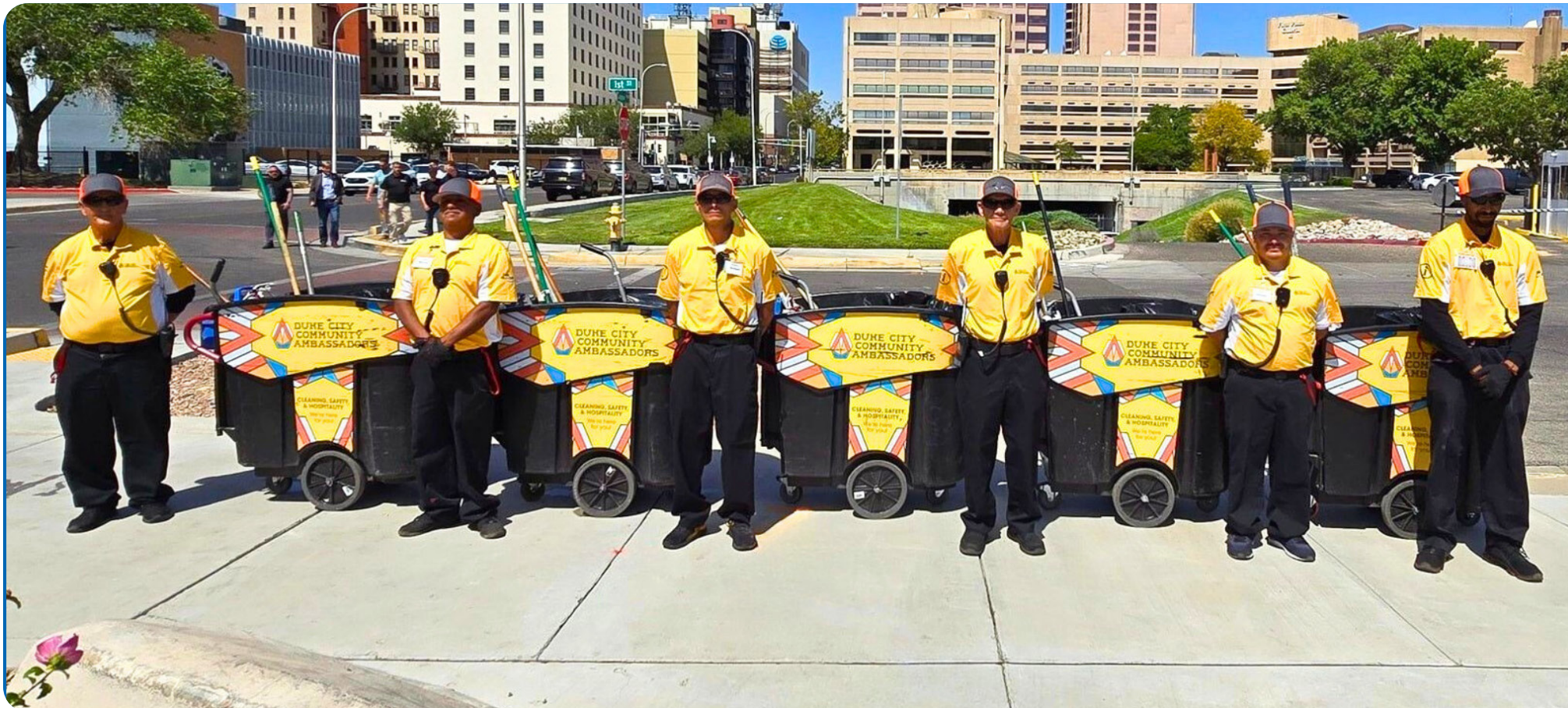


OUR QUALIFICATIONS

OUTREACH EXPERIENCE

Block by Block has extensive experience delivering impactful, street-level outreach services that prioritize compassion, connection, and measurable outcomes. We currently operate **29 Outreach Programs** nationwide, supported by a team of approximately **60 dedicated outreach professionals** trained to engage vulnerable populations and address complex community needs.

Our outreach teams work proactively to build trust and foster positive relationships while connecting individuals to essential resources, including housing assistance, mental health services, substance-use support, and other community-based programs. Grounded in a human-centered approach, our outreach model balances empathy with accountability, ensuring that individuals receive meaningful support while public spaces remain welcoming, safe, and accessible for all users.



OUR RECOMMENDATIONS

CREATING A PROGRAM TO FIT YOUR NEEDS

Based on our observations, combined with our experience in Albuquerque, we would like to propose the following as part of the program we envision for Albuquerque.

STRENGTHENING LEADERSHIP & RETENTION FOR LONG-TERM SUCCESS

As the program continues to expand, we recommend adding a few strategic layers of support to protect what's already working and position the team for long-term success.

Bringing on a dedicated case manager or outreach coordinator would directly support Better Way team members with the goal of reducing employee turnover. Many of these individuals are working hard to stabilize their lives, and having someone focused on guidance, accountability, and connection to resources makes a real difference. When team members feel supported and have structure around them, retention improves – and that stability translates directly to stronger service delivery on the street.

We also recommend adding an Operations Supervisor to provide another layer of leadership across the citywide team. As coverage grows, consistent field oversight becomes critical. This role would help drive daily standards, reinforce expectations, and ensure consistency across districts and transit areas. Strong leadership in the field keeps the program aligned, responsive, and executing at a high level – which ultimately strengthens the entire operation.



OUR RECOMMENDATIONS

PROACTIVE OUTREACH STRATEGY ASSESSMENT

To ensure the program is aligned with the realities on the ground, we also recommend a focused outreach assessment of the unhoused population in the service area.

Chico Lockhart, our National Director of Outreach, would come on-site to evaluate current conditions, observe trends, engage stakeholders, and provide a detailed written report with practical recommendations. This ensures outreach efforts are intentional, data-informed, and aligned with both community needs and program goals. When outreach strategy is thoughtful and coordinated, it reduces friction, improves outcomes, and supports the overall perception of the program.

This type of assessment typically costs \$7,500. However, as a commitment to the long-term success of this partnership, we would include it at no charge. It's an investment in making sure the program isn't just reactive – it's strategic, sustainable, and positioned to deliver meaningful impact over time.

UPDATED EQUIPMENT TO IMPROVE EFFICIENCY & COMMUNICATION

To strengthen performance in the field, we recommend upgrading key equipment to improve mobility and coordination citywide.

A Ford F-250 with a mounted pressure washer allows the team to move efficiently throughout the district and respond quickly to cleaning needs wherever they arise. It increases flexibility, speeds up response times, and gives us the capability to handle larger or more complex situations without delay.

We also recommend transitioning from traditional radios to Relay communication devices. Relay units provide clearer communication, stronger connectivity, and GPS functionality, allowing leadership to stay better connected to the team in real time.

These upgrades enhance responsiveness, accountability, and overall execution – directly contributing to the long-term success and professionalism of the program.



OUR RECOMMENDATIONS

GETTING THE AMBASSADOR LOOK RIGHT

At Block by Block, we are always looking for opportunities to increase the visibility of the Ambassadors and equipment they use. 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 recommendation to utilize a color scheme that is highly visible and easy to recognize, which also makes it practical from a management and supervisory perspective. We tend to select uniform materials that are moisture wicking and comfortable to wear, especially in the summer months.

OUTREACH UNIFORM

FORD F-250



BASIC UNIFORM PACKAGE

The basic uniform package typically includes the following:

- Short sleeve polo shirts
- Jacket/parka combination
- Long sleeve polo shirts (Spring/Fall)
- Plain-front pants/shorts
- Raincoat/jacket
- Hat/cap/knit cap
- Gloves

OUR RECOMMENDATIONS

BRINGING YOUR BRAND TO THE STREET LEVEL

Our in-house graphics team will design modern, attractive uniforms, equipment branding and additional collateral to bring your district's message to the street level to make your program highly visible for district goers and stakeholders. Below are some examples of branding we can provide.

MULE



Front



Back



Side

SCOPE OF SERVICES

WHAT GOES INTO YOUR AMBASSADOR PROGRAM

Block by Block has a reputation for creating cleaning Ambassador Programs that focus on improving perceptions in public spaces. Our programs go beyond typical cleaning services you may find from commodity service providers. Below are just a few of the ways our programs differ from others in the industry.

NO TWO PROGRAMS ARE ALIKE

Every Ambassador Program is tailor-made to meet the specific needs of the cities they serve. We will assign an Operations Manager, dedicated only to this account, to ensure strong communication city staff and to maintain high performance standards.

ALWAYS A STEP AHEAD

Our local managers are trained to continually recalibrate resources to deliver the best results. When developing a daily work plan, they balance daily needs with projects that can help increase appearance of locations.

TECHNOLOGY TO TRACK RESULTS

The SMART System was created by us and for us to track every aspect of our Ambassador Programs. It provides analytics that can be presented to stakeholders to show the success of your program. For more information on SMART, see page 28.

SERVICE DESCRIPTION SAMPLES



MANUAL DEBRIS REMOVAL

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



POWER WASHING

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



WEED & LEAF REMOVAL

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



GRAFFITI & POSTER REMOVAL

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



SPECIAL PROJECTS

We have the capacity to carry out highly visible projects in the public right of way, which includes hanging banners, holiday light installation, painting street fixtures, weed removal, light tree pruning and mulching of tree wells.

SERVICE DESCRIPTION SAMPLES



ENGAGEMENT OF THE STREET POPULATION

All Ambassadors are trained to safely engage members of the street population in order to build relationships and connect them with services when possible.



HOSPITALITY/PUBLIC ASSISTANCE

Ambassadors will act as friendly faces within your district, providing assistance and distributing information to the public. They can hand out maps, pamphlets or any other information that may be helpful to visitors, residents and business owners.



VEHICLE PATROLS

Ambassadors circulate in a branded SUV in addition to patrol by foot or bike. They monitor the district and report incidents and observations via the SMART System.



REPORTING & INFORMATION SHARING

Ambassadors track any desired metric in the SMART System for sharing trends local partners, such as the police or other city departments. An Incident Report is completed for any instance deemed to be out of the ordinary.



BUSINESS CONTACTS

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

STAFFING & DEPLOYMENT

STAFFING AND SUPERVISION

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

Downtown Clean & Safe

Position	Task	Hours	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Downtown Clean and Safe	Manual Cleaning	7am - 3:30pm		8	8	8	8	8		40
		11:30am - 7pm		8	8	8	8	8		40
		11:30am - 7pm		8	8	8	8	8		40
		8:30am - 5pm	4						4	8
		8:30am - 5pm	8						8	16
Special Projects	Walking Patrol	7am - 3:30pm		8	8	8	8	8		40
		7am - 3:30pm		8	8	8	8	8		40
		11:30am - 7pm	4	8	8	8	8			36
Team Leader	Supervision	7am - 3:30pm		8	8	8	8	8		40
Outreach Coordinator	Outreach	Flex		8	8	8	8	8		40
Operations Supervisor	Working Manager	Flex	8	8			8	8	8	40
Operations Manager	Working Manager	Flex		8	8	8	8	8		40
			24	80	72	72	80	72	20	
Total Scheduled Weekly Hours										420

Nob Hill Clean & Safe

Position	Zone	Task	Hours	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Nob Hill Clean and Safe	Nob Hill	Manual Cleaning	11:30am - 7pm		8	8	8	8	8		40
			8:30 am - 7pm	8	8	8	8			40	
			8:30am - 5pm			8	8	8	8	8	40
Total Scheduled Weekly Hours											120

STAFFING & DEPLOYMENT

Better Way Forward

Position	Task	Hours	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Better Way Forward Ambassadors	Manual Cleaning	7am - 3:30pm		8	8	8	8	8		40
		11:30am - 7pm		8	8	8	8	8		40
		11:30am - 7pm		8	8	8	8	8		40
		11:30am - 7pm		8	8	8	8	8		40
		11:30am - 7pm		8	8	8	8	8		40
		11:30am - 7pm		8	8	8	8	8		40
		11:30am - 7pm		8	8	8	8	8		40
		8:30am - 5pm		8	8	8	8	8		40
		8:30am - 5pm		8	8	8	8	8		40
		8:30am - 5pm		8	8	8	8	8		40
Team Leader	Supervision	8:30am - 5pm		8	8	8	8	8		40
Total Scheduled Weekly Hours										440



SMART SYSTEM



WHY CHOOSE SMART?

STATISTICS MANAGEMENT & AMBASSADOR REPORTING TECH

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

DEVELOPMENT CONSIDERATIONS

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

ACCOUNTABILITY

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



INFORMATION TRACKING

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

Simple Quantitative Statistics Tracking:

Quantify Ambassador daily accomplishments with simple key task captures that automatically documents where and when activities were performed.

In-Depth Qualitative Reporting Modules:

Capture key qualitative information with dedicated maintenance request tracking, detailed incident reports and a comprehensive database of notable people in the district and Ambassador interactions with each person.

Integrated Databases:

Obtain added value to the information collected by Ambassadors by implementing a Fixtures Database of infrastructure in the district and/or a Business Database of properties in the area—both of which can be dynamically imported, managed and tied to Ambassador entries within SMART.



The SMART System allows Ambassadors to engage the public & document instances no matter how small they are.

TECHNOLOGY THAT CATERS TO YOUR DISTRICT'S NEEDS

BBB takes the integrity and safety of data very seriously. Adjustments made to any data point is date, time and user-stamped for auditing purposes. Additionally, we avoid capturing any type of personal data within our system. Our Outreach Guidelines explicitly state that we do not capture any personal data such as Social Security Numbers, health records or even a diagnosis that might be voluntarily shared by a member of the street population. We only document basic information about someone that can be easily observed by the public.

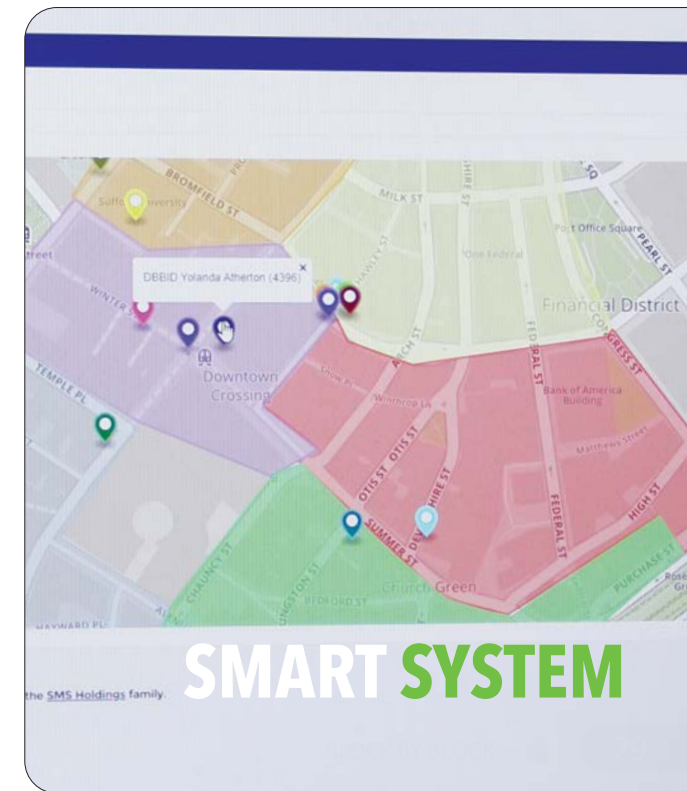
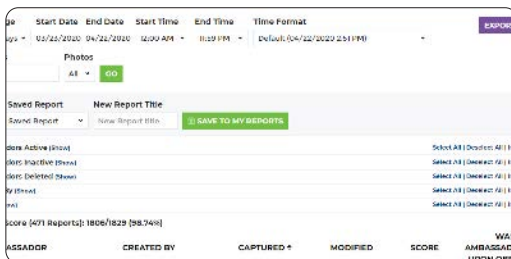
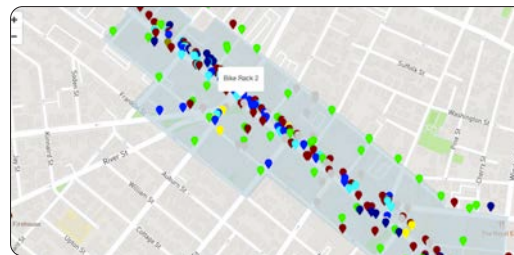
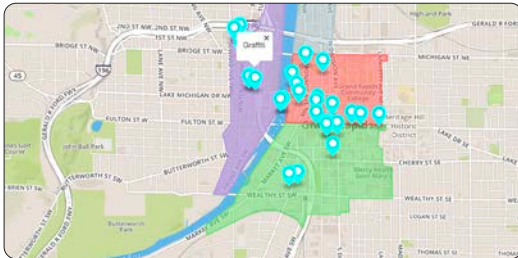
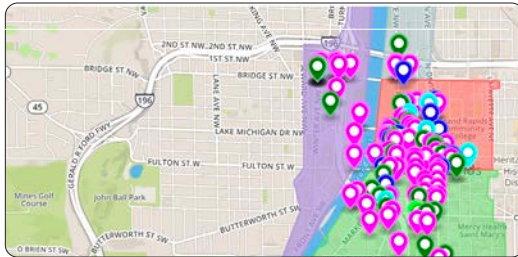
Walk Paths provide accountability and peace of mind showing that Ambassadors are covering the appropriate service area and working as expected.

Because all stats are SMART, activities are tagged with a time & location and we can map every everything. The system allows you to map stats by time & even by a particular location, like around a particular building or intersection.

Want a specific report, like the morning street population count by midday? The SMART System's "My Reports" feature can automatically send it to your inbox at your chosen time.

You're able to track every light pole, bench, trash can or any other fixtures as a unique asset. All pertinent information, such as maintenance orders, can be tracked for each assigned piece.

Ambassadors work independently, so the Supervisor Audit module helps us monitor their activities and quickly assess overall performance.



MANAGEMENT TEAM

The following personnel will provide direct oversight for your program to manage outcomes and ensure success:



**DERRECK
HUGHES**

*Vice President
of Operations*

Derreck first came to work with Block by Block at the age of 20 as a Security Officer assigned to a high-profile, class A office complex by Brantley Security, Block by Block's parent company. It wasn't long before Derreck advanced to Account Manager, to Operations Supervisor, and then to Operations Manager overseeing Block by Block safety, cleaning and transportation programs in Branson, MO. Derreck was next promoted to Project Manager and then to Regional Vice President for the pacific region overseeing Block by Block's West Coast operations.

In his current role as Vice President of Operations, Derreck...

- Oversees Block by Block operations as a whole and contributes to the evolvement of programming through new best practices, equipment, and industry advocacy.
- Provides support for DVPs, Project Managers, and other field support directors.



**DAVID
AGUILAR**

*Regional Vice
President*

David has been with BBB since 2010 and has been vital to growing our services in Southern California. Like so many others in our company, David began his career with BBB as an Ambassador and has risen through the ranks. He has been the head of four programs for Los Angeles districts including Sunset Strip, West Hollywood and, most recently, the South Park Business Improvement District where he has helped elevate their program and its services. David is now Regional Vice President of the Southwest.

In his current role as Regional Vice President, David...

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



**DEIANA
COLE**

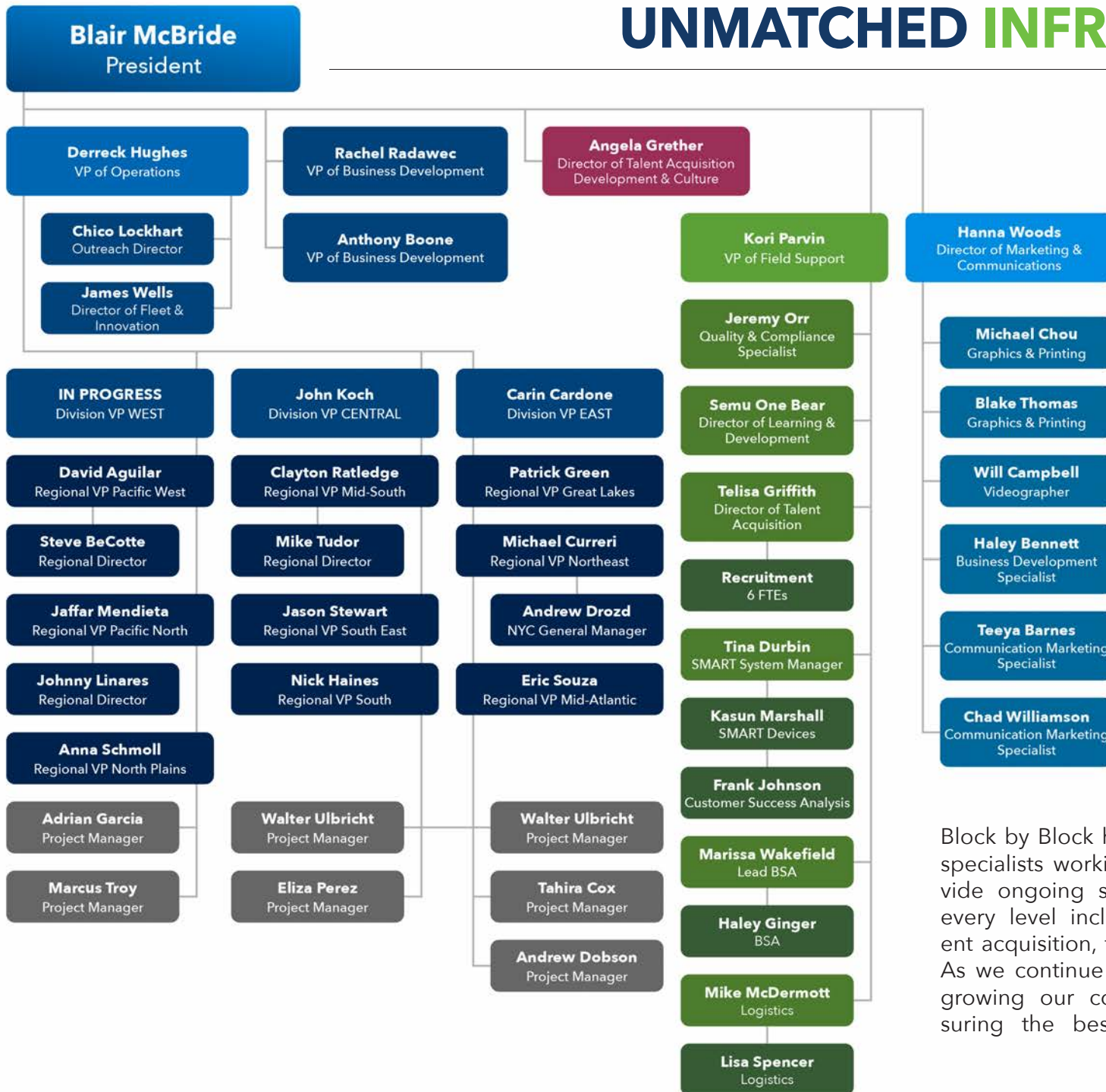
*Operations
Manager*

Deiana Cole is an Albuquerque native and purpose-driven community leader with more than a decade of experience advancing outreach, workforce development, and public service. Beginning her career as a Block by Block Ambassador in 2011, she rose through the ranks by building inclusive workforce pathways for individuals facing barriers to employment. Since 2016, she has led the Duke City Community Ambassador Program, guiding its evolution into a locally rooted city partnership focused on cleanliness, hospitality, and human connection. Through her leadership of the Better Way Forward initiative, Deiana continues to create meaningful work opportunities that promote dignity, stability, and community pride.

In her current role as Operations Manager, Deiana...

- Is responsible for operational oversight and quality assurance for the Ambassador Program.
- Serves as your daily point of contact to supporting your program and provides daily guidance and direction.
- Is in charge of recruitment, training and performance counseling when needed.

UNMATCHED INFRASTRUCTURE



Block by Block has more than 30 experienced specialists working behind the scenes to provide ongoing support for our programs on every level including regional oversight, talent acquisition, technology support and more. As we continue to grow, we have invested in growing our corporate team to match, ensuring the best product for our partners.

AMBASSADOR TEAM

RECRUITMENT PROCESS

You can't have a great Ambassador Program without great Ambassadors. As the national economy changes and finding great people has become more difficult, Block by Block has risen to the challenge by redefining every step of our recruitment and selection process. Without compromising the integrity of our process or reducing our standards, we've streamlined our methods to allow us to find great people in an environment where great candidates don't have a long shelf life.



AMBASSADOR TEAM

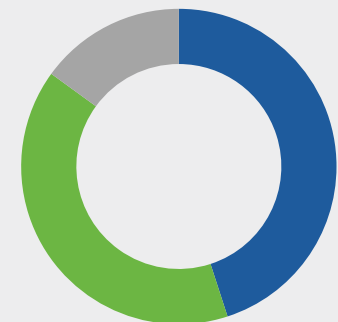
EMPLOYEE BENEFITS AND COMPENSATION

We have long recognized that a highly competitive salary and benefits package allows us to position our jobs as the most attractive in the minds of candidates. Benefits are an essential piece of retaining employees. We've crafted a meaningful benefits package that still allows us to remain competitive with other service providers.

EMPLOYEE BENEFITS & COMPENSATION		UPON HIRE	AFTER 90 DAYS	AFTER 1 YEAR
	PAID HOLIDAYS Employees will receive holiday pay for New Years, Memorial, MLK, Juneteenth, Independence, Labor, Thanksgiving, & Christmas days.			
	WEEKLY PAY At the continual request of employees, Block by Block pays weekly pay on Tuesday.			
	DIRECT DEPOSIT Employees can have their weekly paycheck deposited into their bank account(s) of choice.			
	PAID TIME OFF Paid time off is included in our budget and reflects the PTO requirements of the local ordinances.			
	LIFE INSURANCE \$20,000 of free life insurance is provided to employees who participate in the company-sponsored health insurance plan.			
	BIRTHDAY PAY All full and part-time employees receive their birthday as a paid day off.			
	401K PLAN Employees may contribute to the company sponsored retirement plan.			
	HEALTH & DENTAL INSURANCE Group membership in a company traditional health plan, not the mini-med plan typically provided by other vendors. This is the same health plan provided to all Block by Block employees - managers and front-line employees alike. We pay 70% while employees contribute 30%			

SECOND CHANCE EMPLOYMENT

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



45% – 2ND CHANCE EMPLOYMENT PARTICIPANTS

15% – PROGRAM SUPERVISION

40% – REGULAR LABOR

AMBASSADOR TEAM

CURATING A QUALITY AMBASSADOR TEAM

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

To offset hiring difficulties caused by the global pandemic and subsequent “Great Resignation,” we have invested in processes and practices to keep attracting and retaining quality employees. This included adding a full team of Field Recruiting Specialists to our corporate staff who help field candidates and set up interviews for programs, alleviating stress on local managers and bringing added efficiencies for our customers. We also invested in the software Recruiting Manager that helps manage and track applicants and new hires throughout the hiring and onboarding process. As a result, we were able to maintain staffing levels in 2024 for all of our programs at an 85% average or higher, despite the many challenges facing our industry.

RETAINING GREAT EMPLOYEES

LEADERSHIP DEVELOPMENT

Block by Block's success is rooted in our intentional investment in people, particularly those who are committed to our mission of creating vibrant public spaces. We take great pride in promoting from within and equipping our next generation of leaders with the tools, confidence, and support needed to succeed in leadership roles. Our tiered Leadership Development Program is designed to meet team members where they are, helping them build the skills and experience needed to advance to the next level. At the core of the program is a structured pathway that supports leaders at every stage of their career, from frontline Ambassador roles to executive leadership. The program is built on an intentional blend of one-on-one mentorship, collaborative group training, and customized learning tailored to the community-facing work we do.

CULTURE CLUB

Led by Chief Culture Officer Angela Grether, our Culture Club facilitates employee appreciation events throughout the year for our Ambassador Teams. These events are planned by a group of managers and corporate staff and are held at the same time for all of our accounts across the country. Teams are encouraged to share their experiences in our Block by Block Ambassadors Facebook Group that currently has more than 2,000 members.





AMBASSADOR UNIVERSITY

TRAINING THAT WORKS

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

A STRONG FOUNDATION

We work with our clients to develop training specific to your service area and the services that will be provided. Our Ambassadors become true experts of the area and valuable community members. All Ambassadors, regardless of position, receive a minimum of 24 hours of new hire training to prepare them for working in the field, as well as job-specific training. Samples of the core Block by Block Ambassador University curriculum can be found on the next page.

TRAINING NEVER STOPS

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

TARGETED SERIES

In addition to ongoing training topics, we periodically release training series targeted at specific skills, positions or trends in the industry. Training is designed specifically for the work we do in public spaces. Past topics have included "Mental Health First Aid," "Preparing for Encounters with the Street Population," and "Hospitality Habits."

EMPLOYEE-DRIVEN ROBUST LEARNING MANAGEMENT SYSTEM

Training modules are captured in BizLibrary Learning Management System, which provides delivery and tracking of progress. The documentation ensures Ambassadors receive appropriate training before being assigned to the field to work alone. Each training module requires a passing score on a test to ensure the information is being retained. Having the training modules accessible to our team via BizLibrary allows Team Members to conduct their training without constant direct oversight from a manager, freeing them up for other duties required in their position.



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

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



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

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

ACCOUNTABILITY & PERFORMANCE

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

OVERSIGHT & QUALITY ASSURANCE



Quarterly Evaluations

Full site reviews with scores and letter grades. Improvement plans are implemented as needed, and results impact Operations Manager compensation.



Unannounced Visits

Regional, Divisional, and Executive leaders conduct surprise site visits to ensure standards are consistently met.



Annual Customer Surveys

Yearly feedback on Ambassador performance, local management, and equipment informs compensation for key corporate staff.

STRUCTURED ONBOARDING

New employees complete a structured introductory period to evaluate fit and performance:

- **60-, 90-, and 120-Day Check-Ins:** Assess engagement, reliability, and role alignment.
- **Support & Growth:** Ongoing feedback, coaching, and development opportunities are provided.
- **Extension or Exit:** Review periods may be extended, or employment may end if the fit is not mutual.

This process helps ensure we build strong, reliable teams from the start.



ACCOUNTABILITY AND SUPERVISION

Daily Field Spot Checks:

Each employee is observed twice per shift, with notes logged in our SMART System.



GPS Walk Path Reviews

Managers verify employees' locations to ensure route adherence and coverage.



Coaching Through SMART Data

Underperformance is addressed in real-time with targeted coaching based on daily work summaries.



DISCIPLINE & ATTENDANCE

We follow a clear, progressive discipline process to address performance or conduct issues:

- **Progressive Steps:** Verbal -> Written -> Final -> Suspension -> Termination
- **Attendance Policy:** Six points result in a two-day unpaid suspension; additional points may lead to termination.
- **Zero Tolerance:** Serious violations result in immediate termination.

KEY PERFORMANCE INDICATORS

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



Financial
Performance



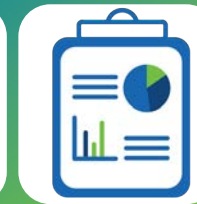
Safety Risk &
Inspections



Customer &
Employee
Satisfaction



Human
Resource
Activity



SMART
System Data
Usage



Workflow
& Outcome
Scores

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

PROGRAM **TIMELINE**

-8 WEEKS

- Meet with incumbent employees and determine onboarding options.
- Begin recruitment for management positions.

-6 WEEKS

- Collect and review resumes of candidates.

-5 WEEKS

- In-person interviews of selected management candidates.

-4 WEEKS

- Second interviews of potential managers/presentation of finalist.
- Begin interviews of Ambassadors, Team Leaders and any other position.
- Ideally take possession of operating space.
- Uniform and branding decisions finalized.

-3 WEEKS

- Continue interviewing and begin making job offers to selected staff.
- Background investigations begin for all candidates of interest.

-2 WEEKS

- Additional selections of staff and background investigations.
- Selected General Manager to work with Project Manager and RVP.
- Project Manager to collect pre-program data ahead of launch.

-1 WEEKS

- Ambassador University training for all new Ambassadors & Team Leaders.

START

Project Manager will spend time in the field coaching & mentoring front line staff on:

- Shift Briefings
- Daily expectations
- Proper uniform wear
- SMART System Data Entry

WEEK 1-2

- Project Manager on-site assisting with field Training and Quality Assurance.
- Focus on field operations and adoption of processes.

WEEK 3

- Both RVP and PM spend time evaluating program.
- RVP & PM work with local GM to make any modifications to personnel & deployment.
- Onboard and train any needed positions (PM to work with Workforce Dev Manager.)

WEEK 4

- General Manager in Louisville for Manager Training.
- Project Manager on site providing oversight, while supporting and coaching to the new team.

WEEK 6

- Project Manager on site providing oversight, while supporting & coaching to the new team.

WEEK 8

- Comprehensive audit conducted by DVP and RVP.
- Any personnel or deployment changes executed.

WEEK 10

- Formal report out to district Leadership and Board.

BUILDING YOUR PROGRAM BLOCK BY BLOCK



At Block by Block, we understand the visibility an Ambassador Program provides to your organization. For most organizations, the Ambassador Team is the largest driver of program identity on the street. For this reason, it's important that every program transition is well executed.

For those organizations with existing services, stakeholders don't want a reduction in services due to a transition. An effective execution is essential for new organizations or new Ambassador Programs where anticipation for a program is sky high and stakeholders want to be impressed. In either scenario, you only get one chance to start.

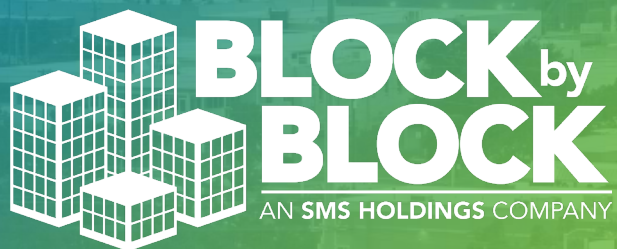
Here's What Goes into It:

- A Project Manager will be assigned to manage every aspect of the transition and hand off a highly functioning program to the Regional Vice President.
- The Transition Manager will coordinate the efforts of a number of Team Members who will be working behind the scenes to support your transition.
- You can expect weekly updates from the Project Team on the progress of your transition, along with honest dialogue of any challenges and how to work through them.
- 45 - 60 days should be expected for any transition or implementation.



IN SUMMARY

We have taken the time to thoughtfully craft a vision for expanding our services for Environmental Maintenance, Hospitality, and Safety could accomplish for the City of Albuquerque and have built the enclosed operating plan and budget to reflect this vision. We view most of our proposals as a starting point for a meaningful discussion that crafts our expertise and ideas with your day in and day out experience in your district. We would love the opportunity to work with you to collaborate on the best possible plan for your district. On behalf of everyone at Block by Block, we appreciate this opportunity and we look forward to hearing from you soon!



101 South 5th Street, Suite 1850
Louisville, KY 40202
833.715.7868
www.blockbyblock.com

Appendix A



To: City of Albuquerque

From: Anthony Boone
VP of Business Development
Block By Block

Date: 3/2/26

Subject: Cost Proposal for RFP 2025-747-DSW-MP

BUDGET SUMMARY		
Category	\$	%
Labor	\$ 1,054,745.09	69.16%
Benefits	\$ 136,685.45	8.96%
Labor Related (background checks, recruiting, awards, etc.)	\$ 22,080.78	1.45%
Uniforms	\$ 39,840.86	2.61%
Cell Phones	\$ 3,040.00	0.20%
Equipment (Truck, ATVs, other 'capital' equipment)	\$ 16,654.42	1.09%
Equipment Related (fuel, maintenance, insurance, parking)	\$ 25,737.53	1.69%
Office/Storage Location	\$ 4,320.00	0.28%
Janitorial Supplies	\$ 24,261.50	1.59%
Relays Annual data	\$ 3,750.00	0.25%
Office Supplies & Printing	\$ 3,336.25	0.22%
Administrative Management Fee	\$ 190,548.46	
ANNUAL TOTAL PreTax	\$ 1,525,000.33	100.0%
Total Annual Billing Total + 7.63% Sales Tax		\$ 1,641,357.86

PRICING	DT Clean & Safe	Special Projects	Nob Hill Clean & Safe	Better Way Forward	DT TL	Better Way Forward TL	Outreach Coordinator	Operations Supervisor	Operations Manager
Pay Rate	\$ 16.00	\$ 16.00	\$ 16.00	\$ 13.00	\$ 18.00	\$ 21.00	\$ 26.00	\$ 28.00	\$ 52.88
Bill Rate	\$ 28.16	\$ 28.16	\$ 28.16	\$ 24.61	\$ 30.53	\$ 34.08	\$ 40.00	\$ 42.37	\$ 71.83
Weekly Hours	145	116	120	400	40	40	40	40	40
Weeks in Year	52	52	52	52	52	52	52	52	52
Annual Hours	7540	6032	6240	20800	2080	2080	2080	2080	2080
Annual Billing by Position	\$ 212,345.42	\$ 169,876.33	\$ 175,734.14	\$ 511,898.86	\$ 63,503.49	\$ 70,891.65	\$ 83,205.25	\$ 88,130.69	\$ 149,414.53
ANNUAL TOTAL PreTax	\$ 1,525,000.33								1,525,000.33
Total Annual Billing		Total + 7.63% Sales Tax		\$ 1,641,357.86					