



Request For Proposals for Ambassador Services

RFP No. 10-03

Alyce M. Robertson, Executive Director

**Submissions are due no later than
March 8, 2010 2:00 P.M.**

at

**Miami Downtown Development Authority
200 South Biscayne Boulevard, Suite 2929
Miami, Florida 33131**

SUBMITTALS RECEIVED AFTER THE STATED DEADLINE WILL NOT BE CONSIDERED. THE RESPONSIBILITY FOR SUBMITTING A PROPOSAL TO THE DDA ON OR BEFORE THE STATED TIME AND DATE IS SOLELY AND STRICTLY THE RESPONSIBILITY OF THE RESPONDENT. THE DDA IS NOT RESPONSIBLE FOR DELAYS CAUSED BY ANY MAIL, PACKAGE, OR COURIER SERVICE, INCLUDING THE U.S. MAIL, OR CAUSED BY ANY OTHER OCCURRENCE. LATE OR MISDELIVERED PROPOSALS SHALL NOT BE CONSIDERED.

Miami Downtown Development Authority

REQUEST FOR PROPOSALS for Ambassador Services

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Miami Downtown Development Authority

**REQUEST FOR PROPOSALS
for Ambassador Services**

RFP No. 10-03

REGISTRATION FORM

This form will be used to communicate information with respect to questions and addenda as needed. **Please fill out and fax to 305-371-2423, Attn.: Sandra Hernandez or email at Hernandez@miamidda.com.** If we do not receive a form, there is a risk that you will not receive important information.

Name of Applicant: _____

Address: _____

Telephone: _____

Fax: _____

E-Mail: _____

Section 1.0 THE MIAMI DOWNTOWN DEVELOPMENT AUTHORITY

1.1 Vision

The Miami Downtown Development Authority (DDA), founded in 1965, is a public, independent agency of the City of Miami. In 2009, the DDA adopted a master plan for the future development and improvement of Downtown Miami, with the following long-term vision:

Downtown Miami is the business, social and cultural epicenter of the Americas, which capitalizes on its unique position as a major world city in a tropical waterfront environment.

1.2 Board of Directors

A 15-member board of directors composed of downtown business and property owners confirmed by the City of Miami Commission oversees the DDA. A representative of the State of Florida Cabinet and a member of the Miami-Dade County Commission are included on the DDA's Board. A City of Miami Commissioner chairs the DDA Board.

1.3 Funding

The DDA is principally funded by a one-half mill tax on private properties within its district, which currently generates approximately \$5 million to the DDA annually. The DDA also receives grants and inter-local government contracts, which provide additional funding for DDA projects.

1.4 Role & Services

The DDA applies its internal resources and consultants to undertake the program development and management required to lead or enable the execution of coordinated marketing, development, infrastructure, service delivery and program implementation strategies. In this role, the DDA performs services and/or provides management oversight in the following areas:

- Strategic Planning
- Market and Economic Research
- Business Assistance and Recruitment
- Clean and Safe Programs
- Marketing and Community Outreach
- Land Use and Transportation Planning

1.5 Website

Additional information about the DDA can be found online at www.miamidda.com.

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Section 2.0 SCOPE OF SERVICES

2.1 Program Objectives

The Downtown Miami Ambassadors Program ("Program") was established in 2007 with the mission of ensuring a safe and welcoming environment for Downtown visitors, workers, and residents.

2.2 Service Area

Downtown Ambassadors ("Ambassadors") may be asked to serve in any part of the DDA district, also referred to as "Downtown" (see attached map).

2.3 Ambassador Services

The Program emphasizes security and hospitality. As additional "eyes and ears" to the Miami Police Department and as roving concierges for the Downtown community, Ambassadors routinely perform a wide variety of tasks and are expected to exercise independent good judgment under minimal supervision. The Ambassadors team works cooperatively with a variety of partner organizations, and each Ambassador is expected to develop a clear understanding of each partner organization's mission as well as strong working relationships with their counterparts at these organizations. Partner organizations include:

- Downtown Miami Partnership – <http://www.downtownmiami.com/index.asp?bid=86>
- City of Miami Police Department – <http://www.miami-police.org/index.asp>
- Miami Homeless Assistance Program – <http://www.miamigov.com/NETS/pages/AboutNET/mhap.asp>

Security-related functions may include:

- Serving as an extra set of eyes and ears to the Miami Police Department
- Providing "safe walk" services for Downtown employees and visitors
- Holding and bearing witness against persons that commit nuisance crimes
- Reporting code enforcement and "quality of life" concerns to appropriate agencies
- Assisting the City of Miami Homeless Assistance Program in addressing street population issues
- Responding to calls concerning incidents such as suspicious persons or injuries and alerting other responders (police, fire rescue, Homeless Assistance Program) as appropriate
- Monitoring and patrolling the Downtown area with the aim of deterring criminal activity
- Helping to deter break-ins and reporting graffiti tags and disruptive street behavior
- Maintaining open communication with Miami Police Department personnel
- Conducting routine patrol of downtown parks and other public gathering spaces

Hospitality-related functions may include:

- Providing directions
- Greeting Downtown workers, visitors, and residents with a smile and helpful attitude
- Providing information and responding to inquiries regarding Downtown businesses, government and educational facilities, services, facilities, and events
- Setting up and staffing information kiosks, as needed
- Coordinating with and assisting the DDA's "Downtown Enhancement Team," which provides litter pick-up, graffiti removal, and landscape maintenance services
- Conducting street surveys and distributing informational material as needed
- Informing panhandlers about the City's no-panhandling ordinance
- Informing citizens how to effectively handle panhandling situations

- Monitoring waste removal and other City services and reporting deficiencies to responsible agencies, to ensure that streets remain bright and clean
- Visiting downtown business owners and managers to share information and report concerns

Ambassadors are expected to patrol Downtown Miami on foot and, as warranted, by bicycle or other means. The Program currently operates seven days per week, 365 days a year, on a schedule designed to meet the specific priority needs of various subdistricts within the DDA area. For purposes of responding to this request for proposals (“RFP”), assume service will be provided in the three subdistricts depicted on the attached “Miami DDA Ambassador Subdistricts Map.” These districts and their boundaries are subject to change; the DDA will review such changes with the selected contractor (“Contractor”) and, if changes require staffing adjustments resulting in costs beyond the limit of the agreed budget, negotiate a contract agreement (“Agreement”) amendment, subject to funding availability and DDA board approval.

From time to time, special events necessitate additional Ambassador staffing. An “event pool” of Ambassador service-hours will be established from which events can be staffed at regular, rather than overtime, rates; regular hours during which staffing falls below the agreed-upon minimum will be credited to the event pool.

It is expected that sufficient supervisory staff will be on duty at all times that Ambassadors are active. Ambassadors and supervisors must be flexible with regard to days and hours of work. Total labor hours may be extended and/or shifted in accordance with the varying needs of the Downtown district throughout the Agreement period, but will be kept within the limit of the agreed budget.

It is expected that the Contractor shall provide a Program Manager who will be responsible for ensuring work scope fulfillment and meeting performance standards in compliance with the negotiated Agreement. The Program Manager will be expected to attend meetings of the DDA Board of Directors, DDA committees, and/or partner organizations, as appropriate. Ambassador supervisors may also be asked to participate in these meetings.

Ambassadors are expected to be proactive in identifying and resolving incidents ranging from assisting Downtown visitors with directions to reporting broken traffic signals. It is expected that Ambassadors will be provided sufficient equipment and training to address concerns in an efficient and effective manner, and that incident management, reporting and follow-up activities will not result in any reduction of the number of Ambassadors in the field at any time. The DDA seeks an emphasis on action, rather than documentation. Associated functions may include:

- Advising Contractor of new equipment and/or training needs as they arise
- Suggesting improvements for providing quality service
- Reporting incidents to the DDA and appropriate responsible agencies
- Re-visiting issues in a timely manner to ensure proper resolution

2.4 Qualifications

It is expected that the selected Contractor will be fully qualified in the management of Ambassador-type programs in comparable communities, and will be able to provide evidence of these qualifications and at least two years of directly relevant management experience.

2.5 Equipment and Uniforms

Equipment to be used by the Ambassadors should include the items listed below. All entities responding to this RFP (“Respondents”) are encouraged to propose equipment and protocols for use of equipment, beyond those mentioned below, as appropriate. Costs associated with equipment will be incurred by the Contractor and must be itemized in the proposed budget and justified in the budget narrative.

- Two-way radios and/or mobile phones
- Digital cameras
- Hand-held computers
- Visitor information (maps, brochures, etc.)
- First-aid kits
- Electronic patrol tracking system (such as Deggy)

It is expected that Ambassador supervisors, if not all Ambassadors, will be outfitted with sufficient equipment to record and transmit images and data relating to field conditions to DDA staff and appropriate authorities.

In addition to the requisite equipment, the Contractor will be responsible for supplying, at its own expense, uniforms to all Ambassadors. These uniforms shall be specified in style, logo compliance, and color by the DDA. All Ambassadors must be in uniform while on duty and must present a neat, clean, and positive image at all times. The current uniform consists of black docker-style pants, a short-sleeved white button down collared security shirt with embroidered logo, and a black baseball cap with embroidered logo. A photograph of the current Ambassador uniform is provided at Section 8.0.

The Contractor must maintain all equipment in good working order and must ensure the availability of equipment during all working hours. It is expected that all equipment and vehicles utilized by the Ambassadors will be compliant with DDA branding requirements.

2.6 Training

The Contractor shall be responsible, at its own expense, for providing initial (program start-up and new hire) and on-the-job training to Ambassadors and associated Program staff. Initial training must consist of at least 40 hours per employee. On-the-job training must be provided for each member of the Ambassador team for an average of one to three hours at least every two months and may take place more frequently as required. Training schedules, providers, and curricula shall be subject to the approval of DDA staff; the DDA may opt to provide certain trainings directly.

Training topics shall include, at a minimum:

- Downtown Miami and its history, population, and neighborhoods/subdistricts
- Downtown's attractions, activity centers, and special issues and concerns
- Names and locations of Downtown hotels, banks, government offices, parking lots, major retail businesses, parks, and cultural and entertainment venues
- Downtown activities and events
- The DDA's mission and key staff
- Partner organization missions and key staff
- Program rules and regulations
- Appropriate conduct, attitude, and etiquette
- Hospitality and customer-service skills
- Program equipment and its use
- Task-specific technical knowledge
- Safety and crime prevention techniques
- Incident-reporting procedures and report-writing
- First aid practices, including CPR certification
- Security guard certification/licensure
- Conflict resolution and mediation
- Diversity and community sensitivity
- Relevant legal issues
- DDA code of ethics

Training is expected to be provided in a manner relevant and appropriate to Program employees, and shall include a variety of approaches including audio-visual presentations, guest speakers, and interactive techniques such as role playing. It is expected that training will include cross-training with partner organizations on an as-needed basis.

2.7 Reporting

The Contractor will be required to provide the DDA with regular updates containing relevant data for reporting, program evaluation, and benchmarking purposes. Respondents are encouraged to recommend specific performance metrics for use.

At a minimum, reports must document the daily, weekly, and monthly activities and accomplishments of the Ambassadors. The DDA will work with the Contractor to develop a reporting system utilizing standardized reporting templates and protocols. Daily reporting is expected to include evidence that each Ambassador has maintained his/her specified patrol route and schedule. Incident and field condition reports are expected to include geospatial or other appropriate mappable data. It is expected that the DDA will receive reports of hazardous or otherwise significant concerns, and how these concerns are being resolved, within no more than 24 hours of identification.

In addition, the Contractor will be required to:

- Attend DDA Board and/or Committee meetings on a monthly basis
- Attend selected partner organization board or committee meetings on a routine basis
- Attend additional meetings as appropriate

2.8 Human Resources

The Contractor will be responsible for day-to-day management of the Program, including screening, hiring, training, and supervising Ambassadors in the provision of security and hospitality services. However, the DDA reserves the right to approve the hiring of all Contractor employees providing Ambassador services, including supervisors, and the structure and content of all Ambassador training programs.

The DDA expects that Ambassadors will be direct employees of the Contractor and that the Contractor will hire individuals who are dependable, trustworthy, enthusiastic, personable and customer-service oriented. A thorough background check is to be conducted prior to the hiring of any Ambassador. Proposed budgets should include an itemization of personnel costs, including the range of competitive salaries to be offered, benefits, taxes, workman's compensation and unemployment insurance coverage for program employees.

The DDA reserves the right to request that an Ambassador be replaced at any time, for any reason.

2.9 Term

The DDA intends to execute a multi-year Agreement with the Contractor, providing for a two-year initial term and three one-year renewal options at the sole discretion of the DDA. The DAA reserves the right to negotiate for changes to services, equipment, or both at any point during the Agreement term upon mutual agreement with the Contractor.

Section 3.0 PROPOSAL CONTENTS

Please organize your proposal ("Response") as indicated below. Provide all information requested and number/label your responses accordingly. Responses proposing subcontracted work must include a Respondent profile and experience/past performance information for each subcontractor ("Subcontractor").

3.1 Respondent Profile

- Company name, business address, and website address, if applicable
- Primary contact, name, address, telephone, fax, and email
- Brief company history, including year firm was established and number of years in business
- Brief company legal structure and name of parent company, if any
- Current Certificate of Good Standing from state in which company is registered to do business

3.2 Respondent's Experience and Past Performance

- Names, titles, and qualifications of firm's principals
- Business unit and individuals responsible for managing the proposed contracted services, including names, titles, resume and/or brief job description, and expected time commitment of key personnel to be assigned to project
- Description of firm's experience and past performance in primary markets served
- Detailed description of comparable projects, including client name, description of work, duration of project, and project accomplishments (ongoing or completed within the past three years) (to the extent possible, focus on projects performed for client communities similar in size, population, demographics, or other relevant measures)
- List of all active agreements, with annual agreement values and staffing levels
- Three to five references with contact information, including past or current clients in comparable communities for similar types of projects
- Documentation of company's financial stability, including a two year history of audited financial statements and most recent annual corporate report
- Copies of any relevant professional licenses

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3.3 Operations & Logistics Plan

- Contractor service philosophy and delivery approach
- Program goals and objectives
- Equipment, uniforms, and office/storage facilities
- Best practices, innovative service delivery approaches, and/or technology enhancements
- Recruitment, screening, and performance evaluation strategy
- Protocols for appropriate action, follow-up, and reporting of incidents
- Feedback and continuous improvement plan
- Partnership building and management
- Start-up plan, including schedule (starting from Agreement execution) and description of tasks, deliverables, and milestones necessary to ensure efficient, timely and seamless transition from current program
- Ambassador staffing plan for Zones A, B, and C (see attached map); provide recommendation for optimal service provision; the following notes regarding current service provision are for reference only:
 - Zone A – service is currently provided from 8:30AM-6:30PM (one supervisor and two to five Ambassadors) Sunday through Wednesday and 8:30AM-midnight Thursday through Saturday (one supervisor and two to five Ambassadors from 8:30AM-6:30PM and one supervisor and two Ambassadors from 6:30PM-midnight)
 - Zone B – service is currently provided from 6:30PM-midnight Thursday through Saturday (one supervisor and two Ambassadors)
 - Zone C – service dates, times, and levels currently vary depending on the event schedule of the Adrienne Arsht Center for the Performing Arts; average schedule is Wednesday through Saturday from 5:00-11:00PM and Sunday from 1:00-6:00PM (one supervisor and one to 10 Ambassadors)

3.4 Training Plan

- Training program goals and objectives
- Orientation and initial training
- Ongoing/on-the-job training
- Training partnerships

3.5 Operating Budget

The DDA requires evidence that the Respondent fully understands the level of service required and that Respondent has budgeted for this type of operation accordingly. The operating budget presented should be based on Respondent's suggested operations designed to achieve optimal service. Provide a workbook/spreadsheet for the initial two-year Agreement period using the format of the tables below. Spreadsheets should be completed using Microsoft Excel (with appropriate formulas so that the logic and assumptions can be followed) and submitted in hard copy within the Response and as a MS Excel document (not a PDF) on the required electronic copy.

Personnel Costs: Hourly rates, all benefits, taxes and unemployment insurance should be detailed.

A. Pay Rate Scale

Job Classification (Ex. Field Supervisor)	Hourly Rate (End Year 1)	Hourly Rate (End Year 2)	Max Rate

Note: add rows if necessary

Proposed Two-Year Operating Budget (Optimal Service)

Item	Year 1 Cost	Year 2 Cost	Comments
Personnel (A+B+C)			
Uniform and Equipment (D+E)			
Overhead (F)			
Total			

3.6 Fee Proposal

The DDA needs to thoroughly understand what the costs associated with receiving Ambassador services will be. In order to evaluate Responses equitably, each fee proposal submitted must be based on the same staffing and scheduling assumptions. For this reason, Respondents should develop fee proposals utilizing the staffing and scheduling assumptions outlined below and not the optimal proposed service levels from the operating plan above.

Provide a workbook/spreadsheet for the initial two-year agreement period using the format of the tables below. Spreadsheets should be completed using Microsoft Excel (with appropriate formulas so that the logic and assumptions can be followed) and submitted in hard copy within the Response and as a MS Excel document (not a PDF) on the required electronic copy.

Bill Rate

	Job Classification 1	Job Classification 2	Job Classification 3	Total
Pay Rate <small>(from Table A above)</small>				
Other Costs <small>(specify)</small>				
Hourly Bill Rate				

Note: add columns if necessary

Sample Service Cost: The following tables request cost-of-service information for a specified staffing arrangement and schedule for each of three services areas. This “sample” staffing arrangement and schedule is not expected to match those proposed in the Respondent’s operations and logistics plan, but is designed to elicit “apples-to-apples” comparative proposals from each Respondent.

Zone A

Position	Hours	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
1 Supervisor	8:00AM-6:00PM	10	10	10	10	10	10	10	70
2 Ambassadors	8:00AM-4:00PM	16	16	16	16	16	16	16	112
3 Ambassadors	10:00AM-6:00PM	24	24	24	24	24	16	16	152

Zone B

Position	Hours	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
1 Supervisor	6:00PM-Midnight				6	6	6		18
2 Ambassadors	6:00PM-Midnight				12	12	12		36

Zone C

Position	Hours	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
1 Supervisor	6:00PM-11:00PM			5	5	5	5		20
5 Ambassadors	6:00PM-11:00PM			25	25	25	25		100

Total (All Zones)

	Ambassador	Supervisor	Total
Weekly Hours <small>(Total of Zones A-C)</small>	400	108	908
Annual Hours	20,800	5,616	26,416
Annual Cost <small>(Bill rate x annual hours)</small>			

Note: add columns if necessary

Sample Fee: The "Total" amount in the table below is the amount the Respondent proposes as the all-inclusive fee for the initial two-year Agreement for the provision of Ambassador services based on the DDA-specified sample schedule and staffing. Final fees will be negotiated after a determination is made jointly by the DDA and the Contractor as to the optimal service level.

Proposed Two-Year Fee Schedule

Item	Year 1 Cost	Year 2 Cost	Comments
Service Cost			
Profit/Management Fee			
Total			

3.7 Operating Budget / Proposed Fee Narrative

For each table in the above operating budget and fee proposal sections, provide a narrative detailing all underlying assumptions and providing a justification and rationale for each item.

3.8 Cost Escalation

Explain how operating costs and/or service fees may escalate if the three one-year renewal options are executed. The explanation must include a narrative as well as a total proposed fee for Years 3, 4, and 5.

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Section 4.0 GENERAL CONDITIONS

4.1 Acceptance/Rejection

The DDA reserves the right to accept or reject any or all Responses or to select the Respondent that, in the opinion of the DDA, will be in the best interest of and/or the most advantageous to the DDA. The DDA also reserves the right to reject the Response of any Respondent who has previously failed to properly perform under the terms and conditions of an agreement, to deliver on time agreements of a similar nature, and who is not in a position to perform the requirements defined in this RFP. The DDA reserves the right to waive any irregularities and technicalities and may, at its discretion, withdraw and/or re-advertise the RFP.

4.2 DDA Not Liable for Delays

It is further expressly agreed that in no event shall the DDA be liable for, or responsible to, the Contractor, any Subcontractor, or to any other person for, or on account of, any stoppages or delay in the work herein provided for by injunction or other legal or equitable proceedings or on account of any delay for any cause over which the DDA has no control. The Agreement will include a no damage for delay clause.

4.3 Agreement Award and DDA's Rights

The DDA reserves the right to accept or reject any or all Responses to this RFP, waive informalities, and request re-bids on the services specified in the RFP. The highest-ranked Respondent evaluated and ranked in accordance with the requirements of this RFP, applicable City regulations and State Statute shall be awarded an opportunity to negotiate an Agreement with the DDA. A sample of such an Agreement has been furnished by the DDA as an attachment to this RFP and contains the basic terms required by the DDA. All Agreements to be executed are continuing contracts as that term is defined by the Consultant's Competitive Negotiation Act, §287.055, Florida Statutes.

4.4 Cost Incurred by Proposers

All expenses involved with the preparation and submission of Responses to the DDA, or any work performed in connection therewith shall be borne by the Respondent.

4.5 Legal Requirements

This RFP is subject to all applicable federal, state, county and local laws, ordinances, rules and regulations that in any manner affect any and all of the services covered herein. Lack of knowledge by the Respondent shall in no way be cause for relief from responsibility.

4.6 Non-Appropriation of Funds

In the event no funds or insufficient funds are appropriated and budgeted or funding is otherwise unavailable in any fiscal period for payments due under the Agreement, then the DDA, upon written notice to the Contractor or his/her assignee of such occurrence, shall have the unqualified right to terminate the Agreement without any penalty or expense to the DDA. No guarantee, warranty or representation is made that any firm will be asked to enter into an Agreement for the provision of Program services.

4.7 One Response

Only one Response from an individual, firm, partnership, corporation or joint venture will be considered in response to this RFP.

4.8 Local Preference

Local preference regarding this RFP will be considered during the evaluation process. Respondents seeking this status must complete the Primary Office Location Affidavit at Section 7.4 of this RFP.

4.9 Public Entity Crimes

A person or affiliate who has been placed on the convicted proposer list following a conviction for a public entity crime may not submit a Response on an agreement to provide any goods or services to a public entity, may not submit a Response on an agreement with a public entity for the construction or repair of a public building or public work's project, may not submit a Response on a lease of real property to a public entity, may not be awarded or perform work as a contractor, subcontractor, supplier, or consultant under an agreement with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017 of Florida Statutes for Category Two for a period of 36 months from the date of being placed on the convicted proposer list.

4.10 Resolution of Protests

Any Respondent who perceives itself aggrieved in connection to this RFP solicitation or Agreement award may protest to the Executive Director: (i) within three days of issuance of the RFP (if a protest of the RFP solicitation), or (ii) within two days of posting of Executive Director's recommendation (if a protest of the Agreement award). A protest is limited to deviations from established selection/negotiation procedures set forth in the City of Miami Procurement ordinance. A protest may not be based upon or challenge the relative weight of the evaluation criteria, the formula for assigning points or from a simple disagreement with the opinion(s) of the selection/negotiation committee or the Executive Director. A protest may not be based upon a failure to recommend a particular Respondent for funding.

The written protest must be timely delivered to the Executive Director within the time frame set forth herein. Late or misdelivered protests cannot be considered.

The written protest shall state with particularity the specific facts and law upon which the protest of the solicitation or award is based, and shall include all pertinent documents and evidence.

All protest shall be accompanied by a filing fee in the form of a money order or cashier's check payable to the DDA in an amount equal to one (1%) of the amount of the work or project or \$5,000.00, whichever is less. If the protest is upheld, the filing fee (less any actual costs incurred by the DDA) shall be refunded, less interest, to the Respondent. If the protest is denied, the filing fee shall not be refunded but shall be retained by the DDA. Protest shall comply with 18-104 of the City Code. The filing of a protest shall be a condition precedent to any other action challenging an award.

4.11 Review of Responses for Responsiveness

Each Response will be reviewed to determine if it is responsive to the submission requirements outlined in the RFP. A "responsive" Response is one which follows the requirements of the RFP, includes all documentation, is submitted in the format outlined in the RFP, is of timely submission, and has appropriate signatures as required on each document. Failure to comply with these requirements may deem a Response non-responsive. A responsible Respondent is one that has the capability in all respects to fully perform the requirements set forth in the Response, and that has the integrity and reliability, which will assume good faith performance. The DDA may rely on additional information beyond what is contained in the Response to determine if a Respondent is responsible.

4.12 Collusion

The Respondent, by submitting a Response, certifies that its Response is made without previous understanding, agreement or connection either with any person, firm, or corporation submitting a Response for the same services, or with the DDA. The Respondent certifies that its Response is fair, without control, collusion, fraud, or other illegal action. The Respondent further certifies that it is in compliance with the conflict of interest and code of ethics laws. The DDA will investigate all situations where collusion may have occurred and the DDA reserves the right to reject any and all Responses where collusion may have occurred.

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5.0 INSTRUCTIONS TO PROPOSERS

5.1 Obtaining the RFP

Copies of this RFP package can be obtained by visiting, phoning or writing Downtown Development Authority, 200 South Biscayne Boulevard, Suite 2929, Miami, Florida 33131; telephone 305-579-6675. The RFP is also available on DDA's website at www.miamidda.com.

Proposers who obtain copies of this RFP from sources other than the DDA risk the potential of not properly participating in the process for this particular RFP. Such Respondents are solely responsible for those risks.

A pre-submittal conference will be held at 11:30 A.M. on Wednesday, February 17, 2010 at the Miami DDA offices. This non-mandatory question-and-answer session will provide an opportunity for Respondents to discuss the RFP with DDA staff prior to the submittal due date. No other opportunity for verbal communication regarding this RFP will be provided. Respondents should be aware that the office building where the DDA is located charges a fee for parking.

5.2 Communications

DDA staff will communicate with potential Respondents regarding this RFP only with regard to matters of process and procedure already contained in this RFP document. Except for public hearings and scheduled presentations, contact with the DDA regarding this RFP or any aspect of a Response by a Respondent or any representative of a Respondent must be in writing until such time as the DDA Executive Director has recommended award to a particular Respondent.

Questions must be submitted in writing by mail, email, or fax no later than February 24, 2010. All submittals must include the RFP title, RFP number, Respondent's name, contact person name, address, phone number, fax number, and email address. You may confirm receipt of your question by contacting Sandra Hernandez as directed below. Responses to all questions duly received shall be furnished in writing in the form of an addendum to this RFP. The DDA will not be responsible for any oral communications.

Questions must be received no later than February 24, 2010 by:

Sandra Hernandez
200 South Biscayne Boulevard, Suite 2929
Miami, Florida 33131
305-579-6675 Tel.
305-371-2423 Fax
Hernandez@miamidda.com

5.3 Response Format

All Responses must be on 8 1/2" x 11" paper, neatly typed, with normal margins and spacing. All required documents must be fully completed and signed as indicated. Responses which do not include all required documentation or are not submitted in the required format, or which do not have the appropriate signatures on each document, may be deemed to be non-responsive. Non-responsive Responses will receive no further consideration.

Please submit one unbound Response package with original signatures together with one electronic PDF and seven bound copies no later than the deadline specified in this RFP timetable. The electronic version should contain a PDF of the entire Response plus a Microsoft Excel (.xls) file for the budget portion and a Microsoft Word (.doc) file for the redlined Agreement.

The original and all copies must be submitted in a sealed envelope or container stating on the outside the Respondent's name, address, telephone number, RFP title, RFP number and submittal due date to:

Alyce M. Robertson, Executive Director
Miami Downtown Development Authority
200 South Biscayne Boulevard, Suite 2929
Miami, FL 33131

Registration Form

Please fill out and return the registration form contained herein via fax to 305-371-2423, Attn. Sandra Hernandez, or by email to Hernandez@miamidda.com. This allows DDA staff to log in Respondents accurately and communicate addenda and other additional information as applicable.

5.4 Delivery and Deadline

Hand carried Responses may be delivered to the above address **ONLY** between the hours of 9:00 A.M. and 5:00 P.M., Mondays through Fridays. However, note that submittals are due at the above address on the date and at the time indicated in the timetable below. Respondents are responsible for informing any commercial delivery service, if used, of all delivery requirements and for ensuring that the required information appears on the outer wrapper or envelope used by such service. All Responses must be delivered to the DDA **by 2:00 P.M. on March 8, 2010**. Late and misdelivered Responses shall not be considered.

5.6 RFP Timetable

RFP advertised and available for pick-up	February 8, 2010
Pre-submittal conference	February 17, 2010
Deadline for receipt of questions	February 24, 2010
Responses to Respondent questions provided	March 1, 2010
Deadline for receipt of Response	March 8, 2010
Evaluation Committee meeting	Week of March 15, 2010
Oral presentations to Evaluation Committee (if required)	Week of March 22, 2010
DDA Board of Directors review and approval	April 16, 2010
Agreement award	May 2010

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Section 6.0 EVALUATION AND SELECTION PROCESS

6.1 Evaluation

Responses will be evaluated, scored, and ranked by a committee consisting of a minimum of three DDA-appointed members. The committee will be comprised of appropriate DDA, community, and/or partner organization representatives.

Please note that Responses will be inspected by DDA staff for responsiveness prior to evaluation. A Response may be deemed non-responsive if it is not submitted in the required format or is not complete. Only those Responses deemed responsive will receive further consideration.

The DDA reserves the right to accept or reject any or all Responses. It also reserves the right to investigate the financial capability, reputation, integrity, skill and quality of performance of each Respondent.

6.2 Criteria

Responses must demonstrate a clear understanding of the mission and goals of the DDA and present a Program that addresses Downtown Miami's unique characteristics and challenges. Suggestions for improving the existing Program are expected and encouraged.

Evaluation committee members will be encouraged to consider the following factors in reviewing and evaluating Responses:

- Respondent's understanding of the Program goals and objectives
- Ability of Respondent to provide security and hospitality services
- Ability to perform required tasks in a timely, effective, and cost-efficient manner
- Quality of budget proposal and budget narrative
- Financial strength and stability of Respondent
- Positive response of business references
- Ability of Respondent to coordinate and work cooperatively with partner organizations
- Respondent's ability to provide a competitive wage and benefits, equipment, supplies, office space, training, and support services necessary to carry out Ambassadors program
- Overall responsiveness to RFP

6.2 Scoring and Ranking

Each evaluation committee member will award each responsive Response up to a maximum of 100 points. The final score for each Response will be the average of scores awarded by all committee members. Response will be ranked from highest-scoring to lowest-scoring. Points may be allocated as follows:

CRITERIA	MAX. POINTS
Quality of Operations & Logistics Plan	35
Proposer's Experience & Past Performance	25
Operating Budget & Fee Proposal	25
Training Plan	10
Local Preference	5
TOTAL POINTS	100

Upon completion of review, evaluation, scoring, and ranking, the committee may request oral presentations from top-ranked Respondents in order to gain additional information or clarification.

Following oral presentations, the committee will discuss, evaluate, score, and rank those Respondents remaining in consideration. The DDA reserves the right to reject any and all Responses, or any portions thereof, prior to making a final recommendation.

(Rest of page intentionally left blank)

7.0 PROPOSAL CHECKLIST AND RESPONSE FORMS

This checklist is provided to help you conform to all form/document requirements stipulated in this RFP and attached herein.

CHECKLIST	Submitted With Proposal
7.1 RFP Cover Sheet , completed and signed.	YES <input type="checkbox"/>
7.2 Certificate of Authority , completed and signed. Use applicable form only: 7.2.1. Certificate of Authority (Corporation) 7.2.2. Certificate of Authority (Partnership) 7.2.3. Certificate of Authority (Joint Venture) 7.2.4. Certificate of Authority (Individual)	YES <input type="checkbox"/>
7.3 Insurance Requirements Acknowledgment of receipt of information on the insurance requirements for this RFP. Must be signed.	YES <input type="checkbox"/>
7.4 Primary Office Location Affidavit , if applicable	YES <input type="checkbox"/>
7.5 Debarment and Suspension Certificate	YES <input type="checkbox"/>
7.6 Conflict of interest form , if applicable	YES <input type="checkbox"/>
Completed Proposal , in PDF format	YES <input type="checkbox"/>
Operating Budget and Fee Proposal , in Microsoft Excel format	YES <input type="checkbox"/>
DDA Professional Services Agreement , with Respondent's comments, questions, and requested revisions tracked/redlined (in Microsoft Word format).	YES <input type="checkbox"/>

Miami Downtown Development Authority

**Request for Proposals
For Ambassador Services**

RFP No. 10-03

Please make this the first page of your application.

COVER SHEET

Name of Applicant: _____

Address: _____

Telephone: _____

Fax: _____

E-Mail: _____

Website: _____

I certify that any and all information contained in this RFP is true; and I further certify that this RFP is made without prior understanding, agreement, or connections with any corporation, firm or person submitting a RFP for the same materials, supplies, equipment, or services and is in all respects fair and without collusion or fraud. I agree to abide by all terms and conditions of the RFP, and certify that I am authorized to sign for the Respondent. Please print the following and sign your name:

Signature

Print Name/Title

Date

FORM 7.2.1

**CERTIFICATE OF AUTHORITY
(IF CORPORATION)**

STATE OF _____)

) SS:

COUNTY OF _____)

I HEREBY CERTIFY that a meeting of the Board of Directors of the

_____,
a corporation existing under the laws of the State of _____, held a meeting _____
____, 20____, at which the following resolution was duly passed and adopted:

"RESOLVED, that, as President of the Corporation, be and is hereby authorized to execute the Proposal dated _____, 20____, to the DDA and this corporation and that their execution thereof, attested by the Secretary of the Corporation, and with the Corporate Seal affixed, shall be the official act and deed of this Corporation."

I further certify that said resolution is now in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the corporation this _____, day of _____, 20____.

Secretary: _____

(SEAL)

FAILURE TO COMPLETE, SIGN, AND RETURN THIS FORM MAY DISQUALIFY YOUR RESPONSE

**CERTIFICATE OF AUTHORITY
(IF PARTNERSHIP)**

STATE OF)
) SS:
COUNTY OF)

I HEREBY CERTIFY that a meeting of the Partners of the

_____ organized and existing under the laws of the State of _____, held on _____, 20 _____, the following resolution was duly passed and adopted:

"RESOLVED, that, _____, as _____ of the Partnership, be and is hereby authorized to execute the Proposal dated _____ 20 _____, to the DDA and this partnership and that his/her execution thereof, attested by the _____ shall be the official act and deed of this Partnership."

I further certify that said resolution is now in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand this _____ day of _____, 20____

Secretary: _____

(SEAL)

FAILURE TO COMPLETE, SIGN AND RETURN THIS FORM MAY DISQUALIFY YOUR RESPONSE

7.2.3

**CERTIFICATE OF AUTHORITY
(IF JOINT VENTURE)**

STATE OF _____)
) SS:
COUNTY OF _____)

I HEREBY CERTIFY that a meeting of the Principals of the _____
organized and existing under the laws of the State of _____, held
a meeting on _____, 20____, at which the following resolution was duly passed and adopted:

"RESOLVED, that, _____ as _____ of the Joint
Venture be and is hereby authorized to execute the Proposal dated _____ 20____, to the
DDA official act and deed of this Joint Venture."

I further certify that said resolution is now in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand this ____ day of _____, 20____

Secretary: _____

(SEAL)

FAILURE TO COMPLETE, SIGN, AND RETURN THIS FORM MAY DISQUALIFY YOUR RESPONSE.

7.3 INDEMNIFICATION AND INSURANCE

INDEMNIFICATION

Contractor shall indemnify, defend and hold harmless the DDA and its officials, employees and agents (collectively referred to as "Indemnities") and each of them from and against all loss, cost, penalties, fines, damages, claims, expenses (including attorney's fees) or liabilities (collectively referred to as "Liabilities") by reason of any injury to or death of any person or damage to or destruction or loss of any property arising out of, resulting from, or in connection with (i) the performance or non-performance of the services contemplated by the Agreement which is or is alleged to be directly or indirectly caused, in whole or in part, by any act, omission, default or negligence (whether active or passive) of Contractor or its employees, agents, or subcontractors (collectively referred to as "Contractor"), regardless of whether it is, or is alleged to be, caused in whole or part (whether joint, concurrent, or contributing) by any act, omission, default or negligence (whether active or passive) of the Indemnities, or any of them or (ii) the failure of the Contractor to comply with any of the provisions in the Agreement or the failure of the Contractor to conform to statutes, ordinances or other regulations or requirements of any governmental authority, federal or state, in connection with the performance of the Agreement. Contractor expressly agrees to indemnify and hold harmless the Indemnities, or any of them, from and against all liabilities which may be asserted by an employee or former employee of Contractor, or any of its subcontractors, as provided above, for which the Contractor's liability to such employee or former employee would otherwise be limited to payments under state Workers' Compensation or similar laws.

Contractor further agrees to indemnify, defend and hold harmless the Indemnities from and against (i) any and all Liabilities imposed on account of the violation of any law, ordinance, order, rule, regulation, condition, or requirement, in any way related, directly or indirectly, to Contractor's performance under the Agreement, compliance with which is left by the Agreement to the Contractor, and (ii) any and all claims, and/or suits for labor and materials furnished by the Contractor or utilized in the performance of the Agreement or otherwise.

Where not specifically prohibited by law, Contractor further specifically agrees to indemnify, defend and hold harmless the Indemnities from all claims and suits for any liability, including, but not limited to, injury, death, or damage to any person or property whatsoever, caused by, arising from, incident to, connected with or growing out of the performance or non-performance of the Agreement which is, or is alleged to be, caused in part (whether joint, concurrent or contributing) or in whole by any act, omission, default, or negligence (whether active or passive) of the Indemnities. The foregoing indemnity shall also include liability imposed by any doctrine of strict liability.

The Contractor shall furnish to DDA, Certificate(s) of Insurance prior to contract execution which indicate that insurance coverage has been obtained which meets the requirements as outlined below:

I. **COMMERCIAL GENERAL LIABILITY**

- A. Limits of Liability
 - Bodily Injury and Property Combined Single Limit
 - Each Occurrence \$1,000,000
 - General Aggregate Limit \$2,000,000
 - Personal and Adv. Injury \$1,000,000
 - Products/Completed Operations \$1,000,000

- B. Endorsements Required
 - DDA included as an Additional Insured
 - Employees included as insured
 - Contractual Liability
 - Waiver of Subrogation
 - Premises/ Operations
 - Care, Custody and Control Exclusion Removed

II. AUTOMOBILE BUSINESS

- A. Limits of Liability
 - Bodily Injury and Property Damage Liability
 - Combined Single Limit
 - Any Auto
 - Including Hired, Borrowed or Non-Owned Autos
 - Any One Accident \$ 1,000,000
- B. Endorsements Required
 - DDA included as an Additional Insured
 - Employees included as insured
 - Waiver of Subrogation

III. WORKER'S COMPENSATION

- Limits of Liability
- Statutory-State of Florida

IV. PROFESSIONAL LIABILITY/ERRORS AND OMISSIONS COVERAGE

- Combined Single Limit
- Each Occurrence \$2,000,000
- General Aggregate Limit \$2,000,000
- Deductible- not to exceed 10%

V. UNEMPLOYMENT INSURANCE

The DDA is required to be named as additional insured. **BINDERS ARE UNACCEPTABLE.**

The insurance coverage required shall include those classifications, as listed in standard liability insurance manuals, which most nearly reflect the operations of the Contractor.

All insurance policies required above shall be issued by companies authorized to do business under the laws of the State of Florida, with the following qualifications:

The Company must be rated no less than "A" as to management, and no less than "Class X" as to financial strength, by the latest edition of Best's Key Rating Insurance Guide or acceptance of insurance company which holds a valid Florida Certificate of Authority issued by the State of Florida, Department of Insurance, and are members of the Florida Guarantee Fund.

Certificates will indicate no modification or change in insurance shall be made without thirty (30) days written advance notice to the certificate holder.

NOTE: DDA RFP NUMBER AND/OR TITLE OF RFP MUST APPEAR ON EACH CERTIFICATE.

Compliance with the foregoing requirements shall not relieve the Contractor of his liability and obligation under this section or under any other section of this Agreement.

The Contractor shall be responsible for assuring that the insurance certificates required in conjunction with this Section remain in force for the duration of the contractual period; including any and all option terms that may be granted to the Contractor.

--If insurance certificates are scheduled to expire during the contractual period, the Contractor shall be responsible for submitting new or renewed insurance certificates to the DDA at a minimum of ten (10) calendar days in advance of such expiration.

--In the event that expired certificates are not replaced with new or renewed certificates which cover the contractual period, the DDA shall:

- A) Suspend the Agreement until such time as the new or renewed certificates are received by the DDA in the manner prescribed in the RFP.
- B) The DDA may, at its sole discretion, terminate the Agreement for cause and seek re-procurement damages from the Contractor in conjunction with the violation of the terms and conditions of the Agreement.

The undersigned Respondent acknowledges that they have read the above information and agrees to comply with all the above DDA requirements.

Proposer: _____ Signature: _____
(Company name)

Date: _____ Print Name: _____

FAILURE TO COMPLETE, SIGN, AND RETURN THIS FORM MAY DISQUALIFY YOUR RESPONSE.

7.4 PRIMARY OFFICE LOCATION AFFIDAVIT

Please type or print clearly. This Affidavit must be completed in full, signed and notarized.

Legal Name of Firm: _____
Entity Type: (check one box only) Partnership Sole Proprietorship Corporation

Corporation Doc. No: _____ Date Established: _____ Local Business Tax Receipt No: _____
Date of Issuance: _____

Office Location:

PRESENT
Street Address: _____

City: _____ State: _____ How long at this location: _____

PREVIOUS
Street Address: _____

City: _____ State: _____ How long at this location: _____

I (we) certify, under penalty of perjury, that the office location of our firm has not been established with the sole purpose of obtaining the advantage granted bona fide local bidders/proposers by this section.

Authorized Signature

Print Name

Title

(Corporate Seal)

Authorized Signature

Print Name

Title

(Must be signed by the corporate secretary of a Corporation or one general partner of a partnership or the proprietor of a sole proprietorship or all partners of a joint venture.)

STATE OF _____, COUNTY OF _____

[] Personally known to me; or

Subscribed and Sworn before me that this is a true statement this _____ day of _____ 2010. [] Produced identification:

Notary Public, State of _____ My Commission expires _____

(Seal)

Printed Name of Notary Public

The DDA also reserves the right to request a copy of the corporate charter, corporate income tax filing return and any other documents(s) to verify the location of the firm's office location.

7.5 DEBARMENT AND SUSPENSION

(a) Authority and requirement to debar and suspend:

After reasonable notice to an actual or prospective contractual party, and after reasonable opportunity to such party to be heard, the Executive Director, after consultation with the City Attorney, shall have the authority to debar a contractual party for the causes listed below from consideration for award of city contracts. The debarment shall be for a period of not fewer than three (3) years. The Executive Director shall also have the authority to suspend a contractor from consideration for award of city contracts if there is probable cause for debarment. Pending the debarment determination, the authority to debar and suspend contractors shall be exercised in accordance with regulations which shall be issued by the Executive Director after approval by the City Attorney and the DDA Board of Directors.

(b) Causes for debarment or suspension include the following:

1. Conviction for commission of a criminal offense incident to obtaining or attempting to obtain a public or private contract or subcontract, or incident to the performance of such contract or subcontract;
2. Conviction under state or federal statutes of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or any other offense indicating a lack of business integrity or business honesty;
3. Conviction under state or federal antitrust statutes arising out of the submission of bids or Responses;
4. Violation of contract provisions, which is regarded by the Executive Director to be indicative of non-responsibility. Such violation may include failure without good cause to perform in accordance with the terms and conditions of a contract or to perform within the time limits provided in a contract, provided that failure to perform caused by acts beyond the control of a party shall not be considered a basis for debarment or suspension;
5. Debarment or suspension of the contractual party by any federal, state or other governmental entity;
6. False certification pursuant to paragraph (c) below; or
7. Any other cause judged by the Executive Director to be so serious and compelling as to affect the responsibility of the contractual party performing city contracts.

(c) Certification:

All contracts for goods and services, sales, and leases by the DDA shall contain a certification that neither the contractual party nor any of its principal owners or personnel have been convicted of any of the violations set forth above or debarred or suspended as set forth in paragraph (b) (5).

The undersigned hereby certifies that neither the contractual party nor any of its principal owners or personnel have been convicted of any of the violations set forth above, or debarred or suspended as set forth in paragraph (b) (5).

Company name: _____

Signature: _____

Date: _____

FAILURE TO COMPLETE, SIGN, AND RETURN THIS FORM MAY DISQUALIFY YOUR RESPONSE

7.6 NO CONFLICT OF INTEREST, NON-COLLUSION CERTIFICATION

Submitted this _____ day of _____, 2010.

The undersigned, as Respondent, declares that the only persons interested in this Response are named herein; that no other person has any interest in this Response or in the Agreement to which this Response pertains; that this Response is made without connection or arrangement with any other person; and that this Response is in every respect fair and made in good faith, without collusion or fraud.

The Respondent agrees if this Response is accepted, to execute an appropriate DDA document for the purpose of establishing a formal contractual relationship between the Respondent and the DDA, for the performance of all requirements to which the Response pertains.

The Respondent states that this Response is based upon the documents identified by the following number: RFP No. 10-03.

The full names and residences of persons and firms interested in the foregoing bid/proposal, as principals, are as follows:

Name	Street Address	City	State	Zip

The Respondent further certifies that this Response complies with Chapter 2 of the Code of the City of Miami, Florida, that, to the best of its knowledge and belief, no Commissioner, Mayor, or other officer or employee of the City of Miami, Florida or the DDA, has an interest directly or indirectly in the profits or emoluments of the Agreement, job, work or service to which the Response pertains.

SIGNATURE

PRINTED NAME

TITLE

COMPANY NAME

Section 8.0 CURRENT DOWNTOWN AMBASSADOR UNIFORM



Section 9.0 DDA DISTRICT/SUBDISTRICT MAPS (1 OF 2)



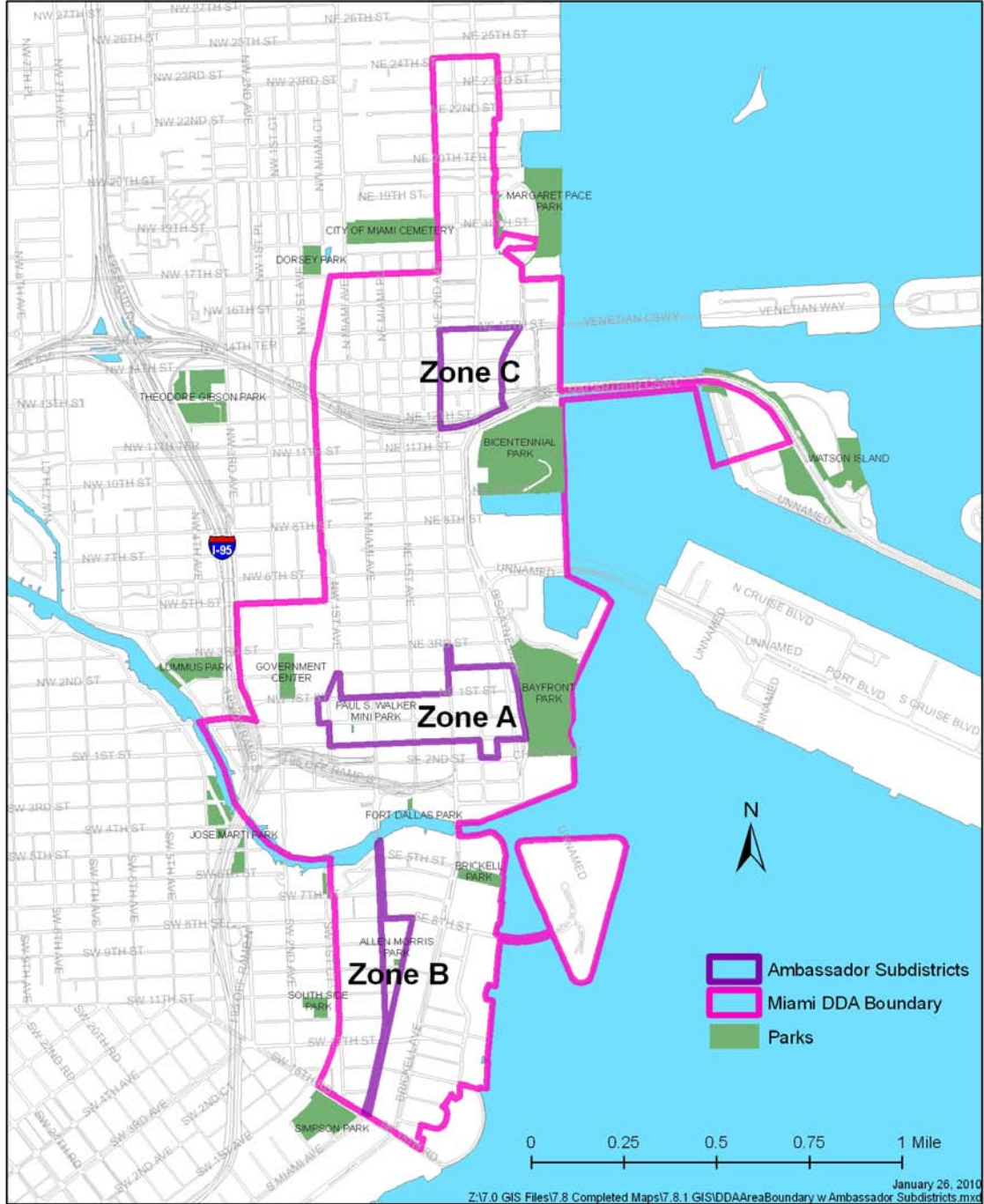
Miami DDA Area Boundary



Section 9.0 DDA DISTRICT/SUBDISTRICT MAPS (2 OF 2)



Miami DDA Ambassador Subdistricts



Section 10.0

DRAFT PROFESSIONAL SERVICE AGREEMENT