



DowntownRaleigh  
Alliance

**DOWNTOWN RALEIGH  
COMMUNITY ENGAGEMENT AND SAFETY AMBASSADOR PROGRAM**

**REQUEST FOR PROPOSALS**

*Issue Date: April 21, 2021*

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**PROPOSALS DUE: Tuesday, May 18, 2021 – 5:00 PM (EST)**



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## 1.0 REQUEST FOR PROPOSAL OVERVIEW

### 1.1 RFP Overview

Downtown Raleigh Alliance (“DRA”) has issued this request for proposals (“RFP”) to solicit proposals from qualified and experienced firms for contract services to manage and operate an effective and efficient community engagement and safety focused Ambassador Program within the downtown Raleigh municipal services district (MSD). The Ambassador Program services are supplemental to services provided by the City of Raleigh and other public and private agencies.

### 1.2 Downtown Raleigh Alliance

Downtown Raleigh Alliance is a non-profit organization incorporated in 1996. DRA’s vision is advancing the vitality of Downtown Raleigh for *everyone*. DRA is focused on the revitalization of downtown Raleigh by enhancing its quality of life and contributing to its economic success. The mission of Downtown Raleigh Alliance is:

1. to market downtown Raleigh to business prospects and investors
2. to serve as an advocate for projects necessary to revitalize downtown Raleigh and to create in downtown a thriving urban neighborhood
3. to enhance downtown Raleigh as a place to work, visit, live and be entertained
4. to raise awareness of downtown Raleigh as an important business, residential, cultural, and entertainment center in the Triangle metropolitan area

DRA is funded by the special property tax collected within the downtown Raleigh MSD. DRA also receives additional funding from raising private funds and fee for service agreements, which allows DRA to leverage funding for downtown projects and programs.

As managing entity for the downtown Raleigh MSD, DRA provides oversight and performs services in the following areas:

- Community Engagement and Safety Ambassador Program
- Small Business Assistance, Recruitment, and Retention
- Economic Planning and Development
- Marketing and Communications
- Strategic Planning
- Community Building
- Market Research

For additional details about DRA and downtown Raleigh, visit the Downtown Raleigh website: [www.downtownraleigh.com](http://www.downtownraleigh.com). Also, review DRA’s State of Downtown report available on the website.

## **2.0 SCOPE OF WORK / DESCRIPTION OF SERVICES**

### **2.1 Program Objective**

Downtown Raleigh Ambassadors will serve as representatives of DRA and the MSD. As such, all Ambassador will conduct visible and consistent roving patrols within the MSD to provide a safety presence, always being hospitable and responsive as they are concierges for the downtown Raleigh community. Our Ambassadors serve to ensure a memorable and welcoming experience for those in our city center.

### **2.2 Service Area**

Services provided via the Downtown Raleigh Ambassador program will be conducted within the downtown Raleigh MSD, with boundaries of Peace Street, Martin Luther King Boulevard, Boylan Avenue, and Person Street (See Exhibit B). Service is strictly limited to this area and Ambassadors are expected to know boundaries and adhere to them.

### **2.3 Ambassador Services / Scope of Work**

Ambassadors will be responsible for tracking and reporting activities to indicate measurable improvements, operational efficiencies, program successes, and areas for improvement. Reports are to be compiled and organized to easily show value to the MSD stakeholders. Team members 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. Additionally, Ambassador leadership will be expected to periodically report on areas of persistent calls or issues to ensure those areas are receiving appropriate attention.

The Ambassador team works in close partnership with numerous levels of municipal government. For example, they provide additional support to the Raleigh Police Department by monitoring and reporting quality of life infractions such as aggressive panhandling and trespassing. However, Ambassadors will not be or function as deputized law enforcement officers, nor will they carry weapons of any kind. All training with law enforcement will occur through the partnership between the City of Raleigh and DRA.

Ambassadors will inform other appropriate City of Raleigh departments about graffiti, trash, and similar issues in the public realm. Nonetheless, if the issue is minor, such as picking up loose trash on the sidewalk or removing a flyer or sticker taped to a light pole, the Ambassador should immediately address it. These partnerships are a crucial part to managing a successful Ambassador program. Therefore, there is an expectation for each Ambassador to understand each partner organization's mission as well as working with them as often as needed to achieve a positive outcome for a situation. Team members routinely perform a variety of tasks while on duty; therefore, Ambassadors are expected to exercise independent, good judgment under minimal supervision.

**Community engagement and hospitality-related duties include:**

- Proactively greeting residents, employees, and visitors with a smile and courteous attitude. Ambassadors should be regularly encouraged to do this with everyone they pass on streets
- Being highly visible to provide a reassuring presence with consistent roving patrols within the MSD
- Developing relationships with storefront businesses, concierges/security staff in office and residential buildings, hotels, and visitor attractions; conducting regular and frequent check-ins and being attentive to their concerns
- Utilizing an electronic device and application to track interactions with the public and document maintenance issues in the public realm
- Being educated on downtown streets and districts, location of public institutions such as post office and courthouse, and be able to provide clear, concise directions to and from destinations within the MSD
- Being knowledgeable about downtown attractions, key points of interest, special events, entertainment venues, and other activities
- Being adequately and professionally trained on customer service and hospitality skills to promote a positive image of downtown Raleigh and actively interact with the public; assist visitors with directions, parking options, downtown amenities, dining and retail recommendations
- Providing motorist assistance such as battery jumps and locating lost vehicles
- Reporting problems such as graffiti, overflowing trash cans, clogged storm water drains, burned-out street lights, non-functioning traffic signals, damaged public property, obstructions and safety hazards in the public right-of-way
- Maintaining open communications with the City's Downtown Clean Team which provides litter pick-up, sidewalk power washing, etc.
- Interacting with community members experiencing homelessness, mental health issues, or have substance abuse issues on where to receive available services
- Responding to requests for assistance with panhandling and loitering situations
- Distributing informational material as needed
- Performing other related services determined appropriate by DRA staff

**Safety-related duties include:**

- Providing consistent and attentive patrols of all municipal parking decks and lots located within the MSD in accordance with the deployment goals as outlined in Exhibit E, the municipal parking facility contract requirements between the City of Raleigh and Downtown Raleigh Alliance
- Observant, roving patrols within the MSD when not specifically patrolling the parking decks and lots to deter disruptive and/or criminal activities

- Utilizing an electronic device and application to report and track interactions with the public and document maintenance issues in the public realm
- Responding to requests for assistance with panhandling and loitering situations
- Reporting to Raleigh police or proper authorities any suspicious and/or illegal activity and/or safety and security issues
- Notifying appropriate local authorities or social service agencies of incidences of aggressive panhandling, public intoxication, public consumption of alcohol, intimidating public behavior, and other behaviors that discourage the enjoyment of the MSD
- Being trained to handle a variety of situations, including calls for assistance from police, fire, EMS, and AAA
- Providing safe-walk escorts in the public-right-of-way
- Engaging with community members experiencing homelessness, mental health issues, or substance abuse on where to receive available services
- Being knowledgeable about downtown attractions, key points of interest, special events, entertainment venues, and other activities
- Being adequately and professionally trained on customer service and hospitality skills to promote a positive image of downtown Raleigh and actively interact with the public; assist visitors with directions, parking options, downtown amenities, dining and retail recommendations
- Other related services determined appropriate by DRA staff

Patrols within the downtown Raleigh MSD by the Ambassadors will be conducted on foot, bicycle, or other means such as Segways. The Ambassador Program operates seven days a week, with the exception of pre-approved, designated holidays. Ambassadors are expected to be flexible with their work schedules. A specific deployment plan will be used to provide responsive, on-demand assistance during advertised hours to respond to the requests of stakeholders and meet the needs of downtown Raleigh. Hours may be adjusted to respond to situations that may arise periodically within the MSD during the contract timeframe and total labor hours will not exceed the approved budget.

Additional detail regarding Safety Ambassador deployment requirements is included in Exhibit E. Final schedules and staffing will be determined by DRA and the Contractor. 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 DRA. In those cases, DRA and Contractor will agree on a fee or hourly rate for providing services for special situations or events not included in the regular weekly schedule. Ambassadors shall not perform services for private individuals, other organizations, or special events within the MSD boundaries without the prior approval of DRA.

In addition to the Community and Engagement and Safety Ambassadors, it is expected for the Contractor to provide a **Social Services Outreach Specialist** with training and responsibilities in social work.

**Social Work and Outreach Services related duties include:**

- Engaging and building rapport with persons experiencing homelessness, mental health issues, substance abuse, or other quality of life situations to evaluate their needs, desires, and limitations
- Conducting initial assessments; documenting findings and engagements
- Maintaining contact with persons encountered on the street while addressing their concerns and goals; helping them keep a positive attitude
- Coordinating with local resources to assist in helping persons experiencing a homeless episode, mental health or substance abuse crisis, or other quality of life situation receive appropriate and available resources, including housing, medical/dental, mental health, substance abuse, food, clothing, and employment
- Crisis intervention when observed or reported
- Ensuring compliance with regulatory bodies and guidelines
- Tracking and maintaining records of engagements, referrals, and outcomes
- Communicating with other organizations dedicated to assisting the homeless to ensure awareness
- Ensuring all case files and other records strictly comply with regulations, policies and procedures
- Addressing quality of life ordinance violations with the goal of gaining compliance
- Reporting environmental conditions to the Downtown Team or other appropriate City of Raleigh departments
- Establishing relationships and partnering with service providers, outreach teams and city departments; attending meetings with the purpose of sharing information and learning what services are available
- Establishing and maintaining effective working relationships with Operations Manager, Supervisor, and Ambassadors
- Attending regularly scheduled meetings with designated DRA staff

Further, the Contractor will be required to provide an **experienced Operations Manager**, working onsite and responsible for the day-to-day operations of the Program. The Operations Manager should have a successful track record for providing leadership, strong personal and professional judgment, and excellent customer service.

**Responsibilities for a full-time Operations Manager include:**

- Ensuring performance standards are met and the scope of work is accomplished in accordance with the contract

- Providing leadership and supervision of the Ambassador Program; planning and executing the deployment schedule; using flexibility and creativity in deployment to meet changing needs of the MSD
- Maintaining a safe and healthy work environment by establishing, following and enforcing standards and procedures; complying with legal regulations
- Inspiring and motivating employees to perform at their best through positive encouragement and other incentives
- Managing staff levels and hours; recruiting, hiring, counseling, and disciplining staff as needed
- Reviewing daily activities of the Ambassadors and evaluating performance
- Conducting daily shift briefings to include uniform checks, inspecting equipment, making zone patrol assignments, and special projects
- Developing and delivering enhanced and specialized training on a quarterly basis
- Assisting Ambassadors with problem solving issues in the public realm
- Preparing monthly parking patrol and other reports as requested, ensuring all data can be presented to designated DRA staff, DRA Board of Directors, and City of Raleigh officials
- Regularly analyzing data on Ambassador patrols, identifying problem areas and working with DRA staff to align patrols to those problem areas
- Walking the MSD regularly to evaluate operations and protocols; recommends improvements, prioritizations, staffing levels; prepares reports and briefings on operations and activities
- Raising awareness of services offered through numerous approaches including meeting with businesses and residents
- Developing recommendations for service delivery within the MSD
- Attending regular meetings with designated DRA staff, City staff, and others are needed

## **2.4 Personnel**

Day-to-day management of the Ambassador Program will be the responsibility of the Contractor, including recruiting, hiring, training, and supervising employees with respect to the contractual obligations for community engagement, hospitality, social service outreach, and safety services. Nonetheless, DRA reserves the right to approve hiring of all Contractor employees, including the Operations Manager, and supervisors. DRA also reserves the right to request that an Ambassador be replaced at any time, for any reason.

DRA requires the Contractor to employ persons with the following traits and characteristics:

- Dependable and trustworthy
- Approachable and friendly; customer-service oriented
- Proactive to assist and engage with the public
- Ability to communicate with the public in a manner that is clear and courteous
- Detail oriented

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.

Contractor workplace policies will be implemented to ensure appropriate personal appearance standards, punctuality, and physical condition requirements related to work activities. A specific policy outlining required actions employees must adhere to in order to sustain a healthy and safe workplace, and mitigate the spread of highly communicable diseases and viruses such as COVID-19 will be required from the Contractor. Although this policy may change as new information is received from governmental entities, essential elements of the policy should address the following:

- General hygiene rules (based on CDC guidance)
- Sick leave arrangements for:
  - Positive COVID-19 diagnosis (returning to work only after full recovery and negative test results for the virus)
  - Return from areas with high number of COVID-19 cases (based on CDC announcements)
  - When in close contact with someone infected with COVID-19
  - When caring for a sick child or other family member infected with COVID-19
  - Not coming in physical contact with any colleagues during this time
- When it is safe to return to work after being sick
- Providing PPE for employees
- Wearing masks properly (mouth and nose covered) while on duty inside and outside the office
- Regularly and consistently cleaning equipment and office, before and after shift changes
- Temporary suspension of operations when an employee positively tests for COVID-19, allowing time for all employees to be tested
- Hiring an outside cleaning company specializing in approved sanitizing practices if an employee tests positive for COVID-19

Additionally, Contractor's harassment policy should outline employee conduct within the workplace but also with respect to residents, employees of downtown Raleigh businesses, visitors, and others. The harassment policy will include corrective and/or disciplinary actions that will be taken (e.g., counseling, suspension, termination). Harassment will not be tolerated and Contractor is expected to swiftly deal with any issues.

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 DRA, if requested. Contractors are required to adhere to these additional personnel policies: Non-Discrimination Policy, Employee Benefits, and North Carolina State Licensing Requirement, as detailed in Exhibit D.

The Contractor will pay employees an hourly wage that is commensurate with the criteria set forth in this document. The Contractor will:

- Employ Ambassadors for at least the median market rate for security professionals in the Raleigh-metropolitan area
- Provide Ambassadors pay increases on the basis of job performance, tenure, and evaluation
- Pay increases shall not affect the overhead cost paid to the Contractor by DRA
- Provide prompt, regular pay schedules and must provide payment of wages in accordance with North Carolina law

Current staffing consists of 16 Ambassadors:

- Operations Manager (1)
- Shift Supervisor (1)
- Community and Engagement Ambassadors (7)
- Safety Ambassadors (6)
- Social Service Outreach Specialist (1)

Understandably, staffing levels will fluctuate during the term of the contract; nonetheless the Contractor will be required to establish a staffing plan that will minimize the length of time when staff is not at optimal level. It is the Contractor's responsibility to fill vacant positions within one (1) month of the position becoming available. While recruitment efforts are underway for vacant position, temporary, on-call and/or part-time workers, for example, may be hired as a quick and effective way to replace employees who have resigned or are out for family or sick leave, vacation in order to prevent a lower level of services.

DRA 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 DRA. Shift scheduling may overlap to accommodate peak pedestrian traffic during the early evening hours and special events.

In the event that DRA chooses a new Contractor, said Contractor shall provide a proactive opportunity for current Ambassadors to transition employment.

## **2.5 Training**

All Downtown Ambassadors are to receive training at the expense of the Contractor, with training process and material to be reviewed by DRA. Program start-up and new hire training must consist of at least 40 hours per employee. Training must be at a level deemed sufficient to successfully provide the services described in this RFP. Quarterly, or more frequent as required, on-the-job training also must be provided for each Ambassador. It is necessary for the Safety Ambassadors to be licensed by the state of North Carolina. All state licensure costs will be at the expense of

the Contractor. Training is expected to be an ongoing and evolving process to ensure that Ambassadors are able to adjust to the changing needs of the MSD. All members of the Ambassadors shall be cross-trained in customer service and hospitality to ensure that personnel deficiencies do not result in diminished services. Ambassadors are to be experts on downtown.

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

- Philosophy and mission of DRA and Ambassador Program, including history of City of Raleigh
- Policies regarding personal conduct, attitude, and etiquette
- Public relations and customer service
- Employee code of conduct/rules and regulations
- Scheduling, assignments, and procedures
- Uniform maintenance and appearance
- Equipment use and maintenance, including bicycles and Segways, if applicable
- Two-way radio use and communication etiquette
- Daily procedures and route patrols
- Procedures for conducting business and residential check-ins
- Task-specific technical knowledge
- Reporting procedures; use of electronic, mobile device and application to collect data on public interactions and daily activities, report writing
- Personal safety policies and procedures
- Legal responsibilities
- Basic automotive troubleshooting and assistance (i.e. jumping car batteries, replacing a tire)
- Patrol and observation procedures and techniques
- Street Smarts; awareness, verbal crisis de-escalation, dealing with conflict
- Dealing with emotional behavior, mental illness, homelessness, aggressive behavior, etc.
- Social service providers and homeless assistance programs
- Community sensitivity/cultural diversity
- Dealing with youth/gangs
- Emergency assistance, CPR/First Aid
- Classroom and field training: downtown geography, points of interest and attractions, businesses, and services
- Special event procedures

## **2.6 Uniforms**

Highly visible uniform items, distinctive to the DRA Ambassadors program, conveying a sense of approachability, professionalism, and authority, will be provided to each Ambassador by the Contractor. Downtown Raleigh Ambassadors shall wear a uniform that meets the approval of DRA. The uniforms must be comfortable and durable, with seasonal pieces to conform to all types

of weather. All Ambassadors must be in proper uniform while on duty and must present a neat, clean, and positive image at all times. Uniform shirts should be tucked in and Ambassadors should wear consistent and matching pant colors. Uniforms are not to be worn during non-working hours. The Contractor is also responsible for obtaining or replacing any uniform, equipment, or other work-related item from terminated employees.

## **2.7 Equipment**

A list of equipment which will be used by Ambassadors is provided below. All equipment must be used for the exclusive purpose of performing MSD related services. Regular maintenance and repair of equipment will be the responsibility of the Contractor via the contractual agreement.

Other equipment not listed below and deemed necessary to perform the above-described scope of services should be detailed in response to this RFP. DRA will approve any and all equipment proposed for use by the Contractor. DRA shall have the option to display the DRA logo or the logo(s) of supporting Investors on all equipment, including uniforms, used by the Contractor to provide these services. All equipment purchased with funds under this contract shall belong to DRA and shall at DRA's option revert to DRA at the termination of the contract.

Any equipment owned by DRA in use for the current program will be available to the Contract for the purpose of providing program services. An inventory of this equipment is available in Exhibit C.

The Contractor will ensure that all Ambassadors authorized to operate the equipment are properly trained in related safety and operating procedures. Further, 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 communication devices shall be maintained in good working condition throughout the contract period. Problems with function of or damage to communication equipment must be reported to DRA immediately. All equipment will be stored in the space provided by DRA when not in use.

The Contractor is responsible for any and all program supplies including fuel, uniforms, gloves, and protective clothing. As well, the Contractor will provide the required insurance for equipment.

- Two-way radios and ear pieces
- Smart phones
- Segways or similar form of transportation
- Bicycles and helmets
- Rain coats and umbrellas
- First-aid kits
- Flashlights
- Business cards, program/services information cards

## **2.8 Reporting, Tracking, and Trend Reporting**

DRA requires Contractor to have a comprehensive, web-based software for data collection that allows each Ambassador to use a mobile device to input daily activities, public interactions, generate work orders, and other actions. Contractors should provide the following information:

- Methodology for tracking and reporting all data and work performed
- Indicate data ownership (e.g., will DRA own the data collected)
- Indicate the type of software proposed and describe its capabilities to track interactions and incidents; create work orders; query data, generate customized reports; provide trend reporting and analysis
- Describe how data can be shared with others
- Any associated costs with the use of the recommended software
- Any reports and trends that can be identified and generated by this software

At a minimum, reports must document the daily, weekly, and monthly activities and accomplishments of the Ambassador team. Daily reporting should include evidence that each Ambassador has maintained his/her specific patrol route and schedule and conducted a pre-determined number of business check-ins and hot spot checks and other activities. DRA, together with the Contractor, will develop report templates, customized reports, and protocols. Incident and/or work order reports should include geospatial or other mappable data. Reports of hazardous concerns should be reported to DRA immediately after identification, as well as to the appropriate agency for resolution.

Additionally, DRA expects monthly reports analyzing areas of concern and where to better align patrols to address any problem areas. This work should also be in consultation with Raleigh Police and Raleigh Parking Departments.

## **2.9 Management Support**

During the term of the agreement, Contractor is expected to provide ongoing management oversight with corporate leadership evaluating the program on a consistent and regular basis. A complete audit of the program is required on a quarterly and annual basis to ensure the scope of work is being accomplished at the expected level and any deficiencies will be documented and immediately addressed with an action plan. After the audit is complete, corporate leadership should report the results to DRA CEO and other designated DRA staff. A monthly briefing with the Contractor's account manager and designated DRA staff is also expected.

## **2.10 Facilities**

DRA will provide suitable office space for the Downtown Raleigh Ambassadors program, including storage for bicycles and other equipment. Each Ambassador will report to this space at the

beginning and end of each work shift. The Contractor will provide the means for recording work time. Bathrooms and lockers will be provided for Ambassadors to change into and out of their uniforms. Ambassadors may also use this space for staff meetings, trainings, or during their assigned lunch breaks. The door to this office is to remain locked at all times. The vendor will appropriately discipline, up to and including termination, any Ambassador who misuses DRA's facilities. DRA has the right to terminate any Ambassador's privilege of using DRA space if DRA in its sole discretion determines that such space has been misused.

## **2.11 Insurance**

During the life of the agreement between DRA 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 MSD, 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 \$1,000,000 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 North Carolina. 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 North Carolina. 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 DRA each quarter. Documentation will show that DRA, its officers, directors, employees, agents, and

subcontractors, and the City of Raleigh, its officials, employees, and agents are listed as additionally insured on the policy. Each policy and Certificate of insurance shall contain an endorsement the DRA and the City of Raleigh as additionally insured. Additional provisions, as necessary, will be made available prior to and integrated in to the final contract.

### **3.0 PROPOSAL SUBMITTAL / REQUIREMENTS**

DRA requires one (1) original, unbound (labeled “original”), one (1) electronic copy (provided on a thumb drive), and 5 (five) hard copies of the proposal.

Proposals must contain at a minimum the following documents. Proposals that do include the requested information, may be deemed to be non-responsive. Non-responsive proposals may receive no further consideration.

#### **3.1 General Information**

- Company name and business/ mailing address, phone, fax, and website URL
- Primary contact name, address, telephone number, and email address
- 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 of the home office from which the work is to be done and the number of professional staff employees at the office
- Experience in providing Ambassador services to other private and public entities with list of other communities currently operating in and providing similar services to
- Business unit and individuals by name to be responsible for providing/managing contracted services, including resumes of individuals. Describe role of individual(s) in managing contract and percentage of time expected to be devoted to contract. Identify the frequency that Senior Management from the corporate headquarters will make announced and unannounced on-site visits (minimum of quarterly) and include a description of the evaluation criteria to be used
- Commercial General Liability Insurance policies held in conjunction with current contracts for programs like DRA’s Ambassador Program. Include details of policy limit amounts. (DRA will require the successful Contractor to carry insurance policies as outlined previously.)

#### **3.2 Narrative Description**

Include scope of services to be provided, roles, and relationship of contractor and DRA 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 and will be accomplished. Please include as much detail as applicable and specific examples of how your firm has planned, deployed, executed, evaluated, and refined services.

Please provide your expectations of DRA's involvement in the oversight of the contract and program management.

### **3.3 New Initiatives**

Identify new initiatives to increase level of quality and service, and address desired enhancements. Detail costs of new initiatives and address paying for them.

### **3.4 Start-Up Plan**

Provide a start-up plan which includes schedule from agreement execution, description of tasks, deliverables, and milestones essential for an efficient, timely commencement of the program. If appropriate, include a transition plan from the current vendor.

### **3.5 Budget**

The operating budget presented should be evident that the Contractor fully understands the level of service required and that Contractor has budgeted appropriately for this type of operation. The Contractor's budget should be based on recommended operations designed to achieve maximum service levels.

Provide budget figures for a three-year period (separate for years 2 and 3) for the following two scenarios of deployment listed below. Include detailed breakdown and explanation of personnel costs including benefits, itemized equipment and supplies costs, training costs, uniform costs, overhead, and any additional fees. Indicate any equipment leases or other payment plans. Include special provisions and procedures for requests for changing quantity of staffing hours and associated costs. DRA requests that Ambassadors be paid a minimum of \$15 per hour. The **estimated** total budget available to support the Ambassador Program deployment is:

- **An estimated \$702,000** for a deployment of 12 Ambassadors and 1 Social Service Outreach Ambassador
- **An estimated \$852,400** for a deployment of 15 Ambassadors and 1 Social Service Outreach Ambassador

Final number of Ambassadors will be determined this summer based on municipal funding, but will not be less than \$702,000, inclusive of the contractual deployment expenses within City-owned parking structures (see Exhibit E – Parking Contract). If price excludes certain fees or

charges, a detailed list of excluded fees with a complete explanation of the nature of those fees must be provided.

### **3.6 Sub-Contractors**

If the execution of work to be performed by proposing Contractor requires the hiring of sub-contractors, this must be clearly stated in the proposal. Sub-contractors must be identified and the work they will perform must be defined. DRA will not refuse a proposal based upon the use of sub-contractors; however, it retains the right to refuse sub-contractors selected.

### **3.7 Recruitment**

- Provide description of personnel policies and practices, including equipment requirements, protocols for pre-employment and hiring process, drug tests, personal hygiene, background screening, and selection procedures.
- Provide complete information about employee benefits.
- Explain how Raleigh-based staff will be recruited and what criteria will be used for recruitment including consideration of current staff.

### **3.8 Training**

- Provide details of proposed training (both initial and ongoing), including topics, instructors, schedule, etc. Include training module with learning objectives.
- Included should be training focused on hospitality, downtown features, customer services, DRA role, security, leadership development, supervisory training, community policing techniques, communications, safety, and training for any specialized equipment used.

### **3.9 Detailed Deployment Schedule, Patrols, and Dispatch**

Describe what criteria Contractor will use in deploying the services across the MSD. Deployment plans may vary with seasonal requirements, special projects, emergency operations, major special events and other factors. Contractors are required to clearly demonstrate how they would assign, schedule, and dispatch staff. Please include:

- Detailed deployment schedule covering all five Downtown Raleigh districts within the MSD using both a 12 Ambassador and 15 Ambassador deployment with both scenarios including a Social Services Ambassador.
- Recommended quantity of bicycles, and explain the ratio of bike patrols (or use of additional equipment, e.g. Segways, vehicle) versus foot patrols that would be used
- Explain how calls requesting security or other services will be received and how the dispatch of Ambassadors will occur. Elaborate on the communication program to illustrate the most efficient use of Ambassadors and resources. Contractors may suggest

alternate management/supervision structure that would maximize coverage while providing excellent supervision and communication

- Elaborate on methods for increasing visibility of patrols within the MSD

### **3.10 Performance Management, Reporting, and Evaluation**

- Provide sample copy of Contractor's forms and procedures for investigating and reporting incidents.
- Explain by which method or process Contractor will be held accountable by DRA and how performance of the Ambassador program will be measured and demonstrated.
- Submit examples of metric reports that Contractor expects to deliver to DRA on a regular basis to demonstrate services provided.
- Describe evaluation procedures and the role DRA will have in such activities.
- Provide a regular schedule of visits and meetings with DRA leadership and Contractor leadership to help illustrate how coordination and check ins will take place.

### **3.11 Equipment and Uniforms**

- Provide complete list of proposed equipment and uniform elements; describe how equipment will be maintained and how uniforms will be kept clean.
- Contractors are encouraged to include within their proposals any additional equipment that may enhance the services provided by the Ambassadors.

### **3.12 Program Commencement Date**

Use **August 1, 2021** as the program commencement date; show all steps in the development of the program.

### **3.13 References**

Provide at least three references with names and contact information, including current or past clients in comparable communities for similar types of programs.

### **3.14 Contractor Company Stability and Financial Soundness**

Submit documentation of financial stability and resources. The Contractor's most recent certified annual report and/or audit, including balance sheets and profit and loss statements, should be submitted with its proposal. All information pertaining to the financial soundness of Contractor shall remain confidential. DRA will contract only with a Contractor found to be financially sound. In addition, DRA should be notified if there is a major claim(s) against the firm that could impact their ability to perform.

## 4.0 TIMELINE

DRA's request for proposals and selection timeline is as follows:

RFP Issue Date	Wednesday, April 21, 2021
Registration Deadline for Contractor Intent	Friday, April 23, 2021
Non-Mandatory Pre-Bid Meeting (Virtual)	Thursday, April 29, 2021 at 11:00 AM (EST)
Deadline to Submit Questions	Monday, May 3, 2021 by 5:00 PM (EST)
Questions will be answered by DRA via email	Thursday, May 6, 2021
<b>Proposal due date</b>	<b>Tuesday, May 18, 2021 by 5:00 PM (EST)</b>
Review Committee Meetings	May 25-27, 2021
Interviews/Presentations (if needed)	June 2-3, 2021
DRA Board of Directors Review and Approval	June 10, 2021
Contract Award and Negotiations	Immediately following DRA Board approval of selected Contractor
Program Commencement Date	August 1, 2021

## 5.0 GENERAL INFORMATION / SUBMITTAL PROCEDURES

### 5.1 Registration Form

Potential Contractors are requested to complete the registration form (Exhibit A) and return to Kimberley Jones via email at [kimberleyjones@downtownraleigh.org](mailto:kimberleyjones@downtownraleigh.org) by **Friday, April 23, 2021**.

### 5.2 Communications and Questions

Communication with potential Contractors will be limited to information, process, and procedures already contained in this RFP. With the exception of potential scheduled presentations, contact with select DRA staff shall take place in writing.

All requests for additional information and questions must be submitted by email. Responses to requests and questions will be shared with all registered potential Contractors. The deadline to submit a request or question is **5:00 PM (EST) on Monday, May 3, 2021**. Questions should be submitted via email to:

Kimberley Jones  
Downtown Raleigh Alliance  
[kimberleyjones@downtownraleigh.org](mailto:kimberleyjones@downtownraleigh.org)

### 5.3 Non-Mandatory Pre-Bid Informational Meeting (Virtual)

DRA will host a non-mandatory pre-bid meeting via Zoom on **Thursday, April 29 at 11:00 AM (EST)**. The Zoom login details will be provided to all registered potential Contractors.

### 5.4 Acceptance / Rejection

DRA reserves the right to accept or reject any or all submitted proposals or to choose the Contractor that, in the opinion of DRA, is best suited to provide the services outlined in this RFP.

### 5.5 Delivery and Deadline

All proposals must be received by DRA by **5:00 PM (EST) on Tuesday, May 18, 2021**. The Contractor is solely responsible for submitting a proposal on or before the stated date and time of submission. Late submissions will not be considered.

DRA requires one (1) original, unbound (labeled "original"), one (1) electronic copy (provided on a thumb drive), and 5 (five) hard copies of the proposal.

Proposals should be mailed or delivered to:

Downtown Raleigh Alliance  
Attn: Ambassador RFP  
333 Fayetteville Street, Suite 1150  
Raleigh NC, 27601

## **5.6 Expenses**

All expenses associated with the preparation of proposals and supporting reports or documentation in response to this RFP shall be borne by the Contractor.

## **6.0 EVALUATION & SELECTION PROCESS**

DRA, along with a Review Committee, will review and evaluate in detail the most qualified responses. During the evaluation process, Contractors may be asked for additional information as well as make a presentation to further explain their proposal.

### **6.1 Evaluation Criteria**

The following criteria will be used to evaluate proposals:

- Contractor's understanding of the Downtown Raleigh Ambassador Program goals and objectives
- Ability of Contractor to satisfy all requirements for successful completion of the assignment, including experience and demonstrated ability to successfully provide hospitality, social service outreach, and safety services
- Ability of Contractor to manage and operate an effective program in a timely and cost-efficient manner
- Demonstrated ability of Contractor to resolve problems quickly and appropriately
- Quality of budget proposal and narrative
- Corporate and financial stability
- Positive response from references
- Ability of Contractor to provide a competitive wage and benefits package, equipment, supplies, training necessary to perform the scope of work
- Overall responsiveness to this RFP

## 6.2 Scoring and Ranking

Proposals will be evaluated and scored using the following ranking. Each proposal can receive a maximum of 100 points. A final score for each proposal will be an average of scores earned from DRA and the Review Committee members.

Criteria	Maximum Points
Quality and soundness of operations, reporting, and logistics plan	35
Experience and past performance	25
Operating budget and fee proposal	25
Training Plan	10
Overall comprehension of program objectives	5
TOTAL POINTS	100

## 6.3 Selection and Contract Negotiations

After careful consideration by DRA staff and the Review Committee, a proposal will be selected that is in the best of DRA. Negotiations between the selected Contractor and DRA will take place to reach a negotiated scope of work and fee arrangement. A proposed agreement will be presented to the DRA Board of Directors for approval, modification and approval, or rejection. The DRA Board of Directors must approve the proposed agreement before final execution of the agreement can take place.

# EXHIBIT - A

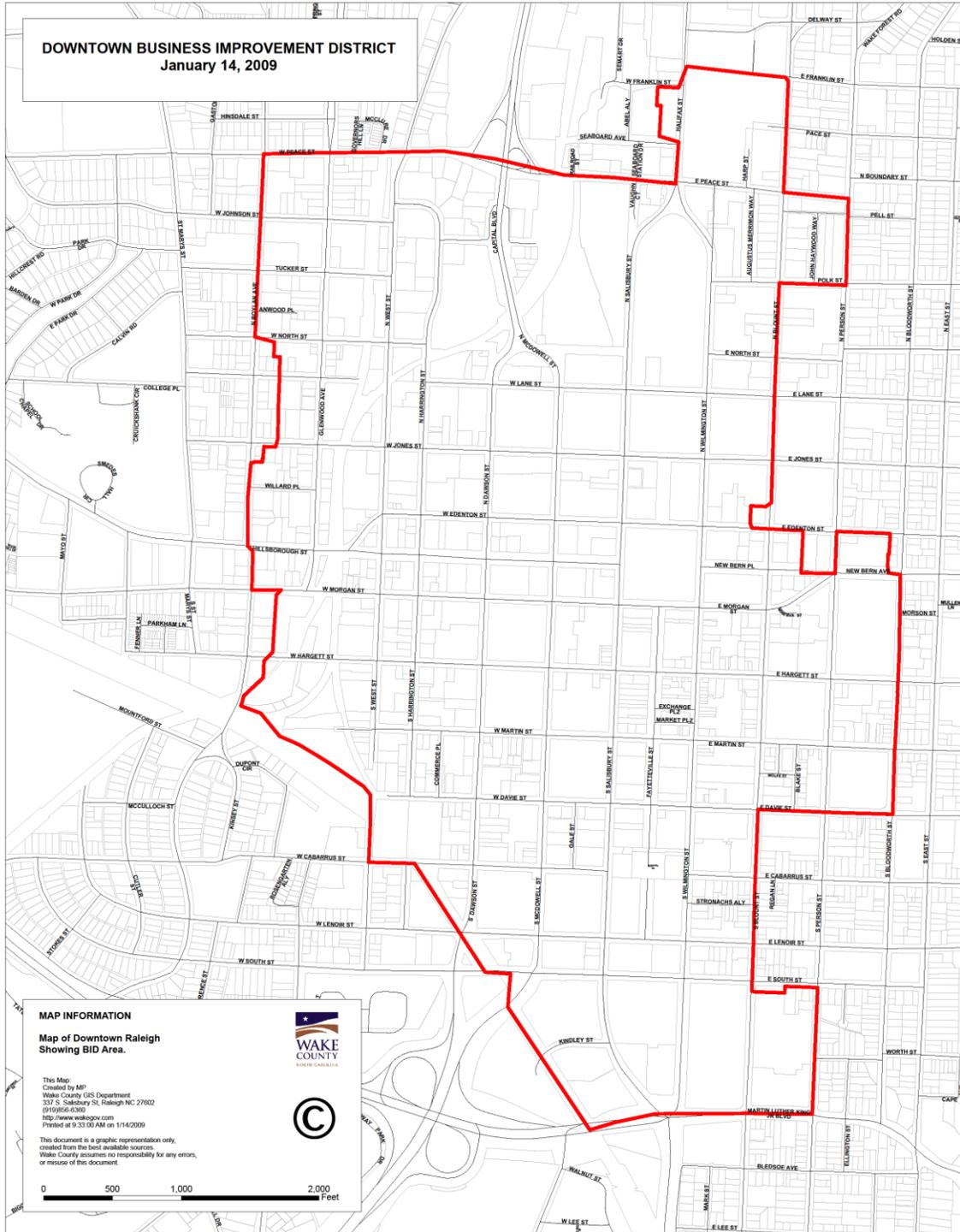
## Contractor Intent Registration Form

The information provided in this form will be used to communicate information and respond to questions from potential Contractors. Complete and submit this form to Kimberley Jones via email at [kimberleyjones@downtownraleigh.org](mailto:kimberleyjones@downtownraleigh.org) no later than **Friday, April 23, 2021**.

Name of Applicant:	
Official Business Name of Contractor:	
Business Address:	
Primary Contact (if different than Applicant)	
Telephone Number:	
Email Address:	

# EXHIBIT - B

## Municipal Services District



# EXHIBIT - C

## Equipment

The following equipment and facilities will be provided by the DRA:

<b>Equipment</b>	<b>Qty</b>
Computer Printer	1
Locker Tower	2
2010 Ford Ranger Truck (Red)	1
GuardOne Tour Pipes	7

Additional office and break room equipment include: water filtration system, microwave oven, refrigerator, dry erase boards, storage cart and cabinets, metal, bookcases, tables, office chairs, and desks.

# EXHIBIT - D

## Employment Policies

### Non-discrimination Policy

Contractors are expected to adhere to the following non-discrimination clause:

The vendor, its agents, officials, employees, and servants agree not to discriminate in any manner on the basis of age, handicap, sex, race, color, creed, sexual orientation, or national origin with respect to the subject matter of this agreement, no matter how remote. The vendor further agrees in all respects to conform to the provisions and intent of the City of Raleigh, North Carolina Ordinance 1969-889, as amended. This provision being incorporated for the benefit of the City and its residents and may be enforced as set out in said ordinance, enforcement of this provision shall be by action for specific performance, injunctive relief, or other remedy as by law provided; this provision shall be construed in such manner as to prevent and eradicate all discrimination based on race, color, creed, or national origin. This provision shall be binding on the grantees, the successors, and assigns of the vendor with the reference to the subject matter of the agreement.

### Employee Benefits

Employee medical, dental, and life insurance packages should be considered and made available by the vendor as a benefit to the Ambassadors. The vendor will provide DRA with a recommended outline of the benefit package to be offered and the dollar amount of related costs for each package that would be the responsibility of the employee and/or the Contractor. The Contractor will communicate with DRA on the final benefits package to be offered to the Ambassadors.

### North Carolina State Licensing Requirement

The Contractor must obtain any certification or licensure deemed required by the State of North Carolina, the NC Department of Justice, and the NC Private Protective Services Board before commencing operation of the Downtown Raleigh Ambassador program. The 'Safety Ambassadors' are registered security officers with the NC Department of Justice and specialize in patrolling the City owned parking decks and lots in Downtown Raleigh as well as patrolling the public realm within the MSD.

# EXHIBIT - E

## Parking Contract

### FY2018-2021 City of Raleigh Contract for Services with the Downtown Raleigh Alliance

**Downtown Raleigh Alliance (DRA) Safety Ambassadors** provide security to eight (8) City of Raleigh parking decks and four (4) City of Raleigh surface parking lots as identified below:

#### PARKING DECKS

- Municipal
- Blount Street\*
- Performing Arts
- Wilmington Street Station
- City Center/Red Hat
- Convention/Charter Square
- Moore Square
- Cabarrus

#### PARKING LOTS

- City Market
- East Hargett
- East Martin
- Salvation Army

\*Safety Patrols of the Blount Street Deck (the "Parking Deck") shall be limited to the Unit 1 Parking Unit and Unit 1 Parking Limited Common Elements (the "Unit 1 Parking Section") as set forth in the Declaration of Condominium for Blount Street Parking Deck Condominium (the "Declaration"), recorded in Book 13214, Page 1607, Wake County Registry, to consist of (i) the parking spaces contained within floors 1-5 of the Parking Deck up and until the Level 5 Gate (as defined in the Declaration), (ii) the Parking Deck Drive Aisles (as defined in the Declaration) located adjacent to the Unit 1 Parking Unit, (iii) the Entrance Gate (as defined in the Declaration) and the General Common Elements (as defined in the Declaration) located adjacent to the Unit 1 Parking Section. The Unit 2 Parking Unit (as defined in the Declaration), the Unit 2 Parking Limited Common Elements (as defined in the Declaration) and General Common Elements of the Parking Deck not otherwise identified herein are specifically excluded from the terms of this Contract for Services.

Upon the contracting for security services to be provided by a third party by the Blount Street Parking Deck Condominium Owners Association, Inc., the Parties agree to amend the terms and conditions of this Contract of Services to specifically remove and exclude any responsibility of

DRA for providing security patrols to the General Common Elements (as defined in the Declaration) located adjacent to the Unit 1 Parking Section.

**Hours of coverage for Safety Ambassadors:**

A total of eight (8) Safety Ambassadors including supervisors, will be assigned to patrol the decks and lots. Hours of coverage will be as follows:

DAYS	SHIFTS	HOURS PER WEEK	# OFFICERS	MIN ROUNDS
Sunday	1 AM - 9 AM / 5 PM-1 AM	24	3	2
Monday	12 AM - 3 AM / 5 PM - 1 AM	16	2	2
Tuesday	1 AM - 9 AM / 5 PM-1 AM	24	3	2
Wednesday	1 AM - 9 AM / 5 PM-1 AM	48	6	2
Thursday	1 AM - 9 AM / 5 PM-1 AM	40	5	2
Friday	1 AM - 9 AM / 5 PM-1 AM	48	6	2
Saturday	1 AM - 9 AM / 5 PM-1 AM	40	5	2
	<b>TOTAL</b>	<b>240</b>		

**DRA Safety Ambassadors responsibilities:**

- Work closely with Downtown District of the City of Raleigh’s Police Department (RPD) to promote safety in the downtown area
- Monitor and patrol City parking decks and parking lots in downtown
- Maintain an authoritative presence to deter crime and establish a positive perception of safety
- Communicate with law enforcement agencies to address public safety needs of downtown
- Provide workers, residents, and visitors directions and information
- Provide support during special events as requested by City of Raleigh staff
- Assist in emergency situations

- DRA Safety Ambassadors will complete training by RPD, DRA, North Carolina Justice Department and sub-contractor in-house regimen included herein as Contract Attachment “A” pages 25, 26, and 27. Topics to be addressed:

By RPD:

- ◆ Crime Statistics and Trends
- ◆ Gangs and Youth Behavior
- ◆ Observation Techniques
- ◆ Conflict Avoidance
- ◆ Threat Assessment

By DRA:

- ◆ Hospitality
- ◆ Customer Service
- ◆ Visitor Information
- ◆ Social Services
- ◆ Bike and Segway Training, if applicable
- ◆ Recommended Deployment Using Safety Ambassadors

By NCDOJ:

- ◆ Unarmed Guard Training and Certification

## DESCRIPTION OF SERVICES

### Expectations for DRA Safety Patrol Program from the City of Raleigh:

- Safety Ambassadors will be fully trained and certified as required by the North Carolina Department of Justice
- Background checks and drug screening completed for each candidate
- Full compliance with E-verify, paragraph #18 in contract
- Benchmarks for performance will be set by the DRA with input from the City of Raleigh
- A documented system of performance evaluation for DRA Safety Ambassadors will be in place
- A system of patrolling all levels of the decks, stairwells, elevators and other areas of the parking decks and lots will be established; as well as documented efforts of the Safety Ambassadors
- Implementation of daily roll calls with needed information being passed onto DRA Safety Ambassadors
- Proactive approach to identifying quality of life issues and communicating with the City of Raleigh about the response
- Provide safety escort service for citizens needing assistance to and from their vehicle or office
- Participate in meetings with RPD Downtown District to address public safety needs
- Provide visitors, residents, and workers with quality customer service including directions and information during high visibility daily patrols

### Expectations for DRA Safety Patrol Program from the City of Raleigh’s Parking Division:

- Minimum of two (2) separate patrols on each level of the decks (including stairways and elevators) and lots per shift is required except in cases of emergency that take precedence

and can be justified. Patrols include “tapping in” at every sensor location throughout the decks to time stamp attendance and acknowledge that all is well

- Maintain log/record sheets of DRA Safety Ambassador checks/activities for each parking deck and lot
- Provide log attendance reports for specific decks arising from reported incidents within 24 hours of such request by the City’s Parking Administration
- Do not make rounds at the same time each day
- Promptly report to RPD any unusual circumstances taking place around or in the parking decks and lots
- Promptly report to RPD any one erratically driving inside the deck or damages to vehicles or to the decks, incident or accident in the decks; the same applies to lots
- Promptly report to the appropriate agency any lights, signs, doors, elevators not in working order and report any loitering in decks and lots
- Submit monthly to the City Parking Administration a copy of the log/record sheets containing patrol check in activities, mechanical system problems, loitering, etc.
- Submit copies of all reports to the City Parking Administration
- Provide an updated monthly roster of all Safety Ambassadors who have completed requisite training and certification
- Provide a roster of current as well as newly hired Safety Ambassadors to the Parking Administration as changes occur
- In addition to the regular duties and responsibilities common for all decks and lots, the following specific duties apply to the Convention Center Underground Deck:
  - ◆ Check for hiding places behind columns and bulkheads
  - ◆ Walk all stairways from P3 to P1
  - ◆ Walk the “Connector” areas from P3 to P1 using escalators
  - ◆ Check both elevators in the “Connector” and the single elevator at Fayetteville and Lenoir
  - ◆ In the event of a fire alarm, immediately notify the emergency contact person from the callout list provided by the City’s Parking Administration