

Dykeman, Gayle B

From: Arthur Stockwell <artstockwell@hotmail.com>
Sent: Tuesday, February 06, 2018 4:41 PM
To: Dykeman, Gayle B
Subject: Re: Negotiation Meeting Information
Attachments: 90 Day Calendar.xlsx; Performance Measures.docx; Food Service Summary.docx

Dear Gayle,

Regarding the additional information I was asked to provide at Friday's meeting, please find attached the following:

- 90 day Calendar of Events
- Food Service Plan Summary
- Additions to Performance Measures

If the committee would like to meet to discuss or review these documents I would be happy to do so anytime.

Regarding the concern about our ability to plan and prepare for starting operations April 1, I mentioned in the meeting on Friday that I was the CFO of an apartment complex developer that added over 10,000 apartments to its portfolio in the seven years I was in that job.

One of my jobs was to create the new management entity and perform the planning, budgeting and logistics for the preparation and "takeover" operations of large apartment complexes. I performed these functions for the "takeover" of 28 apartment complexes.

The preparation and implementation functions needed to start operations at the Empowerment Center are very similar to the ones I have used in the past and I am completely confident that the April 1 Management transition would go smoothly.

Please feel free to contact me at 352 575-8307 if you need any more information.

90 Day "Startup" Calendar of Events (Draft)

Groundrules and Assumptions:

- GRACE Foundation is awarded contract to provide 100% of Center's low barrier services as presented in RFP
- Current contractor removes all computers, phones and electronics
- Current contractor does not remove any office and common area furniture, fixtures and equipment
- No commingling of funds and individual books & records maintained for 1) Center Operations, 2) Homeless support services and 3) Fundraising
- All assets GRACE Foundations brings onto the center other than staff vehicles and tools are donations to the City of Gainesville
- All cash and asset donations produced by GRACE Foundation fundraising activities are restricted donations to the City of Gainesville for use at the center
- Startup capital requirements To Be Determined (TBD) and dependent on negotiated cost reimbursement terms with Landlord
- Food service will increase and be expanded to increase variety, quality and accessibility

Date	Day	Task	Cash		
			Sources	Uses	Cumulative
15-Feb	Thu	Contract Awarded	\$ -	\$ -	\$ -
16-Feb	Fri	GRACE Foundation Staff "Kick-Off" meeting	\$ -	\$ -	\$ -
19-Feb	Mon	Accept the donation of 40 Dell notebook computers from the FL Dept of Management Services	\$ -	\$ -	\$ -
19-Feb	Mon	Accept the donation of four network printers from the FL Dept of Management Services	\$ -	\$ -	\$ -
20-Feb	Tue	T&D Computers configures notebooks (four-week task)	\$ -	\$ -	\$ -
20-Feb	Tue	Client Service Support Assignment System Review meeting (continues weekly)	\$ -	\$ -	\$ -
20-Feb	Tue	Startup capital donation deposit	TBD	\$ -	\$ -
21-Feb	Wed	GRACE Foundation engages Weirser Security Services to start 24/7 security April 1	\$ -	\$ -	\$ -
21-Feb	Wed	GRACE Foundation contacts existing staff and determines their interest in continuing at the Empowerment Center	\$ -	\$ -	\$ -
21-Feb	Wed	GRACE Foundation places adds in Craigslist for positions presented in the budget	\$ -	\$ -	\$ -
22-Feb	Thu	Place food donation solicitation adds (3) in the Sun to run March 1 to March 3	\$ -	\$ -	\$ -
23-Feb	Fri	Six Sigma/Contingency Planning Committee meeting	\$ -	\$ (168)	\$ (168)
26-Feb	Mon	GRACE Foundations engages Action Labor for payroll processing, worker's compensation and employee general liability insurance	\$ -	\$ -	\$ (168)
27-Feb	Tue	File for waiter of FL Food Service Operation License because the GRACE Foundation is a 501c3	\$ -	\$ -	\$ (168)
28-Feb	Wed	Interview process for new staff begins	\$ -	\$ -	\$ (168)
1-Mar	Thu	Apply for Department of Health Certificate transfer to the GRACE Foundation	\$ -	\$ -	\$ (168)
2-Mar	Fri	Obtain vehicle insurance for donated van and truck from GEICO	\$ -	\$ -	\$ (168)
2-Mar	Fri	Empowerment Center "Helping Hands" volunteer solicitation and project coordination program meeting (continues weekly)	\$ -	\$ (125)	\$ (293)
5-Mar	Mon	Food donation pickups begin for the GRACE Food Pantry (using GRACE Foundation's Toyota Tundra and trailer)	\$ -	\$ -	\$ (293)
5-Mar	Mon	GRACE Foundation's Management team travels to Austin for Community First tours	\$ -	\$ -	\$ (293)
6-Mar	Tue	Community First Village Chronic Homeless Housing project tour - day 1	\$ -	\$ -	\$ (293)
7-Mar	Wed	Community First Village Chronic Homeless Housing project tour - day 2	\$ -	\$ -	\$ (293)
8-Mar	Thu	GRACE Foundation's Management team travels back from Community First tours in Austin	\$ -	\$ -	\$ (293)
9-Mar	Fri	Six Sigma/Contingency Planning Committee meeting	\$ -	\$ -	\$ (293)
12-Mar	Mon	GRACE Foundation contacts charities and faith based group that are serving meals on weekends and coordinates that effort	\$ -	\$ -	\$ (293)
13-Mar	Tue	Engage Cox Cable to install HW for wi-fi service to cover entire facility. Schedule to start service when micro-housing move-ins start	\$ -	\$ -	\$ (293)
13-Mar	Tue	Finalize Client Handbook and Empowerment Center Service Guide	\$ -	\$ -	\$ (293)
14-Mar	Wed	GRACE Foundation accepts FL Dept of Management Services donations 18 bunk beds for use to expand beds in shelter	\$ -	\$ -	\$ (293)
15-Mar	Thu	YouthBuild builds 34 bunk beds and donates them to the Empowerment Center	\$ -	\$ -	\$ (293)
16-Mar	Fri	GRACE Foundation enters into an employee health insurance program with United Health Care	\$ -	\$ -	\$ (293)
19-Mar	Mon	GRACE Foundation enters into an employee IRA program with Fidelity Investments	\$ -	\$ -	\$ (293)
20-Mar	Tue	All staff involved in food preparation and food handling take the Food Handler Training program and receive certification	\$ -	\$ (75)	\$ (368)
20-Mar	Tue	The food service Manager (re)takes the Food Manager certification course	\$ -	\$ (50)	\$ (418)

20-Mar	Tue	Accept donation of eight 20 person military barracks with cots and bedding from the FL Dept of Management Services	\$	-	\$	-	\$	(418)
21-Mar	Wed	April's meal schedule finalized and coordination of food supplies needed begins	\$	-	\$	-	\$	(418)
22-Mar	Thu	Solicit access to the Medical building to start the renovation of that building for use by charities who provide health care services	\$	-	\$	-	\$	(418)
22-Mar	Thu	Six Sigma/Contingency Planning Committee meeting	\$	-	\$	-	\$	(418)
26-Mar	Mon	GRACE Foundation acquires four (4) AT&T wireless wi-fi "hot spots" to the center	\$	-	\$	(240)	\$	(658)
26-Mar	Mon	GRACE Foundation acquires twelve (12) LG "Phoenix" smart phones with wi-fi	\$	-	\$	(720)	\$	(1,378)
26-Mar	Mon	LG "Phoenix" smart phones are activated with AT&T 10GB/month data plan	\$	-	\$	(660)	\$	(2,038)
27-Mar	Tue	Staff W-9s turned into Action Labor	\$	-	\$	-	\$	(2,038)
27-Mar	Tue	New employee orientation and review of GRACE Foundation Employee Handbook	\$	-	\$	-	\$	(2,038)
28-Mar	Wed	Engage Three Rivers Insurance for general liability insurance and pay 1st monthly premium	\$	-	\$	(2,102)	\$	(4,140)
29-Mar	Thu	Purchase of office supplies for "move-in" use and stock room	\$	-	\$	(500)	\$	(4,640)
30-Mar	Fri	GRACE Employee badges are produced and issued to staff	\$	-	\$	-	\$	(4,640)
1-Apr	Sun	24/7 Security services, by Weiser Security Services, starts	\$	-	\$	-	\$	(4,640)
1-Apr	Sun	GRACE Foundation donates golf cart for security officer use	\$	-	\$	-	\$	(4,640)
1-Apr	Sun	AT&T wi-fi "hot spots" placed in buildings 1, 7, 12 & 13	\$	-	\$	-	\$	(4,640)
1-Apr	Sun	AT&T wi-fi "hot spot" activation	\$	-	\$	(217)	\$	(4,857)
1-Apr	Sun	Fire extinguisher inspection	\$	-	\$	-	\$	(4,857)
1-Apr	Sun	GRACE Foundation staff clean and move into offices they will be using	\$	-	\$	-	\$	(4,857)
1-Apr	Sun	Erect 52 bunk beds in the open pavilion raising that shelter's sleeping capacity to 104	\$	-	\$	-	\$	(4,857)
1-Apr	Sun	Cleaning schedule for all facility bathrooms, showers, laundry and common areas implemented and start	\$	-	\$	-	\$	(4,857)
1-Apr	Sun	GRACE Foundation donates its large BBQ grill to the center	\$	-	\$	-	\$	(4,857)
1-Apr	Sun	GRACE Foundation staff cook a "Texas" style BBQ dinner for all residents and addresses resident Q&A in that setting	\$	-	\$	(250)	\$	(5,107)
2-Apr	Mon	GRACE Foundation's cook and assistants start meal service in Cafeteria with breakfast, lunch and dinner (Monday to Frida)	\$	-	\$	-	\$	(5,107)
2-Apr	Mon	Client intake assessment & triage begins and is open 8am to 8pm, Mondays through Saturdays	\$	-	\$	-	\$	(5,107)
2-Apr	Mon	Client Diversion and Re-housing services begins and is open 8am to 8pm, Mondays through Fridays	\$	-	\$	-	\$	(5,107)
2-Apr	Mon	Food Pantry with perishable and non-perishables foods opens in building 6 training room 1, and is open 9 to 5, 7 days a week	\$	-	\$	-	\$	(5,107)
2-Apr	Mon	Food Pantry staff prepare the bag lunches and maintain a "cold" buffet; cereal and fruit in the mornings and a salad bar in the evening	\$	-	\$	-	\$	(5,107)
3-Apr	Tue	Mobility Assistance of Central Florida moves all inventory of walkers and wheelchairs to the center for use by residents	\$	-	\$	-	\$	(5,107)
3-Apr	Tue	Greater Alachua Trail Keepers moves all trail cleaning equipment to the center for use to clean the center	\$	-	\$	-	\$	(5,107)
4-Apr	Wed	GRACE Foundation donates utility van it owns to the center for use for running errands	\$	-	\$	-	\$	(5,107)
5-Apr	Thu	Computer lab opens with 10 computers and one printer donated by the FL Department of Management Services	\$	-	\$	-	\$	(5,107)
6-Apr	Fri	Six Sigma/Contingency Planning Committee meeting	\$	-	\$	-	\$	(5,107)
6-Apr	Fri	Purchase bus tickets to help Homeless who are stranded in Alachua County get home (Budgeted for the month of April)	\$	-	\$	(1,000)	\$	(6,107)
6-Apr	Fri	Fund deposit escrow account for rental application deposits and deposits for diversion (Budgeted for the month of April)	\$	-	\$	(1,000)	\$	(7,107)
6-Apr	Fri	Friday night dinner and a movie: Ghostbusters will be playing in the small pavilion starting at 7pm	\$	-	\$	-	\$	(7,107)
7-Apr	Sat	50+ volunteer entire facility "spring cleaning": YouthBuild, Trail Keepers, UF & others...	\$	-	\$	-	\$	(7,107)
9-Apr	Mon	Implement employee and client "Suggestion Box", with prizes for suggestions that are implemented and that improve the center	\$	-	\$	-	\$	(7,107)
9-Apr	Mon	"Stone" soup dinner social	\$	-	\$	-	\$	(7,107)
10-Apr	Tue	Sign at entrance of Empowerment Center repainted	\$	-	\$	(100)	\$	(7,207)
11-Apr	Wed	Performance standard metrics review	\$	-	\$	-	\$	(7,207)
12-Apr	Thu	Mental health training class for staff (mandatory), 5-8pm	\$	-	\$	-	\$	(7,207)
13-Apr	Fri	Payroll for previous week	\$	-	\$	-	\$	(7,207)
13-Apr	Fri	Expense Reports for previous week paid	\$	-	\$	(16,098)	\$	(23,306)
13-Apr	Fri	Friday night dinner and a movie: Any Which Way but Loose will be playing in the small pavilion starting at 7pm	\$	-	\$	(5,166)	\$	(28,472)
14-Apr	Sat	Clean out contents of Dorm A for it's potential use as a homeless market of (free) donated goods and foods	\$	-	\$	-	\$	(28,472)
16-Apr	Mon	Accept Superior Towing's donation of +25 bikes and store in Bldg 7 trng room 4 (bike shop), for the "work-for-bikes" project.	\$	-	\$	(750)	\$	(29,222)
16-Apr	Mon	"Stone" soup dinner social	\$	-	\$	-	\$	(29,222)

17-Apr	Tue	Office, cafeteria and dorm pest control treatment	-	\$	(500)	\$	(29,722)
18-Apr	Wed	Pay March utility bill	-	\$	(6,454)	\$	(36,176)
19-Apr	Thu	Pay employee health insurance and Fidelity IRA premiums	-	\$	(3,697)	\$	(39,873)
20-Apr	Fri	Six Sigma/Contingency Planning Committee meeting	-	\$	-	\$	(39,873)
20-Apr	Fri	Payroll for previous week	-	\$	(16,098)	\$	(55,971)
20-Apr	Fri	Expense Reports for previous week paid	-	\$	(5,166)	\$	(61,137)
20-Apr	Fri	Friday night dinner and a movie: Blazing Saddles will be playing in the small pavilion starting at 7pm	-	\$	-	\$	(61,137)
23-Apr	Mon	WCA fees for emptying dumpsters	-	\$	(472)	\$	(61,609)
23-Apr	Mon	"Stone" soup dinner social	-	\$	-	\$	(61,609)
24-Apr	Tue	AT&T land line telephone and fax fees	-	\$	(88)	\$	(61,697)
25-Apr	Wed	Vehicle insurance payment	-	\$	(647)	\$	(62,344)
25-Apr	Wed	Performance standard metrics review	-	\$	-	\$	(62,344)
26-Apr	Thu	Mental health training class for staff (mandatory), 5-8pm	-	\$	(360)	\$	(62,704)
26-Apr	Thu	GRACE Foundation acquires six (6) LG "Phoenix" smart phones with wi-fi	-	\$	(660)	\$	(63,364)
26-Apr	Thu	AT&T phone plan monthly payment	-	\$	(16,098)	\$	(79,462)
27-Apr	Fri	Payroll for previous week	-	\$	(5,166)	\$	(84,628)
27-Apr	Fri	Expense Reports for previous week paid	-	\$	-	\$	(84,628)
27-Apr	Fri	Friday night dinner and a movie: Pirates of the Caribbean will be playing in the small pavilion starting at 7pm	-	\$	(2,102)	\$	(86,730)
27-Apr	Fri	Three Rivers Insurance General Liability premium payment	-	\$	-	\$	(86,730)
30-Apr	Mon	"Stone" soup dinner social	-	\$	(2,418)	\$	(89,148)
1-May	Tue	Reimbursement for Staff expense reports submitted for April's expenses	-	\$	(217)	\$	(89,365)
1-May	Tue	AT&T wi-fi "hot spot" activation fees	-	\$	-	\$	(89,365)
2-May	Wed	Performance standard metrics review	-	\$	(11,626)	\$	(100,992)
3-May	Thu	1st Month's payment due for Weiser Security Services	-	\$	-	\$	(100,992)
3-May	Thu	April Financial Statement & April actual vs budget variance reviews	-	\$	(16,098)	\$	(117,090)
4-May	Fri	Payroll for previous week	-	\$	(5,166)	\$	(122,256)
4-May	Fri	Expense Reports for previous week paid	-	\$	-	\$	(122,256)
4-May	Fri	Friday night dinner and a movie: George of the Jungle will be playing in the small pavilion starting at 7pm	-	\$	(1,000)	\$	(123,256)
7-May	Mon	Purchase bus tickets to help Homeless who are stranded in Alachua County get home (Budgeted for the month of April)	-	\$	-	\$	(123,256)
7-May	Mon	"Stone" soup dinner social	-	\$	(1,000)	\$	(123,256)
8-May	Tue	Fund deposit escrow account for rental application deposits and deposits for diversion (Budgeted for the month of April)	-	\$	(1,000)	\$	(124,256)
9-May	Wed	Performance standard metrics review	-	\$	-	\$	(124,256)
10-May	Thu	Mental health training class for staff (mandatory), 5-8pm	-	\$	-	\$	(124,256)
11-May	Fri	Payroll for previous week	-	\$	(20,129)	\$	(144,385)
11-May	Fri	Expense Reports for previous week paid	-	\$	(6,716)	\$	(151,101)
11-May	Fri	Friday night dinner and a movie: George of the Jungle 2 will be playing in the small pavilion starting at 7pm	-	\$	-	\$	(151,101)
14-May	Mon	"Stone" soup dinner social	-	\$	-	\$	(151,101)
15-May	Tue	GRACE Foundation tax return due	-	\$	-	\$	(151,101)

Empowerment Center Performance Measures

Required Performance Measures:

1. Report night shelter unduplicated person count and bed utilization rate
2. Report # of persons who exit to a permanent housing placement
3. Report average length of stay at shelter
4. Report % of individuals who exit successfully and who do not return to homelessness within 6 months
5. Bed use – ensure that new admissions are prioritized for available beds
6. Bed use – Alachua County residents will receive priority placement
7. Percentage and number of cases requesting emergency shelter that were diverted
8. Number of meals provided seven days a week
9. Day service access to support services including food, mail, laundry, storage and showers; report total services provided and # of unduplicated clients served

Additional Performance Measurements Needed for Continuous Improvement

1. Weekly number of homeless individuals receiving day services that are:
 - a. Sheltered
 - b. Unsheltered
 - c. Have been homeless for less than three months
 - d. Have been homeless for three to twelve months
 - e. Have been homeless for more than 12 months
2. Weekly number of day services provided to homeless by category of homeless receiving day services, by service type:
 - a. Meals
 - b. Laundry
 - c. Showers
 - d. Lockers
 - e. Storage
 - f. Computer lab
 - g. Bike repair/replacement
 - h. RTS and Greyhound bus passes
 - i. Job search assistance
 - j. Housing assistance
3. Monthly cost of day services by service type (total cost & cost per individual service provided (total\$/#))
 - a. Meals
 - b. Laundry
 - c. Showers

- d. Lockers
 - e. Storage
 - f. Computer lab
 - g. Bike repair/replacement
 - h. RTS and Greyhound bus passes
 - i. Job search assistance
 - j. Housing assistance
4. Unutilized capacity of day services by service type
- a. Meals
 - b. Laundry
 - c. Showers
 - d. Lockers
 - e. Storage
 - f. Computer lab
 - g. Bike repair/replacement
 - h. RTS and Greyhound bus passes
 - i. Job search assistance
 - j. Housing assistance
5. Standard deviation of day shelter services used for each category of homelessness
6. Donations received including:
- a. Cash
 - b. In-Kind
 - c. Volunteer FTEs
7. Significant monthly actual vs budget variances (+ 10%)
8. Continuous improvement recommendations proposed by staff and clients
9. Anomaly reporting of all errors and incident reports

NOTE: All day and night services will be subject to "Lean" Six Sigma's continuous improvement process to improve service quality and lower service costs.

Empowerment Center

Food Service Development Plan Summary

Objective: Beginning April 1, to assume operations and expand food selection, quality, quantity and accessibility at the Empowerment Center

Empowerment Center Food Pantry

The GRACE Foundation will start and operate a Food Pantry that will solicit donations of food from the community and make the food available to individuals who are homeless or living in poverty in the community. Tasks to create and operate the Food Pantry that are in the 90-day startup calendar include:

- | | |
|--------|--|
| Feb 22 | GRACE Foundation's fundraising team begins soliciting for food donations from supermarkets, restaurants and private parties |
| Mar 5 | Non-perishable food donation pickups begin and food donations are stored in in the GRACE Foundation's storage unit |
| Apr 1 | All food is moved to the Empowerment Center and placed in CSC Training Room #1, which will serve as the new Food Pantry. The Pantry will be open 9am to 5pm, seven days a week |

Empowerment Center Kitchen

The GRACE Foundation will continue the operation of the kitchen at the Empowerment Center which will have a staff of three paid employees, including a Food Service Manager, two assistants and volunteers. The kitchen will serve "hot" breakfasts and full course dinners Monday through Friday. Tasks to start and operate the kitchen in the 90-day startup calendar include:

- | | |
|--------|---|
| Feb 21 | Interview existing kitchen staff and advertise for kitchen staff and volunteers (The Food Service Manager will be required to be a certified food service manager) |
| Feb 27 | File for waiver of FL Food Service Operation License (GRACE Foundation is a 501c3) |
| Mar 1 | Apply for Department of Health Certificate transfer |
| Mar 20 | All staff involved in food preparation and food handling will take the Food Handler Training program and receive certification; the Food Service Manager (re)takes the Food Service Manager certification course as a "refresher" |
| Mar 21 | Develop and publish April's daily meal menu selection |

Apr 2 GRACE Foundation kitchen produces its first “hot” meal: eggs, hash browns, biscuits and gravy and ham

Empowerment Center Buffet

The Food Pantry and Kitchen will work together to operate a “cold” self-serve buffet that will serve cereal, fruit and pastries for breakfast; and salad, sandwiches and bag-lunches for lunch and dinner. Patrons can eat the meals from the buffet in the cafeteria, in their residences or they can take them off the property.

Empowerment Center BBQs

The GRACE Foundation has received the donation of a large BBQ grill which it will donate to the Empowerment Center for use for special occasions. Examples of its planned use for special events include:

Apr 1 GRACE Foundation staff cook a "Texas" style BBQ dinner for all residents and addresses resident Q&A in that setting

Food service at Social Events

Events that facilitate social interaction and community “bonding” are extremely important to the healing and recovery process of individuals who suffer from chronic homelessness. Examples of social events that include meals in the 90-day startup calendar include:

Apr 6 Friday night dinner and a movie events (starts and continues weekly)

Apr 9 “Stone” soup socials (starts and continues weekly)

Community Sponsored Meals

The GRACE Foundation will continue to solicit weekend meal services from faith based groups and charities, and attempt to expand those services to include weekday dinner meals.

Dykeman, Gayle B

From: Arthur Stockwell <artstockwell@hotmail.com>
Sent: Tuesday, February 06, 2018 4:50 PM
To: Dykeman, Gayle B
Subject: Re: One Final Question for CMGR-180047-GD

Hello Gayle,

The current Board members are:

Arthur Stockwell, Chairman
Elizabeth Epperly, Secretary
William Herren, Director
Scott Gapinski, Director
Coral McDonald, Director

This Board is changing and I will make you aware of the changes as they occur.

Best Regards,
Arthur Stockwell

From: Dykeman, Gayle B <DykemanGB@cityofgainesville.org>
Sent: Tuesday, February 6, 2018 3:21 PM
To: 'artstockwell@hotmail.com'
Subject: One Final Question for CMGR-180047-GD

The evaluation team has one more question that will need to be answered along with your response this afternoon to those questions posed to you on Friday.

Please provide a list of all members on the board for GRACE marketplace Charity Support Foundation, Inc..

For your information, this question is being asked of both respondents to the solicitation for CMGR-180047-GD.

Thank you in advance for your assistance.

Gayle Dykeman
Senior Buyer
City of Gainesville | Procurement Division

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My Office Hours: 7:00am-4:00pm, Monday – Friday

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