



## HOSPITALITY AMBASSADORS PROGRAM

*REQUEST FOR PROPOSALS*

*December 6, 2019*

Hollywood Property Owners Alliance

6562 Hollywood Boulevard

Los Angeles, CA 90028

[kris@hollywoodbid.org](mailto:kris@hollywoodbid.org)

*PROPOSAL DUE: January 17<sup>th</sup>, 2020 AT 5 PM (PT)*

**Introduction:**

The Hollywood Property Owners Alliance (HPOA) is looking to engage the services of a specialized Contractor to manage and operate an effective Hospitality Ambassador Program. The Ambassadors will provide the highest level of hospitality, reassurance, and concierge-like service - they will be friendly, approachable, knowledgeable, and trained in customer service, first aid, cleaning and maintenance, crime prevention, and other skillsets needed to address the dynamic needs of the public realm within the Hollywood Entertainment District Property Based Improvement District (HED).

Generally, the goal of the Hospitality Ambassador Program is to positively contribute to the perception that Hollywood is a safe and welcoming place for residents, workers and visitors, and to foster greater levels of engagement between area stakeholders and the HPOA. The program is responsible for providing services within a geographic area of approximately 75 square blocks.

Please respond to requests for proposals by Friday, January 17th, 2020, and send proposals to Kristopher Larson via kris@hollywoodbid.org.

**Background Information:**

Originally founded in 1996, the HPOA is a 501(c)6 nonprofit corporation that manages the HED. The HPOA is governed by 20+ property owners and/or representatives representing the diverse array of property types in the District: commercial, residential, hotel, parking lot, nonprofit and government owned. The HED is funded by approximately 632 property owners who assess themselves approximately \$7.5M annually to pay for cleaning, security, streetscape and marketing services. In 2019, the Hollywood Entertainment District was renewed and expanded to include the area formerly known as the Sunset & Vine District. The PBIDs in Hollywood have been renewed four times, with the most recent approval extending the HED until 2028. In 2019, the HPOA Board of Directors unanimously adopted Hollywood in Focus, a 5-year strategic plan for the organization. Hollywood in Focus introduced the concept of the integrated clean, safe, and hospitality ambassador program to better meets the needs of the Hollywood community. The hospitality program will be the newest dimension of the HPOA’s longstanding cleaning and maintenance program (currently provided by CleanStreet), and the BID Patrol program (currently provided by Andrews Global Security).

**HPOA Vision Statement**

HOLLYWOOD: Where Experiences Exceed Expectations

**HPOA Mission Statement**

To enhance the appeal, vitality, and well-being of the Hollywood community from the ground up.

## **Ambassador Program Overview**

The initial launch of the Hospitality Ambassador Program will involve the deployment of trained personnel throughout the district to help augment the services provided by the Cleaning / Maintenance team and the BID Patrol program. All three programs will service as multi-functional Ambassador team deployed throughout the HED, with Hospitality Ambassador focusing on meeting the needs of stakeholders within the public realm. Ambassadors will be on foot and/or motorized / non-motorized transportation such as bicycles or segways, where allowed, and wear distinctive and colorful, preapproved uniforms that maximize their visibility and complements overall Hollywood branding efforts. All three of the programs are envisioned to function seamlessly as a team and be equipped and outfitted in a complementary, corresponding uniforms. The HPOA will take the lead in uniform design and expects the vendor to a partner in implementing the design.

The primary role of the Hospitality Ambassadors is to build relationships with area stakeholders, offer hospitality services such as giving directions, provide pedestrian escorts, suggest restaurant and retail information, and offer any other customer oriented support that will foster stronger relationships between stakeholders and the Hollywood area. They will serve as the connective tissue between Hollywood's many different types of stakeholders, linking people with opportunities while providing traditional hospitality services such as advising visitors, workers and residents about Hollywood, such as attractions, retail, and restaurant venues and parking choices. The Hospitality Ambassadors should be regarded as a friendly, knowledgeable, outgoing extension of the HPOA and the Hollywood community.

Additionally, the Hospitality Ambassadors shall report maintenance issues in Hollywood including burned-out streetlights, damaged public property, and trip hazards on sidewalks. If the issue is minor, Ambassadors should immediately address it, such as picking up trash on the sidewalk and placing it in a receptacle and removing a flyer or sticker taped to a light pole. They should strive to represent model citizens, helping to care for, respect and maintain the Hollywood community and its stakeholders.

Finally, the Hospitality Ambassador Program will work in concert with BID Patrol homeless outreach workers, local social service providers, offering social service referrals, etc., when appropriate.

## **Ambassador Program Description**

- The Hospitality Ambassadors circulate throughout public areas of the HED on a daily schedule or other strategic deployment plan to engage with stakeholders, provide the public with information and offer other assistance. Ambassadors will be trained and knowledgeable about points of interest in Hollywood, special events and services located in and surrounding the HED.
- The Hospitality Ambassadors, as part of their regular routine, visit area businesses, residential HOAs, community organizations, etc. to listen to and catalog their needs and/or concerns.
- The Ambassadors report maintenance issues pick up loose trash that can be placed in a trash can and remove graffiti, stickers, and handbills that can be addressed immediately.
- The Ambassadors will be trained in customer service and public relations in a manner that promotes the image of Hollywood and the HPOA.

- The Ambassador Program should incorporate relevant Business Improvement District best practices and be equipped with electronic device(s) to both communicate with appropriate agencies and document maintenance issues and all interactions with the public.
- The Ambassadors serve as a presence to enhance the image of Hollywood and provide an additional information resource to BID Patrol, law enforcement, and other partner agencies. Hospitality Ambassadors will not be or function as deputized law enforcement officers, nor will they carry weapons or any kind. All training with law enforcement will occur through the partnership between the Los Angeles Police Department and the HPOA.
- The Ambassadors will be outfitted with uniforms selected by the HPOA.
- The Ambassadors will coordinate efforts and deployment with the HPOA's Cleaning Team and BID Patrol Team to ensure improved outcomes and eliminate redundancy.
- The Hospitality Ambassadors will provide responsive, "on-demand" services during advertised hours of service to respond to the needs of stakeholders.
- The Hospitality Ambassadors will utilize and maintain an electronic online data and work order system capable of generating reports and analyzing data statistically, spatially, and in real time.
- Hospitality Ambassadors will exercise independent good judgement with minimal supervision.
- The Hospitality Ambassadors will identify and resolve incidents within their ability.
- The Hospitality Ambassadors will assist HPOA staff in other duties as assigned.

### **Contractor's Responsibilities**

- Staff, supervise, train and administer the Ambassador Program for the HPOA.
- Provide a Program Manager that exudes customer service, competence and professionalism.
- Uphold rigorous hiring standards that include background checks and personality evaluations.
- Execute above Program Description.
- Carry out a schedule that can fluctuate daily, seasonally, and as specified by HPOA, to accommodate special events or other conditions such as seasonal variations.
- Develop and provide a multi-dimensional and on-going training schedule for the Ambassador Program that includes both classroom and in-field training.
- Provide and maintain uniforms to the Ambassadors from the source agreed to by the HPOA. All Ambassadors will be distinctly identified (uniformed) as working on behalf of HPOA. Additionally, the Ambassadors shall have a uniform design that is subtly yet distinctly different than those of the BID Patrol Safety Ambassadors and the Cleaning Ambassadors, but a part of a family of uniforms that collectively represent the operational services provided by the HPOA.
- Provide appropriate communication devices and all related equipment to Ambassadors.
- Provide services in a professional manner, to the satisfaction of the HPOA.
- Use an electronic reporting system to document all Ambassador reporting and interactions and provide presentation-ready reports and charts as requested by the HPOA.
- Report observed maintenance and quality of life needs in the public realm to the HPOA or the City of Los Angeles, where appropriate.
- Interact with the appropriate HPOA staff in reporting maintenance and quality of life issues.

## **HPOA Responsibilities**

- Oversee Contractor services and contract administration.
- Provide Operations Center and storage area for the Ambassador Program.
- Provide assistance and direction to Contractor in the training of the Ambassadors.
- Coordinate with the City of Los Angeles and other entities.
- Pay for the services provided by the Contractor according to contractual terms.

## **Personnel**

All personnel used by the Contractor under this program will be employees of the Contractor. Contractor shall pay all salaries, insurance and expenses, all federal social security taxes, federal and state unemployment taxes, and all other taxes relating to the employees. Contractor must comply with legal requirements including the Federal Fair Labor Standards Act, Equal Opportunity Employment, and the Americans with Disabilities Act. HPOA has the right to reject any Contractor employees or request immediate replacement without cause.

The Contractor, the Contractor's employees, and its subcontractors, shall be competent and careful workers skilled in their respective trades. In submission packet, contractor must address how wages will escalate across the duration of the contract to keep pace in a competitive labor market and encourage employee retention. Subcontractors shall be subject to prior approval by the HPOA. The Contractor shall not knowingly employ nor contract with any person who engages in misconduct or is incompetent or negligent in due and proper performance of his or her duties and the Contractor must warrant the fitness of all employees. All Ambassadors must pass a thorough background check. HPOA shall have the right to require the Contractor remove any employee who displays misconduct toward the public or public property or is in any way discourteous or inappropriate to the public. HPOA shall also have the right to review employment files for all Contractor employees working in the HED.

## **Training**

Training will be important to the success of the Hospitality Ambassador Program. Training will include extensive initial training as well as ongoing training programs to refresh basic knowledge. Initial training will consist of classroom and field instruction prior to Ambassadors fulfilling their assigned deployments. Contractor shall provide for initial training and appropriate in-service training. Contractor shall submit a detailed training plan/program and schedule with this proposal. HPOA will coordinate with all City of Los Angeles departments involved in Ambassador training. Detailed training practices and manuals must be made available to the HPOA prior to training. If necessary, for the Hospitality Ambassadors to be licensed by the state of California, all state licensure costs will be at the expense of the Contractor.

Training provided by the Contractor at Contractor's expense shall include, but may not be limited to:

- Philosophy and mission of HPOA and the Ambassador Program
- Policies regarding personal conduct, attitude, etiquette
- Public relations and customer service

- Employee Code of Conduct/Rules and Regulations
- Scheduling, assignments, procedures
- Uniform maintenance and appearance
- Equipment use and maintenance
- Radio/Communications device use and etiquette
- Daily procedures
- Special Events procedures
- Data collection, report writing, emergency reporting procedures
- Program activity reporting
- Personal safety policies and procedures; emergency procedures
- Legal responsibilities
- Basic automotive troubleshooting and assistance (i.e. jumping car batteries, replacing a tire)
- Street Smarts; security awareness; dealing with conflict; terrorism; gang awareness
- Chain of command
- CPR/First Aid
- Classroom and field training: area geography, points of interest, businesses, and services
- Segway and/or safety, as applicable
- History of Hollywood and the HPOA
- Area attractions
- Dealing with emotional behavior, mentally ill, homeless, aggressive behavior, etc.
- Community sensitivity/cultural diversity

### **Hours of Operation**

HPOA proposes that the Contractor will provide Hospitality Ambassadors seven days a week, generally from 9:00 AM until 9:00 PM. Schedules should be prepared to flex according to demands within the HED. Final schedules and staffing will be determined by HPOA and the Contractor and may be modified based on seasonal demand or special events. A schedule of holidays observed will be agreed upon in advance, and employees whose regular work schedule includes an observed holiday will be compensated with holiday pay. Proposal should outline proposed holiday schedule.

Any schedules or services to be performed outside of the normal scope of the program must be approved in advance by HPOA. In those cases, Contractor and HPOA will agree on a fee or hourly rate for providing services for special situations or events not included in the regular weekly schedule. Individuals employed as Hospitality Ambassadors shall not perform services for private individuals, other organizations, or special events within the HPOA boundaries without the prior approval of the HPOA.

### **Equipment**

It is suggested that the following equipment will be necessary to perform the program services.

- Communication Devices - Each Ambassador will be equipped with a communications device(s) that allows them to communicate with their supervisors and other ambassadors, including those serving on the Safety / Clean Ambassador teams. Ambassadors must also be able to access

information from a handheld device and be able to submit activity logs and incident reports for data collection purposes.

- Ambassadors must be able to report maintenance needs via a handheld system that is compatible with software that is accessible by the Contractor and HPOA.
- The Contractor will purchase any/all communication equipment for use by the Ambassadors. Contractor shall provide regular maintenance for the communications equipment. Contractor shall be responsible for damage to communications equipment above normal wear and tear and shall replace, at Contractor's expense, any equipment lost, stolen or destroyed. All communications devices shall be maintained in good working order throughout the Contract period. Problems with function of or damage to communication equipment must be reported to HPOA immediately.
- Software – Contractor will utilize an online database that aggregates and stores all Ambassador interactions, maintenance requests, and other statistics. This software also documents all maintenance reporting as well as public and business interactions and is accessible immediately to HPOA via a Web-based platform.
- All information housed by the Contractor belongs to the HPOA and must be returned to HPOA at its request, an obligation that shall survive contract termination.
- Other Equipment - Other equipment necessary to perform the above-described scope of services will be provided by the Contractor and should be detailed in response to this RFP. HPOA will have to approve any and all equipment proposed for use by the Contractor. HPOA shall have the option to display its preferred logo and / or the logos of supporting sponsors on all equipment, including uniforms, used by the Contractor to provide these services. All equipment purchased with funds under this contract shall belong to HPOA and shall at HPOA's option revert to HPOA at the termination of this contract.

## **Uniforms**

All Ambassadors and their equipment will be distinctly identified (uniformed) as working on behalf of HPOA. HPOA will specify the uniform elements and the Contractor will secure through a Contractor/source agreed to by HPOA. The uniforms that the Contractor will be determined in consultation with the HPOA. The Contractor's employees providing services for HPOA will be required to wear uniforms while on duty and the uniform will not be used at any other time, except for the commute to and from work. Contractor will maintain these uniforms in a clean and acceptable condition at all times. Ambassadors must not wear dirty or disheveled uniforms while on duty. All uniform elements paid for by the Contractor are the properties of HPOA and will be accounted for and returned to the Operations Center by the Contractor.

The Contractor will also supply certain other uniform elements. These items may include: uniform caps or hats, fanny packs, rain ponchos, rain suits, lightweight jackets and/or heavy jackets. Contractor will maintain these uniform elements in a clean and acceptable condition at all times. These uniform elements are the property of HPOA and shall remain in the Operations Center at all times when not in use. Ambassadors shall not wear uniform items or items with the HPOA logo for purposes other than assigned duties or during scheduled working hours.

### **Operations Center**

HPOA will provide an Operations Center for use as a base of operations for the Hospitality Ambassadors. The Operations Center shall include a changing room, bathroom, and lockers for Ambassadors to change into and out of their uniforms. Ambassadors may also use this space for staff meetings or during their assigned lunch breaks. The door to this office is to remain locked at all times. The Contractor will appropriately discipline, up to and including termination, any Ambassador who misuses HPOA's facilities. HPOA has the right to terminate any Ambassador's privilege of using HPOA space if HPOA in its sole discretion determines that such space has been misused. The Contractor may engage in space planning and or modifications in consultation with HPOA for this space to maximize its use. If needed beyond the existing inventory, the Contractor must also furnish the space with whatever items are necessary (e.g. desks, chairs, tables, telephones, etc.).

The Contractor will be responsible for overall maintenance of the Operations Center and its furnishings, which are to be used by their personnel. The Contractor at the Contractor's expense shall repair any damage to the facility, other than normal wear and tear. The Center and its contents shall always be maintained in a clean and acceptable condition.

### **Program Manager of Ambassador Services**

The contractor will provide a full time Program Manager of Ambassador Services whom will oversee the program and deployment. This employee must have clearly documented skills and experience necessary to excel in this position. The Program Manager should have a proven track record of customer service and leadership. Responsibilities include:

- Raising awareness of services offered through numerous approaches including by meeting with businesses and residents
- Using flexibility and creativity in deployment to meet changing needs
- Responsible for meetings, performance reports and evaluations with designated HPOA staff
- Clear understanding and knowledge of all computer and communication systems used by staff
- Has the ability to review raw data and provide the HPOA a comprehensive report on all activities

### **Human Resources**

HPOA reserves the right to vary the number of hours per week if the budget necessitates. Any additional or overtime hours must be pre-approved by HPOA. Shift scheduling may overlap to accommodate peak pedestrian traffic during the early evening hours and special events. The HPOA requires the contractor to provide prospective employees of high quality in order to meet the demanding nature of Hollywood.

- Employees must be able to act as goodwill ambassadors and able to carry on conversations with the public, so they feel welcomed and safe.
- The hourly wage should be commensurate with the criteria set forth in this document
- The Contractor will employ Hospitality Ambassadors for at least the median market rate for comparable professionals in the Los Angeles area.

- Ambassadors should be eligible for pay increases based on job performance, tenure and evaluation, but shall not affect the overhead cost paid to the Contractor by HPOA.
- The Contractor is responsible for ensuring prompt, regular pay schedules and must provide payment of wages in accordance with California and Federal law.

Employment selection criteria should place emphasis on candidates' abilities to portray an ambassadorial role by demonstrating a positive, outgoing personality, appropriate appearance, effective customer service skills, good judgment, personal and community pride, a team-focused attitude, professionalism, and the ability to communicate effectively through verbal interaction. Bi- and multi-lingual hires are encouraged given the demography of Los Angeles and the visitor population. Policies will be crafted to ensure appropriate personal appearance standards, punctuality, and physical condition requirements related to work activities. The Contractor will be responsible for performing drug screening and background checks on all hired Ambassadors. Documentation of these background checks and screenings must be provided to HPOA, if requested. Contractors are required to adhere to the following additional personnel policies: Non-Discrimination Policy, Employee Benefits, and any requisite State of California Licensing Requirements.

### **Insurance**

During the life of the contract between HPOA and the Contractor, the Contractor shall provide, pay for, and maintain insurance against claims for injuries to persons or damages to property which may arise from, or in connection with, the performance of the work described in this RFP, by the contractor, his agents, representatives, employees, or subcontractors. Specific types are described below. Contractor's insurance shall be primary in all occurrences associated with the services outlined in this RFP. The cost of such insurance shall be included in the Contractor's bid, covering, at a minimum the following categories:

- Commercial General Liability Insurance shall include Premise and Operations, Personal and Advertising Injury, Contractual Liability, Independent Contractors, Broad Form Property Damage including Completed Operations and Products, and Completed Operations Liability Coverage. Such policy insurance shall have limits of liability not less than \$2,000,000 each occurrence; medical expenses \$5,000 (any one person); \$1,000,000 personal and adv. injury, and general aggregate is \$3,000,000. Liability Insurance Certificate shall include the save harmless clause.
- Automobile Bodily Insurance and Property Damage Liability Insurance shall be written for not less than \$1,000,000 combined single limit. Limits of liability can be met by a Combined Primary Liability and Excess and/or Umbrella Liability Insurance policy of \$5,000,000.
- Workers' Compensation and Employers' Liability Insurance shall be provided for all employees engaged in the work under this request, in accordance with the laws of the State of California. The amount of the employers' liability insurance shall not be less than: \$1,000,000 each accident, each employee.

All insurance coverage shall be provided by responsible agencies licensed to do business in California. The insurance coverage and dollar limits required must be evidenced on properly executed Certificates of Insurance. Renewal certificates shall be provided no less than thirty working days prior to the expiration date of current coverage.

The Contractor must provide a copy of its Certificate of Liability Insurance to HPOA each quarter. Documentation will show that HPOA, its officers, directors, employees, agents, and subcontractors, and the City of Los Angeles, its officials, employees, and agents are listed as additionally insured on the policy. Each policy and Certificate of insurance shall contain an endorsement the HPOA and the City of Los Angeles as additionally insured. Additional provisions, as necessary, will be made available prior to and integrated into the final contract.

### **Registration of Intent**

All interested consultants are encouraged to send an email by the close of business on Friday, January 3<sup>rd</sup>, 2020 to HPOA President & CEO Kristopher Larson (email address included on the cover of this RFP) registering their interest in responding. The email should also identify the contact information for a point person within the firm and detail how the firm learned about the RFP. All firms expressing interest will be added to an email distribution list (see Question and Answer Period below). Firms failing to register in this manner may not receive all information relevant to the preparation of their proposals.

### **Question and Answer Period**

Questions regarding the proposal may be submitted by email only to Kristopher Larson (kris@hollywoodbid.org). The deadline for submitting questions is Friday, January 10<sup>th</sup>, 2020. Questions will be answered via email and CC'd to all registered firms in the order in which they are received.

### **Submittal Requirements**

#### *GENERAL INFORMATION*

- Contractor name and mailing address, phone, fax, and website
- Contact name and contact's phone and email
- State if business is local, national, international and indicate the business legal status (corporation, partnership, etc.)
- Name of parent company (if any) or subsidiary
- Number of years in operation, date and location of incorporation
- Location and address of home office and number of professional staff employees at the office
- Experience in providing ambassador services to other private and/or public entities, including the number & a listing of business improvement district accounts
- Business unit and individuals by name to be responsible for providing/managing contracting services, including resumes of individuals. Identify frequency that Senior Management from the

corporate headquarters will make announced and unannounced on-site visits and include a description of the evaluation criteria to be used

- Statement of ability to provide requested insurance coverage
- Any exceptions to the contract terms proposed herein

#### *NARRATIVE DESCRIPTION*

- Include scope of services to be provided, roles and relationship of contractor and HPOA in program development. Explain how Ambassadors will be instructed to perform their jobs and handle a variety of situations; how they will communicate with each other, the police and others; and how they will report on their activities.
- Clearly define and demonstrate how the services to be provided will be accomplished. Please include as much detail as applicable and specific examples of how your company has planned, deployed, executed, evaluated and refined services.
- Please provide your expectations of HPOA's involvement in the oversight of the contract and program management.

#### *RECRUITMENT*

- Provide a description of personnel policies and practices, including equipment requirements, protocols for pre-employment and hiring process, drug tests, training, background screening, and selection procedures.
- Explain how staff will be recruited and what criteria will be used to recruit staff.
- Describe any role, if any, HPOA will play in the initial and ongoing recruitment activities.

#### *TRAINING*

- Provide details of proposed training (both initial and ongoing), including topics, instructors, schedule, etc.

#### *PERFORMANCE MANAGEMENT AND EVALUATION*

- Provide sample of contractor's forms and procedures for investigating and reporting incidents.
- Explain how you propose to be held accountable by HPOA and how performance of the Hospitality Ambassador program will be measured and demonstrated.

#### *EQUIPMENT*

- Contractors are encouraged to include within their proposals a listing of the proposed equipment needed to satisfy the services plus any additional equipment that may enhance the services provided by the Hospitality Ambassadors.

#### *BUDGET AND DEPLOYMENT*

- The total budget available to support the Hospitality Ambassador Program deployment is approximately \$700,000.
- While thinking holistically about the HPOA program across its deployment objectives, provide enough, itemized detail on budget and deployment including equipment and supplies costs, training costs, uniform costs, overhead, management fees, Contractor profits and any additional

fees. Please submit a proposed management structure and clearly distinguish expenses related to program management from those for line level ambassadors.

- Indicate any equipment leases or other equipment amortization plans.
- Please clearly demonstrate how contractor would assign, schedule and dispatch staff. Please include:
  - Proposed deployment schedule covering the HED with a focus on the HED's tier 1 corridors.
  - Methods for increasing visibility
  - Process for receiving calls requesting services and how the dispatch of Ambassadors will occur. Elaborate on the communication program to illustrate the most efficient use of Ambassadors and resources.

#### *REFERENCES*

- Provide at least three reference names and contract information for similar contracts with other organizations.

#### *COMPANY STABILITY AND FINANCIAL SOUNDNESS*

- Please disclose whether the contractor has filed for bankruptcy and whether it has been, or currently is, in litigation. If so, please outline the details of the case.

#### *TIMELINE*

- Using May 1, 2020 as the start date of first deployment; show all steps in the development of the program. Interviews are expected to occur in the first week of February 2020. A contract for the program is expected to be awarded on February 20, 2020.

#### **Submittal Procedures**

Please submit 5 printed copies of the proposal, including one un-bound copy and one electronic copy. Copies should be mailed or delivered to:

Attn: Ambassador RFP

Hollywood Property Owners Alliance

Los Angeles, CA 90028

kris@hollywoodbid.org

- **Completed proposals must be received no later than 5pm on January 17<sup>th</sup>, 2020.** Proposals received after this time will not be considered.
- Bidders may request clarification during the question and answer period described herein.
- Proposals must clearly define and demonstrate how the services to be provided will be accomplished.
- The quote should be inclusive. If your price excludes certain fees or charges, you must provide a detailed list of excluded fees with a complete explanation of the nature of those fees.

- If the execution of work to be performed by your company requires the hiring of sub-contractors, you must clearly state this in your proposal. Sub-contractors must be identified and the work that will be performed must be defined. HPOA will not refuse a proposal based upon the use of sub-contractors; however, we retain the right to refuse sub-contractors you selected.

### **Timeline**

- Friday, Dec 6<sup>th</sup>, 2019 – Ambassador Program RFP released
- Friday, January 3<sup>rd</sup>, 2020 – Pre-registration deadline for Contractor Intent / RFP Q&A
- Friday, January 10<sup>th</sup>, 2020 – Deadline for RFP-related questions
- Tuesday, January 14<sup>th</sup>, 2020 – Answers to questions distributed to all pre-registered applicants
- Friday, January 17<sup>th</sup>, 2020 – Proposals due by 5:00 PM PST
- Week of February 3<sup>rd</sup> – 7<sup>th</sup>, 2020 – Contractor interviews, if needed
- February 20<sup>th</sup>, 2020 – Contractor selection
- May 1<sup>st</sup>, 2020 (or sooner) – Contractor commences provision of services

Exhibit A: HED Boundaries

