

Grant Submissions

<u>Applicant</u>	<u>Score</u>	<u>Page Number</u>
Housing for New Hope	135.5	2
Urban Ministries	121	55
Open Table Ministries	109	81
The Restoration Place	68	188

ARPA Homeless Services Grant RFP – Scores by Criteria

ARPA Homeless Services RFP Scores by Criteria					
Organization	Criteria 1 -- Previous Experience	Criteria 2 -- Federal Grant Compliance	Criteria 3 -- Sustainability	Criteria 4 -- Complexity	Criteria 5 -- Organizational Capacity
Urban Ministries Durham	19	14	10	12	15
Housing for New Hope	13	17	6	13	17
Open Table Ministries	14	11	10	8	10
The Restoration Place	6	8	3	15	6

ARPA Homeless Services RFP Scores by Criteria					
Organization	Criteria 6 -- Outreach Strategy	Criteria 7 -- Performance Evaluation	Criteria 8 -- Project Design	Criteria 9 -- Proposed Impact	Total
Urban Ministries Durham	11	14	13	13	121
Housing for New Hope	18	17.5	17	17	135.5
Open Table Ministries	11	16	15	14	109
The Restoration Place	9	8	6	7	68

Housing for New Hope Grant Application

Durham County Government ARPA Nonprofit Grant Application

APPLICANT INFORMATION

Organization Name: [Housing for New Hope](#)

Organization Address: [18 W. Colony Place, Suite 250, Durham, NC 27705](#)

Contact Person Name: [Russell Pierce](#)

Title: [Executive Director](#)

Email: russ@housingfornewhope.org

Organization Website: housingfornewhope.org

Federal Tax Identification Number: [58-2089068](#)

Unique Entity ID Number: [CDDKQ79HSLF5](#)

APPLICANT INFORMATION

1. What is the intended purpose/use of the funds?

If awarded funding, ARPA funds will be used to create an outreach program offering medical care, mental health assessments, and substance abuse counseling that will enhance, expand, and provide additional support to Durham's current street outreach efforts. Rather than making those experiencing unsheltered homelessness in Durham travel downtown or to congregate settings to receive services, this project removes barriers for members of the Durham community that have lived unsheltered for several years by providing intensive outreach, healthcare screenings, substance abuse counseling, and supportive services right where people are living, i.e., on the streets, in encampments, or places not meant for human habitation.

2. Has applicant received previous funding from Durham County?

Yes

No

In August 2023, Housing for New Hope received \$3 million from Durham County to support the purchase of Carver Creek Apartments, which allowed for the preservation of 48-units of affordable housing for the Durham community.

3. Has applicant received previous federal and/or state funds related to the pandemic management? Some examples may include direct allocations, PPP loans or CARES funding (business loan/grant programs, etc.).

Yes

No

In 2020, Housing for New Hope applied for and received the following loans and grants from funding sources made available by the CARES act:

- PPP loan of \$190,900. This loan was forgiven.
- \$524,089 in City ESG-CV funding to support a Rapid Rehousing program to assist individuals and families experiencing homelessness.
- \$248,654 in NC ESG-CV funding to support a Rapid Rehousing program to assist individuals and families experiencing homelessness.

PROJECT/PROGRAM INFORMATION

Project/Program Name: [Unsheltered Neighbor Interventions, Therapies, and Engagement \(UNITE\)](#)

Project/Program Purpose: UNITE is designed to provide essential medical, mental health, and substance abuse services to people experiencing unsheltered homelessness. The purpose of UNITE is to support the process of engagement, honoring the time it takes to establish rapport and build trust between outreach workers and clients, and be a consistent and persistent presence to the target population to promote and support their journey towards housing and stability.

Requested Durham County ARPA funding amount: \$1,019,483

1. Can your project be fully completed by June 2026?

Yes

No

2. Describe the project goals/objectives and how your proposal fulfills a public need that has been created or exacerbated by the COVID-19 pandemic. How will the project achieve these goals? (**1000 words or less**)

According to Point-In-Time (PIT) Count data, unsheltered homelessness in Durham has steadily increased post COVID-19 and continues to rise. From 2020 to 2024, the unsheltered homeless population in Durham County increased 123%, including a 9% increase from 2023 to 2024. People experiencing unsheltered homelessness are less likely than other homeless populations to access services within the community. The COVID-19 pandemic further exacerbated this issue by intensifying isolation as access to public spaces, businesses, and even medical facilities drastically decreased. Undeniably, those experiencing unsheltered homelessness face several barriers that prevent them from accessing existing resources, including significant trauma, stigma, mental health complications, mobility issues, substance use disorders, lack of transportation, and limited financial means. To reduce or eliminate these barriers, UNITE will deliver critical outreach services directly to people in the areas where they reside in strategically identified locations outside of the downtown corridor.

People experiencing street homelessness have a life span nearly 30 years shorter than their housed counterparts, and less than 10% have a primary care physician. These individuals often seek medical care when their illness is already advanced, which results in undue morbidity and mortality in this underserved population. Additionally, growing evidence demonstrates that the unsheltered population experiences a disproportionate amount of cost due to prolonged hospitalizations and recurrent emergency visits, which puts undue strain on community healthcare resources and raises healthcare costs. Rather than requiring the target population to leave their safe spaces to receive assistance in a centralized, congregate setting, UNITE will bring services out to meet people where they are. By bringing primary care connections to the unsheltered, UNITE will help reduce unnecessary and inappropriate healthcare system utilization.

UNITE is a multidisciplinary team of clinicians, substance abuse specialist, a nurse practitioner, peer support specialists, engagement specialists, and an SSI/SSDI Outreach, Access, and Recovery (SOAR) specialist. The team will provide supplies for basic needs, behavioral health counseling, peer support, and resource navigation and connection with the goal of addressing the immediate needs of those who may be disengaged with existing service providers and/or those lacking the ability to access available resources due to mobility and other issues. UNITE will build meaningful

rapport with the target population and support people as they connect to services and opportunities that will ultimately end their unsheltered homelessness. With their physical and behavioral health needs appropriately addressed, UNITE will help the unsheltered homeless take their next best steps towards housing and wellness.

3. Describe the specific activities that would be undertaken by the organization through the proposed project, including specifics on how services will be delivered to beneficiaries. (**1000 words or less**)

For the last 4 years, Housing for New Hope has served as the designated Unsheltered Coordinating Agency for the City of Durham and Durham County. During that time, our experienced team of outreach workers has already built multiple connections and rapport with the unsheltered community. The team also possesses a deep knowledge and awareness of the geographic concentrations (hubs) of people experiencing homelessness and recognizes that much of the unsheltered population is located outside the downtown corridor. UNITE will focus on providing services in these hubs to engage individuals that would not typically address their wellness needs due to several barriers compounded by their current living situation.

UNITE will establish “pop-up Connection Clinics” in easily accessible areas near hubs and provide street medicine (i.e. medical care), initial housing assessments, and resource connections to the target population. At the pop-up Connection Clinics, UNITE will establish relationships with the unsheltered, address immediate medical needs, provide internet access and a place to charge cell phones, and encourage continued engagement by offering essential items needed to reduce the adverse effects of living outdoors, such as hygiene items, water, first aid supplies, access to laundry services, and tents.

For 6 hours a day (midmorning to early afternoon) Monday through Friday, the UNITE team will dedicate their efforts to hubs throughout Durham County. UNITE’s consistent presence in the hubs will foster trusting relationships with the unsheltered, building rapport while providing continuity of care, supportive services, and resource connection. Establishing a rotating schedule to ensure hubs receive outreach services multiple times a week, UNITE’S pop-up Connection Clinics will provide much needed care and assistance to this population that is often challenging to engage with due to their many barriers.

Housing for New Hope's street outreach teams have identified six (6) main unsheltered encampment hubs in Durham located in and around the following areas:

1. Glenn School Rd
2. New Hope Commons
3. Southpoint (the area bounded by Highway 751 and Fayetteville Rd)
4. Hillsborough Rd (LaSalle St to Neal Rd)
5. Interchange of Highway 55 and Highway 54
6. Wellons Village

The multidisciplinary team structure of UNITE (consisting of a clinician, nurse practitioner, substance abuse counselor, and peer support specialist) will complement and enhance current street outreach efforts in Durham. Understanding that outreach is not a one size fits all answer to homelessness, UNITE will work collaboratively with existing street outreach programs in Durham as well as public safety organizations (such as the Durham County Community Paramedics) to provide systematic, coordinated, housing-focused, trauma-informed, culturally responsive case management practices that emphasizes safety and focuses on harm reduction.

The clinicians will conduct initial screenings/assessments, make diagnoses, and record medical data. The nurse practitioners will physically examine the target population, provide wound care, and educate people on how to best take care of their injuries while living outdoors. Substance abuse counselors are experts in the impacts of addiction and will recommend treatments and help people develop skills to aid in their recovery. Peer support specialists will advocate for people in recovery, assist them obtain identification documents needed for housing, and provide mentorship. The SOAR specialist will assess people's eligibility for benefits, collect and summarize disability documentation, and submit SSI/SSDI applications.

4. Describe how the success of your project/program will be evaluated and what is the desired community impact. (**1000 words or less**)

The success of UNITE will be evidenced by several factors:

- Early health interventions and easier access to healthcare services will reduce the health inequities and stigma among the unsheltered population.
- Significant cost savings to the healthcare sector due to the reduction in unnecessary and inappropriate emergency department use.
- Improvements in the target population's mental and physical health will help them be more successful with accessing and maintaining housing.

- Based on HNH's current street outreach program performance, an estimated 30%-35% of clients engaged by UNITE will exit unsheltered homelessness to a viable housing option.
- An estimated 60% of clients engaged by UNITE will enroll in services that include initial housing barrier assessments, health and wellness assessments, connections to non-cash benefits (such as food stamps), assistance obtaining identification documents, and referrals to local workforce development agencies (such as NC Vocational Rehabilitation Services, Step Up Durham, and Staff Zone).
- An estimated 40% of clients engaged by UNITE will obtain health insurance.
- The Homeless Management Information System (HMIS) will be used to record and track client engagement, connections to non-cash benefits (e.g., food stamps), health insurance enrollment, connections to and increases in total income (i.e., employment income, SSI/SSDI income, etc.), and referrals to available community resources.
- A self-sufficiency matrix will assess each engaged client's ability to progress from living in crisis to being able to consistently meet their basic physical and housing needs.

5. Who will be responsible for performing the work and achieving stated goals and objectives? How is this person qualified? (**1000 words or less**)

The multidisciplinary team structure of UNITE includes clinicians, nurse practitioners, substance abuse counselors, peer support, and a SOAR specialist. The team's activities and progress will be under the direction of Housing for New Hope's current Street Outreach Program Manager who has served in this supervisory role for 3 years.

The Street Outreach Program Manager will provide programmatic and project expenditure oversight. The Program Manager will oversee the day-to-day operation of UNITE, supervise staff, and ensure the supportive services given are trauma-informed and person-centered practices. Additionally, the Program Manager will review clients' action plans and goals to make sure appropriate referrals to community resources have been made by UNITE staff.

Clinicians will have obtained Master's degrees in social work, psychology, or related human services field, and will either be a Licenses Clinical Mental Health Counselor (LCMHC) or a Licensed Clinical Social Worker (LCSW). The clinicians will use various psychotherapy techniques, methods, and assessments to assist those with mental health issues.

Nurse practitioners will examine patients, diagnose, and treat illnesses. They will prescribe medication, provide wound care, and educate people on how to best take care of their injuries while living outdoors.

Substance Abuse Counselors will have completed the required elements to achieve the title of Certified Substance Abuse Counselor (CSAC) and will provide care and support to people who have substance use disorders, like alcoholism or opioid use disorder.

Peer Support Specialists will have completed the North Carolina Certified Peer Support Specialist program which certifies persons with lived recovery experience in serious mental illness and/or substance use disorders. Living in active recovery, Peer Support Specialists support others who can benefit from their experiences with mental illness and/or substance use disorder. Peer Support Specialists will record clients' increased engagement, case plan progress, and resource referral submissions in the Homeless Management Information System (HMIS).

The SOAR Specialist, or SSI/SSDI Outreach, Access, and Recovery Specialist, helps people experiencing homelessness apply for Social Security disability benefits. SOAR Specialists act as legal representatives for clients, and their responsibilities include: assessing eligibility, collecting and summarizing disability documentation, submitting applications, advocating to the Social Security Administration and Disability Determination Services, and gathering and analyzing medical evidence.

6. Has this proposal been approved by your governing body? Please provide a date and form of approval (such as minutes or resolution)? (**100 words or less**)

Yes. On June 2, 2024, the Executive Committee of Housing for New Hope's Board of Directors approved the agency to respond to this RFP via an email vote. See attached letter.

7. Are you working in partnership or collaboration with other entities? If yes, identify partners/collaborators. Indicate any amounts of financial support and in-kind contribution. (**500 words or less**)

If this project is awarded funding, UNITE will work in partnership with the Durham County Office of Emergency Services, EMS Division, and Community Paramedics. A member of the Community Paramedic team will join UNITE weekly and will assist people in obtaining prescribed medication and offer connections to medication for opioid use disorder and opioid treatment centers.

8. If this is an ongoing project, what is the sustainability plan once ARPA funding is not available to provide ongoing program/project continuity? (**1000 words or less**)

The deliberate, intensive-focus on providing medical care and supportive services to people experiencing unsheltered homelessness right where they are living – rather than requiring them to come to a traditional medical office or community-based clinics – is what makes the UNITE project a unique pilot program opportunity to be funded via available ARPA funds. Upon expiration of ARPA funds, there is an opportunity for the work of this project to continue by being absorbed by the joint City of Durham/Durham County-funded Unsheltered Coordinating Agency (UCA) project. Currently, UCA’s street outreach focuses on assisting clients exit their unsheltered homelessness to a viable housing option without the need for an emergency shelter stay. Additionally, the current UCA project design does not provide medical or behavioral health services to clients, nor does it diagnose disabilities. The UNITE pilot will support the foundational work of and bridge a critical gap in UCA’s current street outreach efforts by providing medical and behavioral health care directly to the unsheltered population right where they are. With their physical and behavioral health needs appropriately addressed, UNITE will help the unsheltered homeless take their next best steps towards housing and wellness.

9. Describe the project/program timeline and milestones. (**1000 words or less**)

Upon receiving a Notice of Intent to Award, completing the Grant Agreement Development process, and receiving Durham County Commissioners’ approval, Housing for New Hope will begin the work necessary to set up the project to begin implementation as soon as the contract is executed.

Proposed Timeline

- September 2024 – November 2024: Develop business partnerships and procure site locations for pop-up Connection Clinics; advertise open staffing positions for UNITE team.
- December 2024: Hire UNITE team staff.
- January 6, 2025: Begin services to geographic locations (hubs) with a significant population of people experiencing unsheltered homelessness via pop-up Connection Clinic sites.
- April 9, 2025: First quarter check-in with UNITE team to discuss observations of patterns, behaviors, and preferences of the target population, and pivoting program design as needed/necessary.
- July 10, 2025: Second quarter check-in to discuss emerging trends with the target population and evaluate program performance metrics.

- October 9, 2025: Third quarter check-in to evaluate program performance and clients' engagement and case plan progress.
- January 7, 2026: Fourth quarter check-in and review of UNITE's first 12-months of operation.
- January 14, 2026: Submit Year One project performance report to Durham County.
- April 8, 2026: Year 2 – Second quarter check-in, plan for project wind down, ensure UNITE clients are appropriately connected to existing community homeless outreach services.
- June 30, 2026: UNITE project ends.

10. Describe how this project would make a significant, long-term difference in the quality of life for Durham County residents. (**1000 words or less**)

As previously mentioned, individuals experiencing street homelessness have a life span nearly 30 years shorter than their housed counterparts, and less than 10% have a primary care provider. By increasing access to services in the places these individuals live through pop-up Connection Clinics, UNITE aims to provide engagement and outreach to those who are the most vulnerable, increasing not only their projected health outcomes but their overall quality of life. UNITE will utilize the pop-up Connection Clinics to provide a safe space to charge phones, care for basic needs and provide first aid supplies, and make referrals to additional resources in the community. The Community Paramedics will also frequent the connection centers regularly to provide basic medical care. After rapport is built, participants can choose to work more closely with the street outreach providers to address mental health concerns, harm reduction techniques, physical health issues, connections to income (including SOAR referrals), connections to mainstream benefits (i.e. Food Stamps and/or Medicaid), and goals around reducing barriers to housing.

Consequently, by having their immediate physical and behavioral health needs addressed, unsheltered individuals will be more likely to engage in additional services focused on housing and long-term stabilization. Moreover, UNITE's outreach efforts would have the ability to reduce over-utilization of emergency services, decrease prolonged hospitalizations, and minimize the amount of accrued medical debt, therefore reducing the strain on an already overloaded healthcare system.

11. Describe your organization's prior record of effectively delivering the work requirements as described in the Request for Proposals. Please provide specific examples of past accomplishments and our outcomes in this area. (**1000 words or less**)

Housing for New Hope has operated a street outreach program in various forms for over 20 years. In the early 2010's, the street outreach program was primarily funded by State-level PATH funds. As part of that work, we partnered with the Lincoln Community Health Center to secure funding for a nurse practitioner who was deployed with the team. This pilot program was so effective that it garnered a GSK Impact award.

In 2014, the next iteration of Housing for New Hope's street outreach efforts was the Assertive Engagement program which was entirely funded through a grant from Alliance Health in the hopes that it could expand upon the work of the previous PATH program. However, due to cuts in Alliance's funding and changes to their work, the funding for Assertive Engagement was discontinued in 2019, and new avenues for serving our unsheltered neighbors had to be determined.

Since 2020, Housing for New Hope has served as the designated Unsheltered Coordinating Agency (UCA) for the City of Durham and Durham County. During this time, our experienced team of outreach workers has built multiple connections and rapport with the unsheltered community. The meaningful rapport built with unsheltered clients resulted in 55% of clients increasing their total income, 52% of clients obtaining health insurance, and 35-40% of UCA clients exiting homelessness via both short- and long-term supportive housing programs.

Additionally, Housing for New Hope has operated an Emergency Solutions Grant (ESG) funded street outreach project since 2020. This project has similar successes with 50% of clients increasing their total income, 48% of clients obtaining health insurance, and 32% of clients exiting homelessness via supportive housing programs.

Due to the success of the street outreach program, Housing for New Hope was asked to lead the annual Point in Time Count starting in 2023.

There are thousands of client testimonies over the past twenty years that inspired the heart of this grant proposal. The team has encountered clients with open wounds that were prone to infection, clients that had sustained brain injuries while on the street that made them not know what year it was or what day it was to keep an appointment, and clients that have completely given up on themselves as they feel that society has

turned their back on them. But there are two stories that truly highlight the need for this expanded version of street outreach.

In 2020, the street outreach team encountered “Dustin”, a 54-year-old black male that had been sleeping on the streets for four years. Dustin had lost one of his legs during a car accident several years ago but shared that he had lost one of his arms due to an untreated MRSA infection while living on the street. Despite knowing that there was something wrong with his arm, Dustin didn’t seek medical treatment due to not having insurance and was using heroin to cope with the symptoms of his untreated schizophrenia. During the first couple meetings with the street outreach team, Dustin stayed laying down on a dirty cushion on the floor in the shelter of a local park. He barely spoke more than a few words, but the team kept coming back to check on him. As the team continued to come back as they had promised, Dustin started engaging more and actively participating in treatments that would assist him in obtaining stabilization for the first time in several years. Street outreach referred Dustin to a permanent supportive housing program and coordinate services with his ACT team to move into his new home a few months after his first visit with the team.

In 2022, “Martha”, a 67-year-old white female, had finally started actively engaging with the street outreach team after being outside for six years by herself. During one of the visits with the team, she showed her outreach worker a spider bite on her arm that had gotten infected. Martha stated she had spent 12 hours in the emergency room the night before and was only given one antibiotic pill and no additional supplies to clean or redress her wound. She shared that she felt she was treated poorly due to her being homeless and didn’t think she had been taken seriously. The outreach worker suggested Martha come to the office the next day to complete paperwork for housing and look into solutions for her arm. When Martha arrived the next day, the wound on her arm had leaked through the current bandage and she had red lines running up her arm indicating the infection was spreading. The outreach worker immediately brought Martha to an urgent care clinic where they waited five hours to be seen. Martha spoke about wanting to leave several times, but the outreach worker assured her it was important to be seen by a medical professional. When it came time, the outreach worker went with her to meet with the nurse practitioner (with Martha’s permission) to explain what had happened and why it was imperative for her to get additional care due to the high risk of infection while living outside. After the exam, the nurse practitioner confirmed that the infection had spread to Martha’s veins and that it was a good thing they had come in because she was in extreme danger of going into sepsis. The nurse practitioner shared that Martha must have misunderstood her discharge instructions

from the previous emergency room visit because it stated that she needed to pick up additional antibiotic medication from the pharmacy. The nurse practitioner made sure to write a new prescription, provided Martha with a bag of supplies to clean and redress her wound, and scheduled a follow up appointment for the next time to ensure the infection hadn't continued to spread. The outreach worker took Martha back for the follow up visit and over the next few weeks her wound was able to fully heal.

FINANCIAL INFORMATION

Using the attached form, attach a detailed budget of the proposed project with a description of each budget item, including the total cost of the project and the percentage of the total budget this proposal funds.

1. What percentage of your budget is for administrative or management fees?

The proposed administrative fee to cover indirect costs such finance and accounting services, compliance services, audit fees, etc., is 10%. Other homeless services contracts carried by HNH vary from 6% to 15%. However, the 10% amount is reflective of the resources required by the agency to support a project of this magnitude.

2. Are you accessing alternative funding sources? If yes, please list sources.

Yes

No

Sources: Housing for New Hope, with more than 30 years of experience connecting our most vulnerable neighbors to housing and hope, maintains an extensive network of community support including communities of faith, anchor institutions like Duke University and NCCU, businesses, and foundations. HNH would leverage opportunities, as appropriate, with a variety of partners to secure additional funding support and in-kind gifts. We believe this expansion of the existing Street Outreach program through this ARPA funding will energize community partners to increase their support both in terms of cash donations as well as in-kind gifts.

In particular, HNH will actively pursue in-kind commitments for medical supplies and other resources as the specific needs of clients becomes clearer. To that end, HNH is also actively exploring opportunities to join the next phase of the Healthy Opportunities Pilot program in order to connect clients with Medicaid-funded housing and supportive services.

3. Is the requested funding a match for other funding? If yes, please describe.

Yes Describe Match: _____

No

4. Does your organization obtain an annual audited or reviewed financial statement?

Please provide your most recent financial statement.

Yes, we are audited annually. See attached.

5. Is your organization required to file IRS Form 990? If yes, please provide your most recent filing.

The 990 for year 2023 is being finalized as the 2023 annual audit was just submitted on 5/31/2024. We are able to provide the 2022 990 by the submission deadline and will forward the 2023 990 once finalized.

Durham County Government - ARPA Nonprofit Grant Program

RFP - Phase 3

Applications Due June 3, 2024

Budget Proposal

Provide budget information for the project/program through June 30, 2026. The grant funding allocation is for a two-year period. Add additional lines as needed to the revenue and expense categories. Additional notes can be added as a supplemental document to explain expenditure categories.

Expenses	Notes/Explanations	Total Requested Budget Amount
Personnel Costs	[Provide name/type of position, salary amounts, benefit amounts, other compensation, etc.]	
<i>Nurse Practitioner (1)</i>	includes base salary, medical, dental, vision, retirement, payroll taxes, etc.	128520
<i>Substance Abuse Specialist (1)</i>	includes base salary, medical, dental, vision, retirement, payroll taxes, etc.	98280
<i>Mental Health Clinician (1)</i>	includes base salary, medical, dental, vision, retirement, payroll taxes, etc.	128520
<i>Peer Support Specialists (2)</i>	includes base salary, medical, dental, vision, retirement, payroll taxes, etc.	172500
<i>Engagement Specialists (2)</i>	includes base salary, medical, dental, vision, retirement, payroll taxes, etc.	172500
<i>SOAR Specialist (1)</i>	includes base salary, medical, dental, vision, retirement, payroll taxes, etc.	98280
Program/Project Operating Costs (Provide budget expenditure type in rows below)		
<i>Start Up Needs for Pop-Up Spaces</i>	Purchasing durable pop-up tents, tables, and chairs. Additionally, portable power stations for use by staff computers and equipment as well as by clients for cell phone charging and computer access. Hot Spot devices would also be purchased to ensure access for clients and staff on discreet systems.	4620
<i>Tablets for Guests/Clients</i>	Tablets for use by guests/clients while engaging with the pop-up Connect Clinic	4000
<i>Tablets for Staff</i>	Tablets for use by staff in the field or office. This has proven useful for the Street Outreach team in recent years.	8000
<i>Start-up Staff Supplies</i>	Gear for ongoing outdoor engagement	3800

<i>Ongoing Staff Supplies</i>	Office supplies, etc.	2400
<i>Ongoing Client Supplies (Medical)</i>	Supplies to support general first aid needs, wound care, etc.	3000
<i>Ongoing Client Supplies (General)</i>	Warm weather supplies (sunscreen and bug spray), cool weather supplies (handwarmers), hospitality supplies for pop-up Connect Clinics, outdoor essentials (tents, sleeping bags, tarpst, etc.), Laundry Supplies (including tokens)	25253
<i>Office Space</i>	Workspaces for additional staff	54000
<i>Travel</i>	Vehicle insurance, mileage for two additional vehicles	10080
<i>Communications & IT</i>	Cellular plans, IT support, necessary software subscriptions for staff.	13050
<i>Administrative Costs</i>	Indirect costs, indirect staff (i.e. Finance Director, Compliance Manager, etc.)	92680
Total Anticipated Project/Program Expenses		\$1,019,483

Revenues	Notes/Explanations	Total Project/Program Funds
Current ARPA Funding Request for Proposed Project	(Amount requested for Durham County ARPA Proposal)	1019483
Other Revenues Planned to Support Proposed Project		
<i>Durham County Government Other Funding (Should not include funding from ARPA)</i>	<i>Current UCA project yearly cost; this project will complement and enhance UCA project efforts. Note: contract through City of Durham but is jointly funded by City and County.</i>	435000
<i>Other Local, State or Federal Government Funding (excluding Durham County Government funding)</i>	<i>Current NC ESG-funded street outreach project; this project will complement ESG project efforts.</i>	85000
<i>Program Income</i>	<i>All services are provided at no expense to clients.</i>	0
<i>Donations</i>	<i>(Explanation of funding from donations available to support the proposed project)</i>	25000

<i>Nonprofit Funding</i>	<i>(Explanation of other funding currently possessed by nonprofit that will support proposed project)</i>	0
<i>Other</i>	<i>(Explanation of other funding sources that will support the project)</i>	
Total Project/Program Revenues		\$ 1,564,483

HOUSING FOR NEW HOPE

Office: 919.489.6282

Fax: 919.489.6593

John Keefer, County Grants Administrator
Office of the County Manager
200 East Main Street, Third Floor
Durham, NC 27701

June 2, 2024

Mr. Keefer:

I am writing today to confirm the HNH Board of Directors support of the agency's response to Durham County's American Rescue Plan Act Homeless Service Grant Request for Proposals. Per the bylaws of Housing for New Hope, the Executive Committee is empowered to act between regular meetings of the Board of Directors. On June 2, 2024, the Executive Committee unanimously approved a submission that would build upon the agency's twenty years of street outreach experience with an expanded and enhanced approach to engaging our most vulnerable neighbors, those experiencing homelessness. We strongly believe that an expanded and enhanced street outreach program, which would target known hubs beyond the downtown corridor, is a vital part of our community's overall response to people experiencing homelessness.

Thank you for your consideration of the agency's proposal, and for your continued partnership with Housing for New Hope.

Sincerely,



Erica Maddox

Chair, Board of Directors



June 3, 2024

To Whom it May Concern

Durham County Office (DCo) of Emergency Services, EMS Division, Community Paramedics are excited to support this application by Housing for New Hope. Their innovative plan to provide pop-up clinics for our unsheltered residents meets a very important need for our community. Many of our unsheltered people do not want to or are unable to come into the city to obtain necessary services such as help with getting identification, assistance with medical care, or guidance in exploring housing options. Taking a pop-up clinic to where they live bridges a gap that is not otherwise being met.

Durham County Community Paramedics have worked with Housing for New Hope over the past several years by connecting frequent unsheltered residents to their Street Outreach services. Their team is an invaluable resource to our work with our unsheltered familiar faces in the community. Also, in partnership with Durham County Public Health, we have provided flu vaccines for their residents and COVID vaccines during the height of the COVID pandemic.

This proposed project would be another great opportunity for Housing for New Hope and DCo Community Paramedics to partner. We would be able to visit with those who take advantage of the clinic and provide them with basic medical assessments, wound care, and connections to medical and behavioral health providers. We can assist them to get their prescribed medications and work with providers either directly or through tele-health to get any needed prescriptions. We can also help those who are interested get started on medication for opioid use disorder (MOUD) and connect them with an opioid treatment center. We have Narcan kits and other substance use resources available as well.

We are sure you will see the value in Housing for New Hope's proposal. It will be a great service for our community.

Sincerely,

A handwritten signature in black ink, appearing to be 'HT' or similar initials, written in a cursive style.

Capt. Helen Tripp, MA., LCMHCA, Paramedic, CP-C
htripp@dconc.gov
(919) 475-3991

HOUSING FOR NEW HOPE, INC.
FINANCIAL STATEMENTS AND COMPLIANCE REPORT
YEARS ENDED AUGUST 31, 2023 AND 2022



HOUSING FOR NEW HOPE, INC.

Table of Contents

	<u>Page No.</u>
Independent Auditor's Report	1
<i>Financial Statements</i>	
Statements of Financial Position	4
Statements of Activities and Changes in Net Assets	5
Statements of Functional Expenses	6
Statements of Cash Flows	10
Notes to Financial Statements	11
<i>Supplementary Information</i>	
Schedule of Expenditures of Federal Awards	25
Notes to Schedule of Expenditures of Federal Awards	26
Independent Auditor's Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	27
Independent Auditor's Report on Compliance For Each Major Program and Report on Internal Control Over Compliance Required by the Uniform Guidance	29
Schedule of Findings and Questioned Costs	32



Independent Auditor's Report

To the Board of Directors
Housing for New Hope, Inc.
Durham, North Carolina

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Housing for New Hope, Inc. (a North Carolina nonprofit corporation) ("Organization"), which comprise the statements of financial position as of August 31, 2023 and 2022, and the related statements of activities and changes in net assets, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Housing for New Hope, Inc. as of August 31, 2023 and 2022, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of Financial Statements section of our report. We are required to be independent of the Organization and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibility of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters we identified during the audit.

Supplementary Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying supplementary information, as listed on the table of contents, is presented for purposes of additional analysis as required by the *Uniform Financial Reporting Standards* issued by the U.S. Department of Housing and Urban Development, Office of the Inspector General, and is not a required part of the financial statements. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the financial statements.

Supplementary Information (Continued)

Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audits of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated May 31, 2024, on our consideration of the Organization's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Organization's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control over financial reporting and compliance.

Bernard Robinson & Company, L.L.P.

Raleigh, North Carolina
May 31, 2024

HOUSING FOR NEW HOPE, INC.
Statements of Financial Position
August 31, 2023 and 2022

	<u>Assets</u>	
	<u>2023</u>	<u>2022</u>
Current assets:		
Cash	\$ 846,721	\$ 890,550
Restricted deposits and funded reserves:		
Agency fund, City of Durham	10,000	10,000
Tenants' security deposits, held in trust	43,273	2,759
Funds held by rental property management company	-	62,642
Replacement reserve	215,356	212,172
Capital asset reserve	51,282	46,877
Total restricted deposits and funded reserves	<u>319,911</u>	<u>334,450</u>
Grants receivable	658,053	613,844
Rent receivable, net of allowance	11,227	10,030
Prepaid expenses	69,157	35,332
Sales tax receivable	12,064	3,236
Investments	168,542	160,957
	<u>919,043</u>	<u>823,399</u>
Total current assets	<u>2,085,675</u>	<u>2,048,399</u>
Property and equipment, net	<u>10,104,513</u>	<u>4,160,302</u>
Total assets	<u>\$ 12,190,188</u>	<u>\$ 6,208,701</u>
	<u>Liabilities and Net Assets</u>	
Current liabilities:		
Notes payable - current portion	\$ 53,351	\$ 52,293
Accounts payable and accrued expenses, operations	27,689	40,668
Accrued compensated absences	39,526	41,442
Agency funds held on behalf of City of Durham	10,000	10,000
Tenants' prepaid rent	-	7,994
Tenants' security deposits	40,408	30,848
Total current liabilities	<u>170,974</u>	<u>183,245</u>
Long-term liabilities:		
Notes payable, less current portion	1,698,261	1,752,284
Refundable advance, grant	6,050,000	-
Total long-term liabilities	<u>7,748,261</u>	<u>1,752,284</u>
Total liabilities	<u>7,919,235</u>	<u>1,935,529</u>
Net assets:		
Without donor restrictions	3,638,385	3,636,715
With donor restrictions	632,568	636,457
Total net assets	<u>4,270,953</u>	<u>4,273,172</u>
Total liabilities and net assets	<u>\$ 12,190,188</u>	<u>\$ 6,208,701</u>

HOUSING FOR NEW HOPE, INC.
Statements of Activities and Changes in Net Assets
Years Ended August 31, 2023 and 2022

	Without Donor Restrictions	With Donor Restrictions	2023 Total	Without Donor Restrictions	With Donor Restrictions	2022 Total
Revenue and support:						
Federal grants	\$ -	\$ 1,158,606	\$ 1,158,606	\$ -	\$ 1,330,577	\$ 1,330,577
State and local grants	-	549,698	549,698	-	873,597	873,597
Foundations	250,754	144,871	395,625	414,441	327,899	742,340
Contributions	403,706	187,515	591,221	366,874	156,549	523,423
Forgiveness of debt, notes payable	22,600	-	22,600	22,600	-	22,600
Rental income	299,742	-	299,742	307,732	-	307,732
Other	594	-	594	3,835	-	3,835
Interest and investment income, net	6,199	-	6,199	(14,034)	-	(14,034)
Total revenue and other support	<u>983,595</u>	<u>2,040,690</u>	<u>3,024,285</u>	<u>1,101,448</u>	<u>2,688,622</u>	<u>3,790,070</u>
Net assets released from restrictions	<u>2,044,579</u>	<u>(2,044,579)</u>	<u>-</u>	<u>2,637,447</u>	<u>(2,637,447)</u>	<u>-</u>
Total revenue and support, and net assets released from restrictions	<u>3,028,174</u>	<u>(3,889)</u>	<u>3,024,285</u>	<u>3,738,895</u>	<u>51,175</u>	<u>3,790,070</u>
Expenses:						
Program services	2,460,769	-	2,460,769	3,134,959	-	3,134,959
General and administrative	427,804	-	427,804	590,967	-	590,967
Fundraising	137,931	-	137,931	120,285	-	120,285
Total expenses	<u>3,026,504</u>	<u>-</u>	<u>3,026,504</u>	<u>3,846,211</u>	<u>-</u>	<u>3,846,211</u>
Changes in net assets	<u>1,670</u>	<u>(3,889)</u>	<u>(2,219)</u>	<u>(107,316)</u>	<u>51,175</u>	<u>(56,141)</u>
Net assets - beginning of year	<u>3,636,715</u>	<u>636,457</u>	<u>4,273,172</u>	<u>3,744,031</u>	<u>585,282</u>	<u>4,329,313</u>
Net assets - end of year	<u>\$ 3,638,385</u>	<u>\$ 632,568</u>	<u>\$ 4,270,953</u>	<u>\$ 3,636,715</u>	<u>\$ 636,457</u>	<u>\$ 4,273,172</u>

HOUSING FOR NEW HOPE, INC.
Statement of Functional Expenses
Year Ended August 31, 2023

	Program Services			Total Program Services
	Street Outreach	Supportive Housing	Affordable Housing	
Salaries	\$ 241,291	\$ 573,776	\$ 21,464	\$ 836,531
Payroll taxes	18,344	44,269	1,782	64,395
Pension costs	10,204	21,051	531	31,786
Other benefits	27,425	63,229	1,244	91,898
Direct assistance to individuals	1,417	611,844	-	613,261
Professional fees	5,264	39,756	7,485	52,505
Rent and condo dues	32,878	4,801	-	37,679
Contractors	-	47,140	11,488	58,628
Utilities	202	52,736	16,955	69,893
Vehicle	9,092	16,005	1,428	26,525
Maintenance and security	3,736	129,921	44,080	177,737
Telephone and information technology	12,147	43,202	6,818	62,167
Office supplies	2,037	7,564	458	10,059
Printing and publication	269	5,222	-	5,491
Dues and subscriptions	799	3,725	-	4,524
Postage	-	-	-	-
Staff training	228	1,379	-	1,607
Storage	1,755	2,210	-	3,965
Insurance	2,669	32,169	11,050	45,888
Hospitality	689	2,301	-	2,990
Interest	-	6,552	30,561	37,113
Bad debt expense	-	43,437	6,548	49,985
Tenant rent forgiveness	-	6,693	8,908	15,601
Other	903	1,815	5	2,723
Total functional expenses before depreciation	371,349	1,760,797	170,805	2,302,951
Depreciation	1,983	104,086	51,749	157,818
Total functional expenses	<u>\$ 373,332</u>	<u>\$ 1,864,883</u>	<u>\$ 222,554</u>	<u>\$ 2,460,769</u>

HOUSING FOR NEW HOPE, INC.
Statement of Functional Expenses (Continued)
Year Ended August 31, 2023

	Supporting Services		Total Supporting Services	Total
	General and Administrative	Fund Raising		
Salaries	\$ 284,430	\$ 58,917	\$ 343,347	\$ 1,179,878
Payroll taxes	21,675	4,561	26,236	90,631
Pension costs	17,928	3,902	21,830	53,616
Other benefits	19,413	5,405	24,818	116,716
Direct assistance to individuals	-	-	-	613,261
Professional fees	15,361	4,843	20,204	72,709
Rent and condo dues	2,672	-	2,672	40,351
Contractors	-	6,660	6,660	65,288
Utilities	494	-	494	70,387
Vehicle	1,147	-	1,147	27,672
Maintenance and security	7,754	-	7,754	185,491
Telephone and information technology	15,622	12,944	28,566	90,733
Office supplies	3,610	533	4,143	14,202
Printing and publication	942	27	969	6,460
Dues and subscriptions	1,882	203	2,085	6,609
Postage	362	200	562	562
Staff training	5,927	30	5,957	7,564
Storage	2,001	-	2,001	5,966
Insurance	4,401	420	4,821	50,709
Hospitality	1,502	94	1,596	4,586
Interest	-	-	-	37,113
Bad debt expense	-	-	-	49,985
Tenant rent forgiveness	-	-	-	15,601
Other	9,943	39,192	49,135	51,858
Total functional expenses before depreciation	417,066	137,931	554,997	2,857,948
Depreciation	10,738	-	10,738	168,556
Total functional expenses	<u>\$ 427,804</u>	<u>\$ 137,931</u>	<u>\$ 565,735</u>	<u>\$ 3,026,504</u>

HOUSING FOR NEW HOPE, INC.
Statement of Functional Expenses
Year Ended August 31, 2022

	Program Services			Total Program Services
	Street Outreach	Supportive Housing	Affordable Housing	
Salaries	\$ 309,494	\$ 656,234	\$ 9,390	\$ 975,118
Payroll taxes	22,858	48,431	751	72,040
Pension costs	8,400	13,710	-	22,110
Other benefits	39,408	85,059	78	124,545
Direct assistance to individuals	23,374	1,084,100	93	1,107,567
Professional fees	593	41,539	27,555	69,687
Rent and condo dues	43,200	6,500	-	49,700
Contractors	-	28,087	54	28,141
Utilities	-	61,720	19,264	80,984
Vehicle	12,403	14,395	3,012	29,810
Maintenance and security	680	167,017	22,924	190,621
Telephone and information technology	6,152	18,411	2,575	27,138
Office supplies	7,379	18,167	613	26,159
Printing and publication	-	2,421	-	2,421
Dues and subscriptions	87	4,121	562	4,770
Postage	86	144	-	230
Staff training	2,348	1,020	-	3,368
Storage	1,685	3,203	218	5,106
Insurance	1,959	22,674	10,077	34,710
Hospitality	11,846	172	-	12,018
Interest	-	6,837	31,668	38,505
Furniture and equipment	1,468	2,287	532	4,287
Bad debt expense	-	37,093	30,904	67,997
Other	2,328	897	2	3,227
Total functional expenses before depreciation	495,748	2,324,239	160,272	2,980,259
Depreciation	1,983	102,591	50,126	154,700
Total functional expenses	<u>\$ 497,731</u>	<u>\$ 2,426,830</u>	<u>\$ 210,398</u>	<u>\$ 3,134,959</u>

HOUSING FOR NEW HOPE, INC.
Statement of Functional Expenses (Continued)
Year Ended August 31, 2022

	Supporting Services		Total Supporting Services	Total
	General and Administrative	Fund Raising		
Salaries	\$ 328,699	\$ 57,517	\$ 386,216	\$ 1,361,334
Payroll taxes	22,980	4,633	27,613	99,653
Pension costs	12,812	2,479	15,291	37,401
Other benefits	29,184	5,644	34,828	159,373
Direct assistance to individuals	-	-	-	1,107,567
Professional fees	42,361	15,024	57,385	127,072
Rent and condo dues	10,877	-	10,877	60,577
Contractors	33,590	-	33,590	61,731
Utilities	1,766	-	1,766	82,750
Vehicle	2,473	67	2,540	32,350
Maintenance and security	3,693	-	3,693	194,314
Telephone and information technology	11,625	1,045	12,670	39,808
Office supplies	11,478	1,603	13,081	39,240
Printing and publication	2,373	-	2,373	4,794
Dues and subscriptions	21,965	7,100	29,065	33,835
Postage	342	1,514	1,856	2,086
Staff training	13,692	532	14,224	17,592
Storage	3,050	-	3,050	8,156
Insurance	10,142	295	10,437	45,147
Hospitality	4,195	75	4,270	16,288
Interest	895	-	895	39,400
Furniture and equipment	3,601	74	3,675	7,962
Bad debt expense	-	-	-	67,997
Other	8,437	22,683	31,120	34,347
Total functional expenses before depreciation	580,230	120,285	700,515	3,680,774
Depreciation	10,737	-	10,737	165,437
Total functional expenses	<u>\$ 590,967</u>	<u>\$ 120,285</u>	<u>\$ 711,252</u>	<u>\$ 3,846,211</u>

HOUSING FOR NEW HOPE, INC.
Statements of Cash Flows
Years Ended August 31, 2023 and 2022

	<u>2023</u>	<u>2022</u>
Cash flows from operating activities:		
Changes in net assets	\$ (2,219)	\$ (56,141)
Adjustments to reconcile changes in net assets to net cash provided by operating activities:		
Depreciation	168,556	165,437
Forgiveness of debt, notes payable	(22,600)	(22,600)
Unrealized (gain)/loss on investments	(6,199)	14,034
(Increase) decrease in:		
Grants receivable	(44,209)	168,802
Accounts receivable	(1,197)	8,487
Prepaid expenses	(33,825)	169
Sales tax receivable	(8,828)	1,149
Increase (decrease) in:		
Accounts payable and accrued expenses, operations	(12,979)	7,711
Accounts payable, collaborative partners	-	(17,000)
Accrued compensated absences	(1,916)	8,432
Tenant's prepaid rent	(7,994)	7,994
Tenants' security deposits	9,560	417
Net cash provided by operating activities	<u>36,150</u>	<u>286,891</u>
Cash flows from financing activities:		
Principal paid on line of credit and note payables	(30,365)	(89,192)
Grant receipts for purchase of property	6,050,000	-
Net cash provided by (used in) financing activities	<u>6,019,635</u>	<u>(89,192)</u>
Cash flows from investing activities:		
Purchase of property and equipment	(6,112,767)	(13,200)
Purchase of investments	(1,386)	(5,974)
Net cash used in investing activities	<u>(6,114,153)</u>	<u>(19,174)</u>
Increase (decrease) in cash and restricted cash	(58,368)	178,525
Cash and restricted cash - beginning	1,225,000	1,046,475
Cash and restricted cash - ending	<u>\$ 1,166,632</u>	<u>\$ 1,225,000</u>
Reconciliation of cash and restricted cash reported on the statements of financial position to cash and restricted cash shown above:		
Cash	\$ 846,721	\$ 890,550
Restricted deposits and funded reserves	319,911	334,450
	<u>\$ 1,166,632</u>	<u>\$ 1,225,000</u>
Supplemental disclosure of cash flows:		
Interest paid	<u>\$ 37,113</u>	<u>\$ 39,400</u>

HOUSING FOR NEW HOPE, INC.

Notes to Financial Statements

NOTE 1 - NATURE OF ACTIVITIES

Housing for New Hope, Inc. (the Organization), a nonprofit corporation founded in 1992, serves the greater Durham, North Carolina area. The agency connects people to housing and hope through three primary responses: Street Outreach, Supportive Housing, and Affordable Housing.

Street Outreach - Housing for New Hope's Street Outreach team leads Durham's efforts to connect with the unsheltered population in response to referrals from businesses, government partners, community members, and other housing assistance agencies. The Organization takes the first step in connecting with our most vulnerable neighbors with the goal of connecting individuals and families to housing and supportive services.

Supportive Housing - Since 1992, Housing for New Hope's Supportive Housing programs have connected Durham's most vulnerable neighbors with housing and the supportive services they need to remain stably housed.

Housing opportunities and services are designed to support the specific needs of individual clients. The Organization offers short term (24 months or less) community-based options for those with fewer barriers to housing stability. This program, traditionally known as "rapid rehousing" serves more than 200 people annually.

For those experiencing long-term homelessness and struggling with a disabling condition, the Organization offers long-term programs, including campus-based options at Williams Square and Andover Apartments, along with community-based options in partnership with more than 30 private landlords.

Affordable Housing - For over 25 years, Housing for New Hope has expanded affordable housing options in our community by developing and preserving residential communities for individuals and families earning less than 50% of the Area's Median Income.

Families and individuals benefit from stable and affordable housing at Cole Mill Place, a property offering 2 and 3 bedroom apartments, and Holloway Place, a seven-unit co-housing option for single women. The recently acquired Carver Creek Apartments is currently operating as affordable housing, but will transition to supportive housing in coming years.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Financial Statement Presentation

The financial statements are prepared on the accrual basis of accounting in accordance with U.S. generally accepted accounting principles. The accrual method records revenue when earned and expenses when incurred. As a result, receivables are recorded as assets, and obligations due are shown as liabilities.

For financial reporting purposes, Housing for New Hope, Inc. classifies its assets in the following categories: net assets without donor restrictions and net assets with donor restrictions. Each category is described below:

Net assets without donor restrictions: Net assets that are not subject to donor-imposed stipulations.

HOUSING FOR NEW HOPE, INC.

Notes to Financial Statements

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial Statement Presentation (Continued)

Net assets with donor restrictions: Net assets subject to donor-imposed restrictions which will be met either by action of the Organization and/or the passage of time. Donor restricted funds may only be utilized in accordance with the purposes established by the donor of such funds.

Cash and Restricted Cash

For purposes of reporting the statement of cash flows, the Organization includes all cash deposits and certificates of deposit with a maturity of three months or less as cash, restricted cash and funded reserves. Restricted cash includes reserves, funds held by rental property management company, agency funds, and tenant security deposits.

Agency Funds

The Organization includes agency funds in restricted cash and records a liability for agency funds that are held on behalf of others.

Funds Held by Rental Property Management Company

The Organization includes funds held by the rental property management company in restricted cash. At August 31, 2022, the funds totaled \$62,642 of which \$30,548 consisted of tenant security deposits. As of August 31, 2023, no funds were held by rental property management company.

Investments

Investments consist of pooled funds held by the Triangle Community Foundation and are reported at fair value.

Grants Receivable

Grants receivable is comprised of amounts due to the Organization for grants. All federal grants are drawn on a reimbursement basis.

Rent Receivables and Bad Debt Policy

Tenant rent charges for the current month are due on the first of the month. Tenants who are evicted or move-out are charged with damages or cleaning fees, if applicable. Rent receivables consist of amounts due for rental income, security deposit or the charges for damages and cleaning fees. The Organization does not accrue interest on the rent receivable balances.

The Organization uses the allowance method to recognize bad debt. Any change in the allowance is recorded as bad debt expense. As of August 31, 2023 and 2022, the allowance for bad debt was estimated at \$71,355 and \$67,997, respectively. During the year ended August 31, 2023 and 2022, bad debt expense totaled \$49,985 and \$67,997, respectively.

HOUSING FOR NEW HOPE, INC.

Notes to Financial Statements

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Property and Equipment

Property and equipment are recorded at cost or, if donated, at the fair value at the date of donation. Depreciation is calculated using the straight-line method over the estimated useful lives of the assets which range from three to forty years. The Organization normally capitalizes all expenditures for property and equipment in excess of \$5,000; however, certain contractual arrangements require capitalization of expenditures in excess of \$750.

Revenue and Support

Revenue is derived primarily from grants, contributions, and rental income. Grants are reported as contributions when the grantor/contributor makes an unconditional transfer of cash or other assets and does not receive something of approximate equal value (nonreciprocal). Grants are reported as program revenue (exchange transaction) when both parties receive something of approximately equal value (reciprocal).

Unconditional contributions received are recorded as increases in net assets with or without donor restrictions, depending on the existence and/or nature of any donor restriction. Conditional contributions are not recognized in the financial statements until the conditions are substantially met or explicitly waived by the donor. Any conditional amounts received for which the conditions have not yet been met are recorded as refundable advances. All donor-restricted support is reported as an increase in net assets with donor restrictions, depending on the nature of the restriction.

Program service fee revenues and rents have performance obligations with applicable transaction prices to perform or provide services or products. The applicable revenues are recognized as the performance obligations are satisfied.

Forgiveness of Debt

Forgiveness of debt is recorded as revenue as the debt is forgiven.

Accrued Compensated Absences

The personnel policy of the Organization provides for the accumulation of Paid Time Off up to 80 hours. Upon separation from employment, the employee will be paid the amount of the earned Paid Time Off in one lump sum. The liability for accrued compensated absences was \$39,526 and \$41,442 at August 31, 2023 and 2022, respectively.

Income Taxes

The Organization is exempt from Federal and State income taxes under Section 501(c)(3) of the U.S. Internal Revenue Code and the applicable State tax statutes. In addition, the Organization qualifies for the charitable contributions deduction under Section 170(b)(1)(a) of the U.S. Internal Revenue Code. Further, the Organization has been determined not to be a private foundation under Section 509(a)(2) of the U.S. Internal Revenue Code.

HOUSING FOR NEW HOPE, INC.

Notes to Financial Statements

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Income Taxes (Continued)

It is the Organization's policy to evaluate all tax positions to identify any that may be considered uncertain. All identified material tax positions are assessed and measured by a more-likely-than-not threshold to determine if the tax position is uncertain and what, if any, the effect of the uncertain tax position may have on the financial statements. No material uncertain tax positions were identified for the years ended August 31, 2023 and 2022. Any changes in the amount of a tax position will be recognized in the period the change occurs.

Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

Functional Allocation of Expenses

The cost of providing various programs and other activities have been summarized on a functional basis in the statement of activities and statement of functional expenses. Accordingly, certain costs have been allocated among the program and supporting services benefited.

Program services - The Organization operates various programs including, but not limited to, providing housing support for participants with limited funds. All costs related to the operation of these programs, including day to day administration of the programs and other costs related to the programs are included in this function.

Supporting services - All management and general expenses not identifiable with a program or fund raising activity, but indispensable to the conduct of such programs and activities and the Organization's existence, are included in this function. This includes expenses for the overall direction of the Organization's business management, general record keeping, budgeting, financial reporting and activities relating to the function such as salaries, supplies, equipment and other general overhead.

The costs of providing the various programs and activities have been summarized on a functional basis in the statement of functional expenses. Directly identifiable expenses are charged to specific programs or services. Expenses related to more than one function are charged to program services, general and administrative, and fundraising based on the following basis:

- Personnel expenses are allocated based on time and effort.
- Depreciation expense is allocated based on the usage of the related asset.
- Other expenses are allocated based on the estimated cost incurred by each function.

HOUSING FOR NEW HOPE, INC.

Notes to Financial Statements

NOTE 3 - CAPITAL ASSET RESERVE AND RESERVE FOR REPLACEMENTS

The Self Help Credit Union loan agreement, associated with the Cole Mill property, requires the Organization to maintain a capital asset reserve account with the lender. During the term of the loan, the account is maintained solely as a capital asset reserve account to reimburse the Organization for reasonable costs and expenses it incurs related to durable asset replacement and major renovation of the property, but not for routine repair and maintenance.

Per the loan agreement, this requires advance approval by Self Help Credit Union. As stated in Note 10, the account is assigned and pledged as security for the Self Help Credit Union note payable associated with the Cole Mill property. An analysis of the capital asset reserve for the years ended August 31, 2023 and 2022 is as follows:

	<u>2023</u>	<u>2022</u>
Balance, beginning	\$ 46,877	\$ 43,444
Deposits	3,300	3,300
Interest income	1,105	133
Balance, ending	<u>\$ 51,282</u>	<u>\$ 46,877</u>

The North Carolina Housing Finance Agency (NCHFA) requires a reserve for replacements be established and maintained for properties financed with NCHFA funds. These properties include Andover I, Andover II, and Williams Square. NCHFA requires annual funding of \$250 per unit per year during the first year of the loan and increasing 4% annually thereafter. The accounts are required to be interest-bearing and all interest earned will accrue in the account for the benefit of the property.

The reserve for replacements is to be used for major repairs, capital expenditures and replacement of capital items. Expenditures require written approval from the NCHFA. An analysis of the reserve for replacements for the years ended August 31, 2023 and 2022 is as follows:

	<u>2023</u>			
	Andover I	Andover II	Williams	
	(10 units)	(10 units)	Square	Total
	(24 units)			
Balance, beginning	\$ 56,366	\$ 49,392	\$ 106,414	\$ 212,172
Deposits	5,469	4,348	9,169	18,986
Interest income	17	15	33	65
Authorized withdrawals	(5,667)	(3,400)	(6,800)	(15,867)
Balance, ending	<u>\$ 56,185</u>	<u>\$ 50,355</u>	<u>\$ 108,816</u>	<u>\$ 215,356</u>

	<u>2022</u>			
	Andover I	Andover II	Williams	
	(10 units)	(10 units)	Square	Total
	(24 units)			
Balance, beginning	\$ 51,503	\$ 44,811	\$ 96,755	\$ 193,069
Deposits	4,845	4,565	9,626	19,036
Interest income	18	16	33	67
Balance, ending	<u>\$ 56,366</u>	<u>\$ 49,392</u>	<u>\$ 106,414</u>	<u>\$ 212,172</u>

HOUSING FOR NEW HOPE, INC.

Notes to Financial Statements

NOTE 4 - DEPOSITS

The Organization's deposits include cash on deposit and money market accounts with commercial and cooperative financial institutions. The Organization's deposits at each financial institution are insured by the Federal Deposit Insurance Company (FDIC) up to \$250,000. At August 31, 2023 and 2022, the uninsured balances were \$907,228 and \$881,649, respectively, all of which related to uninsured amounts in the Organization's checking or money market accounts.

NOTE 5 - INVESTMENTS AND FAIR VALUE MEASUREMENTS

Fair value is defined as the price that would be received for an asset or the exit price that would be paid to transfer a liability in an orderly transaction between market participants on the measurement date. The Organization's investments consist of a beneficial interest in pooled funds that is administered by the Triangle Community Foundation. The beneficial interest in pooled funds is valued at the net asset value ("NAV") provided by the administrator of the funds as a practical expedient to determine fair value. The NAV is based on the value of the funds' underlying assets and liabilities. The beneficial interest in pooled funds is a fixed income oriented pool. The fixed income oriented pool includes equity and fixed income investments with a target allocation of 30% and 70%, respectively.

The following table summarizes investments measured at fair value based on net asset value per share as of August 31, 2023:

	<u>Fair Value</u>	<u>Unfunded Commitments</u>	<u>Redemption Frequency (If Currently Eligible)</u>	<u>Redemption Notice Period</u>
TCF Fixed Income Oriented Pool Funds	<u>\$ 168,542</u>	N/A	Upon Request	None

NOTE 6 - GRANTS RECEIVABLE

Grants receivable consist of the following at August 31, 2023 and 2022:

	<u>2023</u>	<u>2022</u>
Housing and Urban Development	\$ 89,048	\$ 63,200
Emergency Shelter Grant	151,064	109,326
Emergency Shelter Grant - CV	-	55,523
Alliance Behavioral Health Care	-	49,853
City of Durham	336,579	242,112
Oak Foundation	64,184	93,830
Other	17,178	-
	<u>\$ 658,053</u>	<u>\$ 613,844</u>

NOTE 7 - COLLABORATIVE PARTNERS RECEIVABLES AND ACCOUNTS PAYABLE

Grant receivables from collaborative partners totaled \$17,650 and \$0 as of August 31, 2023 and 2022, respectively. Payables to collaborative partners totaled \$0 as of August 31, 2023 and 2022.

HOUSING FOR NEW HOPE, INC.**Notes to Financial Statements**

NOTE 8 - PROPERTY AND EQUIPMENT

Property and equipment consist of the following at August 31, 2023 and 2022:

	<u>2023</u>	<u>2022</u>
Buildings and improvements	\$ 9,803,041	\$ 4,942,152
Vehicles	165,027	132,566
Furniture and equipment	121,340	121,340
Land	<u>2,057,072</u>	<u>837,656</u>
	<u>12,146,480</u>	<u>6,033,714</u>
Less: accumulated depreciation	<u>(2,041,967)</u>	<u>(1,873,412)</u>
	<u><u>\$ 10,104,513</u></u>	<u><u>\$ 4,160,302</u></u>

NOTE 9 - REFUNDABLE ADVANCE - GRANT

During 2023, Carver Creek Apartments property was acquired with grant funds received from the City of Durham and County of Durham. The property has a deed restriction requiring its use to be exclusively for providing rental housing to households with an area median income at or below 50% for tenant households size based on data published by US Department of Housing and Urban Development (HUD). The affordability period shall not be less than 30 years. The grant funds are reported as a refundable advance - grant on the statement of net position. In addition, the deed restriction requires the City of Durham and County of Durham shall have first right of refusal on any transactions, transfers, or conveyances associated with the property. As of August 31, 2023, the property includes land with a carrying amount of \$1,219,417 and buildings with a net carrying amount of \$4,830,583.

NOTE 10 - LINE OF CREDIT

The Organization had an unsecured line of credit for \$100,000, with a variable interest rate, which was renewed through May 14, 2023. In 2022, the Organization repaid the line of credit in full and no additional draws were made. The line of credit matured on May 14, 2023 and was not renewed.

NOTE 11 - NOTES PAYABLE

Notes payable consist of the following at August 31:

	<u>2023</u>	<u>2022</u>
<u>Andover I:</u>		
Note payable of \$123,000, due to the City of Durham. The note is serviced by AmeriNational and is non-interest bearing with monthly principal payments of \$342. The note matures on January 1, 2036 and is secured by a deed of trust on the property.	\$ 49,019	\$ 53,129

HOUSING FOR NEW HOPE, INC.**Notes to Financial Statements**

NOTE 11 - NOTES PAYABLE (Continued)

Notes payable consist of the following at August 31:

	<u>2023</u>	<u>2022</u>
Note payable of \$75,000, due to North Carolina Housing Finance Agency. The note is non-interest bearing and is deferred for 20 years. Beginning September 1, 2026, the 21st anniversary of the loan conversion date, the loan will be forgiven at 10% of the original balance per year for 10 years. The note matures on September 1, 2035 and is secured by a deed of trust on the property.	\$ 75,000	\$ 75,000
Note payable of \$107,800, due to North Carolina Housing Finance Agency. The note is non-interest bearing with monthly principal payments of \$299. Effective September 24, 2012, NCHFA granted a 5 year payment deferment period with payments resuming on October 1, 2017. All deferred payments are due at maturity. The note matures on September 1, 2035 and is secured by a deed of trust on the property.	61,085	64,380
<u>Andover II:</u> Note payable of \$154,170, due to North Carolina Housing Finance Agency. The note is non-interest bearing and is deferred for 20 years. The note shall be reduced by 10% of the original principal balance at each anniversary date of the note, beginning on the 20th anniversary, March 1, 2027. The note matures on March 1, 2037 and is secured by a deed of trust on the property.	154,170	154,170
Note payable of \$140,155, due to the City of Durham. The note is serviced by AmeriNational and is non-interest bearing with no principal payments. After 20 years, an amount equivalent to the original principal balance will be forgiven. The note matures on March 1, 2027 and is secured by a deed of trust on the property.	140,155	140,155
<u>Williams Square:</u> Note payable of \$452,000, due to the City of Durham. The note is non-interest bearing and is forgiven in annual principal installments of \$22,600 through the maturity date. During the years ended August 31, 2023 and 2022, \$22,600 was forgiven. The note matures on March 1, 2030 and is secured by a deed of trust on the property.	158,200	180,800
Note payable of \$316,000, due to PNC. The note bears interest at a rate of 3% and monthly payments of \$1,340. The entire outstanding interest and principal balance is due at maturity. The note matures on May 26, 2030 and is secured by a deed of trust on the property. During the years ended August 31, 2023 and 2022, interest expense totaled \$6,552 and \$6,837, respectively.	210,212	219,649

HOUSING FOR NEW HOPE, INC.**Notes to Financial Statements**

NOTE 11 - NOTES PAYABLE (Continued)

Notes payable consist of the following at August 31:

	<u>2023</u>	<u>2022</u>
Note payable of \$191,938, due to North Carolina Housing Finance Agency. The note is serviced by AmeriNational and is non-interest bearing with no monthly principal payments. The outstanding balance is payable in full at maturity, January 1, 2040, and is secured by a deed of trust on the property.	\$ 191,938	\$ 191,938

Hayestown

Note payable of \$456,500, due to Self Help Credit Union. The note bears interest at an initial rate of 3.4% and monthly payments of interest only. The entire outstanding interest and principal balance is due at maturity. The note matures on July 1, 2026 and is secured by a deed of trust on the property. During the years ended August 31, 2023 and 2022, interest expense totaled \$15,521.

456,500	456,500
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Cole Mill:

Note payable of \$325,000, due to Self Help Credit Union. The note bears interest at an initial rate of 6.02% and monthly payments of \$2,348. On January 1, 2022, and every five years thereafter, the interest rate shall be adjusted to the lender's SWAP rate plus 4.25%. The lender's SWAP rate is Bloomberg's published mid-market semi-annual swap rate for USD swap transactions with a maturity of 5 years. The rate shall at no time be less than 4.5%. As of August 31, 2023, the interest rate is 5.64%. The note matures on December 1, 2036 and is secured by a deed of trust on the property. Additionally, as stated in Note 3, the Capital Asset Reserve account is assigned and pledged as security for this note obligation. During the years ended August 31, 2023 and 2022, interest expense totaled \$15,040 and \$16,147, respectively.

255,333	268,856
1,751,612	1,804,577
(53,351)	(52,293)
<u>\$ 1,698,261</u>	<u>\$ 1,752,284</u>

Less: current portion

Future maturities of notes payable are as follows:

Years Ending August 31,

2024	\$ 53,351
2025	54,465
2026	489,632
2027	33,453
2028	33,783
Thereafter	1,086,928
	<u>\$ 1,751,612</u>

HOUSING FOR NEW HOPE, INC.**Notes to Financial Statements****NOTE 12 - CONDOMINIUM ASSOCIATION COMMITMENTS**

The Organization is required to pay condominium association fees for the Organization's administrative office condominiums. Condominium fees for the years ended August 31, 2023 and 2022, totaled \$3,951 and \$5,877, respectively. At August 31, 2023, required monthly fees were \$378 per month.

NOTE 13 - RETIREMENT BENEFITS

The Organization has a tax-deferred annuity plan qualified under Section 403(b) of the Internal Revenue Code ("IRC"). The plan covers full-time employees of the Organization. Employees may make contributions to the plan up to the maximum amount allowed by the IRC. For the year ended August 31, 2023 and 2022, employer contributions totaled \$53,616 and \$37,401, respectively.

NOTE 14 - NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions are available for the following purposes at August 31:

	<u>2023</u>	<u>2022</u>
Rapid Rehousing:		
Oak Foundation	\$ 70,198	\$ 99,375
Fox Foundation	5,885	1,442
Supportive Housing:		
Duke Health	24,131	27,719
Duke Office of Durham and Community Affairs	-	50,000
Other:		
Kenan Trust	106,739	162,114
T. Allebaugh Legacy Fund	144,972	142,272
Carver Creek	157,964	-
Case Management and Tenant Advocate, United Way	7,604	2,917
Home Essentials	7,977	1,931
Holloway Place - Security Deposit Assistance	1,475	1,475
Emergency Assistance	26,735	54,595
Trinity Avenue Presbyterian Church	78,888	92,617
	<u>\$ 632,568</u>	<u>\$ 636,457</u>

Net assets released from donor restrictions were as follows for the year ended August 31:

	<u>2023</u>	<u>2022</u>
Rapid Rehousing:		
Oak Foundation	\$ 29,177	\$ 25,025
Blue Cross Blue Shield, TAY	-	52,403
Moses Kimball	14,850	-
Fox Foundation	3,807	7,518
HUD rapid rehousing grants	233,829	191,310
City of Durham ESG	145,175	140,399

HOUSING FOR NEW HOPE, INC.**Notes to Financial Statements**

NOTE 14 - NET ASSETS WITH DONOR RESTRICTIONS (Continued)

Net assets released from donor restrictions were as follows for the year ended August 31 (Continued):

	<u>2023</u>	<u>2022</u>
Rapid Rehousing (Continued):		
NC State ESG	\$ 89,087	\$ 64,951
City of Durham ESG - CV	-	141,718
NC State ESG-CARES Act	69,954	184,963
City of Durham	91,541	185,448
Streets to Home:		
HUD supportive housing grants	336,504	387,196
Supportive Housing:		
HUD supportive housing grants, Andover Apartments	80,638	62,621
HUD supportive housing grants, Williams Square	81,056	66,223
Alliance	101,625	161,440
Duke Health	28,588	3,154
Triangle Community Foundation	50,000	-
Wells Fargo	15,000	-
Street Outreach:		
NC State ESG	10,337	2,988
City of Durham, UCA	384,552	526,159
Housing Location and Navigation		
NC State ESG-CARES Act	-	29,784
City of Durham ESG	10,401	35,475
City of Durham, landlord	73,605	22,949
City of Durham, other	-	550
Other:		
Kenan Trust	55,375	27,972
Carver Creek	47,036	-
Community Engagement Coordinator, United Way	22,604	35,918
Case Management and Tenant Advocate, United Way	24,481	30,252
Barrier Busters	-	24,552
Home Essentials	2,244	16,935
Emergency Assistance	29,384	626
NCCEH Housing Connections Initiative	-	201,535
Trinity Avenue Presbyterian Church	13,729	7,383
	<u>\$ 2,044,579</u>	<u>\$ 2,637,447</u>

NOTE 15 - NET ASSETS WITHOUT DONOR RESTRICTIONS

Included in net assets without donor restrictions are amounts management and the Board of Directors have designated for certain purposes. The following designations of net assets without donor restrictions as of August 31, 2023 represent management's estimates that are subject to change based on perceived operating conditions and situations.

HOUSING FOR NEW HOPE, INC.**Notes to Financial Statements**

NOTE 15 - NET ASSETS WITHOUT DONOR RESTRICTIONS (Continued)

Property development fund	\$ 16,866
T. Allebaugh Legacy Fund	23,871
Property operating reserves, Cole Mill and Holloway Place	<u>24,555</u>
	<u><u>\$ 65,292</u></u>

NOTE 16 - LIQUIDITY

Housing for New Hope is partially funded by contributions, a portion of which are restricted by the donors as to purpose or time. In addition, tenant security deposits are held in trust and various loan agreements require a capital asset reserve and replacement reserve - see Note 3. Due to the restricted contributions and reserve requirements, Housing for New Hope maintains sufficient resources to meet those responsibilities. Thus, a portion of financial assets may not be available for expenditure within one year. As part of Housing for New Hope's liquidity management, it structures its financial assets to be available as its general expenditures and liabilities come due.

An approved operating budget is used to monitor income and expenses. In addition, the Board of Directors reviews the financial activity on a regular basis and reviews designated amounts periodically to ensure adequate funds are available.

Financial assets available for general expenditures, that is, without donor or other restrictions limiting their use, within one year of the statement of financial position date, comprise of the following:

	<u>2023</u>	<u>2022</u>
Cash	\$ 846,721	\$ 890,550
Grants receivable	658,053	613,844
Prepaid expenses	69,157	35,332
Sales tax receivable	12,064	3,236
Investments	<u>168,542</u>	<u>160,957</u>
Total financial assets	<u><u>1,754,537</u></u>	<u><u>1,703,919</u></u>
Less those unavailable for general expenditures within one year, due to:		
Donor-imposed restrictions	(632,568)	(636,457)
Board-designated funds	<u>(65,292)</u>	<u>(73,309)</u>
	<u><u>(697,860)</u></u>	<u><u>(709,766)</u></u>
Financial assets available for general expenditures within one year	<u><u>\$ 1,056,677</u></u>	<u><u>\$ 994,153</u></u>

HOUSING FOR NEW HOPE, INC.**Notes to Financial Statements**

NOTE 17 - FUTURE GRANT FUNDING

As of August 31, 2023, the Organization had the following approximate grant funds available under reimbursement type grants that are conditional based on actual expenditures through the grant periods:

<u>Program</u>	<u>Grant Period Ending</u>	<u>Grant Funds Remaining</u>
Landlord Engagement	6/30/2025	\$ 376,395
Emergency Shelter Grant, City of Durham: FY 22-23 program	12/31/2023	162,124
Emergency Shelter Grant, NC ESG Program: NC ESG Program	12/31/2023	30,042
Continuum of Care Program:		
Andover Apartments	4/30/2024	44,275
Streets to Home	8/31/2024	350,032
Streets to Home II	1/31/2024	87,524
Williams Square Apartments	4/30/2024	43,633
Rapid Rehousing:		
HUD FY21 program	9/30/2023	7,613
HUD FY22 program	9/30/2024	249,248
City of Durham Housing Fund	4/25/2024	194,038
Rapid Rehousing III:		
HUD FY21 program	11/30/2023	62,368
		<u>\$ 1,607,292</u>

NOTE 18 - CONCENTRATIONS OF FUNDING

For the fiscal years ended August 31, 2023 and 2022, the Organization received approximately 38% and 35%, respectively, of its funding from the U.S. Department of Housing and Urban Development.

NOTE 19 - RISKS AND CONTINGENCIES

The Organization is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; and natural disasters. During the years ended August 31, 2023 and 2022, the Organization carried insurance through various commercial carriers to cover all risks of losses.

The Organization has multiple projects which require compliance with various federal program requirements. In the event the Organization is out of compliance, it may be liable for repayment of any reimbursed expenditures which were not in compliance.

The Organization has multiple projects which require compliance with the federal HOME Investment Partnership Program for a period of 20 years. In the event the Organization is out of compliance, it may be liable for repayment of the loans.

HOUSING FOR NEW HOPE, INC.

Notes to Financial Statements

NOTE 20 - RECLASSIFICATIONS

Certain amounts in the 2022 statement of functional expenses have been reclassified to conform to the 2023 financial statement presentation.

NOTE 21 - SUBSEQUENT EVENTS

Management evaluated subsequent events through May 31, 2024, which is the date the financial statements were available to be issued. Management was not aware of any other subsequent events that should be disclosed.

HOUSING FOR NEW HOPE, INC.
Schedule of Expenditures of Federal Awards
Year Ended August 31, 2023

Grantor/Pass-Through Grantor/Program Title	Assistance Listing Number	Expenditures
Federal Awards:		
U. S. Department of Housing and Urban Development		
Direct Award:		
Continuum of Care Program	14.267	\$ 732,027
Pass-through City of Durham:		
Emergency Shelter Grants Program	14.231	155,576
Home Investment Partnerships Program	14.239	320,955
Pass-through North Carolina Department of Health and Human Services:		
Emergency Shelter Grants Program	14.231	99,424
Emergency Shelter Grants - CARES Act Program	14.231	69,954
Pass-through Alliance Health:		
Emergency COVID-19 Supplemental Grant	93.665	101,625
Pass-through NC Housing Finance Agency:		
Home Investment Partnerships Program	14.239	154,170
Total federal expenditures		\$ 1,633,731

HOUSING FOR NEW HOPE, INC.

Notes to Schedule of Expenditures of Federal Awards

NOTE 1 - BASIS OF PRESENTATION

This schedule includes the federal grant activity of Housing for New Hope, Inc. and is presented on the accrual basis of accounting. The information in this schedule is presented in accordance with the requirements of Title 2 U.S. *Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). The schedule presents only a selected portion of the operations of Housing for New Hope, Inc. and it is not intended to and does not present the financial position, change in net assets, or cash flows of Housing for New Hope, Inc.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, or OMB Circular A-87, *Cost Principles for State, Local, and Indian Tribal Governments*, wherein certain types of expenditures are not allowable or are limited as to reimbursement.

Housing for New Hope, Inc has not elected to use the 10% de minimis indirect cost rate as allowed under the Uniform Guidance.

NOTE 3 - LOANS OUTSTANDING

Housing for New Hope, Inc. had the following loan balances outstanding as of August 31, 2023:

<u>Program Title</u>	<u>Assistance Listing Number</u>	<u>Amount Outstanding</u>
Pass-through City of Durham:		
Home Investment Partnerships Program	14.239	\$ 298,355
Pass-through NC Housing Finance Agency:		
Home Investment Partnerships Program	14.239	154,170
		<u>\$ 452,525</u>



**Independent Auditor's Report on Internal Control Over
Financial Reporting and on Compliance and Other Matters
Based on an Audit of Financial Statements Performed in
Accordance with *Government Auditing Standards***

To the Board of Directors
Housing for New Hope, Inc.
Durham, North Carolina

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Housing for New Hope, Inc., which comprise the statement of financial position as of August 31, 2023, and the related statements of activities and changes in net assets, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated May 31, 2024.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered Housing for New Hope, Inc.'s internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Housing for New Hope, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of Housing for New Hope, Inc.'s internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of Housing for New Hope, Inc.'s financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether Housing for New Hope, Inc.'s financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Housing for New Hope, Inc.'s internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Housing for New Hope, Inc.'s internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Bernard Robinson & Company, L.L.P.

Raleigh, North Carolina
May 31, 2024



**Independent Auditor's Report on Compliance For
Each Major Program and Report on Internal Control Over
Compliance Required by the Uniform Guidance**

To the Board of Directors
Housing for New Hope, Inc.
Durham, North Carolina

Report on Compliance for the Major Federal Program

Opinion on the Major Federal Program

We have audited Housing for New Hope, Inc.'s (the "Organization") compliance with the types of compliance requirements identified as subject to audit in the *OMB Compliance Supplement* that could have a direct and material effect on the Organization's major federal program for the year ended August 31, 2023. Housing for New Hope, Inc.'s major federal program is identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, Housing for New Hope, Inc. complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on its major federal program for the year ended August 31, 2023.

Basis for Opinion on the Major Federal Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of Housing for New Hope, Inc. and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for the major federal program. Our audit does not provide a legal determination of Housing for New Hope, Inc.'s compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to Housing for New Hope, Inc.'s federal program.

Auditor's Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on Housing for New Hope, Inc.'s compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about Housing for New Hope, Inc.'s compliance with the requirements of its major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding Housing for New Hope, Inc.'s compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of Housing for New Hope, Inc.'s internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of Housing for New Hope, Inc.'s internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control Over Compliance

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A material weakness in internal control over compliance is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A significant deficiency in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Report on Internal Control Over Compliance (Continued)

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Bernard Robinson & Company, L.L.P.

Raleigh, North Carolina
May 31, 2024

HOUSING FOR NEW HOPE, INC.
Schedule of Findings and Questioned Costs
Year Ended August 31, 2023

Items required to be reported under 2 CFR section 200.515(d):

Section I - Summary of Auditor's Results

Financial Statements

- (i) Type of auditor's report issued: Unmodified
- (ii) Internal control over financial reporting:
 - (a) Material weakness(es) identified? yes no
 - (b) Significant deficiency(ies) identified? yes none reported
- (iii) Noncompliance material to financial statements noted? yes no

Federal Awards

- (i) Internal control over major programs:
 - (a) Material weakness(es) identified? yes no
 - (b) Significant deficiency(ies) identified? yes none reported
- (ii) Type of auditor's report issued on compliance for major programs: Unmodified
- (iii) Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)? yes no
- (iv) Identification of major programs:

<u>Assistance Listing Number(s)</u>	<u>Name of Federal Program</u>
14.267	Continuum of Care Program

- (v) Dollar threshold used to distinguish between type A and type B programs: \$ 750,000
- (vi) Auditee qualified as low-risk auditee? yes no

Section II - Findings relating to the financial statements which are required to be reported in accordance with generally accepted government auditing standards:

Deficiencies
 None reported

Section III - Findings and questioned costs relating to the major programs which are required to be reported as defined by the Uniform Guidance of [2 CFR 200.516(a)]:

Findings and Questioned Costs
 None reported

Section IV - Summary Schedule of Prior Year Audit Findings and Questioned Costs:

There were no audit findings and questioned costs in the prior year.

Urban Ministries Grant Application



Due June 3 before 5pm

Durham County Government ARPA Nonprofit Grant Application

APPLICANT INFORMATION

Organization Name: Urban Ministries of Durham
 Organization Address: 410 Liberty Street, Durham, NC 27701
 Contact Person Name: Sheldon Mitchell
 Title: Executive Director
 Email: smitchell@umdurham.org
 Organization Website: <https://www.umdurham.org/>
 Federal Tax Identification Number: 58-1505891
 Unique Entity ID Number*: RVBQK9BMZRM9

APPLICANT INFORMATION

1. What is the intended purpose/use of the funds?
 To provide day services for individuals experiencing homelessness that include outreach & engagement strategies and different services and activities as appropriate.

2. Has applicant received previous funding from Durham County?

Yes July 1, 2023 - Durham County Government \$500,000
 No

3. Has applicant received previous federal and/or state funds related to the pandemic management?
 Some examples may include direct allocations, PPP loans or CARES funding (business loan/grant programs, etc.).

Yes September 1, 2022 – Durham County Government \$1,025,000
 No July 1, 2022 – City of Durham ESG \$554,800

PROJECT/PROGRAM INFORMATION

Project/Program Name: [Temporary and Permanent Expansion of Day Services offered by Urban Ministries of Durham](#)

Project/Program Purpose: (100 words or less)

[UMD seeks funding to increase the effective services it delivers to unsheltered and low-income populations. Funding will support select daytime services provided at its community building and the establishment of a temporary day service center next door. Due to space limitations at UMD’s current site, meeting the current demand for day services at UMD and expanding those services to more clients requires the leasing and modest upfit of a new space to provide basic needs like showers and laundry,](#)

access to technology and support services, and coordinated outreach, engagement & care in partnership with other service providers.

Requested Durham County ARPA funding amount: \$1,999,648

1. Can your project be fully completed by June 2026?

Yes
 No

2. Describe the project goals/objectives and how your proposal fulfills a public need that has been created or exacerbated by the COVID-19 pandemic. How will the project achieve these goals? (1000 words or less)

A chronically homeless person costs the taxpayer an average of \$35,578 per year through strains on the healthcare, criminal justice, and emergency systems (National Alliance to End Homelessness, 2017). As pointed out in the RFP, a 35% reduction in emergency shelter capacity within Durham County has almost doubled the number of individuals experiencing unsheltered homelessness in the past four years – consequently the expense to Durham tax payers has increased. The shelter capacity reduction was a direct consequence of two pandemic factors: a reduction in post-pandemic funding and distancing measures which decreased the number of individual units per square foot. Emergency shelters like UMD are regularly at capacity, and Entry Point indicates waiting lists for emergency shelters are regularly 3 to 4 times local shelter capacity.

Identified as one of fastest growing regions and the hottest housing markets in the nation in 2023, Durham’s median home value grew from roughly \$186,000 in 2015 to \$396,000 in 2023, according to data from Zillow. The COVID-19 pandemic further fueled inflation, supply chain issues, and rampant development. The North Carolina Housing Coalition’s 2024 analysis of housing needs in Durham County found that a household needed an income of \$65,240 to afford fair market rent – over \$31/hour for a single individual, well above the average salaries for elementary teachers, childcare workers, and, first responders, until recently, firefighters. Consequently, a substantial number of low- and moderate-income Durham households (both families and individuals) are experiencing housing and food insecurity.

The NC Housing Coalition analysis also reported that 6,222 families – or more than 23 percent of Durham’s cost-burdened renters – faced evictions last year as monthly rents climbed exponentially and post-pandemic eviction moratoriums expired. These two factors, combined with the acute shortage of affordable housing brought an increased number of “hard-to-serve” clients into Durham County’s Entry Point. These individuals and families were more likely exhibit substance abuse or mental health issues, and many lacked any source of income. These factors led to longer lengths of stays in emergency shelters, greater difficulties in securing permanent housing, and greater demands on human services staff in public and nonprofit agencies. Exits to permanent housing for families and individuals in emergency shelters were often delayed by the absence of affordable housing units, landlords who will only rent at market rate, and difficulties in securing vouchers for households with little or no income.

Effective solutions to homelessness can, not only improve the quality of life for Durham residents, but also lead to substantial savings across sectors such as healthcare, criminal justice, and emergency systems. UMD's proposal to the ARPA Phase 3 – Homeless Services Expansion Program is to expand on the effective services already being delivered to unsheltered and low-income populations, and to establish a temporary day service center next door to UMD's current shelter and community resource center. Due to space limitations at UMD's current site, meeting the current demand for day services at UMD and expanding those services to more clients requires the upfit of a new space. However, this space will only be a temporary site. UMD's strategic plan has identified a major expansion project to build a Collaborative Facility for Homeless Services to address several areas of need within Durham's homeless community, all in one building.

This future Collaborative Facility will bring together partner organizations like Entry Point, UMD, Lincoln Community Health Center, Housing for New Hope, Alliance Health and others – consolidating services and increasing ease of access for the target population. The site will support all the care UMD and Lincoln Community Health Center currently provide within our shared campus on Liberty Street in downtown Durham including emergency shelter for adults and families, rapid rehousing, community café, food pantry & clothing closet, and affordable health care. With a larger footprint, expansion can include creating non-congregate units (i.e. more private shelter rooms), medical respite units, collaborative working spaces for service providers, expanded physical and mental health care, as well as a location for a permanent day services site with robust program offerings. St. Philip's Episcopal Church, UMD's next-door neighbor and founding partner, is providing the building site in-kind or via trade, and UMD is providing the visionary and financial leadership. The center is in the pre-design and feasibility stage, and is not expected to be completed until 2029.

A temporary Day Services Center is an important first step toward a more permanent public-private partnership is established with the Collaborative Facility. This temporary site provides an opportunity for UMD to solidify funding and service partners, expand the footprint of its day service offerings, and grow visibility of homeless services – all in advance of and in preparation for a comprehensive Collaborative Facility which will provide a permanent home for all of UMD's operations, as well as housing other partner agencies and day services.

Moreover, the Day Services Center will expand on UMD's homeless services to offer unsheltered community members with additional daytime basic need services, access to resources, and coordinated care, as described below. The site will provide a safe place for these individuals to find respite, compassionate care, and support services, as well as other benefits to the larger community. By offering additional day services staffed by trained case managers, UMD will provide businesses, residents, and referral partners a nearby resource and assistance regarding their interactions with homeless populations downtown.

The ultimate goal for a Day Service Center is to reach more members of the unsheltered community by addressing their daily life needs and offering essential services to end their homelessness. This is a direct benefit for the individual, as well as the wider community. When a chronically homeless person has access to medical care, food, housing, job training or employment, they can become an active, contributing member of our community. Studies have shown that even individuals placed in supportive housing (subsidized by government dollars), have reduced their individual cost to tax payers by nearly half. The more we support the 400-600 unsheltered Durham community members with essential services to help them end their homelessness, the more significant the impact.

3. Describe the specific activities that would be undertaken by the organization through the proposed project, including specifics on how services will be delivered to beneficiaries. (1000 words or less)

As an organization on the front lines of the Durham housing and homeless crisis, UMD has witnessed the growth of unsheltered community members first hand. We have measured an increase in those directly seeking our services, those who cannot get help because of waiting lists and capacity issues, and those in the downtown corridor who have not sought us out.

The addition of a Day Services Center is a natural evolution of UMD's existing services to homeless populations of Durham. Currently, we serve over 6,000 community members facing housing instability with comprehensive, equitable programs to address basic human needs of food, shelter, and a future. Our shelter site serves as the primary emergency shelter for homeless adults and as a back-up shelter for homeless families. Our Housing First framework pairs residents with case managers to create individualized plans to obtain permanent housing, steady income, and other resources both quickly and effectively to end their homelessness.

Adjacent to our shelter, UMD's Community Resource Center supports shelter residents and the wider community by providing free hot meals, clothing, canned and fresh food, diapers, and other hygiene items. The Community Café offers three free meals per day, 365 days per year, to anyone who is hungry, for a total of nearly 250,000 meals annually. About half of those meals are served to individuals residing in our Community Shelter, while the rest feed other low-resource neighbors in Durham.

Currently we provide:

- Two hot meals in our Community Café (breakfast and dinner) for two hours per so the unsheltered and low-income community may enjoy food, fellowship, and a respite from the streets.
- To-go lunches are available for pick-up between 8:00-9:00 a.m., allowing our neighbors to work, look for employment, or keep appointments without having to visit us again at lunchtime.
- Food Pantry & Clothing Closet item requests and pick-up services support over 500 households per month. Since 2020, requests for items made by shelter residents and community members have been gathered and processed by volunteers and staff, and provided for pick-up during our regular business hours.
- Our Community Resource Center is open from 9am – 6pm weekdays for any community member needing support, referral to services, or a quick stop to refresh themselves. Our design for expanding programs to a temporary Day Services Center is a direct result of feedback from the current visitors to our Community Resource Center.

Program expansion is possible with the upfit of an adjacent County-owned facility already in leasing negotiation and design stage. Activities within the temporary Day Services Center will evolve with space, client feedback, and resources available. All will be offered self-serve to each individual. Initial programs will include:

BASIC NEEDS: The day services will include free access to showers, laundry, and a hospitality area with water, coffee, and basic snacks. Climate controlled lounges and work areas will provide respite from cold, precipitation, and the extreme heat of Durham summers. Visitors looking for additional meal

service will be directed just across the street to UMD’s Community Café for breakfast and dinner. Additional bagged lunches will be prepared and transported to the Day Services Center daily to ensure those visitors have lunch options as well.

ACCESS: Moving out of homelessness requires connection – both human and technological. The day services center will provide WIFI access, computers, and cell phone charging stations for visitors’ use. Site staff and volunteers will be engaged to provide hands-on training to help clients register or log onto email, navigate the internet, and even manage job searching tools.

COORDINATED CARE: By positioning daytime homeless services under the banner of UMD, the homeless of Durham will all have access to the deep, long-standing partnerships built over 40 years. Through partnerships, we will provide supportive resources onsite, as well as refer visitors to nearby service providers like Lincoln Community Health Center. An onsite classroom will be used to provide collaborative learning, coaching, and counseling programs. We expect to engage current UMD service partners to include:

- Alliance Health, mental health
- Duke University and Health System, programs and health care
- Durham Tech, job training and education
- Durham VA, veterans
- Housing for New Hope, Street Outreach
- Justice Services Center, justice involved
- Legal Aid, DEAR, Durham Expunction and Restoration
- Lincoln Community Health Center, health care
- NC Works, employment
- REACH Services, substance abuse education
- StepUp Ministry Durham, employment and life skills

ESTABLISH AND IMPLEMENT AN OUTREACH AND ENGAGEMENT STRATEGY

Thanks to 40 years of compassionately serving the homeless population and the wider Durham community, UMD has a deep reach and a strong reputation. UMD is known among our community as a place to find consistent, equitable, judgement-free care to our low-income and homeless neighbors. We expect to capitalize on this reputation and reach to grow our already strong outreach and engagement strategy to include daytime services for individuals experiencing homelessness in Durham County.

REFERRAL PARTNERS: UMD already has established partnerships with Housing for New Hope, Durham’s Holistic Empathetic Assistance Response Team (HEART), Downtown Durham Inc’s Ambassador Program, and many local businesses and neighbors to its downtown Durham facility. With expansion of more services that can be offered during the daytime – and a location to send the unsheltered needing rest, respite, or support – we will have more to offer these partners. We will work to train our referral partners on opening hours, location, what services UMD can now offer, and how to make successful referrals to our day services program.

AWARENESS-BUILDING: In addition to already established partnerships, we will work on creating new partners through awareness-building activities with community businesses, other nonprofits, and government agencies. We will particularly target places where the homeless population is known to congregate or go for information, like the public libraries and parks. Outreach will include literature

distribution, introductory meetings, and optional staff trainings. We will also provide information for clients and customers who come on a daily basis.

MEDIA: UMD will collaborate with established media partners to create a comprehensive media campaign to ensure coverage in print, television, radio, and digital media.

4. Describe how the success of your project/program will be evaluated and what is the desired community impact. (1000 words or less)

Establishing a temporary Day Services Center provides an important step along the journey toward a more comprehensive homeless services approach. Success will include opening the Day Services Center by Winter 2025, which will include design, upfit, partner engagement, staff/volunteer selection and onboarding, and outreach to the homeless community, partners, and downtown Durham businesses and homeowners.

- # of volunteers registered or engaged for work in the Day Service Center
- # of partners engaged in providing resources or services
- # and nature of marketing and awareness activities

By creating a resource that currently does not exist in Durham, UMD will begin drawing partners, volunteers, and homeless populations to this work. We will be able to build on and establish meaningful partnerships that can transition to the permanent facility, and engage government agencies, volunteers, and individuals who will be instrumental in the success of the capital project. All of these efforts will be measured and reported on as part of UMD's routine output and outcomes tracking systems.

Once open, the operations of the Day Services Center will be closely monitored. We partner with Durham County government to operate the county-owned and maintained Community Shelter, and we work closely with the City of Durham on services, policies, and outcomes. Therefore, UMD already has systems in place to provide extensive reporting on outcome data. On a day to day basis, UMD measures success through both the outputs of programs delivered and outcomes of clients served. For outputs, we track the number of clients served across all of our programs (shelter, café, and food pantry and clothing closet). We track referrals, positive and permanent housing exits, and employment, training, and counseling program participation. We track number of meals served, pounds of food and clothing donated and distributed, and number of volunteers engaging in program delivery. Entry surveys and regular data collection provide measurements for the purposes of continuing to monitor and evolve our programs. Case managers also track client status and outcomes and provide feedback to UMD administration via surveys and various reports.

For the day services facility, we would establish similar systems for measurement, client feedback, and outcome tracking, including:

- # daily and total annual visitors to the site
- # of volunteers and hours worked
- # of referrals or benefits/services provided
- # of classes, trainings, or coaching sessions offered, plus participation rates
- # and nature of service providing partners

- demographics of visitors, gathered through observation, self-reporting on surveys, and in-take forms

Internally, we use this data to assess not only our clientele, but our ability to meet our mission to end homelessness in our community.

Because of our direct access to Durham’s homeless population – and the trust we have achieved — we are uniquely positioned to design services that meet, not only these populations’ assumed needs, but their stated desires and challenges. Our plans for the temporary Day Services Center and the permanent Collaborative Facility are born directly from feedback gathered from clients through intake surveys, check-in surveys, and periodic customer feedback surveys. We also use data collected during the annual Point-in-Time Count and daily Entry Point check-ins to monitor the ongoing unsheltered population needs.

Take Sophia’s story as an example of how the homeless community could benefit from a Day Service Center operated by UMD (name changed for anonymity). On a sweltering summer day, Sophia is camped out on a bench in UMD’s breezeway, surrounded by stacks of thick textbooks that she is reading out of personal interest. Although she is staying at the shelter, Sophia has nowhere else to go on this hot summer day as she continues to look for work and a permanent home. Our shelter is providing her a temporary place to sleep safely at night, and the Community Café ensures she has fuel for her job search by providing her three free meals a day. Sophia says receiving help from UMD is giving her courage to move forward in her life. A Day Services Center could be an important addition to Sophia’s journey out of homelessness – a safe, comfortable, welcoming space where she is free to read and restore herself for the climb out of poverty.

With the expansion of the services we can offer during the daytime, we anticipate an increase in the number of individuals seeking services from UMD. This in turn, means we can have a greater impact on the overall homeless population of Durham. We know from our experience connecting with homeless populations for 40+ years that there are individuals who are not using our services who need them. By providing a site where the unsheltered can find compassionate, non-judgmental respite and services, it widens our ability to connect those individuals to even deeper levels of care.

As we are able to provide these community members with temporary and permanent solutions to their homelessness, the wider community impact will be felt. As noted above, a single unsheltered individual costs taxpayers an average of \$35,578 per year through strains on the healthcare, criminal justice, and emergency systems. With more individuals receiving and seeking our services thanks to an expansion of day services, we can anticipate the wider community will see:

- relief on the health care system through a reduction in emergency room visits, infectious diseases, and chronic conditions like anemia, asthma, dementia, etc.
- a reduction in violence perpetrated on or by the unsheltered community
- a reduction of untreated mental health and/or substance use disorders among homeless populations

- relief for law enforcement, fire departments, the criminal justice systems, and government services like the HEART program, and a potential to break the homelessness-jail cycle and reducing associated public costs

Furthermore, expansion of UMD’s day services program can provide the businesses, residents, and visitors a much-needed resource for helping them respond to Durham’s homeless populations. These groups especially have been seeking a well-promoted day services facility in a high-traffic area of downtown Durham run by a highly-respected human services nonprofit. This is what the Homeless Services Expansion Program will provide in partnership with Urban Ministries of Durham.

5. Who will be responsible for performing the work and achieving stated goals and objectives? How is this person qualified? (1000 words or less)

With 40 years of operations experience, we activate longstanding partnerships, provide innovative programs, and lead the field in defining and implementing national best practices. Today, UMD serves over 6,000 individuals annually thanks to the work of approximately 50 staff and 4,000 volunteers. UMD is therefore perfectly positioned to provide the visionary and operational leadership for a transformative expansion of the way the homeless community is served in Durham.

UMD Executive Director Sheldon Mitchell has over 30 years of working within the social services sector, mostly in the Triangle. Prior to joining UMD in 2016, Sheldon served as director of family & neighborhood relations for Habitat for Humanity of Wake County, a builder of affordable homes for low-to moderate-income families. A native of South Carolina who moved to the Triangle in 2012, Sheldon has worked thirty-plus years in executive leadership positions for organizations that include Miracle Hill Ministries, Urban League of the Upstate, and New Foundations Children and Family Services. He takes pride in working collaboratively to build the capacity of organizations to more effectively serve those in need. In addition to Mitchell, UMD will hire a site director to oversee the operation of the day services programs and partnerships, as well as several other staff to operate the space once it opens.

Clearscapes is a HUB certified WBE firm based in Raleigh, NC, providing architectural design services for a range of public, private, and institutional clients. For more than four decades, Clearscapes has served North Carolina with a mission to leverage creativity and design-thinking to improve the human condition through community-based work. Their proven track record in similar projects positions them as an ideal collaborator for this initiative. In the initial early design phase, we are working with funding partner and local construction firm CT Wilson for construction consultation, estimate of pricing and timing for the temporary Day Services Center upfit. CT Wilson will eventually bid on the day services upfit project. Not only is CT Wilson an award-winning leader in commercial construction locally, they are a third-generation, family-owned company who is deeply engaged with the Durham community.

As outlined earlier, service providers and collaborative partners within the day service facility and the permanent homeless services center will include members of the Durham Continuum of Care, and other long-standing UMD program partners, all of whom are experts in their particular area of homeless services.

6. Has this proposal been approved by your governing body? Please provide a date and form of approval (such as minutes or resolution)? (100 words or less)

During its May 29, 2024 meeting the UMD board unanimously voted to authorize the Executive Director to engage staff and/or third-party contractors to prepare and submit applications for Durham County ARPA Funding for Homeless Services Expansion.

Also, UMD board chair, Newman Aguiar and Vice Chair Brian Vosburgh, attended the virtual training session conducted by the County on May 20, 2024.

7. Are you working in partnership or collaboration with other entities? If yes, identify partners/collaborators. Indicate any amounts of financial support and in-kind contribution. (500 words or less)

UMD will lead the formation and operation of the temporary day services center and the permanent collaborative homeless service center. Service providers and collaborative partners within these facilities will be essential for certain components of program delivery. As the temporary center begins its first year of operations, UMD will engage several key partners for basic needs and referral services. Yet, expansion to provide a robust, regular array of day programs and services to visitors is the ultimate goal. As the center proves itself through successful, sustainable operations, we will engage more partners in program delivery and collaborative education.

Our partners will include members of the Durham Continuum of Care, and other long-standing UMD program relationships, that include Alliance for Mental Health (affordable mental health care), Families Moving Forward (homeless services), Housing for New Hope (street outreach and rapid re-housing), NC Works (employment), StepUp Ministries Durham (employment and life skills training), Justice Services Center, and Lincoln Community Health Center (affordable health care), and the Veterans Administration, among others. Typically, services are provided as part of the individual entities' programmatic goals and operational budgets. We have included some funds for in this request for outreach and service partners.

Upfit construction partners will be paid at market rates including CLEARSCAPES architecture firm, and other contractors and real estate partners. For the permanent facility, St. Philip's Episcopal Church is a leading partner on the project, providing the building site in-kind or via trade. Oak City Cares, a public-private partnership in the City of Raleigh, will serve as a thought partner and resource for the day services components. Partnerships with Durham County and the City of Durham are essential as well.

1. If this is an ongoing project, what is the sustainability plan once ARPA funding is not available to provide ongoing program/project continuity? (1000 words or less)

Funding through the ARPA Phase 3 – Homeless Services Expansion Program will provide initial start-up funds for the opening of a UMD-operated Day Services Center, giving UMD the opportunity to activate partnerships, build day service operations, and expand programming and outreach to the homeless community. With the ultimate, transformative goal in mind of building a hub for homeless services in Durham County, it is essential to build a strong public-private partnership beginning with the creation of the temporary day services center.

The ongoing commitment of local government to be active partners and funders of the permanent Collaborative Service Center will be essential to respond to the continually growing demand for homeless support beyond this temporary funding and operation. UMD will lead efforts to bring in key foundation and corporate relationships for the initial capital campaign for the permanent Collaborative

Service Center. This includes lead investments from the County and City, plus activating already established partners including The Leon Levine Foundation, the AJ Fletcher Foundation, the Kenan Charitable Trust, and others. A strong, ongoing commitment by the County and City will be essential to ensure that the initial expansion is successful and the ongoing needs of our homeless service providers are met through a more comprehensive, permanent solution.

1. Describe the project/program timeline and milestones. (1000 words or less)

Summer 2024

- Design and secure temporary Day Services Center (2 months)
- Mobilize construction partners (1 month)
- Permitting/plan review with City of Durham (2 months)
- Continuation of current day services at UMD Community Building site, including two hot meals, to-go lunches, and 9am-5pm open hours [six days of the week] for basic support and referral services
- Opening of in-person shopping hours for UMD's Food Pantry & Clothing Closet

FY 2025 (January/February **based on contract approval**)

- Upfit of Day Center (approximately 2 months)
- Resource gathering, including furniture, fixtures, technology, and equipment
- Hiring for Day Center staff (reception, security, site coordinator)
- Volunteer recruitment for Day Center, responsible for outreach/engagement, cleaning, hospitality and other duties
- Partnership building

Winter 2025

- Soft opening of Day Center, open daily for basic needs and coordinated care (approximately 2 months from award date/cash in hand) (March)
- Expanded outreach efforts for homeless populations
- Marketing and awareness-building for downtown Durham business, residents, and service providers

FY 2026

- Close of Temporary Day Service Center (June)

1. Describe how this project would make a significant, long-term difference in the quality of life for Durham County residents. (1000 words or less)

A long-term, multifaceted strategy is needed for Durham County to see a substantive difference in outcomes for homeless populations. UMD and other partners work every day to identify and support low-income neighbors to help them avoid or exit homelessness. Yet, housing insecurity continues to grow and nonprofits are routinely working at the capacity of their resources. This is why UMD is embarking on a transformative approach to serving the homeless populations through a Collaborative Facility. A mile marker on that route is the opening of a temporary Day Services Center and expansion of our current day services programming.

Durham's economic renaissance has changed the look of downtown, but it's actually increased the cost of living and left many longtime residents farther behind than ever. Some 40,000 Durham residents live in poverty, with hundreds on the brink of homelessness at any given time. Even as luxury apartments are being constructed downtown, unaffordable rent and housing options, evictions, and food insecurity, have all risen substantially in Durham, making those trapped in multi-generational poverty that much more vulnerable.

Our ultimate goal is to give our neighbors the resources they need to help them end their homelessness. The two-building downtown campus of Urban Ministries of Durham serves more than 600 people every day who receive free meals, groceries, and clothing, including approximately 100 people who are staying in our homeless shelter on any given day. By providing additional services to these communities during the day, we can expand our ability to offer these vulnerable neighbors a safe, welcoming environment offering basic life services and supports. We have found it is only once a person feels safe and understood, that they can then begin to explore the other services we provide. Here's Arnaldo and Linda's story as an example (names changed for anonymity):

When Arnaldo and Linda first came to UMD, they expected a shelter experience of chaos – ripped from TV. What they found instead was consistency and connections: connections to basic necessities, connections with a community of others who shared their experience, and connections to resources where they could use their own determination and drive to overcome their homelessness. For this couple, those connections happened over breakfast in our Community Cafe. An intern working in UMD's Workforce Development Program stopped by their table on their first morning in shelter, asking if they were in the program. It was this casual conversation that led to Arnaldo and Linda going from in need of food, shelter, and work, to receiving resume writing services, job interview prep, assistance with job searches, and job reference referrals from our UMD Staff that led to steady jobs and a spot on the housing list-all within three weeks. Arnaldo was trained in the ServSafe program through work in our Community Café. He excelled in these skills and quickly got a job at a local eatery in downtown Durham. His employer remarked that Arnaldo is "one of their most prized employees." Just a few months later, Arnaldo and Linda moved into permanent housing.

A comprehensive, homeless service center with day services will lend itself to hundreds of success stories such as these. Think of the impact a Comprehensive Facility that can serve as a single destination for homeless services will have for the homeless in Durham.

Our mission is to fight poverty and end homelessness. As an organization that is open to anyone regardless of background, we serve many of Durham's poorest residents. Our operations have grown out of our community's basic needs. UMD's Emergency Shelter exists to make sure that no one in our community has to sleep on the street. The Community Cafe exists to make sure that no one in our community goes hungry. The Food Pantry & Clothing Closet helps our poorest neighbors stretch their limited resources. The Day Service Center will provide comfort and safety to the most vulnerable members. The Collaborative Facility will bring all of these services together into one space with a common goal – help our neighbors see a brighter future.

1. Describe your organization's prior record of effectively delivering the work requirements as described in the Request for Proposals. Please provide specific examples of past accomplishments and our outcomes in this area. (1000 words or less)

UMD is one of the lead agencies for Durham's Continuum of Care, an effective, coordinated community-wide effort to prevent, reduce, and end homelessness. With 40 years of operations, we are able to activate longstanding partnerships, provide innovative programs as a model to peers, and lead the field in defining and implementing national best practices.

Despite challenging times of inflation and a post-pandemic world, UMD continues to make a positive impact on our neighbors in need:

- Providing emergency shelter for our homeless neighbors (25,531 nights of shelter provided to 517 people in 2022-23).
- Providing meals to the homeless and low wealth households through our Community Café (225,520 free meals served).
- Securing affordable permanent and bridge housing for clients (486 positive housing exits and 93 permanent housing exits).
- Providing food items, clothing, diapers, and other items to households (an average of 532 households supported monthly and nearly 150,000 pounds distributed in total).

UMD operates the primary public emergency shelter in Durham. We have adopted a housing-first, low barrier approach that welcomes all neighbors, regardless of race, ethnicity, religious beliefs or non-faith, sexual orientation, gender identity, or disability. Studies demonstrate that moving people into safe, stable, affordable housing first without barriers, equips them to tackle other potential issues better than shelter programs that demand strict adherence to substance use, religious, or employment policies. Since adopting a case-manager model in 2011, every shelter guest is assigned to a trained social worker who helps them create an individualized plan to secure permanent housing, a steady income, and other resources that will help them succeed. These efforts are supported by navigators and our workforce development team. A recent shift in focusing on 30-day shelter stays has helped lower the overall length of stay, and has increased positive housing exits since 2021 to nearly 400 positive housing exits annually. Case managers are engaging with clients more quickly to identify challenges, and they are holding residents accountable for doing their part to secure housing. Studies show that 75 to 91 percent of households maintain housing a year after receiving short-term assistance and services from a rapid-rehousing program like ours. In addition, our workforce development programs, ensured that 55 percent of our clients were either employed or enrolled in an employment support program within 30 days during 2023.

The onset of the global pandemic provided UMD an opportunity to prove its ability to respond quickly and effectively to the changing needs of our homeless populations. The traditional shelter design of housing large groups of unrelated individuals in one or two large rooms where bed space is maximized with bunkbeds is a congregate living situation that is poorly suited to an infectious disease like the coronavirus. Thus, our typical 149-bed capacity at our Liberty Street location had to be reduced to 83 beds (36 of which are restricted to nine family units). To safely shelter those on our current bed list and remain somewhat close to our normal capacity, UMD relied on a second location. For three months at the height of the NC Stay at Home order, all clients were moved to the Marriot-RTP hotel. At the end of that period in July, a portion of the clients were exited into housing, some returned to UMD, and those who were considered high risk and/or medically vulnerable were booked into private rooms at the Carolina-Duke Inn.

Operating two locations creates additional staffing needs and some logistical hurdles, all of which UMD was able to handle to meet the increased demand for our services.

FINANCIAL INFORMATION

Using the attached form, attach a detailed budget of the proposed project with a description of each budget item, including the total cost of the project and the percentage of the total budget this proposal funds.

1. What percentage of your budget is for administrative or management fees?
 A 10% de minimis rate is included

2. Are you accessing alternative funding sources? If yes, please list sources.

Yes Sources: _____
 No

3. Is the requested funding a match for other funding? If yes, please describe.

Yes, Describe Match: _____
 No

4. Does your organization obtain an annual audited or reviewed financial statement? Please provide your most recent financial statement.

Yes, see attachment. [FY22-23 Audit](#)

5. Is your organization required to file IRS Form 990? If yes, please provide your most recent filing.

Yes, see attachment. [FY22-23 990](#)

Budget Proposal Durham County Government – ARPA Nonprofit Grant Program

RFP Phase 3

Applications Due June 3, 2024

Durham County Government - ARPA Nonprofit Grant Program							
Budget Proposal							
Provide budget information for the project/program through June 30, 2026. The grant funding allocation is for a two-year period. Add additional lines as needed							

Expenses	Notes/Explanations	Total Requested Budget Amount
Personnel Costs	* All position costs are based on 16 months of operation (02/2025 - 06/2026) with the inclusion 13% to FT roles for benefits.	
Site Coordinator	Oversees the administration, programs, services and site documentation. Other key duties include marketing, staff/volunteer supervision and managing the collaborative relationships with other service providers.	\$ 58,760
(3)Basic Needs Assistants	Provides welcome and hospitality to guests who are coming to use the shower, restrooms and laundry facilities. Prepares the shower and laundry supplies needed. Assists with the cleaning and sanitation of the shower, restrooms and laundry facilities between services.	\$ 101,700
Outreach/Engagement Specialist	Actively coordinates with street outreach, HEART Team and DDI Ambassadors to engage, refer and assist unsheltered homeless. Helps connect guest to basic needs as well as on-site and other partners.	\$ 42,940
Care Manager	Serves as a navigator for people experiencing homelessness. Helps to connect guests to site basic needs, as well as on-site partners and other community agencies.	\$ 49,720
Reception	Provides welcome and hospitality to guests who are coming to the site. Provides general information services and operations. Supports other staff as needed.	\$ 36,160

Security	Works to ensure safety and order for all guest, staff and volunteers. [1680hrs/wk. * 67 wks.]	\$ 112,560
On-site Partner Staff	Partner presence of 8 hours per day. (one or multiple partners) 40 hrs./wk. * \$50 = \$2,000/wk. * 67 wks. = \$134,000	\$ 134,000
Program/Project Operating Costs	* Monthly costs are based on 16 months of operation.	
Facilities	Covers lease of 3,000 sq. ft. @ \$28.52/sq. ft.	\$ 114,080
Basic Care Supplies	Hygiene supplies - \$33,165 + Towel service - \$119,394	\$ 152,599
Phone System	Six-line system @ \$2,200 + \$2,400 installation	\$ 4,600
Copier	Lease @ \$300/month	\$ 4,800
Computers	3 Laptops (\$4,800), 1 Desk Pros (\$5,000), 3 iPad (\$4,500), 6 desktops (\$3,900)	\$ 18,200
Wi-Fi/System Networking	\$800/hr. * 20 hrs.	\$ 16,000
Administrative Supplies	Copy Paper, pens, folders, staples, notebooks, etc.	\$ 3,600
Maintenance Supplies	Vacuum, mops, brooms, rags, chemicals, cart, buckets, etc.	\$ 5,600
Portable Shower	1 Unit @ \$15,600/ month	\$ 249,600
Portable Restroom	1 Unit @ \$15,600/ month	\$ 249,600
Portable Laundry	1 Unit @ \$15,600/ month	\$ 249,600
Furniture	Desks, Office Chairs, Guest Chairs, Shower Chairs & Work Tables, etc.	\$ 45,500
Printing	Brochures, signage, envelopes, etc.	\$ 2,700
Site Upfit	Design & Renovation	\$ 151,843

Miscellaneous	Other assorted cost	\$ 2,500
Utilities	[\$2.10 * 4,000 sq. ft.]	\$ 11,200
Indirect Cost	Utilized 10% de minimis rate	\$ 181,786
Total Anticipated Project/Program Expenses		\$ 1,999,648
Revenues	Notes/Explanation	Total Project/Program Funds
Current ARPA Funding Request for Proposed Project		1,999,648
Other Revenues Planned to Support Proposed Project		
Durham County Government Other Funding (not ARPA)		
Other Local, State or Federal Government Funding (excluding Durham County funding)		
Program Income		
Donations		
Nonprofit Funding		
Other		
Total Project/Program Revenues		1,999,648

URBAN MINISTRIES OF DURHAM, INC.
Durham, North Carolina

Audited Financial Statements

Years Ended June 30, 2023 and 2022



McConnell Jones

Report of Independent Auditors

To the Board of Directors
Urban Ministries of Durham, Inc.
Durham, North Carolina

Opinion

We have audited the accompanying financial statements of Urban Ministries of Durham, Inc (the “Organization”, a nonprofit organization), which comprise the statement of financial position as of June 30, 2023 and 2022 and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Organization as of June 30, 2023 and 2022 and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Organization and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization’s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

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Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

McConnell & Jones LLP

Durham, North Carolina
November 20, 2023

URBAN MINISTRIES OF DURHAM, INC.
STATEMENTS OF FINANCIAL POSITION
June 30, 2023 and 2022

	2023	2022
Assets		
Current assets		
Cash and cash equivalents (note 2)	\$ 1,764,121	\$ 1,895,524
Grants and contracts receivable (note 4)	546,740	531,017
Accounts receivable	7,369	7,168
Sales tax receivable	14,928	10,281
Prepaid expenses	24,421	7,558
Certificates of deposit (note 3)	140,714	138,625
Other current assets	-	3,386
Total current assets	2,498,293	2,593,559
Non-current assets		
Cash restricted to long term use (note 2)	251,000	251,000
Property and equipment, net (note 6)	1,655,250	1,786,385
Total non-current assets	1,906,250	2,037,385
Total assets	\$ 4,404,543	\$ 4,630,944
Liabilities and net assets		
Current liabilities		
Accounts payable and accrued expenses	\$ 101,165	\$ 106,313
Accrued payroll liabilities	64,753	55,160
Accrued paid time off (note 7)	144,013	67,249
Obligation under capital lease - current portion (note 13)	-	1,391
Note payable - current portion (note 8)	5,534	5,369
Total current liabilities	315,465	235,482
Non-current liabilities		
Note payable (note 8)	10,034	14,976
Total non-current liabilities	10,034	14,976
Total liabilities	325,499	250,458
Net assets		
Without donor restrictions		
Board designated (note 9)	658,949	622,664
Undesignated	2,942,528	3,153,603
With donor restrictions (note 10)	477,567	604,219
Total net assets	4,079,044	4,380,486
Total liabilities and net assets	\$ 4,404,543	\$ 4,630,944

The accompanying notes are an integral part of the financial statements.

URBAN MINISTRIES OF DURHAM, INC.
STATEMENT OF ACTIVITIES
Year Ended June 30, 2023

	Without Donor Restrictions	With Donor Restrictions	Total
Operating activities:			
Support and revenue			
In-kind support	\$ 1,256,045	\$ -	\$ 1,256,045
Contributions	1,639,847	-	1,639,847
Grants	2,171,318	75,000	2,246,318
Federated campaigns	34,192	-	34,192
Other income	42,075	-	42,075
Total support and revenue	5,143,477	75,000	5,218,477
Net assets released from restrictions (note 10)	201,652	(201,652)	-
Total support and revenue	5,345,129	(126,652)	5,218,477
Expenses			
Program services			
Community Shelter	2,225,125	-	2,225,125
Community Kitchen	1,677,073	-	1,677,073
Mission Society	41,790	-	41,790
Community Outreach	145,625	-	145,625
FreshStart	171,463	-	171,463
Sponsorships	119,442	-	119,442
Cost of direct benefits to donors	77,072	-	77,072
Total program services	4,457,590	-	4,457,590
Supporting services			
Management and general	754,233	-	754,233
Fundraising	325,795	-	325,795
Total supporting services	1,080,028	-	1,080,028
Total expenses	5,537,618	-	5,537,618
Total income (loss) from operations	(192,489)	(126,652)	(319,141)
Non-operating activities:			
Interest income	17,699	-	17,699
Total income from non-operating activities	17,699	-	17,699
Change in net assets	(174,790)	(126,652)	(301,442)
Net assets, beginning of year	4,129,486	251,000	4,380,486
Prior period restatement (note 21)	(353,219)	353,219	-
Net assets, beginning of year, restated	3,776,267	604,219	4,380,486
Net assets, end of year	\$ 3,601,477	\$ 477,567	\$ 4,079,044

The accompanying notes are an integral part of the financial statements.

URBAN MINISTRIES OF DURHAM, INC.
STATEMENT OF ACTIVITIES
Year Ended June 30, 2022

	Without Donor Restrictions	With Donor Restrictions	Total
Operating activities:			
Support and revenue			
In-kind support	\$ 1,126,725	\$ -	\$ 1,126,725
Contributions	1,617,405	-	1,617,405
Grants	2,133,746	535,000	2,668,746
Fundraising events, net of expenses:			
(Peripheral and incidental)	14,657	-	14,657
Federated campaigns	35,192	-	35,192
Other income	12,251	-	12,251
Total support and revenue	4,939,976	535,000	5,474,976
Net assets released from restrictions (note 11)	194,113	(194,113)	-
Total support and revenue	5,134,089	340,887	5,474,976
Expenses			
Program services			
Community Shelter	1,876,153	-	1,876,153
Community Kitchen	1,430,756	-	1,430,756
Mission Society	72,910	-	72,910
Community Outreach	185,735	-	185,735
FreshStart	172,215	-	172,215
Sponsorships	124,305	-	124,305
Cost of direct benefits to donors	133,657	-	133,657
Total program services	3,995,730	-	3,995,730
Supporting services			
Management and general	483,842	-	483,842
Fundraising	294,566	-	294,566
Total supporting services	778,409	-	778,409
Total expenses	4,774,139	-	4,774,139
Total income from operations	359,950	340,887	700,837
Non-operating activities:			
Interest income	738	-	738
Total income from non-operating activities	738	-	738
Change in net assets	360,688	340,887	701,575
Net assets, beginning of year	3,415,579	263,332	3,678,911
Net assets, end of year	\$ 3,776,267	\$ 604,219	\$ 4,380,486

The accompanying notes are an integral part of the financial statements.

URBAN MINISTRIES OF DURHAM, INC.
STATEMENT OF FUNCTIONAL EXPENSES
Year Ended June 30, 2023

	Program Services						Support Services		Total Expenses	
	Community Shelter	Community Kitchen	Mission Society	Community Outreach	Fresh Start	Job Development	Journey Programs	Management and General		Fundraising
Salaries and related benefits	\$ 955,950	\$ 180,072	\$ 30,932	\$ 138,994	\$ 62,977	\$ 108,678	\$ 77,072	\$ 421,874	\$ 217,163	\$ 2,193,712
Food, clothing and kitchen expense	26,884	1,266,088	88	1,785	-	29	-	-	-	1,294,874
Client/resident life supplies	499,344	-	-	-	-	-	-	-	-	499,344
Contract security	234,656	96,868	-	-	-	-	-	-	-	331,524
Client financial assistance	161,945	529	168	42	108,066	9,043	-	3,743	-	283,536
Rent	190,668	-	-	-	-	-	-	-	-	190,668
Repairs and maintenance	45,318	97,690	85	265	228	581	-	9,439	-	153,606
Depreciation and amortization	-	-	-	-	-	-	-	151,796	-	151,796
Office supplies and expense	58,307	8,517	455	1,476	192	1,099	-	14,005	43,430	127,481
Legal and professional services	-	-	-	-	-	-	-	82,404	-	82,404
Utilities	33,699	22,081	2,399	70	-	-	-	2,474	2,191	62,914
Equipment rental	5,451	4,568	200	300	-	-	-	8,910	20,472	39,901
Staff and volunteer development	1,744	-	6,889	1,949	-	-	-	15,301	797	26,680
Telephone	9,711	501	501	682	-	-	-	11,835	1,503	24,733
Printing	446	148	62	62	-	-	-	1,443	17,277	19,438
Dues and subscriptions	298	-	-	-	-	-	-	15,333	2,249	17,880
Community outreach and education	-	-	-	-	-	-	-	1	15,332	15,333
Insurance	-	-	-	-	-	-	-	11,279	-	11,279
Postage and shipping	45	11	11	-	-	12	-	793	4,031	4,903
Travel	659	-	-	-	-	-	-	1,795	66	2,520
Other	-	-	-	-	-	-	-	272	1,284	1,556
Interest expense	-	-	-	-	-	-	-	1,536	-	1,536
Totals	\$ 2,225,125	\$ 1,677,073	\$ 41,790	\$ 145,625	\$ 171,463	\$ 119,442	\$ 77,072	\$ 754,233	\$ 325,795	\$ 5,537,618

The accompanying notes are an integral part of the financial statements.

URBAN MINISTRIES OF DURHAM, INC.
STATEMENT OF FUNCTIONAL EXPENSES
Year Ended June 30, 2022

	Program Services						Support Services		Total Expenses	
	Community Shelter	Community Kitchen	Mission Society	Community Outreach	Fresh Start	Job Development	Journey Programs	Management and General		Fundraising
Salaries and related benefits	\$ 913,131	\$ 137,293	\$ 38,559	\$ 149,814	\$ 69,435	\$ 105,501	\$ 133,657	\$ 333,995	\$ 170,038	\$ 2,051,423
Food, clothing and kitchen expense	146,621	1,092,232	435	826	-	-	-	345	-	1,240,460
Contract security	250,731	86,598	-	-	-	-	-	-	-	337,329
Client financial assistance	170,215	2,036	-	1,498	102,254	7,361	-	-	-	283,364
Rent	190,668	-	-	-	-	-	-	-	-	190,668
Depreciation and amortization	26,089	26,089	24,543	26,089	-	-	-	26,088	24,530	153,427
Repairs and maintenance	71,858	48,301	493	356	178	251	-	1,314	344	123,095
Office supplies and expense	44,885	2,936	257	399	109	2,400	-	9,613	23,399	83,998
Equipment rental	1,799	5,468	-	-	-	-	-	22,798	22,717	52,782
Utilities	27,928	16,000	2,586	71	-	-	-	2,450	2,379	51,414
Community outreach and education	9,039	5,709	-	-	-	-	-	2,401	22,368	39,517
Legal and professional services	-	-	-	-	-	8,425	-	23,105	-	31,530
Telephone	10,764	648	648	772	-	-	-	12,638	1,949	27,419
Other	-	49	-	-	-	-	-	23,471	1,475	24,994
Insurance	7,254	5,882	1,568	1,568	-	-	-	4,022	980	21,275
Staff and volunteer development	2,693	367	3,658	4,104	-	367	-	7,187	-	18,376
Printing	627	26	151	151	-	-	-	416	15,821	17,192
Dues and subscriptions	815	50	-	-	-	-	-	10,819	1,483	13,167
Postage and shipping	161	11	11	-	239	-	-	1,487	7,081	8,988
Interest expense	-	-	-	-	-	-	-	1,680	-	1,680
Travel	340	644	-	86	-	-	-	14	4	1,088
Client/resident life supplies	534	419	-	-	-	-	-	-	-	953
Totals	\$ 1,876,153	\$ 1,430,756	\$ 72,910	\$ 185,735	\$ 172,215	\$ 124,305	\$ 133,657	\$ 483,842	\$ 294,566	\$ 4,774,139

The accompanying notes are an integral part of the financial statements.

URBAN MINISTRIES OF DURHAM, INC.
STATEMENT OF CASH FLOWS
Years Ended June 30, 2023 and 2022

	2023	2022
Operating activities		
Change in net assets	\$ (301,442)	\$ 701,575
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities:		
Depreciation expense	151,796	153,427
Changes in operating assets and liabilities:		
Grants and contracts receivable, net	(15,723)	(324,485)
Accounts and pledges receivable	(4,848)	5,062
Prepaid expenses	(13,477)	4,028
Accounts payable	4,445	(11,376)
Accrued payroll liabilities	76,764	16,606
Net cash provided (used) by operating activities	(102,485)	544,837
Cash flows from investing activities		
Cash paid for purchases of fixed assets	(20,661)	(96,473)
Proceeds from certificate of deposit	138,625	(138,625)
Purchase of certificate of deposit	(140,714)	138,072
Net cash used by investing activities	(22,750)	(97,026)
Cash flows from financing activities		
Payments on capital leases	(1,391)	(4,333)
Principal payments on notes payable	(4,777)	(5,046)
Net cash provided by financing activities	(6,168)	(9,379)
Net increase in cash and cash equivalents	(131,403)	438,432
Cash and cash equivalents, beginning of year	2,146,524	1,708,092
Cash and cash equivalents, end of year	\$ 2,015,121	\$ 2,146,524
Supplemental disclosures:		
Cash paid for interest	\$ 1,536	\$ 1,680
Composition of cash and cash equivalents		
Cash	\$ 1,764,121	\$ 1,895,524
Cash restricted for long term purposes	251,000	251,000
Total cash and cash equivalents	\$ 2,015,121	\$ 2,146,524

The accompanying notes are an integral part of the financial statement.

Open Table Ministries Grant Application

Durham County Government
American Rescue Plan Act
Request for Proposals

RFAP-002 (ARPA Homeless Services Subgrant)



OPEN TABLE
Ministry



Project Name:

Open Table Ministry's Day Center

June 3, 2024

Durham County Government ARPA Nonprofit Grant Application

APPLICANT INFORMATION

Organization Name: **Open Table Ministry, Inc.**

Organization Address: **215 N Church Street, Durham, NC 27701**

Contact Person Name: **Drew Woten**

Title: **Executive Director**

Email: **Drew.Woten@OpenTableMinistry.org**

Organization Website: **OpenTableMinistry.org**

Federal Tax Identification Number: **27-0977564**

Unique Entity ID Number: **Q6VBPB3AT624**

APPLICANT INFORMATION

1. What is the intended purpose/use of the funds?

The intended purpose of these funds is to enhance and extend homeless services within Durham County by providing a Day Center for the local unhoused community. This initiative is led by Open Table Ministry, a nonprofit organization with a fifteen-year track record of providing essential support and resources to individuals experiencing homelessness.

Our proposal is a project to implement a Day Center in downtown Durham that will serve all unsheltered county residents. Open Table Ministry will serve 30 unhoused individuals each day (in addition to those receiving walk-in services) with essential daytime services that include: a respite from the elements, mail services, showers, laundry, computers, charging stations, and resource navigation.

2. Has applicant received previous funding from Durham County?

Yes Date and amount of last funding allocation.

No

3. Has applicant received previous federal and/or state funds related to the pandemic management? Some examples may include direct allocations, PPP loans, or CARES funding (business loan/grant programs, etc.).

Yes November 1, 2021 to June 30, 2023 (ESG-CV) \$403,000
Emergency Shelter & Homeless Prevention Projects

No

APPLICANT INFORMATION

Project/Program Name: **Open Table Ministry's Day Center**

Project/Program Purpose:

The intended purpose of the funds is to enhance and extend homeless services within Durham County by providing a Day Center for the local unhoused community. This initiative is led by Open Table Ministry, a nonprofit organization with a fifteen-year track record of providing essential support and resources to individuals experiencing homelessness.

Our proposal is a project to implement a Day Center in downtown Durham that will serve all unsheltered county residents. Open Table Ministry will serve 30 unhoused individuals each day with essential day services that include: a respite from the elements, mail services, showers, laundry, computers, charging stations, and resource navigation.

Requested Durham County ARPA funding amount: **\$2,000,000**

1. Can your project be fully completed by June 2026?

Yes

No

2. Describe the project goals/objectives and how your proposal fulfills a public need that has been created or exacerbated by the COVID-19 pandemic. How will the project achieve these goals? (1000 words or less)

The COVID-19 pandemic has exacerbated the already dire situation faced by individuals experiencing homelessness. Since 2020, rising rents and high rates of eviction have caused the number of unsheltered neighbors in Durham to increase. Moreover, social services and local businesses who previously played a vital role in supporting homeless Neighbors have been unable to return to their pre-COVID capacity due to staffing challenges and pervasive public health risks. This additional strain on Durham's already limited resources leaves many Neighbors without access to safe shelter, hygiene facilities, healthcare services, respite from the elements, and other essential connections to care.

This proposal will primarily establish a Day Center hosted by Open Table Ministry (OTM). Limited pass-through funds will supplement the OTM Day Center's services with outreach and engagement by the Durham Community Safety Department's HEART team and healthcare consultation services from Project Access of Durham County.

Goal 1: Establish a Day Center for Individuals experiencing homelessness in Durham County

Open Table Ministry's Day Center will play a crucial role in meeting the immediate needs of Durham County's homeless population. The Day Center will offer a safe and welcoming place to be. OTM will provide access to basic amenities such as restrooms, hygiene facilities, charging stations, computers, Wi-Fi, mail services, laundry, refreshments, and other crisis care supplies as well as on-site resource coordination. The Day Center will welcome 30 Neighbors per day into a Day Shelter space, including 15 cots with semi-private partitions reserved for Neighbors experiencing unsheltered homelessness. Based on existing capacity, approximately 15-25 Neighbors per day are expected to engage in other walk-in services (resource navigation, obtaining identification documents, and checking mail) throughout the day.

Objectives:

1. Secure core amenities to host Day Center (shelter space, shower, laundry services)
2. Hire and train a dedicated, experienced team to support Day Center operations
3. Finalize policies and procedures regarding Day Center services and operations
4. Keep excellent records in the Homeless Management Information System (HMIS)
5. Collaborate with community partners and homeless Neighbors to co-locate supportive services within the Day Center and distribute information about the Day Center
6. Effectively operate a Day Center that operates 40 hours/ week and prioritizes individuals experiencing Category 1 homelessness from January 2025 - June 2026
7. Provide 20 overflow spaces during inclement weather days

Goal 2: Improve coordination of care for Category 1 homeless individuals in Durham County

The Day Center seeks to provide holistic care that is focused on each individual. If individuals are interested in receiving additional services, our goal is to connect them quickly and efficiently to community partners. The Day Center serves as a hub for accessing critical services such as healthcare, resource navigation, housing referrals, and addressing the holistic needs of individuals experiencing homelessness and connecting them to vital resources during a time of heightened uncertainty and instability. By providing a centralized location for accessing support services, the day shelter minimizes the need for individuals to travel to multiple locations and facilitates more efficient access to care. *Note: Neighbors will not be required to engage in services in order to access the Day Shelter.*

Objectives:

1. Serve as an access point for hard-to-reach Neighbors to connect with Entry Point and other needed resources
2. Offer walk-in resource navigation with Day Center participants
 - a. *Note: This includes light touch case management and accessing mainstream social services available within the community. OTM would continue to work closely with the UCA Street Outreach team to connect unsheltered Neighbors to housing subsidies and wraparound case management*
3. Partner with Project Access to provide on-site healthcare consultation to individuals experiencing homelessness with complex medical needs

Goal 3: Leverage existing resources to conduct street outreach and engagement to connect individuals experiencing homelessness to Day Center services.

DCSD will provide outreach and engagement support to unsheltered Neighbors via their first response teams which operate under the name of "HEART" (Holistic Empathetic Assistance Response Teams). These 4 crisis response units, in operation since June 2022, engage daily with Neighbors through "HEART Assists", while responding to trespass calls, intoxicated person calls, welfare checks, mental health crises, and more. A "HEART Assist" is a team-initiated call where Responders conduct proactive outreach to unsheltered Neighbors. Responders have a natural opportunity during all calls to build relationships with Neighbors, provide emergency medical and mental health services, and transport/refer Neighbors to community-based support such as a Day Center. Conservatively, 22% of HEART interactions involved outreach and engagement of unsheltered Neighbors within the City of Durham. These funds would expand these efforts by establishing a two-person Care Navigation team dedicated to outreach in Durham County. This team would collaborate with Durham's Unsheltered Coordinating Agency (UCA) to scale up our existing street outreach capacity, with a focus on individuals who are hard-to-reach and not currently engaging in the system.

Objectives:

1. Provide quality outreach and engagement to unsheltered Neighbors
2. Hire and train a dedicated, experienced Care Navigation team to conduct outreach to unsheltered Neighbors in Durham County
3. Finalize policies and procedures to best support unsheltered Neighbors
4. Keep excellent records in the Homeless Management Information System (HMIS)
5. Provide transportation for unsheltered Neighbors to OTM's Day Center
6. Work collaboratively with Durham's UCA and other community partners to best serve Neighbors experiencing homelessness

Goal 4: Develop a plan to sustain Day Center and supportive services beyond the length of the grant.

The need for comprehensive day services will certainly outlast the length of this grant. OTM will work collaboratively with the Durham Continuum of Care's Lead Agency to integrate permanent funding of this service into our CoC's budget priorities for the 2026-2027 fiscal year and beyond.

In summary, the proposed project addresses the heightened needs of Durham County's homeless population exacerbated by the COVID-19 pandemic by providing essential Day Center services, care coordination, and street outreach support. Open Table Ministry's Day Center services offer a safe and accessible space for individuals to access support services and resources, while street outreach efforts ensure that individuals living in unsheltered situations are reached and connected to vital resources. Through these interventions, the project works to mitigate the impact of the pandemic on individuals experiencing homelessness and promote public health, safety, and well-being for all members of the community.

3. Describe the specific activities that would be undertaken by the organization through the proposed project, including specifics on how services will be delivered to beneficiaries. (1000 words or less)

Activities to reach our stated goals and objectives include the following:

Goal 1: Establish a Day Center

Objectives	Activities
<p>1. Secure core amenities</p>	<ul style="list-style-type: none"> • Sign a new space agreement to expand OTM services into the Trinity United Methodist Church (UMC) Fellowship Hall <ul style="list-style-type: none"> ○ OTM currently rents 1,100 square ft of office space and 2,600 square ft of space for Free Store and outreach activities at Trinity UMC ○ This new agreement would add an additional 750 square ft of office space and 3,400 square feet for the Day Center and outreach activities ○ This new space would include 3,400 square feet of downtown space to welcome Neighbors that includes a commercial kitchen, 3 ADA bathroom stalls, and fully compliant ADA access to other functioning areas of the building (see Appendix for layout of the proposed space) <p><i>Plan A: Retrofit Trinity UMC Space</i></p> <ul style="list-style-type: none"> • Finalize quotes to retrofit a room adjacent to the Fellowship Hall with laundry machines and showers. There is a 500 square ft room connected to the space that houses an old (out of use) boiler – this space can be re-purposed to provide showers and laundry to Neighbors <p><i>Plan B: Utilize community partnerships</i></p> <ul style="list-style-type: none"> • Establish contract with Fresh Start Durham to provide on-site shower truck on a regular schedule • Establish contract with commercial laundromat to provide same-day drop off / pick up services for Neighbors
<p>2. Hire and train Day Center team</p>	<ul style="list-style-type: none"> • Finalize job descriptions for 6 Peer Support Specialists, 1 Licensed Clinical Social Worker, 1 Day Center Manager, and 1 Facilities Manager (see Appendix) • Train all staff in trauma-informed care, harm reduction, de-escalation, CPR/First Aid and more using an abbreviated version of DCSD’s onboarding schedule (see Appendix) • Onboard all staff to the Homeless Management Information System (HMIS)

<p>3. Finalize policies and procedures</p>	<ul style="list-style-type: none"> • Consult the Homeless Services Advisory Committee (HSAC) and Continuum of Care’s Lead Agency to ensure Day Center operations follow best practices • Finalize eligibility <ul style="list-style-type: none"> ○ Must be homeless (HUD type 1 definition) ○ Must have stayed in Durham County the previous night • Finalize intake process <ul style="list-style-type: none"> ○ All Neighbors must complete HMIS intake ○ Neighbors not referred by HEART or UCA street outreach will be required to self-verify homelessness • Co-create well-defined system to refer Neighbors to the OTM Day Center <ul style="list-style-type: none"> ○ Prioritization for Neighbors referred by a street outreach project. ○ Otherwise first-come first-served basis
<p>4. Keep records in HMIS</p>	<ul style="list-style-type: none"> • Work with NC Coalition to End Homelessness and Durham Department of Housing and Community Development to create a Day Center ‘project’ in HMIS • Maintain releases of information, case notes, and all pertinent demographic and identifying data in HMIS • Keep paper files in a locked cabinet behind a locked door with access strictly reserved for case workers and administrators who need said information
<p>5. Collaborate with partners</p>	<ul style="list-style-type: none"> • Establish sub-grantee agreement with Project Access • Establish sub-grantee agreement with DCSD • Widely publicize the availability of Day Center services among community organizations and service providers
<p>6. Operate Day Center</p>	<ul style="list-style-type: none"> • Secure materials and supplies needed to operate Day Center including 15 cots, semi-private partitions, lockers, charging stations, internet, computers/ tablets, tables and chairs, and other hospitality items • Engage in ongoing learning and evaluation by hosting listening sessions every 6 months following the opening of the Center
<p>7. Provide overflow during inclement weather</p>	<ul style="list-style-type: none"> • Establish an MOU with DCSD to provide overflow staffing for Day Center during inclement weather • Secure materials and supplies needed to provide overflow including additional chairs, tables, mats, and hospitality items to welcome folks indoors and out of the elements • Participate actively in year-round coordination efforts for inclement weather, including for warm weather events, cold weather events, and natural disasters

Goal 2: Improve coordination of care

Objectives	Activities
1. Connect hard-to-reach Neighbors to needed resources	<ul style="list-style-type: none"> • Maintain active consent to share information to notify service providers when a hard-to-reach Neighbor comes to the Day Center • Reserve two private office spaces for community partners to privately meet with Neighbors • Co-locate regular services such as: <ul style="list-style-type: none"> ○ Food stamp enrollment ○ Medicaid enrollment ○ Employment readiness programs ○ Entry Point
2. Offer walk-in case management	<ul style="list-style-type: none"> • Provide approximately 15 one-on-one 30-45 minute walk-in appointments to connect to resources, access a photo ID, or connect with Entry Point. <ul style="list-style-type: none"> ○ Estimated 15-20 individuals per day • Maintain a resource guide of available financial assistance and crisis services (see Appendix) • Offer mail services to any community member lacking a fixed address <ul style="list-style-type: none"> ○ Estimated 15-20 individuals per day
3. Provide on-site healthcare consultation	<ul style="list-style-type: none"> • Contract with Project Access of Durham County to provide: <ul style="list-style-type: none"> ○ On-Site medical case consultation 13 hours per week ○ Additional remote case consultation throughout the week as needed ○ Offer financial assistance for short term medical respite ○ Referrals to SOAR (SSI/SSDI, Outreach, Access, and Recovery) – a national program that assists eligible adults who are homeless to apply for SSI/SSDI disability benefits • Ensure OTM’s on-site mental health clinicians are prepared to screen Neighbors and refer to appropriate mental healthcare providers

Goal 3: Leverage existing resources to connect homeless Neighbors to day services
Objectives:

Objectives	Activities
<p>1. Provide quality outreach and engagement to unsheltered Neighbors</p>	<ul style="list-style-type: none"> • Operate 4 HEART response units 7 days/wk, 12 hrs/day: (see Appendix for a full description of each program) <ul style="list-style-type: none"> a. <u>Crisis Call Diversion</u> <ul style="list-style-type: none"> ▪ Provide resource coordination over the phone to unsheltered Neighbors seeking services through 9-1-1 b. <u>Community Response Teams / Co-Response</u> <ul style="list-style-type: none"> ▪ Engage with unsheltered Neighbors to build rapport and refer / transport to community resources ▪ Provide essential first-aid and medical evaluations by Emergency Medical Technicians ▪ Provide initial mental health evaluations and referrals to appropriate mental healthcare providers ▪ De-escalate crisis to increase stability and divert involvement in the criminal justice system c. <u>Care Navigation</u> <ul style="list-style-type: none"> ▪ Including crisis follow-up, walk-in support, intensive outreach to familiar Neighbors with high needs, and County-Wide outreach to unsheltered Neighbors ▪ Engage with unsheltered Neighbors to build rapport and refer / transport to community resources ▪ Provide advocacy and emotional support ▪ All units engage individuals on a regular basis, offer them higher level services- including referral to case management through the UCA and ensure basic needs are met
<p>2. Hire and train Care Navigation Team</p>	<ul style="list-style-type: none"> • Finalize job descriptions for 1 Peer Support Specialist and 1 Licensed Clinical Social Worker (see drafts in Appendix) • Train all staff in trauma-informed care, harm reduction, de-escalation, CPR/First Aid through DCSD’s Academy schedule (see Appendix) • Onboard all staff to the Homeless Management Information System • Integrate County-Wide Care Navigation Team into DCSD HEART infrastructure (schedules, referrals, etc.)

<p>3. Finalize policies and procedures</p>	<ul style="list-style-type: none"> • Finalize and implement “Warm Handoff” policy to connect unsheltered Neighbors to HEART Care Navigation after a crisis • Finalize and implement standard practices when connecting unsheltered Neighbors to community support • Finalize and implement standard process to verify and document Neighbors unsheltered homelessness status
<p>4. Keep records in HMIS</p>	<ul style="list-style-type: none"> • Work with Durham Department of Housing and Community Development to create a DCSD ‘project’ in HMIS • Maintain releases of information, case notes, and all pertinent demographic and identifying data in HMIS • Keep paper files in a locked cabinet behind a locked door with access strictly reserved for case workers and administrators who need said information.
<p>5. Provide transportation to OTM’s Day Center</p>	<ul style="list-style-type: none"> • Purchase a vehicle with support of the City of Durham Fleet Management Division • Outfit vehicle with crisis care supplies and public safety equipment including harm reduction supplies, hygiene kits, police radios, etc. • Conduct regular maintenance to ensure vehicle is safe and fully equipped • Co-create well-defined system to refer Neighbors to the OTM Day Center
<p>6. Work collaboratively to best serve Neighbors</p>	<ul style="list-style-type: none"> • Participate actively in weekly Unsheltered By Name List meeting to coordinate care for Neighbors • Establish referral pathway through Durham County Sheriff’s Office to identify encampments and Neighbors experiencing homelessness outside of Durham city borders

Goal 4: Sustain Day Center and supportive services

Objectives	Activities
1. Streamline Day Center processes	<ul style="list-style-type: none">• Evaluate data from HMIS and receive feedback from Neighbors and community partners to assess what is working and what can be improved• Implement changes to meet client needs – examples might include adding capacity/space, providing different services throughout the day (adding services or removing services) based on Neighbor feedback
2. Expand outreach and engagement efforts	<ul style="list-style-type: none">• Continue identifying community partners who can serve our Neighbors and creating innovative ways for partners to connect with our guests• Continue exploring new avenues of communicating our services with Neighbors and other community partners
3. Strengthen sustainability planning and funding strategies	<ul style="list-style-type: none">• Engage in targeted outreach to build and strengthen relationships with individual donors, philanthropic organizations, and corporate sponsors• Effectively convey the impact and value of Day Center and supportive services• Explore opportunities for funding partnerships with local businesses, healthcare providers, and other stakeholders invested in addressing homelessness

4. Describe how the success of your project/program will be evaluated and what is the desired community impact. (1000 words or less)

Evaluation of the success of this project will be multifaceted, encompassing both quantitative metrics and qualitative assessments to gauge the effectiveness and impact of the Day Center and augmenting services provided to Durham County's homeless community. All program activities and expenditures will adhere to the 24 CFR § 576.403 and § 576.101 guidelines to ensure that project expenditures align with federal regulations, to promote transparency and accountability in the allocation of funds, and to set up the project for long-term federal funding.

A key aspect of evaluating success involves adhering to the guidelines outlined in the Homeless Management Information System (HMIS), a comprehensive data collection and reporting system designed to track client-level information and measure outcomes in homeless service programs. By utilizing HMIS, our program will systematically document relevant outcomes, allowing for comprehensive analysis and informed decision-making.

Goal 1: Establish a Day Center

Community Impact: Neighbors experiencing homelessness in Durham are able to meet survival needs and focus on finding and maintaining permanent housing.

Performance Metric	Goal	Rationale
1. Average Neighbors experiencing Category 1 homelessness served by Day Center	30 Neighbors each day	<ul style="list-style-type: none"> To provide high quality services to unsheltered Neighbors. Based on numbers reported at the most recent Point in Time (PIT) Count and the capacity/scope of work for the proposed Day Center, this number ensures a significant number of unsheltered individuals can access immediate and transformative services
2. 60 total Neighbors served by Day Center	55-60 Neighbors each day	<ul style="list-style-type: none"> To provide walk-in appointments and mail services. In addition to those who receive all-day services, we anticipate that an additional 25-30 Neighbors each day will access walk-in services (for both resource navigation and mail services)
3. Listening sessions to receive feedback on overall Neighbor experience of the Day Center	One listening session every 6 months with 10 participants in each session	<ul style="list-style-type: none"> It is essential to have continuous quality improvement that maintains a client-centered approach. Our team wants to ensure folks are receiving quality services and that our staff can adjust as needed

4. Average number Neighbors served on inclement weather days	80 Neighbors	<ul style="list-style-type: none"> To provide short-term relief during severe weather. During inclement weather (extreme heat, cold, or weather events), it is essential that additional Neighbors receive a respite from the elements. OTM will develop a MOU with DCSD to provide extra staffing during inclement weather in order to welcome additional Neighbors
5. Average number of showers	25 showers per day	<ul style="list-style-type: none"> To provide dignity and access to basic hygiene services. We estimate that based on our capacity, 25 individuals can receive a shower each day.
6. Average number loads of laundry	15 loads of laundry per day	<ul style="list-style-type: none"> To provide dignity and access to basic hygiene services. Based on capacity, we estimate at 15 individuals per day can do a load of laundry at the proposed Day Center
7. Number of individuals receiving mail	60 individuals per day	<ul style="list-style-type: none"> To provide access to an essential service required for many basic systems – unsheltered Neighbors often do not have a physical address. Based on our current capacity, we estimate that 60 individuals per day will check their mail using our physical address.

Goal 2: Improve coordination of care

Performance Metric	Goal	Rationale
1. Percentage of Neighbors served who engaged in at least one on-site service	75%	<ul style="list-style-type: none"> To connect individuals to mainstream social services. Although Neighbors are not required to engage with services, it is our hope that Neighbors will take advantage of the hub surrounding the proposed Day Center
2. Number of Neighbors receiving case consultations	10 individuals per day	<ul style="list-style-type: none"> To ensure individuals can access essential medical care. Project Access staff will have the ability to provide both on-site and remote case consultations

3. Number of Neighbors connected to medical respite	12-15 individuals per year	<ul style="list-style-type: none"> To ensure that our most vulnerable neighbors are finding respite in an appropriate setting. Project Access staff can identify and locate individuals exiting from healthcare settings to street homelessness, and transition them to settings where needs can be appropriately addressed
4. Percentage of Day Center participants complete HMIS intake	100%	<ul style="list-style-type: none"> To ensure data quality, reporting processes, and relevant information with other services providers. It essential that our program utilizes this data management software and communicate with the appropriate stakeholders in our community
5. Average number case management sessions per day	25 sessions per day	<ul style="list-style-type: none"> To ensure that each Neighbor can access mainstream social services, staff will be available to meet one-on-one with any Neighbor who would like to connect. Staff will be trained on reflective listening, crisis navigation, and accessing resources.
6. Percentage of Neighbors who have net positive changes in housing status	20% of individuals served	<ul style="list-style-type: none"> To connect to stable, permanent housing resources. This outcome metric underscores the program's emphasis on housing-focused interventions and homelessness prevention, recognizing stable housing as a fundamental determinant of individual well-being and community stability.

Goal 3: Leverage existing resources to connect homeless Neighbors to day services

Community Impact: Barriers to accessing services will be reduced by meeting neighbors where they are at in community, building trust, increasing awareness of supportive services including those offered by the OTM’s new day shelter, and providing transportation to services where desired.

Performance Metric	Goal	Rationale
1. Number of Neighbors experiencing Category	300 Neighbors total: 250 who fall within the	<ul style="list-style-type: none"> Approximately 20 percent of the neighbors we engage have some

<p>1 homelessness engaged by HEART</p> <ul style="list-style-type: none"> • Within City of Durham • Within Durham County 	<p>City of Durham, and 50 who fall in the County, but not the City</p>	<p>form of housing need. Many of those neighbors are experiencing Category 1 homelessness. With additional staffing, over the course of 18 months, we believe we could productively and meaningfully engage over 300 neighbors.</p>
<p>2. Number Neighbors transported to OTM Day Center & Number of transports to OTM Day Center</p>	<p>100 Neighbors across 150 transports</p>	<ul style="list-style-type: none"> • We commonly come in touch with neighbors who need an immediate location for rest or support services. Many of these neighbors would likely request transports multiple times
<p>3. Number of Neighbors experiencing homelessness who are referred by HEART to community programs and services other than OTM's Day Center</p>	<p>150 Neighbors</p>	<ul style="list-style-type: none"> • We believe that about half of the Neighbors who are experiencing homelessness with whom we engage would be open to connecting with community programs and services other than OTM's Day Center
<p>4. Number of encampments visited by HEART Care Navigation & Number of visits to encampments by HEART Care Navigation</p>	<p>Over an 18-month period, our goal would be to visit over 50 encampments. Additionally, we would hope to make over 1,500 visits</p>	<ul style="list-style-type: none"> • We believe that we would have the capacity to visit 20 encampments per week given the additional staffing this grant would supply. This would mean over 1,500 visits over an 18-month period
<p>5. Number of Neighbors experiencing homelessness who HEART connects with instead of law enforcement in response to a 9-1-1 call</p>	<p>300 Neighbors</p>	<ul style="list-style-type: none"> • Based on our 911 call volume, and the number of unhoused neighbors who are central to those calls, we'd anticipate seeing about 300 neighbors (in lieu of those neighbors seeing law enforcement)
<p>6. Average hours between 911 call involving an unhoused neighbor and attempt by Care Navigation to connect</p>	<p>Our goal is that this number is below 48 hours</p>	<ul style="list-style-type: none"> • In our two years of operations to date, we have been able to connect with neighbors in approximately 48 hours after their initial call

with them for follow-up care.		
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Goal 4: Sustain Day Center and supportive services

Community Impact	Evaluation Metrics
1. Increased access to basic needs	<ul style="list-style-type: none"> • By providing a safe and welcoming environment, our Day Center can ensure that individuals have basic access to necessities such as a safe space to rest, showers, laundry, and charging station • Total impact includes total number of individuals services, number of showers, number of laundry services, and number of other resources accessed (charging stations, tablets, etc.)
2. Improved community health and well-being	<ul style="list-style-type: none"> • Our proposal offers access to healthcare services including medical care, mental health support, and short-term medical respite. • Total impact includes number of individuals receiving medical screenings, short-term respite, accessing SOAR applications/benefits, and referrals to healthcare providers
3. Stabilization of housing situations	<ul style="list-style-type: none"> • Supportive services such as the resource navigation and care that is provided at the proposed Day Center can help individuals stabilize their housing situations and move towards self-sufficiency • Total impact includes number of individuals housed, length of time individuals remain housed, and the percentage of individuals who maintain housing overtime (all metrics tracked through the HMIS)
4. Reduction in emergency service utilization	<ul style="list-style-type: none"> • By addressing the root causes of homelessness and providing proactive support, our proposed program can reduce reliance on emergency services such as hospitals, emergency departments, and law enforcement responses • Total impact includes decreases in emergency room visits, arrests, and other emergency shelter stays among individuals served by the proposed Day Center

<p>5. Increased social connection and support networks</p>	<ul style="list-style-type: none"> • OTM’s proposed Day Center can provide opportunities for socialization, peer support, and community engagement, which can help individuals build social connections and support networks • Total impacts include decreased social isolation and increased self-reported levels of connection and support by individuals accessing our services
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To achieve these desired outcomes and impact, the program will employ evidence-based practices and best practices in homeless services delivery, including:

- 1. Trauma-Informed Care:** Adopting a trauma-informed approach that recognizes and responds to the impact of trauma on individuals experiencing homelessness, ensuring services are delivered in a sensitive, compassionate, and empowering manner.
- 2. Housing First Model:** Embracing the Housing First philosophy, which prioritizes rapid access to stable housing without preconditions or barriers, followed by the provision of tailored support services to address individual needs and promote housing stability.
- 3. Strengths-Based Approach:** Leveraging clients' strengths, assets, and aspirations to inform service planning and goal setting, empowering individuals to play an active role in their journey towards housing stability and self-sufficiency.
- 4. Collaborative Partnerships:** Cultivating collaborative partnerships with community stakeholders, including housing providers, healthcare organizations, government agencies, and faith-based groups, to leverage resources, share expertise, and coordinate efforts in addressing homelessness comprehensively.
- 5. Continuous Quality Improvement:** Implementing a process of continuous quality improvement, regularly reviewing program performance, soliciting feedback from clients and stakeholders, and making data-driven adjustments to enhance service effectiveness and efficiency.

By adhering to these principles and practices, the program aims to achieve meaningful and sustainable outcomes for Durham County's homeless population, fostering pathways to stability, dignity, and self-sufficiency. Evaluation efforts will be ongoing, with regular assessments conducted to track progress, identify areas for improvement, and ensure that the program remains responsive to the evolving needs of the community. Ultimately, the success of the project will be measured not only by the attainment of specific metrics but also by the positive and lasting impact it has on the lives of individuals experiencing homelessness in Durham County.

5. Who will be responsible for performing the work and achieving stated goals and objects? How is this person qualified? (1000 words or less)

The responsibility for performing the work and achieving the stated goals and objectives of the Day Center project falls on a collaborative team comprised of experienced individuals from Open Table Ministry, DCSD (HEART), and Project Access of Durham County. These individuals and organizations bring a wealth of expertise, qualifications, and resources to ensure the success of the project.

Open Table Ministry, with our fifteen-year track record of serving unsheltered neighbors in Durham County, will lead and implement this project. Under the leadership of Executive Director, Drew Woten, who holds a Master of Social Work from UNC Chapel Hill and brings 12 years of hands-on experience in homeless services, the organization brings both demonstrated leadership and practical expertise to the table. His background in social work, combined with years of frontline experience, equips him with the necessary skills to effectively oversee program development, implementation, and evaluation.

Furthermore, Open Table Ministry employs a dedicated staff with demonstrated experience of making a difference in the lives of those experiencing homelessness. Open Table Ministry's staff has years of experience serving the unsheltered community and strives to cultivate meaningful relationships with each client that accesses services. Among the team members is an individual with lived experience of homelessness, whose unique perspective and insights contribute to the organization's client-centered approach and culturally competent service delivery.

In addition to the operational team, Open Table Ministry benefits from the oversight and guidance of its Board of Directors, a diverse group of 14 members with a breadth and depth of experience across various sectors. Notably, one board member brings firsthand experience, having overcome homelessness themselves, thus enriching the board's discussions and decision-making processes with valuable lived insights.

Open Table Ministry also has the fiscal and administrative capacity to manage this grant successfully. Open Table Ministry works with Mig Murphy Sstrom, CPA, who specializes in non-profit bookkeeping and reporting. Mig Murphy Sstrom, CPA has the ability to scale administrative and bookkeeping needs to seamlessly ensure that projects of this size are properly managed and reported. Additionally, Open Table Ministry has a history of expanding its organizational capacity to implement and execute projects. For example, in January 2021, Open Table Ministry received a federal grant to operate a congregate emergency winter shelter in response to the COVID-19 pandemic and the reduced capacity in Durham's other shelters. Through this emergency shelter, Open Table Ministry provided a warm and safe place for unsheltered neighbors to sleep every night for three consecutive months. Open Table Ministry

trained and onboarded seasonal staff to operate the shelter in 2021 and 2022. In 2023 and 2024, the emergency winter shelter was operated as a non-congregate shelter to better accommodate the most vulnerable members of the unsheltered community. The non-congregate shelter successfully served the most vulnerable individuals and families in Durham and demonstrated that Open Table Ministry can adapt to successfully serve the needs of the community.

Collaborating closely with Open Table Ministry is DCSD, who brings institutional knowledge and infrastructure to support the project's implementation. Within DCSD, HEART is tasked with directly engaging and assisting unsheltered neighbors in the community. HEART comprises dedicated staff members who serve as unarmed first responders, trained and capable of providing compassionate assistance and connecting individuals to vital resources.

This project will leverage HEART's exemplary organizational infrastructure and experience conducting outreach in Durham. HEART has multiple divisions in place that interact with Durham residents daily. Crisis Call Diversion embeds a trained mental health clinician into Durham's 9-1-1 calls. Community Response Teams are dispatched to non-violent calls and comprise an EMT, a Peer Support Specialist, and a Clinician. Co-Response Teams pair clinicians with Durham police officers to respond to calls. Finally, Care Navigation teams comprise a Peer Support Specialist and Clinician to follow up with neighbors after they meet with first responders. A new aspect of Care Navigation is the Familiar Neighbors Unit which provides specialized wrap-around care for neighbors with the highest needs. Through the Familiar Neighbors Unit, HEART has been facilitating weekly unsheltered By Names List to discuss unsheltered neighbors who need intensive services. HEART's organizational structure and experience working with unsheltered neighbors in Durham allow them to successfully conduct meaningful outreach to Durham County.

Finally, Project Access of Durham County will be a vital partner in this project. Project Access has compassionately been providing specialty healthcare to unsheltered neighbors in Durham County for sixteen years. Project Access will be responsible for providing medical consultation, opportunities for SOAR (SSDI, Outreach, Access, and Recovery – increasing access to Social Security benefits for those who are homeless), and medical respite. The work will be performed by Julia Gamble who is a Nurse Practitioner with more than sixteen years of providing medical care to unsheltered persons in Durham County and Laura Alcorn who is a Nurse Case Manager with two years of experience providing case management to unsheltered persons.

The combined expertise and resources of Open Table Ministry, its dedicated staff, Board of Directors, and DCSD (HEART), and Project Access form a robust team poised to achieve the project's goals and objectives. By leveraging our collective experience, knowledge, and passion for serving the homeless community, this collaborative effort ensures that individuals in need

receive comprehensive support, empowering them to overcome challenges and achieve housing stability and self-sufficiency.

Moreover, the partnership between Open Table Ministry and DCSD facilitates seamless coordination and collaboration, maximizing the impact of the project and ensuring that resources are effectively utilized to address the complex needs of Durham County's homeless population. Together, these stakeholders form a committed and capable team dedicated to making a positive difference in the lives of those experiencing homelessness, exemplifying the spirit of community collaboration and compassionate service.

6. Has the proposal been approved by your governing body? Please provide a date and form of approval (such as minutes or resolution)? (100 words or less)

Yes, this proposal has been approved by Open Table Ministry's Board of Directors by resolution on May 22, 2024. A full letter from Open Table Ministry's Board Chair documenting this approval is attached to this application.

7. Are you working in partnership or collaboration with other entities? If yes, identify partners/collaborators. Indicate any amounts of financial support and in-kind contribution (500 words or less).

Yes, we believe that having strategic partnerships with community partners will allow neighbors to better access vital resources. As a fiscal sponsor, Open Table Ministry is applying with DCSD (HEART) and Project Access of Durham to implement this project. As the lead agency of the project, Open Table Ministry will be responsible for providing funding responsibly to the subrecipients of the project, HEART and Project Access of Durham County. In accordance with 2 CFR 200.332 Open Table Ministry will ensure the pass-through funds will be dispersed to the subrecipients, the subrecipients comply with the grant requirements, the subrecipients provide financial and performance reporting, evaluate the sub-recipient's risk of noncompliance with Federal regulations, and monitor the activities of the subrecipients. Open Table Ministry believes that based on HEART and Project Access' history of receiving and implementing similar grants, they are the organizations best poised to facilitate this project.

HEART will receive \$304,700 of financial support to conduct outreach and engagement to Durham County's unsheltered residents. HEART's engagement and outreach will focus on rapport building, emergency health and mental health services, care navigation, and transportation. Open Table Ministry will also be able to leverage more than \$300,000 of in-kind support from DCSD by tapping into the capacity of its 6 Community Response Team units not funded under this proposal. CRT units operate citywide, seven days per week, 15 hours per day. Since the program launched in 2022, CRT units have responded to over 6,800 9-1-1 calls for service, including over 2,000 calls involving trespass, which most often involve unsheltered neighbors. These units will be able to further expand outreach, raising awareness and transporting unsheltered neighbors they encounter to OTM's day services.

In addition to HEART and Project Access, Open Table Ministry has cultivated a number of community partners that have expressed support for the project. Trinity United Methodist Church has expressed its support for the project by allowing Open Table Ministry to rent its Fellowship Hall to host the Day Center. Trinity United Methodist Church is centrally located in downtown Durham and has previously hosted Open Table Ministry's congregational emergency winter shelter. Work groups and other agencies have expressed their support for the project. Open Table Ministry has received letters of support from the Lived Experienced Advisors' Workgroup, Fresh Start Durham, Durham Congregations in Action, NC Harm Reduction Coalition, and the Food Bank of Central & Eastern North Carolina (see Appendix). This project will benefit greatly from the support of these community partners and allow unsheltered neighbors in Durham to access a variety of vital resources.

In summary, Open Table Ministry has cultivated robust and strategic partnerships with HEART and Project Access to ensure the success of this project. Open Table Ministry has also secured support for this project from important agencies and workgroups that work closely with our unsheltered neighbors in Durham County. Through these partnerships, unsheltered neighbors will benefit by accessing vital resources at the Day Center and through outreach and engagement.

8. If this is an ongoing project, what is the sustainability plan once APRA funding is not available to provide ongoing program/project continuity? (1000 words or less)

Ensuring the sustainability of Open Table Ministry's Day Center beyond the availability of American Rescue Plan Act (ARPA) funding is essential. Our comprehensive sustainability plan leverages a diverse array of funding sources and strategic partnerships to continue delivering essential services to Durham County's homeless community.

Here is how we plan to achieve long-term sustainability:

1. North Carolina Emergency Solutions Grant (NC ESG) Funding: Open Table Ministry has a proven track record of successfully securing NC ESG funding for street outreach activities in both 2022 and 2023. This funding has been instrumental in expanding our outreach efforts and connecting individuals experiencing homelessness with vital services and resources. We plan to continue applying for NC ESG funds to support our street outreach programs. Our experience and demonstrated success in utilizing these funds position us well to secure additional support from this source.

2. City of Durham Designated Housing Funds (DHF): Since 2022, Open Table Ministry has been providing services through a contract with the City of Durham's Designated Housing Funds. This partnership has enabled us to deliver critical services to individuals experiencing homelessness and has established a strong foundation of trust and collaboration with the city. We will continue to pursue funding through the DHF to maintain and potentially expand our Day Center and outreach services. Our established relationship and successful track record with the City of Durham bolster our prospects for continued support. Additionally, Open Table Ministry will apply for additional funding opportunities through the City of Durham as they become available. We plan to leverage our extensive experience and success in implementing street outreach and homeless services to ensure continuity of services for Durham's unsheltered neighbors. Our proactive approach to exploring this opportunity demonstrates our commitment to long-term program sustainability.

3. Private Fundraising: Open Table Ministry has a strong history of generating private support to provide essential services. We have successfully raised funds through various channels, including individual donations, nonprofit grants and donations, grants from foundations, and corporate sponsorships. Our ability to engage the community and garner support is evidenced by our ability to grow significantly over the past four years to meet the growing needs of our community since the onset of the COVID pandemic. We will continue to build on this momentum, launching targeted fundraising campaigns and exploring new avenues for private donations to ensure ongoing program continuity.

4. County of Durham & New Partnerships: This innovative project is an opportunity to build new relationships and form new partnerships that will lead to long-term sustainability. Building the capacity of DCSD's HEART Team to serve Durham County (currently only serving City of Durham) will lay the groundwork for growth and continuity of services. We believe that it is essential for individuals residing within county limits to access HEART's incredible array of

vital services, and we are confident that this 18-month pilot will lay the groundwork for future partnership and collaboration.

Operational Adjustments and Strategic Planning

While we are optimistic about securing ongoing funding from the sources mentioned above, we recognize the importance of being prepared for potential funding fluctuations. To this end, we will implement several strategies to ensure operational sustainability, even at a reduced capacity if necessary:

1. Cost Optimization: We will conduct regular reviews of our operational costs and identify areas where efficiencies can be achieved without compromising service quality. This may include negotiating different terms surrounding our facility usage fee, leveraging volunteer support, and adjusting staffing to adapt to any change in Day Center capacity.

2. Program Prioritization: In the event of reduced funding, we will prioritize core services that have the most significant impact on our clients. Essential services such as basic hygiene, mail services, and critical outreach activities will be maintained to ensure that the most vulnerable individuals continue to receive support.

3. Diversification of Funding Sources: We will actively seek to diversify our funding sources to reduce reliance on any single funding stream. This includes exploring new grant opportunities, building partnerships with local businesses, and engaging with community foundations and other funders.

4. Strengthening Partnerships: We will continue to strengthen our partnerships with other organizations and service providers in Durham County. Collaborative efforts can enhance service delivery, share resources, and create a more robust support network for individuals experiencing homelessness.

5. Monitoring and Evaluation: We will implement rigorous monitoring and evaluation processes to track program outcomes and demonstrate the effectiveness and impact of our services. This data will be crucial in making a compelling case for continued funding from existing and potential funders.

Open Table Ministry has a history of adapting to fluctuations in funding to continue meeting the essential needs of our community. Our agency received ESG-COVID in 2021 and 2022 to provide emergency cold weather shelter. Once the ESG-COVID funding expired, we adapted and worked with the City of Durham to identify another funding source. Since then, we have provided another two years of cold weather emergency services to our unsheltered neighbors. This is a clear example of our ability to identify new and creative solutions that generate long-term sustainability.

In summary, Open Table Ministry is committed to ensuring the sustainability of our Day Center beyond the availability of ARPA funding. By leveraging our history of securing NC ESG funding, maintaining our partnership with the City of Durham, pursuing new opportunities with

the County of Durham, and engaging in robust private fundraising efforts, we are well-positioned to continue delivering essential services to Durham County's homeless community. Our proactive approach, combined with strategic operational adjustments and strong partnerships, will enable us to adapt to funding changes and ensure the continuity of our critical program.

9. Describe the project/program timeline and milestones. (1000 words or less)

All agencies (Open Table Ministry, DCSD's HEART, and Project Access) implementing these Day Center services are nimble formations who are poised to scale up quickly and make the most of the funds available while leveraging existing resources. We plan to begin work immediately upon executing the contract with Durham County to ensure that all activities are completed, and all funds are expended by June 30, 2026. Below is a detailed outline of our milestones, timelines, and activities.

Project Launch and Initial Activities (July 1, 2024 or immediately once contract is executed)

1. Onboarding and Training of Outreach Care Navigators

Milestone: HEART will recruit and train two Care Navigators.

Timeline: Hiring process will begin immediately. 60-90 day recruitment period and 90 day training/on-boarding process once hired.

Activities:

- Posting, recruitment, and selection of two Care Navigators.
- Comprehensive training on street outreach protocols and safety measures consistent with services outlined in 24 CFR 576.101.
- Orientation on the local homeless services landscape and resources available in Durham County.

2. Hiring a Day Center Manager

Milestone: Open Table Ministry will hire a Day Center manager.

Timeline: Hiring process will begin immediately. 60-90 day recruitment and 90 day training process once hired.

Activities:

- Job posting and recruitment process will begin immediately.
- Interviews and selection of the most qualified candidate.
- Onboarding and orientation of the Day Center manager, focusing on program goals, administrative responsibilities, and team management.

3. Preparing the Day Center Space at Trinity United Methodist Church

Milestone: Retrofit the new laundry and shower space at Trinity UMC and procure necessary equipment.

Timeline: Start immediately and complete within 180 days.

Activities:

- Collaborate with Trinity UMC to outline necessary modifications.
- Hire contractors for retrofitting the space to meet safety and operational standards.
- Purchase and install essential equipment such as cots, dividers, hygiene facilities (showers/laundry), furniture, technology and office supplies.
- Ensure the space is compliant with health and safety regulations.

First 90 Days After Contract Execution

4. Day Center Staff Hiring, Onboarding, and Training Period

Milestone: Identify and hire nine staff members for day-to-day operations.

Timeline: Complete within 90 days.

Activities:

- Recruitment process for shelter staff, including roles such as case managers, support staff, and administrative personnel.
- Conduct interviews and select candidates.
- Onboard new hires, providing comprehensive training on shelter operations (following 24 CFR 576.102 – emergency shelter components), client services, trauma-informed care, and program guidelines.
- Provide hands-on training and shadowing opportunities with experienced staff.
- Regular check-ins and performance evaluations to ensure staff are fully prepared and aligned with program objectives.

By Day 180 (6 Months After Contract Execution)

5. Full Operation of the Day Center

Milestone: The Day Center will be fully operational and serving clients.

Timeline: Complete within 180 days.

Activities:

- Official opening of the Day Center to clients.
- Regular service provision including meals, hygiene facilities, resource navigation, mail services, and assistance with obtaining ID documents.
- Continuous monitoring and evaluation of service delivery to ensure quality and efficiency.
- Ongoing program management and evaluation.

6. Service Delivery and Outreach Activities

Milestone: Provide continuous Day Center and outreach services.

Timeline: Ongoing from the start of operations.

Activities:

- Daily operation of the Day Center, serving approximately 70 individuals per day.
- Regular street outreach activities by HEART's Care Navigators, connecting with unsheltered individuals and providing resources.
- Regular medical case consultation by Project Access.
- Data collection and reporting of outcomes and metrics through the HMIS.

7. Midpoint Evaluation and Adjustment

Milestone: Expend half of the funds by September 2025. Comprehensive monitoring of fiscal sponsorship and project implementation.

Timeline: By September 2025.

Activities:

- Conduct a comprehensive review of program progress, spending, and outcomes.
- Monitor fiscal sponsors, DCSD and Project Access, to ensure CFR compliance with 2 CFR 200.332.
- Make necessary adjustments to staffing, services, or operations based on performance data and client feedback.
- Submit interim reports to funders detailing progress and financial expenditures.

8. Final Evaluation and Fund Expenditure

Milestone: Fully expend funds by June 30, 2026.

Timeline: By June 30, 2026.

Activities:

- Conduct a final evaluation of the program, assessing overall impact, outcomes achieved, and lessons learned.
- Ensure all financial expenditures are accounted for and align with the budget.
- Compile and submit final reports to County of Durham, including detailed outcome data and financial summaries.

9. Planning for Sustainability

Milestone: Develop a sustainability plan for continued operations post-ARPA funding.

Timeline: Throughout the project, with a focus on the final 6 months.

Activities:

- Identify and secure alternative funding sources such as NC ESG funds, City of Durham funds, County of Durham partnerships, and private donations.
- Engage in strategic planning with stakeholders to ensure program continuity.
- Implement adjustments to program operations to align with available resources while maintaining core services.

This detailed timeline and milestone plan ensures that Open Table Ministry's Day Center will be launched effectively, operate efficiently, and achieve the desired outcomes while laying the groundwork for sustainability beyond ARPA funding.

10. Describe how this project would make a significant, long-term difference in the quality of life for Durham County residents (1000 words or less)

The implementation of this project holds the promise of making a significant, long-term difference in the quality of life for Durham County residents, both for those experiencing homelessness and the community at large. By filling critical gaps in the homeless services system and adopting a comprehensive approach that prioritizes pathways toward housing, the initiative aims to address the root causes of homelessness while providing immediate support and resources to those in need.

One of the key ways in which this project will impact the quality of life for Durham County residents is by filling critical gaps in the homeless services system. Despite existing efforts, there are often insufficient resources and support networks available to adequately address the complex needs of individuals experiencing homelessness. This project seeks to bridge these gaps by offering a continuum of care that encompasses outreach, daytime services, and a housing-first approach to addressing homelessness.

Outreach efforts conducted by HEART will play a crucial role in connecting with individuals who may be living in unsheltered situations or are otherwise disconnected from traditional service providers. By meeting people where they are and building trust through compassionate engagement, outreach workers can assess needs, provide immediate assistance, and facilitate access to essential resources such as identification documents, healthcare services, and housing referrals.

Central to the project's approach is the adoption of a housing-first model, which prioritizes providing individuals with immediate access to stable housing without preconditions or barriers. This approach recognizes that stable housing is a fundamental human right and a prerequisite for addressing other underlying issues contributing to homelessness, such as mental health challenges, substance abuse, and unemployment. By focusing on housing as the primary intervention, the project not only meets the immediate needs of individuals experiencing homelessness but also lays the foundation for long-term stability and well-being.

Furthermore, the project's emphasis on obtaining vital documents and mail is instrumental in overcoming barriers to housing stability. For many individuals experiencing homelessness, lacking identification documents or a stable mailing address can pose significant obstacles to accessing housing, employment, and other essential services. By assisting clients in obtaining these vital documents and establishing a stable address through innovative solutions like mail services, the project creates pathways toward housing and self-sufficiency.

Moreover, the project will provide a safe and welcoming space for neighbors to access refuge throughout the week, offering respite from the harsh realities of life on the streets. The Day Center will provide individuals with a place to rest, access basic amenities such as light refreshments and hygiene facilities (showers and laundry services) and connect with supportive peers and staff. Importantly, all aspects of this project will provide a listening ear to neighbors who, due to the social isolation of homelessness, often do not have anyone who will compassionately listen to them. By providing a safe and supportive environment, the project

fosters a sense of community and belonging among individuals experiencing homelessness, reducing social isolation, and enhancing overall well-being. Beyond meeting immediate needs, the Day Center will serve as a hub for accessing vital services, including resource navigation, healthcare, employment assistance, and housing resources.

Furthermore, serving the homeless community is not only morally imperative but also beneficial for Durham County in general. Homelessness is a complex social issue with far-reaching impacts on public health, safety, and economic stability. By addressing homelessness proactively and comprehensively, this project helps alleviate the strain on public resources, such as emergency medical services, law enforcement, and shelters, which are often overwhelmed by the demands of serving individuals experiencing homelessness. Additionally, by addressing the visible manifestations of homelessness, such as individuals sleeping in public spaces, the Day Center will contribute to creating a more inclusive and compassionate community for all residents of Durham County.

Moreover, stable housing is associated with numerous positive outcomes, including improved physical and mental health, increased educational attainment, and greater employment stability. By facilitating access to housing and supportive services, the project empowers individuals to achieve greater self-sufficiency and contribute positively to our community. Ultimately, investing in solutions to homelessness not only improves the lives of those directly impacted but also strengthens the fabric of our community as a whole.

In summary, this project represents a transformative opportunity to make a significant, long-term difference in the quality of life for Durham County residents. By filling critical gaps in the homeless services system, prioritizing pathways toward housing, and providing a safe space for neighbors to access refuge, the initiative addresses the root causes of homelessness while fostering a more inclusive and compassionate community for all. Addressing the needs of our homeless community is both compassionate and a wise investment in the well-being and prosperity of Durham County as a whole.

11. Describe your organization's prior record of effectively delivering the work requirements as described in the RFP. Please provide specific examples of past accomplishments and our outcomes in this area. (1000 words or less)

Open Table Ministry, DCSD, and PADC have demonstrated a proven track record of effectively delivering the work requirements outlined in the Request for Proposals, particularly in daytime services and street outreach activities.

Open Table Ministry Projects & Accomplishments

Meals & Community Building

From 2014 to early 2020, OTM hosted weekly lunches for over 120 people each week, demonstrating a longstanding commitment to meeting the basic needs of individuals experiencing homelessness in Durham County. These regular gatherings provided not only nourishment but also opportunities for social interaction, support, and connection to resources.

Free Store

One notable example of OTM's outreach efforts is the Free Store, a weekly event hosted since 2017. At the Free Store, individuals experiencing homelessness have access to essential services such as showers, clothing, haircuts, and other supportive services. With an average of 60 individuals served each week, the Free Store has become a vital resource for Durham's homeless population, providing not only material support but also a sense of dignity and community.

In 2023, Free Store was able to accomplish the following:

- Served 916 unique visitors through 2,441 Free Store visits
- Distributed 27,280 items – including 6,404 pairs of socks, 522 winter coats, 715 jackets, 1,079 pairs of shoes, and 1,807 hygiene kits
- In partnership with Fresh Start Durham, Free Store provided 1,319 showers
- Coordinated the efforts of 224 volunteers who provided 2,349 volunteer hours that made this a reality

Office Hours

OTM staff offers supportive services to help unsheltered neighbors navigate Durham's homeless services through our Office Hours program. From 9:00 am to 1:00 pm from Monday – Friday, individuals can visit OTM for a walk-in appointment. This is a space where individuals can access essential services such as mail service, assistance with ID documents, and support in navigating Durham's homeless services system. This accessible and client-centered approach ensures that individuals have access to the resources they need to address their unique challenges and work towards stability and self-sufficiency.

In 2023 our Office Hours program served 180 individuals through our walk-in appointments. We helped individuals obtain 33 State IDs, 47 Social Security Cards, and 38 Birth Certificates. Additionally, 397 individuals received mail using our physical address.

Implementing, Monitoring, and Reporting Grants

To offer these essential direct services, OTM has successfully implemented projects aimed at preventing and alleviating homelessness in the community.

2020 – 2021 (federal ESG-CV) Emergency Shelter

In response to the rapid onset of the Covid-19 pandemic, OTM was asked by the City of Durham’s Continuum of Care partners to set up an emergency winter shelter to help address the community-wide impact of social distancing. Open Table Ministry received \$178,826 in federal ESG-COVID funding in 2020 to administer an emergency cold weather shelter over a three-month period. OTM quickly hired and trained a team of 14 staff members to implement a two-site shelter program (both congregate shelter at Trinity UMC and non-congregate at a motel setting) in less than 90 days.

2021 – 2022 (federal ESG-CV) Emergency Shelter & Homelessness Prevention

In 2021 OTM implemented \$406,000 in ESG-COVID projects that expanded upon our efforts. Again, we provided emergency winter shelter at two locations (offering both congregate and non-congregate options), but this year we also offered a Homelessness Prevention project that provided \$176,000 in rent support to housing insecure neighbors, helping to stabilize housing situations and prevent individuals and families from entering homelessness.

2022 – present (City of Durham Designated Housing Funds) Emergency Shelter

When the ESG-COVID funding concluded, we demonstrated our ability to adapt and secure alternative funding to continue meeting the essential needs of our community. We partnered with the City of Durham to receive Designated Housing Funds to continue administering emergency shelter during cold weather months.

2022 – 2023 (State of NC Emergency Solutions Grant) Street Outreach

In 2022 and 2023 OTM implemented a Street Outreach project aimed at identifying and serving unsheltered individuals in Durham. In 2023, we served 33 individuals, 17 (52%) of whom exited our program to a positive destination (shelter, permanent housing, diversion to friend/family, etc.).

OTM contracts Mig Murphy Siström CPA, PC to complete accounting and tracking for grant monitoring and reporting requirements. The firm uses QuickBooks Online and is able to accommodate any additional needs OTM may require.

The four emergency shelter projects mentioned above required that spending and implementation be completed accurately with little turn around (three to five months over the cold weather season). Our organization has the demonstrated ability to onboard a team of staff, implement the project, and effectively monitor and report our outcomes. These experiences demonstrate that OTM can implement, monitor, and report the level of funding that is being proposed.

Durham's Community Safety Department (DCSD) Accomplishments

Alongside OTM's expertise and commitment, the DCSD brings institutional knowledge, infrastructure, and resources to support the implementation of homeless services initiatives. Through collaborative efforts with DCSD, OTM will be able to leverage more than \$300,000 of in-kind support from DCSD by tapping into the capacity of its 6 Community Response Team units not funded under this proposal to expand its reach and impact in the community. CRT units operate citywide, seven days per week, 15 hours per day. Since the program launched in 2022, CRT units have responded to over 6,800 9-1-1 calls for service, including over 2,000 calls involving trespass, which most often involve unsheltered neighbors. CRT units respond to calls within 11 minutes from dispatch and have a strong track record of safety, requesting law enforcement emergency back up on less than 1 percent of calls. DCSD's Care Navigation program reconnects with neighbors within 48 hours of an initial 9-1-1 call. To date, Care Navigation has successfully connected 1 in 5 of these neighbors to community-based services they need and want.

In conclusion, the organizations in this collaborative proposal have a strong record of effectively delivering the work requirements outlined in the RFP for daytime services. Through our innovative programs, collaborative partnerships, and unwavering commitment to serving Durham County's homeless population, we have made a significant difference in the lives of individuals experiencing homelessness and have proven their ability to effectively manage, monitor, and evaluate projects for which we are proposing funding.

FINANCIAL INFORMATION

1. What percentage of your budget is for administrative or management fees?

10% of our budget is for administrative overhead.

2. Are you accessing alternative funding sources? If yes, please list sources.

Yes Sources: _____
 No

3. Is the requested funding a match for other funding? If yes, please describe.

Yes Sources: _____
 No

4. Does your organization obtain an annual audited or reviewed financial statement? Please provide your most recent financial statement.


Open Table Ministry works with an external accounting firm to prepare our monthly bookkeeping. This firm also performs an annual close of our books and prepares our Form 990. If funding for this project is secured, Open Table Ministry would be willing to pursue obtaining audited financial statements. Our most recent financial statement is attached to this proposal.

5. Is your organization required to file IRS Form 990? If yes, please provide your most recent filing.

Yes. Our most recent Form 990 is attached to this proposal.



Open Table Ministry's Day Center Budget Proposal

 <p>Durham County Government – ARPA Nonprofit Grant Program <i>RFP Phase 3</i> <i>Applications Due June 3, 2024</i></p>		
Budget Proposal		
<p><i>Provide budget information for the project/program through June 30, 2026. The grant funding allocation is for a two-year period. Add additional lines as needed to the revenue and expense categories. Additional notes can be added as a supplemental document to explain expenditure categories.</i></p>		
Expenses	Notes/Explanations	Total Requested Budget Amount
Personnel Costs	Combined staffing for Open Table Ministry, DCSD, and PADC - see supplemental info for salary breakdown	\$1,313,882
Program/Project Operating Costs		
<i>Rent</i>	18 months for new space at Trinity UMC	\$168,300
<i>Supportive Services</i>	Food, medications, services for guests	\$129,000
<i>Retrofit New Laundry/Shower Space</i>	Install new showers/laundry at TUMC	\$175,000
<i>Vehicle/Transportation</i>	New vehicle for street outreach work	\$32,000
<i>Administrative</i>	Overhead administrative costs	\$181,818
Total Anticipated Project/Program Expenses		\$2,000,000
Revenues	Notes/Explanation	Total Project/Program Funds
Current ARPA Funding Request for Proposed Project		\$2,000,000
Other Revenues Planned to Support Proposed Project		



DURHAM COUNTY GOVERNMENT

American Rescue Plan Act, Request for Proposals

<i>Durham County Government Other Funding (Should not include funding from ARPA)</i>		
<i>Other Local, State or Federal Government Funding (excluding Durham County Government funding)</i>		
<i>Program Income</i>		
<i>In-Kind Donations</i>		
<i>Nonprofit Funding</i>		
<i>Other</i>		
Total Project/Program Revenues		\$2,000,000



OPEN TABLE *Ministry*

PO Box 51363
Durham, NC 27717
(919) 412-7011
www.opentableministry.org

May 29, 2024

To Whom It May Concern:

On behalf of the Board of Directors of Open Table Ministry, I am writing to express our full support for the proposal submitted in response to the Request for Proposals for extended homeless services in Durham County. We are committed to supporting this initiative to provide day shelter services and street outreach to our local homeless community.

Having carefully reviewed the proposal and considering the extensive experience and dedication of our organization in serving individuals experiencing homelessness, we are confident in the ability of Open Table Ministry to effectively implement and deliver the proposed services. Our organization has a longstanding history of providing compassionate support, innovative programs, and impactful interventions to address the needs of our neighbors facing housing insecurity.

The proposal aligns closely with our mission to provide comprehensive and holistic support to individuals experiencing homelessness, with a focus on dignity, empowerment, and community engagement. Through initiatives such as the Free Store, office hours, emergency winter shelters, and homeless prevention projects, Open Table Ministry has demonstrated a commitment to meeting the immediate needs of our community while also working towards long-term solutions to homelessness.

As the Board of Directors, we offer our full support to this proposal and assure you that we will actively engage and collaborate with the leadership and staff of Open Table Ministry to ensure its successful implementation (as resolved unanimously on May 22, 2024). We are committed to providing oversight, guidance, and resources as needed to support the delivery of high-quality, effective services to our homeless neighbors in Durham County.

Furthermore, we are dedicated to upholding transparency, accountability, and responsible stewardship of the funds allocated for this project. We will work closely with our Executive Director and program staff to monitor progress, evaluate outcomes, and make data-driven decisions to maximize the impact of the proposed services and ensure the efficient use of resources.

In closing, please know that the Board of Directors of Open Table Ministry stands firmly behind this proposal and is fully committed to supporting its implementation in every capacity. We believe that by working together with our community partners, stakeholders, and the dedicated staff of Open Table Ministry, we can make a meaningful and lasting difference in the lives of our homeless neighbors and contribute to building a more compassionate and inclusive community for all.

Thank you for considering our proposal and for your continued partnership and support.

Gratefully yours,

A handwritten signature in cursive script that reads "Jennifer Mario".

Jennifer Mario

Board Chair, Open Table Ministry

Jennifer.Mario@OpenTableMinistry.org

919-604-0887

Open Table Ministry
Balance Sheet - Modified Cash Basis
As of December 31, 2023

	Dec 31, 23
ASSETS	
Current Assets	
Checking/Savings	
1000 · Truist Checking Account - 2101	12,274
1030 · Truist Checking Account - 2465	31,935
1040 · Truist Money Market - 0606	208,694
1080 · Petty Cash	38
Total Checking/Savings	252,941
Accounts Receivable	
1210 · Short Term Pledges Receivable	51,150
1220 · Long Term Pledge Receivable	92,000
1230 · Less Present Value Discount	-10,284
Total Accounts Receivable	132,866
Other Current Assets	
1400 · Undeposited Funds	1,643
1440 · Sales Taxes Paid	1,494
1500 · Charles Schwab Investments	143,356
1600 · Inventory On Hand	12,100
Total Other Current Assets	158,593
Total Current Assets	544,401
Fixed Assets	
1770 · Equipment	2,797
1780 · Leasehold Improvements	10,049
1790 · Accumulated Depreciation	-3,254
Total Fixed Assets	9,592
Other Assets	
1800 · Security Deposits - LT	1,200
Total Other Assets	1,200
TOTAL ASSETS	555,193
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
2001 · Sun Trust Visa Ctl Acct #9166	
2001.1 · CC-Schuldt #2002	61
2001.3 · CC - Cross #0738	2,535
2001.4 · CC - Mario #0964	18,267
2001.5 · CC - Woten #3095	7,923
2001.6 · CC - Hardy #5214	3,430
2001 · Sun Trust Visa Ctl Acct #9166 - Other	-27,944
Total 2001 · Sun Trust Visa Ctl Acct #9166	4,273
Total Credit Cards	4,273
Other Current Liabilities	
2400 · Pass-Thru Gifts	-2,833
Total Other Current Liabilities	-2,833
Total Current Liabilities	1,439
Total Liabilities	1,439
Equity	
3000 · URNA at Beginning of Year	408,142
3010 · PY Net Income	141,177
3099 · PY GAAP Accruals Reversed	-59,157
3500 · Net Assets w/ Donor Restriction	9,151
Net Income	54,440
Total Equity	553,753
TOTAL LIABILITIES & EQUITY	555,193

Substantially all disclosures are omitted. No assurance is provided.

Open Table Ministry
Budget vs. Actual - Modified Cash Basis
January through December 2023

	Jan - Dec 23	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4000 · Individual Donations	172,790	150,000	22,790	115%
4050 · Corporate Donation	31,212	30,000	1,212	104%
4100 · Foundation Grants & Donations	169,021	150,000	19,021	113%
4400 · Nonprofit Grants & Donations	36,628	50,000	-13,372	73%
4600 · Government Grants	189,695	145,000	44,695	131%
4900 · In-Kind Contribs - Svcs & Usage	0	5,000	-5,000	0%
4910 · In Kind Contribs - Other	32,901			
6600 · Interest Income	94			
6610 · Dividends Income	2,144			
6651 · Unrealized G/L On Investments	21,984			
Total Income	656,469	530,000	126,469	124%
Gross Profit	656,469	530,000	126,469	124%
Expense				
70xx · Personnel Expenses				
7010 · Salary & Wages	258,292	262,000	-3,708	99%
7030 · Benefit Stipend	12,538	12,000	538	104%
7070 · FICA Taxes	15,728	14,500	1,228	108%
7080 · SUTA Taxes	1,786	1,000	786	179%
Total 70xx · Personnel Expenses	288,345	289,500	-1,155	100%
71xx · Contracted Personal Services				
7120 · Accounting Fees	29,924	19,000	10,924	157%
7125 · Contracted Security	6,345	6,750	-405	94%
7199 · Other Contracted Services	1,357			
Total 71xx · Contracted Personal Services	37,627	25,750	11,877	146%
73xx · Office Expenses				
7310 · Office Supplies	2,973	2,125	848	140%
7320 · Telephone	4,345	4,500	-155	97%
7360 · Postage & Shipping	160	250	-90	64%
7380 · Printing & Copying	667	1,500	-833	44%
Total 73xx · Office Expenses	8,145	8,375	-230	97%
74xx · Technology Expenses				
7420 · Website Hosting & Domain Fees	501	175	326	286%
7430 · Software Services	3,200	3,100	100	103%
Total 74xx · Technology Expenses	3,701	3,275	426	113%
75xx · Occupancy Expenses				
7510 · Rent	19,900	20,700	-800	96%
7530 · Storage Unit Rental	1,879	1,608	271	117%
7580 · Repairs & Maintenance - Bldg	195			
Total 75xx · Occupancy Expenses	21,974	22,308	-334	99%
77xx · Travel Expenses				
7710 · Mileage Reimbursements	695	2,500	-1,805	28%
7790 · Other Travel	154	600	-446	26%
Total 77xx · Travel Expenses	849	3,100	-2,251	27%

Substantially all disclosures are omitted. No assurance is provided.

Open Table Ministry
Budget vs. Actual - Modified Cash Basis
January through December 2023

	Jan - Dec 23	Budget	\$ Over Budget	% of Budget
79xx · Support To Others				
7910 · Emergency Shelter - contract	29,664	20,000	9,664	148%
7912 · Emergency Shelter-priv funding	6,101			
7915 · Emergency Food for Others	26,849	1,250	25,599	2,148%
7920 · Emergency Cold Weather Supplies	71,011	100,000	-28,989	71%
7930 · Prescriptions & Medical	1,384	2,500	-1,116	55%
7940 · Rental Assistance For Others	21,946	20,000	1,946	110%
7945 · Moving Assistance For Others	134	1,200	-1,066	11%
7950 · Utility Payments For Others	852	3,000	-2,148	28%
7960 · Transport For Others - Local	0	500	-500	0%
7970 · Transport For Others - NonLocal	707	5,000	-4,293	14%
7980 · Free Store Items For Others	50,180	50,000	180	100%
7990 · Get To Work Items For Others	3,682	5,000	-1,318	74%
7995 · Monday Lunch Supplies	188	1,200	-1,012	16%
7996 · Support To Others - Ready ID	2,494	2,500	-6	100%
7997 · Support To Others - Other	1,157			
Total 79xx · Support To Others	216,348	212,150	4,198	102%
81xx · Materials & Maintenance				
8110 · Mat. & Supplies (Not Office)	6,387	5,800	587	110%
8145 · Assets Under \$1,000 - Other	3,990	750	3,240	532%
8146 · Assets Under \$1000 - Technology	1,136			
Total 81xx · Materials & Maintenance	11,513	6,550	4,963	176%
83xx · Other Business Expenses				
8306 · Business Insurance	1,255	1,400	-145	90%
8308 · Workers Compensation Insurance	2,574	3,200	-626	80%
8322 · Staff Training & Development	15	4,000	-3,985	0%
8324 · Staff & Volunteer Recognition	1,065	1,000	65	107%
Total 83xx · Other Business Expenses	4,909	9,600	-4,691	51%
87xx · Other Operating Expenses				
8720 · Equipment Rental	1,447			
8730 · Meals & Refreshments	3,322	2,500	822	133%
8750 · Dues & Subscriptions	980	300	680	327%
8760 · Licenses & Fees	633	1,000	-367	63%
Total 87xx · Other Operating Expenses	6,383	3,800	2,583	168%
93xx · Other Expenses				
9320 · Bank Charges	55	200	-145	28%
9325 · Transaction Fees	829	1,600	-771	52%
9330 · Payroll Processing Fees	843	1,200	-357	70%
9360 · Investment Fees	509	450	59	113%
Total 93xx · Other Expenses	2,236	3,450	-1,214	65%
Total Expense	602,029	587,858	14,171	102%
Net Ordinary Income	54,440	-57,858	112,298	-94%
Net Income	54,440	-57,858	112,298	-94%

Substantially all disclosures are omitted. No assurance is provided.

Open Table Ministry
Profit & Loss by Class - Modified Cash Basis

January through December 2023

	UBM Unrestricted/Busine...	WTS Walk In Their Shoes (FND Fundraising)	FND Fundraising - Other (FND Fundraising)	Total FND Fundraising	COS Circles of Support (Programs)	EMS Emergency Shelter (Programs)	MOL Monday Lunches (Programs)	GTW Get To Work (FRE Free Store)
Ordinary Income/Expense								
Income								
4000 - Individual Donations	120,958	51,832	0	51,832	0	0	0	0
4050 - Corporate Donation	24,689	6,523	0	6,523	0	0	0	0
4100 - Foundation Grants & Donations	161,521	7,500	0	7,500	0	0	0	0
4400 - Nonprofit Grants & Donations	26,028	1,000	0	1,000	0	0	0	0
4600 - Government Grants	0	0	0	0	0	0	0	0
4910 - In Kind Contribs - Other	32,901	0	0	0	0	0	0	0
6600 - Interest Income	94	0	0	0	0	0	0	0
6610 - Dividends Income	2,144	0	0	0	0	0	0	0
6651 - Unrealized G/L On Investments	21,984	0	0	0	0	0	0	0
Total Income	390,319	66,855	0	66,855	0	0	0	0
Gross Profit	390,319	66,855	0	66,855	0	0	0	0
Expense								
70xx - Personnel Expenses								
7010 - Salary & Wages	43,775	0	3,791	3,791	0	0	775	5,357
7030 - Benefit Stipend	2,442	0	297	297	0	0	15	360
7070 - FICA Taxes	2,610	0	223	223	0	0	48	318
7080 - SUTA Taxes	454	0	23	23	0	0	0	33
Total 70xx - Personnel Expenses	49,281	0	4,333	4,333	0	0	838	6,067
71xx - Contracted Personal Services								
7120 - Accounting Fees	29,924	0	0	0	0	0	0	0
7125 - Contracted Security	0	0	0	0	0	0	0	0
7199 - Other Contracted Services	195	0	561	561	0	0	1	13
Total 71xx - Contracted Personal Services	30,120	0	561	561	0	0	1	13
73xx - Office Expenses								
7310 - Office Supplies	389	0	62	62	0	0	4	27
7320 - Telephone	831	0	61	61	0	0	10	88
7360 - Postage & Shipping	2	0	17	17	0	0	0	0
7380 - Printing & Copying	0	290	0	290	0	0	0	0
Total 73xx - Office Expenses	1,223	290	140	430	0	0	14	116
74xx - Technology Expenses								
7420 - Website Hosting & Domain Fees	129	0	16	16	0	0	0	15
7430 - Software Services	481	0	37	37	0	0	9	58
Total 74xx - Technology Expenses	610	0	53	53	0	0	9	72
75xx - Occupancy Expenses								
7510 - Rent	6,254	0	340	340	0	0	0	458
7530 - Storage Unit Rental	0	0	0	0	0	0	0	0
7580 - Repairs & Maintenance - Bldg	50	0	6	6	0	0	0	6
Total 75xx - Occupancy Expenses	6,305	0	346	346	0	0	0	464
77xx - Travel Expenses								
7710 - Mileage Reimbursements	62	0	1	1	0	158	1	2
7790 - Other Travel	8	0	0	0	10	0	0	0
Total 77xx - Travel Expenses	70	0	1	1	10	158	1	2
79xx - Support To Others								
7910 - Emergency Shelter - contract	0	0	0	0	0	29,664	0	0
7912 - Emergency Shelter-priv funding	0	0	0	0	0	6,101	0	0
7915 - Emergency Food for Others	0	0	0	0	0	26,846	0	0
7920 - Emergency Cold Weather Supplies	0	0	0	0	0	0	0	0
7930 - Prescriptions & Medical	0	0	0	0	0	0	0	0
7940 - Rental Assistance For Others	0	0	0	0	0	0	0	0
7945 - Moving Assistance For Others	0	0	0	0	0	0	0	0
7950 - Utility Payments For Others	0	0	0	0	0	0	0	0
7970 - Transport For Others - NonLocal	0	0	0	0	0	0	0	0
7980 - Free Store Items For Others	0	0	0	0	0	0	0	0
7990 - Get To Work Items For Others	0	0	0	0	0	0	0	3,682
7995 - Monday Lunch Supplies	0	0	0	0	0	0	188	0
7996 - Support To Others - Ready ID	0	0	0	0	0	0	0	0
7997 - Support To Others - Other	0	0	0	0	0	0	0	0
Total 79xx - Support To Others	0	0	0	0	0	62,611	188	3,682

Open Table Ministry
Profit & Loss by Class - Modified Cash Basis

January through December 2023

	UBM Unrestricted/Busine...	WTS Walk In Their Shoes (FND Fundraising)	FND Fundraising - Other (FND Fundraising)	Total FND Fundraising	COS Circles of Support (Programs)	EMS Emergency Shelter (Programs)	MOL Monday Lunches (Programs)	GTW Get To Work (FRE Free Store)
81xx - Materials & Maintenance								
8110 - Mat. & Supplies (Not Office)	297	2,998	22	3,019	0	261	3	30
8145 - Assets Under \$1,000 - Other	401	0	47	47	0	0	2	47
8146 - Assets Under \$1000 - Technology	0	0	0	0	0	0	0	0
Total 81xx - Materials & Maintenance	698	2,998	69	3,067	0	261	5	78
83xx - Other Business Expenses								
8306 - Business Insurance	1,255	0	0	0	0	0	0	0
8308 - Workers Compensation Insurance	499	0	37	37	0	0	7	54
8322 - Staff Training & Development	3	0	0	0	0	0	0	1
8324 - Staff & Volunteer Recognition	306	0	5	5	0	0	0	7
Total 83xx - Other Business Expenses	2,063	0	42	42	0	0	7	61
87xx - Other Operating Expenses								
8720 - Equipment Rental	0	0	0	0	0	0	0	0
8730 - Meals & Refreshments	767	175	52	227	0	0	3	17
8750 - Dues & Subscriptions	822	0	91	91	0	0	0	2
8760 - Licenses & Fees	235	215	52	267	0	0	2	6
Total 87xx - Other Operating Expenses	1,824	390	195	585	0	0	5	25
93xx - Other Expenses								
9320 - Bank Charges	55	0	0	0	0	0	0	0
9325 - Transaction Fees	829	0	0	0	0	0	0	0
9330 - Payroll Processing Fees	843	0	0	0	0	0	0	0
9360 - Investment Fees	509	0	0	0	0	0	0	0
Total 93xx - Other Expenses	2,236	0	0	0	0	0	0	0
99xx - Other	0	0	0	0	0	0	0	0
Total Expense	94,430	3,678	5,740	9,418	10	63,030	1,067	10,580
Net Ordinary Income	295,889	63,177	-5,740	57,437	-10	-63,030	-1,067	-10,580
Net Income	295,889	63,177	-5,740	57,437	-10	-63,030	-1,067	-10,580

Substantially all disclosures are omitted. No assurance is provided.

Open Table Ministry
Profit & Loss by Class - Modified Cash Basis

January through December 2023

	FRE Free Store - Other (FRE Free Store)	Total FRE Free Store (Programs)	CAM Case Management (Programs)	Total Programs	ITY Individual Time for Year (Shared Costs)	OTY Overall Time For Year (Shared Costs)	Total Shared Costs	TOTAL
Ordinary Income/Expense								
Income								
4000 - Individual Donations	0	0	0	0	0	0	0	172,790
4050 - Corporate Donation	0	0	0	0	0	0	0	31,212
4100 - Foundation Grants & Donations	0	0	0	0	0	0	0	169,021
4400 - Nonprofit Grants & Donations	9,600	9,600	0	9,600	0	0	0	36,628
4600 - Government Grants	0	0	189,695	189,695	0	0	0	189,695
4910 - In Kind Contribs - Other	0	0	0	0	0	0	0	32,901
6600 - Interest Income	0	0	0	0	0	0	0	94
6610 - Dividends Income	0	0	0	0	0	0	0	2,144
6651 - Unrealized G/L On Investments	0	0	0	0	0	0	0	21,984
Total Income	9,600	9,600	189,695	199,295	0	0	0	656,469
Gross Profit	9,600	9,600	189,695	199,295	0	0	0	656,469
Expense								
70xx - Personnel Expenses								
7010 - Salary & Wages	32,736	38,093	100,059	138,927	71,799	0	71,799	258,292
7030 - Benefit Stipend	1,895	2,254	4,180	6,449	3,350	0	3,350	12,538
7070 - FICA Taxes	1,952	2,271	5,961	8,279	4,617	0	4,617	15,728
7080 - SUTA Taxes	236	268	744	1,012	296	0	296	1,786
Total 70xx - Personnel Expenses	36,819	42,886	110,945	154,668	80,062	0	80,062	288,345
71xx - Contracted Personal Services								
7120 - Accounting Fees	0	0	0	0	0	0	0	29,924
7125 - Contracted Security	6,345	6,345	0	6,345	0	0	0	6,345
7199 - Other Contracted Services	90	103	338	442	0	160	160	1,357
Total 71xx - Contracted Personal Services	6,435	6,448	338	6,787	0	160	160	37,627
73xx - Office Expenses								
7310 - Office Supplies	258	285	448	738	0	1,785	1,785	2,973
7320 - Telephone	634	723	1,586	2,319	39	1,095	1,134	4,345
7360 - Postage & Shipping	2	2	4	6	0	134	134	160
7380 - Printing & Copying	0	0	0	0	0	376	376	667
Total 73xx - Office Expenses	894	1,010	2,038	3,063	39	3,391	3,430	8,145
74xx - Technology Expenses								
7420 - Website Hosting & Domain Fees	96	111	245	356	0	0	0	501
7430 - Software Services	515	572	982	1,563	0	1,118	1,118	3,200
Total 74xx - Technology Expenses	611	683	1,227	1,919	0	1,118	1,118	3,701
75xx - Occupancy Expenses								
7510 - Rent	3,615	4,073	10,033	14,106	0	-800	-800	19,900
7530 - Storage Unit Rental	0	0	1,879	1,879	0	0	0	1,879
7580 - Repairs & Maintenance - Bldg	37	43	95	138	0	0	0	195
Total 75xx - Occupancy Expenses	3,653	4,116	12,007	16,123	0	-800	-800	21,974
77xx - Travel Expenses								
7710 - Mileage Reimbursements	15	17	456	631	0	0	0	695
7790 - Other Travel	70	70	64	144	0	2	2	154
Total 77xx - Travel Expenses	85	87	520	775	0	2	2	849
79xx - Support To Others								
7910 - Emergency Shelter - contract	0	0	0	29,664	0	0	0	29,664
7912 - Emergency Shelter-priv funding	0	0	0	6,101	0	0	0	6,101
7915 - Emergency Food for Others	0	0	3	26,849	0	0	0	26,849
7920 - Emergency Cold Weather Supplies	0	0	71,011	71,011	0	0	0	71,011
7930 - Prescriptions & Medical	0	0	1,384	1,384	0	0	0	1,384
7940 - Rental Assistance For Others	0	0	21,946	21,946	0	0	0	21,946
7945 - Moving Assistance For Others	0	0	134	134	0	0	0	134
7950 - Utility Payments For Others	0	0	852	852	0	0	0	852
7970 - Transport For Others - NonLocal	0	0	707	707	0	0	0	707
7980 - Free Store Items For Others	50,180	50,180	0	50,180	0	0	0	50,180
7990 - Get To Work Items For Others	0	3,682	0	3,682	0	0	0	3,682
7995 - Monday Lunch Supplies	0	0	0	188	0	0	0	188
7996 - Support To Others - Ready ID	0	0	2,494	2,494	0	0	0	2,494
7997 - Support To Others - Other	0	0	1,157	1,157	0	0	0	1,157
Total 79xx - Support To Others	50,180	53,862	99,688	216,348	0	0	0	216,348

Substantially all disclosures are omitted. No assurance is provided.

Open Table Ministry
Profit & Loss by Class - Modified Cash Basis

January through December 2023

	FRE Free Store - Other (FRE Free Store)	Total FRE Free Store (Programs)	CAM Case Management (Programs)	Total Programs	ITY Individual Time for Year (Shared Costs)	OTY Overall Time For Year (Shared Costs)	Total Shared Costs	TOTAL
81xx - Materials & Maintenance								
8110 - Mat. & Supplies (Not Office)	2,320	2,350	622	3,236	0	-166	-166	6,387
8145 - Assets Under \$1,000 - Other	1,479	1,526	785	2,313	0	1,229	1,229	3,990
8146 - Assets Under \$1000 - Technology	0	0	0	0	0	1,136	1,136	1,136
Total 81xx - Materials & Maintenance	3,798	3,876	1,407	5,550	0	2,199	2,199	11,513
83xx - Other Business Expenses								
8306 - Business Insurance	0	0	0	0	0	0	0	1,255
8308 - Workers Compensation Insurance	388	442	963	1,411	0	626	626	2,574
8322 - Staff Training & Development	3	4	8	12	0	0	0	15
8324 - Staff & Volunteer Recognition	63	70	152	222	0	532	532	1,065
Total 83xx - Other Business Expenses	454	515	1,123	1,645	0	1,159	1,159	4,909
87xx - Other Operating Expenses								
8720 - Equipment Rental	0	0	0	0	0	1,447	1,447	1,447
8730 - Meals & Refreshments	1,360	1,377	546	1,926	0	402	402	3,322
8750 - Dues & Subscriptions	17	19	48	67	0	0	0	980
8760 - Licenses & Fees	39	44	85	130	0	0	0	633
Total 87xx - Other Operating Expenses	1,415	1,440	679	2,124	0	1,849	1,849	6,383
93xx - Other Expenses								
9320 - Bank Charges	0	0	0	0	0	0	0	55
9325 - Transaction Fees	0	0	0	0	0	0	0	829
9330 - Payroll Processing Fees	0	0	0	0	0	0	0	843
9360 - Investment Fees	0	0	0	0	0	0	0	509
Total 93xx - Other Expenses	0	0	0	0	0	0	0	2,236
99xx - Other	0	0	0	0	0	0	0	0
Total Expense	104,343	114,923	229,972	409,002	80,101	9,078	89,179	602,029
Net Ordinary Income	-94,743	-105,323	-40,277	-209,707	-80,101	-9,078	-89,179	54,440
Net Income	-94,743	-105,323	-40,277	-209,707	-80,101	-9,078	-89,179	54,440

Substantially all disclosures are omitted. No assurance is provided.

Durham County Government
American Rescue Plan Act
Request for Proposals
RFAP-002 (ARPA Homeless Services Subgrant)



OPEN TABLE
Ministry



Project Name:
Open Table Ministry's Day Center

June 3, 2024

Durham County Government
200 East Main Street
Durham, NC 27701

June 3, 2024

To Whom It May Concern:

We are writing to express our enthusiastic commitment to the proposed initiative for extended homeless services in Durham County. As the directors of Open Table Ministry, Durham's Community Safety Department (DCSD), and Project Access of Durham County (Project Access), we believe we have a unique opportunity to create a transformative impact within our community. Our collaborative effort seeks to provide a Day Center that will provide essential services to our unsheltered neighbors, addressing the urgent and growing needs exacerbated by the COVID-19 pandemic.

Our unsheltered community has faced significant challenges over the past four years, with homelessness on the rise and many individuals struggling to access essential resources and support. The pandemic has magnified these issues, pushing more people into precarious living situations and increasing the demand for comprehensive homeless services. In response, both Open Table Ministry, DCSD, and Project Access have adapted and expanded our programs to meet these growing needs, demonstrating our ability to be nimble and responsive in a rapidly changing environment.

Day center services are vital components of comprehensive homeless outreach programs. They provide a safe and welcoming environment for individuals who may not have access to stable resources during daytime hours. These spaces offer respite from the elements, access to basic amenities such as restrooms and hygiene facilities, as well as opportunities for social interaction and support. Additionally, day centers often serve as hubs for accessing critical services such as healthcare (both physical and mental healthcare), obtaining identification documents, electronic charging stations, connections to mainstream resources, mail services, and housing referrals.

Open Table Ministry has been dedicated to serving our homeless neighbors for over fifteen years, with a proven track record of delivering compassionate and effective support. Our experience in providing street outreach, operating emergency shelters, and managing day-to-day services for individuals experiencing homelessness positions us well to lead this initiative. Our team is equipped with the capacity, technical skills, and expertise necessary to implement and sustain this program successfully.

DCSD (HEART) and Project Access are joining Open Table Ministry's Day Center to provide valuable services to the individuals utilizing this service. HEART brings invaluable community-based knowledge and a robust infrastructure to support this project. With a team of dedicated, unarmed first responders trained to engage with unsheltered individuals and connect them to resources, HEART is uniquely positioned to complement Open Table Ministry's efforts. Project Access brings 16 years of experience in providing vital medical case consultations and support for our most medically vulnerable unsheltered neighbors. The organization brings a proven track

record of moving individuals off the streets and into settings that will address their physical needs. Our combined ethos of compassion and service ensures that our approach is not only effective but also grounded in empathy and respect for the dignity of every individual we serve.

We believe that this RFP proposal strongly meets the criteria outlined by Durham County:

- Previous Experience
 - Collectively, our organizations bring 33 years of homeless service experience to this collaboration. As the lead applicant, Open Table Ministry brings 15 years of experience in providing homeless services and experience managing federal grants (see questions 5 and 10 within the RFP proposal).
- Federal Grant Compliance
 - As lead agency in this project and in accordance with 2 CFR 200.332, Open Table Ministry will ensure the pass-through funds will be dispersed to the subrecipients, the subrecipients comply with all grant requirements, the subrecipients provide financial and performance reporting, evaluate the sub-recipient's risk of noncompliance with federal regulations, and monitor the activities of the subrecipients. We feel that our proposal clearly meets Durham County Uniform Grant Guidelines (see questions 4 and 7 within the RFP proposal).
- Sustainability
 - Open Table Ministry has a proven track record of adapting to fluctuations in funding in order to continue addressing the vital needs of our community, and we have plans to ensure this program is sustainable as well (see questions 8 and 11 within the RFP proposal).
- Complexity
 - The organizations in this collaborative proposal have been doing this work, serving our homeless community, and we have laid the groundwork to begin this initiative immediately and start service initiation (see questions 9 and 11 within the RFP proposal).
- Organizational Capacity
 - Open Table Ministry has demonstrated our fiscal and administrative capacity and experience managing comparable grants (see questions 3 and 5 within the RFP proposal).
- Outreach Strategy
 - Partnering with DCSD's HEART Team offers an outreach strategy that is both comprehensive and effective in serving our unsheltered neighbors (see questions 3, 7, and 11 in the RFP proposal).
- Performance Measurement
 - Our proposal offers a data tracking program that easily evaluates performance, metrics, and allows us to report on program outcomes (see question 4 within the RFP proposal).
- Project Design
 - We strongly believe that this proposal presents an innovative project that fully aligns with the top priority outlined in the RFP (see questions 2 and 10 in the RFP proposal).

- Proposed Impact
 - We are confident that our proposed project is likely to have significant impact on our unsheltered neighbors by providing vital access to healthcare, showers, laundry, and mainstream social services. (see questions 2, 10, and 11 in RFP proposal).

We are confident that our collaborative effort will yield significant benefits for the Durham community. By leveraging our combined resources, expertise, and shared commitment to service, we can make a lasting difference in the lives of our homeless neighbors. We are deeply grateful for Durham County’s support and are eager to continue serving our community through this vital initiative.

Thank you for considering our application. We look forward to the opportunity to work together to create a more compassionate and supportive environment for all residents of Durham County.

Sincerely,

Drew Woten

Ryan Smith

Sally Wilson

Executive Director
Open Table Ministry

Director
DCSD (HEART)

Executive Director
Project Access of Durham County

Appendix

Detailed Budget Proposal

Letters of Support

Durham Congregations in Action

North Carolina Harm Reduction Coalition

Fresh Start Durham

Trinity United Methodist Church

Durham City and County Continuum of Care Lived Experience Advisors' Workgroup

Food Bank of Central & Eastern North Carolina

Durham County Community Paramedics

Layout of Proposed Day Center at Trinity United Methodist Church

Day Center Policies and Procedures (with Role Descriptions, pages 9-10)

Open Table Ministry's Community Resource Guide


DCSD Program Overview

DCSD Role Descriptions

DCSD Orientation Materials & On-boarding Plan



Open Table Ministry's Day Center Budget Proposal

 <p>Durham County Government – ARPA Nonprofit Grant Program <i>RFP Phase 3</i> <i>Applications Due June 3, 2024</i></p>		
Budget Proposal		
<p><i>Provide budget information for the project/program through June 30, 2026. The grant funding allocation is for a two-year period. Add additional lines as needed to the revenue and expense categories. Additional notes can be added as a supplemental document to explain expenditure categories.</i></p>		
Expenses	Notes/Explanations	Total Requested Budget Amount
Personnel Costs	Combined staffing for Open Table Ministry, DCSD, and PADC - see supplemental info for salary breakdown	\$1,313,882
Program/Project Operating Costs		
<i>Rent</i>	18 months for new space at Trinity UMC	\$168,300
<i>Supportive Services</i>	Food, medications, services for guests	\$129,000
<i>Retrofit New Laundry/Shower Space</i>	Install new showers/laundry at TUMC	\$175,000
<i>Vehicle/Transportation</i>	New vehicle for street outreach work	\$32,000
<i>Administrative</i>	Overhead administrative costs	\$181,818
Total Anticipated Project/Program Expenses		\$2,000,000
Revenues	Notes/Explanation	Total Project/Program Funds
Current ARPA Funding Request for Proposed Project		\$2,000,000
Other Revenues Planned to Support Proposed Project		



DURHAM COUNTY GOVERNMENT

American Rescue Plan Act, Request for Proposals

<i>Durham County Government Other Funding (Should not include funding from ARPA)</i>		
<i>Other Local, State or Federal Government Funding (excluding Durham County Government funding)</i>		
<i>Program Income</i>		
<i>In-Kind Donations</i>		
<i>Nonprofit Funding</i>		
<i>Other</i>		
Total Project/Program Revenues		\$2,000,000

**Open Table Ministry's
Day Center
Overall Budget Proposal**

Open Table Ministry

Notes

Rent	\$168,300	18 months of renting new space at Trinity UMC
Personnel	\$998,674	9 staff (1 manager, 6 peer supports, 1 LCSW, 1 facilities manager) for 21 months
Supportive Services		
Food	\$32,000	Snacks and refreshments for Day Center guests
Transportation	\$9,000	Transportation for Day Center guests
Equipment	\$40,000	Shelter equipment (lockers, cots, charging stations, dividers, etc.) and office supplies
Retrofit New Laundry/Shower Space	\$175,000	First option would be to retrofit space for laundry and showers at Trinity UMC. Secondary option would be to split this line item between laundry and shower (supportive services)
Admin Costs (10%)	\$142,297	10% administrative overhead
Total	\$1,565,271	

Project Access

Personnel	\$70,208	17 hrs/week of staff support for medical consultations at Day Center
Supportive Services	\$48,000	Transportation, prescription assistance, and medical respite
Admin Costs (10%)	\$11,821	10% administrative overhead
Total	\$130,029	

***Durham Community
Safety Department***

Personnel	\$245,000	2 staff for 21 months
Vehicle	\$32,000	1 vehicle for street outreach activities
Admin Costs (10%)	\$27,700	10% administrative overhead
Total	\$304,700	

Project Total \$2,000,000

**Open Table Ministry
Detailed Budget Proposal**

Expenses	Total
Rent	\$ 168,300
Personnel (21 months including benefits + employer taxes)	\$ 998,674
Retrofit space at TUMC	\$ 175,000
Supportive Services (food)	\$ 32,000
Supportive Services (transportation)	\$ 9,000
Supportive Services (equipment)	\$ 40,000
Overhead (10%)	\$ 142,297
TOTAL	\$ 1,565,271

Personnel Breakdown	Base Salary
Day Center Manager	\$ 63,000
Peer Support (6)	\$ 54,000
Facilities Manager	\$ 50,000
LCSW (or equivalent)	\$ 63,000

**Durham Community
Safety Department
Detailed Budget Proposal**

Expenses	Total
Care Navigators (two positions for 21 months - annual base salary + benefits of \$70,000 per position)	\$ 245,000
Vehicle/transportation	\$ 32,000
Overhead (10%)	\$ 27,700
TOTAL	\$ 304,700

**Project Access of Durham County
Detailed Budget Proposal**

Expenses	Total
Clinical Director (5 hrs/week)	\$ 34,313
RN Case Manager (6 hrs/week)	\$ 25,095
Staff support (6 hrs/week)	\$ 10,800
Transport to medical appts	\$ 7,200
Medications, supplies	\$ 5,400
Medical respite	\$ 30,000
Staff travel, phone	\$ 5,400
Overhead (10%)	\$ 11,821
TOTAL	\$ 130,029



Durham Congregations in Action

21 May 2024

To whom it may concern:

Durham Congregations in Action (DCIA) has been in service for over 50 years in our fine city. Throughout that time, DCIA, through collaboration with various faith communities, non-profits, and local government entities, supported efforts such as YO! Durham, Urban Ministries Durham, HomeShare Durham, Meals on Wheels Durham, the NC Poor People's Campaign, initiatives for public education, campaigns to end hate and discrimination, and a steadfast support for organizations and efforts to end homelessness. We have been in relationship with Open Table Ministry since its inception and partner regularly.

Open Table Ministry has a history of being where no one else is yet—doing street outreach, coordinating services into one hub, eating together with underhoused and unhoused people, and working collaboratively with Housing for New Hope, CEHD, the Coordinated Entry system, and others to offer dignity and support to those who are unhoused in our community. DCIA is proud to partner with Open Table Ministry and support them however we are able as an organization. They operate with integrity and compassion, and they have intentionally built their capacity. We trust that the expansion they are planning to offer more services to Durham will continue in that manner. Not only are they qualified for this work, but they also will utilize that same integrity, responsibility, and compassion in every effort they make operating a day shelter.

Please consider OTM for the ARPA funds for a day shelter. Our unhoused community already trusts them, as does the rest of Durham.

Thank you,

Rev. Breana van Velzen
Executive Director
Durham Congregations in Action



North Carolina Harm Reduction Coalition

4024 Barrett Dr. Suite 101
Raleigh NC 27609
Phone (336) 543-8050
www.nchrc.org

May 30, 2024

To whom it may concern:

On behalf of the North Carolina Harm Reduction Coalition (NCHRC), I am pleased to write this letter of support for Open Table Ministry's application for the Durham ARPA Homeless Services Subgrant. We strongly support OTM's proposal to establish an 18-month day shelter at Trinity United Methodist Church where unsheltered neighbors can get showers, laundry, mail, identity documents, and a place for respite from the elements.

NCHRC is a statewide organization that engages in grassroots advocacy, resource and policy development, coalition building, and direct services for people impacted by drug use, incarceration, sex work, overdose, gender, HIV and hepatitis across North Carolina. Our Durham Syringe Services Program provides harm reduction supplies, education, and peer support to people who use drugs in Durham County, including through weekly street outreach sessions we have been conducting since 2016.

NCHRC's Durham SSP has partnered with OTM for over four years, including by participating together in the working group that OTM facilitates for service providers working with unsheltered community members in Durham. NCHRC also frequently refers our SSP participants to OTM's Free Store and other services, including the emergency White Flag shelter services they have operated in the past. It is clear to us from our conversations with unsheltered community members both how desperately needed the day shelter services OTM is proposing are, and also how well trusted OTM is to provide these services in a welcoming and consistent manner. We urge you to fund OTM's application and support their valuable and much needed work in our community.

Sincerely,



Elyse Powell
Executive Director
elyse@nchrc.org
(336) 543-8050
North Carolina Harm Reduction Coalition (NCHRC)



Serving our friends and neighbors with dignity, one shower at a time.

Greetings,

My name is Mary Wilson, and I run Fresh Start Durham which provides showers, supplies, and haircuts to our unsheltered neighbors in Durham. This is a letter in support of Open Table Ministry's efforts to provide day shelter and services in our community.

We have been working closely alongside OTM since October 2021, running in tandem with them during their Tuesday Free Store. Our relationship has been one of true partnership, and Open Table has not only provided a logical space for our showers, but also offered support and guidance as we were just getting started for the first time in our efforts to connect with and support our unsheltered and underserved community. Their example and leadership have been vital to our ability to thrive. The leadership and team at OTM have a deep sense of commitment and transparency in providing loving assistance to their clients and should be the gold-standard in the care for our homeless community. Because of their partnership with us, Fresh Start Durham has to date been able to provide 3,206 showers and 2,433 haircuts, but most importantly we have made hundreds of connections to our neighbors and friends who need support and love.

While the current offerings of Free Store and office hours through OTM are highly valuable, what is truly needed to better serve and consistently have connection to our homeless neighbors is the day shelter that they are hoping to build. Open Table's ability to quickly grow, navigate and meet needs in our community is all the example one needs to see that if provided further resources and time, they could make a huge impact in the most critically needed support services.

Fresh Start Durham is committed to support OTM in their efforts, and we are excited for the opportunity to grow with them in their desire to provide vital services for the ever-increasing needs in our community.

Kindest regards,

Mary Wilson

President, Fresh Start Durham, Inc.

IG [@freshstartdurham](#)

EMAIL freshstartdurham@gmail.com

WEB freshstartdurham.com

Fresh Start Durham is a 501(c)(3) non-profit

"I have learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel." -Maya Angelou



Trinity United Methodist Church

215 NORTH CHURCH STREET
DURHAM, NORTH CAROLINA 27701-3383
Telephone (919) 683-1386

To whom it may concern:

Trinity United Methodist Church has hosted Open Table Ministry for several years now.

Trinity's missions and Open Table Ministry's missions are well aligned in this work, and we are glad to be alongside them in service to our Durham community.

If Open Table Ministry wins funding from this grant, Trinity will be happy to seek to coordinate with them to house the expansion of their work.

This will include negotiating use terms for facilities, as well as continuing security, maintenance and any needed repairs for the spaces used.

This letter has been approved by Trinity United Methodist Church's Administrative Council, May 31, 2024.

Sincerely,

A handwritten signature in black ink that reads "Ted Benson". The signature is fluid and cursive, with a long horizontal stroke at the end.

Ted Benson
Administrative Council Chair

**DURHAM CITY AND COUNTY CONTINUUM OF CARE
LIVED EXPERIENCE ADVISORS' WORKGROUP**

May 22, 2024

To whom it may concern:

The Lived Experience Advisors' (LEAD) Workgroup was created in September 2023 to promote the inclusion of lived experience of homelessness in driving change and improving systems within the Durham City and County Continuum of Care. The group provides input to the Homeless Services Advisory Committee (HSAC) through its standing Policy and Planning Committee.

Through monthly meetings, the LEAD Workgroup has drafted a winter 2023-2024 response plan and worked with the Lead Agency on necessary policy updates (including Coordinated Entry and Grievance policies). In early April, the LEAD Workgroup was among the first groups to advise Open Table Ministry (OTM) in the upcoming White Flag planning season. The LEAD Workgroup also has partnered with the HEART on listening sessions for sheltered neighbors and recently housed veterans. Feedback from the listening sessions has been used to brainstorm with providers on ways to improve services.

One of the LEAD Workgroup's early priorities was to support a more robust provision of services to neighbors experiencing homelessness, which included a recommendation for expanded and enhanced day center engagement services. Therefore, we are excited to support this proposal by OTM with support from the Durham Department of Community Safety's HEART program.


Both OTM and the HEART are uniquely positioned and suited for this work. This would be an expansion of services for OTM, and the two providers (OTM and the HEART) already work closely together serving our neighbors.

Thank you for considering this unique collaborative proposal for expanded day services within the Durham CoC. The LEAD Workgroup looks forward to supporting this initiative. Feel free to reach out to us with any questions by contacting Anthony Henderson, staff support for LEAD, at anthony.henderson@durhamnc.gov.

Sincerely,



Tanya Davis



Gemyinii Gatcombe



Angela Holmes

May 30th, 2024

Food Bank of Central & Eastern NC
1924 Capital Boulevard
Raleigh, NC 27604
919-875-0707

To whom it may concern,

On behalf of the Food Bank of Central & Eastern NC, I am writing to express our strong support for the grant proposal to Durham County from Open Table Ministry, HEART, and Project Access.

Open Table has demonstrated an exceptional commitment and dedication to ending homelessness and walking alongside our neighbors. As a Benefits Outreach Coordinator at the Food Bank, and someone who does community outreach in Durham, I believe this proposal for a day shelter will fill a gap that exists in the community and will make a large impact.

During their weekly Free Store, they do any incredible job of intentionally providing wraparound services, ensuring that the neighbors of Durham have access to various supportive services. Open Table offers space for our Food Bank to provide SNAP Application Assistance on-site at the Store and have shown continual commitment to our organization's vision: No one goes hungry. I have seen first-hand the intentionality behind the efforts of the staff, board members, and volunteers to meet people where they are, all while providing person-centered and trauma-informed care.

Again, our Food Bank fully supports the efforts of Open Table Ministry - their work to foster connections between community resources and our neighbors is critical to our community in Durham. I am confident that their proposal for a day shelter at Trinity UMC will continue to make a significant impact and will be a crucial space for neighbors to not only rest and find respite from the elements, but also to come together and foster community.

If you have any questions about our work or our commitment to the mission of Open Table Ministry, please do not hesitate to contact me at 919-909-7469 or kforrest@foodbankcenc.org.

Best,
Katy Forrest, MSW
Benefits Outreach Coordinator

May 31, 2024

To Whom it May Concern

Durham County Office (DCo) of Emergency Services, EMS Division, Community Paramedics are excited to support this application by Open Table Ministry (OTM). Their plan to provide a day shelter for our unsheltered residents meets a very important need for our community. They are already doing so much to help! Adding a day shelter would allow them more time to work with individuals to get them the resources they need that can help lead them to more permanent shelter. At the very least, it will give some of our most vulnerable people the opportunity to receive care they may not otherwise obtain.

Durham County Community Paramedics have worked with OTM since we began in 2017. We started by providing flu vaccines at their Monday lunches. We expanded that to weekly visits during those lunches to talk with people about their health, check vital signs, and help them make connections to primary care (medical and behavioral) when needed. Durham COVID, we worked with DCo Public Health to provide COVID and flu vaccines.

This proposed project would be another great opportunity for OTM and DCo Community Paramedics to partner. We would be able to visit with those who take advantage of the shelter and provide them with basic medical assessments, wound care, and connections to medical and behavioral health providers. We can assist them to get their prescribed medications and work with providers either directly or through tele-health to get any needed prescriptions. We can also help those who are interested get started on medication for opioid use disorder (MOUD) and connect them with an opioid treatment center. We have Narcan kits and other substance use resources available as well.

We hope you will approve OTMs application for the project. It will be a great service for our community.

Sincerely,

A handwritten signature in black ink, appearing to be 'HT' or similar initials, written in a cursive style.

Capt. Helen Tripp, MA., LCMHCA, Paramedic, CP-C
htripp@dconc.gov
(919) 475-3991



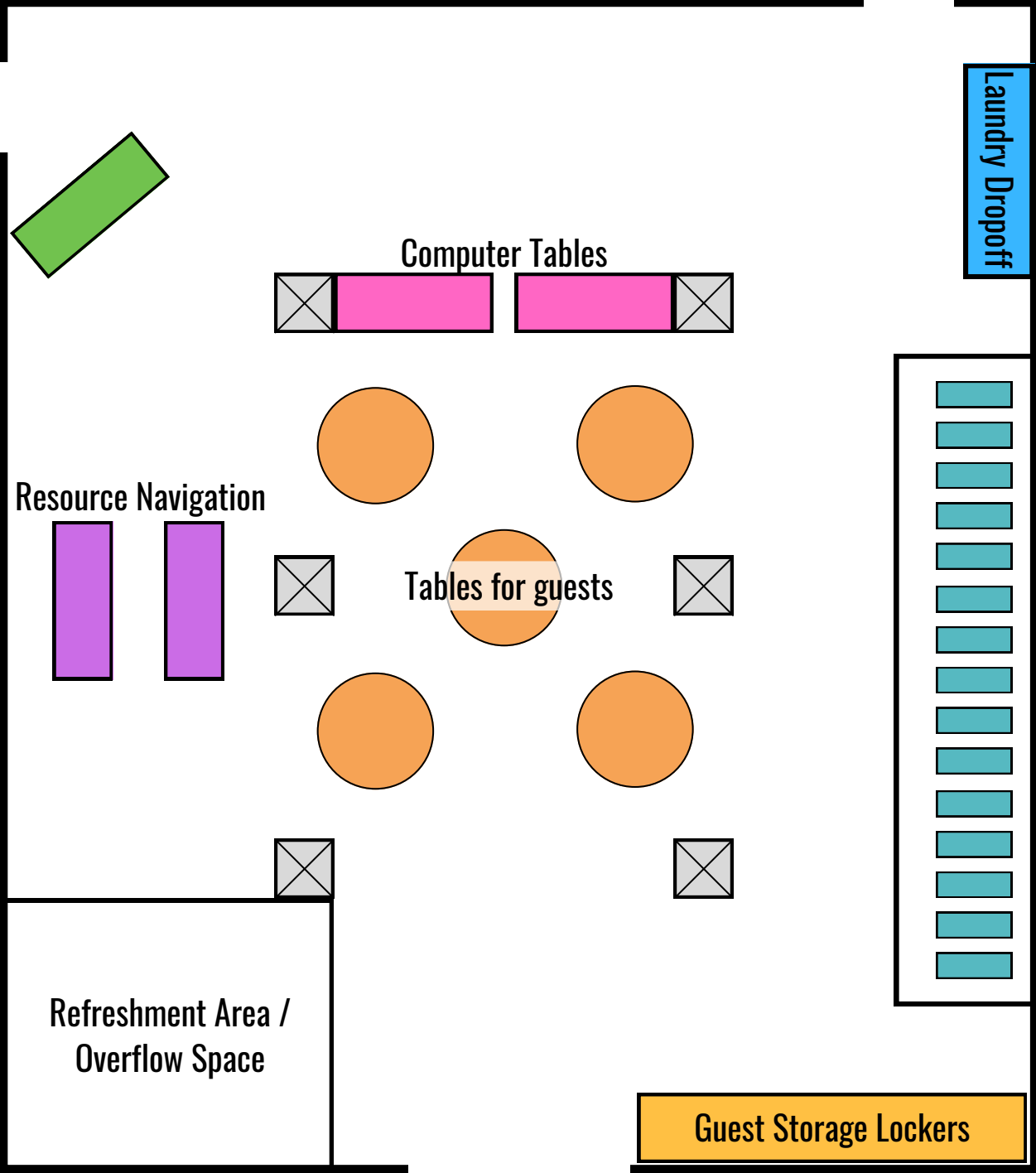
Fellowship Hall / Day Center Plan

Space to retro-fit for showers and laundry services

Stage / not in use

Kitchen

Elevator / access to bathrooms



Laundry Dropoff

Computer Tables

Resource Navigation

Tables for guests

Cots for Sleeping

Refreshment Area / Overflow Space

Guest Storage Lockers

50' x 69' = 3,450 SF

Main Entrance / Check-in



OPEN TABLE *Ministry*

Open Table Ministry Day Center Policies and Procedures

Overcoming Homelessness through Community

Table of Contents

Table of Contents	2
Definitions	3
Staffing and Conduct Policies/Procedures	4
Staff Qualifications & Training	4
Staff Code of Conduct	4
Conflict of Interest Policy	4
Drug-Free Workplace Policy	4
Anti-Discrimination Policy	5
Fair Access and Limited English Proficiency Policy	5
Emergency Transfer Policy	5
Violence Against Women Act	6
Confidentiality Policy	7
Grievance Policy	7
Incident Reporting	8
Program Procedures	8
Overview	8
Outcome and Performance Measures of the Project	8
Role Descriptions	9
Intake & Data-collection	10
Resource Navigation	10
Sleeping Cots	10
Showers	11
Laundry	11
Bathrooms	11
Exiting	11
Termination of Services	11
Addendum – HUD/NCCEH/CoC Program Standards	12
Intake & Eligibility	13
Case Management	14
Termination	14
Client Files	14
Evaluation and Planning	15

Definitions

- Emergency Shelter: any facility/program whose primary purpose is to provide temporary housing for individuals or families experiencing homelessness for a period of 90 days or less.
- CoC: Durham Continuum of Care
- HMIS: Homeless Management Information System; the data software used by OTM and CoC to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Each Continuum of Care (CoC) is required by the US Department of Housing and Urban Development (HUD) to collect and report on defined data elements regarding persons served through local homeless service systems and programs. This data is entered into a Homeless Management Information System (HMIS). Durham shares an HMIS system with Orange County and the NC Balance of State CoC that pulls anonymous, de-duplicated reports for insights into homelessness in our community. Training, support, and guidance for organizations using the HMIS are provided by the North Carolina Coalition to End Homelessness
- Category 1 Homelessness: Individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:
 - Has a primary nighttime residence that is a public or private place not meant for human habitation; or
 - Is living in a publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state and local government programs); or
 - Is exiting an institution where (s)he has resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.
- Chronic Homelessness:
 - A homeless individual with a disability as defined in section [401\(9\) of the McKinney-Vento Assistance Act \(42 U.S.C. 11360\(9\)\)](#), who:
 - Lives in a place not meant for human habitation, a safe haven, or in an emergency shelter, and
 - Has been homeless and living as described for at least 12 months* or on at least 4 separate occasions in the last 3 years, as long as the combined occasions equal at least 12 months and each break in homelessness separating the occasions included at least 7 consecutive nights of not living as described.
 - An individual who has been residing in an institutional care facility for less, including jail, substance abuse or mental health treatment facility, hospital, or another similar facility, for fewer than 90 days and met all of the criteria of this definition before entering that facility**;
or
 - A family with an adult head of household (or, if there is no adult in the family, a minor head of household) who meets all of the criteria of this definition, including a family whose composition has fluctuated while the head of household has been homeless.
 - *Where*: *A “break” in homeless is considered to be 7 or more nights -AND- **An individual residing in an institutional care facility for 90 days or less does not constitute a break in homelessness.

- **Fleeing Domestic Violence:** Any individual or family who: is fleeing, or is attempting to flee, domestic violence; has no other residence, and lacks the resources or support networks to obtain other permanent housing.
- **Conflict of Interest:** Conflict of interest for Board Members, Board Committee Members, students, volunteers, and all staff exists when an individual's access to information and/or their participation in decision-making may bring the individual actual, potential, direct or indirect benefit.
 - using privileged or confidential information for personal gain
 - use of OTM's equipment, services, materials, and personnel for personal gain
 - accepting or offering personal rewards to influence business transactions
 - participating, without prior approval, in actions that would deprive OTM of time and attention of staff that is required to perform their duties properly
 - engaging in any activity which may result in an actual, potential or perceived conflict between the staff and the interest of OTM and/or the clients of our services

Staffing and Conduct Policies/Procedures

Staff Qualifications & Training

- Staff supervisors and Day Center personnel have at a minimum, a bachelor's degree in a human service-related field and/or experience working with individuals and families experiencing homelessness and/or other issues that place individuals and families at risk of homelessness.
 - All staff have detailed job descriptions that display staff expectations, role responsibilities, and the minimum qualifications for the position.
- Staff will be provided with training opportunities to increase and maintain competency in serving the homeless community.

Staff Code of Conduct

- Open Table Ministry is dedicated to following a least-harm model. OTM staff are expected to:
 - Understand and acknowledge the power inherent in their position and work from an inclusive client-centered, anti-racism/anti-oppression approach
 - Act professionally, with integrity, objectivity, and equity
 - Treat all individuals in a respectful, non-judgmental way
 - Explain the purpose of requests for a client's personal information
 - Ensure that clients have clear and accurate information in order to make informed decisions
 - Acknowledge that their workplace is a client's temporary place of respite and attempt to minimize the negative impacts of their presence
 - Acknowledge when they are in a situation they are not adequately skilled to handle and seek direction and support from their peers and supervisors
 - Strive to continuously update their professional knowledge and skills
 - Abide by all of the program's policies and procedures
 - Abide by NASW Code of Ethics
 - Adhere to HMIS standards and guidelines and CoC requirements

Conflict of Interest Policy

- All Open Table Ministry board/committee members, staff, interns, and volunteers are prohibited from soliciting and/or accepting gratuities favors or anything of monetary value from any individuals or bodies that provide or receive funding or services. Anything that is a potential conflict of interest is required to be disclosed and will be evaluated and intercepted.

Drug-Free Workplace Policy

- No employee at any work site will possess any quantity of any substance, legal or illegal, which in sufficient quantity could cause impaired performance, except for authorized substances. “Work site” means any office, building, or property (including parking lots) owned or operated by the company, or any other site at which an employee performs work for the company. “Possess” means to have a drug or drugs either in or on an employee’s person, personal effects, motor vehicle, tools, and areas entrusted to the employee such as desks, files, and company vehicles.

Anti-Discrimination Policy

- Open Table Ministry is committed to a work environment in which all individuals
- (employees and clients) are treated with respect and dignity. Each individual has the right to work and receive services in a professional atmosphere that promotes equal employment opportunities and prohibits unlawful discriminatory practices, including harassment. Therefore, Open Table Ministry expects that all relationships among persons in the office will be business-like and free of explicit bias, prejudice, and harassment.
- Open Table Ministry has developed this policy to ensure that all its employees and clients can work and receive services in an environment free from unlawful harassment, discrimination, and retaliation. Open Table Ministry will make every reasonable effort to ensure that all concerned are familiar with these policies and are aware that any complaint in violation of such policies will be investigated and resolved appropriately.
- Any employee who has questions or concerns about these policies should talk with the Executive Director or a member of the Board of Directors.
- These policies should not, and may not, be used as a basis for excluding or separating individuals of a particular gender, or any other protected characteristic, from participating in business or work-related social activities or discussions. In other words, no one should make the mistake of engaging in discrimination or exclusion to avoid allegations of harassment. The law and the policies of the Open Table Ministry prohibit disparate treatment on the basis of sex or any other protected characteristic, with regard to terms, conditions, privileges, and perquisites of employment or services. The prohibitions against harassment, discrimination, and retaliation are intended to complement and further those policies, not to form the basis of an exception to them.

Fair Access and Limited English Proficiency Policy

- OTM is committed to providing fair and meaningful access to services for clients with limited English proficiency (LEP). OTM will strive to have at least one multilingual staff member. If a client with LEP needs translation services OTM will use LanguageLine Solutions as translations for the client and OTM staff. The translation service will be used during all interactions with the client to ensure that clients who do not speak English do not experience substantial differences in their access to homeless services or housing.

Equal Access Policy

- In accordance with HUD regulation at 24 CFR § 5.106, individuals will not be discriminated against based on actual or perceived gender identity when consideration of sex is prohibited or not relevant. In situations where legitimate consideration of sex or gender is appropriate, the individual’s own self-identified gender identity will govern.

Emergency Transfer Policy

- In accordance with HUD regulations at 24 CFR part 5, subpart L and VAWA federal regulations, all victims of domestic violence, dating violence, sexual assault, and stalking, regardless of sex, gender

identity, or sexual orientation are eligible for an emergency transfer. If a program participant qualifies for an emergency transfer, but a safe unit is not immediately available, the participant shall have priority over all other applicants for tenant-based rental assistance, utility assistance, and units for which project-based rental assistance is provided. In the instance that a family is separated to affect an emergency transfer while receiving tenant-based rental assistance, OTM will ensure other family members are prioritized and properly assessed, per safety precaution measures. If a prioritized unit is not immediately available, OTM will make its best efforts to acquire a temporary shelter placement, such as a hotel room, for the individual or family until an appropriate unit is available. Tenants who are not in good standing may still request an emergency transfer if they meet HUD eligibility requirements. Any ESG-CV funds used for an emergency transfer will be appropriately documented in client files.

Violence Against Women Act

- The Violence Against Women Act (VAWA) is a federal law that, in part, provides housing protections for people applying for or living in units subsidized by the federal government and who have experienced domestic violence, dating violence, sexual assault, or stalking, to help keep them safe and reduce their likelihood of experiencing homelessness. **Cannot be denied admission to or assistance** under a HUD-subsidized or assisted unit or program because of the VAWA violence/abuse committed against them. Under VAWA, someone experiencing domestic violence, dating violence, sexual assault, or stalking:
 - **Cannot be evicted** from a HUD-subsidized unit **nor have their assistance terminated** because of the VAWA violence/abuse committed against them.
 - Cannot be denied admission, evicted, or have their assistance terminated for **reasons related to the VAWA violence/abuse**, such as having an eviction record, criminal history, or bad credit history.
 - **Must have the option to stay** in their HUD-subsidized housing, even if there has been criminal activity directly related to the VAWA violence/abuse.
 - **Can request an emergency transfer from the housing provider for safety reasons** related to the VAWA violence/abuse committed against them.
 - **Must be allowed to move with continued assistance**, if the survivor has a Section 8 Housing Choice Voucher.
 - **Must be able to provide proof to the housing provider by self-certifying** using the HUD VAWA Self-certification ([Form HUD-5382](#)), and not be required to provide more proof unless the housing provider has conflicting information about the violence/abuse.
 - **Must receive HUD's Notice of VAWA Housing Rights** ([Form HUD-5380](#)) and HUD's VAWA Self-certification Form ([Form HUD-5382](#)) from the housing provider, when they are denied admission to a HUD-subsidized unit or HUD program, when they are admitted to a HUD-subsidized unit or HUD program, and when they receive a notice of eviction from a HUD-subsidized unit or notice of termination from a HUD program.
 - **Has a right to strict confidentiality** of information regarding their status as a survivor.
 - **Can request a lease bifurcation** from the owner or landlord to remove the perpetrator from the lease or unit, and if the housing provider bifurcates, it must be done consistent with applicable federal, state, or local laws and the requirements of the HUD housing program.
 - **Cannot be coerced, intimidated, threatened, or retaliated against** by HUD-subsidized housing providers for seeking or exercising VAWA protections.

- **Has the right to seek law enforcement or emergency assistance** for themselves or others without being penalized by local laws or policies for these requests or because they were victims of criminal activity.

Confidentiality Policy

- To ensure client data privacy, Open Table Ministry staff secures all documentation behind three locks (a locked box within a locked office within a locked building). All project documents will be:
 - Printed
 - Signed by all required parties
 - Placed in their appropriate files
 - Absolutely NOT removed or transported from their original location
- The address or location of any housing of a program participant will not be made public, except as provided under a pre-existing privacy policy of the recipient or program and consistent with state and local laws regarding privacy and obligations of confidentiality.
- Information regarding participants will be released only after appropriate authorization to release and/or obtain information is completed.
- Access to client records should always be restricted to the employee or agent who has access to the client's information to perform their normal job functions properly.
- Written policies should inform clients about their rights to confidentiality and disclose that all information in their files is confidential. Employees or program funders with access to information about the client are bound by confidentiality guidelines and will not disclose this information without prior written consent.
- Upon written request, clients should have access to review their records and case file content. A private location should be provided to the client for this purpose within the program. Clients should not be allowed to remove their case file from the program; however, they may be granted copies of file contents upon request. Sponsors may charge a reasonable fee for copies. Client files will be kept for at least five years, per HUD requirements.

Grievance Policy

- Our grievance process allows clients to formally report complaints or concerns and gives OTM the chance to solve the problem.
- Throughout this process, you have the right to:
 - Have your concerns taken seriously
 - Have your concerns answered in a fair and timely manner
 - Privacy in all related communications
 - Have your confidentiality protected at all times
 - Copies of all records related to your grievance
 - Help from outside groups such as advocacy groups for
 - civil rights
 - tenants' rights
 - anti-discrimination in housing and social services
 - Continue participating in our services regardless of the outcome of your grievance
- Conflict resolution is an important first step to handling any and all disagreements between people, especially in a communal environment. As part of our commitment to providing safe shelter, we highly recommend that all staff and guests participate in mediated conflict resolution whenever a conflict arises. Each person should have the chance to tell their side of the story in a respectful way without interruptions from the other person.

1. First, clients should attempt to resolve conflict with each other by actively listening and by speaking calmly and directly
 2. If this does not resolve the conflict, then all parties involved are encouraged to have a staff member(s) mediate. The mediator should help facilitate respectful conduct and encourage compromises.
 3. If you are unable to reach a compromise:
 - a. Those involved must maintain separation for the duration of their stay
 - b. **AND** all parties should be reminded of their right to complete an internal and/or CoC grievance form <https://www.durhamcoc.org/client-grievance-form.html>
- If those involved continue to engage in behavior that is aggressive, threatening, or disruptive, then they will be asked to leave.

Incident Reporting

- In the event of an incident, staff and clients are strongly encouraged to complete an “Incident Report”
 - The report will be evaluated and responded to by OTM staff within two workdays.
 - Clients will be given an “Incident report” from their case manager or other OTM staff upon request.

Program Procedures

Overview

- Open Table Ministry’s Day Center serves the community by providing a safe space for unsheltered neighbors to access services during the daytime hours. OTM’s Day Center will operate from 9 am – 5 pm Monday through Friday. The Day Center will offer several services including:
 - Assistance in obtaining vital documents (IDs, Birth Certificates, Social Security Cards, etc.)
 - Connection to Entry-Point and Street Outreach teams
 - Creating Housing and Stability plans
 - 15 sleeping cots (reserved for unsheltered neighbors)
 - Access to laundry and showers (reserved for unsheltered neighbors)
 - Access to computers and phones
 - Connection to resources like Medicaid, Disability and SNAP enrollment
 - Site visits from community partners like Step-Up Durham and Samaritan Healthcare

The Day Center and services will be available to unsheltered neighbors in Durham County. Priority will be given to neighbors identified as sleeping outside, but neighbors who are accessing overnight shelters will still be able to access services. Neighbors will be able to access the Day Center twice a week.
- Outcome performance measures of the project:
 - Targeting
 - 100% of project participants will be Literally Homeless and be eligible under Category One of HUD’s definition of homelessness (24CFR Parts 91, 582, & 583)
 - 100% of project participants will be residents of Durham County.
 - Efficiency, Compliance, & Program Fidelity
 - A ratio not to exceed 10:1 (actively enrolled participants to staff members) will be maintained during participant project enrollment.

- The project will provide day services to eligible participants. All participants will receive a complete intake assessment in HMIS.
 - Data Management and Homeless Management Information System (HMIS)
 - Follow NCCEH HMIS Guidelines
 - Timeliness of Contract Expenditures
 - 100% of the contract amount will be expended by June 30, 2026.
 - Program Evaluation
 - Ongoing programmatic evaluations will be conducted to ensure the program continues to meet community needs.
 - At a minimum, a quarterly review will be conducted of project data in HMIS to ensure data quality and reliability.
 - An annual evaluation of goals, objectives, and activities will be conducted, making adjustments as needed to meet quality standards.
- Day Center Role Descriptions
 - Day Center Manager
 - Develop and maintain clear, open, timely, cooperative, and collaborative communication and working relationships with staff, clients, and partner agencies.
 - Lead weekly supervision, case conferencing, and staff meetings to ensure every member of staff is informed on each aspect of the Day Center.
 - Responsible for ensuring the HMIS data quality for the Day Center project is correct and accurate through running weekly data quality reports.
 - Ensure that the Day Center project is meeting the required outcomes and performance metrics and report all findings to the Executive Director.
 - Strive to ensure each staff member is working to build trusting relationships that are person-centered and trauma-informed.
 - Create and adjust weekly staff schedule.
 - Peer Support Specialist
 - Create a welcoming and hospitable environment at the Day Center.
 - Assist neighbors navigate vital resources including Entry-Point, Identity Documents, Medicaid, and Social Security.
 - Meet with peers to establish and maintain a positive and trusting relationship that is person-centered, strengths-based, and trauma-informed.
 - Enter all relevant interactions in the Homeless Management Information System (HMIS) to track and record interactions.
 - Develop and maintain clear, open, timely, cooperative, and collaborative communication and working relationships with staff, clients, and partner agencies.
 - Facilitate and coordinate the laundry and shower services each day.
 - Licensed Clinical Social Worker
 - Develop and maintain clear, open, timely, cooperative, and collaborative communication and working relationships with staff, clients, and partner agencies.
 - Enter all relevant interactions in the Homeless Management Information System (HMIS) to track and record interactions.
 - Work closely with team members to de-escalate crisis situations and provide therapeutic interventions to individuals experiencing crisis.
 - Maintain strong working knowledge of DSM5 diagnostic criteria, particularly for substance use, Severe Mental Illness (SMI), and Severe Persistent Mental Illness (SPMI), and Intellectual Developmental Disability.

- Ensure connections are made to services and supports beyond the Day Center based on individual choice and clinical assessment. Facilitate warm handoffs as required.
 - Participate in clinical and administrative supervision, case conferences, staff meetings, in-service training, continuing education units, and other staff development activities.
 - Facilities Manager
 - Responsible for overseeing the Day Shelter's equipment and space to ensure it is safe and functional.
 - Responsible for maintaining the cleanliness of the Day Shelter.
 - Showers, bathrooms, tables, and cots, etc.
 - Responsible for setting up and breaking down aspects of the Day Shelter each day and any maintenance that is required.
 - Maintain accurate and up-to-date documentation that describes any repairs that must be made to the facility.
- Intake & Data-Collection
 - Intake will be conducted for each client that enters the Day Center. Clients will be served on a walk-in basis, with priority given to those who are sleeping outside.
 - Every client will complete an HMIS intake performed by an HMIS-certified member of staff.
 - All client information will be entered into HMIS in accordance with data quality and timeliness.
 - Each client will sign a service agreement form that verifies that the client will abide by program rules and policies.
 - Each client will complete a self-verification of homelessness.
 - When intake is complete, clients will be permitted to bring one oversized bag into the Day Center.
- Resource Navigation
 - Every client will have access to resource navigation services. Resource Navigation will be conducted by a trained member of staff and include but are not limited to: assistance in obtaining vital documents (ID, Birth Certificate, Social Security Card), assistance calling Entry-Point, Street Outreach referrals, enrollment in Medicaid and SNAP, assistance applying for Social Security benefits.
 - Resource Navigation will differ slightly for each client, depending on their situation and needs, but will always include a standard discussion of:
 - What support systems they may have
 - Diversion opportunities
 - Referrals to other agencies
 - In addition to the standard services provided by OTM staff, community partners (Step-Up Durham, Samaritan Health, etc) will be invited to give regular presentations about services offered outside of the CoC.
 - Open Table Ministry staff will be cognizant of avoiding any duplication of services with clients who are already connected to case management resources.
- Sleeping Cots
 - 15 sleeping cots will be provided for neighbors to use during the duration of the Day Center hours. The cots will be separated from the general area by a partition to provide privacy. Cots will be reserved for neighbors who are literally sleeping outside (neighbors who are spending nights at shelters will not be eligible for the cots). Clients will be provided disposable blankets and earplugs.

- Showers
 - Showers will be available to all neighbors who access the Day Center. Showers will be offered from 9 am to 3 pm.
- Laundry
 - A laundry service will be provided daily. There will be 10 laundry “slots” available. 10 individuals will be able to wash one bag of clothing. Neighbors who wish to wash their clothes will leave their laundry bags in the designated area by 10 am. Open Table will then take the laundry bags to a laundry mat and return the clothes by 2 pm. Neighbors will be able to use the laundry service twice a month.
- Bathrooms
 - Bathroom access will be provided throughout the day. The bathrooms will be locked throughout the day and neighbors will have to access a key from Open Table staff. Neighbors are expected to treat the bathrooms with respect and maintain the cleanliness of the bathrooms.
- Exiting
 - Each day, at 4:30 pm neighbors will be reminded that the Day Center will be closing at 5 pm. Neighbors will be encouraged to wrap up what they are doing and prepare to leave for the day. Neighbors will **not** be permitted to leave any personal belongings at the Day Center. Open Table will not be responsible for any bags or items that are left behind. At 5 pm, neighbors will be expected to leave the Day Center promptly.
- Termination of Services
 - Clients may voluntarily terminate services with Open Table Ministry for any reason and at any time. Clients are also expected to uphold a respectful manner while working with OTM staff. Failure to do so could lead to discharge from the program. If a client violates project requirements, OTM will use professional discernment to examine all extenuating circumstances when determining if the client should be terminated from the program. OTM will only terminate assistance to a client in the most severe cases. If the decision for termination is made, a written notice that outlines the decision to terminate, the reasoning behind it, as well as their right to present objections to an OTM staff member other than the person who made the approved termination will be given to the client. After objections are made, the decision to terminate will be reviewed and the client will expeditiously be given a written final decision of termination. At any point, if clients would like to file a grievance, they may follow the OTM grievance procedures outlined OTM Grievances and Appeals Policy. Additionally, clients may appeal any decisions made by OTM, and/or notify the CoC of any grievances through the “Durham Continuum of Care Client Grievance Form.”
 - Voluntary Exits
 - Clients may choose to exit their room/the program at any time during their stay, for any reason. It is expected that the client notify OTM staff of their desire to exit so they can be directed out of the building.
 - No voluntary exit will impact a client’s ability to receive other or future OTM services unless the client has presented a terminal risk to staff or other clients.
 - Note: Clients will be permitted to leave the Day Center to smoke, but any absence that lasts longer than 15 minutes will result in the client exiting the Day Center for the day.
 - Program Violations

- If a client is found to be in violation of program rules and regulations, they will be provided a warning of the potential involuntary exit. If the violation is considered to be severe, or the warning is ignored, then the client will be exited from the program. In the most extreme cases, those involved will also be banned from the program. Clients will always receive formal, written notices of their involuntary exit and ban, if applicable.
- Program Violations are as follows:
 - Aggressive or inappropriate behaviors, including being disrespectful to OTM staff and other clients.
 - Any violation of local, federal, or state laws.
 - Destruction or damage of Day Center property.

Addendum - HUD/NCCEH/CoC Program Standards

- Have policies and procedures for evaluating individuals' and families' eligibility and determining the process for prioritizing eligible households in emergency shelter
- Program standards that meet HUD's requirements for emergency shelters to define policies and procedures for admission, diversion, referral, and discharge standards as well as safeguards to meet needs for special populations such as victims of domestic violence, dating violence, sexual assault, and stalking
- Policies and procedures for coordination among service providers
- Definitions for participation in the CoC's Homelessness Management Information System
- Program accountability to individuals and families experiencing homelessness, specifically populations at greater risk or with the longest histories of homelessness
- Adequate program staff competence and training specific to the target population served
- ES Overview
 - Emergency shelter is any facility whose primary purpose is to provide temporary housing for individuals or families experiencing homelessness for a period of 90 days or less
 - Emergency shelters should provide triage and interim beds for high-need and chronically homeless individuals and families while they partner with permanent housing programs to place participants
 - Shelters will provide safe, temporary housing options that meet participant needs in accordance within guidelines set by the Department of Housing and Urban Development.
- Personnel
 - Staff supervisors of casework, counseling and/or case management services have, at a minimum, a bachelor's degree in a human service-related field and/or experience working with individuals and families experiencing homelessness and/or other issues that place individuals and families at risk of homelessness.
 - Staff supervising overall program operations have, at a minimum, a bachelor's degree in a human service-related field and/or demonstrated ability and experience that qualifies them to assume such responsibility.
 - All program staff have written job descriptions that address tasks staff must perform and the minimum qualifications for the position.
 - If the shelter provides case management as part of its programs, case managers provide case management with the designated Case Management Tool on a frequent basis (every six months minimum) for all clients.

- Intake & Eligibility

- All projects shall ensure that the provision of assistance does not cause a Duplication of Benefits (DOB) Prior to assisting participants, the following steps shall be taken:
 - 1. Staff complete a DOB Checklist with prospective project participants, which identifies all housing or other assistance that they have received, or are currently or anticipate receiving, and certifies to the accuracy of the information provided. Projects should integrate checklist questions into the intake process as much as possible to avoid repeating questions already asked and answered.
 - 2. Project staff evaluate the information provided in the DOB checklist and use it to conduct the DOB analysis.
 - 3. The project provides assistance that it determines to be non-duplicative based on the DOB analysis.
- Shelters funded by ESG-CV may not turn away eligible program participants and will coordinate care with other providers in the system to the greatest extent possible if the shelter is at maximum capacity.
- Shelters providing shelter to families may not deny shelter to a family on the basis of the age and gender of a child under 18 years of age. Any group of people that present together for assistance and identify themselves as a family, regardless of age or relationship or other factors, are considered to be a family and must be served together as such. Further, a project receiving funds under the ESG Program cannot discriminate against a group of people presenting as a family based on the composition of the family (e.g., adults and children or just adults), the age of any member's family, the disability status of any members of the family, marital status, actual or perceived sexual orientation, or gender identity.
- Programs will maintain release of information, case notes, and all pertinent demographic and identifying data in HMIS as allowable by program type. Paper files should be maintained in a locked cabinet behind a locked door with access strictly reserved for case workers and administrators who need said information.
- Programs may deny entry or terminate services for program-specific violations relating to safety and security of program staff and participants
- All ESG recipients must use the standard order of priority for documenting evidence to determine homeless status and chronically homeless status. Grantees must document in the client file that the agency attempted to obtain the documentation in the preferred order. The order should be as follows:
 - Third-party documentation (including HMIS)
 - Intake worker observations through outreach and visual assessment
 - Self-certification of the person receiving assistance
- All adult program participants must meet the following program eligibility requirements in ESG-funded emergency shelter:
 - 18 years or older
 - Literally homeless, imminently at-risk of homelessness, and/or fleeing or attempting to flee domestic violence

- Case Management

- Shelters must provide the client with a written copy of the program rules and the termination process before he/she begins receiving assistance (and a signed copy must be kept on file).
- Shelter staff will provide regular and consistent case management to shelter residents based on the individual's or family's specific needs, including; general personal/interpersonal work;

connections to support networks, housing services, employment or other income assistance, and child care and/or education*.

- *Early Head Start, Head Start, Public Pre-K, community colleges, and others. Staff will liaise with the Durham Public Schools homeless school liaison to ensure coordination, allowing youth to attend their school of origin and to receive eligible educational and other services allowable under the McKinney-Vento Act.
- Shelter staff may provide additional services, such as assistance with; transportation, basic life skills, education, behavioral health, physical health, or legal services
- Individual(s) who are unwilling to participate in supportive services cannot be denied shelter

- Termination

- Termination should be limited to only the most severe cases. Programs will exercise sound judgment and examine all extenuating circumstances when determining if violations warrant program termination
- Additionally, projects must make it clear to the participant that termination of services does not bar the participant from receiving further assistance at a later date.
- Project participants shall receive a copy of the Durham CoC's grievance policy and procedures at project intake and be informed of their right to file an appeal of any suspension or termination to the Durham CoC.
- In general, if a resident violates program requirements, the shelter may terminate assistance in accordance with a formal process established by the program that recognizes the rights of individuals and families affected. The program is responsible for providing evidence that it considered extenuating circumstances and made significant attempts to help the client continue in the program. Programs should have a formal, established grievance process in its policies and procedures for residents who feel the shelter wrongly terminated assistance.
- Programs may carry a barred list when a client has presented a terminal risk to staff or other clients. If a barred client presents him/herself at a later date, programs should review the case to determine if the debarment can be removed to give the program a chance to provide further assistance at a later date.

- Client Files

- Client and program files should, at a minimum, contain all information and forms required by HUD (24 CFR 576.500), and the state ESG office, and/or the VA:
 - Documentation of homeless status
 - Determination of ineligibility, if applicable, which shows the reason for this determination
 - Program participant records
 - Documentation of using the community's coordinated assessment system
 - Compliance with shelter and housing standards
 - Services and assistance provided
 - Expenditures and match
 - Conflict of interest/code of conduct policies
 - Homeless participation requirement
 - Confidentiality procedures
- All client information should be entered into the NC HMIS in accordance with data quality and timeliness

- Projects must maintain a release of information form for clients to use to indicate consent in sharing information with other parties. This cannot be a general release but one that indicates sharing information with specific parties for specific reasons.
- Programs must maintain the security and privacy of written client files and shall not disclose any client-level information without written permission of the client as appropriate, except to program staff and other agencies as required by law. Clients must give informed consent to release any client-identifying data to be utilized for research, teaching, and public interpretation.
- All records pertaining to ESG funds must be retained for the greater of 5 years or the participant records must be retained for 5 years after the expenditure of all funds from the grant under which the program participant was served. Agencies may substitute original written files with microfilm, photocopies, or similar methods
- **Evaluation and Planning**
 - The shelter will conduct ongoing planning and evaluation to ensure programs continue to meet community needs for individuals and families experiencing homelessness.
 - Agencies maintain written goals and objectives for their services to meet outcomes required by HUD, CoC, and ESG projects.
 - Programs conduct, at a minimum, a quarterly review of project performance data in HMIS to ensure the reliability of data.
 - Programs conduct, at a minimum, an annual evaluation of their goals, objectives, and activities, making adjustments to the program as needed to meet the needs of the community.

COMMUNITY RESOURCE LIST

Housing/Shelters

- Entry Point
 - (984) 287-8313
 - From their website:
 - If you're facing homelessness in Durham, Entry Point is your first step. Entry Point Durham will work with you to find a solution to your housing crisis.
 - What will Entry Point Durham do for me?
 - Entry Point Durham is a trained team that helps people facing homelessness resolve their housing crisis. The Entry Point team will:
 - Listen as you share your current situation
 - Ask questions about what housing and services you need
 - Help you find a safe place to sleep tonight
 - Connect you to resources that may help resolve your housing crisis, such as shelter if it's available, health care services, transportation, and others.
- Housing for New Hope
 - Street Outreach, Rapid Rehousing, Permanent Supportive Housing
 - Must be referred by Entry Point
 - (919) 489-6282
- Urban Ministries of Durham
 - Main congregant shelter for Durham County
 - Must be referred by Entry Point
 - Main Phone→ (919) 682-0538
 - Shelter line→ (919) 682-0538 ext. 5287
- Families Moving Forward
 - Family Shelter
 - Must be referred by Entry Point
 - (919) 683-5878
- Open Table Ministry
 - Cold weather shelter (November – March)
 - Must be referred by Entry Point
 - 919-412-7011

Food

- endhungerdurham.org/food-pantries
 - This link has a list of food pantries in Durham
- Healing with CAARE
 - (919) 683-5300
- St. Joseph Episcopal Church
 - Breakfast M, W, F
 - 1902 W. Main Street

- Urban Ministries
 - M, W, F → 1pm - 3pm
 - T, Th → 9am - 11am and 5pm - 6:30pm

Primary Health

- Lincoln Community Health Center
 - 1301 Fayetteville St, Durham 27707
 - M-F 8am - 8pm; Saturday 8am-12pm
 - (919) 956-4000
- CAARE
 - HIV Testing, Counseling, Education, HOPWA
 - Mental Health Services
 - Free Dental Clinic
 - (919) 683-5300
- Samaritan Health
 - Medical care for adults and children
 - Prescription assistance programs
 - Optometry and eyeglass prescriptions
 - (919) 407-8223
- Alliance Health
 - Serves persons who are insured by Medicaid or are uninsured
 - (800) 510-9132

Mental Health Services

- Heart Team
 - Mental health and Crisis response
 - Call 911 and ask for the Heart Team

- Duke Regional Behavioral Health
 - A provider will sit with you and help assess your needs for therapy and/or medication.
 - (919) 684-0100 for appointments
 - 3643 N Roxboro St, #6 Durham 27704
- Carolina Outreach Behavioral Health Urgent Health Care
 - Provides walk-in services, emergency medication refills, and crisis counseling to children and adults with Medicaid or who are uninsured.
 - (919) 251-9009 for immediate assistance, or 844-866-1166 for questions about services
 - 2670 Durham-Chapel Hill Blvd. 27707
- Durham Wellness City - Recovery Innovations
 - Provides support for adults in recovery from mental health or substance use.
 - (919) 687-4041 for appointments
 - 2609 N Duke St., Ste 304, 27704
- National Alliance on Mental Illness (NAMI)
 - Provides free mental health support and resources

- Call (800) 950-6264, M-F 10am - 10pm
- Text: “NAMI” to 741-741 to connect to a counselor

Domestic Violence & Family Violence

- Durham Crisis Response Center
 - Provides counseling, shelter, hospital accompaniment, safety planning, legal assistance, and more, for those experiencing domestic violence.
 - Crisis Hotline: (919) 403-6562; General Inquiries: (919) 403-9425

Transportation

- Go Durham and Go Triangle Buses are free until June 2024

Employment Readiness

- StepUp Durham
 - Resume creation, job readiness trainings, connections to local employers
 - Virtual workshops required. Friends can either go to StepUp in person to attend the virtual workshops or can be invited to OTM office hours.
 - (919) 813-0207 or info@stepupdurham.org
- Vocational Rehabilitation Services
 - Helps persons with disabilities achieve their employment goals.
 - (919) 560-6810
 - 4312 Western Park Place, Durham, 27705
 - M-F 8am - 5pm

Veteran Support

- Durham VA Medical Center
 - Provides primary and mental health care, social programs and services for veterans.
 - va.gov/durham-health-care
 - 877-222-8387
 - 508 Fulton Street, Durham, 27705
- Triangle Veterans Wellness Outreach
 - Provides veterans and their families with access to medical support, assistance with VA claims, social security benefits, and more.
 - tvwocinc.org/assistance

Legal Assistance

- Legal Aid
 - Provides legal assistance in civil matters to low-income persons.
 - 201 W. Main St, Suite 400, Durham 27701
 - M-F 8:30am - 4:15pm; M & Th 5:30pm - 8:30pm
 - (919) 688-6396

Additional Resources

- Community Empowerment Fund
 - Financial Coaching, savings accounts, relationship-based support

- Sometimes has funds for utilities, evictions, and past-due rent.
 - Durham Office: (919) 323-3699
 - 2634 Durham-Chapel Hill Blvd, suite 6, Durham 27707
- Welcome Baby
 - Clothing for children ages 0-5, Parenting Classes, and access to Cribs.
 - (919) 560-7150
 - 721 Foster St., Durham 27701
- LGBTQ Center of Durham
 - Supports LGBTQ+ persons through services, resources, programming and support networks
 - (919) 827-1436
- A1 Payee Service
 - Payee Service in Durham County
 - (919) 323-8113
 - Email: mkelly009@nc.rr.com

Answers to common questions about the HEART crisis response programs

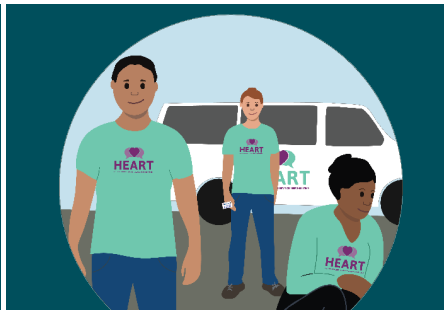


COMMUNITY SAFETY

CITY OF DURHAM



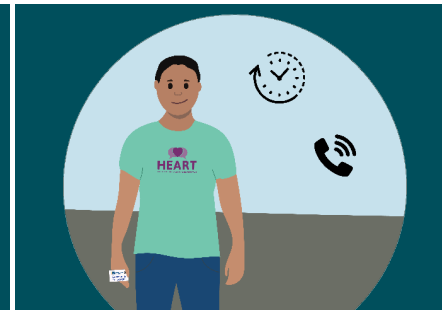
Crisis Call Diversion (CCD)



Community Response Teams (CRT)



Co-Response (COR)



Care Navigation (CN)

What does this program do?

CCD adds clinicians to our 9-1-1 call center so we can quickly connect you to a mental health professional when you or a loved one is experiencing a behavioral health crisis

CRT dispatches unarmed, 3-person teams as first responders instead of police when you call 9-1-1 about non-violent mental health crises or quality of life concerns

COR dispatches clinicians along with CIT (Crisis Intervention Team) -trained police officers to higher risk 911 calls involving mental health crises or quality of life concerns

CN provides in-person or phone-based follow-up within 48 hours after meeting with one of our responders when you need additional support connecting to care

Who is staffing each program?

Mental health clinicians

Mental health clinicians, peer support specialists, and EMTs

Mental health clinicians (in partnership with Durham Police officers)

Mental health clinicians and peer support specialists

When might I interact with this program?

When you call 9-1-1

When you need an in-person response to a 911 call and live within Durham city limits.

When you need more support connecting to services after engaging one of our teams.

Can I request this response?

Residents should not worry about how to request the right response. Please continue to call 9-1-1 and Call Takers will route the call to the appropriate responder based on their protocol questions and the needs of the caller.

Where does this program operate?

As of October 23, 2023, all programs operate citywide in Durham.

What are the hours of service?

7 days a week, 9am–9pm

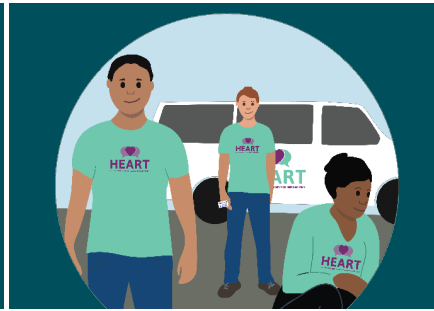
7 days a week, 9:15am–11:45pm

7 days a week, 6am–9pm

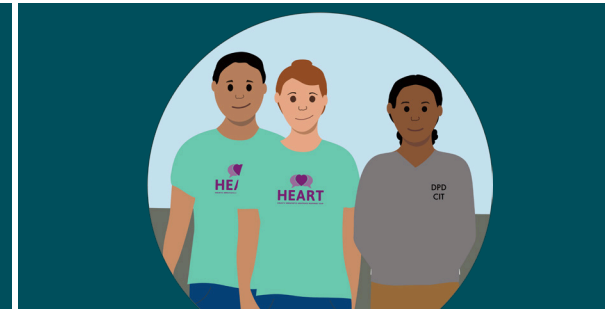
7 days a week, 9am–9pm



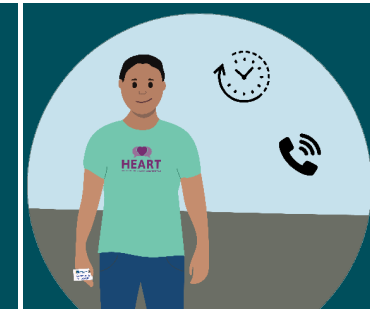
**Crisis Call
Diversion (CCD)**



**Community Response
Teams (CRT)**



**Co-Response
(COR)**



**Care Navigation
(CN)**

What kinds of calls are eligible for this program?

Suicide threat, Mental Health Crisis, and other calls involving behavioral health concerns

Suicide Threat, Mental Health Crisis, Trespass, Welfare Check, Intoxicated Person, Prostitution, Public Indecency, and Assist Person calls *where the person is not in possession of a weapon or physically violent toward others*

Attempted suicide; Custody issue; Involuntary commitment; and any of the following where there is an increased risk of violence and/or a weapon is present: Trespass; Intoxicated person; Panhandling / nuisance; Indecency / lewdness; Prostitution; Physical / verbal disturbance; Harassment; Threat; Reckless activity; Abuse; Threat; Domestic violence

CN follows up with our neighbors after they have had an initial interaction with one of our staff from CCD, CRT, or COR.

Is Durham the first to do this?

No. Durham is the first in NC, but other U.S. cities with this program include Houston, Charleston, Austin, and Philadelphia.

No. Durham is the first in NC, but other U.S. cities with this program include San Francisco, Denver, Portland, and Albuquerque.

No. Other U.S. cities with this program include Denver, Houston, Raleigh, among others. While many co-response programs run entirely out of Police or Fire depts., Durham partners two public safety depts., Community Safety and Police.

No. Some other U.S. cities with this program include Raleigh, Greensboro, and San Francisco.

How were programs developed?

All programs have been developed with a lot of careful planning that was, and continues to be, community-informed, highly collaborative, data-driven and evidence-based.

How can I stay informed?

HEART's online dashboard provides a lot of data and information on each program. View the up-to-date dashboard at www.durhamnc.gov/HEART-data

How can I identify HEART?

HEART responders wear matching teal shirts with distinctive logos to help you identify them in the community. View this visual identity on the following page.



Care Navigation Peer Support Specialist

Position Description

In 2022, the Durham Community Safety Department (DCSD) launched four 911 crisis response programs—collectively known as HEART (Holistic Empathetic Assistance Response Teams)—to meet the needs of people in crisis with compassionate care and behavioral health expertise. The team is currently hiring additional staff to support this goal and partner with Open Table Ministry’s Day Program. This position serves neighbors who reside within the city and county of Durham and focuses on individuals who are hard-to-reach and may not be currently engaging with existing available resources.

- The **Care Navigator Team** (consisting of a Peer Support and a Clinician) provides in-person outreach to neighbors who could benefit from Open Table Ministry’s (OTM) Day Program. The team will travel throughout the city and county of Durham to meet with community members who are undomiciled or not living in traditional housing. The team will also receive engagement referrals from infield responders and strives to connect with these individuals in-person within 48 hours of initial encounter. Care Navigators will transport individuals to OTM’s day program and provide connection to community resources as well as enter information into the Homeless Management Information System.

DCSD’s approach to work is flexible, highly collaborative, and evidence-driven. Our departmental culture prizes equity, care, and the health and safety of our staff. We are looking for candidates who share similar approaches and principles. We envision adding team members who are not only colleagues but partners in this challenging and purpose-driven work.

Duties & Responsibilities:

- Develop highly collaborative, trusting, and productive relationships with other Community Responder Team members.
- Coordinate regularly with Durham’s Unsheltered Coordinating Agency.
- Conduct outreach to unsheltered neighbors living within the city and county of Durham.
- Provide transportation as needed to neighbors including to OTM’s Day Program.
- Enter data into the Homeless Management Information System (HMIS) to accurately track and record interactions.
- Provide culturally competent peer counseling services to individuals experiencing non-violent, mental, and behavioral health crises, substance use crises, or Intellectual Developmental Disability crises, or quality of life crises.
- Act as an advocate for individuals in crisis and individuals on-scene, ensuring their needs are met and barriers to treatment are removed.
- Assist peers in identifying and engaging various community resources and supports.
- Offer peers opportunities to explore new resources, information, and alternatives to the emergency department for non-emergent needs.

- Follow-up to assure that connections are made to services and supports based on peer choice and clinician assessment. Facilitates warm handoffs to other services as needed.
- Maintain accurate and up-to-date documentation as required by the agency, local, state, and federal policy and requirements.
- Meet with peers to establish and maintain a positive and trusting relationship that is person-centered, strengths-based, and trauma-informed.
- Develop and maintain clear, open, timely, cooperative, and collaborative communication and working relations with all staff, clients, and partner agencies.
- Participate in clinical and administrative supervision, case conferences, staff meetings, in-service training, and other staff development activities. Integrate peer voices in planning, policy, and evaluation conversations.
- Demonstrate a high level of resilience and self-care as part of maintaining wellness in a high crisis and first responder position.

Minimum Qualifications and Experience:

- High school diploma (or GED).
- At least 2-3 years of direct lived experience within substance use, behavioral, and/or physical health systems.
- Completion of a mental health certificate program, peer support specialist certificate, or equivalent education.
- Two years of peer counseling or related experience working with diverse constituencies.
- Previous professional experience in crisis response or crisis intervention roles.
- Knowledge of:
 - the signs and symptoms of mental illness (i.e. auditory and visual hallucinations, aggressive talk and behavior, thoughts of self-harm or harm towards others, isolation, etc.), and
 - methods and techniques used in crisis intervention and crisis de-escalation (i.e. Crisis Intervention Training, Seeking Safety, Motivational Interviewing).
- A track record of demonstrating initiative and sound judgment when handling ambiguity.
- Must be able to travel to and from worksite and other locations within Durham.
- Basic computer knowledge and skills.
- Must be able to walk/stand up to 75% of any assigned shift. Note: The team will be transported in vans to crisis call locations.
- A commitment to and interest in the mission of the department: to enhance public safety through community-centered approaches to prevention and intervention as alternatives to policing and the criminal legal system.
- A commitment to equity, which could include having already attended racial equity trainings.

Strong candidates may also have:

- Significant experience with crisis response.
- Prior experience in outreach/engagement to populations under inordinate stress.
- Personal lived experience with those struggling with symptoms of mental illness, Intellectual Developmental Disabilities, alcohol or other drug use, justice involvement and/or homelessness.

- Strong knowledge and experience with service delivery (including counseling/treatment planning), documentation, clinical coverage policies (NC Service Definitions, i.e. ACT, CST IOP, SACOT, Innovation Wavier), utilization review, and data management.
- Ability to maintain confidentiality/HIPPA standards at all times.
- Ability to speak two or more languages, with a high priority on Spanish.
- Familiarity with Durham health systems and community resources/services for physical health behavioral and mental health, substance use, Intellectual Developmental Disability, family dynamics, sexual/physical abuse, Veterans' Services, vocational rehabilitation, housing, justice involvement, referral processes, and other services.
- Advanced collaboration and interpersonal skills with the ability to build consensus and promote the exchange of information among team members and partners.
- A commitment to, knowledge of, and affection for Durham and its communities, which could include living in Durham.

Care Navigator Clinician

Position Description

In 2022, the Durham Community Safety Department (DCSD) launched four 911 crisis response programs—collectively known as HEART (Holistic Empathetic Assistance Response Teams)—to meet the needs of people in crisis with compassionate care and behavioral health expertise. The team is currently hiring additional staff to support this goal and partner with Open Table Ministry’s Day Program. This position serves neighbors who reside within the city and county of Durham and focuses on individuals who are hard-to-reach and may not be currently engaging with existing available resources.

- The **Care Navigator Team** (consisting of a Peer Support and a Clinician) provides in-person outreach to neighbors who could benefit from Open Table Ministry’s (OTM) Day Program. The team will travel throughout the city and county of Durham to meet with community members who are undomiciled or not living in traditional housing. The team will also receive engagement referrals from infield responders and strives to connect with these individuals in-person within 48 hours of initial encounter. Care Navigators will transport individuals to OTM’s day program and provide connection to community resources as well as enter information into the Homeless Management Information System.

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Duties & Responsibilities:

- Develop highly collaborative, trusting, and productive relationships with other crisis response team members throughout the city and county.
- Coordinate regularly with Durham’s Unsheltered Coordinating Agency.
- Conduct outreach to unsheltered neighbors living within the city and county of Durham.
- Provide transportation as needed to neighbors including to OTM’s Day Program.
- Enter data into the Homeless Management Information System (HMIS) to accurately track and record interactions.
- Work closely with team members to de-escalate crisis situations and provide therapeutic interventions to individuals experiencing crisis.
- Maintain strong working knowledge of DSM5 diagnostic criteria, particularly for substance use, Severe Mental Illness (SMI) and Severe Persistent Mental Illness (SPMI), and Intellectual Developmental Disability.
- Assure that connections are made to services and supports based on individual choice and clinical assessment. Facilitate warm handoffs to other services as needed.
- Maintain accurate and up-to-date documentation as required by program deliverables and local, state, and federal policy and requirements.

- Develop and maintain clear, open, timely, cooperative, and collaborative communication and working relations with all staff, neighbors, community partners, and partner agencies.
- Participate in clinical and administrative supervision, case conferences, staff meetings, in-service training, continuing education units, and other staff development activities.
- Demonstrate a high level of resilience and self-care as part of maintaining wellness in a high crisis and first responder position.

Minimum Qualifications and Experience:

- Master’s Degree from an accredited college or university in Social Work, Counseling, Psychology or related Human Services field.
- Two years of experience working as a licensed professional for independent practice within any of the following areas:
 - Licensed Clinical Social Worker (LCSW)
 - Licensed Clinical Mental Health Counselor (LCMHC)
 - Licensed Marriage and Family Therapist (LMFT)
- Knowledge of:
 - diagnosis, evaluation, and treatment planning and psychotherapy,
 - the signs and symptoms of mental illness (i.e. auditory and visual hallucinations, aggressive talk and behavior, thoughts of self-harm or harm towards others, isolation, etc.),
 - methods and techniques used in crisis intervention (i.e. Crisis Intervention Training, Seeking Safety, Motivational Interviewing),
 - principal and practices of person-centered treatment plan development,
 - pertinent agency, federal, state and local laws, codes, and safety regulations.
- A track record of demonstrating initiative and sound judgment when handling ambiguity.
- Ability to maintain confidentiality, and particularly HIPAA confidentiality, at all times.
- Must be able to travel to and from worksite and other locations within Durham
- Must be able to walk/stand up to 75% of any assigned shift. Note: The team will be transported in vans to crisis call locations
- A commitment to and interest in the mission of the department: to enhance public safety through community-centered approaches to prevention and intervention as alternatives to policing and the criminal legal system.
- A commitment to equity, which could include having already attended racial equity trainings.

Strong candidates may also have:

- Significant experience with crisis response or working in shelter settings.
- Experience working with Peer Support Specialists or other individuals with lived experience with behavioral and mental health, substance use, and/or Intellectual Developmental Disability crises.
- Prior experience in outreach/engagement to populations experiencing frequent behavioral and mental health, substance use, and/or Intellectual Developmental Disability crises .

- Strong knowledge and experience with service delivery documentation (including counseling/treatment planning), HIPAA/Confidentiality standards, utilization review, and data management.
- Ability to speak two or more languages, with a high priority on Spanish.
- Familiarity with Durham health systems and community resources/services for physical health behavioral and mental health, substance use, Intellectual Developmental Disability, family dynamics, sexual/physical abuse, Veterans' Services, vocational rehabilitation, housing, justice involvement, and other services.
- Advanced collaboration and interpersonal skills with the ability to build consensus and promote the exchange of information among team members and partners.
- A commitment to, knowledge of, and affection for Durham and its communities, which could include living in Durham.

WEEK SIX | Monday, April 29

	29-Apr	30-Apr	1-May	2-May	3-May	
	[Meet in Conference Room 1A]	[Meet in Responder Room]	[Meet in Conference Room 1A]	[Meet in Responder Room]	[Meet in Conference Room 1A]	
9:00	Icebreakers	Infield Training	Sexual Assault & Trafficking NC CASA	Infield Training	Icebreakers	
10:00	Julota Session with Cassandra		Domestic Violence 101 NCC ADV		Lunch	Academy Debrief Leah
11:00	Radio & Freedom Tablet Training SS					Lunch -Time TBD
12:00	Lunch -Time TBD		Domestic Violence Protective Orders DCRC		Lunch -Time TBD	
1:00	Infield Training	Infield Training	Role-Playing: DV / Family Disturbance Theater Delta	Infield Training		
2:00					Lunch -Time TBD	Return to the office between 3:30-4:00
3:00	Return to the office between 4:00-4:30	Return to the office between 3:30-4:00	Hopes, Needs, Questions & Reflections	Infield Debrief		
4:00	Infield Debrief	Infield Debrief				



IN-FIELD CHECK OFF

Name:

Date:

Assessor:

Scoring system: 1-5

WELCOME (SET UP & INTRODUCTION)		COMMENTS
First Responder Culture	Score	Feedback & SS's Initial
Punctuality		
Cell phone usage		
Promptly responds to calls when dispatched		
Dress code		
Uses trauma informed approach when working with Neighbors		
Understands how and when to contact supervisors when on scene		
Successful internal and external conflict resolution		
Effective communication with team		
Consistently uses "Neighbor" when referring to the individuals we work with in the community		
Knows how to administer Narcan		
Demonstrates sound judgement on calls for service		
Radio Usage	Score	Feedback & SS's Initial
Radio etiquette and proper usage		
Clear and concise communication		
Calls for appropriate back-up		
Uses appropriate talk groups		
Understands most common 10-codes		
Able to switch between channels & zones		
Can explain emergency button activation procedure		
Responds appropriately to safety check-ins		
Knows how to switch zones		
Uses earpiece when on scene		
Knows how to prevent feedback		
Uses mobile radio when in a vehicle		
Speaks clearly with even tone and rate of speech		
Clear understanding of public safety response codes		
CAD / Freedom / Tablet	Score	Feedback & SS's Initial
Logging in/out		
Correctly updates unit status		
Able to navigate maps		
Reviews call history for each call		
Reviews notes for each call		
Can send/access messages		
Completes notes appropriately		
Able to find and review HELD calls		
Able to find and review ACTIVE calls		
Able to self-initiate calls w/ geo-verified location		
Able to correctly enter transport details		
Chooses correct disposition code		
Understands how to initiate emergency activation		
Knows how to access login info in iPad notes		
Julota	Score	Feedback & SS's Initial
Documentation is completed by the end of next working shift.		
Understands how information flows to Julota from CAD and their role in processing, submitting referrals, and closing services.		
For CCD & CN- completes role specific sections appropriately and timely		
For CRT- use QA form to review documentation		
Are responder surveys completed?		
Are demographics & contact info complete? (confirm that they could not get this information from neighbor if not complete)		

Vehicle Operations	Score	Feedback & SS's Initial
Knows how to report service needs/damages		
Knows how to get to fuel stations		
Knows how to refill fuel		
Can locate all assigned DCSD parking spots		
Understands the responsibilities of a driver		
Knows when and how to use traffic cones		
Knows how to plug-in Ford Escape 16222		
Knows when to wear safety vest		
Able to demonstrate safe backing-up skills		
Knows how to safely secure wheelchairs in Dodge Caravans		
Is able to secure Child Car Seats		
Knows steps of how to report an accident		
Clinician	Score	Feedback & SS's Initial
Understands IVC process		
Understands when and how to assess for SI/HI		
Implements de-escalation techniques		
Knowledgeable of resources		
Knows when and how to safety plan		
Knows when to refer to Care Navigation		
Successfully manages team dynamics on calls		
Peer Support	Score	Feedback & SS's Initial
Understands when to share experience		
Understands basic abreviations (SI/HI/HX)		
Knows when to refer to Care Navigation		
Knowledgeable of resources		
Implements de-escalation techniques		
EMT	Score	Feedback & SS's Initial
Knows how to handoff neighbor to EMS		
Appropriately identifies patients vs neighbors		
Understands and implements harm reduction techniques		
Correctly completes EMT bag daily checklist		
Knowledgeable of EMS Protocols		
Knows how to access EMT supplies		
Communication with other first responders	Score	Feedback & SS's Initial
Understands when/how to request for EMS/PD/Fire when reviewing call notes		
Communicates in a respectful natrue to other first responders		
Knows when and how to hand off calls to Fire/PD/EMS		
Check It, Inventory, and Supplies	Score	Feedback & SS's Initial
Correctly places vehicles in service and reserve		
Assigns correct unit when bringing vehicle in service		
Understands and follows vehicle rotation schedule		
Correctly records transfers when restocking vehicles		
Records withdrawels for all supply distributions		
Knows how to restock and when to use this function		
Has an understanding of where particular items are kept.		
Can put together Safe Sex Kit		
Can put together Hygene Kit		
Correctly completes daily checklist		
Safe use and securing of childseats		



DCSD-200

Approach to Crisis Response

Purpose

To establish a shared set of core values and approaches that DCSD responders will center in their crisis response encounters with neighbors.

Policy

DCSD prioritizes a person centered approach with a trauma informed lens during each interaction with community members. Our goal is to build trust and lasting relationships with our community members and demonstrate a reliable, holistic, compassionate approach to crisis response and care. DCSD personnel should identify and align with the individual's needs while taking steps to connect that person to any necessary resources.

DCSD seeks to center and respond to the needs of our neighbors appropriately and is committed to de-escalation and non-violent resolution that meets our neighbors where they are, and where responders respect the needs and choices of our neighbors.

Core Approaches to DCSD Crisis Response:

DCSD expects all of our responders to commit to and hold themselves and each other accountable to the following principles:

- **DCSD crisis response is community-centered.** Prior to launching DCSD crisis response pilots, the department engaged with and listen carefully to over 400 Durham neighbors to understand the kinds of responses they wanted most from our responders. The approaches and values below reflect the most consistent desires of our community.
- **DCSD crisis response is harm reducing.** Responders will approach neighbors in crisis in ways that honor the dignity of every person encountered, center people's needs, commit to nonviolent resolution, and respect individual needs and choices about their health. Harm reducing approaches seek to divert wherever possible away from encounters with the criminal justice system, emergency rooms, and psychiatric hospitalization.
- **DCSD crisis response is accessible and inclusive.** Responders will approach neighbors in ways that are welcoming, respectful, and culturally competent, including a commitment to language access.

- **DCSD crisis response is trauma informed.** Instead of approaching a neighbor’s crisis with a focus on “what’s wrong with you,” DCSD responders will focus on “what happened to you,” reflecting DCSD’s recognition that healing requires we strive to get a more complete picture of our neighbor’s life situation – both past and present. DCSD responders will deliver non-judgmental, compassionate care that seeks to listen first.
- **DCSD crisis response is reliable and predictable.** DCSD is committed to transparency, follow-through, and follow-up. Responders will build trust by showing up, listening, and following through on commitments they make. Responder’s goal is to arrive to each first response call for service in less than 30 minutes. Responders will avoid making promises they cannot deliver on, and in setting clear expectation on who they are, how services will be delivered, when they will be delivered, and how data gathered will be used and shared with others.
- **DCSD crisis response is familiar and empathetic.** DCSD that provide compassionate understanding and opportunities for frequent interaction with community members. Residents reiterated the significance of sharing lived experiences in the building of trust.

Overview

Historically, Durham has experienced minimal challenges posed by encampments of those experiencing homelessness. The number, size, and visibility of encampments has increased in recent years, however, which is in part reflective of national trends.¹ In response to rising public awareness of encampments, the City of Durham (City), Durham County (County), and the Durham Continuum of Care (CoC) have developed a three-pronged approach to address the challenges posed by encampments on City or County-owned property as well as State-owned property within Durham County:

Prevention: The City, County, and CoC recognize that a number of system-level and provider-level factors contribute to the existence of encampments in Durham. In an effort to prevent the creation of encampments, the Durham Continuum of Care commits to a housing first service approach that helps create low-barrier shelter and housing options for literally homeless Durham residents. A low barrier program is defined as a program that 1) Does not screen out clients for reasons other than those allowed in the Continuum of Care Policies and Procedures, 2) Avoids program rules and requirements other than those intended to keep clients and staff safe, and 3) Avoids temporary or permanent program bans, except in extreme situations of identified risk to client or staff safety. As part of its prevention approach, the City also invests in Street Outreach as a method to identify unsheltered people experiencing homelessness in Durham and then evaluate and address barriers to moving these individuals out of literal homelessness.

Response: When encampments do arise, the City, County, and CoC have developed an encampment evaluation and response protocol (below) to prioritize response and removal of encampments with the greatest effect on the health, safety, mobility, and quality of life of Durham residents. The evaluation and response protocol is led by an Encampment Lead Agency, with the participation of a number of City and County Departments to create an effective and thorough response to encampments assessed as highest priority for response.

Mitigation: Once encampments are cleared, the City, County, and CoC recognize the potential for re-habitation of the area. Given that areas that have been cleared of an encampment have been identified as high priority areas due to their effect on public health, safety, mobility, and/or quality of life, the City Department of General Services or County General Services for their respective jurisdiction will develop and implement a mitigation plan to address site characteristics that encourage re-habitation of the site.

This approach is guided by a belief that all people deserve a safe, healthy place to live. It is intended to value the experiences and quality of life of all Durham residents equally, whether or not they are currently living in a location meant for human habitation. With this in mind, the

¹ There was an increase from 27 reported encampments nationally in 2007 (just before housing market crash) to 326 in 2016, with 305 reported midway through 2017. *Tent City USA*, National Law Center on Homelessness and Poverty; https://www.nlchp.org/Tent_City_USA_2017

City and County recognize that some encampments on public property pose such a substantial impediment to the health, safety, mobility, and/or quality of life of Durham residents that they necessitate a response that includes eventual encampment clearing.

It is the goal of this response plan to find a viable housing option, ideally permanent, for each encampment resident that provides a safe place to sleep in a location meant for human habitation. A viable housing option considers the needs and characteristics of the individual/household and meets the standards of a low barrier program outlined above. However, the City, County, and CoC recognize that, while these options may be identified, it is the right of any individual to decline these options even as encampment clearing proceeds. Given that some individuals may continue to sleep outside in a new location after an encampment is removed, the City, County, and CoC understand that encampment removal may, at times, mean unplanned encampment relocation. Thus, the following response protocol is to be used to identify the highest priority encampments that, despite risk of unplanned relocation, pose sufficient concerns for the health, safety, mobility, and/or quality of life of Durham residents to warrant removal.

Definitions

"Encampment" means one or more tent, structure, or assembly of camping equipment or personal property located in an identifiable area within the City or County of Durham, which appears to a reasonable person as being used for camping.

"Immediate hazard" means an encampment where people camping outdoors are at risk of serious injury or death beyond that caused by increased exposure to the elements or their presence creates a risk of serious injury or death to others; including but not limited to encampments at highway shoulders and off-ramps, areas exposed to moving vehicles, areas that can only be accessed by crossing driving lanes outside of a legal crosswalk, and landslide-prone areas.

"Obstruction" means people, tents, personal property, garbage, debris or other objects related to an encampment that interfere with the pedestrian or transportation purposes of public rights-of-way; or interfere with areas that are essential to the intended use of a public property or facility.

"Personal Property" means an item that: is reasonably recognizable as belonging to a person; has apparent utility in its present condition and circumstances; and is not hazardous. Examples of personal property include but are not limited to identification, personal papers and documents, tents, bicycles, radios and other electronic equipment, eyeglasses, prescription medications, photographs, jewelry, crutches, and wheelchairs. Personal property does not include building materials such as wood products, metal, pallets, or rigid plastic. In cases in which it cannot be reasonably determined whether or not an item is personal property, the item will be treated as personal property.

Response Process and Protocol

Responsible Parties: The following parties are responsible for executing specific aspects of the encampment assessment and response protocol. In cases in which both a City and County agency is named as a responsible party for a specific duty, the responsible party will be determined based on the owner of the land and the location of the encampment. In such cases, encampments on city property will be addressed by city-owned departments, encampments on county property will be address by county-owned departments, and encampments on state property will be addressed by city departments when within city boundaries and county departments when outside city boundaries.

- Encampment Lead Agency (ELA): This agency both coordinates the response to Durham’s encampments and staffs a street outreach worker funded by the City who engages with individuals living in encampments. Although the street outreach worker provides outreach and advocacy to unsheltered individuals experiencing homelessness in Durham year-round, the worker will prioritize outreach and advocacy to individuals living in an encampment selected for this response protocol at the direction of the designated Encampment Response Coordinator at the ELA.
- City Department of Solid Waste Management (City DSWM) and City Department of General Services (City DGS) or County General Services (County DGS): Responsible for collecting and disposing of debris when a cleanup is underway, for storing the possessions of encampment residents, and for developing and implementing a site mitigation plan to dis-incentivize re-habitation of the area.
- City Police Department (City PD) or County Sheriff’s Office (County SO): Responsible for providing security when an encampment disbandment and cleanup is underway, preferably with law enforcement officers who have received CIT or similar training. Also responsible for implementing encampment disbandment per the timeline set by as part of the encampment response protocol and per the direction of the City Manager’s Office or the County Manager’s Office.
- County Department of Social Services (DSS): Responsible for dispatching social workers as needed to assist the Encampment Lead Agency with resident outreach and engagement efforts as-needed.
- County Department of Public Health (DPH): Conducting a health and safety designation inspection of encampments at the request of the County Manager
- City Department of Transportation (City DT), County Sheriff’s Office (County SO) or Div. 5 of the North Carolina Department of Transportation (Div. 5 NCDOT): Responsible for assessing the effect of encampments on public right-of-way and for posting notices at encampments.

Additional Involved Parties

The following parties, though not part of the convened group of responsible parties, are responsible for an aspect of encampment response:

- Department of the City Attorney or Department of the County Attorney: As-needed, per direction of the City or County Manager, advise on the legality of any action taken to remove individuals from an encampment.
- County Manager’s Office: Responsible for directing the ELA to respond to a specific encampment on County property and for directing DPH to make public health determinations per the request of the convened responsible parties. Also responsible for directing the County Sheriff’s Office to implement encampment disbandment according to the timeline set as part of a specific encampment response plan.
- City Manager’s Office: Responsible for directing the ELA to respond to a specific encampment on City property. Also responsible for directing the Durham Police Department to implement encampment disbandment according to the timeline set as part of a specific encampment response plan.
- City Department of Community Development (DCD): Responsible for managing the ELA contract and for receiving, reviewing, and distributing monthly reports from the ELA during an encampment response

Defining Assessments

Once this policy is approved, the ELA will work with the relevant responsible parties to develop a definition and assessment tool for each of the following. The ELA will provide these to the City and County Manager for approval before they are used in the response protocol outlined below.

Response Protocol:

The response protocol will begin when the City or County Manager directs the Encampment Lead Agency (ELA) to respond to a specific encampment.

- ELA will convene responsible parties
 - Encampments on city-owned property: City DSWM, City DGS, City PD, DSS (as-needed), DPH (as-needed), City DT
 - Encampments on county-owned property: County SO, County DGS, DSS (as-needed), DPH (as-needed)
- Survey the encampment to evaluate:
 - Size (ELA)
 - Personal Property (ELA)
 - Effect on public right-of-way (City DT/County SO)
 - Threats to Public Health (DPH)
 - Threats to Public Safety (PD/SO)
 - Demographics/Characteristics of Residents (ELA)
 - Is there a viable housing option available for each resident?
 - Interest of residents in being housed

- Nuisance/Complaints (PD/SO)
- Based on encampment survey, the convened group will assess the following:
 - Impediments to public mobility
 - Threats to health
 - Threats to safety
 - Time needed to re-house
 - Citizen engagement
- Based on assessments, the convened group of responsible parties will provide a recommendation as to whether a resolution plan is needed for the encampment. If the resolution plan is recommended, the convened group will develop the plan. If a resolution plan is not recommended, the convened group will provide a report justifying the recommendation to DCD, who will work with either the City or County Manager's Office to approve or reject the recommendation. Based on the decision of the City or County Manager's Office to approve or reject the recommendation, DCD will direct the ELA to work with the convened group to develop a resolution plan. The resolution plan will include a timeline of typically no less than 60 days, beginning from the point that the assessments are completed and the response plan is in place, to vacate residents and clear personal property and trash. It is anticipated that a 90-day timeline may be most appropriate in many cases. This at least 60-day timeframe for resolution does not include site maintenance to prevent re-habitation, which must occur after the site has been vacated and cleared. For obstructions and immediate hazard encampments a response timeline of less than 60 days may be planned. The plan will include:
 - Outreach and engagement with residents to find appropriate housing plans that meet resident needs and to advise residents of the timeline to clear the encampment (ELA and DSS as-needed)
 - Assess, gather, and plan with individuals: Create a by name list of residents and work with each occupant to develop their housing plan with a timetable, noting lead accountable person/agency with each occupant. Each person in the encampment at the time the by-name-list is created will be offered a viable low barrier housing option specific to their particular situation and experienced barriers. Continue engagement until housed, ideally permanently. Those who move in to the encampment after the creation of the by-name list will be engaged by the ELA with the intention of 1) communicating plans to vacate the encampment, 2) discouraging additional people from settling in the encampment, and 3) providing outreach and engagement similar to that provided by the ELA as part of standard street outreach services.
 - Establish trust and build relationships: If possible, work through those providers who may have existing relationships with the individuals in question, and keep in mind that an average of four contacts is needed to demonstrate trustworthiness. To the extent possible, and in alignment with interest and goals of individual clients, work to identify and connect clients to support services needed to help the client stabilize and/or find and maintain housing.

- Schedule for posting notices of plans to clear the encampment. The notices shall include a final 14-day notice to vacate the encampment with the location of stored personal property and length of storage before disposal of at least 30 days. (City DT/County DGS)
- Plan for encampment cleanup, storing of personal property in a location accessible by public transit, and site maintenance to prevent re-habitation. To the extent possible, personal property believed to belong to an individual or household will be grouped together and stored separately from personal property believed to belong to other individuals or households. Site must be cleared of all trash and personal property as soon as possible and within ten business days of the date of encampment vacate (City DGS and City DSWM/County DGS)
- Security plan to provide escort to public employees and ELA staff as deemed necessary during presence at encampment site (PD/SO)
- Once the encampment resolution plan is approved, the Encampment Lead Agency will oversee and coordinate implementation of the plan, providing monthly reports to DCD on plan progress. The Department of Community Development will share updates with the City and County Managers. The ELA will work with DCD to prepare a progress report for the HSAC at the mid-point for implementation of a specific encampment response plan.
- Within 30 days an encampment clearing, the ELA should work with the convened group to conduct an assessment of the process, noting key players, what worked, what did not work, and provide recommendations for improvement, especially noting gaps in the system of response. The ELA will provide this review to the DCD. As needed, HSAC staff at DCD will present to the HSAC on the results of these reviews with recommendations for modifications and improvements to the Encampments Response Policy.

DCSD-501

Transportation of Individuals

Purpose

The purpose of this policy is to provide procedures for DCSD personnel who are transporting individuals.

Policy

It is the policy of DCSD to ensure the safety of all individuals and DCSD personnel during transportation.

Definitions

- A. Transport: any movement of an individual in a vehicle from one geographical location to another.
- B. Personnel: Authorized DCSD Responder
- C. Individual: A person experiencing issues with mental and behavioral health, inebriation, homelessness, addiction, chronic mental illness as well as other issues that do not require police, fire or EMS response.

Procedures for Transporting of Individuals

- A. Personnel authorized to transport individuals:
 - 1. Community Response Team Units
 - 2. Care Navigators
 - 3. DCSD Clinical Managers
 - 4. Operations Administrator, Director and Assistant Director
 - 5. Other DCSD staff as approved by the Director in writing
- B. Where possible, EMTs are the preferred driver for Community Response Teams given this team member's experience driving ambulances
- C. Personnel may only transport individuals that have agreed and digitally signed the completed DCSD Transport Agreement form in DCSD's clinical management software.
 - 1. Individuals that have signed the transport agreement form agree to follow the guidelines stipulated in the transport agreement form.
 - 2. Should the individual refuse to sign the transport agreement form then transport may not be provided by department personnel.
 - 3. The DCSD Transport Agreement form will note the following:
 - i. Name of Personnel

- ii. Unit # and Vehicle #
 - iii. Pick up location
 - iv. Time of Pick Up
 - v. Starting Mileage
 - vi. Drop off location
 - vii. Time of Drop Off
 - viii. Ending Mileage
- D. Personnel may take the following steps to ensure no contraband, weapons, or other items are present in the back seat of their unit prior to, during and after transporting individuals
1. All personal belongings (i.e. any bags, backpacks, purses) of the individual being transported must be placed in the trunk of the vehicle before transport. If the individual declines to place their personal belongings in the trunk of the vehicle, then the property may not be transported.
 2. Personnel may ask the individual to empty their pockets if the individual declines the safety precaution of checking for weapons, then transport may not be provided.
 3. Personnel will exercise personal and professional judgement before transporting an individual. Personnel may specifically consider whether there are any safety concerns, such as agitation or lack of cooperation, that might impact a safe transport for all individuals involved.
- E. Seatbelts and/or child restraints will be used while the vehicle is in motion.
- F. Personnel may terminate transportation when the individual becomes upset, expressing aggressive behavior, or when the individual requests to terminate the transportation.
1. Personnel must pull vehicle into a safe location
 2. Allow the individual to exit the vehicle
 3. Personnel will return all personal belonging items to the individual
 4. Notes must be entered into the CAD (if applicable) and DCSD clinical management system, and Personnel must notify DECC dispatchers of the termination of the transport.
- G. Personnel may transport individuals to local service providers to include nonprofits, food banks, shelters, motels that accept vouchers, and to the downtown main bus terminal. With approval from the Supervisor on duty, Assistant Director, or Director, DCSD personnel may transport individuals to private residencies. Personnel may not transport persons to the hospital and must escalate these transports to EMS.
1. Prior to transport, personnel are required to contact (a) the identified local service provider to ensure that the individual can be transported to their facility and engage in services, or (b) the primary tenant for private residencies if the dwelling is not the residence of a person in crisis to ensure the person will be welcomed when they arrive.
 2. If an individual is requesting to be transported to an unauthorized location, personnel may offer to transport the person to the main downtown bus terminal where persons can ride the bus fare free. Exceptions may be approved by the Supervisor on duty, Assistant Director or Director.
- G. Personnel will only initiate transportation if the individual is located within the DCSD area of service (reference DCSD policy 206)
- a. An individual may not be transported outside Durham County.

- b. DCSD staff will attempt to assist individuals in obtaining alternative transportation to a location outside of Durham County as needed.
 - c. Personnel will track how often there are request for transport outside of Durham County by using DCSD's clinical management software system.

- H. Prior to transport, Personnel will record in the CAD system the following information using the Freedom application:
 - a. The destination location
 - b. Starting mileage of DCSD vehicle.
- I. Upon arrival at the destination, Personnel will:
 - a. Record in the CAD system the following information using the Freedom application:
 - i. Arrival at the transport location
 - ii. The ending mileage of DCSD vehicle.
 - b. Return all personal belonging items to the individual and escort them into the facility and help get them checked in if possible
- J. Personnel will document all efforts to transport and outcomes of related transports to DCSD clinical management platform before end of shift. If call created a CAD number then required transport notes must be entered before clearing call.
- K. Personnel unable to provide transport to the individual must attempt to contact other transportation service providers.
 - a. Bus passes may be issued to assist the individual with viable transportation should Personnel determine transportation cannot be provided.
 - b. If it is a medical emergency EMS and DPD may also be asked to assist with transport. Personnel will wait for the arrival of the emergency response to the incident. Further instructions may be provided by DECC dispatchers.
 - c. If a serious medical concern is identified while a transport is in progress, personnel will notify DECC by radio transmission and request further instructions on if and how immediate medical actions can be done to address the current medical concern.
- L. Transporting individuals with physical disabilities.
 - a. Personnel will make all reasonable efforts to accommodate the needs of the individual with physical disabilities.
 - b. If the individual is in a collapsible wheel chair and is able to get into the vehicle with minimal assistance, then transport will be provided.
 - c. Individuals confined to a wheel chair or who use a walker will be transported.
 - d. Personnel will call the Clinical Manager on duty to receive assistance retrieving mobilized or manual wheelchair that do not fit in the vehicle.

The Restoration Place Grant Application

DURHAM COUNTY GOVERNMENT

AMERICAN RESCUE PLAN ACT REQUEST FOR PROPOSALS



Applications Due: June 3, 2024





Durham County Government American Rescue Plan Proposals Application Instructions and Guidelines

American Rescue Plan Act Funding Overview.....	1
Federal Guidelines for the Use of SLFRF Funds	1
Durham County Framework for Use of SLFRF Funds	1
Durham County American Rescue Plan Act Nonprofit Grant Program.....	3
Request for Proposals Phase 3 – Homeless Services Expansion Program (\$2,000,000)	4
Background	4
Request for Proposals – Homeless Services Expansion Program	5
Important Considerations	5
PROPOSAL INSTRUCTIONS AND PROCESS HIGHLIGHTS.....	7
Durham County Government ARPA Nonprofit Grant Program Application.....	12



American Rescue Plan Act Funding Overview

In March 2021, President Biden signed the American Rescue Plan Act (ARPA). Of the \$1.9 trillion package, Durham County will receive \$62,445,275 from the Coronavirus State and Local Fiscal Recovery Funds (SLFRF) program, which will be split into two equal payments of \$31,222,637.50. Funds must be incurred and obligated by December 31, 2024. In addition, all funds must be expended to cover obligations and all work must be completed by December 31, 2026. The SLFRF program funding is intended to be a transformative investment to the community, with the goal of leveraging resources from other local, state, and federal dollars to optimize the potential overall community impact.

Federal Guidelines for the Use of SLFRF Funds

The U.S. Treasury Department has issued a Final Rule for the SLFRF program to establish guidelines for use of the program funds. A link to the U.S. Treasury Final Rules for SLFRF funds follows: [SLFRF-Final-Rule-Overview.pdf \(treasury.gov\)](#). Under the Final Rule, the U.S. Treasury Department set specific guidelines and requirements regarding how funds can be expended using ARPA dollars. Among its provisions, the Final Rule included the following guidelines for the allowable uses of SLFRF funds:

U.S. Treasury Guidelines for Primary Ways to Invest ARPA Funds

- **Support public health response:** COVID-19 mitigation efforts, medical expenses, behavioral health care, and certain county public health, public safety, human services, and other related staff.
- **Address negative economic impacts:** Respond to economic harms to workers, families, small businesses, impacted industries, and rehiring of public sector workers (including county staff).
- **Replace public sector revenue loss:** Use funds to provide government services to the extent of the reduction in revenue experienced during the pandemic – this provision allows a much broader use of funds.
- **Premium pay for essential workers:** Offer additional compensation, up to \$13 per hour in additional wages, to those – both county employees and other workers in the community – who have faced and continue to face the greatest health risks due to their service.
- **Water and sewer infrastructure:** Make necessary investments to improve access to clean drinking water, invest in wastewater and stormwater infrastructure.
- **Broadband infrastructure:** Provide investments to provide unserved or underserved locations with new or expanded broadband access.

Coupled with the Durham County Government's guiding principles on the use of ARPA funds, adopted by the Board of County Commissioners and outlined below, adherence to the U.S. Treasury guidelines will help ensure that these historic, one-time federal dollars have lasting community impacts.

Durham County Framework for Use of SLFRF Funds

On May 4, 2022, the Durham County Board of County Commissioners (BOCC) formally adopted a framework to guide the County's implementation and management of its SLFRF grant funding: [American Rescue Plan Act \(ARPA\) Funds | Durham County \(dconc.gov\)](#). This framework outlined approaches for



ARPA funding allocations that aligned with the BOCC's strategic priorities and emphasized prioritizing projects that promote evidence-based, transformative solutions to identified issues. Strategic priorities identified for SLFRF funding allocations included:

- **Community Empowerment and Enrichment**
 - Education – Provide and support learning enrichment opportunities that support educational achievement and life success.
 - Workforce Development – Strengthen the workforce by support the provision of effective education, training, and workforce support, particularly for hard-to-employ groups.
 - Family Success – Support and provide programs, services and systems which improve life skills and increase family success and prosperity.
- **Health and Well-Being for All**
 - Healthy Lives – Increase the number of healthy years that residents live.
 - Healthy Children and Youth – Support the optimal growth and development of children and youth.
- **Safe Community**
 - Prevention Services – Reduce the number of people entering and involved with the criminal justice system.
- **Environmental Stewardship and Community Prosperity**
 - Community Prosperity – Provide and support the community and economic vitality for all residents of Durham County.
- **Accountable, Efficient and Visionary Government**
 - Sound Business Systems – Ensure sound fiscal, operational and technology systems.

Further, the BOCC-adopted ARPA Framework included the following guidelines for the use of ARPA funds:

- Leverage ARPA funds with federal, state, and local community resources to optimize the local allocation.
- Prioritization given to funding that addresses equity, including:
 - Reducing or eliminating health disparities.
 - Closing the achievement gap.
 - Equitable access to resources in historically disenfranchised communities.
 - Infrastructure support to unincorporated areas.
 - Funding to support minority-owned businesses.
- Evaluate infrastructure needed to address compliance increased workloads resultant from COVID-19 in human services, public safety, and administrative operations.
- Establish a framework for an inclusive process to allow for community discussions and input. Coordinate discussions with community partners, when possible, with communication to include accommodations for non-English speaking and individuals with hearing and visual impairment.



- Project prioritization will be given to funding priorities that support the Board’s strategic and capital plans and other assessments endorsed by the BOCC. Projects should reflect evidence-based and/or data-driven solutions.
- County expenses that can be reimbursed through FEMA should be limited on ARPA dollars.
- Identify strategic one-time projects and/or a sustainability strategy for initiatives that require funding beyond one year.
- Establish a rubric to evaluate and rank projects to ensure the optimal and highest use of funds.
- Develop strong internal controls to ensure compliance standards are met.
 - Compliance must remain in the forefront of project development, execution, and evaluation. Allocated ARPA funding that does not meet the required federal compliance standards will have to be reimbursed by the County using local dollars.
 - As stewards of these federal dollars, this ownership must be reminded often to ensure procurement and contractual obligations align with Uniform Grant Guidance.

Based on the BOCC’s adopted plan for ARPA funds use, allocations and Request for Proposals (RFPs) were planned to occur in various phases to ensure dollars are expended within the U.S. Treasury prescribed timeline.

Durham County American Rescue Plan Act Nonprofit Grant Program

To execute the BOCC framework for utilization of the ARPA funding, the County developed the new Durham County American Rescue Plan Act Nonprofit Grant Program. This program was developed in response to the health and economic crisis facing the community due to the ongoing effects of the COVID-19 pandemic. In addition, the impacts of the pandemic have highlighted the persistent socio-economic disparities facing low-income and minority populations in the County, exacerbating the negative impacts of the COVID-19 pandemic upon those populations. As such, the ARPA Nonprofit Grant Program was intended to provide the mechanism for distributing portions of the ARPA funding received by the County for specific external projects within the community to address the negative economic and health effects of the COVID-19 pandemic, particularly for the low-income and minority populations that have been disproportionately impacted.

The first phase of applications for the ARPA Nonprofit Grant Program were solicited through a Request for Proposals (RFP) published on July 5, 2022. This initial RFP solicited grant applications from community organizations for projects in the following areas:

1. Capacity Building and Technical Assistance for Child Care
2. Expanding Access to Affordable Child Care
3. Improving Child and Family Social, Emotional, and Mental Health – Children Ages 0-12
4. Improving Youth and Family Social, Emotional, and Mental Health – Youth Ages 13-24
5. Youth Enrichment Activities
6. Maternal Health Support
7. Crime Intervention

From the applications submitted through the initial RFP process, the County selected 49 projects for funding.



The second phase of the ARPA Nonprofit Grant Program was solicited through an RFP published on September 11, 2023. This RFP solicited grant applications from community organizations for projects to establish and maintain an ecosystem for entrepreneurial support and to provide targeted supports for small business owners in Durham County that have been negatively impacted by the COVID-19 pandemic. From the applications submitted through the RFP process, the County selected 2 projects for funding.

Request for Proposals Phase 3 – Homeless Services Expansion Program (\$2,000,000)

As the next phase of the ARPA Nonprofit Grant Program, the County has developed a third RFP that is intended to continue community efforts to respond to and recover from the COVID-19 pandemic through expanding services for individuals experiencing homelessness within Durham County, with a particular focus on expanding services provided during daytime hours.

Background

The COVID-19 pandemic caused significant negative economic impacts across all sectors of the Durham County community, with the most acute impacts felt by those members of the community that were already at the greatest risk. One of the most significant impacts was a decrease in housing security within the County, as supply chain difficulties and population growth during the pandemic period dramatically increased the cost of Fair Market Rent in Durham County to over \$1,300 per month. As a result, the County's population of individuals experiencing homelessness increased significantly from pre-pandemic levels in 2019. According to the Point-in-time (PIT) counts¹ completed from 2019 through 2023, the number of individuals experiencing homelessness in Durham County has increased from 361 individuals in 2019 to 375 in 2023. The highest numbers of individuals experiencing homelessness were counted in between these years, with 396 individuals in 2021 and 459 in 2022, before decreasing slightly in 2023. Within the total population of individuals experiencing homelessness, the total number of individuals experiencing sheltered homelessness decreased from 280 individuals from 2019 to 217 individuals in 2023. However, this decrease in individuals experiencing sheltered homelessness is likely attributable to a 35% reduction in emergency shelter capacity within Durham County rather than an overall improvement in homelessness within the County. Correspondingly, the number of individuals experiencing unsheltered homelessness has almost doubled during the pandemic period, increasing from 80 individuals in 2019 to 158 in 2023.

As part of its framework for implementing the County's ARPA funding, the Durham County Board of Commissioners approved several initiatives aimed at increasing the availability of affordable housing, including a \$13,500,000 partnership with the City of Durham to develop new affordable housing units and a \$1,500,000 investment to increase the use of land trusts for affordable housing in Durham County. As a complement to these efforts, and to provide services to those currently facing housing insecurity, the Board of County Commissioners approved the use of \$2,000,000 to fund grant awards to nonprofits to provide services to individuals experiencing homelessness. These efforts will help ensure that those individuals have access to essential support services and hopefully to help those individuals towards exiting homelessness.

¹ The Point-in-Time (PIT) count is an annual data collection required by the U.S. Department of Housing and Urban Development (HUD) as an attempt to count the number of individuals experiencing homelessness in a specific Continuum of Care (CoC). This count is conducted every January and includes individuals experiencing homelessness who are living in various shelters as well as those that are unsheltered.



Request for Proposals – Homeless Services Expansion Program

To accomplish these goals, the County is requesting proposals for grants from organizations that have previous experience providing services to individuals experiencing homelessness in Durham County. In particular, the County is seeking proposals for projects that will encompass the following activities:

1. Provide Expanded Daytime Services for Individuals Experiencing Homelessness

The first and primary priority for this RFP is for the selected organization(s) to provide an expansion of daytime services for individuals experiencing homelessness. Durham County strongly desires to utilize this grant program as an opportunity to provide a substantial increase in daytime services for individuals experiencing homelessness, and, as such, desires grant proposals that outline expansions of existing services and/or that include plans for new service offerings for the target population. Funding can be used for staffing to provide services, as well as any other costs necessary to ensure successful operation of the program.

2. Establish and Implement an Outreach and Engagement Strategy for Daytime Services for Individuals Experiencing Homelessness in Durham County

To ensure success of the program outlined for priority one, and to maximize the benefits provided by the grant program, the second priority for the grant program to be operated under this RFP is for an organization to ensure sufficient outreach and engagement with Durham County's population of individuals experiencing homelessness to enroll individuals in services provided under the program to the greatest extent possible. Respondents should include as part of their proposal an outreach and engagement strategy designed to maximize participation by the target population in the services provided under the program. Outreach activities may include street outreach or other activities, and funding can be used to pay for a broad range of outreach costs including for additional staff to conduct outreach activities.

3. Additional Services or Activities as Appropriate

Submitted proposals may include additional services or costs that respondents feel are necessary for successful implementation of an effective, comprehensive program for daytime service delivery for individuals experiencing homelessness. Any additional services or activities must be solely for the benefit of the target population, and respondents must provide a clear justification for the reasoning behind the inclusion of the additional services and the benefits that such services would provide the target population.

Important Considerations

Proposals may include costs for facility or space needs associated with proposed programming, subject to two important limitations:



- Funding may not be used to pay direct costs for any facility or space expenses that an organization is already incurring as part of its current operations. Organizations may use funding for indirect cost expenses related to existing facility or space expenses in accordance with applicable Federal requirements.
- Because of the timelines for the obligation and expenditure of ARPA funding, funding under this RFP may not be used for the construction of new permanent space for services for the target population. Funding may be used for the acquisition of temporary space, including for lease payments, as necessary.

Respondents must have at least 5 years of documentable, progressive experience providing services to individuals experiencing homelessness.

Through this competition, the County may elect to fund one or more of the submitted proposals. Due to the fixed budget for this grant competition, if more than one proposal is selected for funding, the County will negotiate with the selected organizations to determine a revised scope of work based on the originally submitted proposals that will reflect the amount of funding awarded.



PROPOSAL INSTRUCTIONS AND PROCESS HIGHLIGHTS

1. SOLICITATION OF APPLICATIONS

The County of Durham has opened a public application for proposals for ARPA funding. Durham County will accept requests submitted to the Durham County Government by **5:00 p.m. on June 3, 2024**. For a proposal to be considered, it must be based on terms, conditions and scope of services contained herein and must be a complete response to this RFP. Each Proposal should include the public application (pages 13-20 of this document) and any relevant supporting documentation. The County may elect to require oral presentations after receipt of the proposals if deemed necessary.

2. APPLICANT ORGANIZATIONAL STATUS

Nonprofits with 501(c)(3) status are eligible to apply for funding. Individuals, businesses (Sole-Proprietors, Partnerships, Limited Liability Corporations, and Corporations), or any company or organized group that is not a government-affiliated agency or nonprofit will not be allowed to apply.

Community-based groups with a fiscal sponsor that has a 501(c)(3) status are also eligible. As the County anticipates awarding only a single award through this RFP, any project with multiple partners should submit only one application for the project. In these circumstances, one organization with 501(c)(3) status must receive the funds and provide fiscal oversight for the entire project. A nonprofit may “pass-through” all or some of the funds as sub-grants or microgrants to other 501(c)(3) and community-based organizations or groups. However, individuals, businesses (Sole-Proprietors, Partnerships, Limited Liability Corporations, and Corporations), or any company or organized group that is not a government-affiliated agency or nonprofit are not eligible for any sub-grants or microgrants. As the ARPA funds are federal funds, any sub-grants or microgrants issued by grant recipient would be subject to the requirements of [2 C.F.R. 200.332](#).

3. COMMUNICATION WITH PROPOSERS

There will be one virtual orientation session on the grant process which will occur Tuesday, May 14, 2024, from 11:00 a.m. to 12:00 (noon). Use the this [link](#) to register for the ARPA informational session.

All communications between the Purchasing Division and prospective Proposers shall be in writing. E- mailed questions will be accepted and can be sent to ARPAPROCUREMENT@dconc.gov. Any inquiries, requests for interpretation, technical questions, clarification, or additional information shall be directed to Jonathan Hawley, Interim Procurement Manager, at the email address above. All questions concerning this RFP shall reference the RFP number, section number and paragraph. Questions and responses affecting the Scope of Services will be provided to all Proposers by issuance of an Addendum. **All questions shall be received by the Purchasing Division no later than 5:00 P.M., Eastern Time on May 17, 2024. NO EXCEPTIONS.**

All other communications between the County staff and prospective Proposers related to the RFP shall be in writing unless a part of the virtual orientation session.

4. PROPOSAL DUE DATE

Proposals must be uploaded in the online portal by 5:00 pm on June 3, 2024.



5. **LATE PROPOSALS**

Proposals received after the date and time specified will not be considered.

6. **SCHEDULE**

The following is the anticipated schedule for the Phase 2 Grant Process:

- Issue Nonprofit Grant Program Application May 2, 2024
- Deadline for receiving questions 5:00 on May 17, 2024
- Deadline for receiving Durham County answers 5:00 on May 24, 2024
- Public Application for Proposals Deadline 5:00 on June 3, 2024
- Notice of Intent Award Anticipated June 20, 2024
- Funding must be Expended by June 30, 2026

7. **APPLICATION REVIEW CRITERIA**

After receipt of the applications, Program Administrator will review the submitted proposals to verify that each organization is eligible to receive a grant from the County. Eligibility will be based on the following:

- a. Nonprofit Status -- the organization is a qualifying nonprofit licensed to operate in North Carolina.
- b. Project/Program Location – proposed activities must fall completely within Durham County limits.
- c. Organization is in Good Status – the organization cannot be subject to suspension or debarment from the Federal or State government and must in good status with Durham County.

Once the eligibility determination is made, a review panel will evaluate each application submitted based on the criteria listed below. The application review process will include County staff and relevant subject matter experts and will use an evaluation rubric that includes the following criteria:

- a. **Previous Experience** – Previous experience providing services to the targeted population and managing grant awards of this size.
- b. **Federal Grant Compliance** – Alignment of the proposal with the requirements Federal *Uniform Administrative Requirements, Cost Principles, and Audit Requirements* (2 C.F.R. 200 et. al.)
- c. **Sustainability** – Plan for achieving sustainability of the services following expiration of the grant funding.
- d. **Performance Measurement** – Performance measurement plan, including suitability of performance metrics, proposed data collection methodology, and performance evaluation framework.
- e. **Complexity** – Complexity of the project and timeline to achieve full implementation; **projects must be able to be completed by June 30, 2026.**
- f. **Organizational Capacity** – Fiscal and administrative capacity to manage funding award of this size.
- g. **Project Design** – Quality of strategy and alignment of proposal with work requirements.
- h. **Outreach Strategy** – Suitability of proposed outreach strategy.
- i. **Proposed Impact** – Nature and scope of proposed impacts on target population as a result



of service delivery strategy.

Applicants shall not assume that any information shared with the County prior to this Nonprofit Grant Application will be considered in the evaluation process. The evaluation team may or may not have prior knowledge of any discussions and processes. Evaluation will be completed based on the information submitted in response to the application only. Award allocations will be based on the total number of applicants, completeness of applications, expense eligibility, organizational need, community benefit, and organizational operating budget size.

8. ONE-TIME USE

This RFP is being funded with America Rescue Plan Act dollars and is available for **one-time use**. Applicants should not expect local government funding to sustain the program beyond this allocation.

9. DISCREPANCIES AND OMISSIONS

Should a Proposer find discrepancies in, or omissions from the documents, or should be in doubt as to their meaning, he/she should at once notify the County, and a written Addendum shall be issued. The County will not be responsible for any oral instructions.

10. RISK ASSESEMENT

Consistent with U.S. Treasury Guidelines, grant applicants are evaluated to determine the level of risk associated with a potential subgrant for the purposes of determining the appropriate subrecipient monitoring approach for an individual subgrant award. County staff will evaluate, document, and classify risk before allocating funds to subrecipient.

11. QUALIFICATIONS AND EXPERIENCE

As part of the application, the applicant should describe its track record in performing services comparable to those specified in the RFP and other information relevant to making a determination as to the ability of the applicant to perform these services. This description should include evidence of past performance, including specific outcomes from activities that are aligned with the program's objectives.

12. PARTIAL APPROVAL OF APPLICATION

If during the application review and evaluation process, the County determines that any portion of an applicant's proposed project is not in compliance with Federal or State requirements or ARPA guidelines, the County **may** elect to approve a portion of the applicant's project for funding if the project is still the highest scoring application. If the County determines during that an application should be partially approved due to compliance concerns, County staff will clearly communicate in writing to the applicant outlining which components of the proposed project have been selected for funding, which elements were determined not to be in compliance with applicable requirements or guidance, and the reasoning for the determination.

Partial approval of an application will not automatically decrease the total amount of the grant awarded but will require the applicant to submit an amended project budget after the grant is awarded to account for the required changes to the proposed project plan. If alternative allowable uses of funds cannot be identified, the County may elect to decrease the total amount of the grant award. Applicants whose projects are partially approved **may not** use ARPA funds for any of proposed



activities identified as unallowable; use of funds for these purposes may invalidate the entirety of the recipient’s subaward and may require repayment of all ARPA funds provided by the County.

13. MWBE PARTICIPATION

Applicants must describe the program (plan) that the organization has developed to encourage participation by MWBEs to meet or exceed the goals set by the [County of Durham’s MWBE Program Ordinance](#). If the organization has no opportunity to contract with MWBEs, the submitted application must explain why.

Proposals are required to make a good faith effort to include Minority and Women Business Enterprises (MWBEs) as part of their Proposal to provide services to the County.

Durham County hereby establishes the following goals for the expenditure of funds with MWBE firms. Questions concerning MWBE should be directed to Rick Greene, Assistant Procurement Manager, at rgreene@dconc.gov or (919) 560-0059.

Categories	Construction	Architect/ Engineer	Services	Goods	MWBE Availability % <i>(Median Availability)</i>
Black American	14.6	9.8	10.9	2.8	10.4%
Asian American	1.3	3.0	1.1	.43	1.3%
Hispanic American	4.2	1.8	1.1	.43	1.5%
American Indian	.65	.75	1.0	.5	.70%
White Female	13.8	11.0	9.5	7.1	10.3%
Overall MWBE Participation Goal =					25.0%

MWBE is a business that is at least 51% owned and controlled by minority group members or women. MWBE is bona fide only if the minority group or female ownership interests are real and continuing and not created solely to meet the MWBE requirement. In addition, the MWBE shall itself perform satisfactory work or service or provide supplies under the contract and not act as a conduit. The contractual relationship shall be bona fide owned and controlled as: (1) a sole proprietorship legitimately owned by an individual who is a minority group member or female; (2) a partnership or joint venture controlled by minorities and/or females.; (3) a corporation or other entities controlled by minorities or females, and in which at least 51% of the voting interests and 51% of the beneficial



ownership interests are legitimately held by minorities and/or females. These persons shall control the management and operations of the business on a day-to-day basis:

A person who is a citizen or lawful permanent resident of the United States and who is:

“Black American”; a person having origins in any of the black racial groups of Africa;

“Asian American”; A person having origins in any of the original peoples of the Far East, Southeast Asia, Asia, Indian continent, or Pacific islands;

“Hispanic American”; a person of Spanish culture with origins in Mexico, Central or South America, or the Caribbean, regardless of race;

“Native American Indian tribe”; a federally recognized Indian tribe means an Indian tribe, or band, nation, rancheria, pueblo, colony, or other organized group or community, including any Alaska native village, which is recognized by the Secretary of the Interior on October 1, 1985 as having special rights and is recognized as eligible for service provided by the United States to Indians because of their status as Indians, a tribe that has a pending application for Federal recognition on October 1, 1985.

14. CONFLICT OF INTEREST

The consideration, award, and funding of any non-profit agency pursuant to the ARPA Nonprofit Grant Program shall be carried out in a manner consistent with the Code of Ethics for Appointed and Elected Officials of Durham County, adopted by the Board of County Commissioners on December 13, 2010. Applicants will have to complete a Conflicts of Interest form as a part of the application process.

15. GRANT REPORTING AND MONITORING

Organizations receiving funding will be required to provide mandatory quarterly reporting to Durham County Government to comply with U.S. Treasury requirements. Organizations that fail to report as required will lose their funding and be responsible for paying back all ARPA funding received from Durham County. Each funded agency will submit a programmatic report on a regular basis as specified in the RFP and/or Contract. These reports describe progress towards accomplishment of program objectives and outcomes. Agencies are required to maintain detailed back-up documentation of expenditures, to be made available for review by county staff upon request. Failure to comply with these reporting requirements may jeopardize County funding. Site visits may be performed annually for funded agencies to determine and verify their data collection methodology (or more frequently, as needed). The reoccurring reporting required by each organization that receives funding from the Durham County ARPA Nonprofit Grant Program may differ based on various factors.

16. UNIQUE ENTITY IDENTIFICATION NUMBER

In order to be eligible to receive ARPA funding, an organization must have a Unique Entity Identification number (Unique Entity IDs, or UEIs) issued by [SAM.gov](https://sam.gov). Previously, DUNS numbers were used for federal award identification. However, as of April 4, 2022, all organizations are required to transition to Unique Entity IDs. If an applicant was previously registered in SAM.gov, a UEI should have already been provided to the organization by the federal General Services Administration. If an applicant does not have a UEI through SAM.gov, one can be created during the



[SAM.gov registration process](#). Any organization that receives an ARPA Nonprofit Grant subaward must maintain an active UEI number throughout the grant period of performance.

17. **MISCELLANEOUS ITEMS**

All Organizations submitting an application will be notified upon a final determination by the County.

18. **PUBLIC RECORD**

Unless otherwise exempt under applicable law, applications and application materials are public.

Durham County Government ARPA Nonprofit Grant Program Application

- Applications must be submitted through an ARPA Procurement email. The link to the ARPA Procurement email is available [here](#). This document reflects questions included in the online application.
- All communications between the Purchasing Division and prospective Proposers shall be in writing. E-mailed questions will be accepted and can be sent to ARPAPROCUREMENT@dconc.gov. other communications between the County staff and prospective Proposers related to the RFP shall be in writing unless a part of the virtual office hours.
- Late applications will not be accepted.



Durham County Government ARPA Nonprofit Grant Application

APPLICANT INFORMATION

Organization Name: The Restoration Place NC

Organization Address: 1205 W Wellwater Ave

Contact Person Name: Durham, NC 27703

Lyndell Pittman

Title: Director of Operations

Email: lynleepit@gmail.com

Organization Website: WWW.restorationplacenc.org

Federal Tax Identification Number: 81-1163582

Unique Entity ID Number: 119210874 (if available)



APPLICANT INFORMATION

1. What is the intended purpose/use of the funds?

2. Has the applicant received previous funding from Durham County?

Yes Date and amount of last funding allocation.

No

3. Has applicant received previous federal and/or state funds related to the pandemic management? Some examples may include direct allocations, PPP loans or CARES funding (business loan/grant programs, etc.).

Yes Date and amount of last funding allocation.

No



PROJECT/PROGRAM INFORMATION

Project/Program Name: The Restoration Place NC

Project/Program Purpose:

The Restoration Place NC is committed to supporting people in becoming the best version of themselves and supporting members of local and distant communities during times of greatest need. Our Red Bag outreach program, launched in 2017, was designed to provide fundamental resources and support to individuals experiencing homelessness.

Requested Durham County ARPA funding amount: \$250,000.00

1. Can your project be fully completed by June 2026?

X Yes
 No

2. Describe the project goals/objectives and how your proposal fulfills a public need that has been created or exacerbated by the COVID-19 pandemic. How will the project achieve these goals? (1000 words or less)

The Restoration Place NC is committed to supporting people in becoming the best version of themselves and supporting members of local and distant communities during times of greatest need. Our Red Bag outreach program, launched in 2017, was designed to provide fundamental resources and support to individuals experiencing homelessness. Initially created to provide health and hygiene essentials to individuals in the Durham community, our "Red Bags" can be found throughout many states in the US. This proposal would offer a foundation for the continued expansion of the services provided to the Durham community for people experiencing extended periods of homelessness, which includes those caused by or exacerbated by the COVID-19 pandemic. This requested award will allow TPNC to extend and expand resources to include monthly hot meals, volunteer counseling services, and portable shower resources. The expanded project will allow TRPNC to make direct contact and provide services to 600 unique individuals experiencing homelessness. TRPNC will support 64 individuals experiencing homelessness in their efforts to gain long-term and supportive housing. TRPNC will provide 1200 meals, season-appropriate clothing, and health and hygiene products to people experiencing homelessness in the Durham area. TRPNC will expand its community outreach "Red Bag" team to offer weekly outreach services to support individuals experiencing homelessness that may have been caused,



exacerbated, or extended due to the Covid 19 pandemic. Create an awareness and foster a support community designed to irradicate homelessness in the Durham community.

3. Describe the specific activities that would be undertaken by the organization through the proposed project, including specifics on how services will be delivered to beneficiaries. (1000 words or less)

TRPC will offer Bi-weekly community outreach services and support in areas known for settlements and congregate of people experiencing homelessness. The TRPNC outreach team will conduct weekly outreach services, including our outreach coordinator and volunteer support from partnering community organizations. The weekly outreach will include disseminating “Red Bag” resources, nonperishable portable snacks, distribution of seasonally appropriate clothing, personal health and hygiene products, and information/connector resources intended to address the barriers or traumas that could cause continuation and life-long cycles of homelessness. Monthly outreach services include meals, a needle exchange station, and COVID testing.

4. Describe how the success of your project/program will be evaluated and what is the desired community impact. (1000 words or less)

Success will be determined by meeting the benchmarks set to provide food and essential items, and several individuals will utilize the resources offered to acquire medical services, housing, mental health, and drug treatment. TRPNC has outlined specific, measurable goals to guide the process and track performance measures through the funding period. The measure ensures millstones for success in the following areas:

- Number of unique service contacts = 600
- Number of housing support contacts =64
- Number of meals served 1200
- Number Red Bag Resources =2000
- Number of Hygiene Kits = 2000
- Number of Covid Tests = 1200
- Provision for Showers = 220
- Provision for Haircuts =120

5. Who will be responsible for performing the work and achieving stated goals and objectives? How is this person qualified? (1000 words or less)

Lyndell Pittman, MSOL, Will serve as Director of outreach service programs. He was currently serving as Senior Vice President of Support Services for Covenant House NY, one of the country’s largest service providers for homeless youth. Lyndell brings a wealth of knowledge and experience in providing support services to people experiencing homelessness. Before his current role at Covenant House, he oversaw the operations of CHNY’s core education and employment program, Covenant Works. He has over two decades of experience managing successful operations in workforce development, career technical training, adult education, and community outreach services. Before joining Covenant House, Mr. Pittman was a Center Director at ResCare, Inc., where he was a key leader in their Job Corps line of business, increasing the Center’s based performance measures by an average of 37% while decreasing operation cost by 4% in less than two years of operational oversight.



Additional Staffing:

1- FTE - Outreach Services Coordinator

1- PTE - Volunteer Support Specialist

1- PTE - Administrative Support



6. Has this proposal been approved by your governing body? Please provide a date and form of approval (such as minutes or resolution)? (100 words or less)

This RFP submission was approved by The Restoration Place's joint executive board at the May 22, 2024, meeting. The following individuals were in attendance:

Eric O. Smith, Senior Pastor
Niki Wright, Executive Pastor
Judith Dunston, Chair of Deacons
Lisa Fant, Chair of Trustees
David S. Hood, Trustee
Lyndell Pittman, Director of Operations

7. Are you working in partnership or collaboration with other entities? If yes, identify partners/collaborators. Indicate any amounts of financial support and in-kind contribution. (500 words or less)

YES - TRPNC has ongoing partnerships with organizations that provide various resources.

- North Carolina Central—In-kind donation of service/human resources. The University will provide essential support to the weekly outreach. We have requested 24 student volunteers over the course of the year, each making a 3-month weekly 4-hour commitment. Additionally, we have asked for 24 social work interns throughout the funding period. Each intern will commit to 6 hours of services during our monthly outreach platform.
- Duke Memorial United Methodist – In-Kind donation of parking lot use for Monthly outreach resource carnival. Discounted use of commercial kitchen for meal prep for monthly community meals.

8. If this is an ongoing project, what is the sustainability plan once ARPA funding is not available to provide ongoing program/project continuity? (1000 words or less)

Over the past five years, The Restoration Place NC has successfully supported and expanded its innovative Red Bag outreach program. We have seven years of experience providing services in the community and have built up a diverse group of individual donors and funders. We continually work with our community of supporters to expand and diversify our funding sources, and we fully expect to sustain funding for this work after ARPA funding ends.

9. Describe the project/program timeline and milestones. (1000 words or less)

- Weekly outreach will target the immediate needs of people experiencing homelessness. The outreach team will deliver and destroy goods and resources that provide temporary support. Immediacy support may include warm socks, blankets, nonperishable food/snacks, personal care and hygiene items, and referral and/or transportation to shelters or warming stations during winter months.
- Monthly outreach will expand weekly outreach services to include hot meals, COVID testing, change of clothing, mobile shower provisions, counseling, and referrals to medical, housing, or drug treatment support.



- Quarterly outreach will expand monthly services and resources to offer onsite medical, mental health, and benefits screening.

10. Describe how this project would make a significant, long-term difference in the quality of life for Durham County residents. (1000 words or less)

By expanding the program, we will be able to provide more hot meals, volunteer counseling services, and portable showers to those in the Durham community who are overcoming homelessness. Housing insecurity is a widespread problem in Durham and across the U.S. A 2021 Pew Research Center study found that two-thirds of urban adults with lower household incomes (66%) say affordable housing is a significant problem. Fifty-five percent of adults under 30 say this is a major problem, up from 39% in 2018. Furthermore, early intervention matters. According to the National Alliance to End Homelessness, on average, it costs taxpayers \$35,578 per year to support a chronically homeless person. Ultimately, providing outreach and early support to those struggling with homelessness will lead to cost savings for the Durham community.

11. Describe your organization's prior record of effectively delivering the work requirements as described in the Request for Proposals. Please provide specific examples of past accomplishments and our outcomes in this area. (1000 words or less)



FINANCIAL INFORMATION

Using the attached form, attach a detailed budget of the proposed project with a description of each budget item, including the total cost of the project and the percentage of the total budget this proposal funds.

1. What percentage of your budget is for administrative or management fees? 10%

2. Are you accessing alternative funding sources? If yes, please list sources.

Yes Sources: _____

No

3. Is the requested funding a match for other funding? If yes, please describe.

Yes Describe Match: _____

No

4. Does your organization obtain an annual audited or reviewed financial statement? Please provide your most recent financial statement. No

5. Is your organization required to file IRS Form 990? If yes, please provide your most recent filing.



Budget Proposal

The Restoration Place NC						
ARPA - Funding						
EXPENSES			Heckscher Challenge Request			
Personnel	Annual Salary	FY24 FTE	FY24	FY25 FTE	FY25	TOTAL
Salary and Wages						
Director	\$85,000.00	70%	\$59,500.00	40%	\$35,020.00	\$94,520.00
Outreach Coordinator	\$53,040.00	90%	\$47,736.00	90%	\$49,168.08	\$96,904.08
Volunteer Support Specialist	\$24,000.00	100%	\$24,000.00	100%	\$24,000.00	\$48,000.00
Administrative Personnel	\$24,000.00	80%	\$19,200.00	80%	\$19,200.00	\$38,400.00
Total Salary			\$150,436.00		\$127,388.08	\$277,824.08
Fringe (35%)			\$30,087.20		\$25,477.62	\$55,564.82
Total Personnel Costs			\$180,523.20		\$152,865.70	\$333,388.90
OTPS						
Health and Hygiene Supplies			\$25,500.00		\$24,500.00	\$50,000.00
Advertising and Marketing			\$7,200.00		\$7,200.00	\$14,400.00
Food Clients			\$12,000.00		\$12,000.00	\$24,000.00
Volunteer Supplies and Goods			\$4,000.00		\$4,000.00	\$8,000.00
Leasing Equipment			\$17,000.00		\$17,000.00	\$34,000.00
General Supplies			\$6,000.00		\$6,000.00	\$12,000.00
Other Supplies			\$10,000.00		\$10,000.00	\$20,000.00
Transportation			\$6,000.00		\$6,000.00	\$12,000.00
Total OTPS			\$87,700.00		\$86,700.00	\$174,400.00
Administrative Costs (approx. 10%)			\$26,516.94		\$23,899.93	\$50,416.87
Proposed Heckscher Challenge Budget			\$294,740.14		\$263,465.63	\$558,205.77



DURHAM COUNTY GOVERNMENT

American Rescue Plan Act, Request for Proposals
