



**WORLD SWEEPING**  
ASSOCIATION

Mr. David Favorite  
DDR Executive VP of Property Management  
Sent via email to: [dfavorite@ddr.com](mailto:dfavorite@ddr.com)

February 14, 2013

Mr. Favorite:

I spoke to you on January 25th of this year regarding the apparent failure of Oxford Property Services, as well as its ongoing failure to pay power sweeping and other contractors for work previously done on DDR-owned properties.

To recap, you and I spoke about whether DDR would be paying these contractors for the services provided on DDR properties, but billed through the third-party service provider Oxford. At that point in our conversation you said you would call me back. To date, you have not done so; I would welcome your call.

It is my sincere hope that you will do so, and that the crux of our conversation will center around how DDR has determined that payment will be supplied to the power sweeping and other contractors who are financially devastated by this situation. Field reports indicate that DDR is requiring that affected contractors wishing to continue providing services on DDR properties must sign a 'hold harmless' agreement with your company concerning monies owed through Oxford. If true, this is a stance that is to the detriment of the reputation of DDR and one that WSA recommends contractors not support.

If these reports of non-payment are true, does it mean DDR neglected to have sufficient due diligence and/or a bonding requirement with Oxford? Business bonding for the maximum amount of money DDR might have paid to Oxford, prior to distribution by Oxford to the contractors doing the work, would seem to be a matter of standard business practices.

Defaults by third-party vendors are all too common. A few years ago, Target Stores received widespread (negative) publicity for a similar occurrence. The fallout from this was considerable. I encourage DDR management to find a way to get these contractors paid. Otherwise, the apparent mismanagement by DDR in terms of its dealings with Oxford will impact families across the U.S. in every sector of the country in which DDR has property.

To discuss the current state of this situation, or if there is any assistance WSA might provide, please contact me using the information shown below. Our coverage of this unfortunate situation is available at: [www.worldsweepingpros.org/thirdpartyvendors/3185/](http://www.worldsweepingpros.org/thirdpartyvendors/3185/)  
If you find any portion of the story not to be factual, please let me know immediately.

Sincerely,

Ranger Kidwell-Ross, M.A.  
Executive Director, World Sweeping Association

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PO Box 667, Bellingham, WA 98227 • [director@worldsweepingpros.org](mailto:director@worldsweepingpros.org) • 360.724.7355

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