



STAFF REPORT

Meeting Date: June 8, 2015
To: Honorable Mayor & City Council
From: James R. Latta, L.C.S.W.
Subject: Ambassador Program Recommendation
Attachments: 1. Block by Block Proposal
2. FY 15/16 Budget Enhancement

INTRODUCTION

In response to increased complaints from residents and businesses about aggressive panhandling impacting the quality of life in the City of Beverly Hills' business triangle, City Council asked the Human Relations Commission to further investigate strategies to mitigate this issue and recommend a solution. Then transmit the HRC recommendation to provide ambassador program services for the City on a one year pilot basis.

DISCUSSION

The HRC determined that when complaints from the Beverly Hills public are considered in the aggregate – key themes emerge: *safety* and *hospitality*. Anecdotal reports from diverse sources illustrate the scope of issues faced by residents, businesses and City staff:

- Residents report they are intimidated and frightened by aggressive panhandlers on city sidewalks and while dining al fresco;
- Business owners report aggressive panhandlers often intimidate guests in the outdoor dining areas and in and around retail stores;
- Police cannot cite individuals for aggressive panhandling unless someone who witnessed the incident is willing to file a report;
- Facilities management staff report that individuals are repeatedly using city parking structures as safe places to camp by breaking door locks and gates to access the lots after hours;
- Store managers report difficulty accessing store exits through alleys due to remnants left by campers from the night prior;
- City library staff report an average of 20 contacts daily addressing disruptive adult patrons, this suggests a baseline of the volume of issues ambassadors might address in the larger public environment.

The Human Relations Commission (HRC), in concert with Human Services Division staff, assessed the city's current strategies to address aggressive panhandling and other quality of life issues in the business triangle. The following strategies, which are in line with U.S. Department of Justice best practices, are currently in place:

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- **Policy:** Aggressive Panhandling Ordinance (No. 07-0-2338)
- **Education:** Positive Change Not Spare Change
- **Outreach:** CLASP Homeless Outreach (services for individuals seeking alternative to panhandling)
- **Enforcement:** Police respond to complaints

The HRC surveyed local communities: Santa Monica, West Hollywood and Pasadena and found their municipal governments have established similarly structured strategies combining policy, education, outreach and law enforcement.

However, these communities, either through local government or business improvement districts, have also enlisted the services of private companies that provide wrap-around safety, hospitality and cleaning services to address quality of life issues. As evidenced by the 2015 Greater Los Angeles Homeless Count, the number of homeless individuals in Los Angeles County has increased 12% and in Service Area 5 (including Beverly Hills, Culver City, West LA, Santa Monica and Malibu), homelessness has increased 17%. West Hollywood, Santa Monica, Pasadena, Long Beach and neighborhood districts in Downtown Los Angeles, have all secured these services.

The HRC learned that there are two firms primarily providing ambassador services for communities near Beverly Hills, with clients across the country: Block by Block and StreetPlus. These firms have the expertise to address many of the current issues faced by the City in dealing with the concerns raised by the business community and residents.

The HRC invited both firms to present at commission meetings on February 19 and March 19, 2015. On April 14, 2015, the commission presented its initial findings to the Human Relations Council Liaisons (Mayor Gold and Councilmember Krasne) and expressed their support for City Council to move forward with enlisting the services of an ambassador firm. The Council Liaisons advised that commission hear formal proposals from both firms for a one year pilot program with a budget not to exceed \$500,000.

On May 21, 2015 the HRC reviewed formal proposals, heard presentations from StreetPlus and Block by Block and conducted an in-depth question and answer session with each organization and after a comprehensive review selected Block by Block to be engaged for providing the service.

City departments/divisions will be working closely with the selected ambassador program. The ambassador program provides the staffing to function as “boots on the ground”, helping to direct visitors, monitoring activity on the street and intervening when aggressive panhandling occurs. With a consistent presence on city streets, the ambassadors can report issues requiring service requests to appropriate departments. The following examples demonstrate how the ambassador firm will plug-in to the work of city departments:

- **Human Services:** Ambassadors triage individuals who are homeless and in-need of the city’s existing C.L.A.S.P. homeless outreach team.
- **Police:** Ambassadors witness aggressive panhandling, radio police and serve as victim in court proceedings. Their proactive intervention prior to necessitation of police intervention or action may result in a reduction in overall calls for service.
- **Policy and Management:** Ambassadors will outreach merchants, visiting businesses to provide education, assess quality of life issues, and barriers to customer satisfaction. Merchant contacts will be shared with Policy and Management to enrich the city’s collaborations with the Chamber of Commerce,

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Conference and Visitors Bureau, and Rodeo Drive Committee. Ambassadors will provide hospitality services to tourists.

- **Parking Facilities:** Nightly patrols of city parking structures will identify homeless individuals sheltering in facilities and link them with appropriate services thus reducing recurring maintenance and upkeep issues.
- **Public Works:** Ambassadors can directly communicate issues requiring public works services including graffiti removal, structures requiring maintenance.

The ambassador program will provide 21 hour coverage, with staffing numbers varying throughout the day to match the volume of and flow of workers to local businesses, patrons to restaurants, tourists and shoppers and nightlife activities. Ambassadors will be outfitted in city-approved uniforms making their presence obvious yet complimentary to the Beverly Hills image and consistent with the City's brand. Ambassadors are hired through a competitive selection process that integrates city values and goals. Ambassadors are required to complete thorough training focused not only on mastery of pertinent skills but also to establish thorough working knowledge of the ins and outs of the city to equip them with an accurate response to questions from residents, business owners and tourists. The plan is to base the team in the office space at the 221 N. Crescent parking garage which is currently used for storage.

The full proposal is available for review in *Attachment 1*.

FISCAL IMPACT

The Council Liaison committee (Mayor Gold and Councilmember Krasne) advised the Commission to evaluate ambassador services and impact capable within a budget not to exceed \$500,000 for the one year pilot program (Attachment 2).

The budgets presented by both firms meet the needs of the Beverly Hills community and are within the budget set forth by the council liaisons. The cost of the ambassador firm selected by the HRC (Block by Block) is \$499,067.79 for FY 15/16.

RECOMMENDATION

The HRC is in unanimous support (5-0) of Block by Block and recommends this ambassador firm to City Council to implement a one-year pilot ambassador program in Beverly Hills during fiscal year 2015/16.

Block by Block was selected based on:

- Its responsiveness to the commission's stated priorities and concerns related to the city's needs.
- The fact that its services are already retained by municipal governments and business improvement districts in neighboring communities (West Hollywood, Westwood, Santa Monica, Pasadena, Long Beach).

Representatives from the Human Relations Commission will be in attendance to answer any questions and express their support for Council to enlist the services of Block by Block for its pilot ambassador program.

Steve Zoet, Director
Community Services

Approved By



Attachment 1

REQUEST FOR PROPOSALS

Ambassador Program

City of Beverly Hills

PROPOSAL

May 12, 2015

Submitted to:

Jim Latta

Human Services Administrator

City of Beverly Hills

455 N. Rexford Drive, Suite 250

Beverly Hills, CA 90210

Submitted by:

Mark Lammon

VP of Business Development

Block by Block

640 South 4th Street

Louisville, KY 40202

Scott Crandall

Regional Vice President

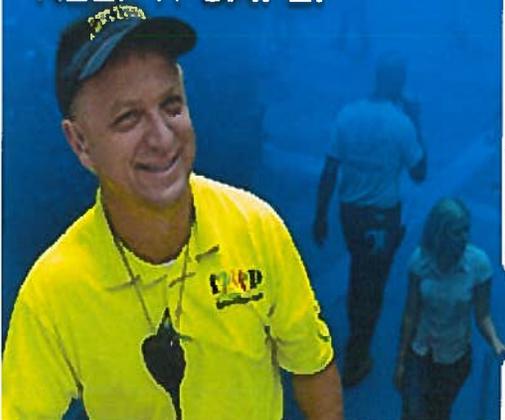
Block by Block

21484 Bella Pine Dr.

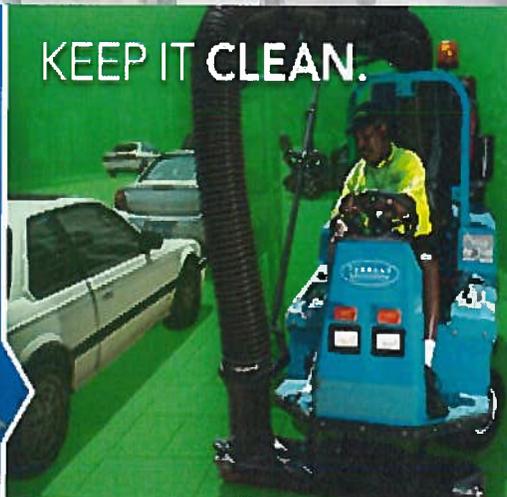
Diamond Bar, CA 91765



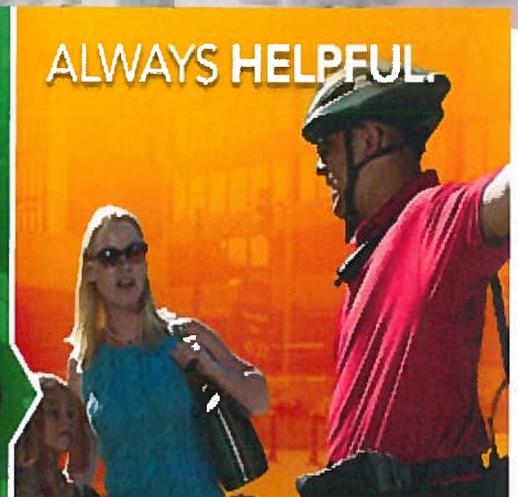
KEEP IT SAFE.



KEEP IT CLEAN.



ALWAYS HELPFUL.





May 12, 2015

Jim Latta
Human Services Administrator
City of Beverly Hills
455 N. Rexford Drive, Suite 250
Beverly Hills, CA 90210

Dear Jim,

After spending a good amount of time with our team discussing the elements of the plan we've developed specifically for the City of Beverly Hills proposed Ambassador Program, we couldn't be more excited about this opportunity. Beverly Hills is a city of legendary status, with unprecedented charm, and I'm excited to propose an Ambassador program that truly will add a human touch in a variety of ways.

The program we're envisioning embodies almost every aspect of Ambassador programs we operate across the country to include a significant hospitality element to work with visitors and merchants, a human resources element to work with persons in need and a safety element to take ownership in all aspects of the public right of way. We're committed to creating a highly flexible program that is continually managed to ensure the program is visible and effective.

Every one of our seventy plus customers has gone through an evaluation process to determine what separates us from competitors. What nearly every customer has told us is it's the 'service after the sale'. Part of what you're buying with a Block by Block program is an infrastructure and a full team that stays on the forefront of public space management issues and solutions. These will be invaluable ingredients in making sure the Beverly Hills Ambassador program continually evolves to meet the ever changing demands of the district. Our customers have found that this is an important element to making sure their program is not only turn-key, but that their investment is continually fine-tuned to make sure we give you the most effective program possible.

Thank you again for this opportunity. We look forward to speaking with you further!

Sincerely,

A handwritten signature in black ink, appearing to read "Blair McBride".

Blair McBride
President

A handwritten signature in black ink, appearing to read "Derreck Hughes".

Derreck Hughes
VP of Operations

A handwritten signature in black ink, appearing to read "Mark Lammon".

Mark Lammon
VP of Business Development



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EXECUTIVE SUMMARY

BEVERLY HILLS: MAKING CONNECTIONS

Block by Block is extremely excited about the opportunity to implement a highly flexible, dynamic Ambassador Program for Beverly Hills. From our conversations, observations and interaction with stakeholders in Beverly Hills, we believe we have a strong understanding of what the city is hoping to accomplish with an Ambassador program. Additionally, we're excited about not only delivering on your expectations but crafting the details to make the program accomplish more than you expected.



Within these pages you'll find our customized deployment plan along some of our ideas on equipment and other special projects for creating an effective and relevant Ambassador Program on the streets of Beverly Hills. We'd like to point out a few key items within the proposal:

1. UNDERSTANDING THAT THE PROGRAM IS DESIGNED TO MAKE CONNECTIONS

From our conversations with the leadership of the City of Beverly Hills we understand that the program needs to be relevant with a number of user groups. Essentially we believe the program should be focused on 'making connections', with a variety of constituent groups to include:

-  **Connecting with Visitors.** Beverly Hills is a place like no other. It's important that the Ambassadors be keenly aware of all the people to offer a genuine greeting to each visitor.
-  **Connecting with Businesses and Merchants.** The success of merchants and businesses is imperative to a healthy economy. It's important for downtown organizations and cities to develop strong relationships with merchants and Ambassador Programs are a great conduit to provide that capacity. Ambassadors provide the opportunity to educate merchants as they make their connections.
-  **Connecting with Persons in Need.** One of the largest roles an Ambassador Program can play is connecting with members of the street population. We've separated ourselves from competitors by understanding that you first must divide the visible street population into three categories: persons with needs, quality of life violators (persons without a legitimate need) and the antagonistic, anti-establishment street activists. We've developed strategies for each and defined the role of the Ambassador in handling them.

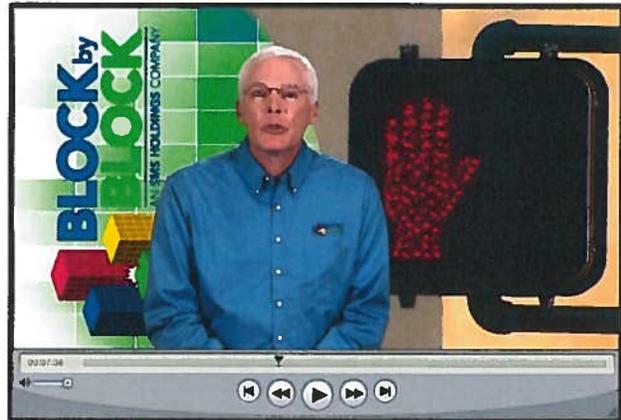
2. INJECTING LEADERSHIP AND INFRASTRUCTURE TO MAKE THE BEVERLY HILLS AMBASSADOR PROGRAM HIGHLY EFFECTIVE

What our customers are buying is access not just to a vendor who will hire personnel and procure uniforms and equipment. What you're buying is access to a wide range of company infrastructure. While our main competitor claims to have infrastructure, we greatly challenge this. Infrastructure comes through hard work, growth, and occurs through reinvestment naturally over time.

Some of the elements of Block by Block's infrastructure that will be part of the City of Beverly Hills Ambassador Program includes the following:

- 📍 **Southern California Corporate Support.** We have a dedicated Vice President in the area to provide quality assurance and to be actively involved in the daily happenings of our programs in the Los Angeles area.

- 📍 **Real Training:** Our training program has been one of the largest investments we've made over the last five years. We've taken every concept we've ever wanted to share with a front line Ambassador and have created a video series with supporting work book material, rich in scenarios. This very detailed training instructs the Ambassador on the proper ways to do things in a format that allows for localization and ensures consistency regardless of the skills of the local manager delivering training.



- 📍 **In the Neighborhood Operations.** We currently operate programs in Santa Monica, Westwood Village, the City of West Hollywood, and the Sunset Strip. With operations so close to Beverly Hills we can provide additional capabilities and share resources. In addition we'll share data and track trends among the entire group.

- 📍 **Financial Capabilities with Local Decision Making** – we're owned by a larger holdings company that finances all growth internally, while at the same time the holdings company allows us to make our own business decisions. This ensures that operations are continuous regardless of what is happening in our other accounts.

3. SUPPORTING WITH REAL TECHNOLOGY

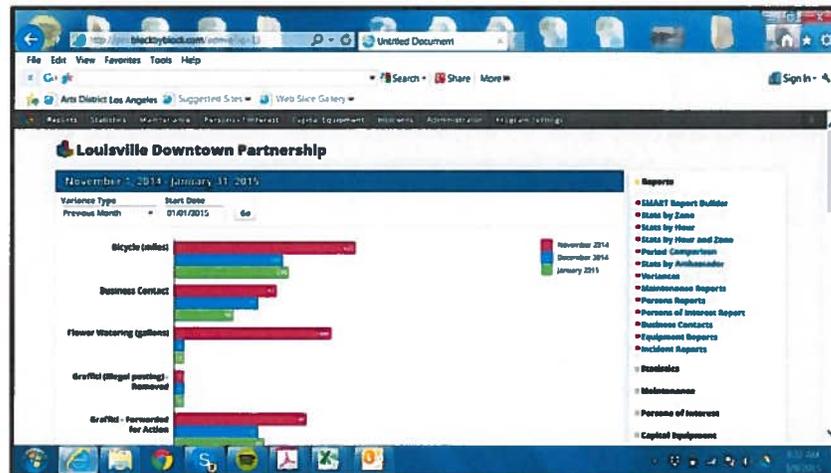
Districts have to move past just collecting ‘statistics’ as they are only useful if you know what to do with them. That’s why we’ve developed a technology reporting system, called SMART, that’s useful for downtowns and provides us with valuable data to make program decisions. We’ll develop specific data that we wish to collect with Beverly Hills. We’ll hit the ground running by:



- 📌 **Documenting all Interactions.** Ambassadors will document every interaction they have with people in the district, ranging from visitors, workers, or business owners. This data will be collected and shared with the City of Beverly Hills.

- 📌 **Document Interaction with Persons of Interest.** Each Ambassador will document their interaction with persons of interest (homeless, quality of life violators, and street activists). This will allow us to prioritize the most pressing concerns for our social service and law enforcement partners.

- 📌 **Document Infrastructure Issues.** Even though this is a Safety Ambassador Program, we still think there is an opportunity to provide feedback about current infrastructure conditions to the City of Beverly Hills. We can provide pictures and even document the time it takes for the issue to be resolved.





WHY OUTSOURCE AND WHY OUTSOURCE TO 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 in city 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 social service outreach programs, look at how your city functions, and develop a tailored program that works best for you.
-  **Regional Presence** – We have a strong presence in the Southern California Area and we can use our resources to help meet the demands in the neighborhood. For example, we're suggesting getting all of our Operations Managers together in the area to discuss specific issues that are affecting Southern California.
-  **Economies of Scale** – through our 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 prices savings 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 last 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. Even 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.
-  **Training** – Our ambassadors never stop learning about how to be the best. Each ambassador receives weekly, monthly, and quarterly training and can be done via our web based system. We update our training on a regular basis to include the best practices 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.

OBSERVATIONS

During our numerous visits to Beverly Hills we've been able to make a number of observations which have been key to shaping our recommendations. These include:

 **A Significantly Visible Homeless Population.**

While the actual number of individuals is not as large as some of the other districts we've visited, they are highly noticeable within the confines of Beverly Hills. This gives the perception of disinvestment within the district area.



 **Vastly Different User Groups.**

Beverly Hills isn't just a place for people to work or live, it's also a massive visitor and tourist destination.

These visitors can range from locals who patronize to the local shopping scene to the family from the Midwest who wants to take their picture on the famous Rodeo Drive. What's important is that all of these users feel safe and welcomed and have a great experience, so they are more likely to return to patronize the district again.

 **Unsecured Parking.** The parking lots around the district are not actively monitored or patrolled which allow individuals to sleep and/or panhandle in the structures. Drivers who have just parked are then accosted once they leave their vehicle which creates an uneasy feeling as soon as they've entered the district.

 **High Supply/High Demand.** Visitors to the district are often generous to those who are panhandling in the area. We witnessed many patrons in outdoor dining patios give money away just to not be bothered. We suggest creating a public education campaign to encourage people to give money to social service agencies instead of panhandling. We've worked with many cities that have implemented highly creative programs where people can give back. We will work with the City of Beverly Hills to develop a campaign that represents the culture and values of the community.



 **Beyond Safe.** Ambassadors will also be trained to be on the look-out for graffiti tags and stickers on infrastructure. Our Ambassadors will carry graffiti removal spray and scrapers in order to remove these from the downtown environment during their patrols. This will further enhance the feeling of safety in the district.



OUR PLAN FOR THE CITY OF BEVERLY HILLS AMBASSADOR PROGRAM

During our numerous visits to Beverly Hills we've been able to make a number of observations which have been key into shaping our recommendations. These include:

Connecting with the Public	Details	<ul style="list-style-type: none"> ○ We'll build the team with very friendly people that like to interact with the public, but who can also be firm, yet courteous in appropriate situations. ○ Our focus with the Beverly Hills Ambassador program is to make sure we 'continually engage' the public. Other firms don't understand this. Their Ambassadors are fine with standing by waiting for something to happen or only being helpful when asked a question. This isn't a good use of resources. ○ We believe in continuous engagement because if a visitor has an unwanted interaction with a person violating a quality of life crime we believe that experience can be offset in a positive way by a great experience with an Ambassador.
	How We'll Train	<ul style="list-style-type: none"> ○ Our Five Steps to a Great Public Engagement Experience is chock full of details such as how to give great directions (most people can't do this). ○ We'll take into account localized training because our training model was developed to be template driven, meaning that for every city we're in we identify and share with all Ambassadors where a pedestrian can get everything from a shoe shine to what time the parking meters are enforced.



<p>Connecting with the Public</p>	<p>How We'll Track and Measure Success</p>	<ul style="list-style-type: none">○ Every public engagement in Beverly Hills will be entered into our SMART System which will tell you the details you'd want to know. It will tell you where a direction took place, by which Ambassador at what time and to what business.○ We'll be looking at launch time and the period once we get into the daily groove.<ul style="list-style-type: none">▪ 6 - 8 public interactions per hour and 8 – 12 on average every hour after 90-days of service.▪ One of the keys to our public engagement series is to drive feedback from the public about the district experience. We'll be looking for one to two positive comments via email upon launch and two to four consistently after 90-days of service.
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Connecting with Merchants	Details	<ul style="list-style-type: none"> ○ Each Ambassador will be expected to complete between four and six merchant contacts per shift ○ As much as possible we like to arm ambassadors with a reason for stopping in. Often times this includes 'educating merchants' about ways they can help themselves to include: <ul style="list-style-type: none"> ○ Explaining how trespassing notices work and getting them to sign a city police trespassing notice ○ Disseminating messaging campaign materials such as: <ul style="list-style-type: none"> ▪ Put Your 'Junk In Your Trunk' flier to educate the merchant's employees on not becoming a victim of car break-ins ▪ Anti-cigarette litter campaigns to educate the employees of the business to not flick their cigarette butts into curb lines.
	How We'll Train	<ul style="list-style-type: none"> ○ We've developed a fantastic 'right way/wrong way' video and supporting materials for managers to outline the important steps in a great business contact.
	How We'll Track and Measure	<ul style="list-style-type: none"> ○ Every business contact will be documented in the SMART System. Within the system we'll note the following about the merchant interaction: <ul style="list-style-type: none"> ▪ Ambassador completing ▪ Business Contacted ▪ Name of contact at business ▪ Details of the discussion ○ We have the ability to flag each interaction for follow up if there is something that is discussed that is valuable to the district, such as a complaint, concern or piece of info. If something is flagged for follow up your designated staff will receive a report of those businesses.

Connecting with Persons in Need	Details	<ul style="list-style-type: none"> ○ We'll observe and when necessary engage visible members of the street population to determine which category they fall into: <ul style="list-style-type: none"> ▪ Truly in need (a viable need can be fulfilled, such as mental health services) ▪ Quality of Life Violator – non-aggressively or aggressively asking for money, loitering, etc. These people usually consciously resist the offer for services. ▪ Street Activist – individuals who are often homeless by choice to make political or social statements. These people tend to hostile to any authority. ○ We'll complete daily counts ○ We'll focus on prioritization for law enforcement and outreach partners as they both have limited resources
	How We'll Train	<ul style="list-style-type: none"> ○ We have developed a variety of training materials to include: <ul style="list-style-type: none"> ▪ Very detailed protocol on the appropriate way to safely and effectively deal with any member of the street population along with an understanding what each interaction is designed to accomplish ▪ A video series on the 'right way/wrong way' to deal with a quality of life violator. ○ We'll also work with the City of Beverly Hills to develop protocols for handling all situations with those in need.



<p>Connecting with Persons in Need</p>	<p>How We'll Track and Measure Success</p>	<ul style="list-style-type: none">○ We'll use the SMART System to develop a known person's database and track the progress of people within the district. We'll open this database up to our other accounts nearby to determine whether individuals are moving amongst districts.○ Working with stakeholders in the district, we'll determine who the top 10% of problem makers are in the district and focus our resources on these individuals.○ Success will be measured by:<ul style="list-style-type: none">▪ The decrease percentage in panhandling▪ Whether our Ambassadors are able to connect people with services▪ If our program to provide basic needs such as birth certificates and IDs are able to keep people from returning to the street
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Injecting Block by Block's Infrastructure	Details	<ul style="list-style-type: none"> ○ Our National Best Practices are one of the many ways that sets us apart from the competition. Our Operations Managers are able to call on their counterparts across the country to ideas and advice at any given time. ○ In order to hit the ground running we're recommending one of our Operations Managers from a neighboring account be in charge of Beverly Hills. ○ We're proposing designating some of our Safety Ambassadors as Safety/Outreach Ambassadors
	How We'll Train	<ul style="list-style-type: none"> ○ Our Operations Manager goes through extensive training including a yearly meeting which was most recently held in New Orleans. This person will also have years of in-field experience. ○ Designated Safety/Outreach Ambassadors will receive additional training from a nearby account that has a full-time outreach program. They will receive hands on training from the Outreach Worker and learn about best practices, particularly those pertaining to Southern California ○ We have an annual outreach meeting where all of our outreach Ambassadors across the country come together to share best practices
	How We'll Track and Measure Success	<ul style="list-style-type: none"> ○ The performance of our Operations Manager. ○ The quarterly survey results that the city of Beverley Hills provides to Block by Block on job performance of our entire team.



Incorporating Real Technology	Details	<ul style="list-style-type: none"> ○ Use the SMART System to collect data ranging from the number of interactions with visitors, motorist assists, documenting graffiti tags, and referrals for service with people in need. ○ Deploy a guard tour system throughout the district and develop routes that address hot spots and frequency of service levels. ○ Equip each Ambassador with radio communication to stay in constant contact with each other.
	How We'll Train	<ul style="list-style-type: none"> ○ Every Ambassador will receive a tutorial on how to use the SMART System along with quarterly training updates to incorporate new features. ○ Radio Protocols and Guard Tour usage are part of our initial new hire training. These protocols are reinforced as part of our weekly training and safety bulletins.
	How We'll Track and Measure Success	<ul style="list-style-type: none"> ○ The SMART System automatically tracks trends and can be sorted by Ambassador, time of day, or area of the district. For example, if we see a certain Ambassador is interacting with less people than a counterpart we can determine whether this is due to the route they are assigned or whether it is a training issue. We can reinforce training or adjust the route accordingly. ○ We will review guard tour reports on a regular basis to ensure all routes are being properly adhered to. We'll measure the time it takes for each individual Ambassador to complete the route for additional accountability.

EQUIPMENT, UNIFORMS, & BRANDING

SAFETY RELATED EQUIPMENT

EQUIPMENT	OVERVIEW	SAMPLE
<p>Police Edition Bikes</p>	<p>We recommend the inclusion of police edition bikes for the use of Safety Ambassadors being mobile through the Beverly Hills streets. Our interest is to make sure that if a Safety Ambassador is contacted by a stakeholder or another Ambassador they can respond more quickly on bikes than responding by foot, especially if it's a long walk.</p> <p>It's our recommended protocol that Safety Ambassadors will circulate among high visibility intersections in the district using the bike to move from point A to point B using the streets (never just riding for extended periods). When on a sidewalk the Ambassador will not be on the bike, but standing next to it or have it locked.</p>	
<p>Guard Tour Systems</p>	<p>Deploying staff appropriately between outlying areas and critical areas in the core of the district will be important. For this reason we are recommending implementing a guard tour system that will help us best coordinate routes between the various areas of the district.</p> <p>Guard tour systems have been adapted from the security industry and allow for reporting of patrols and activities in a condensed report format. The system we use is known as the 'PIPE' system and works by Ambassadors touching magnetic contact points, known as 'buttons'. These buttons are strategically placed throughout the district. As a contact is made it is date and time stamped by an internal clock in the pipe. The pipe is downloaded by a reader, which is connected to a PC. Using the software the data is converted into easily reviewed reports. Date can be sorted by date range, activity or Ambassador. The system is proven to be valuable in justifying to district stakeholders the level, and frequency of coverage they receive from the safety program.</p>	 

RECOMMENDED COMMUNICATIONS RELATED EQUIPMENT

EQUIPMENT	OVERVIEW
iPod Touch	<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>
Cell Phones	<p>Two cell phones are 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 ▪ Team Leaders – would have a shared cell phone, which would also serve as the ‘field dispatch’ number. This phone number is recommended to be widely publicized to stakeholders in order to request the services of the Ambassador program.
Desktop computer, printer and digital camera	<p>For use by key staff members in completing their duties and administrative tasks. We will also issue a Block by Block email address. Many of our customers issue the managers an email address of the district for continuity of communications. Computers are designated for:</p> <ul style="list-style-type: none"> ▪ Operations Manager ▪ Team Leaders (shared)



TRAINING & RECRUITMENT

It's our combined belief that training is one of the most critical functions of each of our programs. No other element of our operating model has received more investment over the last three years than our training program!

Once we have used our proven recruitment and selection process, the next important step is to transform the friendly person with the great work ethic into a great Ambassador to deliver first rate safety and hospitality services for the City of Beverly Hills.

The most important objective of our initial and on-going training program is to prepare each team member with the skills they will need to be effective in serving in an urban environment. Upon completion of training, your staff will be well versed in all facets of their responsibilities, to include a few components which are often overlooked in other provider's training programs:

TRAINING NEED	WHY IT'S CRITICAL
Articulating GOOD Directions	Believe it or not, most people don't know how to provide good, easy to follow directions!
Being comfortable saying 'hello' or 'good afternoon' to a district worker	Most people say they'll speak to a stranger, but need help, training and encouragement to become comfortable and 'automatic' at doing so consistently.
Conveying 'Who You Work For'	If not trained properly staff members won't accurately explain that services are provided by the improvement district organization, leaving pedestrians to assume the person is in some way associated with the city.
Finding opportunities to "Make Their Day"	We encourage our safety and hospitality staff members to find ways to enhance the downtown experience – holding a door, carrying grocery bags for someone, or walking someone to their destination. We'll train your staff to identify these opportunities.
Effectively requesting persons involved in quality of life crimes discontinue their behaviors	People involved in quality of life infractions or low level behaviors are often deterred by an effective 'ask'. We'll train staff to be 'firm, yet courteous' and in the use of effective techniques to gain compliance. This form of 'asking' has proven very effective in deterring unwanted activity, even though the activity may be perfectly legal. Remember you won't believe what you get by 'asking'!

These are but just a few of the many critical concepts, which will be delivered during training. We'll be certain the staff we select for your program is fully prepared to provide the best possible service to persons for Beverly Hills!

All of our Ambassadors follow the training curriculum below:

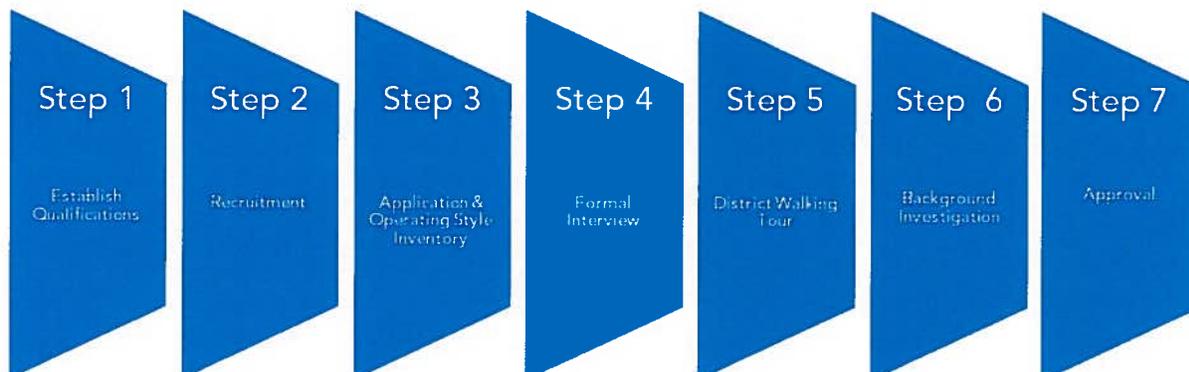
Safety Ambassador Curriculum			Hospitality Curriculum		
Sect	Topic	Hours	Sect	Topic	Hours
Orientation			Orientation		
1.1	Background of Block by Block	1.0	1.1	Background of Block by Block	1.0
1.2	Intro to the Customer	1.0	1.2	Intro to BIDs & the Customer	1.0
1.3	Perceptions	1.0	1.3	Perceptions	1.0
1.4	What is an Ambassador	1.0	1.4	What is an Ambassador	1.0
2.1	Operational Procedures - General	0.5	2.1	Operational Procedures - General	0.5
2.3	Operational Procedures - Safety Specific	1.0	2.4	Operational Procedures - Hospitality Spec	1.0
2.5	Communications	1.0	2.5	Communications	1.0
2.6	Reporting	2.0	2.6	Reporting	2.0
3.1	District Orientation & Training	9.5	3.1	District Orientation & Training	9.5
3.2	Public Engagement 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
4.3	Scenarios - Safety	2.0	4.4	Scenarios - Hospitality	1.0
4.5	Workplace Safety	1.0	4.5	Workplace Safety	1.0
TOTAL		23.0	TOTAL		23.0

In addition to the above training content for each position we would also recommend the new Ambassador spend sixteen hours working with a seasoned staff member. This provides on the job training, which provides for on-the-application training and on-the-spot coaching. We will place the newly hired Ambassador in an orange 'in training' shirt, so the public doesn't perceive these are two Ambassadors walking together.

RECRUITMENT

The recruitment process is one of the most important steps in our employee search. The goal in this process is to generate as many qualified applicants as possible from several different skill and experience levels. Our philosophy has always been hire for personality and train for skill. We are looking for friendly individuals have a strong interest in making the neighborhood better.

Block by Block will target employees of industries from the janitorial, security, safety and customer service fields. We're looking for employees who have demonstrated experience in similar working situations or who have extensive experience dealing with the public. The following diagram outlines our hiring process:



DEPLOYMENT

We've developed our deployment model based on our knowledge of the Beverly Hills and discussions with stakeholders regarding service level needs. We've divided the district into two zones with Rodeo Drive acting as the border. We've called these areas Triangle East and Triangle West respectively.



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DEPLOYMENT SCHEDULE

Position	Hours	Zone	Primary Assignment	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total	
Safety Ambassadors Day Deployment	7:00am - 3:30pm	Triangle E./Structures	Wake-up Team / Morning Safety/Bike		8	8	8	8	8	8	48	Daytime Deployment
		Triangle W./Structures	Foot and Bike Patrol		8	8	8	8	8	8	48	
	12:00pm-8:30pm	Triangle E&W	Foot and Bike Patrol		8	8	8	8	8	8	48	
		Triangle E./Structures	Foot and Bike Patrol	8					8	8	24	
Team Leader	10:30am-7:00pm	Triangle W./Structures	Foot and Bike Patrol	8				8	8	8	32	
Team Leader	10:30am-7:00pm	Triangle E&W	Foot and Bike Patrol	8	8	8	8			8	40	
Safety Ambassadors Overnight Deployment	7:00pm-4:00am	Triangle E & W + Parking Structures	Garages/Alley's District Core Bike Patrol	8	8	8	8	8	8	8	56	Evening Deployment
8							8	8	8	32		
Overnight Team Leader	7:00pm-4:00am	Triangle E & W + Parking Structures	Garages/Alley's District Core Bike Patrol		8	8					16	
8					8	8	8	8	40			
Operations Manager	7:00am - 4:00pm	ALL	Patrol and Oversight		8	8	8	8	8		40	
Daily Totals				48	56	56	56	64	72	72		
Total Scheduled Weekly Hours											321	

The following outline provides details of the recommended service and deployment plan we envision for the Beverly Hills Ambassador Program:

SAFETY SERVICES

DETER AND REPORT
<ul style="list-style-type: none"> Continually circulate through assigned zone on bike to provide high visibility to deter unwanted behaviors Report unwanted activities, crimes or disturbances to the Beverly Hills Police Assist police by being "witness complainants" in cases involving Ambassadors
QUALITY OF LIFE CRIME DETERRENCE
<ul style="list-style-type: none"> Ambassadors will engage people identified to be panhandling, in order to suggest services, coordinate services. When services are refused document the interaction in SMART System. Those people in violation of the sit/lie ordinance, along with other pertinent ordinances, will be engaged and reminded of the ordinance. If the person does not comply the Beverly Hills Police would be called to address the situation Document each individual engagement and activity in SMART System in order to track the frequency of unwanted activities to mobilize enforcement efforts of those people resisting services



CONTINUAL ENGAGEMENT OF THE HOMELESS POPULATION

- Continually circulate through the district to identify homeless people.
- Engage homeless people in order to build relationships and encourage assistance from social service providers in order to coordinate service delivery.
- Triage the needs of homeless people in order to encourage appropriate services from provider agencies.
- Document all interactions in the SMART System database so that individuals can be prioritized based on need and their visibility in the district.

SAFETY ESCORTS

- Ambassadors can meet district workers, residents, or visitors at their location and escort them to their destination within the district
- Pedestrians can request a safety escort by contacting the promoted number, which is the shared cell phone carried by on-duty staff members

PUBLIC ENGAGEMENT & HOSPITALITY

- Ambassadors will be a highly visible presence continually circulating through key corridors frequently as well as outlying areas of the district
- Ambassadors will engage visitors of the public with a friendly greeting and be very responsive to opportunities to provide directions, recommendations or assistance
- Ambassadors are ultimately will be one of the caring faces of Beverly Hills

REPORTING

Ambassadors document their activities and accomplishments in the field, using SMART System in order to track:

- All tasks to substantiate activity
- Engagement with each homeless person or panhandler in order to track each street team members interactions
- Incident Reports

BUSINESS CONTACTS

Ambassadors will visit with at least three Beverly Hills business owners on each one of their shifts:

- Provide information to business owners about events or changes occurring within the district
- Report business owner concerns to the City of Beverly Hills for follow up.
- Distribute collateral material about the Ambassador Program to district workers and visitors



COST SUMMARY

PRICING	Safety Day Crew	Safety Night Crew	Team Leader/Night Supervisor	Operations Manager
Pay Rate	\$ 12.50	\$ 13.50	\$ 15.50	\$ 27.10
FICA	\$ 0.96	\$ 1.03	\$ 1.19	\$ 2.07
WC	\$ 0.63	\$ 0.68	\$ 0.78	\$ 1.36
Liability	\$ 0.32	\$ 0.34	\$ 0.40	\$ 0.69
Unemployment	\$ 0.88	\$ 0.95	\$ 1.09	\$ 1.90
Subtotal	\$ 15.28	\$ 16.50	\$ 18.94	\$ 33.12
Overhead	\$ 1.66	\$ 1.66	\$ 1.66	\$ 1.66
Benefits	\$ 1.13	\$ 1.13	\$ 1.13	\$ 1.13
Profit	\$ 1.80	\$ 1.80	\$ 1.80	\$ 1.80
Bill Rate	\$ 19.87	\$ 21.09	\$ 23.53	\$ 37.71
Weekly Hours	200.00	88.00	96.00	40.00
Annual Hours	10,400.00	4,576.00	4,992.00	2,080.00
Annual Billing	\$ 206,628.09	\$ 96,508.23	\$ 117,482.15	\$ 78,443.87
ANNUAL BILLING				\$ 499,067.79

BUDGET SUMMARY		
Category	Cost	% of Total
Labor	\$ 397,793.99	79.6%
Benefits	\$ 24,954.89	5.0%
Labor Related (background checks, recruiting, awards, etc.)	\$ 4,755.92	1.0%
Uniforms	\$ 6,625.00	1.3%
Operations Center & Utilities	\$ 3,300.00	0.7%
Equipment	\$ 5,562.39	1.1%
Mobile Graffiti Removal Supplies	\$ 1,400.00	0.3%
Equipment Related (maintenance)	\$ 1,343.75	0.3%
Office Supplies & Printing	\$ 1,075.00	0.2%
Miscellaneous	\$ 500.00	0.1%
Administrative Support (mgmt, travel, postage, etc.)	\$ 12,065.00	2.4%
Profit (8.75% of all above expenses)	\$ 40,195.39	8.0%
TOTAL	\$ 499,576.78	100.0%

ATTACHMENTS

RESPONSES TO SPECIFIC RFP QUESTIONS

1. Maximum budget of \$500,000 for a pilot program starting July 1, 2015-June 30, 2016
2. Staffing and Geography
 - a. “Hot” times: Mornings in parking structures and alleys when workers are coming to work, lunchtime, afternoon shopping/tourism, nightly dinner/bar scene and overnight camping in parking structures.
 - b. Please respond to the following:
 - i. Clearly define daily staffing strategies to address these “hot” times
Our deployment plan creates specific routes that will address all of these hot times. For example, in the morning our Ambassadors will focus on parking structures and routes that workers take to their places of employment.
 - ii. How do staff cover the area (foot, bike, car)
Ambassadors will be on bike or foot during their patrols.
 - iii. Discuss staffing geographic areas and daily routes
Please see our deployment section.
 - c. Geographic areas requested
 - i. City parking garages where homeless currently sleep
 - ii. Downtown district (Business Triangle and South Beverly Drive)
 - iii. Beverly Gardens Park, Civic Center and Library
3. Staffing and presentation
 - a. What is your approach to working with the City to develop an appropriate ‘script’ with hospitality information for visitors and tourists
In every city we work in, we customize our training to include local hospitality information. Our Ambassadors will receive standardized training such as how to give directions or recommend a tourist destination. We then will work with the city to train the staff on local history and tourist information so they truly are Ambassadors for Beverly Hills.

- b. Discuss content and scope of training for new ambassadors and how you would incorporate City customer service standards into training.
Please see our section on training. ***We will also invite local city officials and stakeholders to provide more training about Beverly Hills. We've discovered that plugging in local stakeholders in the training process also makes the Ambassadors feel more engaged to what is happening in the district.***
 - c. Hiring criteria – what types of candidates you look for?
Please see section on Recruitment.
 - d. Incorporate City branding guidelines into recommended staff uniform with final City approval.
 - i. Show samples of other uniforms
Please see section on Equipment, Uniforms, and Branding.
 - e. Discuss work/office space needs
Our office needs are very small. We will need to find an area to securely look bikes and radios at the end of each shift. Also a small briefing area and a restroom for the Ambassadors to use.
4. Coordination with City Departments
- a. Meet with BHPD, Human Services and Policy and Management representatives weekly until all problem areas are addressed
 - i. How do you collect, analyze and provide contact data to help identify problem individuals/locations.
Please see section on Incorporating Technology.
 - ii. What methods do you use in real-time to communicate with appropriate city departments.
Our Operations Manager is expected to develop relationships with the appropriate city departments. This individual will be responsible for relaying information back to the city in real time based on the protocols we develop with the city for communications.

5. Community-based coordination

- a. How would your work with the City to develop an outreach plan to business associations, Chamber of Commerce and local businesses

- i. Provide concrete examples from other cities

All of our programs include outreach to local business associations and local businesses. This can include lunch and learn meetings to hear about what services the Ambassadors Provide. On an on-going basis we distribute collateral materials to inform local businesses. We have included local Minneapolis Materials as an example in the proposal.

- b. Once businesses are engaged, what are ongoing education strategies to keep staff at local businesses aware of your services?

Our Ambassadors will regularly stop in to local businesses and provide collateral materials and remind businesses of services.

- c. What are the strategies you use to establish and maintain resident awareness of your services?

Many of our districts have regularly scheduled resident meetings in which the Ambassadors attend to hire from residents and talk about the services that are available. We also will deploy our Ambassadors so that they can greet residents on their way to and from their homes in the district. Residents will soon feel as though the Ambassadors are part of their neighborhood.

- d. What are the strategies you use to make services available to tourists?

We suggest a marketing campaign in the district to awareness of the Ambassadors. This can be as simple as posters stating if you have a question ask a Beverly Hills Ambassador with their picture on it. We've found that educating local businesses on services translates to them education the tourists.

6. How will you address and reduce aggressive panhandling in the City?

Panhandling has to be addressed in a multi-tiered way. First we must identify those in need versus those who are opportunists. Our Ambassadors will focus on getting those in need the services that they require so they no longer our panhandling. The other aspect is to dry up the source of revenue for the panhandlers by educating the public not to give. This includes the Ambassadors educating the public when they someone giving money to panhandlers. These education campaigns have been successful in many of our cities. For example, in Cleveland the panhandling rate dropped by 40% after launching the education campaign.

7. Present insurance and liability coverage information

Insurance and liability information are attached.

Attachment 2



**City of Beverly Hills
Budget Enhancement Form
Fiscal Year 2015/16**

NON-POSITION

Dept Name: **Policy & Management**

Request Title: **Ambassador Services for Business Areas**

Priority: 1 (highest: Linked requests should be assigned a letter (e.g. (a)-(b))

Federal or State Mandated?: Yes No

For Internal Use Only

Request #: _____

Date Received: _____

Contact Name: **M. Roach/J. Latta**

Telephone: **x. 1035/x. 2535**

I. REASON FOR BUDGET ENHANCEMENT (check one):

New Program Expand/Adjust existing program Explain: **New Ambassador Services Program**

II. DESCRIPTION

(Use 2nd page if needed. Attach additional documents if necessary beyond 2nd page)

This funding request is to provide ambassador services for a safety and hospitality program in the city's business areas. The ambassadors would create a highly visible and reassuring presence and work in conjunction with the police department to provide a proactive and consistent engagement of quality of life issues (aggressive panhandling and homelessness) and establish a recognizable brand at the street level to provide hospitality services to businesses, tourists and other patrons.

III. JUSTIFICATION

(Use 2nd page if needed. Attach additional documents if necessary beyond 2nd page)

The funding would allow the City to contract with a private firm that employs ambassadors by foot and bike to address panhandling, homelessness and quality of life issues while also engaging local businesses and acting as a resource to visitors and tourists. These firms provide a turn-key solution through staffing, a customized deployment schedule, equipment, branded uniforms, and reporting tools to track progress.

IV. FUNDING SOURCE - FINANCIAL INFORMATION

Fund # and Title	Organization # and Title	Object #	Amount
101313	General Fund - Business Development		500,000

Are there annual maintenance charges associated with this purchase? _____ (If so, please fill out account information below.)

Total Amount Requested: \$ 500,000

(Offset) **130,000**

Net Requested \$ 370,000

by income lost cutting opportunity or grant allocation

Requesting department conducted grant research before applying for budget enhancement? Yes No

Check One: One-Time Expenditure Recurring

Date: **12/31/2014**

Dept Head Sig.:

Use this page for additional information if needed.

Description:

The City restricts panhandling in designated public areas, provides a variety of social services, and through signage and literature, encourages community members to direct their generosity to social service organizations rather than individuals. However, we have not been able to successfully engage local businesses, and their customers, to work together with the City to discourage aggressive panhandling.

In the past the presence of the BHPD bicycle patrol kept panhandlers working within the boundaries of the law. The limited deployment of the bicycle patrol provided some assistance, but could not provide a consistent presence to engage with local businesses and successfully deter aggressive panhandling in the city's business areas. The proposed ambassador program would address the perceived and real concerns through a consistent and proactive response to deter panhandling in the business community. The ambassador program would also protect against and prevent the ongoing vandalism in the City's parking garages during non-operational hours.

The City anticipates it will cost approximately \$500,000 to provide an ambassador program, based on initial discussions with firms that provide this type of service. Currently there is \$130,000 in the General Fund, Business Development account, that could be utilized to fund this program. Therefore, staff is requesting \$370,000 in new funding. It should be noted other potential funding could be from the Tourism and Marketing budget. Should Council approve this funding request, staff would conduct a Request for Proposal process to solicit proposals from firms that provide this type of ambassador program.