



Newark Downtown District

Request for Proposals (RFP)

NDD Ambassador Program – Clean, Green, and Quality-of-Life

Issue Date: October 15, 2025

Proposal Due Date: Friday, November 14, 2025, at 5:00 PM

Contact:

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I. Background

The Newark Downtown District (NDD), a 501(c)(3) not-for-profit corporation, is Newark's Special Improvement District (SID) responsible for maintaining a safe, clean, and vibrant downtown. In 2025, the Newark Downtown District became part of **Newark Alliance**, a separate 501(c)(3). The Newark Alliance is a citywide economic and community development organization that convenes major employers, anchor institutions, and civic leaders to strengthen Newark's economy and quality of life. The Newark Alliance is also Newark's designated Tourism Improvement District, charged with marketing the city, attracting visitors and events. This integration brings expanded capacity, deeper institutional partnerships, and stronger financial and operational management. For our partners and contractors, this means working with an organization that is not only rooted in Newark's downtown but also backed by the Alliance's broader strategic vision and resources. For the avoidance of doubt, the vendor will be a vendor of the NDD.

With this strengthened platform, the NDD intends to restructure its Ambassador Program into three service categories below to encourage specialized expertise, competition, and accountability.

- 1. Clean (Sanitation and Pressure Washing)**
- 2. Green (Horticulture and Watering)**
- 3. Quality-of-Life (Hospitality Engagement and Safety)**

Through this RFP, the NDD is soliciting proposals from qualified vendors to deliver services beginning May 1, 2026.

II. Purpose of the RFP

The purpose of this RFP is to obtain binding proposals from vendors with demonstrated capacity to deliver services under one or more of the defined categories. Vendors may submit proposals for one, multiple, or all categories. The NDD may award multiple contracts or consolidate awards. Vendors must include pricing, staffing, compliance documentation, and detailed technical approaches.

PHILOSOPHY OF APPROACH

The combined efforts of the NDD Ambassador Teams are consistent with the philosophy of the NDD that positive perceptions of downtown Newark as a clean, safe, and inviting place to work, live, visit, and study depend on several factors. Included in that list is continuous attention to maintenance activities (i.e. litter removal, graffiti removal, emptying and cleaning trash receptacles, weed removal etc.), activating public spaces through events, as well as creating and maintaining a safe, pedestrian-friendly atmosphere. Even more important than possessing cleaning, horticultural, and hospitality skills, the NDD Ambassador Program members must be dependable, trustworthy, enthusiastic, and personable. The NDD Ambassador Program members perform their work in the public realm, where they are seen and observed by thousands of people every day. As

representatives of the NDD working in public spaces, the NDD Ambassador Program members interact with a wide range of people with diverse personalities and backgrounds and must be able to communicate and perform their duties in a clear and friendly manner.

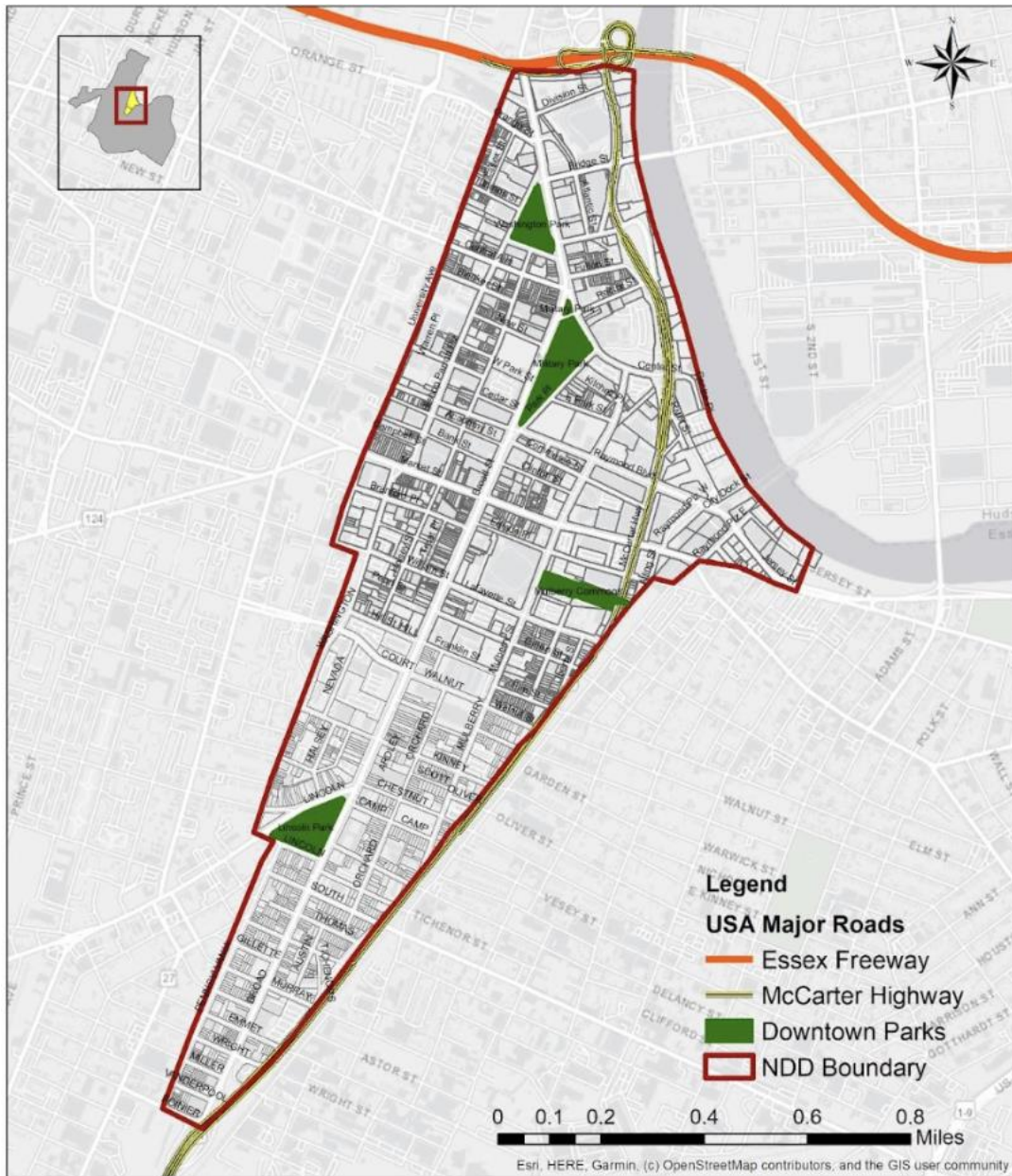
III. Seasonal Staffing Framework

Vendors must operate within the NDD's seasonal model:

- Off-Peak Season: November 1 – April 30
- Peak Season: May 1 – October 31

A core year-round workforce must be maintained to ensure continuity and professionalism, supplemented by seasonal/temporary staff during peak months.

NDD Boundary Map



IV. Scope of Work

Global Clarifier: Assumptions & Directional Hours (*Planning Only*):

The estimated annual hours listed in Section IV are non-binding planning estimates based on historical operations and professional judgment. Actual service levels may change following (a) review of existing parks contracts held by third parties, (b) further scoping with the City of Newark, and (c) vendor market feedback. Respondents should describe scalable operating models that can flex up or down and identify economies of scale achievable across categories (e.g., co-deployment of Clean and Green crews, shared supervision, consolidated dispatch, and common facilities).

The scope of work includes three program components:

1. Clean (Sanitation & Pressure Washing)

The intent of the cleaning and maintenance services detailed in this RFP is to make downtown Newark a cleaner and more inviting place for people to live, work and visit. The Clean Team's primary function is to sweep, scrub, pressure wash sidewalks, remove litter and graffiti; frequent trash removal; and maintenance of public spaces within the district. The NDD must maintain a consistently high standard of cleanliness. It is important that companies wishing to provide cleaning and maintenance services to the NDD understand the philosophy behind the program and the need to staff these positions with individuals with different skill sets from those that fill positions for ordinary janitorial services. All NDD Ambassadors are expected to be able to comfortably interface with the public and maintain proper customer service standards per training. Additionally, Clean Team members will work outdoors, among the public, in different types of weather and should be able to work with a minimal amount of supervision. Clean Team members will also be expected to work closely with the Quality-of-Life Ambassador Team members, reporting any unusual activities that might require additional intervention. Clean Team members will be expected to provide information and directions to users of the District, in general by providing directions and recommendations. Clean Team members will work closely with the City of Newark Homeless Outreach Team, assisting in the management of street population issues. Additional core responsibilities include but are not limited to:

- Daily sidewalk and curb line sweeping, litter removal, receptacle maintenance.
- Bulk waste staging and coordination with City/Department of Public Works.
- Daily reporting of improperly placed trash to the City/Department of Public Works
- Graffiti and sticker removal.
 - o Perform daily inspection and removal of graffiti within the District. The Clean Team is to remove all graffiti (including paint, stickers, posters/handbills), using a combination of solvents/cleaners and

equipment. Contractor also has the option to paint over the graffiti when appropriate.

- o Contractor will notify the NDD Operations Manager if there are tags that fall outside the Contractor's scope of work or ability to adequately abate. Examples include graffiti above the ground floor (up to 12'), on private property or sensitive materials/porous surfaces. Graffiti on private property may be abated, but only after property owner consent is given.
 - o Contractor will notify the Operations Manager of significant new graffiti on private property adjacent to the District.
- Waste hauling: Carting of pedestrian-generated trash
- NDD asset maintenance.
- Public asset cleaning and annual repainting (benches, light poles, transformer boxes, and fire hydrants).
 - o Surfaces of all street furniture, fixtures (e.g., planters, benches, directories, electrical boxes must be cleaned and scrubbed regularly to prevent residue build-up. The Contractor will notify the NDD Operations Manager if there is damage to public art pieces in the District prior to attempting to clean. All spots and spills must be removed from surfaces as soon as detected by Contractor but no later than twenty-four (24) hours after being reported to Contractor.
- Sidewalk pressure washing (scheduled + on-demand).
 - o The Contractor is obligated to perform routine scheduled surface cleaning/pressure washing of the District's sidewalks during peak season. Contractor must provide documentation specifying the locations for monthly pressure washing. Additionally, the Contractor is responsible for promptly removing any biohazards, spots, or spills found on surfaces within the District's public right-of-way, ensuring removal within twenty-four (24) hours of being reported. Furthermore, the Contractor must adhere to environmental regulations outlined by local city and state protocols for surface cleaning/pressure washing and implement Best Management Practices (BMP)
- Snow/ice mitigation support – ADA corner cuts only.
- Event set-up and breakdown support.
 - o The NDD regularly presents public facing programming and events, and provides basic support services for events presented by other organizations

or entities, which are typically intended to attract crowds and generate more foot traffic than would otherwise occur. To support these efforts, the Clean Team may be required to:

- Empty public trash receptacles more often during and after events
 - Remove additional litter, leaves, and debris from sidewalks and curbs
 - Erect and breakdown tents
 - Set up, tear down and/or relocate tables and chairs
 - Transport, unload and load basic event supplies/equipment, some of which may be stored and moved in the NDD Event trailer
 - Raise/lower bollards (sawhorses) to prevent or provide access by motorized vehicles into event programming areas
 - Provide snow removal and/or salt application
 - Deploy rubber cones to restrict public street parking in advance of or during events.
 - Post “No Parking” or other restrictions signage in advance of events
 - Provide some of these services unsupervised for non-NDD events
 - These efforts may require additional hours and OT as needed
- Residential Waste Collection (Downtown Core — Class II (1-4 unit residential property) Only; Capabilities Statement Requested): The NDD is evaluating whether to assume a limited residential (Class II) waste collection function within the downtown core generally between Division Street and Green Street. For this RFI phase, pricing is not requested; rather, respondents should provide a concise capability statement describing how they would design and operate such a service, including:
 - o Regulatory readiness & compliance: Demonstrated understanding of New Jersey solid-waste transporter requirements (e.g., A-901/CPCN, vehicle registration/decals) and any alternative pathways, with a plan for maintaining compliance and documentation.
 - o Service design & routing: Proposed set-out method(s) (e.g., bags/carts), routing logic for dense urban blocks, missed-collection protocols, contamination minimization, and customer education.

- o Staffing & safety: Crew structure (collectors/driver), training, sharps/biowaste protocols, and public-space safety practices.
- o Coordination: Approach to coordinating with the City of Newark DPW, private haulers, and property owners (e.g., set-out windows, access, bulk staging).
- o Data & KPIs: Reporting (e.g., District360 or equivalent): Route logs, exception photos, and core metrics such as on-time performance, complaints per 1,000 stops, and missed-stop clearance times.
- o Scalability & economies of scale: How your model scales up or down with parcel/unit counts and leverages cross-category efficiencies (shared supervisors, combined shifts with Clean/Parks, consolidated dispatch, joint procurement of liners/supplies).
- o Startup & risk: A 60- to 120-day mobilization outline, key risks, and risk-mitigation strategies (e.g., pilot blocks, phased ramp-up).

Operations Manager / Supervisors / Team Leads

The contractor will provide full-time Operations Manager, Supervisors and Team Leads, on-site daily, who will oversee operations. The Operations Manager, Supervisors and Team Leads must have management experience, good communication and writing skills, customer service, and leadership qualities necessary to excel in this position.

Responsibilities include:

- Stakeholder engagement.
- Using flexibility and creativity in deployment strategies to meet changing needs.
- Responsible for regular meetings, performance reporting and evaluations with designated District staff.
- Training and instruction, including dissemination of pertinent information.
- Roll call and attendance tracking.
- Keep abreast of all City, County and State ordinances, rules, and laws affecting the downtown population.
- Provide guidance and feedback on policy and procedures.
- Rotate through all zones daily to observe Clean Team performance.
- Conduct and document observations and counsel staff in an effort to seek continuous improvement.
- Responsible for ensuring Clean Team is adhering to all policy and procedures in place.
- Complete any other tasks as directed by the District.
- Communicate and build relationships with local law enforcement agencies.

Additional Enhanced Maintenance Services

The cleaning and maintenance services described above represent the District's core services and programs. As mentioned earlier in this RFP, the District also provides other

ancillary services and is interested in any additional services that could be of benefit. An example of enhanced maintenance may include minor sidewalk repairs, such as grinding of raised concrete, grout and granite tile replacement on the corner cuts, and tree well repairs. Please demonstrate previous experience/expertise and describe the methods that will be implemented and equipment to be utilized. The District provides fee for service contracts with private entities for cleaning and maintenance services. There may be future fee for service contracts with the public entities that will include maintenance services. Recommendations on the management of current and future fee for services contracts are welcome. Recommendations should include information on billing best practices and equipment purchases and management. Please demonstrate previous experience/expertise and describe the management methods that will be implemented.

Estimated Annual Hours: 134,160 / Estimated Staff Tally (including S/Vs): 73

{56 Core / 17 Seasonal / Temporary}

116,480 (Core Hours) + 17,680 (Seasonal / Temporary Hours) = 134,160 Hours Annually

****Estimated Annual Hours do NOT include Residential Waste Collection Services.***

2. Green (Horticulture & Watering)

- District Services
 - Care and watering of planters, hanging baskets, and planted street trees.
 - Daily planter and tree pit inspections.
 - Weekly inspections of all NDD/Newark Alliance-planted street trees.
 - Seasonal plantings (summer, fall, and winter), mulching, pruning, and health monitoring.
 - Landscaping maintenance at Gateways to Newark Mural and public monuments.
 - Street tree establishment (2 years) in coordination with City Tree Superintendent.
 - Trash/debris removal from planters and tree pits.
 - Community planting events (one event per planting cycle).
- Parks Services
 - General Grounds Care
 - ♣ Mowing/edging/line-trimming standards and typical seasonal cadence.
 - ♣ Aeration/overseed/top-dress practices; soil testing and nutrient programs.

- ♣ Bathroom cleaning to be completed every four hours, starting at 6 AM and ending at 8 PM, at Military Park and Mulberry Commons.
- o Planting Beds Maintenance
 - ♣ Bed prep, mulch installation/refresh, weed suppression methods.
- o Tree and Shrub Maintenance
 - ♣ Routine pruning for safety/clearances/form (generally ≤15 ft); staking/guying; ring care.
- o Irrigation and Watering (*Where Applicable*)
 - ♣ Inspection and reporting of leaks/coverage issues; hand-watering plans for new or high-stress plantings.
- o Litter Abatement and Edge Management
 - ♣ Daily Pan and Broom Services
 - ♣ Ability to support light graffiti/sticker removal on furnishings adjacent to beds
- o Seasonality and Weather Response
 - ♣ Spring refresh/bed prep/mulch; summer watering/weed control; fall leaf removal/perennial cutbacks; winter protection.
 - ♣ Storm response (blowdowns, debris, immediate plant triage).
 - ♣ Snow and Ice Abatement

**Estimated Annual Hours: 27,040 / Total Staff Tally (including S/Vs): 17*

{9 Core / 8 Seasonal / Temporary}

18,720 (Core Hours) + 8,320 (Seasonal / Temporary Hours) = 27,040 Hours Annually

****Estimated Annual Hours do NOT include Park Services.***

3. Quality-of-Life (Hospitality & Safety)

The Quality-of-Life (QoL) Ambassadors will be required to perform a variety of tasks, ranging from providing information to visitors to offering safety escort services for employees to holding and bearing witness against persons that commit nuisance crimes. QoL Ambassadors will collaborate closely with the City's outreach program and the Homeless Outreach Team (HOT), as well as their non-profit and community partners. Their role involves providing service referrals and assisting in the management of street population issues alongside the HOT team. In addition, they will promote the image of a safe downtown by offering visible customer service/concierge assistance. The philosophy to govern the performance of this program is one of service and outreach, with the intent of making downtown Newark a safer and more inviting place for people to live, work, and visit.

This is dramatically different from the usual fixed-post security philosophy, which works to exclude and restrict the use of a place by people. The NDD QoL Ambassadors will act as an

extra set of eyes and ears for law enforcement and social services agencies operating in the District. Additionally, NDD QoL Ambassadors will provide information and directions to users of the District, as well as routinely identify those conditions that warrant formal police and sanitation interventions. The NDD QoL Ambassadors must be professional, assertive, friendly, courteous, and people-oriented individuals. They should be energetic and enthusiastic about interacting with the business community and the various complexities within the District.

The NDD QoL Ambassador Program includes segway and foot patrols five days a week. Foot patrols will be required in areas or certain times that have either higher foot traffic and/or higher concentration of visitors. It is expected that the NDD QoL Ambassador Team will work together with the NDD Clean Team, reporting any cleaning and/or maintenance issues to NDD Clean Team supervisors. It is expected that the NDD QoL Ambassador Team will collaborate with the HOT Team, reporting any issues related to unhoused individuals to the HOT Manager or HOT team. Additional responsibilities include but are not limited to:

- Visible presence to deter nuisance activity and support visitor hospitality.
- Agents of Visitor and Community Care
- Provides Concierge & Wayfinding Services
- Liaison with Newark Police & private security partners, as well as street outreach teams and other social service agencies
- Code Enforcement
 - o Identification/reporting of improperly placed trash, illegal dumping, exterior blight.
- Business contacts and interactions, surveys facilitation, and event hospitality.
- Lighting inspections and reporting to PSEG (electric utility).
- Participation in Quality-of-Life Task Force as needed.
- Services for Neighbors Without Addresses (Capabilities Statement Requested)
 - o Compassionate engagement & wayfinding: Provide respectful, non-coercive, trauma-informed interactions; offer directions, water, basic information (e.g., meal times, shelter intakes, hygiene centers), and safe-use/public-space guidance.
 - o Warm handoffs to services: Coordinate real-time connections (phone call or in-person) to street outreach, harm-reduction teams, behavioral health/mobile crisis, and shelter intake; remain on-scene until a provider or safe plan is secured when feasible.

- o De-escalation & safety: Use de-escalation techniques to reduce conflict and call for assistance when safety thresholds are met; no police powers are implied. Follow defined escalation protocols with NPD, outreach providers, and property representatives.
- o Health & harm-reduction readiness: Staff trained in Naloxone administration, Mental Health First Aid, and basic first-aid/overdose response; carry PPE and follow biowaste/sharps protocols. (NDD will supply or approve gear and training standards.)
- o Encampment sensitivity & conditions reporting: Observe, document, and report hazardous conditions (e.g., structural hazards, fire risks, blocked egress, biohazards) to the appropriate agency; engage respectfully and prioritize voluntary connections to services.
- o Code Blue/Red support: During extreme weather, conduct welfare checks, share warming/cooling site information, and coordinate transportation or handoffs as directed by City protocols.
- o Accessibility & language access: Provide ADA-aware, multilingual hospitality (at minimum English/Spanish), with access to phone translation as needed.
- o Data & confidentiality: Record engagements, referrals, and outcomes (e.g., accepted services, transport arranged) in NDD's platform (e.g., District360) using privacy-respectful practices; no collection of protected health information beyond operational necessity.

Additional Enhanced Services:

Public engagement surveys have shown that property owners continue to have concerns with both the reality and perception of public safety within downtown Newark. There are a variety of elements contributing to this concern, including ongoing challenges with homeless populations, and nuisance crimes ranging from aggressive panhandling to vandalism. Proposers to this RFP are invited to make additional recommendations on how to address ongoing security issues. The District is looking for innovative ways to improve downtown safety.

V. Training Requirements

The selected vendor(s) will be responsible for ensuring that all personnel assigned to the NDD Ambassador Program are adequately trained prior to deployment and throughout the term of the contract. Training must cover both technical competencies and soft skills, with documentation provided to NDD upon request.

A. General Requirements

- All new hires must complete onboarding training prior to being assigned to the field.
- Refresher training must be provided annually, with supplemental training as needed based on performance metrics, program changes, or regulatory requirements.
- Supervisors must receive additional leadership and oversight training.
- Training curricula, schedules, and completion records must be submitted to NDD for approval and audit.

B. Core Training Modules by Service Category

1. Clean (Sanitation & Pressure Washing)

- Customer Service and Engagement Training
- OSHA safety protocols, PPE use, and safe equipment operation (e.g., pressure washers, carts, bulk staging).
- Hazardous waste and sharps handling.
- Snow/ice mitigation techniques.
- Event setup/breakdown and public-space safety awareness.

2. Green (Horticulture & Watering)

- Customer Service and Engagement Training
- Tree and planter care, seasonal planting, pruning, and mulching techniques.
- Equipment operation for mowers, trimmers, and irrigation systems.
- Parks maintenance standards, including restroom cleaning and litter abatement.
- Integrated Pest Management (IPM) and soil/plant health monitoring.

3. Quality-of-Life (Hospitality & Safety)

- Customer Service and Engagement Training
- De-escalation, conflict resolution, and trauma-informed engagement.
- Naloxone administration, Mental Health First Aid, and overdose response.
- Coordination protocols with Newark Police Department, private security, and outreach teams.
- ADA awareness and multilingual communication (minimum English/Spanish, with access to translation tools).
- Confidentiality and data entry protocols for District360 reporting.

C. Documentation & Compliance

- Vendors must provide training logs with dates, topics, and trainer qualifications.
- Training compliance will be monitored as part of vendor performance evaluations.

- Failure to maintain staff training certifications may result in performance penalties under the contract.

VI. Innovations

The Scope of Services identifies the baseline of services to be provided by the Vendor. The NDD is also extremely interested in what efficiencies, innovations and suggestions for improvement can be offered to the program (keeping in line with the mission of the NDD). Proposed program additions may include equipment, specialty training and programs, deployment changes, coordination of work, and new initiatives.

VII. Performance Standards and Key Performance Indicators (KPIs)

The NDD is committed to ensuring high-quality, measurable, and transparent service delivery under the NDD Ambassador Program. The selected vendor(s) will be required to meet the following performance standards and to provide data-driven reporting on a regular basis:

A. General Requirements

- Vendors must adhere to the Key Performance Indicators (KPIs) listed below for each service category.
- Failure to meet minimum performance standards may result in performance credits, financial penalties, or contract termination.
- Exceeding KPIs may qualify vendors for performance incentives (if applicable).
- Vendors must maintain internal tracking systems that integrate with NDD's District360 platform or a mutually agreed-upon equivalent.

B. Performance Standards by Service Category

1. Clean (Sanitation & Pressure Washing)

- 95% of litter receptacles serviced daily.
- Graffiti and stickers removed within 24 hours of identification.
- Sidewalk pressure washing completed per schedule, with on-demand requests addressed within 48 hours.
- 90% of improperly placed trash reported to the City DPW within 2 hours of identification.

2. Green (Horticulture & Watering)

- 98% of planters and tree pits inspected daily.
- 100% of NDD-planted street trees inspected weekly.

- Less than 5% annual mortality rate for newly planted trees during establishment period.
- Park restrooms (Military Park and Mulberry Commons; Tubman Square pending construction of restrooms) cleaned at least once every 4 hours, from 6:00 AM to 8:00 PM.
- Seasonal plantings installed within 5 business days of scheduled planting dates.

**Projected service post pending merger.*

3. Quality-of-Life (Hospitality & Safety)

- 90% of Quality-of-Life calls responded to within 10 minutes.
- At least 75% of engagements with unhoused neighbors result in a documented warm handoff to a service provider.
- Lighting outages reported to PSEG on a bimonthly basis.
- 100% of NDD QoL Ambassadors trained and certified in Naloxone administration, Mental Health First Aid, and trauma-informed engagement.

C. Reporting & Data Management Requirements

- **Daily Logs:** Vendors must submit daily operational logs through District360 (or equivalent system) documenting services delivered, incidents, and exceptions.
- **Weekly Dashboards:** Vendors must provide summary dashboards including KPIs achieved, staffing levels, incidents, and service requests completed.
- **Monthly Reports:** Vendors must submit comprehensive reports that include:
 - Service volumes (e.g., litter bags collected, graffiti removed, trees watered).
 - KPI compliance rates.
 - Staffing deployment summaries.
 - Incident and risk management reports.
- **Annual Reports:** Vendors must provide year-end reports with trend analyses, lessons learned, and recommendations for improvement.
- **Real-Time Access:** NDD must be granted real-time access to all operational and reporting platforms for monitoring purposes.
- **Data Standards:** All data must be recorded in a manner consistent with privacy and confidentiality protocols, especially regarding Quality-of-Life and social service interactions.

D. Continuous Improvement & Ongoing Flexibility

The Newark Downtown District Management Team continually evaluates the effectiveness and efficiency of its programs. Please describe the methods used to evaluate procedures to achieve improved performance. Describe your process for ongoing needs assessment, and

ability to adjust schedule, staffing and resource plan. Performance metrics, inspections, surveys, business checks, and input from stakeholders should all be considered as data input into the assessment process.

VIII. Supplies

The District shall provide payment for all supplies based on the Contractor's needs and requests including but not limited to cleaning supplies, chemicals, polish, gum removal solutions, pads, paper towels, soap and any miscellaneous supplies necessary for the proper execution of custodial and maintenance services specified herein. All products and supplies must be used in conformance with product instructions and the highest industry standards.

IX. Equipment

All equipment used by these programs shall be provided by the NDD, maintained by the Contractor, and are for the exclusive purpose of performing contracted services for the District. The District will entertain the possibility that equipment purchased may be amortized for the duration of the contract to where the District retains ownership. Each piece of large equipment must have the District logo prominently placed. The District may require the Contractor to paint the equipment a specific color. The District has equipment that is available for use by the successful Contractor; reference Exhibit B – Uniforms & Equipment.

Regular maintenance and repair of all equipment will be the responsibility of the Contractor. All equipment will be stored in the space provided by the District when not in use. The Contractor will ensure that all employees authorized to operate the equipment are properly trained in related safety and operating procedures. All equipment purchased with funds under this contract shall belong to the District and shall at the District option revert to the District at the termination of this contract.

X. Uniforms

The Contractor's staff is required to order and maintain a baseline supply of NDD Ambassador uniforms. The NDD Ambassador Program uniforms are distinctive, highly visible and defined by the District; reference Exhibit B ~ Uniforms & Equipment. The current uniform, which will continue to be used, conveys a sense of approachability and professionalism featuring qualities such as the District's logo and distinctive colors. The uniforms are to be clean, pressed, comfortable, durable, and seasonally appropriate to conform to all types of weather. The uniforms are to be worn during working hours only.

XI. Transition and Mobilization Plan

The selected vendor(s) must demonstrate the ability to achieve a seamless transition into service delivery without disruption to NDD operations. A comprehensive Transition and Mobilization Plan must be submitted as part of the proposal and will be incorporated into the final contract.

A. General Requirements

- Mobilization must begin no later than **120 days prior to contract start** (January 1, 2026).
- Vendors must provide a detailed implementation schedule with milestones, responsibilities, and dependencies.
- Vendors are expected to coordinate closely with NDD staff, Newark Alliance leadership, and, where applicable, City of Newark partners during mobilization.

B. Required Components of the Plan

1. Staff Recruitment & Onboarding

- a. Timeline for recruiting core staff and seasonal personnel.
- b. Partnerships with Newark workforce development organizations.
- c. Background checks, certifications, and compliance documentation.

2. Training & Certification

- a. Completion of all required training modules (see Training Requirements).
- b. Supervisor and team leader readiness prior to full deployment.
- c. Documentation of certifications (OSHA, Naloxone, MHFA, equipment operation).

3. Equipment & Asset Deployment

- a. Inventory of all equipment to be mobilized.
- b. Delivery and staging schedule for carts, trailers, vehicles, radios, and technology.
- c. Confirmation of storage and maintenance facilities (e.g., Ambassador Base).
- d. Contingency plans for equipment delays or failures.

4. Technology Integration

- a. Onboarding into District360 platform or equivalent system.
- b. Testing of reporting workflows, data dashboards, and communications protocols.
- c. Staff training on technology tools.

5. Coordination & Communication

- a. Weekly mobilization check-ins with NDD staff during transition period.
- b. Identification of single point of contact for mobilization.
- c. Communications plan for stakeholders, including how residents and businesses will be informed of service continuity.

6. Pilot & Readiness Testing

- a. Phased pilot operations in selected corridors or parks prior to full launch.
- b. Simulation of core functions (Clean sweeps, Green watering routes, Quality-of-Life response).
- c. Troubleshooting and adjustments based on pilot outcomes.

7. Risk Mitigation & Contingency Planning

- a. Identification of potential risks (staffing shortfalls, equipment delays, vendor subcontractor gaps).
- b. Mitigation strategies and contingency plans to ensure on-time deployment.

C. Deliverables

Vendors must provide the following deliverables as part of mobilization:

- Mobilization timeline (Gantt chart or equivalent).
- Staffing plan with names, roles, and onboarding dates.
- Training completion log.
- Equipment deployment and facility readiness checklist.
- Pilot test report and final readiness certification at least **two weeks prior** to contract start date.

XII. Proposal Requirements

Proposals must include:

1. Contractor's name and address.
2. Name of parent company (if any).
3. Number of years in business.
4. Total compensation for services over a twelve (12) month period (broken into sections for areas of service).
5. *(If Applicable) Location of Contractor deployment office(s).
6. Audited or Reviewed Financial Statements for previous two (2) years.
7. Three business references.
8. Two financial references.
9. Description of Contractor's experience (both in New Jersey and outside the region).

Please include:

- a. Name of contracting agency or business, duration of contract, scope of work and value of contract.
- b. Profile of experience with general and special public maintenance services.
- c. Profile of experience with hospitality and/or public safety services.
- d. Profile of experience with outreach services.
10. Brief resume of persons proposed to be assigned to this project (primarily managerial or supervisory roles).

10. Implementation plan providing detail on timely and cost-effective roll out of services on May 1, 2026.
11. Overarching Contractor service philosophy and delivery approach and explanation of why contractor is uniquely qualified over all other proposers to deliver the services requested in this RFP.
12. Description of additional innovative service delivery techniques, equipment, or service frequencies, including any approaches for services that would benefit the District that are not explicitly stated in this RFP or currently being performed.
13. Description of services/processes based on key performance indicators and transforming that data into actionable insights.
14. Description of methodologies and processes for handling an unexpected increase in service levels during contract period. The description should include specific strategies for handling increases in both residential and commercial properties within the District during the contract period.
15. Compliance – Labor, wage, OSHA certifications, insurance coverage.
16. Pricing – Fully burdened hourly rates, startup costs, escalation assumptions. If you are applying to multiple service categories, pricing should be broken down by service category (Clean, Green, Safe).

XIII. Evaluation Criteria

Proposals will be scored:

- Relevant Experience & Capacity – 25%
- Technical Approach & Staffing – 20%
- Pricing & Cost Efficiency – 25%
- Technology & Reporting – 10%
- Compliance & Risk Management – 10%
- Local Hiring & Community Impact – 10%

XIV. Submission Instructions

Deadline: Friday, November 14, 2025 at 5:00 PM

Submission: Email PDF to smckay@newark-alliance.org

Optional hard copy: 60 Park Place, Suite 2100, Newark, NJ 07102

Questions: Submit by Friday, October 31, 2025, to smckay@newark-alliance.org. Responses will be shared with all vendors no later than Friday, November 7, 2025, at 5 PM.

XV. Contract Terms

Initial Term: 3 years (May 1, 2026 – April 30, 2029)

Renewals: Two optional 1-year renewals

Performance-based credits/penalties tied to KPIs

Vendors must comply with New Jersey labor, wage, and federal (OSHA) safety standards

XVI. Change Management & NDD Right to Make Material Modifications (Post-Award)

A. The NDD Right to Modify. The NDD may, in its sole discretion and in the best interest of the District, add, delete, or modify locations, hours, routes, service levels, and tasks within the awarded scope ("Material Change"), provided that any change is documented via a Change Order.

B. What Counts as a Material Change (non-exhaustive). Any of the following, alone or in combination: (i) changes to the service geography (zones/routes) exceeding $\pm 10\%$ of baseline route miles or assets; (ii) changes to scheduled service hours by $\pm 10\%$ or more in any 4-week period; (iii) addition/removal of a program component (e.g., pressure-wash surge, event support, seasonal watering cadence); (iv) regulatory or safety requirements imposed by the City, State, or utility partners; (v) technology/evidence protocol updates necessary for District360 compliance.

C. Pricing for Changes. Unless otherwise negotiated, adjustments shall use the pre-agreed unit rates and rate cards in Appendix A (and any mutually agreed per-unit addenda). Where a unit rate does not exist, the Vendor shall submit a good-faith Equitable Adjustment within 10 business days of the Change Order draft; pending agreement, NDD may direct the Vendor to proceed, and the Parties will true-up using time-and-materials not to exceed the Vendor's published rate card.

D. Workflow. (1) NDD issues draft Change Order (revised tasks, maps, SLAs, effective date). (2) Vendor provides written impact/price within 10 business days. (3) NDD approves, modifies, or suspends. Emergency changes (public safety, utility, weather) may be implemented immediately with pricing to follow.

E. No Service Interruption. Vendor shall continue performance during change negotiations, including during any dispute, as to all undisputed services.

XVII. Service Delivery Standards, Measurement & Remedies

A. Binding Standards. Vendor must meet the Outcomes, KPIs & SLAs (Binding) set forth in Section "1) Outcomes, KPIs & SLAs (Binding)" and related schedules (Clean/Green/QoL), including evidence protocols and data submissions compatible with District360 (or identified data collection software).

B. Proof-of-Service & Acceptance. Service is "accepted" when (i) required tasks are completed on time, and (ii) photo and data evidence meet standards (wide/mid/close

photos, GPS/EXIF, timestamps, asset IDs). NDD may reject incomplete or non-conforming work and require re-performance at no additional cost.

C. Performance Credits / Deductions. Missed SLAs trigger automatic invoice credits per the schedule in Section “Penalties/Credits” and Appendix B. Credits appear on the same-month invoice unless performance falls in the last 5 business days of the month, in which case credits appear the following month.

D. Repeated Misses & Cure. If Vendor (i) misses any critical SLA (e.g., safety/response) 3 times in a rolling 30 days, or (ii) falls below 95% on-time across any service bundle in a month, Vendor must submit a Performance Improvement Plan (PIP) within 5 business days (root cause, staffing, supervision, training, technology). Continued failure after an agreed cure period constitutes material breach.

XVIII. Dispute Resolution; Governing Law; Continued Performance

A. Step 1 — Operational Resolution. Project managers meet within 5 business days of a written dispute notice to resolve.

B. Step 2 — Executive Escalation. If unresolved after 10 business days, the Parties’ executives meet (virtual or in Newark) within 5 business days.

C. Step 3 — Mediation (Required). If still unresolved, the Parties will participate in good-faith mediation before a mutually acceptable mediator in Essex County, NJ within 30 days. Each Party bears its own costs; mediation fees are split 50/50.

D. Courts / Injunctive Relief. Failing mediation, either Party may seek relief in the state or federal courts of New Jersey. Either Party may seek temporary injunctive relief at any time to preserve safety, data, or property.

E. Continue Work; Pay Undisputed Amounts. Vendor shall continue performing all undisputed services during any dispute. NDD will timely pay undisputed invoice portions.

F. Governing Law. This Agreement is governed by the laws of the State of New Jersey, without regard to conflicts of law principles.

XIX. Vendor Standard (Form) Contract; Order of Precedence

A. Attachment of Vendor Form. If the Vendor proposes to use any form contract, terms & conditions, or EULA in connection with the services or technology, a complete copy must be attached to the RFP response and clearly labeled “Proposed Vendor Form Contract — For Reference Only.” Failure to attach constitutes a waiver of any such form terms.

B. No Unilateral Terms. Click-through, shrink-wrap, or unilateral terms presented after award (including in invoices, portals, or apps) shall be void and of no effect unless expressly executed by NDD.

C. Order of Precedence. In the event of conflict or ambiguity, the following order governs (highest to lowest):

1. NDD's Change Orders;
2. The NDD Contract / Master Services Agreement (if issued);
3. This RFP (including Appendices and any addenda);
4. The Vendor's Final Proposal (narrative and pricing);
5. Any Vendor Form Contract attached to the proposal.

D. Incorporation by Reference. All evidence, KPI/SLAs, data, and security standards (District360 integration; photo protocols) are incorporated and binding throughout the term and any renewals.

XX. Informational Technology; Security; Data Ownership (Confirm)

Vendor confirms (i) NDD/Alliance owns all data, (ii) exit data hand-off within 15 days of termination, (iii) uptime and integration duties as defined, and (iv) audit-ready logs retained ≥ 3 years.

Actionable Items

1) Outcomes, KPIs & SLAs (Binding)

Vendors must commit to the KPIs/SLAs below. Performance credits/deductions apply to missed SLAs.

- **Clean**
 - Graffiti & stickers removed ≤ **24–48 hrs** from report.
 - Bulk/overflow staged and reported ≤ **24 hrs**; receptacles serviced per zone plan.
 - Pressure-wash cycles delivered **per block/per month**; on-demand within **48 hrs**.
- **Green**
 - Planters/tree pits **98%** inspected daily; NDD-planted street trees **100%** inspected weekly.
 - Seasonal installs within **5 business days** of scheduled dates; new-tree survival targets set by season.
- **Quality-of-Life (QoL)**
 - Observe-and-report response ≤ **15–30 min** during service hours; **100%** hospitality interactions logged.
 - Lighting inspection routes ≥**95%** on schedule; exceptions documented.
- **Penalties/Credits**
 - Define per-SLA credit table and rolling cure plan; credits auto-deducted from monthly invoice.

2) Data & System Integration (District360-Ready)

- Daily **API/CSV** exports compatible with District360: event_id, service_type, asset_id, address, lat/long, start/end timestamps, user_id, detail, SLA_code, **photo URLs**.
- Real-time dashboards **or** full event push to District360; platform uptime ≥**99.5%**.
- NDD/Alliance **owns all data**; perpetual license to use; **exit data handoff** ≤**15 days** after termination.

3) Evidence & Reporting Standards

- **Photo protocol**: wide/context + mid-range + close-up (include asset ID/marker where available); EXIF timestamps; GPS on.
- **Ticket packet fields**: address, cross street, condition, code citation placeholder, time/date, photos, submitter; Newark Connect mappings.
- **Audit trail**: immutable event ID; edit history; user/device ID; **retention** ≥**3 years**.

4) Staffing, Supervision & Training

- **Minimum ratios:** Supervisor-to-field (e.g., **1:10 Clean; 1:8 QoL**); PM named with direct line to NDD.
- **Training (at minimum):** de-escalation, trauma-informed engagement, ADA, multilingual basics, Naloxone, OSHA-10 (field), equipment/HSE, hydrant/backflow use where applicable.
- **Device redundancy:** pre-shift device checks; spare devices; offline capture with same-day sync; call-in escalation protocol.

5) Field Operations Protocols (Pressure Washing & Sanitation)

- **Environmental:** wastewater capture/BMPs compliant with **NJDEP/EPA**; biodegradable detergents; SDS on vehicle.
- **Hydrants/Water:** hydrant meter + backflow prevention; alternate water-tank plan.
- **Safety:** cones/signage, slip mitigation, night illumination, PPE.
- **Quiet hours:** adhere to local decibel/time restrictions; zone-specific start times.

6) Equipment & Sustainability

- **Minimum fleet list:** pressure washers (GPM/PSI), water tanks/reclaim units, sweepers/vacs, carts, radios.
- **Emissions/noise:** preference for electric/low-emission equipment; leaf-blower policies; charging/fueling plan.
- **Maintenance:** preventative schedule; spares for mission-critical gear.

7) Parks Services (If Included in Final Contract)

- **Restrooms:** cleaning every **≤4 hours** (6:00 AM–8:00 PM) at designated parks; supply standards; log sheets.
- **Grounds:** mowing/edging cadence; aeration/overseed programs; soil tests.
- **Beds/trees/shrubs:** bed prep/mulch/weed suppression; routine pruning ≤15'; staking/ring care; irrigation checks.
- **Weather response:** storm blowdowns/debris; winter protection; snow/ice abatement.

8) Code Enforcement Collaboration (City Retains Authority)

- **Authority statement (non-negotiable):** City retains **100% ticket-writing authority**; vendor/NDD provides documentation and may issue **courtesy notices** only, where approved.

- **City resourcing option:** Newark Alliance/NDD may fund **dedicated Code Enforcement desk hours** (with **24-hour** review SLA) to process NDD packets.
- **Scope list:** City-approved, citable conditions for Ambassador reporting (e.g., bulk/overflow, improper set-out, container placement, litter/dumping) with evidence standards.

9) Lighting Inspections & PSEG Workflow

- **Night routes:** monthly/biweekly corridor audits; 100% coverage logs.
- **Automation:** create tickets on PSEG's portal using mapped asset IDs; status sync to District360; **weekly exception** report for unresolved outages.

10) Facility/Base & Logistics

- **Base plan:** co-location expectations (storage, water access, waste staging, charging/fueling, lockers/rest areas).
- **Surge operations:** event/holiday surge staffing plan; call-down rosters and staging.
- **Security & access:** key control, visitor logs, and shared-space protocols.

11) Pricing & Invoicing

- **Rate cards:** fully burdened hourly rates per role; overtime/holiday rates; startup/mobilization.
- **Unit pricing:** per graffiti tag, per sq ft pressure wash, per bulk staging, per receptacle pull, per sticker-removal/pole.
- **Invoice backup:** timesheets/logs tied to work orders; geo/time-stamped proof-of-service; auto-applied performance credits per SLA table.

12) Transition & Continuity

- **Mobilization timeline:** begins **≥120 days** pre-start; milestones for hiring, uniforms, equipment delivery, training, tech setup.
- **Pilot & readiness testing:** phased corridor/park pilots; readiness certification **≥2 weeks** before go-live.
- **Continuity:** contingency staffing/equipment; incident command for severe weather/events.

13) Risk, Insurance & Compliance

- **Insurance:** GL, WC, Auto; **Pollution Liability** (pressure-washing effluent); **Cyber Liability** if vendor platform used.
- **Labor compliance:** background checks, E-Verify; local wage/benefit adherence.

- **Incident reporting:** within **24 hrs** to NDD; corrective-action plans for repeat issues.

14) Local Hiring, MWBE & Community Impact

- **Targets:** Newark-resident hiring goals; MWBE/DBE participation (prime/subs).
- **Workforce pathways:** partnerships with local workforce orgs; internships/apprenticeships.
- **Quarterly reporting:** hiring/retention, training hours, MWBE spend.

15) Governance & Cadence

- **Meetings:** weekly ops huddles; monthly performance reviews with KPI scorecards; quarterly business reviews with continuous-improvement actions.
- **Escalation:** named points of contact and time-bound escalation ladder (ops → PM → executive).
- **Transparency:** real-time platform access for NDD; shared action logs and decision registers.

Addendum A – Current Rate Card and Deployment Schedule

Service Category	Role / Position	Season	Bill Rate (per hour)
Management	Operations Manager	Year-Round	\$45.25
Management	Assistant Operations Manager	Year-Round	\$31.92
Management	Operations Supervisor	Year-Round	\$28.91
Management	Second Shift Operations Supervisor	Year-Round	\$27.70
Management	Operations Administrative Assistant	Year-Round	\$27.70
Management	Team Leader (Driver)	Year-Round	\$27.40
Management	Team Leader (Non-Driver)	Year-Round	\$24.09
Management	Seasonal Team Leader (Driver)	Peak Season	\$23.49
Clean	Waste Hauler	Year-Round	\$26.50
Clean	Clean Team Ambassador	Year-Round	\$21.08
Clean	Post-Rush Hour (PRH) Cleaning Ambassador <i>(shift differential applied)</i>	Year-Round	\$22.89
Clean	Seasonal Clean Team Ambassador	Peak Season	\$18.91
Clean	Special Projects Ambassador	Year-Round	\$21.08
Clean	Special Projects Ambassador (Driver)	Year-Round	\$21.98
Clean	Seasonal Special Projects Ambassador	Peak Season	\$18.91
Clean	Seasonal Pressure Washing Ambassador	Peak Season	\$19.87
Clean	Seasonal Pressure Washing (Driver)	Peak Season	\$19.87
Green	Sustainable Horticulture Ambassador	Year-Round	\$21.08
Green	Sustainable Horticulture Ambassador (Driver)	Year-	\$21.98

		Round	
Green	Seasonal Sustainable Horticulture Ambassador (FFS)	Peak Season	\$18.91
Green	Seasonal Sustainable Horticulture Ambassador	Peak Season	\$18.91
Green	Seasonal Watering Ambassador (<i>shift differential applied</i>)	Peak Season	\$22.89
Quality-of-Life	QoL Ambassador	Year-Round	\$22.28

[Schedule Link](#)

Addendum B – Uniforms and Equipment

Uniforms

Off-Peak Season

- NDD-branded Short-Sleeved Polo Shirt (Clean and Green: Yellow; Quality-of-Life: French Blue)
- White Short-Sleeved Tee-Shirt
- Black Long-Sleeved Mock Turtleneck
- Black BDUs
- Black Belt
- NDD-branded black knit winter beanie
- NDD-branded Parka (Clean and Green: Yellow; Quality-of-Life: Royal Blue)
- NDD-branded Three Season Jacket (Clean and Green Team Leaders: Yellow; QoL Ambassadors: Royal Blue)
- Rain Gear
- Black Balaclava
- Winter Gloves
- Ice Cleats

Peak-Season

- NDD-branded Short-Sleeved Polo Shirt (Clean and Green: Yellow; Quality-of-Life: French Blue)
- NDD-branded Ambassador-In-Training Tee-Shirt (Temporary/Seasonal Staff)
- NDD-branded black cap
- White Short-Sleeved Tee-Shirt
- Black BDUs
- Black Belt
- Rain Gear

Equipment

Category	Examples of Equipment	Make/Model (Representative)	# of Units (Approx.)	Notes
Carts	Poly garden dump carts	Gorilla Cart GOR4PS	8	Used for hauling materials, plants, and tools
Trailers	Landscaping trailer, enclosed trailer, pressure washer trailers	Sure-Trac ST8214HSTT-B-100, Haulmark 7x14, Shark PW Trailer	4	Used for hauling equipment, mobile washing, and event support
Power Tools & Small Equip.	Drills, grinders, augers, floor scrapers	DeWalt DCK290L3, Bosch PA66, QEP Pro 7315	15+	Used for installations and repairs
Outdoor Power Equipment	Leaf blowers, hedge trimmers, trimmers, chainsaws	Echo PB-580T, Stihl SRM22, Stihl HS56	10+	Routine horticulture and maintenance
Generators & Compressors	Portable generators, air compressor	Honda EU3000, Ryobi RY903600, Champion 100302-1	4	Backup and mobile operations support
Lawn & Grounds Equipment	Push/ride-on mowers, skid steer, snow equipment	Toro 21464, John Deere Z255, Mustang 3300 NXT2	15+	Core landscape and snow operations
Vehicles	Utility vehicles, work trucks, vendor-leased vehicles	TORO Workman HDX, Ford F150 (leased)	5+	Used for district-wide deployment

Technology & Mobility	iPads, Segways, radios, bicycles	Apple iPad, Segway i2 SE, Motorola XPR-7550, Fuji Police Bike	50+	Communications , reporting, ambassador mobility
Specialized Equipment	Pressure washers (non-trailer), water trucks, vacuums	Shark KS4040GR.3, Landa SLT8-30324F, Little Wonder HPV	8+	Used for large-scale cleaning & watering
Outdoor Fixtures	Benches, umbrellas, seating, waste receptacles	N/A (bench slats, umbrellas)	30+	Community-facing assets for public spaces

Stay informed and register your interest by emailing your contact information to: marketing@newark-alliance.org