

# Florida Job Growth Grant Fund Public Infrastructure Grant Proposal



“Improving Greenville’s quality of life by upgrading the water distribution system, providing a much-needed grocery store and creating 160+ jobs with the development of a local manufacturing facility.”

**SUBMITTED BY** EDWARD WALKER DEAN, TOWN MANAGER

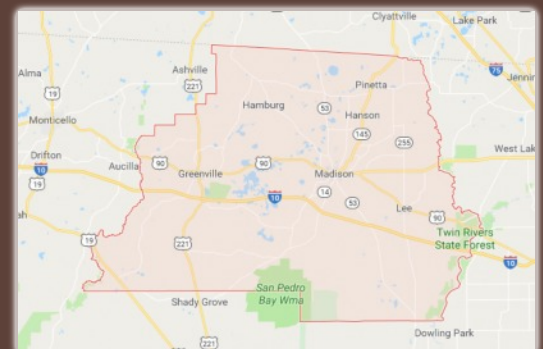
154 SW OLD MISSION AVENUE, PO Box 235

GREENVILLE, FLORIDA 32331

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(202) 607-3878-MOBILE



November 26, 2018

  
**TOWN OF GREENVILLE**

154 SW Old Mission Avenue • Post Office Box 235 • Greenville, Florida 32331-0235  
Phone 850-948-2251 • Fax 850-948-3363

*Incorporated 1907*

November 26, 2018

The Honorable Rick Scott  
Governor, State of Florida  
400 S. Monroe Street  
Tallahassee, Florida 32399-0001

Dear Governor Scott:

On behalf of the rural Town of Greenville, Florida, I am pleased to submit this grant request for \$2,310,000 under the Florida Job Growth Grant Fund Infrastructure Program. This project is supported by more than \$9 million in cash and in-kind resources. (See itemized list on the attached application, page 9.)

When a recent study by the U.S. Census Bureau revealed that Madison County (and the Town of Greenville, in particular), is considered the poorest county in Florida, (USA Today, Jan 22, 2018), our community leaders asked me to take definitive action to improve Greenville's economy. I reached out to a local small business, Twin Oaks Juvenile Development, Inc. and we initiated a plan to share resources, create jobs and improve community morale.

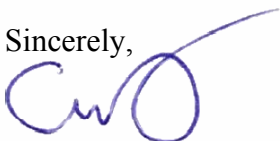
This project is a solution, an "economic engine" that will create at least 166 good paying, long-term jobs for residents of our economically depressed Greenville community and many members of our surrounding communities. (See list of job titles, Attachment B.) This project features a 10,000-sf grocery store, (currently Greenville has no local grocery store), a foster care residential program for 96 youth, and a state-of-the art, 32,000 sq. ft. mattress factory. Greenville's primary project partner, Twin Oaks Juvenile Development, Inc., brings 20 years of residential and vocational training services to Florida's foster care and court-ordered youth, and we are confident that they are an ideal community partner, and together we will put Greenville back on the map, economically.

Greenville is ready to launch this project. We are shovel-ready, and are prepared to start the hiring process in less than 2 months. Many unemployed Greenville residents will have paychecks from this project by March 31, 2019.

Thank you in advance for your consideration of this funding request that will take Greenville from the bottom of Florida's economic standings to a new level of community pride and economic well-being.

I am available should you have any questions, 850-948-2251-mobile, [edwardwalkerdean@embarqmail.com](mailto:edwardwalkerdean@embarqmail.com)

Sincerely,



Edward Walker Dean, Town Manager, Greenville, Florida



## 2018-2019 Florida Job Growth Grant Fund Public Infrastructure Grant Proposal

Proposal Instructions: The Florida Job Growth Grant Fund Proposal (this document) must be completed by the governmental entity applying for the grant and signed by either the chief elected official, the administrator for the governmental entity or their designee. Please read the proposal carefully as some questions may require a separate narrative to be completed. If additional space is needed, attach a word document with your entire answer.

### Governmental Entity Information

Name of Governmental Entity: Greenville, Florida

Government Federal Employer Identification Number ██████████

Primary Contact/ Title: Mr. Edward Walker Dean, Town Manager

Mailing Address: 154 SW Old Mission Avenue, PO Box 235, Greenville, Florida 32331

Phone Number: (850) 948-2251-Office, (202) 607-3878-Mobile, Fax (850) 948-3363

Email: edwardwalkerdean@embarqmail.com

Secondary Contact Name: Mrs. Kimberly Reams, Town Clerk & Custodian of Records

Phone (850) 948-2251-Town Offices, KReams@embarqmail.com

### Public Infrastructure Grant Eligibility

Pursuant to section 228.101, F.S., the Florida Job Growth Grant Fund was created to promote economic opportunity by improving public infrastructure and enhancing workforce training. Eligible entities that wish to access this grant fund must submit public infrastructure proposals that:

- Promote economic recovery in specific regions of the state, economic diversification or economic enhancement in a targeted industry ([View Florida's Targeted Industries here](#)).
- Are not for the exclusive benefit of any single company, corporation or business entity.
- Are for infrastructure that is owned by the public and is for public use or predominately benefits the public.

## 1. Program Requirements:

(If additional space is needed, attach a word document with your entire answer.)

Each proposal must include the following information describing how the project satisfies eligibility requirements listed on page 1.

### A. Provide a detailed description of the public infrastructure improvements.

The Town of Greenville is requesting grant support of the infrastructure expenses associated with a unique job creation project. The Town of Greenville is severely economically depressed, and plans to “jump start” a job creation program by entering into a public/private partnership with a company that plans to invest at least \$8 million for its youth campus in Greenville. Twin Oaks Juvenile Development, Inc. is a Florida non-profit corporation with 20 years’ experience as a Department of Juvenile Justice contractor. Twin Oaks creates long-term, good-paying jobs, supports state and local economies and provides homes and job training for hundreds of Florida’s foster care and court-referred youth.

This collaboration will bring 166+ jobs to the Greenville area over the next 12-18 months. The project includes the town constructing and leasing a 10,000 sq. ft. grocery store. This is a critical component to the town’s long-term economic viability. There is currently no “true” grocery store in Greenville; nowhere for residents and visitors to purchase fresh foods, fruits and vegetables. Greenville is considered a “food desert”. The addition of 166 jobs requires that a grocery store be constructed in Greenville as soon as possible.

This exciting economic development project also includes Twin Oaks opening a 300-acre residential campus in Greenville that will accommodate 80-95 foster care youth. In addition to housing, Twin Oaks provides the foster care youth with academic/educational resources and vocational training.

In addition to the 14 jobs to be created by the grocery store, 76 jobs will be created from the Twin Oaks Greenville residential services for the foster care youth. The project’s other source of job creation is a manufacturing operation that includes a 32,000 sq. ft. state-of-the-art mattress factory (54 jobs), and a 7,000 sq. ft. Customer Service Center/Mattress Parts Distribution Center (22 Jobs). Manufacturing is one of Florida’s targeted industries.

The foster care youth will live in the 7 cottages that are currently on the property. (Slated for renovation.) The Customer Service Center will be located in an existing building. (See # 9 on the attached site map.) The grocery store and the mattress factory will be new construction.

In order to support the expansion of the Twin Oaks residential services and the mattress factory, the Town of Greenville is requesting DEO funding to support the following infrastructure-related improvements: (See description of the infrastructure improvements listed below on pages 11-12.)

1. Cleaning and Painting of the Town’s 2 Water Tanks
2. 5 Year Service Agreement for Maintenance of the Water Tanks
3. Grocery Store Preliminary Engineering Report & Site Improvements
4. Mattress Factory Equipment

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**B.** Provide location of public infrastructure, including physical address and county of project.

1. Cleaning and Painting of the Town's 2 Water Tanks (154 SW Old Mission Avenue, Greenville, Florida 32331 (Madison County)
2. 5-Year Service Agreement for Maintenance of the Water Tanks (154 SW Old Mission Avenue, Greenville, Florida 32331 (Madison County)
3. Grocery Store Preliminary Engineering Report & Site Improvements (Intersection of U.S. 221 & Greenville Hills Road, Greenville, Florida (Madison County)
4. Mattress Factory Equipment, 742 SW Greenville Hills Rd. Greenville, FL 32331, (Madison County)

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**C.** Is this infrastructure currently owned by the public?  Yes  No

If no, is there a current option to purchase or right of way provided to the County?

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**D.** Provide current property owner.

Town of Greenville, 154 SW Old Mission Avenue, PO Box 235, Greenville, Florida 32331

Twin Oaks Juvenile Development, Inc. is the owner of the 3 acres of land to be deeded to the Town of Greenville for the grocery store.

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**E.** Is this infrastructure for public use or does it predominately benefit the public?

Yes  No

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**F.** Will the public infrastructure improvements be for the exclusive benefit of any single company, corporation or business entity?

Yes  No

- G.** Provide a detailed description of, and quantitative evidence demonstrating, how the proposed public infrastructure project will promote:

Economic recovery in specific regions of the state;

This project will positively impact the Town of Greenville where unemployment for the 16-24 year-old population is 52% and the Madison County's average unemployment rate is 31%. USA Today's 2018 report on the poorest counties in each state identified Madison County as the poorest county in Florida. The median household income is \$29,806 as compared to \$48,900 for the State of Florida. <https://www.usatoday.com/story/money/economy/2018/01/22/u-s-economy-rundown-poorestcounty-every-state/1045715001>

The availability of vocational training and 166 good paying jobs will change the lives of Greenville residents and members of other Madison County communities and the surrounding counties of Brooks County, Georgia – north, Lowndes County, Georgia – northeast, Hamilton County – east, Suwanee County – southeast, Lafayette County – southeast, Taylor County – southwest and Jefferson County – west. The job sites (Grocery Store, Residential Cottages, Customer Service Center and the Mattress Factory), are all located within a 20-minute radius of these surrounding counties. The Town of Greenville does not anticipate any issues regarding workforce availability.

The public/private community collaboration detailed in this proposal combined with the resources provided through the Florida Job Growth Grant Fund are essential components of our community's long-term plan for economic recovery.

- Economic diversification; or
- Economic enhancement of a Targeted Industry ([View Florida's Targeted Industries here](#)).
  - o Describe how the project will promote specific job growth. Include the number of jobs that will be retained or created, and in which industry(ies) the new net jobs will be created using the North American Industry Classification System ([NAICS](#)) codes. Where applicable, you may list specific businesses that will retain or create jobs or make capital investment.

This project will promote job growth in the Town of Greenville, Madison County, and surrounding counties. The project's recruitment tools will focus on veterans seeking vocational training and better wages and long-term unemployed and underemployed. The estimated \$7.5 million annual revenue from the mattress factory will bring unprecedented increased revenue to area small businesses and will add to city and county tax base.

# Jobs	Industry	NAICS	Business
76	Foster Care Youth Housing	624190	Twin Oaks Juvenile Development, Inc. (Capital investment is USDA Loan)
54	Mattress Factory	337910	Twin Oaks Madison, LLC (Capital Investment is USDA Loan.)
22	Customer Service Center	561422	JumpSource, Inc. (Capital investment of \$100,000 towards buildout of the Service Center)
14	Grocery Store	445110	The Grocery Store Leasee will be identified by 12-31-18. Greenville will own the land, and the building. Greenville will pay for the construction of a 10,000 sq. ft. "shell" (cold, dark shell), per the leasee's specifications.
166 Total Jobs (All are new 100% FTE good paying jobs)			

Provide a detailed explanation of how the public infrastructure improvements will connect to a broader economic development vision for the community and benefit additional current or future businesses.

The Town of Greenville's commitment to economic development starts with completing the necessary upgrades to the Town's water tanks. These upgrades must be completed in order to accommodate the increased impact to the system by the grocery store, Twin Oaks' development of the cottage renovations and the construction of the mattress factory.

This opportunity: Greenville partnering with a local small business (Twin Oaks), is exactly what Greenville needs in 2019 to meet its economic development goals. In addition to the 166 jobs to be created, this economic boost to our local economy will attract homebuyers and additional small businesses.

**2. Additional Information:**

(If additional space is needed, attach a word document with your entire answer.)

- A.** Provide the proposed commencement date and number of days required to complete construction of the public infrastructure project.

January 15, 2019-May 15, 2019 (4 months) as follows:

1. Improvements and Upgrades to Greenville's Waste Water Treatment Plant  
January 15-March 31, 2019 (70 days)
2. Cleaning, Painting and Maintenance Agreement for the Town's 2 Water Tanks  
March 1-June 30, 2019 (120 days)
3. Grocery Store Preliminary Engineering Report & Site Improvements  
January 15-March 31, 2019 (70 days)
4. Mattress Factory Equipment Procurement & Installation  
January 15-May 15, 2019 (120 days)

- C.** Detail whether required permits have been secured, and if not, detail the timeline for securing these permits. Additionally, if any required permits are local permits, will these permits be prioritized?

n/a, no additional permits are required

- D.** What is the future land use and zoning designation on the proposed site of the infrastructure improvements, and will the improvements conform to those uses?

The future land use and zoning designations on the proposed sites is in accordance with the plan outlined throughout this application. The planned improvements conform with land use and zoning requirements.

- E.** Will an amendment to the local comprehensive plan or a development order be required on the site of the proposed project or on adjacent property to accommodate the infrastructure and potential current or future job creation opportunities? If yes, please detail the timeline.

Yes  No



**F.** Is the project ready to commence upon grant fund approval and contract execution? If no, please explain.

Yes       No

Yes, the project is shovel-ready.

**G.** Does this project have a local match amount?

Yes       No

If yes, please describe the entity providing the match and the amount. \$9,601,000

- |  |  |
|--|--|
| 1. Twin Oaks Madison, LLC  | \$7,995,000 {Value of 2 USDA Loans (including equity) minus the value of the mattress equipment to be provided under this grant, \$1,625,000}  |
| 2. Twin Oaks Madison, LLC  | \$138,000 (Cash commitment towards the buildout costs for the JumpSource Customer Service Center to be located next to the mattress factory.)  |
| 3. Twin Oaks Juvenile Development, Inc.  | \$36,000 (Estimated Value of the 3 acres of land to be deeded to the Town of Greenville for the Grocery Store)   |
| 4. Twin Oaks Juvenile Development, Inc.  | \$332,000 (Value of the Twin Oaks staff time and resources required for this economic development project's vocational training component (\$2,000/job created x 166 jobs)                     |
| 5. Jackson Oaks, LLC   | \$800,000 (Value of land and current structures where the foster care cottages and the mattress factory will be located.)  |
| 6. Michael Porter, JumpSource Inc.<br>1200 NW 17 <sup>th</sup> Ave.<br>Del Ray Beach, FL | \$100,000 (Capital investment by JumpSource, the tenant/operator the Customer Service Center/Mattress Parts Warehouse, to support the buildout)  |
| 7. Town of Greenville  | \$200,000 (Value of Town employees' time and resources during the development and management of this project for first 3 years. To include: Town Mgr., Public Works Director, and Town Clerk.) |

**H.** Provide any additional information or attachments to be considered for this proposal. Maps and other supporting documents are encouraged. See attached site map page 23 .

### 3. Program Budget

(If additional space is needed, attach a word document with your entire answer.)

**Estimated Costs and Sources of Funding:** Include all applicable public infrastructure costs and other funding sources available to support the proposal.

**1.) Total Amount Requested**      **\$ 2,310,000** \_\_\_\_\_  
 Florida Job Growth Grant Fund

**A. Other Public Infrastructure Project Funding Sources:**

City/County                      \$ 200,000

Private Sources                 \$ 9,401,000 (Per page 9)

Other (grants, etc.)             \$ 2,310,000

Please Specify: This Florida  
 Job Growth Grant Fund  
 Request

**Total Other Funding**         **\$ 11,911,000**

**B. Public Infrastructure Project Costs:**

1. Construction                 \$ 0

2. Reconstruction               \$ 325,000

3. Design & Engineering      \$ 110,000 (Grocery Store  
 Design & Engineering)

4. Land Acquisition             \$ n/a

5. Land Improvement          \$ 250,000 (Grocery Store Site  
 Improvements)

6. Other (Factory  
 Equipment)                      \$ 1,625,000

Please Specify: (See  
 attached equipment list  
 pages 24-28.)

**Total Project Costs**         **\$ 2,310,000**

**Note:** The total amount requested must be calculated by subtracting the total Public Infrastructure Project Funding Sources in A. from the total Public Infrastructure Project Costs in B.

- C. Provide a detailed budget narrative, including the timing and steps necessary to obtain the funding and any other pertinent budget-related information.

Public Infrastructure Project Costs:

Type text here

Budget Narrative:

1. Construction: \$0—No construction costs are requested in this grant as those costs are supported by the 2 Twin Oaks USDA Loans.

2. Reconstruction: \$325,000

a. Upgrade the Town's 2 Water Tanks: \$100,000

Greenville's water distribution system is dependent on 2 elevated finished water storage tanks. These tanks have storage capacities of 75,000 gallons each. The Town does not have available funding to upgrade the tanks' infrastructure in order to support the impact on the water system from the grocery store and the Twin Oaks project. The management and maintenance of these tanks helps to preserve the system's integrity. One of the most efficient ways to accomplish this is to coat the tanks in order to maintain the water's consistent temperature and quality.

Before painting can begin, the tanks are drained and inspected. Scaffolding is installed on the outside of the tank for workers. If needed, structural repairs are done on the tanks. The inside and outside are sandblasted, or power washed depending on the condition of the tank. The surface is then patched, primed and painted. Each tank takes anywhere from 60 to 90 days for painting to be complete, depending on the size of the tank and the number of repairs required. Once the painting is complete the tank must be properly disinfected, according to the standards set forth by the American Water Works Association and refilled with water. After the disinfection process is completed, and before the tank is placed back in service, a bacteria sample is taken from the facility. Once this sample comes back negative, the tanks will be placed back in service.

b. Service Agreement for the Water Tanks: \$150,000 (\$30,000/Year x 5 Years)

Greenville has vendor quotes for the service agreement.

c. Water System Management Tools (Includes software) \$75,000

Software such as the type provided by VT SCADA® will document and record everything that Greenville's water distribution system needs in order to support this economic development project including monitoring the water pressure and chlorine residual levels for compliance. It also allows Greenville personnel the ability to monitor the system in real time with graphical display from anywhere with a smart phone, tablet, laptop or like device. Setpoints and control options can be adjusted remotely as well. The operator, (Greenville's Public Works Director), can receive an alarm and make an assessment or corrective action without having to go to the plant first. This system is fully scalable with the ability to add the management of Greenville's waste water plant or lift stations or any other piece of critical equipment that may need monitoring in the future such as generators, bypass pumps, building security, etc. Greenville has vendor quotes for this program.

3. Design & Engineering: \$110,000 payable to a local A & E team to assess the suitability of the possible site for the Grocery Store. The site that has been identified is a 3-acre site on Twin Oaks Property (U.S. 221 and Greenville Hills Drive). This location is ideal for the store As it is a high-traffic area and is only ½ mile from downtown Greenville. The A & E Team will provide a site plan and recommendations for improving the site. Once the site is deemed suitable for a grocery store and is acceptable to the prospective grocery store leasee, Twin Oaks will deed the 3 acres over to the Town of Greenville. Greenville will own the land and will build a “shell” per the grocery store vendor’s specifications.(Funding for the construction of the shell will be requested from DEO under the CDBG program.)
4. Land Acquisition: n/a  
Twin Oaks owns the land for the foster care youth residential program and the mattress factory. As mentioned previously, Twin Oaks is deeding 3 acres of land to Greenville for the Grocery Store.)
5. Land Improvement: \$250,000 to improve and prepare the grocery store site for the grocery store site per the recommendations from a Greenville-based architect who conducted a site visit.
6. Other \$1,625,000 (Mattress Factory Equipment to be purchased by the Town of Greenville and leased to Twin Oaks Madison until such time that the 166 jobs have been secured per the grant contract. The terms of the equipment lease are TBD.)

Total Project Costs: \$ 11,911,000

Florida Job Growth Grant Fund Request: \$2,310,000 (19.3% of total project costs)

Other Sources: \$9,601,000 (80.7% of total project costs)

#### 4. Approvals and Authority

(If additional space is needed, attach a word document with your entire answer.)

- A. If the governmental entity is awarded grant funds based on this proposal, what approvals must be obtained before it can execute a grant agreement with the Florida Department of Economic Opportunity (e.g., approval of a board, commission or council)?

Board authorization is not required to authorize this grant.

If board authorization is not required, who is authorized to sign?

Edward Walker Dean, Greenville's Town Manager, is authorized to approve this grant.

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**B.** If approval of a board, commission, council or other group is needed prior to execution of an agreement between the governmental entity and the Florida Department of Economic Opportunity:

i. Provide the schedule of upcoming meetings for the group for a period of at least six months.

n/a

ii. State whether entity is willing and able to hold special meetings, and if so, upon how many days' notice.

n/a

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**C.** Attach evidence that the undersigned has all necessary authority to execute this proposal on behalf of the governmental entity. This evidence may take a variety of forms, including but not limited to: a delegation of authority, citation to relevant laws or codes, policy documents, etc.

See Attachment E, pages 29-32, confirming Edward Walker Dean's authority as Greenville's Town Manager.

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I, the undersigned, do hereby certify that I have express authority to sign this proposal on behalf of the above-described entity and to the best of my knowledge, that all data and information submitted in proposal is truthful and accurate, and no material fact has been omitted.

Name of Governmental Entity: Greenville, FL

Name and Title of Authorized Representative: Edward Walker Dean, Town Manager

Representative Signature:  \_\_\_\_\_

Signature Date: 11/26/18

Attachments:

- A. Twin Oaks Juvenile Development Project Commitment Letter
- B. Job List (Grocery Store, Twin Oaks Residential Services, Mattress Factory and Customer Service Center)
- C. Project Site Map
- D. Mattress Factory Equipment Invoice and Equipment Layout
- E. Minutes of the 10/16/17 Greenville Board Meeting that confirmed Edward Walker Dean's position as Town Manager.



November 26, 2018  
Attention: Edward Walker Dean, Town Manager  
Greenville, FL

Regarding: Letter of Commitment

Dear Mr. Dean:

On behalf of the Twin Oaks Board of Directors and our 440 Staff/Personnel from our 5 facilities state-wide, we are pleased to confirm our commitment to collaborate with Greenville to create 166 full-time, good paying jobs. In terms of the goals set forth in Greenville's Florida Job Growth Grant Fund Application, Twin Oaks Juvenile Development, Inc. and its affiliate, Twin Oaks Madison, hereby commit the following resources:

1. Twin Oaks Juvenile Development, Inc. will use the \$7,995,000 USDA B & I loan proceeds to renovate the 7 residential cottages and construct the mattress factory, thereby creating at least 152 jobs for Greenville residents and residents in surrounding communities.
2. The equipment to be purchased by Greenville under the terms of the grant request will not exceed \$1,625,000. The equipment will be owned by Greenville and will be installed in the mattress factory. Twin Oaks will lease the equipment from the Town of Greenville for a reasonable monthly fee to be determined on or before 12/31/18. Once the 166 jobs are created, (Twin Oaks, 152 jobs + 14 Grocery Store jobs), ownership of the equipment will revert back to Twin Oaks, at no additional cost.
3. Twin Oaks will be responsible for all areas of vocational training that are integral to this economic development project to include: candidate recruitment, hiring, training and ongoing personnel management. Twin Oaks has a vocational training program in place, and will be responsible for the soft costs associated with the entire spectrum of the job creation process as this would be an expensive economic burden on the Town of Greenville. (Recruitment, hiring and training activities for the Grocery Store personnel will be developed with the Grocery Store Manager under a separate agreement.)
4. Twin Oaks will deed at least 3 acres of land located at the intersection of U.S. 221 and Greenville Hills Drive to the Town of Greenville at NO COST to the Town of Greenville for the purpose of constructing a grocery store and any ancillary businesses (gas station, deli, etc.). The land deeded to Greenville will be free and clear and Twin Oaks will have no financial responsibilities or liabilities in terms of the grocery store project.
5. Twin Oaks will consider purchasing a portion of its Greenville campus food commodities from the Greenville grocery vendor once a vendor is selected.

Thank you in advance for including Twin Oaks Juvenile Development, Inc. in this exciting collaboration that will create good paying jobs and add considerable revenue for area small businesses and the town's tax base.

Sincerely,



Benjiman "Benjie" Read, CFO, Twin Oaks Juvenile Development, Inc.  
850-643-7768  
bread@twinoaksfl.org

Attached: Project Renderings, Photos and Twin Oaks Background Information

Shown below, a rendering of the Mattress Factory (exterior this page, and interior following page)









Twin Oaks Juvenile Development will operate the following programs on the Greenville campus site, (Residential cottages shown below): 1) a Foster Care residential program in collaboration with the Florida Department of Children and Families (DCF) and the Florida Agency for Health Care (ACHA)



## Background

Twin Oaks is very proud of its 20 years successfully providing many levels of support and resources to more than 5,000 of America's troubled teens on 5 campuses throughout Florida. Although we provide vocational training to youth on all 5 campuses, this factory project is our most ambitious to date: impacting the community and our youth and adult residents by creating more than 130 jobs. More importantly, the Greenville Campus includes vocational training and jobs for foster care youth and U.S. veterans' and adults-with-disabilities. (The list of jobs to be created is provided, Attachment A.)

Twin Oaks Juvenile Development, Inc. has been a pioneer in providing leading-edge educational and vocational services to the state of Florida Department of Juvenile Justice (DJJ), Florida Department of Children and Families (DCF), Florida Department of Transportation (DOT), and Florida Department of Education (DOE), and others, since 1998. Currently, Twin Oaks Juvenile Development, Inc. provides contract services for more than 1,000 at-risk youth each year. The Twin Oak's treatment model has demonstrated a history of success in the areas of competency training, case management services, mental health services, vocational services, and educational services.

Twin Oaks Juvenile Development currently manages 420 employees and an annual \$24 million budget on 5 residential campuses it operates in Florida. Twin Oaks brings 20 years' experience of dramatically changing the lives of more than 5,000 troubled and court appointed youth to this project. In terms of financial stability and employment, Twin Oaks has been a leader as a Florida Department of Juvenile Justice contractor, in providing vocational training opportunities throughout the State of Florida. These vocational programs include: welding, building trades, automotive service, Microsoft suite certification and culinary arts. In addition, Twin Oaks secured a contract with the Florida Department of Transportation to provide roadside maintenance projects in the amount of \$900,000 per year. All Twin Oaks' residential and probation youth may participate in these vocational programs. These training programs allow Twin Oaks' youth to return home with most of their community service hours completed and restitution amounts paid in full. Twin Oaks currently has a probation program for youth leaving/concluding residential placement called Project Connect that provides support services to 640 youth annually. This program currently has a 100% job placement and retention rate.

The Twin Oaks campus in Greenville includes an 80-bed foster care treatment home for "crossover youth." Crossover youth are Foster care youth that have been confined in Department of Juvenile Justice Residential facilities, similar to facilities that Twin Oaks currently operate and have been released but have nowhere to go. There are approximately 1,800 of these youth in the State of Florida.

Twin Oaks' most notable achievements include:

- Implementing state-of-the-art vocational educational programming (1998 – Present)
- Pioneering transitional services through a scalable model developed by Twin Oaks (Project Connect 1999 - Present)

- Receiving the Department of Juvenile Justice’s (DJJ’s) Northern Region contract to provide community-based transitional services (August 2013 - July 2023)
- Receiving accreditation from AdvancEd (formerly SACS) (2005 - Present)
- Receiving accreditation from the National Center for Construction Education and Research (NCCER) (2007 - Present)
- Obtaining a charter from the Boys & Girls Club of Tabula Rasa as the only Boys & Girls Club in the nation to solely serve youth in residential programs (2007-Present)
- Receiving Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation in the area of Residential Services (2003-Present)
- Receiving commendations by both the Department of Juvenile Justice (DJJ) and the Department of Children and Families (DCF) for the successful implementation of a restraint-free environment (2014 - Present)

**Project Team Member Contact Information:**

- Benjiman “Benjie” Read, CFO, Twin Oaks Juvenile Development, Inc. 850-643-7768, bread@twinoaksfl.org
- Donald “Donnie” Read, CEO, Twin Oaks Juvenile Development, Inc. 850-643-7698, dread@twinoaksfl.org
- John McEachern, Owner’s Rep./Project Mgr., 706-527-1578, McEachernReds@aol.com
- Jon Savoy, Project Contractor, Savcon, Inc., 850.933.4346, savconinc.jfs@gmail.com
- Justin Crymes, Education Dir., Twin Oaks Juvenile Dev, 386-208-3678, jcrymes@twinoaksfl.org
- Jan McAdams, Grantwriter, Twin Oaks Juvenile Dev. 850-879-5319, janmcadams@outlook.com

**Project Schedule:**

- Project Planning & Financing: March 2018-November 2018
- Permitting, Design & Construction: June 2018-March 2019
- Job Training: January 2019-September 2019
- Move-In: April 2019
- Initiate Mattress Production: June 2019

## **Attachment B: Florida Job Growth Grant Fund**

### **Job Titles (166 Total Jobs)**

#### **A. Greenville Grocery Store (14 Jobs)**

1. 1 Store Manager
2. 2 Assistant Managers
3. 5 Cashiers
4. 3 Baggers
5. 1 Produce Manager
6. 2 Inventory Stocking Crew/Janitorial

#### **B. Twin Oaks Greenville Campus Foster Care Youth Staffing (7 Residential Cottages, Dining Hall and Boys & Girls Club (76 Jobs)**

1. 1 Program Director
2. 1 Asst. Program Director
3. 1 Administrative Assistant
4. 1 Bookkeeper/Business Manager
5. 1 Clinical Director
6. 7 Therapists
7. 1 Nurse
8. 3 Food Service Support Staff (1 Director + 2 Workers)
9. 28 House Parents {4 Persons/Cottage (2 Married Couples/Cottage) x 7 Cottages}
10. 28 Youth Care Assistants (4 Per Cottage x 7 Cottages)
11. 4 Boys and Girls Club Staff

### **C. 50 Mattress Factory (54 Jobs)**

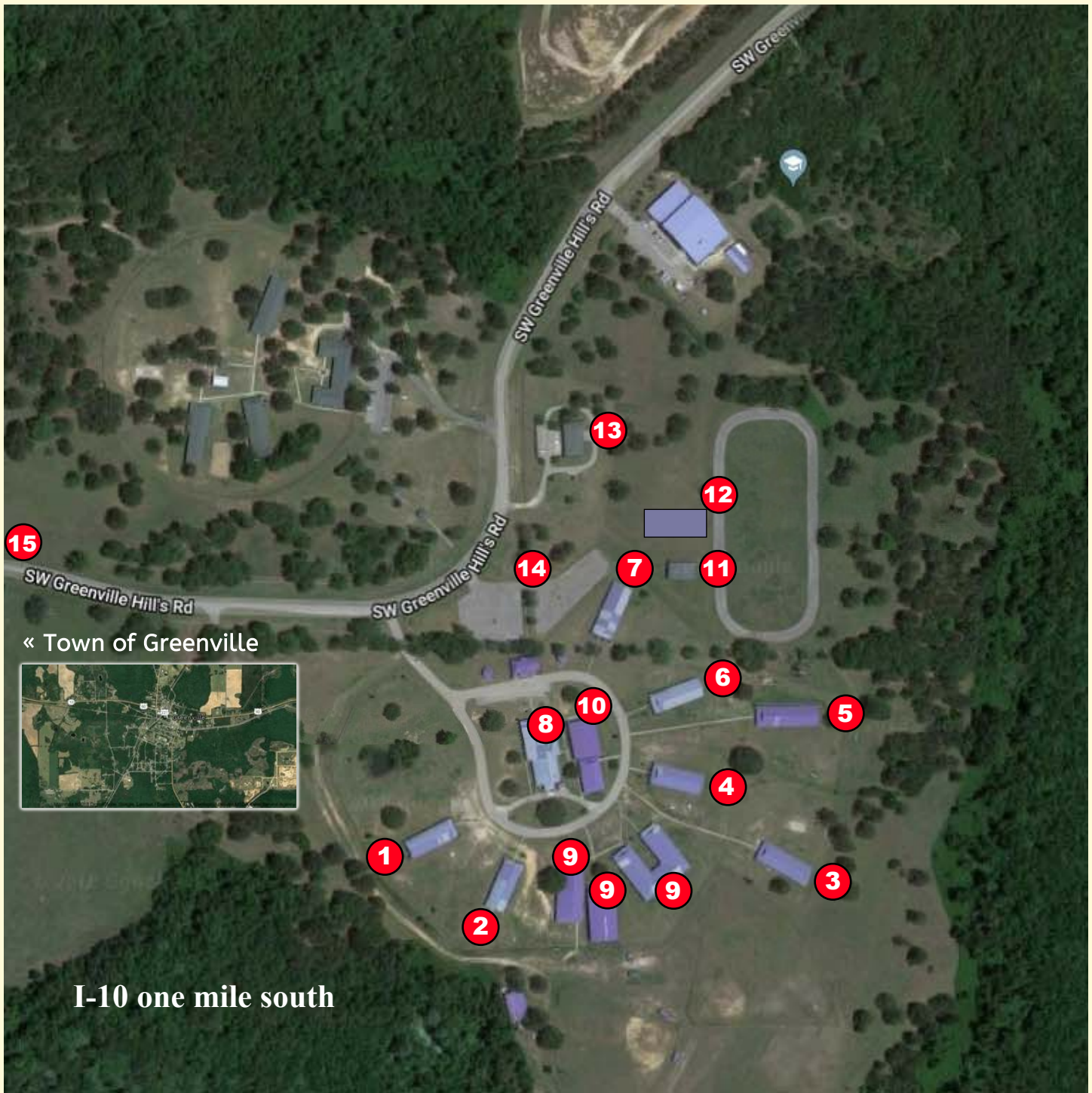
1. 1 General Manager
2. 1 Production Manager
3. 7 Wood Shop Staff (1 Manager + 4 Wood Shop Workers + 2 Wood Shop Floaters)
4. 3 Line Managers
5. 3 Shipping Staff (1 Shipping Manager + 2 Shipping Assistants)
6. 5 Glue Station Staff (1 Glue Station Lead + 4 Glue Station Workers)
7. 5 Mattress Builders (1 Lead + 4 Mattress Build Workers)
8. 6 Sewing Room (1 Lead + 5 Sewing Room Workers)
9. 5 Tape Edge Staff (1 Lead + 4 Tape Edge Workers)
10. 4 Baggers/Row Packers
11. 2 Forklift Operators
12. 2 Administrative/Clerical Staff
13. 4 Cleaning Crew (1 Lead + 3 Workers)
14. 5 Drivers
15. 1 Facility Manager/Building Engineer

### **D. Customer Service/Parts Warehouse (22 Jobs)**

1. 1 Customer Service Manager
2. 10 Customer Service Agents (Call Center)
3. 5 Parts Warehouse Inventory Clerks
4. 6 Parts Assemblers

Attachment C:  
**GREENVILLE, FLORIDA ECONOMIC DEVELOPMENT SITE PLAN/AERIAL VIEW**

U.S. 221



- # 1-7 Cottages/Dorms to House Twin Oaks Foster Care Youth. Each cottage will accommodate 8-12 youth & 2 house parents. At full capacity, the cottages will accommodate 80 "crossover youth." Crossover youth are Foster Care Youth that have been confined in Department of Juvenile Justice Residential facilities, similar to facilities that Twin Oaks currently operate and have been released, but have nowhere to go. There are approximately 1,800 of these youth in the State of Florida. Cottages are scheduled for renovation.
- # 8 Kitchen/Dining Hall. Features a commercial kitchen and dining area, seating for 100. All appliances are being replaced.
- # 9 Includes 3 buildings for customer service/call center, mattress factory parts distribution, classrooms, and computer lab (15 computers).
- # 10 Boys and Girls Club. Twin Oaks holds a current B & G Club Charter, the 2,500 sq. ft. Club includes a game room, media center, and a covered outdoor basketball court.

- # 11 Carpentry and Welding Shop. Provides Foster Care Youth with vocational training in a variety of carpentry and welding skills to increase career options.
- # 12 Mattress Factory, Future Site of the 32,000 sq. ft. factory slated to open in Spring 2019.
- # 13 Automotive Center. Provides Foster Care youth with vocational training in a variety of automotive-related skills such as oil changes. Fully functional, includes 2 service bays and more than \$250,000 in automotive equipment.
- # 14 Parking (200 spaces)
- # 15 Future site of the Greenville Grocery



## Jumpsource

**S757**

1200 NW 17th Ave  
Suite 17  
Delray Beach, FL 33445  
UNITED STATES  
Phone: 9785003566  
Email: sam@jumpsource.com

Total equipment cost per these  
invoices:(May fluctuate 10%  
depending on the final layout.) **\$1,775,045**

- Grant Request \$1,625,000

Difference to be paid by Twin Oaks \$150,045

**Bill To:**

Wayne Freeman,  
Manager, Mattress Factory  
c/o Twin Oaks Madison  
FL  
UNITED STATES

Customer: Wayne Freeman

**Ship To:**

Wayne Freeman  
c/o Twin Oaks Madison  
FL, UNITED STATES

Contact: Wayne Freeman

**Memos**

Seller	Payment Terms	FOB Point	Carrier	Ship Service	Requested Ship Date
Mike	50 / 50	Origin	BROKER-TBD		04/12/2018

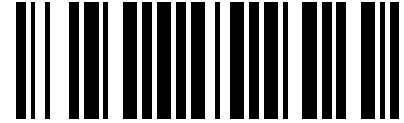
Item #	Number	Description	Unit Price	Qty Ordered	Total Price
1	ASM-5000	SIGMA ASM-5000 All-Purpose Flange Machine	\$ 15,500.00	2 ea	\$ 31,000.00
2	ASM-2400	SIGMA ASM-2400 Gusset Forming and Continental Machine	\$ 19,500.00	1 ea	\$ 19,500.00
3	ASM-2700A	SIGMA ASM-2700A Semi Automatic Tape Edge Machine For Mattress	\$ 39,000.00	4 ea	\$ 156,000.00
4	ASM-2000A	SIGMA ASM-2000A SIGMA Double Border Serger System with Left and Right Head	\$ 35,250.00	1 ea	\$ 35,250.00
5	ASM-1800	SIGMA ASM-1800 Long Arm Quilt Repair Machine	\$ 13,000.00	1 ea	\$ 13,000.00
6	ASM-1700A	SIGMA ASM-1700A Roll Pack Machine	\$ 115,000.00	1 ea	\$ 115,000.00
7	ASM-2700-401-3	SIGMA ASM-2700-401-3 Medium Weight Panel Binder	\$ 10,500.00	2 ea	\$ 21,000.00
8	ASM-2200	SIGMA ASM-2200 Multi Needle Decorative Border Machine	\$ 29,000.00	1 ea	\$ 29,000.00
9	ASM-BT-33	Belt Table for Flange Machine	\$ 25,000.00	3 ea	\$ 75,000.00
10	ASM-401-7	Heavy Duty Half Capper	\$ 13,500.00	1 ea	\$ 13,500.00
11	ASM-401-ZPR	Variable Top and Bottom Feed for Attaching Zipper to Covers	\$ 10,500.00	1 ea	\$ 10,500.00



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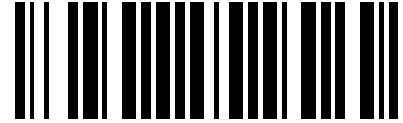


Item #	Number	Description	Unit Price	Qty Ordered	Total Price
12	ASM-JPT-1	Programmable System for Attaching Panel to Border and Corner Ruffling/Pillow Topping	\$ 24,500.00	2 ea	\$ 49,000.00
13	ASM-DSK	Automatic Panel Cutter	\$ 50,000.00	1 ea	\$ 50,000.00
14	ASM-GS	Glue Line System with Automatic Glue Bridge	\$ 110,000.00	1 ea	\$ 110,000.00
15	ASM-PS	Automatic Mattress Packaging / Bagging System	\$ 95,000.00	1 ea	\$ 95,000.00
16	ASM-Slitter	Roll Slitter	\$ 14,000.00	1 ea	\$ 14,000.00
17	ASM-Eastman Blue Streak	Cloth Cutting Machine	\$ 3,400.00	1 ea	\$ 3,400.00
18	ASM-Embroidery	2 Headed Embroidery Machines	\$ 17,900.00	1 ea	\$ 17,900.00
19	ASM-Bale Opener	Bale Opening Machine	\$ 25,000.00	1 ea	\$ 25,000.00
20	ASM-Conveyor w Turn	Conveyor with Turn Section	\$ 6,000.00	10 ea	\$ 60,000.00
21	ASM-Line Conveyor	Straight Line Conveyor	\$ 3,000.00	33 ea	\$ 99,000.00
22	ASM-Stack	Mattress Stacker	\$ 16,000.00	3 ea	\$ 48,000.00
23	ASM- Prep Tables	Spin Table Queen	\$ 1,200.00	6 ea	\$ 7,200.00
24	ASM- Spin Table King	Spin Table King	\$ 1,600.00	3 ea	\$ 4,800.00
25	ASM - Box Build Out Table	Box Build Out Table	\$ 1,100.00	3 ea	\$ 3,300.00
26	ASM - Laundry Cart	Laundry Cart	\$ 185.00	6 ea	\$ 1,110.00
27	ASM - Z Carts	Z Cart	\$ 250.00	12 ea	\$ 3,000.00
28	ASM- Ship Carts	Ship Carts	\$ 450.00	6 ea	\$ 2,700.00
29	ASM - Fabric Cart	Fabric Cart	\$ 1,500.00	4 ea	\$ 6,000.00
30	ASM - Stand Up Roll Racks	Stand Up Roll Racks	\$ 245.00	3 ea	\$ 735.00
31	ASM - Spare Parts Kits for SIGMA Machinery	Spare Parts Kits for SIGMA Machinery	\$ 30,500.00	1 ea	\$ 30,500.00

## Jumpsource

1200 NW 17th Ave  
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UNITED STATES  
Phone: 9785003566  
Email: sam@jumpsource.com

S757



Item #	Number	Description	Unit Price	Qty Ordered	Total Price
32	Freight and Installation	Freight and Installation	\$ 51,000.00	1 ea	\$ 51,000.00
33	ASM- Control System	Control System for Glue Line, Conveyors, etc	\$ 26,500.00	1 ea	\$ 26,500.00

# 32 & 33 are not on the map

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**Subtotal:** \$ 1,226,895.00  
**Sales Tax:** \$ 0.00  
**Total:** \$ 1,226,895.00

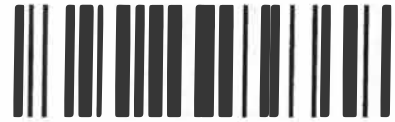
Approval: 

Date: 04 / 20 / 2018

## Jumpsource

1200 NW 17th Ave  
 Suite 17  
 Delray Beach, FL 33445  
 UNITED STATES  
 Phone: 9785003566  
 Email: sam@jumpsource.com

S779



### Bill To:

Wayne Freeman/NewCo  
 None  
 , FL  
 UNITED STATES

### Ship To:

Wayne Freeman/NewCo  
 None  
 , FL  
 UNITED STATES

Customer: Wayne Freeman/NewCo

Contact: Wayne Freeman/NewCo

### Memos

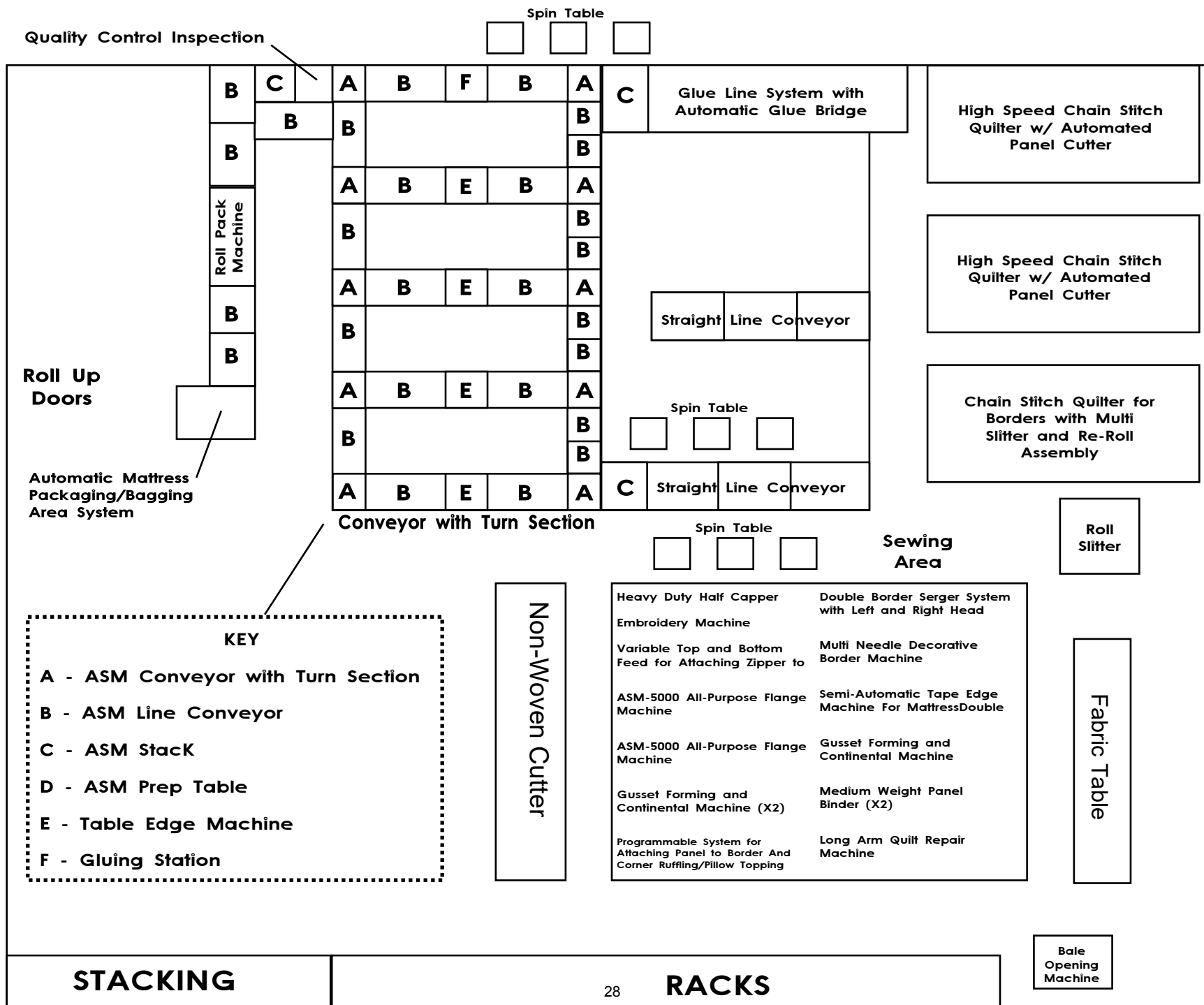
Seller	Payment Terms	FOB Point	Carrier	Ship Service	Requested Ship Date
Mike	50 / 50	Origin	BROKER-TBD		04/18/2018

Item #	Number	Description	Unit Price	Qty Ordered	Total Price
33	ASM-1200Q	High Speed Chain Stitch Quilter w Automated Panel Cutter	\$ 189,450.00	2 ea	\$ 378,900.00
34	ASM-1000BQ	Chain Stitch Quilter for Borders with Multi Slitter and Re-Roll Assembly	\$ 169,250.00	1 ea	\$ 169,250.00

**Subtotal:** \$ 548,150.00  
**Sales Tax:** \$ 0.00  
**Total:** \$ 548,150.00

Approval: \_\_\_\_\_ Date: \_\_\_\_\_

**Twin Oaks Madison, LLC Preliminary Equipment Layout (Revised 07/13/18)**



Attachment E: Edward Walker Dean's Authority to Submit Proposal

MINUTES  
GREENVILLE TOWN COUNCIL  
Special Session, October 16, 2017, 5:00 PM  
CITY HALL, 154 SW OLD MISSION AVENUE, GREENVILLE FL 32331

MEMBERS PRESENT: Mayor Calvin Malone, Council Member Joi Collins, Council Member Brandi Seabrooks, and Council Member Barbara Dansey

ALSO PRESENT: John Reid, Town Attorney  
Kimberly Reams, Town Clerk  
Hakili Washington, Public Works – Fire Chief  
Kovacherich Arnold, Former Council Member

1. Call to Order

After prayer and the pledge, Mayor Malone called the meeting to order at 5:04 p.m.

Ms. Dansey stated that she objected to Mr. Arnold being seated at the Council Table.

2. Discuss and possibly approve Town Manager Contract: Mayor Malone asked if anything needed to be discussed. There was no discussion and the following motion was made. Mr. Reid, Town Attorney stated that there were a couple of minor changes to the contract that needed approval. The changes were discussed and the following motion was made.

MOTION: Ms. Dansey moved to amend the contract as outlined in section 5 A (paid weekly) & B (expenses reimbursed up to \$250 without prior council approval); second by Ms. Seabrooks. Motion passed unanimously.

	<u>YEA</u>	<u>NAY</u>
Mr. Malone	X	
Ms. Seabrooks	X	
Ms. Dansey	X	
Ms. Collins	X	

Former Council Member Kovacherich Arnold voted Yea.

MOTION: Ms. Dansey moved to approve the Town Manager contract as amended; second by Ms. Seabrooks. Motion passed unanimously.

	<u>YEA</u>	<u>NAY</u>
Mr. Malone	X	
Ms. Seabrooks	X	
Ms. Dansey	X	
Ms. Collins	X	

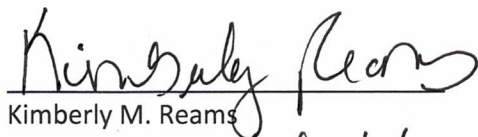
Former Council Member Kovacherich Arnold voted Yea.

3. Discuss and possibly excuse absence for Council Member Joi Collins: Ms. Dansey stated that it doesn't necessarily say in the Charter that a motion needs to be made to excuse an absence. The following motion was made. MOTION: Ms. Dansey moved to excuse Ms. Collins' absences. Motion failed for lack of second. The council had a robust discussion with citizen participation. At times, council discussed the vacant council seat along with the absence issue. No other action was taken on this item.
4. Discuss Vacant Council Seat: There was much discussion with citizen participation about this issue. Mr. Reid recommended creating procedures/policies for excusing absences. The Council directed Mr. Reid to come up with draft policies and procedures for excusing absences and a workshop was scheduled for 5:00 PM on November 13, 2017.

Ms. Dansey moved to adjourn. There was no second.

Meeting adjourned.

Respectfully submitted,



Kimberly M. Reams

Town Clerk

*approved 1/9/18*

(d) Rules: The Council shall determine its own rules and order of business.

### ARTICLE III. CHARTER OFFICERS

#### Section 3.01: Designation.

The Superintendent of the Town of Greenville, Town Clerk, and Town Attorney are designated Charter Officers.

#### Section 3.02: Appointment.

The Charter Officers shall be appointed by the Council and shall serve at the pleasure of the Council subject to the provisions of Section 3.03 of this Article.

#### Section 3.03: Removal.

To remove a Charter Officer, the Council shall adopt a preliminary resolution stating reasons for the intended removal and shall offer the Charter Officer an opportunity for a public hearing before the Council on the matters raised by the resolution. This preliminary resolution may also suspend the Charter Officer from duty immediately with pay. The Charter Officer must accept the offer of a public hearing or file a written response within ten (10) days of the adoption of the preliminary resolution or the resolution becomes final at the expiration of this ten-day period and the Charter Officer is terminated on that date. If the public hearing is requested it shall be held not earlier than twenty (20) days nor later than thirty (30) days after the adoption of the preliminary resolution. After any such public hearing, or after consideration of any written response, the Council shall adopt a final resolution of removal or let the preliminary resolution lapse.

#### Section 3.04: Superintendent of the Town of Greenville-Powers and Duties.

The Superintendent when necessary shall appoint, suspend, demote, or dismiss any Town employee under his jurisdiction in accordance with law and the personnel rules, and may authorize any Department Head to exercise these powers with respect to subordinates in that department. The Superintendent shall direct and supervise the administration of all departments of the Town except the Offices of Town Clerk, Town Attorney, Police Department and Fire Department and shall attend all Council meetings unless excused by Council and shall have the right to take part in discussions, but not vote. He shall see that all laws, Charter provisions, ordinances, resolutions, and other acts of the Council subject to enforcement by him are faithfully executed. The Superintendent shall also prepare and submit the annual budget,

budget message, and capital program to the Council, and shall keep the Council fully advised as to the financial condition and future needs of the Town, and shall make such recommendations to the Council concerning the affairs of the Town as he deems desirable. The Superintendent shall designate a qualified Town employee to exercise the powers and perform the duties of Superintendent during any temporary absence or disability of the Superintendent. The Council may revoke such designation at any time and appoint another eligible person, other than a currently sitting Councilman, to serve as Acting Superintendent of the Town of Greenville.

**Section 3.05: Town Clerk-Powers and Duties.**

The Town Clerk shall give notice of all Town meetings to the Councilmen and the public as required by law and shall attend such meetings in person or by designee and shall keep minutes of the proceedings. The Town Clerk shall authenticate by signature and be custodian of this Charter, all ordinances, resolutions, and other Town documents and shall perform such other duties as required by law or by the Council. The Town Clerk shall be the supervisor of elections for the Town. The Town Clerk when necessary shall appoint, suspend, demote, or dismiss any employee in the Office of the Town Clerk in accordance with law and the personnel rules of the Town. The Town Clerk shall prepare annual budgets for the operation of the Office of the Town Clerk and the Town Council and shall submit these budgets to the Superintendent of the Town of Greenville for inclusion in the annual Town budget in accordance with uniform Town procedures.

**Section 3.06: Town Attorney-Powers and Duties.**

The Town Attorney shall be a member of the Florida Bar and shall be the legal advisor to the Town of Greenville, Florida. The Town Attorney or his designee shall attend Town Council meetings as requested by the Council and perform such professional duties as may be required of him by law or by the Council.

**ARTICLE IV. ELECTIONS**

**Section 4.01: Electors.**

Any person who is a resident of the Town, who has qualified as an elector of this State, and who registers in the manner prescribed by law shall be an elector of the Town.

**Section 4.02: Nonpartisan Elections.**

All elections for the Office of Town Councilman shall be conducted on a nonpartisan basis without any designation of political party affiliation.