



City of Lawrence

CITY MANAGER'S OFFICE

THOMAS M. MARKUS
CITY MANAGER

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CITY COMMISSION

MAYOR
LISA LARSEN

COMMISSIONERS
JENNIFER ANANDA, JD, MSW
MATTHEW J. HERBERT
LESLIE SODEN
STUART BOLEY

Sarah Plinsky
Interim County Administrator
Douglas County, Kansas
1110 Massachusetts Street
Lawrence, KS 66044

Re: Terms for City and County Agreement for SS&C Solutions, Inc.

Dear Sarah,

Pursuant to our discussion, below is a letter of understanding between the City of Lawrence (City) and Douglas County (County) regarding the cost sharing for the services of SS&C Solutions, Inc. (Consultant). The County will engage Consultant to conduct strategic planning for the Lawrence Community Shelter, as well as executive search services for its Executive Director. Please sign and date below if you agree to the terms set forth below.

Whereas the Lawrence Community Shelter (LCS) is a non-profit organization that provides programs and shelter for the homeless in Lawrence and Douglas County; and

Whereas the City and County agree that the success of the Lawrence Community Shelter is critical to our community; and

Whereas the City and County, who have been major funders to the LCS, need to be assured LCS is on a path of sustainability in order to make informed decisions about their roles associated with the LCS; and

Whereas the LCS Board of Directors, City, and County agree there is a need for a Consultant with knowledge and expertise in non-profit strategic planning, non-profit financial management and financial sustainability analysis, and in hiring non-profit executive directors. The Consultant shall help the LCS board of directors and staff address important systems and capacity issues to lay a groundwork for LCS's short and long term financial and operational sustainability;



Now, therefore, the City and County agree to the following:

- 1) Douglas County agrees to engage SS&C Solutions, Inc. to provide certain consulting services set forth in Consultant's Scope of Work, including but not limited to assessing the current operations and financial conditions of the Lawrence Community Shelter, recommending actions LCS can take to address LCS's current budget shortfalls, and developing a strategic plan for short term and long term operational and financial sustainability with a three (3) to five (5) year time frame. (See attachment A for scope of service)
- 2) The total cost for the Consultant's services shall not exceed \$30,300.
- 3) The Consultant estimates the work described in the Scope of Work will last approximately four (4) months with an expected completion date of May 15, 2019.
- 4) The City agrees to fund fifty percent (50%) of the actual cost of the consulting services, in an amount not to exceed \$15,150. Payment shall be due from the City to the County upon receipt of an invoice by the City from the County. The County agrees to provide the City will access to Consultant's billing records and reports.

The undersigned hereby agree to and accept the terms set forth above concerning consulting services for the Lawrence Community Shelter on this _____ day of _____, 2019.

Sarah Plinsky
Interim County Administrator
Douglas County, KS

Thomas M. Markus
City Manager
City of Lawrence, KS

January 16, 2019

Jill Jolicoeur & Sarah Plinsky
Douglas County Government
1100 Massachusetts
Lawrence, KS 66044

Tom Markus
City of Lawrence
6 East 6th Street
Lawrence, KS 66044

Dear Jill, Sarah and Tom,

This letter proposes a consulting engagement for the Douglas County Government and the City of Lawrence to conduct strategic planning and a search for an Executive Director as presented in the December 19, 2018, Project Manager Scope of Work Description. SS&C Solutions is excited to present this proposal which would leverage the skills of three distinct individuals affiliated with SS&C as employees or subcontractors.

SS&C Solutions, seeks to improve the capacity of the communities in which we work. While we are most known for our audit, tax and accounting services, we are home to nonprofit expertise that is poised to address some of the critical issues facing the Lawrence Community Shelter and, therefore, the Douglas County Government and the City of Lawrence.

We are aware of the extensive work that has already been done from the 2005 plan through the City of Lawrence, the 2015 Program Audit through the City of Lawrence and more recently the Community Workgroup championed by Douglas County Government. At the same time, we see an opportunity with the current circumstances to be intentional and strategic in our choices as a community moving ahead. Doing the right thing is more important than doing something.

To provide the needed activity for the Project Manager, we propose two individuals would work on the different components due to our expertise:

Erika Dvorske – Chief Operating Officer at SS&C Solutions would serve as the point of contact and primary facilitator keeping the process on track, on schedule and driving communication with the stakeholders. Erika has over fifteen years working in nonprofit management and has a passion for fostering meaningful change that will improve the lives of vulnerable people.

Chris Kohart, CPA – Manager at SS&C Solutions would serve as the financial management analyst and financial plan developer. Chris is a CPA with over 20 years working with nonprofits across the region to strengthen their financial accountability.

Project Activity	Team Member & Deliverable	Time & Deadline
Phase One		
Conduct interviews *Time with LCS Board & Staff, City/County Staff *Time with other targeted Nonprofit leaders *Time with other Homeless Shelters	Erika Dvorske	40 hours
Analysis of financial management *Review current revenue and expenses as they compare to other homeless shelters *Analyze the operational sustainability based on current balance sheet *Identify key financial indicators (dashboard) for ongoing financial oversight *Review systems around contributions, invoicing and day to day financial management	Chris Kohart Deliverable: Brief summary of analysis, recommendations around system improvements and creation of financial recommendations.	30 hours March 11
Analysis of program operations *Review system of staff management *Review system of client management *Review system of volunteer management *Review system of program evaluation	Erika Dvorske Deliverable: Summary of each of four areas with recommendations of improvements.	16-20 hours March 11
Potential Revenue Sources and analysis *Gather information on revenue models from other homeless shelters *Generate a complete list of revenue approaches and indicate the likelihood of realization for LCS	Erika Dvorske Deliverable: Summary of information and presentation of most likely models of success.	10 hours March 18
Analysis of Board Governance & associated training *Review Board minutes and map current board processes *Identify critical areas of board development and provide targeted training and supplemental tools for board members ongoing.	Erika Dvorske Deliverable: Board Manual	20 hours April 4

Phase Two		
Strategic Plan Development Operational *Building upon the program operational analysis, prepare a prioritized 24 month plan with 6 month increments to implement improvements Financial *Building upon the financial analysis, identify realistic financial targets and create a structure for monitoring progress on those targets	Erika Dvorske Deliverable: 24 month plan with identified responsible parties Chris Kohart Deliverable: Dashboard with targets for ongoing use.	10 hours April 15 4 hours April 29
Strategic Plan vetting with stakeholders *Meeting with stakeholders around proposed model and plan alongside LCS Board and Staff to engage stakeholders in meaningful and specific ways	Erika Dvorske Deliverable: Outline for partnership agreements with engaged stakeholders.	20 hours May 6
Strategic Plan roles and responsibilities and timelines *Plan Presentation with action steps and ongoing structures for accountability with stakeholders	Erika Dvorske Deliverable: Strategic Plan with responsible parties and deadlines delivered to Board, City & County.	10 hours May 20
Phase Three		
Job Description Development *Executive Director Job Description, crafted in coordination with the Board's Plan and aligned with other staff job descriptions.	Erika Dvorske Deliverable: ED Job Description	2 hours
Follow-up and Support	Erika Dvorske & Chris Kohart	5-20 hours

At the end of this process, Douglas County Government, City of Lawrence and the Lawrence Community Shelter will have all of the pertinent documents. It is our policy to keep records related to this engagement for seven years. However, we do not keep any of your original records and will return those to you upon the completion of the engagement.

The proposed project with the associated time commitments above would cost \$30,300. We will keep records of the time dedicated to each of these components and will include the total hours in the final report. Billing will occur monthly based on the time invested in the prior month and will be connected to the above described deliverables. Any adjustments to the above timeline will be communicated as quickly as possible.

We appreciate this opportunity to work with you. If you have any questions or need any additional information, please do not hesitate to call.

Best Regards,

A handwritten signature in black ink that reads "Erika Dvorske". The script is cursive and fluid, with the first name "Erika" and last name "Dvorske" clearly legible.

Erika Dvorske
Chief Operating Officer
SS&C Solutions