

RESOLUTION NO. 2016-35

**A RESOLUTION AUTHORIZING THE EXECUTION BY
THE CHAIRMAN OF THE DISTRICT OF AN
AGREEMENT BETWEEN THE DISTRICT AND THE
JANITORIAL FIRM OF BLOCK BY BLOCK, FOR
JANITORIAL SERVICES FOR THE DOWNTOWN
COMMUNITY IMPROVEMENT DISTRICT**

WHEREAS, the Downtown Community Improvement District (the "District"), which was formed on February 7, 2011, by Ordinance No. 20866 (the "Ordinance") of the City Council of the City of Columbia, Missouri, is a political subdivision of the State of Missouri and is transacting business and exercising powers granted pursuant to the Community Improvement District Act, Sections 67.1401 through 67.1571, RSMo., as amended ("the Act"); and

WHEREAS, 67.1461.1 of the Act grants the board of directors (the "Board of Directors") of the District the authority to possess and exercise all of the District's legislative and executive powers; and

WHEREAS, Block By Block ("BLOCK BY BLOCK") submitted the proposal/agreement to provide janitorial services for the Downtown Community Improvement District per the proposal attached hereto as Exhibit A; and

WHEREAS, the Board of Directors determined that Block By Block has best satisfied the criteria for selection of services under the District's competitive bidding policies and as set forth in the request for qualifications produced by the District with respect to the Block By Block proposal, including that Block By Block has the specialized experience and technical competence with respect to the janitorial services sought, the capacity and capability to perform the services in the time required, a history and record of past performance that is acceptable, and familiarity with governmental entities such as a community improvement district; and

WHEREAS, the Board of Directors desires to engage Block By Block to perform the janitorial services for the District as described in the Agreement.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE DOWNTOWN COMMUNITY IMPROVEMENT DISTRICT AS FOLLOWS:

1. The Board of Directors hereby approves the Block By Block proposal and the Chairman of the District is authorized to execute, and the Secretary is authorized to attest on behalf of the District, an agreement in substantially the form as the Block By Block proposal attached hereto as Exhibit A.

2. This resolution shall be in full force and effect from and after its passage by the Board of Directors.

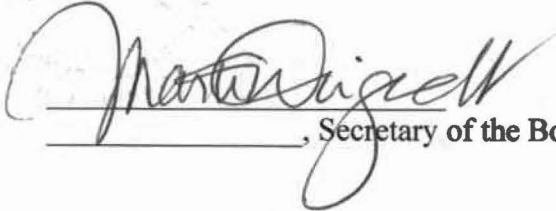
Passed this 9th day of August, 2016.



_____, Chairman of the Board of
Directors

(SEAL)

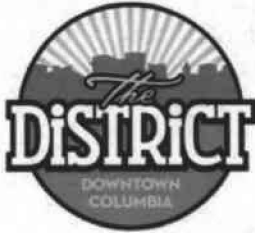
Attest:



_____, Secretary of the Board of Directors

**EXHIBIT A
TO RESOLUTION NO. 2016-35**

Block By Block Proposal



REQUEST FOR PROPOSAL – PROFESSIONAL SERVICES

Public Space Janitorial Services – The Downtown Community Improvement District
Columbia, MO

Proposals are due by Noon on Friday, July 22, 2016.

The Downtown Community Improvement District (CID) in the city of Columbia, Missouri, is seeking proposals for a janitorial service for The District. The Downtown CID is an independent organization dedicated to keeping Columbia's downtown – The District – vital.

The District is a live/work/play neighborhood that fosters the creative, the eclectic, and the local. It is a constantly adapting community of people, with tradition blending harmoniously with high tech and the latest trends in fashion, food and the arts.

The District encompasses 50 square blocks, more than 300 individual properties, 1200 residences and over 600 businesses, non-profits and government entities. (See Exhibit A) Bounded by 3 Universities and Colleges and City Government buildings, the area offers both a strong day and night economy.

Our goal is to secure a public space janitorial partner to improve the cleanliness and overall experience of the downtown area.

It is the policy of The District to negotiate contracts for professional services on the basis of demonstrated competence and qualifications for the professional services required and such services shall be at fair and reasonable prices.

Introduction

The Downtown CID announces the release of a Request for Proposal ("RFP") for the provisions of public space janitorial services in downtown Columbia, Missouri. The personnel assigned to those varied functions must come from one vendor that specializes in providing janitorial services to the public and private sector. The contract will commence on approximately October 1, 2016 for a period of twelve (12) months, with the option to extend for an additional two years. (option to terminate agreement with 30-days notice at anytime within contract)

The vendor will be expected to provide staffing and adjust staffing needs to fulfill existing and future contract needs. Staffing levels may increase or decrease as a result of organizational and contract requirements, and the vendor is expected to readily adapt to our requirements.

The District's mission is a challenge and not every janitorial firm will have the ability to meet the demand. We are seeking qualified and experienced firms to provide janitorial services within the boundaries as outlined in the attached map. The District requires that the vendor provide sufficient personnel to staff a janitorial program who can professional interact with the public and have the skills and abilities that are necessary when dealing with the public and the requisite skills to maintain cleanliness in the public right of way.

The District's experiences seasonal fluctuations and may require the vendor to periodically supply additional personnel to the regular roster of cleaning professionals. The seasonal fluctuations primarily occur when college football games and events occur throughout the year.

The vendor must be committed to meet a standard of professionalism and excellence, and should be a forward-thinking organization with executives, managers and supervisors who can think strategically and beyond the boundaries of traditional janitorial service delivery.

The below scope of work is ideal for our goal to enhance the cleanliness and experience of downtown. However, we are open to receiving proposals for alternative services that your company might propose to meet our needs.

An interested party may partner with other firms that offer complementary services in order to provide the full spectrum of services required. If a partnership is established, the vendor must have a primary contracting entity and designate the other (s) as a subcontractor (s). The District shall award one contract for management and oversight of all functions described in the Scope of Service.

Scheduling

The janitorial program will entail various shifts. We are asking that you provide us with your recommended schedule pertaining to days and hours you believe the janitorial program will require. Please provide us with the number of employees you recommend on each shift accompanied by their pay schedule. A full-time manager or shift supervisor must be provided and is expected to work alongside other team members to perform work. Employees must wear distinctive collared shirt uniforms provided by the vendor in collaboration with The District.

General Required Training of Employees

The District requests that the vendor list the specialized training and employee instruction that will be provided to personnel working on this program. The list should include programs devoted to technical skills, customer service and leadership development. Additionally, the vendor must comply with all government mandated training programs.

Scope of Services

1. Using hand or power sweeping equipment, clean and remove all trash, filth and debris from sidewalks, gutters, driveways, tree wells, trash receptacles and seating areas in the public right of way. Perform duties in a uniform fashion along a specified route based upon direct frequency and benefit zone. Personnel shall be courteous and helpful to neighborhood merchants, residents, visitors and pedestrians. Examples of tasks include, but are not limited to:

- a. Maintain daily collection/cleaning reports. Distribute the reports to The District Office each week to ensure compliance with the contract
 - b. Daily sidewalk portering, including sweeping and cleaning all loose trash, paper, leaves, gravel, rock, cans, cardboard, bottles, broken glass, beverage spills, urine, feces, vomit, dead animals, cigarette debris, etc. Spills and bodily substances must be removed within 4 hours.
 - c. Empty cigarette urns daily
 - d. Wipe down trash cans lids frequently
 - e. Frequent power washing of trashcans to remove dog urine, spilled drinks or other liquids. Clean/ power wash trash cans at a minimum of once every month or as needed
 - f. Orderly streetscape maintenance. Clean surfaces within the public realm to ensure they are free of film, dirt, residue, liquids and odors, including benches, light poles, trash cans and planters.
 - g. Other duties, such as cleaning landscaping areas, light poles, trash cans, signage boards, benches, removal of graffiti in public areas, etc. Remove stickers and handbills on public fixtures within 24 hours of being observed.
**Note: Street sweeping, trash and recycling services are maintained by the City of Columbia. All parking garages are maintained by the City of Columbia and excluded from this request.*
2. Power wash Sidewalks. Pressure washing should be done at a time of day that is convenient for residents, business and property owners with water temperature of at least 180 degrees Fahrenheit with a pressure appropriate for the work that will avoid property damage. All spray nozzles shall have a 25 degree spray pattern or greater. All storefront areas shall be protected to avoid water seepage into storefronts and debris on the sidewalk area should be picked up immediately prior to washing. The contractor shall have the capability to provide their own water source if needed. The pressure washing must conform to statewide and city laws governing storm water disposal. This is the responsibility of the vendor. The minimum schedule should be as follows:
 1. Gum is to be removed from sidewalks through hand scraping or pressure washing
 2. Pressure washing must occur throughout high traffic areas of The District at least once per month, with the exception of cold weather months
 3. Spot cleaning will be done as necessary daily or weekly
 4. Vendor must be able to quickly and effectively focus resources post vandalism to remove blight from buildings and objects in the right of way to instill a sense of normalcy as quickly as possible
 3. Sweep and power wash trash compactor areas monthly within The District, complying with all storm water best practices. (See Exhibit B)
 - a. The District includes the following trash areas:
 - i. 70 dumpsters
 - ii. 14 compactors
 - iii. 20 grease bins
 4. Paint, clean with environmentally friendly solution or pressure wash graffiti, stickers and signs from public buildings, trees, poles, planters, news racks, utility boxes or any other surfaces as needed. All graffiti is to be match and painted, or removed

from ground and wall services, with 24 hours of occurrence. Detail work can be performed during the day, when time allows with priority given to items 1 - 3.

*Permission must be obtained from private property owners, in partnership with The District office

5. Painting/ Touch-up/ Washing – vendor must be able to do touch up painting of trashcans, planters, benches and light bases throughout The District, as requested. Detail work can be performed during the day, when time allows with priority given to items 1 - 3.
6. Inform District Office Regarding Non-conforming sidewalk uses. It shall be the responsibility of the maintenance staff to inform The District Office when new racks, benches, public art or other items have been placed in the public right of way which:
 - a. Are not approved
 - b. Are covered in graffiti
 - c. Have been placed on the sidewalk but are not secure
 - d. Have been placed on the sidewalk and are chained to an adjunct sidewalk amenity
 - e. Act as an obstacle in the public right of way
7. The vendor will be full service, providing comprehensive work, including, but not limited to:
 - a. Provide a full-time local manager, to communicate with The District office daily and work alongside other team members
 - b. Implement all hiring, training, scheduling and managing employees for maximized coverage hours and planning for large events in the downtown
 - c. Provide customer service training for employees, such as greeting guests and providing directions.
 - d. Providing and storing all equipment necessary for each task, such as hot pressure washer power washing equipment, blowers, reclamation equipment, drain covers, grease socks, appropriate chemicals, safety equipment and other needed janitorial tools and equipment
 - e. Equip each employee with a professional uniform, to be approved by The District. Provide work and safety equipment, such as safety glasses, boots, gloves, ear protection and radios/phones for communication.
8. Option to extend contract for 2018FY and 2019FY

The District requires the vendor to provide prospective employees of sufficient quality so as to meet the demanding nature of the work. Normal commercial office building standards will not suffice in this situation. The vendor will be required to be diligent in finding persons qualified to handle and thrive in The District's work environment.

Budget

The District has an annual budget of \$165,000 for our janitorial program. Responses to this RFP should provide detailed billing rates for each listed position as well as all supervisors and overhead costs. Outline in detail all benefits provided to employees (health and welfare, holidays, vacation, sick time, etc.) All equipment and supplies provided by the vendor, as outlined above. We are very interested in your recommendations for retaining staff through thoughtful pay structures that reward your staff to grow within the organization.

Payments

In order to receive payment for Services, the Vendor will be required to submit a monthly invoice setting forth in detail, for the period for which payment is requested, the Service actually rendered during that period itemized by location and the amount of payment requested and due therefor. Invoices may not be submitted more than once a month. All invoices shall be subject to the CID's review, verification and approval, and all payments shall be conditioned upon the CID's sole determination that all Services have been performed satisfactorily and in accordance with the terms of the Contract. Provide vendor payment bond, as required by law.

Sales and Use Tax

The CID is exempt from state and local sales and use tax. SUCH TAXES SHALL NOT BE INCLUDED IN PROPOSALS or in invoices submitted under the Contract, and unless otherwise agreed in writing, vendor shall pay any and all taxes, excises, assessments or other charges of any kind levied by any governmental authority in connection with the Contract and any services provided thereunder including, but not limited to, any such governmental charge of any kind levied on the production, transportation, sale or lease of any equipment, supplies, materials or other property or services of any kind used or transferred in the performance of the services. Vendor and all members of the Vendor Team shall hold the CID harmless from the payment of any and all such taxes, contributions, penalties, excises, assessments or other governmental charges. The CID will provide the selected Vendor with appropriate sales and use tax exemption certificate evidencing the CID's tax-exempt status.

Contract Conditions

The acceptance of any proposal and selection of any Vendor shall be subject to, and contingent upon, the execution by the CID of a Contract. The contract shall contain, among other terms, certain provisions required by law and by policies of the CID including, without limitation, the following providing that the Vendor:

- i. Shall defend, indemnify and hold harmless the CID, including employees and directors, against any claims or damages relating to its acts and omissions;
- ii. Shall maintain financial and other records relating to the Contract, including, without limitation, payroll records for a period of seven (7) years from the end of the Contract Term, and shall make such records available for inspection and audit;
- iii. Shall maintain insurance with insurers licensed or authorized to provide insurance and in good standing with the State of Missouri, such policies shall be in a form acceptable to, and include any conditions reasonably required by the CID, and naming the CID, employees and directors as additional insured's;
- iv. Shall be licenses to conduct business in the State of Missouri;
- v. Shall represent and warrant that neither it nor any of its directors, officers, members, or employees has any interest, nor shall they acquire any interest, directly or indirectly, which would conflict in any manner or degree with the performance of the Services as set forth in the Contract. Further, the Vendor must agree that it shall employ no person having such a conflict of interest in the performance of the Services; and
- vi. Shall agree to Boone County, Missouri as the venue in any legal action or proceeding between the Vendor and the CID.

State Sunshine Law

All Submissions submitted to the CID in response to this request may be disclosed in accordance with the standards specified in the Sunshine Law. The CID is a "public governmental body" pursuant to said Sunshine Law, therefore, all proposals may be disclosed.

Costs

The CID shall not be liable for any cost incurred by the respondent in the preparation of its Submission or for any work or services performed by the respondent prior to the execution and delivery of the Contract. The CID is not obligated to pay any costs, expenses, damages or losses incurred by any respondent at any time unless the CID has expressly agreed to do so in writing.

CID Rights

This is a "Request for Proposals" and not a "Request for Bids". The CID shall be the sole judge of whether a proposal conforms to the requirements of this RFP and of the merits and acceptability of the individual proposals. Notwithstanding anything to the contract contained herein, the CID reserves the right to take any of the following actions in connection with this RFP: amend, modify or withdraw this RFP; waive any requirements of this RFP; require supplemental statements and information from any respondents to this RFP; award a contract to as many or as few or none of the respondents as the CID may select; to award a contract to entities who have not responded to this RFP; accept or reject any or all proposals received in response to this RFP; extend the deadline for submission of proposals; negotiate or hold discussions with one or more of the respondents; permit the correction of deficient proposals that do not completely conform with the RFP; waive any conditions or modify any provisions of this RFP with respect to one or more respondents; reject any or all proposals and cancel this RFP; in whole or in part, for any reason or no reason, in the CID's sole discretion. The CID may exercise these rights at any time, without notice to any respondents or other parties and without liability to any respondent or other parties for their costs, expenses or other obligations incurred in the preparation of this proposal or otherwise. All proposals become the property of the CID.

Applicable Law

This RFP and any Contract, Subcontract or any other agreement resulting henceforth shall be governed by the Laws of Missouri, and are subject to all applicable laws, rules, regulations and executive orders, policies, procedures and ordinances of all Federal, State and City authorities, as the same may be amended from time to time, including, without limitation, equal employment opportunity laws.

Brokerage Fees or Commissions

The CID shall not be obligated to pay any fee, cost or expense for brokerage commissions or finder's fees with respect to the execution of this Contract. The Respondent agrees to pay the commission or other compensation due any broker or finder in connection with the Contract, and to indemnify and hold harmless the CID from any obligation, liability, cost and/or expense incurred by the CID as a result of any claim for commission or compensation brought by any broker or find in connection with this Contract.

Additional Work

During the Contract, the CID, at its sole discretion, may choose to work with the selected Vendor and/or hire its services for projects other than the Scope of Services or projects that exceed the Scope of Services. The CID's decision to do so may be based on the firm's relevant experience and its successful performance under the contract.

Insurance

The Vendor and all approved subcontractors shall carry and maintain, during the Term, insurance issues by insurance companies authorized to provide insurance and in good standing in the State of Missouri. Vendor shall provide certificates of insurance and proof of payment.

<u>TYPE</u>	<u>AMOUNT</u>
A. Workers' Compensation	Statutory
Employers' Liability	\$500,000/\$500,000/\$500,000
B. Commercial General (public) Liability Insurance	
a. General Aggregate limit	\$2,000,000
b. Products & Completed Operations limit	\$2,000,000
c. Personal & Advertising Injury limit	\$1,000,000
d. Each Occurrence limit	\$1,000,000
<i>The above insurance to include coverage for the following: Premises/Operations, Independent Contractors, Products/Completed Operations, Personal Injury and Contractual liability</i>	
C. Broad form property damage, to include fire legal liability	\$50,000 per occurrence
D. Business Automobile Liability	
a. Owned/leased vehicles	Combined Single Limit (CSL) of \$1,000,000
b. Non-owned vehicles	
c. Hired vehicles	
E. Umbrella Coverage	\$5,000,000

Employment Standards

Vendor is expected to provide employment standards for recruiting staff, conducting employee background checks, drug testing, grooming and other personnel policies and practices and policies for working in inclement weather.

Questions

Respondents may submit questions and/or request clarifications from the CID by submitting them in writing to the contact person at the contact person's email address listed below. All questions and clarifications must be submitted no later than the mandatory pre-submission meeting.

Disclaimer

The CID, and its respective officers, directors, members and employees make no representation or warranty and assume no responsibility for the accuracy of the information set forth in this RFP. Further, the CID does not warrant or make any representation as to the quality, content, accuracy or completeness of the information, text, graphics or any other facet of this RFP, and hereby disclaim any liability for any technical errors or difficulties of any nature that may arise in connect with any website on which this RFP has been posted, or in connection with any other electronic medium utilized by the respondents or potential respondents in connection with or otherwise related to this RFP.

Letter of Interest & Qualifications

A Sealed Bid including fifteen (15) copies of the letter of interest and qualifications should be delivered to:

Katie Essing, Executive Director
The District
11 S. Tenth St.
Columbia, MO 65201
Via Email: kessing@discoverthedistrict.com

Proposals are due by Noon on Friday, July 22, 2016.

Information submitted shall include the following:

1. Itemized pricing for each element of scope of services
2. Brief description of the firm, its history, and its background in the janitorial field
3. Bidder's Federal Employee Identification Number
4. Qualifications of the firm
5. List of all sub consultants (if any) and their background and contact information
6. List of key personnel for the project, including relevant experience of each. Include organizational chart indicating the level of responsibility of all personnel, including resumes of supervisors and a proposed staffing schedule with a percentage of time devoted to each aspect of service

7. List of similar work performed for municipalities or agencies, including a description of the work, cost of the project, and a list of references with phone numbers
8. Provide a preliminary list of proposed equipment necessary to execute the Scope of Services. Describe how the equipment will be procured, maintained and stored when not in use.
9. Provide a preliminary list of proposed supplies necessary to execute the Scope of Services, including information on the types of cleaning products that will be used and provide any environmentally sustainable supplies whenever possible.
10. Provide list, pictures and cost of proposed uniform elements and how the CID's brand will be incorporated and controlled with respect to uniform use.
11. Provide a methodology for tracking and reporting all data and work performed. Indicate type of technology or proposed system and describe the capabilities, and indicate if the system is proprietary.
12. Provide a description of how performance of all services will be measured and the reporting methods that will be used.
13. Provide a description of communication methods with the Vendor and staff, such as the radio or telephone equipment you propose to use.
14. Provide an internal employee safety plan and awareness initiatives.
15. Provide an overview of strategies that would reduce the carbon footprint associated with the delivery of Services.
16. Description of the team's approach to the work
17. Benefits of selecting the janitorial firm
18. A copy of bidder's certificate of corporate good standing or fictitious name registration from the Missouri Secretary of State or other evidence acceptable to The District.
19. A statement that the bidder is current on payment of its: (i) Federal income tax withholdings; and (ii) State income tax withholding and unemployment insurance payments, either in Missouri for companies doing business in Missouri, or in the state in which the bidder has its principal office.
20. Implementation Timeline, showing sequence of steps from award notification to launch.

Selection Process

Proposals will be screened by a committee for adequacy of content, technical competency and experience.

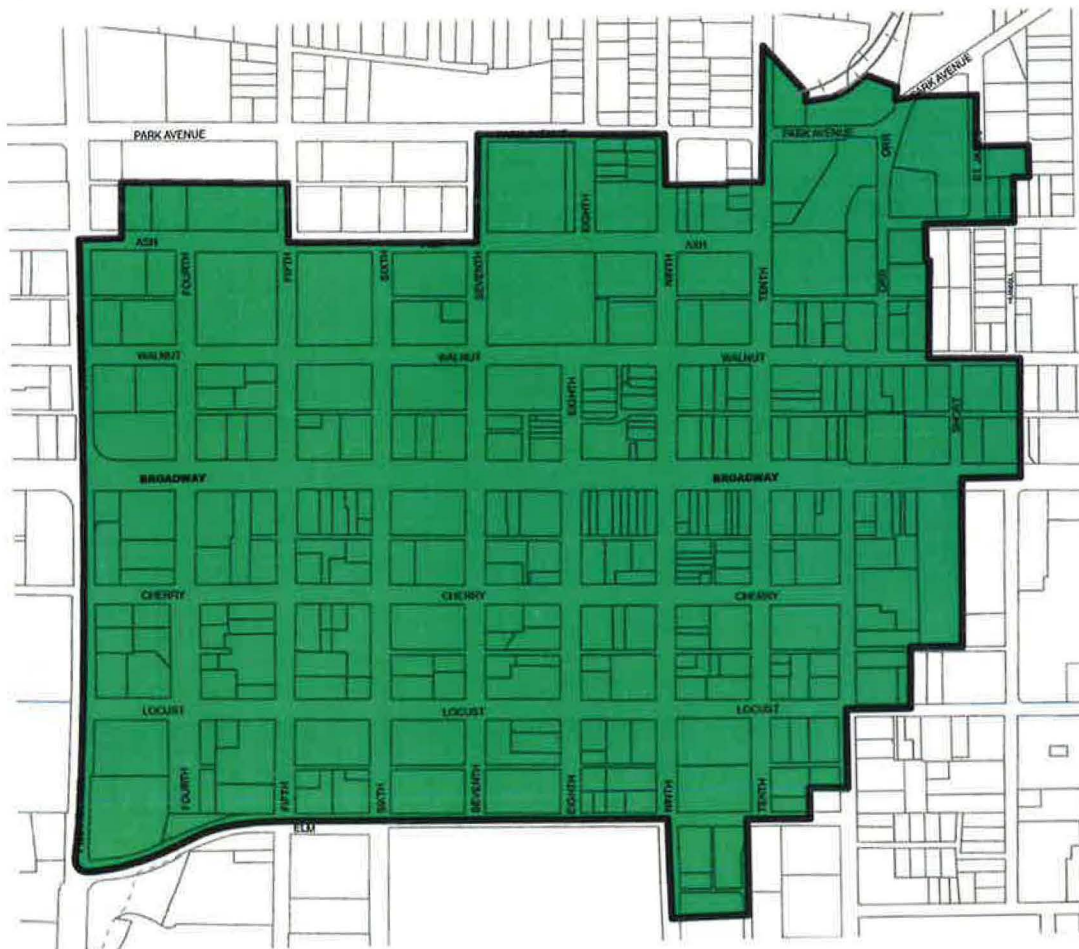
Criteria for the selection shall be as follows:

1. Proposal content
2. Background and similar experience
3. Capacity and capability of professional firm to perform the work required, including specialized services
4. Experience of key people, including project specific experience for each person
5. Satisfactory references
6. Demonstrated success in janitorial services
7. Past record of performance for professional firm with respect to such factors as control of costs, quality of work and ability to meet deadlines.
8. Sensitivity to context of Columbia, Missouri

Contact Information for Questions:

Katie Essing, Executive Director
kessing@discoverthedistrict.com
573-442-6816

Exhibit A: The Downtown CID (The District) Map:



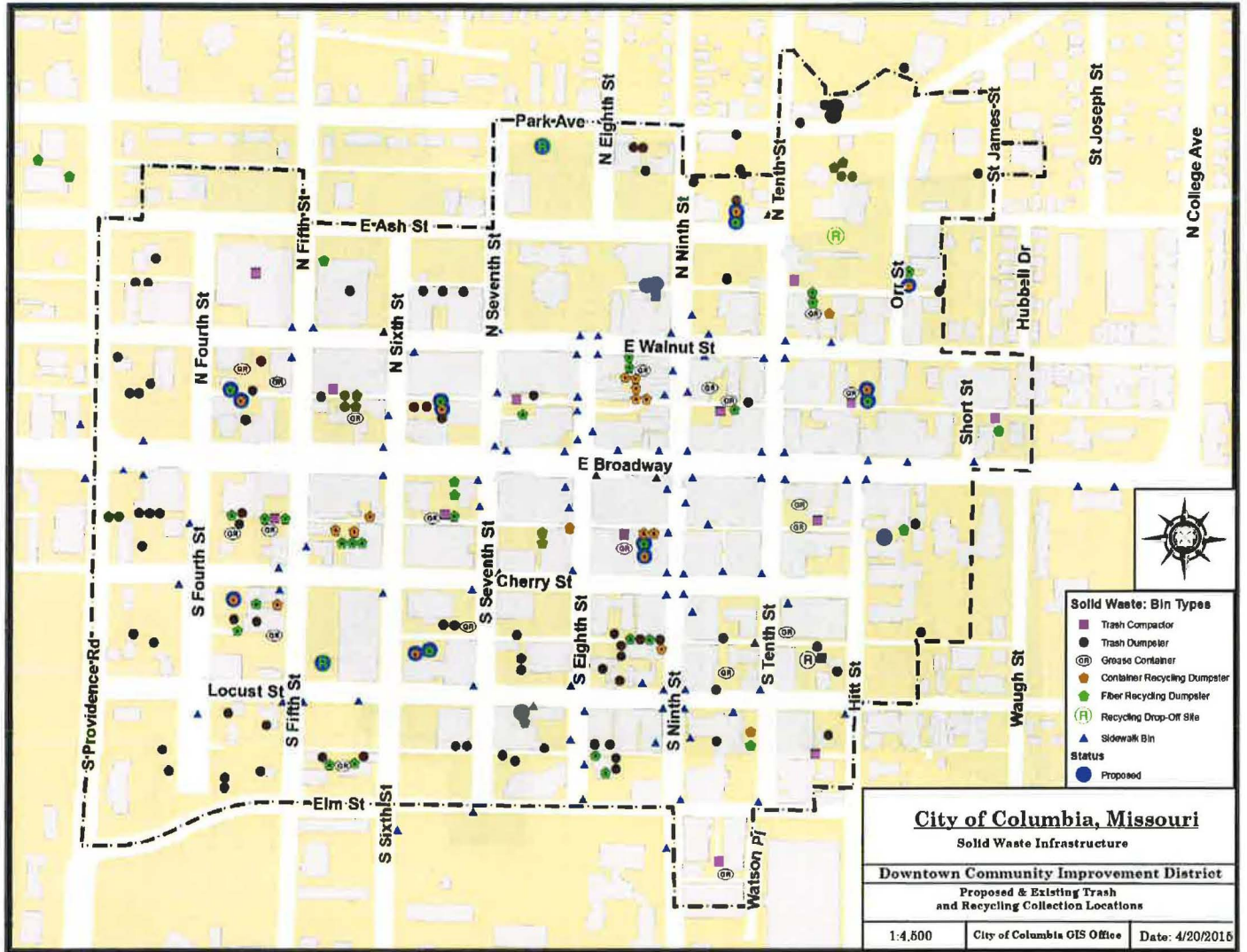
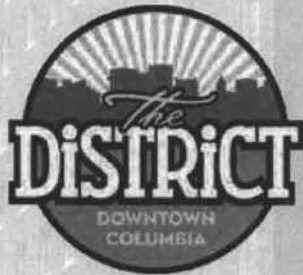


Exhibit B: The Downtown CID Solid Waste District Map:



Proposal for
PUBLIC SPACE JANITORIAL SERVICES
Downtown Columbia Community
Improvement District



July 22, 2016

Submitted to:
Katie Essing,
Executive Director
The District
11 S. Tenth St.
Columbia, MO 65201

Submitted From:
Mark Lammon
Vice President of Business Development
Block by Block
640 South Fourth Street
Louisville, KY 40202
216-973-2217





July 22, 2016

Katie Essing
Executive Director
The District
11 South Tenth Street
Columbia, MO 65201

Dear Katie,

I can't believe it's been nearly a year since we started services in Columbia. To date, I've had the opportunity to visit dozens of cities and districts throughout the country and I have to admit, that Columbia still remains one of my favorite places. The unique character that comes from having a concentration of universities and the charm of the streetscape makes The District an amazing place to live, work, and play.

As we began to prepare for this proposal, we wanted to reflect on a few of the accomplishments of the district and items that were learned. Our initial proposal from you a year ago including bringing the Terracycle cigarette recycling program to Columbia. Now that it's been out on the street we feel it has been a huge success and has allowed our team to spend less time picking up pesky tiny cigarette butts and spend more time special projects and pressure washing.

We learned early on that recruitment was going to be an issue in Columbia. We were able to increase wages in order to be more competitive while not affecting the total cost of the program in the first year. This proposal includes that increase as well as a raise for the Operations Manager in order to comply with new federal overtime laws.

Within this proposal we've included six additional hours of special project time. These hours will be 'banked' throughout the year which will allow us to bring in seasonal help when needed. The District Ambassador program will continue to grow and evolve and increase its presence in The District each and every day.

We love being part of The District's story and look forward to continuing our role in it for many years to come.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark Lammon". The signature is written in a cursive, flowing style.

Mark Lammon
Vice-President



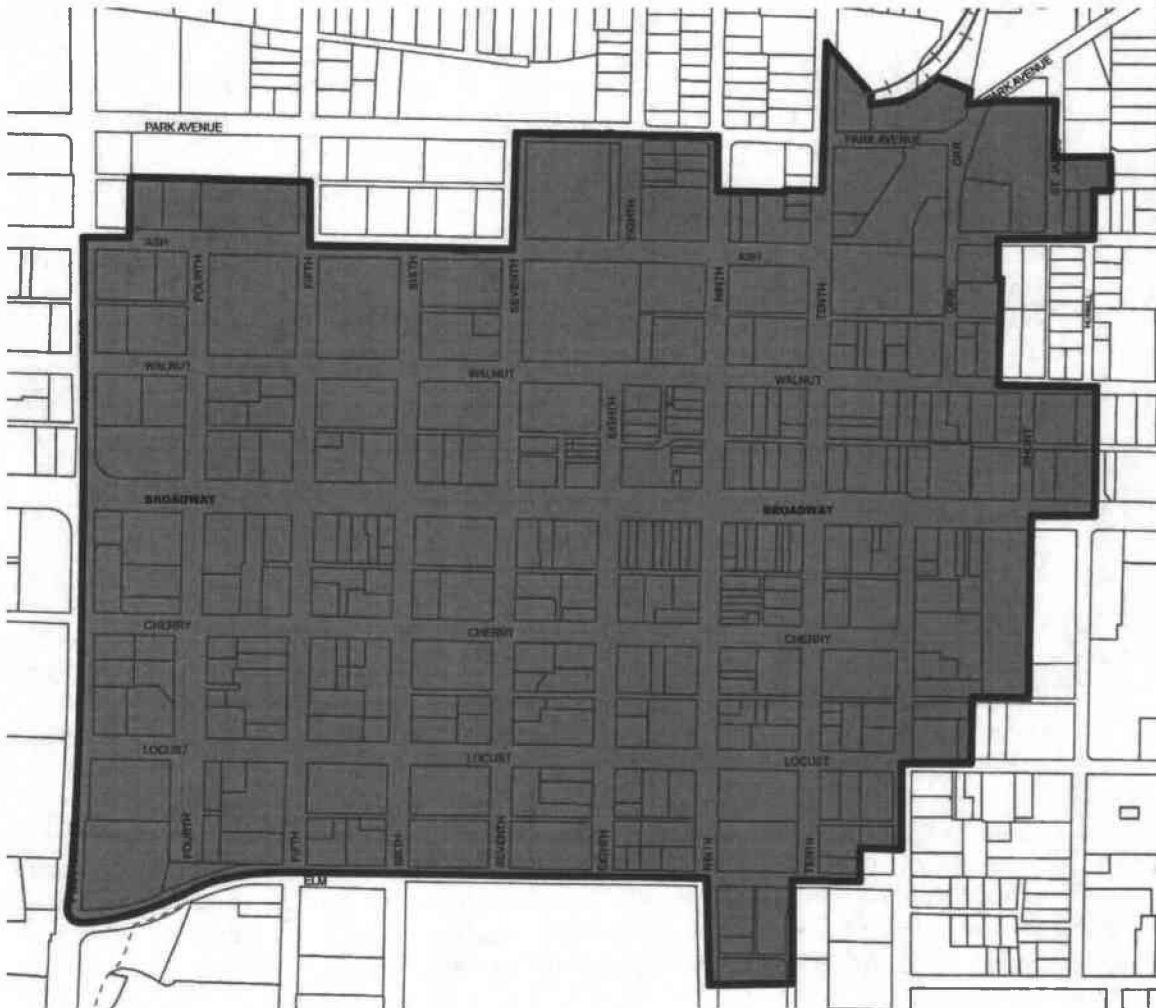
WHY BLOCK BY BLOCK

Delivering Clean and Safe services to over seventy districts across the country gives us the advantage of knowing what works and doesn't work in communities. Block by Block isn't just another janitorial or security company; we only do management districts and only provide AMBASSADORS.

- **National Best Practices:** We know what works across the country from gum removal, homelessness, power washing and graffiti. We implement the best of what we see into your program locally. We're able to take ideas (like Demand Based deployment or gum removal), look at how your city functions and from there develop a tailored program that works best for your district.
- **Economies of Scale:** Since we serve such a large volume of districts, we're able to leverage our purchasing power to get our customers the best possible price on everything from trash bags to uniforms. We purchase everything at wholesale price, saving our customer's money to provide more hours on the street.
- **Risk Management** - Our team handles all workers compensation claims and OSHA issues. This provides a level of protection to our customers that cannot be offered if in-house. For example, just this year an ambassador in Minneapolis was injured by a reckless motorist resulting in a \$500,000 workers compensation claim. Being part of the Block by Block team means everyone shares this risk. The task of managing a significant risk of a claim can take hundreds of labor hours to handle.
- **Corporate Support** - Our corporate support center allows our Operations team to spend more time on the street rather than handling logistics and paper work. Over the years we have developed a hiring process that gives us the best ambassadors in the field.
- **Training** - Our ambassadors never stop learning about how to be the best. Each ambassador receives weekly, monthly and quarterly training that can be done via our web based system. We update our training on a regular basis to include the best practices from around the country. Just in the last three years we've spent over \$50,000 on developing specific training models just for ambassadors working in the public right away.
- **We Know Columbia** - The work we've done in The District over the past year has given us significant experience to be the best provider of services. The knowledge of what is needed to make sure the needs of the district are met can only come from the team that has been on the ground doing the work since day one. Our team has become a part of the experience of being in The District and is highly regarded by the community.

DEPLOYMENT

As we initially thought about deployment when we first started service to Columbia, we had to turn our normal spring, summer, and fall scheduling upside down. While the vast majority of cities experience summer visitor season, Columbia's busiest seasons are when the universities are in session. On top of this, it's often when the weather is at its best that Columbia has lower pedestrian counts. However after we initially started we realized that we need some flexibility with being able to staff some season special projects in the peak season of visitor traffic.





DEPLOYMENT SCHEDULE

The following deployment table includes six additional hours of flexible special projects hours. These hours will be banked to allow us to complete special projects with part-time individuals throughout the season.

All Season										
Position	Hours	Primary Assignment	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Cleaning Ambassadors	7am-2:30pm	Manual Cleaning	8			8	8	8	8	40
	7am-2:30pm	Manual Cleaning	8	8	8			8	8	40
	Flex	Seasonal Special Projects	Flex							
Operations Manager	FLEX	This is a 'Working Manager' who will provide special projects opportunities		8	8	8	8	8		40
Daily Totals			16	16	16	16	16	24	16	
Total Scheduled Weekly Hours										126

CLEANING SERVICES

LITTER
<p>Debris will be removed from sidewalks, alleys and street gutters. Debris includes:</p> <ul style="list-style-type: none"> ▪ Loose trash ▪ Cigarette butts ▪ Sediment and loose rock
WEEDS
<p>Weeds will be removed from sidewalk cracks and building lines.</p> <ul style="list-style-type: none"> ▪ Isolated weeds will be pulled while Ambassadors are on manual cleaning patrol. ▪ Areas of widespread growth will be removed by spraying and cutting or by using a weed eater.
GRAFFITI
<p>Graffiti will be removed immediately upon identification from public fixtures such as light posts, utility boxes and signs using the least evasive methods possible. Our methods of graffiti removal include wiping with graffiti removal chemicals, scraping, painting or power washing.</p> <p>Graffiti identified on private property will be reported using a Property Condition Report. We can work with your organization to develop a desired protocol for graffiti on private property. In most cases our Operations Manager makes contact with the property owner to request permission to remove. Once a "Release" form has been signed, our team can remove the graffiti on the first floor of private property.</p>



ATTENTION TO DETAIL

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

- Damp wipe public fixtures, such as trash can lids, to create a clean appearance
- Damp wiping and inspecting the inside of fixed news rack corrals for litter and debris
- Inspecting free publication boxes to make sure litter or other items are not placed inside

POWER WASHING

Block by Block will provide selective power washing in the district:

- **Spot Washing** - we will work to immediately address unsightly spills and stains in the district including around dumpsters and under trash cans. This will include the alleys as mentioned in the RFP.

Additionally, our cleaning crews will carry several gallons of water with them on their cleaning carts. This will enable them to wash down stains without having to call the power washer out to service.

SPECIAL PROJECTS

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

- Painting of street fixtures to include utility boxes, benches, light poles, etc.
- Thorough cleaning of tree wells
- Power washing and repair of waste cans
- Thorough scrubbing and cleaning of street fixtures
- Any other task as specified
- Removing of cigarette butts as needed.

HOSPITALITY SERVICES

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

IMPLEMENTATION TIMELINE

Since Block by Block is the current vendor for The Downtown Community Improvement District, the program can operate immediately with no start-up time. Therefore we did not submit a implementation timeline for review.

TRAINING

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

Safety Ambassador Curriculum			Cleaning Curriculum			Hospitality Curriculum		
Sect	Topic	Hours	Sect	Topic	Hours	Sect	Topic	Hours
Orientation			Orientation			Orientation		
1.1	Background of Block by Block	1.0	1.1	Background of Block by Block	1.0	1.1	Background of Block by Block	1.0
1.2	Intro to the Customer	1.0	1.2	Intro to BIDs & the Customer	1.0	1.2	Intro to BIDs & the Customer	1.0
1.3	Perceptions	1.0	1.3	Perceptions	1.0	1.3	Perceptions	1.0
1.4	What is an Ambassador	1.0	1.4	What is an Ambassador	1.0	1.4	What is an Ambassador	1.0
2.1	Operational Procedures - General	0.5	2.1	Operational Procedures - General	0.5	2.1	Operational Procedures - General	0.5
2.3	Operational Procedures - Safety Specific	1.0	2.2	Operational Procedures - Cleaning Specific	2.0	2.4	Operational Procedures - Hospitality Spec	1.0
2.5	Communications	1.0	2.5	Communications	1.0	2.5	Communications	1.0
2.6	Reporting	2.0	2.6	Reporting	2.0	2.6	Reporting	2.0
3.1	District Orientation & Training	9.5	3.1	District Orientation & Training	9.5	3.1	District Orientation & Training	9.5
3.2	Public Engagement Training	2.0	3.2	District Orientation & Training	2.0	3.2	Customer Service & the Engagement Experi	3.0
4.1	Scenarios - All Ambassadors	1.0	4.1	Scenarios - All Ambassadors	1.0	4.1	Scenarios - All Ambassadors	1.0
4.3	Scenarios - Safety	2.0	4.2	Scenarios - Cleaning	1.0	4.4	Scenarios - Hospitality	1.0
4.5	Workplace Safety	1.0	4.5	Workplace Safety	1.0	4.5	Workplace Safety	1.0
TOTAL		24.0	TOTAL		24.0	TOTAL		24.0

TRAINING PLATFORM

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

SAFETY TRAINING

Safety is our top priority at Block by Block. We want to make sure that all of our team members return home safely after the completion of each shift. In 2014, we launched our STOP.THINK.ACT campaign. Coupled with weekly and quarterly training sessions, the program is integrated into everything from our uniform bracelets, posters in our operations centers, and reminders placed on all of our equipment. In 2016, Block by Block will be refreshing the campaign based on contributions from our employees around the country. A competition was held with all of our accounts and we celebrated our company wide safety day on July 11th!



REPORTING

For an Ambassador Program to consistently evolve and respond to the changing conditions of Downtown, it must have meaningful data that can help the Operations Manager make informed decisions. After surveying nearly every third party reporting system available, Block by Block came to the conclusion that none of these system was specifically engineering to provide metrics about downtown districts. That’s why we developed the Statistics Management Ambassador Reporting & Tracking System or SMART.

The SMART System is provided for FREE to all of our customers. Using an iPhone or iPad, Ambassadors enter all of their statistics using an intuitively developed interface that avoids the appearance that they are texting.

The SMART System provides a vast array of information to you as well as our corporate support team. Some of the many features of the SMART System include:



- Board Ready reports to that provide a quick and easy reference to the most common statistics.
- Property condition and code enforcement reporting that can be integrated into the city’s infrastructure reporting system.
- Incident report database that details all the information about a particular occurrence that has happened on downtown streets. This system can be programed to alert the Management District to any high level issues with an automatic notification feature.
- Activity tracking of all the Ambassadors which can be filtered by zone, hour, and shift. We can use this information to provide quality assurance as well make deployment adjustments.
- Equipment tracking including when maintenance prompts to ensure the maximum life span of the tool.
- Business Contact database that is updated when the Ambassador makes a routine stop at a street level business. If that business is having an issue the Ambassador can forward that report to the appropriate staff person at The District.

MAPPING

A map is worth a thousand words, that’s why Block by Block introduced mapping technology into the SMART system in 2015. The system, without the need for costly data plans, is able to provide incident mapping, heat mapping, and walk route maps. These maps can be used to ensure Ambassadors are patrolling and cleaning their correct routes, as well as provide information to stakeholders where incident are occurring downtown.





COMPANY INFORMATION

1. FIRM NAME AND ADDRESS

Mydatt Services Inc. d.b.a. Block by Block
640 South Fourth Street
Louisville, KY 40202

Blair McBride, President
bmcbride@blockbyblock.com
(502)664-5590

Derreck Hughes, Vice President of Operations
dhughes@blockbyblock.com
(502)592-3263

Mark Lammon, Vice President of Business Development
mlammon@blockbyblock.com
(216)973-2217

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

2. OFFICE LOCATIONS

Our national office is located at:

640 South Fourth Street
Louisville, KY 40202

Our national Corporate Support Center is located at:

7135 Charlotte Pike
Nashville, TN 37209

3. PARENT COMPANY

SMS Holdings Corp

4. NUMBER OF YEARS IN BUSINESS

SMS Holdings Corp- 27 Years
Block by Block - 13 years
First District - 20 years (previously operated as part of sister company, Brantley Security)

5. FEDERAL TAX ID NUMBER

31-1332763

6. LEGAL STRUCTURE

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



7. FINANCIAL STABILITY

SMS Holdings has a strong financial position. All growth is financed internally.

8. LICENSES AND PERMITS & TAXES

Block by Block is licensed to do business in the state of Missouri. It is current on all federal, state, and taxes withholdings and unemployment insurance payment.

9. INSURANCE

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

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

10. CLAIMS

Block by Block only has had claims resulting from normal day to day operations. There are no claims pending that would impact our ability to deliver services to The District.

11. BANKRUPTCY

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

12. ANNUAL REVENUES

Block by Block has maintained annual revenue of \$45 Million each year for the last three years.

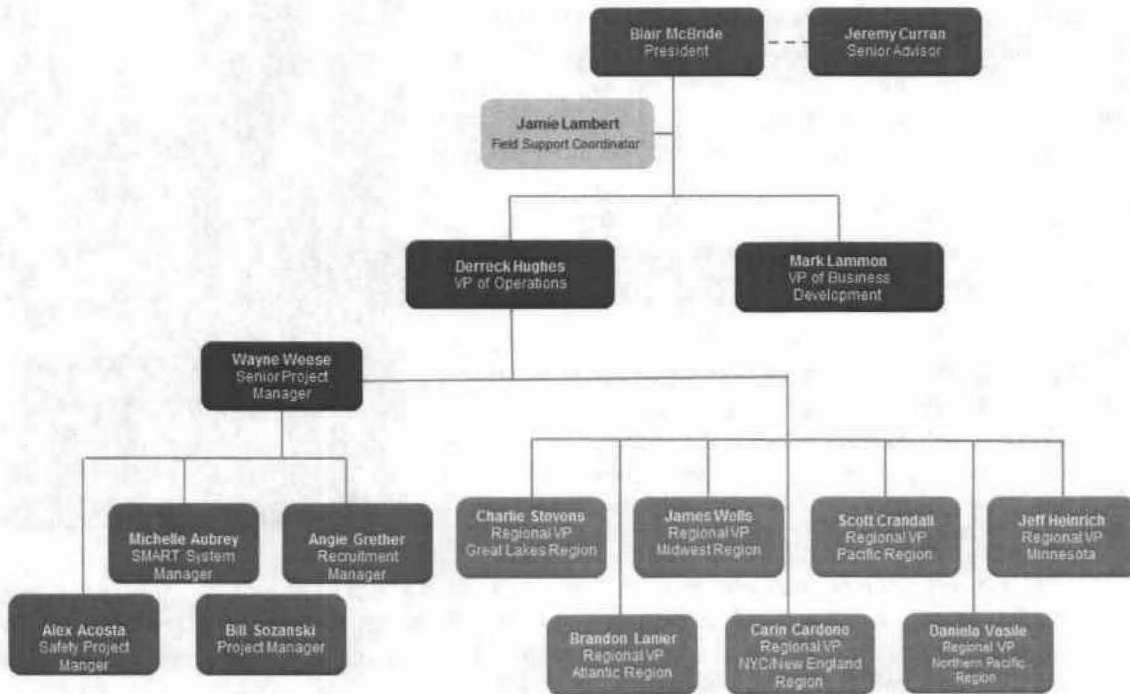
13. EMPLOYEES

Block by Block has an average of 1,300 employees across the country depending on seasonality. This includes our corporate staff.

14. SUBCONTRACTORS

Block by Block will not use any subcontractors for our work in Columbia.

CORPORATE STAFF MEMBERS



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

BLAIR MCBRIDE, PRESIDENT**Biographical Info**

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

Mr. McBride holds a Bachelor of Science in Business Administration with concentrations in Management and Marketing from the University of Louisville. Mr. McBride is an active member in the International Downtown Association (IDA) and served six years on their Board of Directors along with various committees.

Role and Responsibilities

On a daily basis, Blair guides and oversees our strategic direction and planning initiatives at a company level. He also services as an internal consultant to the Vice President of Operations and the Regional Vice Presidents under his direction. Blair also maintains close contact with each customer to gauge satisfaction and provide direction to the Regional VPs based on feedback received from customers.

We are sure you will find Blair to be hands on in respect to making continual progress within each of our programs and by developing corporate initiatives that will affect all Block by Block programs. Blair spends a vast amount of time traveling to Block by Block accounts to interact with customers, providing guidance in the continual evolution of individual programs and conducting quality assurance audits.



DERRECK HUGHES, VICE PRESIDENT OF OPERATIONS

Biographical Info

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

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

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

Role and Responsibilities

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



MARK LAMMON, VICE PRESIDENT OF BUSINESS DEVELOPMENT

Biographical Info

Mark joined Block by Block in 2014 and brings nearly a decade of downtown management experience to the company. Prior to his current role, Mark was the Director of Operations for Downtown Cleveland Alliance, a Business Improvement District covering 105 blocks and over 60 employees. In addition to day to day operations, Mark was the liaison between the business community and the City of Cleveland, providing guidance and insight on infrastructure projects and safety issues.

In 2012, Mark took on the additional role as President of Flats Forward, a community development organization tasked with rebuilding Cleveland's waterfront district. This turned out to be a very difficult but rewarding challenge as it necessitated getting vastly differing land users to come together for a unified vision of the district. In the end, owners of a steel mill, residents, recreation groups, restaurants, and even ship captains developed a land-use plan that is now in use for the district's redevelopment.

Even though he is no longer with the Alliance, Mark still serves as Board Chairman of Frontline Service, Cuyahoga County's delivery organization for homeless mental health services. Through his leadership, the county continues to provide additional permanent supportive housing units and is expanding its rapid rehousing program to prevent chronic homelessness.

Role and Responsibilities

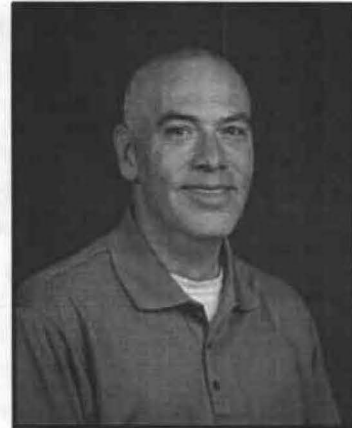
In his current role, Mark is responsible for developing and advising new Block by Block programs across the country and providing best practices to those currently with the Block by Block family.



REGIONAL VICE PRESIDENTS

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

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



JAMES WELLS, REGIONAL VICE PRESIDENT, SOUTHEAST

Prior to joining the Block by Block corporate staff in November 2005, James served as the Operations Manager for the Louisville Downtown Management District program. In this role James oversaw a fifteen person staff who provided a superior level of service to our customer and our community in Louisville. James led the adaptation of services for downtown as it evolved into an 18-hour, seven day a week downtown with the evolvement of Louisville's downtown entertainment district. James attention to detail and creativity helped secure the respect of his peers, which will undoubtedly allow him to excel in his new position.

Prior to coming on board with Block by Block, James served in production management for a large size printing company in the Louisville area. In this role he worked in a variety of environments and gained a significant amount of management experience. James holds a Bachelor's of Science in Marketing from Indiana University.



COMPENSATION & BENEFITS

WAGES

The following wages are based upon the current pay structure for The District Ambassador Program. We increased our wages during the start-up of the program in order to better recruitment.

Position	Start	After 90-Days	After 1 Year
Ambassadors	\$ 10,350.00	\$ 11.00	\$ 11.50
Operations Manager	\$ 47,800.00	\$ 48,000.00	\$ 49,680.00

BENEFITS



The following information outlines our standard benefits program.

Immediately

BENEFIT	OVERVIEW
Paid Holidays	Employees will receive holiday pay for New Years, Memorial, Independence, Labor, Thanksgiving, and Christmas days.
Weekly Pay	At the continual request of employees, Block by Block pays weekly on Tuesday
Direct Deposit	Employees can have their weekly pay check deposited into their bank account(s) of choice
Health Insurance	Group membership with Blue Cross and Blue Shield, which is a traditional health plan, not the mini-med plan typically provided by other vendors. This is the same health plan provided to all Block by Block employees - managers and front line employees alike. We pay 70% of the premium while the employee pays 30%.
Dental Insurance	Group membership is with Delta Dental. Block by Block pays 70% of the premium, while the employee pays 30%.
Life Insurance	\$20,000 of free life insurance is provided to employees who participate in the company sponsored health insurance plan.
Paid Time Off	Paid time off is available after one year's worth of employment.
Birthday Pay	All full and part time employees receive their birthday as a paid day off.
401K Plan	Employees may contribute to the company sponsored plan.

EQUIPMENT & UNIFORMS

The current equipment for CID Ambassador Program is listed. WE are recommending continuing to use this equipment.

EQUIPMENT	OVERVIEW	SAMPLE
<p>John Deer Gator with Watering Unit (1)</p>	<p>This piece of equipment is extremely versatile and can get into tight corners where a truck cannot. It will be equipped with a watering unit that can be used for pressure washing as well as landscaping in Columbia desires.</p>	
<p>Megabrute Container (2)</p>	<p>We'd like to have all of our Clean Ambassador be equipped with the MegaBrute Container. This will allow us to carry water with us and address spills and stains immediately. It can also be divided into separate containers that will allow us to recycle and create a clean and green program.</p>	
<p>2-Way Radios</p>	<p>All of our ambassadors will be equipped with a 2-way radio connected to each other. In addition we want Downtown Columbia to have a radio as well so they can communicate easily with the Ambassadors.</p>	
<p>iPod Touch</p>	<p>We believe a critical function of Ambassadors will be to track individual interactions with persons of interest in the district. For this reason we will issue each of them an iPod Touch, which will run our SMART System application. Additionally, the Ambassadors will be able to document incidents, maintenance issues, and enter details of equipment usage through the SMART System on the iPods.</p>	
<p>Cell Phones</p>	<p>One cell phone is recommended as part of the program.</p> <ul style="list-style-type: none"> ▪ Operations Manager - would have a dedicated iPhone, and would be required to respond to program needs during working and non-working hours (The current cell phone will be used) 	

UNIFORMS

It's important that uniforms are highly visible so the community knows who is providing the services to the district. They help brand to the Community Improvement District association. Our current uniform includes polos with The District logos, information 'i', work shorts for the summer and pants when the wear dictates that we need it. The district also has distinct brim that hats that help the public recognize who that are as Ambassador. We are recommending continue with the current uniform elements.

CLEANING SUPPLIES

The environment is important to everyone and we do our part to ensure that our Ambassador Programs have the least amount of impact on the planet. That's why we use only green and biodegradable cleaning products. This not only saves the planet but protects our employees as well. Besides our mentioned mechanical equipment, we also use:

- Bio-degradable all-purpose cleaner for whipping down fixtures
- Green Graffiti Remover
- Buckets and Brooms
- Small gardening tools to remove weeds
- Water and vinegar to stop the growth of moss on sidewalks
- Paint for covering graffiti
- Small sprayer containers for rinsing spills and stains






REDUCING CARBON FOOTPRINT

The very nature of the work that we do has a low impact on the environment because we perform much of this work manually. Some of the other ways that we reduce our program's carbon footprint include:

- Using small utility vehicles instead of full size pick-ups trucks. The program in Columbia currently uses a John Deere Gator which uses significantly less fuel, thereby releasing less carbon emissions.
- Encouraging our employees to use public transportation and biking to work.
- Reducing our use of paper reports and switch to digital reporting as possible.

REFERENCES

We operate in over 80 districts across the country, feel free to reach out to any of them!

DOWNTOWN SOUTHBEND	
	<p>Serving Since: February 2006 Ambassadors: 6 Contract: \$260,000 Contact: Aaron Peni, Executive Director Phone: (574) 282-1110 Website: www.downtownsouthbend.com Services Provided: Environmental Maintenance, Supplemental Safety, Hospitality Services, Landscape Services</p>
DOWNTOWN YAKIMA	
	<p>Serving Since: July 2012 Ambassadors: 3 Contract: \$161,400 Contact: Sean Hawkins Phone: (509) 575-6005 Website: www.downtownyakima.com Services Provided: Environmental Maintenance</p>
DOWNTOWN DULUTH	
	<p>Serving Since: December 2004 Ambassadors: 6 Contract: \$280,000 Contact: Kristi Stokes, President Phone: (218) 727-8549 Website: www.downtownduluth.com Services Provided: Supplemental Safety, Hospitality Services</p>

COST SUMMARY

The following budget takes into account all of the proposed changes we've made to the program including increase in wages for the Ambassadors and a salary increase for the Operations Manager. We've also added a seasonal special projects position in order to perform more work during peak time.

PROGRAM BUDGET

PRICING	Clean Ambassadors	Special Projects	Operations Manager
Pay Rate	\$ 11.00	\$ 11.00	\$ 23.54
FICA	\$ 0.84	\$ 0.84	\$ 1.80
WC	\$ 0.61	\$ 0.61	\$ 1.29
Liability	\$ 0.28	\$ 0.28	\$ 0.60
Unemployment	\$ 0.13	\$ 0.13	\$ 0.28
Subtotal	\$ 12.86	\$ 12.86	\$ 27.52
Weekly Hours	80.00	6.00	40.00
Annual Hours	4,160.00	312.00	2,080.00
Annual Billing	\$ 53,493.44	\$ 4,012.01	\$ 57,234.24
Overhead	\$ 4.85	\$ 4.85	\$ 4.85
Benefits	\$ 0.73	\$ 0.73	\$ 0.73
Profit	\$ 2.08	\$ 2.08	\$ 2.08
Bill Rate	\$ 20.52	\$ 20.52	\$ 35.17
Weekly Hours	80.00	6.00	40.00
Annual Hours	4,160.00	312.00	2,080.00
Annual Billing	\$ 85,352.14	\$ 6,401.41	\$ 73,163.59
ANNUAL BILLING			\$ 164,917.14

Block by Block Ambassador Budget		
Category	Total	%
Labor (includes payroll taxes)	\$ 114,739.69	69.6%
Benefits (health, dental, life, vacation)	\$ 4,801.34	2.9%
Labor Related (background checks, recruiting, awards, etc.)	\$ 1,830.00	1.1%
Uniforms	\$ 3,465.00	2.1%
Equipment	\$ 8,927.10	5.4%
Equipment Related (maintenance and fuel)	\$ 4,207.00	2.6%
Janitorial Supplies	\$ 3,500.00	2.1%
Cell Phones	\$ 540.00	0.3%
Office Supplies & Printing	\$ 200.00	0.1%
Miscellaneous	\$ 500.00	0.3%
Administrative Support (mgmt, travel, postage, etc.)	\$ 8,590.00	5.2%
Profit (9.0% of total)	\$ 13,617.01	8.3%
TOTAL	\$ 164,917.14	100.0%



ATTACHMENT

CERTIFICATE OF GOOD STANDING

STATE OF MISSOURI



Jason Kander
Secretary of State

CORPORATION DIVISION
CERTIFICATE OF GOOD STANDING

I, JASON KANDER, Secretary of State of the STATE OF MISSOURI, do hereby certify that the records in my office and in my care and custody reveal that

MYDATT SERVICES, INC.

using in Missouri the name

MYDATT SERVICES, INC.
F00421866

a OHIO entity was created under the laws of this State on the 31st day of January, 1996, and is Good Standing, having fully complied with all requirements of this office.

IN TESTIMONY WHEREOF, I hereunto set my hand and cause to be affixed the GREAT SEAL of the State of Missouri. Done at the City of Jefferson, this 18th day of August, 2015.


Secretary of State



Certification Number: CERT-08182015-0004