



March 24, 2014

# Update on the “Empowerment Center” Project

# Presentation Outline

- Status of the Empowerment Center
  - RFP
  - Acquisition
  - Renovations
- Vision and Concepts
- Governance Structure Options
  - Function and Oversight
  - Seats/Categories represented
- Future Funding for Homeless Services

# Timeline

- Oct. 31, 2013 – City released RFP to solicit proposals from qualified providers to administer and implement services for homeless persons at the GCI site
- Nov. 19, 2013 – Governor Rick Scott and the Cabinet members approved the sale of the GCI site and the other conservation properties to the City of Gainesville for \$1.3 million dollars.

# GCI Site





# Timeline

- Nov. 20, 2013 at 3:00 pm - Proposals due from potential providers at the GCI site
  - Two proposals were received - Alachua County Coalition for the Homeless and Hungry (ACCHH) and the Lazarus Ministries
  - City and County Evaluation Team reviewed and evaluated the proposals and made a recommendation to the City Commission on the ranking of the proposals and the firms

# Timeline

- Dec. 2, 2013 – City’s General Services Dept. began renovation and clean up of the Empowerment Center
  
- Dec. 19, 2013 – The City Commission approved the ranking of the firms
  - 1) Alachua County Coalition for the Homeless and Hungry (ACCHH); and
  - 2) Lazarus Ministries

# Timeline

- Jan. 12, 2014 - The City sponsored a Visioning Session to discuss future services for the Empowerment Center.
  - 79 people attended the Session
  - The findings and suggestions from the first Visioning session for the Empowerment Center are scheduled to be presented to the City Commission in April, 2014.

# Timeline

- Feb. 6, 2014 - The City approved a 3 year agreement with ACCHH for management and coordination of Homeless Services at the Empowerment Center.
  - Annual contract for \$308,00 in FY14
  - Future funding is subject to the approval of the City and County's annual Budget Process
  - City and County agreed to provide \$154,000 each for the provision of service FY14



# Timeline

- Feb. 20, 2014 - City approved Connect Free funds of up to \$625,000 for plumbing improvements, water meters and wastewater improvements at the Empowerment Center.
- Mar. 2014 - the first payment of \$77,000 to be issued from the City to ACCHH for start up cost and equipment for Homeless Services at the Empowerment Center.

# Proposed Timeline

- Apr. 2014 - City staff will present the findings and suggestions from the Visioning Session held in January to the City Commission. A second session is planned for this summer.
- May 1, 2014 - ACCHH to begin interim services at the Empowerment Center including meal services, shelter services (indoor and outdoor), referral services, storage services, shower and mail services.

# Renovations

- The City has allocated over 1 million dollars in renovation and construction funds to get the campus ready for homeless services.
- City Commission and County Commission have requested funding for the roof repairs, kitchen renovations and equipment in the State Legislative Packet for the Empowerment Center.
- Both Commissions are supporting similar request at the federal level for the Empowerment Center.

# Renovations

Facility improvements and repairs have focused on bringing buildings up to code with greatest potential for use and immediate impacts such as the:

- Chapel
- Commercial Kitchen & Cafeteria
- Dormitory
- Laundry
- Library

Note: Staff will be working with stakeholders to seek funding for repairs to the remaining buildings to make them available for future use.

# Renovations

Before



Fencing and barbed wire removed at the entrance

After





# Renovations

Before



Sally port, bollards, tall fencing and barbed wire removed at the entrance

After





# Renovations



Before

Laundry room repairs  
and upgrades



After

# Renovations

Before



Dorm repairs and  
painting

After



# Renovations

Before



Restroom repairs and  
fixture replacements

After



# GCI Vision/Concepts

- Turn “Gainesville Correctional Institute” into a model for adaptive reuse throughout the state
- From “Prison” to “Pride”
- Make the facility an asset to the community by offering a variety of services
- Develop a shared community vision and plan

# GCI Vision/Concepts

Potential services that could be provided include:

- Job training and mentoring programs
- Job search assistance
- Behavioral and medical health care
- Life skills training
- Case management
- Medical and dental care
- Education opportunities
- Housing

## Additional options include:

- A drop off child care center for parents accessing the services of the center or going out on job interviews
- Providing meals
- Organic farming to supplies food for the meals as well as offer training
- Retail opportunities



# Moving Forward

While there are many options to explore as the campus is developed, the City and County will need to discuss:

- The commitment for funding homeless services at the Empowerment Center in future years.
- Developing a governance structure and determine the role of the governing board for the Empowerment Center.

# Governance Structure Options

## Function and Oversight:

- Advisory Board to the City Commission with the ability to make recommendation on subject matter related to the Empowerment Center; or
- Independent Board with the ability to enter into contracts, raise funds, develop the property, hire employees to manage the property or dispose of property on the Campus.

# Governance Structure Options

City and County staff reviewed several governing structure models including:

- Alachua County Library Board
- Alachua County Regional Airport Authority
- Broward Partnership
- Camillus House (Miami, FL)
- Committee to End Homelessness (Seattle, WA)
- City of Lakeland Utilities
- Fairfax-Falls Church Community Partnership
- Southern Nevada Regional Planning Coalition

# Governance Structure Options

## Examples of Board duties and responsibilities:

- Recommendations to provide management, administration, operation, supervision, oversight and maintenance of all buildings and services, programs and services on the Campus
- Adopt a long range plan for the development and implementation of the vision and goals for the Empowerment Center
- Apply for and accept grants monies and donations from Private organizations and enter into contracts for services

# Governance Structure Options

## Examples of Board duties and responsibilities:

- Make recommendations on implementation of a capital program for the campus
- Make recommendations on entering contracts with the City/County or other public bodies for services and programs
- Make recommendations on the disposal of personal property for the management, operation and maintenance of services or buildings
- Create, appoint, and prescribe the duties and responsibilities of workgroups or subcommittees

## Feb. 10 - Town Hall Citizen Suggestions:

- 11 member board to include representatives
  - City Commission
  - County Commission
  - ACCHH or a representative from the managing entity
  - Homeless or formerly homeless person
  - Business community representative
  - Member from the faith-based community
- Consensus on six members for the board, however time did not allow for further discussion of other members despite other categories being suggested



# Governance Structure Options

## City and County staff:

- Agree with the recommendations of the citizens from the Town Hall meeting, but also suggested the addition of a neighborhood representative to the Board
- There was agreement between all of the staff on the other members, however, who or what organizations should be on the Board was a major issue and staff could not make the determination without input from the City and the County Commission
- Staff developed a chart that outlines a few governing structure options ranging from 11 to 17 members

# Governance Structure Options

<b>Empowerment Center Governance Board</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>
<b>Member</b>	<b>Count</b>	<b>Count</b>	<b>Count</b>	<b>Count</b>
City Commissioner *	1	1	1	1
County Commissioner *	1	1	1	1
Citizens * (focused representation noted below)	15	13	11	9
<b>Total</b>	<b>17</b>	<b>15</b>	<b>13</b>	<b>11</b>
Member from the Homeless Community or Former Homeless Person *	1	1	1	1
Member from ACCHH or the Managing organization providing and coordinating services for the Homeless at the site *	1	1	1	1
Member from the Faith Based Community *	1	1		
Member of the General Business Community	1	1	1	
Member of the Educational Community (University of Florida, Santa Fe College, Alachua County School Board, current/former educator, etc.)	1	1	1	1
Member from the Financial Community (Banking, Finance, etc.)	1	1	1	1
Member from the Construction/Building Industry	1			
Member from the Employment Community (Work Force, Temp Force, etc.)	1	1	1	
Member from the Social Services Community	1	1	1	1
Member from the Health and Human Services Community	1	1	1	1
Member from the Mental Health Community	1	1	1	1
Member from the Veterans Community	1			
Member from the Law Enforcement Community (Sheriff, GPD, Corrections)	1	1	1	1
Member from the Community (City/County Residents) at Large	2	2	1	1
<b>Total</b>	<b>15</b>	<b>13</b>	<b>11</b>	<b>9</b>
<b>Grand Total</b>	<b>17</b>	<b>15</b>	<b>13</b>	<b>11</b>
<b>* As recommended at the Town Hall Meeting</b>				

# Governance Structure Options

Staff recommends a minimum of these six seats/categories for the Governing Board:

- One (1) member of the Gainesville City Commission
- One (1) member of the Alachua County Board of County Commissioners
- One (1) member from the ACCHH or the managing entity of Homeless Services at the campus
- One (1) member from the Business Community
- One (1) member from the Faith-based Community
- One (1) member from the Homeless Community or a formerly homeless person

# Governance Structure Options

## Potential seats/categories to consider for the board:

- One (1) member from the Educational Community (University of Florida, Santa Fe College, Alachua County School Board, or a current/former educator)
- One (1) member from the Financial/Business Community (Bank/Credit Union, Finance, Real Estate, etc.)
- One (1) member from the Construction/Building Industry
- One (1) member from the Employment Community (Workforce, TempForce)
- One (1) member from the Social Services Community
- One (1) member from the Health and Human Services Community
- One (1) member from the Mental Health Community
- One (1) member from the Veterans Community
- One (1) member from the Law Enforcement Community (Sheriff, GPD, DOC)
- Up to Two (2) members from the City of Gainesville (City residents) at Large
- Up to Two (2) members from Alachua County (County residents) at Large

# Future Funding Discussion

Currently, the City and the County share the operational costs to provide meal services, case management, referral services, storage, and other services deemed appropriate for the Center's day services. The City and County Commissions need to discuss the future funding plans and intentions for FY 15 and FY16.

- Existing 3-Year Contract with ACCHH states that future funding is subject to the approval of the City and County's annual Budget Process

# Staff Recommendation

## The City Commission:

- 1) hear a presentation on the status of the Empowerment Center;
- 2) provide staff with direction on the make-up and authority of the governing structure for the Center; and
- 3) discuss the future funding of the homeless services at the Empowerment Center for FY15 and FY16.