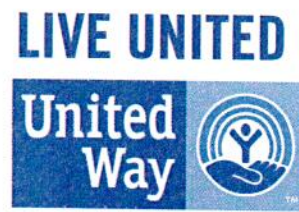


United Way of Southeast Alaska

3225 Hospital Drive, Suite 106
Juneau, Alaska 99801
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Juneau Cares Project Bullets

Program Elements

- The project begins July 1 and extends through December 31, 2020.
- United Way of Southeast Alaska is grant recipient and program manager.
- Grant request is \$1,092,000 depending upon meal cost and scope.
- United Way conducts RFP to solicit bids from food service companies in Juneau to provide and deliver lunch and dinner meals to Glory Hall/Campground clients, AWARE clients, St. Vincent de Paul, and food insecure individuals and families.
- RFP responses from collaborations of food providers will receive greater consideration, particularly if they are structured to allow additional providers to enter the confab under similar rules of participation.
- Anticipate serving up to 600 lunch and dinner meals on a daily basis.

Program Beneficiaries

- Local food service providers and their employees.
- The food insecure community members (anticipate this number may grow substantially depending upon the economy).
- The Glory Hall/Campground, AWARE, and St. Vincent de Paul clients benefit from more staff time working with clients.

Reviews and Support

- Reviewed favorably by CBJ Economic Stabilization Task Force
- Reviewed favorably by the Juneau Economic Development Council
- Supported by the Glory Hall/Campground, AWARE, and St. Vincent de Paul
- Supported by the Juneau Community Foundation
- Supported by many local food service companies

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LIVE UNITED



Juneau Cares Project

Proposed By

Larry and Sue Cotter, Amy Skilbred and Wayne Stevens

June 15, 2020

Project Description:

This is a simple yet multi-faceted project. The purpose is to increase and stabilize employment in the food service sector by leveraging available funds and transferring food preparation from various institutions to food service entities. This concept is based upon existing models being employed by the Napa Seafood Foundation (napaseafoodfoundation.com), the World Central Kitchen (worldcentralkitchen.org) and other programs around the country.

In those models, restaurants are contracted by the respective foundations to prepare, provide and deliver meals to certain other institutions. In the case of the Napa Seafood Foundation, the meals are delivered to front line defenders in hard hit COVID-19 hospitals. There is no ordering from a menu; the restaurant determines the meal. The foundation purchases the meals from the vendor, usually at cost. The front-line defenders win because they enjoy a wholesome seafood meal; the vendors win because they have enhanced economic activity; their employees win because they have expanded employment and earnings; and, in this case, the seafood industry wins because of increased exposure and revenue from sales.

Of note, we recently heard about the **SF New Deal**, a nonprofit program mobilized on March 23, 2020 in San Francisco to provide revenue relief to small businesses and address exploding local food-insecurity. This program is remarkably similar to what we are proposing with the Juneau Cares Project. It is focused on keeping restaurants open (and their workers employed) by paying them to deliver meals to San Francisco's most vulnerable residents: elders, people with pre-existing conditions, individuals and families living below the poverty line, people facing housing insecurity and homelessness, and individuals transitioning through compassionate release programs. Since their launch on March 23rd, the **SF New Deal** has served over 235,000 meals in partnership with a coalition of long-serving community-based organizations and have disbursed over \$2,500,000 back to small businesses in San Francisco.

The Juneau Cares Project, as designed, provides the same win-win-win benefits across the board. It provides work and income for small businesses, frees up our front-line employees working with the homeless, survivors of domestic violence and sexual assault, and provides food to those suffering from food insecurity.

For this project we propose contracting with local food service entities (restaurants, caterers' delis, etc.) via an RFP process, if necessary, or a transparent public solicitation if possible, to prepare meals for local institutions that are currently using their own staff to prepare meals, or to address other food security needs. This project anticipates a length of six months (July 1 through December 31). Contracts for this length of time would provide incentives for those in the food preparation business to reopen or expand their workplaces and potentially hire additional employees. The changes that may be needed into 2021 from COVID-19 are uncertain at best. This timeframe is in line with the funding available through the Federal CARES Act.

We envision the following three possible levels of food production:

Level 1: The Glory Hall/Warming Shelter, AWARE, St. Vincent de Paul, and Campground: approximately 175 people served.

Level 2: In addition to the Level 1, an additional food insecure of 50: approximately 225 people served.

Level 3: In addition to the Level 2, an additional food insecure 75: approximately 300 people served.

Please note that this number could increase, perhaps significantly, depending upon community needs of the food insecure. For example, the Juneau School District was providing breakfast and lunch to about 600 children each day during the school year.

St. Vincent de Paul manages the Warming Shelter, a venue for the homeless to have a place to sleep. Between April 16 and May 15 this year, an average of 54 guests stayed nightly. A total of 187 unique individuals used the facility during the same time period. The Glory Hall provides meals for these individuals.

All three social service agencies involved in feeding people in need strongly support this project: The Glory Hall, AWARE, and St. Vincent de Paul. Letters of support from each agency are attached.

Prior to the pandemic, both The Glory Hall and AWARE provided three meals per day to their clientele using predominantly volunteer staff. Once the pandemic began, the use of volunteers for food preparation was either limited or no longer possible. Presently, both institutions use paid staff predominantly to prepare their meals. To the extent that St. Vincent de Paul is involved in meal preparation or distribution the same applies to their staff. This is expensive, time consuming and an ineffective use of staff, particularly at a time when stress levels are accelerated and staff time is better used providing case management services to their respective clients.

Funding

The Glory Hall will contribute half of their annual food budget (about \$11,000) toward the project and, if desired, provide ingredients from USDA food supplies and Southeast Alaska Food Bank. We assume a similar contribution from AWARE.

The Juneau Community Foundation will contribute funding from their COVID-19 Funds: 2020 Food Assistance Fund and/or Community Assistance Fund. This could be in the range of \$25,000 to \$40,000.

We propose the remaining necessary funds come from the CBJ using CARES funding. We believe the use of federal funds, including the CARES Act funding includes projects to address food insecurity. CARES Act also allows for funds to be used to support business assistance, employment and re-employment, and homelessness from COVID-19, all of which are part of this program.

We propose that CBJ consider funding the entire program with CARES Act funding to help ensure the non-profits are on a more stable footing financially at the start of 2021. Alternately, the non-profits can contribute as initially planned and if there are left over CARES funding at the end of 2021, they can be reimbursed per a memorandum of understanding between the CBJ and them and the entities

Food Preparation Business Interest

The food preparation businesses, as well as The Glory Hall, AWARE, St. Vincent de Paul, have been impacted by COVID-19 and have made legitimate arguments that they are eligible for federal funding such as Payroll Protection Plan, loans, and CARES funding given the adverse impacts they have experienced. Restaurants and other food preparation businesses have had to close or, if operating, are doing so at greatly reduced capacity. In short, if there was no COVID-19, restaurants would be open and the non-profits would be operating as they have for years with volunteers donating and making most of the food consumed by their clients.

In order to gauge whether restaurants and other food preparation business would see this program as something they might undertake and to determine a range of prices per meal, we reached out to several restaurant owners who operate more than one venue and several smaller operations that cater food. All expressed great interest in this program and immediately started to think about whether they could extend hours, work together, employ more of their workers, provide space for meal preparation, and space for serving meals. We are confident that this sector of the business community would welcome the opportunity to participate in this program.

Costs

To help determine cost, we reached out to owners of various restaurants that are currently closed to get an estimate of what it might take for them to open – what guaranteed amount of funding is needed per month and how many meals that translates into. Those we have reached are intrigued and interested in the possibilities of participating in this program, and are working on the numbers. They look favorably on a six-month contract as it provides a level of economic stability.

It is difficult to definitively estimate what the cost will be for a meal. Lunches would be a healthy cold meal (sandwich, salad, drink, cookie) and dinners would be hot. Examples of current meals served by The Glory Hall are attached. The one key question is whether meals need to be individually packaged (as is the case with the Seafood for Heroes program) or can meals be delivered in bulk? Lunches might be fairly easily served individually wrapped in paper similar to Subway. For dinners, however, there would be a higher cost per meal if individual packaging is required.

That said, if meals can be delivered in bulk, the cost should be considerably less. In some instances, however, the institution receiving the meals may still need to package individual meals to serve clients off campus or comply with social distancing rules. If the institution can use volunteers (or paid staff, if volunteers are still not allowed), both objectives – cheaper meals/broader participation and meeting client needs – can still be accomplished.

Shown below are three cost scenarios at \$5.00/meal, \$7.50/meal and \$10/meal. The total costs vary wildly and range from \$320,000 on the low end to \$1.1 million on the high end, with both the cost per meal and number of meals as variables. We believe this program, if enacted, will most likely operate with costs at Level 2 or Level 3.

Based on our ongoing conversations with restaurant owners and other food providers, we anticipate having a clearer picture of the costs of this program through the responses to this proposal once it is public. We believe our current estimates are in the ballpark based on available information. The amount of CARES Act funding that the CBJ would allocate to this program and the responses to the RFP are both critical to determine the final scope: how many people are employed and how many people are fed.

We propose the CBJ fund this project at the highest cost estimate -- \$1,092,000. As we are all aware, our tourism business has essentially disappeared this year. Many businesses reliant on tourism, directly or indirectly, are being adversely affected. We suspect the level of food insecurity in Juneau may increase substantially as the year progresses.

Additional local economic benefits from this project can be achieved by including a local purchase requirement for fish, greens, and other items as available.

Both the Glory Hall and AWARE have access to food bank and other food supply programs. These supplies, presumably, would be available for use by food service entities participating in this project providing meals to those in need. Although transportation may need to be arranged, using these sources for ingredients could also reduce meal prices. At the end of this document is a copy of The Glory Hall's menu and current food supply.

Scenario 1	Breakfast # of People	Lunch # of People	Dinner # of People	Cost per meal	Total cost per day	Total cost per week	Total cost July 1- Dec 31
Low	0	175	175	\$5.00	\$1,750	\$12,250	\$318,500
Medium	0	225	225	\$5.00	\$2,250	\$15,750	\$409,500
High	0	300	300	\$5.00	\$3,000	\$21,000	\$546,000

Scenario 2	Breakfast # of People	Lunch # of People	Dinner # of People	Cost per meal	Total cost per day	Total cost per week	Total cost July 1- Dec 31
Low	0	175	175	\$7.50	\$2,625	\$18,375	\$477,750
Medium	0	225	225	\$7.50	\$3,375	\$23,625	\$614,250
High	0	300	300	\$7.50	\$4,500	\$31,500	\$819,000

Scenario 2	Breakfast # of People	Lunch # of People	Dinner # of People	Cost per meal	Total cost per day	Total cost per week	Total cost July 1- Dec 31
Low	0	175	175	\$10.00	\$3,500	\$24,500	\$637,000
Medium	0	225	225	\$10.00	\$4,500	\$31,500	\$819,000
High	0	300	300	\$10.00	\$6,000	\$42,000	\$1,092,000

Level 1 is The Glory Hall/Warming Shelter, AWARE, and the Campground

Level 2 is Level 1 plus 50 food insecure

Level 3 is Level 2 plus 75 food insecure

Location to Feed the Homeless Is Critical

An important component of this project involves identifying a location to feed the homeless. The Warming Center contract expires July 15, unless that contract is extended it will no longer be available. If it is no longer available, the Glory Hall building is the only alternative. Unfortunately, due to social distancing requirements, that building is not capable of meeting half the daily use requirements of the Warming Center. At this point, no alternatives have been determined for where to feed the homeless through December.

Even if the contract for the Warming Center is extended, that location is less than ideal. As St. Vincent de Paul's Executive Director, Dave Ringle, puts it:

“Feeding takeout meals to homeless people isn't really a viable answer. Breakfast is served at 7:30 am at the JACC with a sack lunch handed out at the same time. Dinner is served at the Glory Hall with very little seating available.”

With limited seating at the Glory Hall, greatly expanded spatial requirements for dining and shelter, this community should be working together to plan for how to meet this population's needs through the next winter. We need to be discussing options of new buildings and locations with space and ventilation to meet the requirements of this new COVID era. If we could show it could be done with dining, maybe it will open up people to look for long term solutions to shelter. Without every agency working together, we will fall short of meeting the needs of the homeless in Juneau.

Part of this project is to solicit bids from food service entities whom have the capacity to offer seating for meals as well. It may be there are three or four locations that can be utilized.

Project Management – Managing Entity

This project would be managed by United Way of Southeast Alaska. The United Way is a well-established and respected long-time non-profit in Southeast Alaska – they have the capabilities to manage all aspects of this project. In addition, the United Way of Southeast Alaska is eligible to receive CARES Act funds.

Overhead charges will be equal to legitimate expenses plus one percent.

The United Way of Southeast Alaska will be responsible for reviewing, advertising, and letting the RFP or the transparent public solicitation, selecting the winning responses, developing and entering into food delivery contracts, and paying the bills. We anticipate that once contracts are signed there would be limited time and effort associated with managing this program as it is designed to be participant-managed with contracts between those selected to provide the service, the entity receiving the food, and the managing entity.

Our intention is for this project to have multiple entities selected to provide meals. Doing this would spread the benefits – allowing more businesses to reopen and/or expand – and provide for meal variation.

RFP and Transparent Public Process Considerations

We prefer a transparent public solicitation process to an RFP process. The solicitation process is simpler and easier to manage, whereas the RFP process is much lengthier and more complex.

This program is intended to begin on July 1 and last through December 31 of this year. The CBJ Assembly is not scheduled to first address this proposal until it's meeting of June 22.

If we discover we must do an RFP we will likely issue it before the Assembly acts, based upon our belief the Assembly will approve funding for this project which, of course, is not guaranteed. Again, if we must do an RFP, given time restraints we will likely need to engage in a two prong process in order to be up and running by July 1: issue an RFP as soon as possible that provides for a reasonable amount of time for applicants to review and reply, and for the United Way to process (will not be completed by June 30); in the interim engage in a transparent process to identify food service entities who are willing and capable of meeting the needs until the RFP process is complete.

We anticipate a number of contract awards with local food service providers. We encourage joint ventures or coalition applications where several providers band together to share kitchens, meal services, and other activities. Joint applications will receive greater consideration, particularly if they are structured to allow additional providers to enter the confab under similar rules of participation.

Applicants' bids must include the total cost of food acquisition, meal preparation, packaging and transportation by specific times to one of two sites in downtown Juneau (the AWARE Shelter or another site still to be identified). If Level 3 is needed to provide for those who are food insecure in Juneau, there would likely be an additional site or two for food delivery.

Applicants should bid for lunch, dinner, or both. Applicants should specify the number of days they wish to provide meals, including identifying those specific days of the week they do not want to provide meals, if any. Applicants may also bid for portion of meal, e.g. provide 50 lunches daily, rather than 100.

There is an almost desperate need for a location to serve as a meal distribution center, possibly including on-site meal consumption. Before we engage in the RFP or transparent solicitation process, we will have determined whether or not that is the case or is possible. If so, that would also serve as an important bid component for consideration.

The Glory Hall, AWARE, and St. Vincent de Paul have access to food bank resources that may be available for raw material. The determination of how and under what conditions those resources can be accessed have not been determined. We will address this prior to issuance of the RFP.

Current Lunch and Dinner Menu Provided by The Glory Hall

Lunches

Sandwiches and salads and soups in a brown bag with fruit, yogurt, a granola bar and a dessert

- **Sandwiches**

Chicken salad, tuna salad, deli meats with cheese and lettuce

we use bread that we get from the food bank and have canned salmon, tuna and chicken which we have been using to make tuna and chicken salad. Sandwiches also usually have a slice of cheese as well as sometimes lettuce and other vegetables which are from the food bank. Our canned goods come from a combination of USDA and the food bank. We are also able to get deli meats from various sources such as the food bank or donations from IGA.

- **Salads** we have been making couscous salads, fruit salads, as well as canned fish/chicken salads that have other canned and bagged ingredients (from USDA) in them such as beans, corn, raisins or nuts. For fresh produce we rely heavily on the food bank. We supplement some meals with purchases of oil, potatoes, onions, and garlic from Costco.

- **Soups** are generally made from frozen meat/seafood or dried beans. We have a lot of frozen salmon, chicken and mussels. We also have split peas. Chili works well as well as minestrone soup from canned and frozen vegetables supplemented with canned chicken.

The food bank often has fresh fruit and yogurt that we have been putting with sandwiches and salads We also get donations of day-old donuts and muffins from Breeze-in that we have been individually wrapping and distributing with meals

We have also been bringing milk, juice and water to meals. We have been getting orange juice from USDA and milk from the food bank.

Dinner

- Split pea soup – We have split peas from USDA in bulk and frozen ham and other vegetables
- Beef Stroganoff with a side salad
- Pasta with red or white sauce with chicken or vegetables
- Breaded pollock with a side salad
- Salmon with bean salad
- Vegetable stir fry with rice
- Salmon burgers with couscous salad
- Chili with side salad
- Chicken curry over rice with a piece of fruit and yogurt
- Brazilian seafood stew with a side dish
- Cajun chicken pasta
- Vegetable curry over rice with a side salad

Current Groceries Available at The Glory Hall

In the Pantry in Bulk (more than 100 lbs.)

- Spaghetti and other pasta
- Canned corn
- Dried beans
- o Pintos beans and navy beans
- Rice- white and brown
- Canned pumpkin
- Canned pork
- Peanut butter
- Split peas
- Dehydrated potato flakes
- Raisins
- Walnut pieces

- Canned garbanzo beans
- Tomato soup and diced tomatoes
- Mac and cheese
- Beef stew

In the Freezer

- Salmon
- Breaded Pollock
- Chicken
- Pork
- Mussels
- Vegetables (broccoli and carrots)