



## Proposal Tabulation

### Durham County Homeless Day Shelter and Services Program

RFP No. 26-012

**Due Date:**

**September 30, 2025 at 2:00 P.M., Eastern Time**

Proposer	Contact	Total Proposed Cost
Urban Ministries of Durham 410 Liberty Street Durham, NC 27701	Sheldon Mitchell <a href="mailto:smitchell@umdurham.org">smitchell@umdurham.org</a> (919)251-5130	\$350,000.00



**FOOD, SHELTER AND A FUTURE**

**Durham County Homeless Day Shelter and Services Program**  
RFP No. 26-012

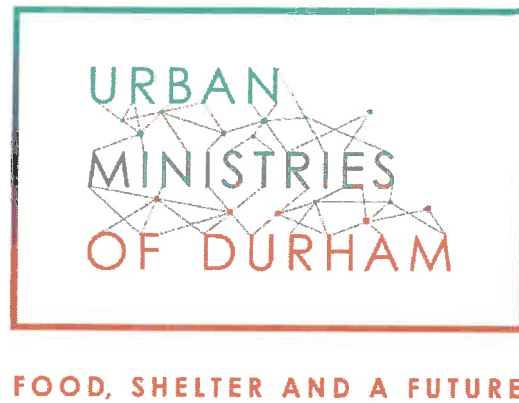
**Submitted by Urban Ministries of Durham**  
EIN: 58-1505891  
410 Liberty Street  
Durham, NC 27701

Sheldon Mitchell  
Executive Director  
[smitchell@umdurham.org](mailto:smitchell@umdurham.org)  
919-251-5130

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### **Tab 1: Signed Forms**

- a. Request for Proposals
- b. Proposal Form
- c. No Proposal Reply Form
- d. Addendum Acknowledgement Form
- e. Non-Collusion Affidavit Form (Notarized)
- f. Affidavit of Compliance (E-Verify) Form (Notarized)
- g. Vendor Application/W-9 Form





## **REQUEST FOR PROPOSALS**

### **DURHAM COUNTY HOMELESS DAY SHELTER AND SERVICES PROGRAM RFP No. 26-012**

**ISSUE DATE:**

**Date: September 3, 2025**

**ISSUING DEPARTMENT:**

**County of Durham Purchasing Division of  
Finance, 201 Est Main Street, 7<sup>th</sup> Floor,  
Room 703, Durham, NC 27701**

Sealed proposals will be received until 2:00 P.M., Eastern Time on September 25, 2025. The purpose and intent of the Request for Proposals (RFP) is to solicit proposals from qualified firms to provide a Pilot Day Shelter and Services Center for those experiencing homelessness.

All inquiries concerning the Scope of Work, Proposal Submission Requirements or Procurement Procedures should be directed to:

**Rishanda Fowler, Procurement Specialist  
Purchasing Division  
Email: [purchasinggroup@dconc.gov](mailto:purchasinggroup@dconc.gov)  
Telephone: 919-560-0041**

Sealed proposals shall be mailed and/or hand delivered to the Issuing Department shown above, and the envelope shall bear the name and number of this Request for Proposals (RFP). It is the sole responsibility of the Proposer to ensure that his/her Proposal reaches the Purchasing Division by the designated date and hour indicated above.

**In compliance with this Request for Proposals and to all the terms and conditions imposed herein, the undersigned offers and agrees to furnish the goods and services described in accordance with the attached signed proposal.**

Firm Name: Urban Ministries of Durham

Date: 9/22/2025

Address: 410 Liberty St.

By: Sheldon Mitchell  
(Name Typed/Printed)

Durham, NC 27701

Sheldon Mitchell  
(Signature in Ink)

Phone: 919-251-5130

Attachment A



**PROPOSAL FORM**  
**Durham County Homeless Day Shelter and Services Program**  
**RFP No. 26-012**

In accordance with the attached instructions, terms, conditions, and Scope of Work we submit the following proposal to the County of Durham.

**TOTAL PROPOSED COST**

\$ 350,000

*(Provide the Total Proposed Cost in writing, as indicated on the line above)*

**The above Total Proposed Cost should be based on being awarded the entire project.**

I certify that the contents of this proposal are known to no one outside the firm, and to the best of my knowledge all requirements have been complied with.

Date: 9/22/2025

Authorized Signature:

Sheldon Mitchell

Name

Executive Director

Title

Urban Ministries of Durham

Firm Name

## Budget Proposal Durham County Government – Homeless Day Center

RFP No. 26-012

Applications Due September 30, 2025 by 2:00pm

Urban Ministries of Durham – Day Services Center Budget		
Budget Proposal		
Expenses	Notes/Explanations	Total Requested Budget Amount
Personnel Costs	* All FT positions include 10% to cover benefits.	
(1)Site Coordinator \$25/hr. * 2400 hrs. =\$60,000 + \$6,000[benefits]	Oversees the administration, programs, services and site documentation. Other key duties to include marketing, staff/volunteer supervision and facilitate access to resources while helping them navigate complex systems managing the collaborative relationships with other service providers.	\$ 66,000
(1.5)Basic Needs Assistants \$20/hr. * 2240 hrs.[56wks] = \$44,800 + \$4,480 = (FT) \$20/hr. * 1620 hrs.[54wks] = \$28,800 = (PT)	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.	\$ 78,080
Attendant \$16/hr. * 1120 hrs. = \$17,920 = 1(PTE)	Maintains cleanliness of overall site. Maintains floors, trash and the cleaning and sanitation of the	\$ 17,920

		shower, restrooms and laundry facilities between services.	
Security	52.5 hrs./wk. * \$35 = \$1,838/wk. * 54 wks.	To be contracted. Works to ensure safety and order for all guest, staff and volunteers.	\$ 99,252
On-site Partner Staff	20 hrs./wk. * \$25 = \$500/wk. * 56 wks.	Partner presence during weekday. Open Table Ministries case management staff.	\$ 28,000
<b>Program/Project Operating Costs</b>		* Monthly costs are based on 12 months of operation.	
Facilities		Covers use of 1,360 sq. ft. @ \$9.04/sq. ft. [Current rate for Class C space in Durham is \$27.13]	\$ 12,294
Basic Care Supplies		Hygiene supplies - \$4,800 + Towel & Washcloths - \$660	\$ 5,460
Phone System		Purchase and set-up of staff phones	\$ 2,800
Printer		Shared program printer	\$ 420
Computers		3 Staff Laptops (\$4,500), 4 Guests Laptops (\$2800)	\$ 7,300
Tech Support/System Networking		\$200/hr. * 10 hrs.	\$ 2,000
Administrative Supplies		Copy Paper, pens, folders, staples, notebooks, etc.	\$ 3,600
Maintenance Supplies		Vacuum, mops, brooms, rags, chemicals, cart, buckets, etc.	\$ 5,600
Printing		Brochures, signage, envelopes, etc.	\$ 2,700
Phone Charging Station		Charge guest phones	\$ 2,000
Security Camera		To monitor activities in program space	\$ 3,000



Furniture	Portable room dividers, Desks, Office Chairs & Foldable/Portable Café Tables	\$ 17,500
<b>Sub Total</b>		\$ 353,926
Indirect Cost	Utilized 6% de minimis rate	\$ 21,235
<b>Total Anticipated Project/Program Expenses</b>		<b>\$ 375,161</b>
Revenues	Notes/Explanation	Total Project/Program Funds
Durham County Government Funding	RFP	\$ 350,000
Other	Additional funding to cover revenue gap	\$ 25,161
<b>Total Project/Program Revenues</b>		<b>\$ 375,161</b>

**Attachment B**

**NO PROPOSAL REPLY FORM**

TO: Durham County  
Purchasing Division  
201 East Main Street, 7th Floor, Room 703  
Durham, NC 27701

**PROPOSAL #:** RFP No. 26-012

**PROPOSAL TITLE:** Durham County Homeless  
Day Shelter and Services Program

To assist us in obtaining good competition on our Request for Proposals, we ask that each firm that has received an invitation, but does not wish to submit a proposal, state their reason(s) below and return to this office. This information will not preclude receipt of future invitations unless you request removal from the Bidders' List by so indicating below, or do not return this form or bona fide proposal.

Unfortunately, we must offer a "No Proposal" at this time because:

- \_\_\_\_\_ 1. We do not wish to participate in the proposal process.
- \_\_\_\_\_ 2. We do not wish to submit a proposal under the terms and conditions of the Request for Proposal document. Our objections are:  
\_\_\_\_\_  
\_\_\_\_\_
- \_\_\_\_\_ 3. We do not feel we can be competitive.
- \_\_\_\_\_ 4. We cannot submit a Proposal because of the marketing or franchising policies of the manufacturing company.
- \_\_\_\_\_ 5. We do not wish to sell to the Durham County. Our objections are:  
\_\_\_\_\_  
\_\_\_\_\_
- \_\_\_\_\_ 6. We do not sell the items/services on which Proposals are requested.
- \_\_\_\_\_ 7. Other: \_\_\_\_\_  
\_\_\_\_\_

Urban Ministries of Durham  
FIRM NAME

9/22/2025  
DATE

Sheldon Mitchell  
SIGNATURE

919-251-5130  
PHONE

☒ We wish to remain on the Bidders' List.

\_\_\_\_\_ We wish to be deleted from the Bidders' List.

Attachment C

**ADDENDUM ACKNOWLEDGEMENT**  
**Durham County Homeless Day Shelter and Services Program**  
RFP No. 26-012

Receipt of the following Addendum is acknowledged:

Addendum no. 1 Date 9/22/2025

Addendum no. \_\_\_\_\_ Date \_\_\_\_\_

Addendum no. \_\_\_\_\_ Date \_\_\_\_\_

Addendum no. \_\_\_\_\_ Date \_\_\_\_\_

Addendum no. \_\_\_\_\_ Date \_\_\_\_\_

Signature: Sheldon Mitchell Date: 9/22/2025

Print Name \_\_\_\_\_

Title \_\_\_\_\_

Name of Firm \_\_\_\_\_

## NON-COLLUSION AFFIDAVIT

State of NORTH CAROLINA

County of DURHAM

Sheldon Mitchell, being first duly sworn, deposes and says that:

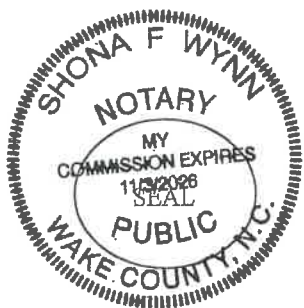
1. He/She is the Executive Director of Urban Ministries of Durham the Proposer that has submitted the attached proposal;
2. He/She is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;
3. Such Proposal is genuine and is not a **collusive** or **sham** Proposal;
4. Neither the said Proposer nor any of its officers, partners, owners agents, representatives, employees or parties of interest, including this affidavit, has in any way colluded, conspired, connived or agreed, directly or indirectly, with any other Proposer, firm or person to submit a **collusive** or **sham** Proposal in connection with the contract for which the attached Proposal has been submitted or to refrain from bidding in connection with such contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price of any other Proposer or to secure through collusion, conspiracy, connivance or unlawful agreement any advantage against the County of Durham or any person interested in the proposed contract; and
5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affidavit.

Sheldon Mitchell

Signature of Proposer

9/22/2025

Date



State of NC, County of Durham

Subscribed and sworn to before me this 22 day of September 20 25

Notary Public Shona F. Wynn

My commission expires 11-03-2026

## AFFIDAVIT OF COMPLIANCE

STATE OF NORTH CAROLINA

AFFIDAVIT OF COMPLIANCE

COUNTY OF DURHAM

with N.C. E-Verify Statutes

I, Sheldon Mitchell (hereinafter the "Affiant"), being duly authorized by and on behalf of Urban Ministries of Durham (hereinafter "Contractor") after first being duly sworn hereby swears or affirms as follows:

1. Contractor understands that E-Verify is the federal E-Verify program operated by the United States Department of Homeland Security and other federal agencies, or any successor or equivalent program used to verify the work authorization of newly hired employees pursuant to federal law in accordance with Article 2 of Chapter 64 of the North Carolina General Statutes; and
2. Contractor understands that an "Employer", as defined in NCGS§64-25(4), is required by law to use E-Verify to verify the work authorization of its employees through E-Verify in accordance with NCGS§64-26(a). The term "Employer" does not include State agencies, counties, municipalities, or other governmental bodies.
3. Contractor is a person, business entity, or other organization that transacts business in this State and that employs 25 or more employees in the state of North Carolina. (mark Yes or No)
  - a. YES ☒
  - b. NO ☐
4. Contractor will ensure compliance with E-Verify to the extent applicable and will ensure compliance by any subcontractors subsequently hired by Contractor to perform work under Contractor's contract with Durham County.

This 22nd day of September, 2025

Sheldon Mitchell  
Signature of Affiant

Print or Type Name: Sheldon Mitchell

State of North Carolina

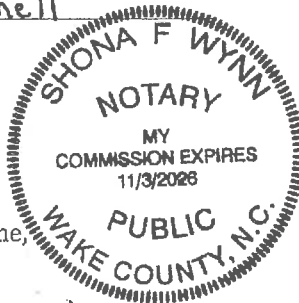
County of Durham

Signed and sworn to (or affirmed) before me,  
this the 22 day of September, 2025

My Commission Expires:

11-03-2026

Shona F Wynn  
Notary Public



(Affix Official/Notarial Seal)



## VENDOR APPLICATION

IT IS CRITICAL TO THE COUNTY THAT YOU COMPLETE ALL DATA - PLEASE PRINT OR TYPE  
(A W-9 FORM IS REQUIRED AND MUST BE SUBMITTED WITH THIS FORM)

1. Vendor Name: Urban Ministries of Durham Inc.

Do you require a 1099? Yes ☐ No ☒

2. Mailing address for payments:

PO Box 249  
Durham, NC 27702 ;

3. Mailing address for purchase orders, proposals and bids:

PO Box 249  
Durham, NC 27702

4. Contact Person Sheldon Mitchell Phone #: 919-251-5130

Email: smitchell@umdurham.org Fax #: 919-688-7969

5. In what City and State is your firm licensed? Durham, NC

If licensed in NC, indicate County (for tax purposes) Durham

Individual Partnership ☐ Corporation ☐ Governmental Agency ☐ Other ☒

6. Is your firm a large business? Yes ☐ No ☒

7. Is your firm a small business? Yes ☒ No ☐

8. Is your firm incorporated? Yes ☒ No ☐

9. Is your firm a not-for-profit concern? Yes ☒ No ☐

10. Is your firm a handicapped business concern? Yes ☐ No ☐

11. Give a brief description of goods or services your firm provides:

UMD provides emergency shelter, food, clothing, housing placement, workforce development and  
case management to homeless neighbors and low income families

Signature: Sheldon Mitchell Title: Executive Director

Print name: Sheldon Mitchell Date: 9-19-2025

If you have any questions concerning this form, email Durham County Purchasing Division at [purchasinggroup@dcnc.gov](mailto:purchasinggroup@dcnc.gov)

### NOTICE TO THE BIDDERS/PROPOSERS

Please return this Vendor Application and W-9 along with your Bid Proposal packet.

### PURCHASING TO COMPLETE (when received from the department)

Listed as Debarred or Suspended Vendors?

<https://www.sam.gov> ☐ Yes ☐ No <https://www.dca.nc.gov/divisions/purchase-contract/debarred-vendors> ☐ Yes ☐ No

Verified by:

Date:

## Request for Taxpayer Identification Number and Certification

► Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Give Form to the  
requester. Do not  
send to the IRS.

Print or type. See Specific Instructions on page 3.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. <b>Urban Ministries of Durham, Inc.</b>	
	2 Business name/disregarded entity name, if different from above	
	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► _____ Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. <input checked="" type="checkbox"/> Other (see instructions) ► <b>501(c)(3) CHARITABLE ORGANIZATION</b>	
	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ (Applies to accounts maintained outside the U.S.)	
	5 Address (number, street, and apt. or suite no.) See instructions. <b>410 LIBERTY ST</b>	
	6 City, state, and ZIP code <b>DURHAM, NC</b>	
	7 List account number(s) here (optional)	

### Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number								
			-					
or								
Employer identification number								
5	8	-	1	5	0	5	8	9

### Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ► <i>[Signature]</i>	Date ► <i>02-11-2025</i>
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## General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

### Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding*, later.



FOOD, SHELTER AND A FUTURE

**Tab 2: Executive Summary**



URBAN MINISTRIES  
OF DURHAM



## Executive Summary

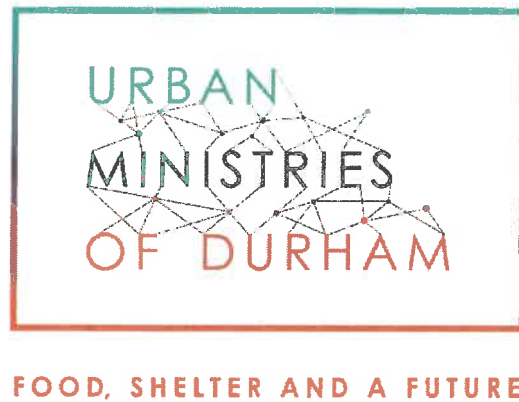
Durham County is facing a growing homelessness crisis, with unsheltered individuals and families increasingly visible downtown and across the community. Current shelter and service capacity is insufficient to meet demand, and many residents lack access to the daily supports that foster stability and connect them to long-term housing solutions. To fill this critical gap, **Urban Ministries of Durham (UMD) proposes to expand its services by creating a dedicated Day Services Center**, which will offer low-barrier, client-centered access to basic needs, coordinated care, and housing services in a safe, supportive environment Monday – Friday from 8am-6pm.

UMD is uniquely positioned to lead this initiative.

- **Trusted Leader in Durham Social Services Sector:** For more than 40 years, UMD has served as Durham's primary emergency shelter for adults, operating a Housing First, trauma-informed model while managing millions of dollars in city, county, state, federal, and private funding.
- **Facility Already Dedicated to Homeless Services:** UMD is known and trusted by the low-income and homeless community for fulfilling basic needs, emergency care, and housing supports. Minimal upfit of UMD's facility is necessary to expand on the day services UMD already offers at our Community Resource Center, namely 3 daily meals, food pantry & clothing closet distributions, and weekday open hours for restrooms, water, basic support, and referral services.
- **Balancing Basic Needs with Root-Cause Solutions.** Each year, UMD serves over 6,000 individuals, provides over 25,000 nights of shelter, and serves nearly 250,000 meals. Yet, we also deliver housing, workforce, and health supports that address the underlying causes of homelessness to help our clients move from survival to stability.
- **Activation of Partner Network for Wider Reach, Deeper Impact:** UMD holds strong partnerships across Durham's Continuum of Care, including Entry Point, Lincoln Community Health, Alliance Health, Families Moving Forward, Housing for New Home, and local housing providers.
- **Strong Leadership and Accountability:** UMD's leadership team has decades of combined experience in homelessness, social services, and nonprofit management. The organization offers robust financial and compliance infrastructure to manage public contracts with accountability and integrity.

**With decades of experience, trusted community presence, and the infrastructure to expand immediately, UMD will ensure the Day Services Center delivers both urgent impact and long-term value as part of Durham's broader strategy to make homelessness rare, brief, and non-recurring.**





### **Tab 3: Corporate Overview**

- a. UMD General Information
- b. History, Mission, and Programs
- c. Community Leader with Longstanding Partnerships
- d. A Natural Evolution in Supporting Community Needs



## Corporate Overview

Proposer / Organization: Urban Ministries of Durham, Inc  
EIN: 58-1505891  
Headquarters: 410 Liberty Street, Durham, NC 27701  
Organization website: [www.umdurham.org](http://www.umdurham.org)  
Representative: Sheldon Mitchell, Executive Director  
Representative Contact: [smitchell@umdurham.org](mailto:smitchell@umdurham.org) / 919-251-5130

### History, Mission, and Programs

In the early 1980s, Durham, like many American cities, witnessed a growing number of homeless and hungry people downtown. To address this, civic leaders founded the Urban Ministries Center as a host site for area service organizations in the former gymnasium and classroom building of St. Philip's Episcopal Church. With leadership from area faith communities, the Center included St. Philip's Community Café and the United Methodist Mission Society (Food Pantry and Clothing Closet). Next door, the Community Shelter for HOPE operated independently, providing overnight shelter for people experiencing homelessness. In 2001, these organizations merged to form Urban Ministries of Durham.

Urban Ministries of Durham (UMD) is a Durham-based 501(c)3 nonprofit with a **mission to connect with the community to end homelessness and fight poverty by offering food, shelter, and a future to neighbors in need.**

For 42 years, our program has stood in the gap for men, women, and children – helping ensure they have more equal access to home ownership, gainful employment, nutritious food, and quality healthcare. We provide three core services:

- **Emergency Shelter** that serves as the primary public emergency shelter in Durham for single adults and the back-up shelter for families, utilizing a case management model to address clients' barriers to stability.
- **Community Café** that offers three free meals a day, 365 days a year to anyone who is hungry and food insecure.
- **Food Pantry & Clothing Closet** which assists an average of 500 households per month with food, hygiene products, diapers, and clothing.

Despite our religious roots, UMD is not a faith-based organization. We welcome all neighbors, regardless of race, ethnicity, religious beliefs or non-faith, sexual orientation, gender identity, or disability. Our low-barrier model and range of supportive services removes unnecessary obstacles, builds trust, and ensures that people in crisis can quickly access the safety and support they need to begin stabilizing their lives. UMD's overarching goal is to help those staying with us transition to permanent, affordable housing as quickly as possible. All shelter guests



receive individualized case management, housing navigation, and access to supportive services including meals, hygiene facilities, mental health and substance use referrals, and employment assistance. We emphasize a Housing First approach, minimizing preconditions for shelter entry and focusing on reducing barriers to housing stability.

### **Community Leader with Longstanding Partnerships**

As a cornerstone of the social service sector in Durham, UMD and its clients are also fortunate to be a part of a strong network of providers who serve our community and partner with each other for the benefit of all. These important, longstanding partnerships help ensure our clients have access to a comprehensive support network of community-based service providers. We have established partnerships with organizations whose expertise can be additive to our clients' journeys to stability including Alliance for Mental Health (affordable mental health care), Families Moving Forward (homeless services), Housing for New Hope (rapid re-housing), NC Works (employment), StepUp Ministries Durham (employment and life skills training), Justice Services Center / Legal Aid, Lincoln Community Health Center (affordable health care), and the Veterans Administration, among others.

Our executive director and other leadership serve on several County- and City-led committees and task forces, including the Joint Durham Housing Initiative Task Force, the Pre-Housing Shelter Subcommittee, Durham Homeless Services Advisory Committee, and the newly formed committee to create the Durham City/County Strategic Plan to End Homelessness. These groups come together for community discussions and planning around housing needs, additional homeless services, and collaborative approaches.

### **A Natural Evolution in Supporting Community Needs**

With the growing homeless crisis, Durham needs transformative change to truly address homelessness. Despite dedicated services and strong community support, the need for shelter, housing, and supportive services continues to outpace capacity. As evidenced by the RFP, creating a Pilot Day Shelter and Services Center is a necessary next step in the evolution of what UMD can offer our community. UMD's proposed Day Services Center will expand on the homeless services it already offers to our unsheltered community members. With facility improvements and staffing adjustments, UMD's downtown Community Resource Center is ideally positioned to evolve into a comprehensive Day Services Center, offering a central, accessible, and familiar space where Durham's homeless and low-resource neighbors can meet their needs and connect to long-term solutions. UMD has the experience, partnerships, and track record to offer unsheltered community members with additional daytime basic need services, access to resources, and coordinated care, as described in this proposal.





**FOOD, SHELTER AND A FUTURE**

### **Tab 4: Approach**

- a. Project Overview
- b. Project Timeline
- c. Day Services Center Location
- d. Operating Hours
- e. Key Services & Activities
  - 1. Basic Needs Supports
  - 2. Case Management and Resource Navigation
  - 3. Behavioral Health Supports
  - 4. Employment Support and Workforce Development
  - 5. Outreach & Engagement
- f. Staffing Overview
- g. Service Providers
- h. Visitor Experience
  - 1. Visitor Engagement Flow Chart
- i. Community Outreach & Engagement
- j. Targeting Subpopulations through Tailored Approach
  - 1. Single Adults
  - 2. Families with Children and Youth/Young Adults
  - 3. Individuals with Serious Mental Illness or Substance Use Disorders
  - 4. Chronically Homeless Individuals
- k. Outcomes Measurement
- l. Adaptability & Continuous Improvement
- m. Program Rationale: Continuum of Homeless Services
  - 1. Continuum of Homeless Services Visualization
  - 2. UMD's Role in Prevention
  - 3. UMD's Role in Housing
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## Approach

### Project Overview

Urban Ministries of Durham (UMD) proposes to operate a comprehensive Day Services Center that expands upon our established continuum of care for individuals experiencing homelessness. This initiative responds directly to Durham County's RFP for a low-barrier day shelter and service hub, designed to meet immediate survival needs while building pathways toward long-term housing stability and self-sufficiency.

Homelessness impacts diverse populations, including families, veterans, youth, and people with co-occurring behavioral health conditions. Our approach is rooted in **Housing First** and **trauma-informed care** principles, ensuring that every guest is treated with dignity, respect, and client choice. UMD currently provides 250,000 meals annually, 76 shelter beds nightly, and thousands of case management contacts each year. By situating this new center downtown, UMD will serve both the unsheltered population and the broader community—providing a structured, reliable, and compassionate response to homelessness during the day, while also supporting local businesses and residents.

In addition to the RFP-required elements of basic needs, UMD will collaborate with partner organizations to offer expanded services, such as employment training, behavioral health supports, substance use education, financial literacy, and assistance with obtaining identification and other vital documents. By combining basic needs assistance with skill-building and resource navigation, UMD ensures clients are supported not only for the day, but for their journey toward housing stability.

While the 2025 Point-In-Time Count of Durham's homeless population indicates over 330 individuals are experiencing homelessness on a given night, the number of those who are seeking and will utilize additional day services is unknown. Using benchmarking data from other day service providers, we're building our capacity to support up to 30 visitors at a time (approximately 7,800 visitors per year). This could equate to over 1,500 individuals per year, when accounting for visitors who visit multiple times.

### Project Timeline

Upon awarding of the contract, UMD will begin to implement a three-month expansion plan to bring the Day Services Center fully online. UMD will manage the work requirements through strong internal leadership, active collaboration with county agencies and nonprofit partners, and ongoing monitoring of outcomes. Progress will be tracked against defined metrics such as daily service utilization, number of case management connections, housing placements, and client satisfaction.





**Month 1 -2:**

- Continuation of current day services at UMD Community Building site, including two hot meals (breakfast & dinner), to-go lunches, food pantry & clothing closet pick-up hours, and weekday open hours for restrooms, water, basic support, and referral services.
- Facility preparation (ADA compliance, space outfitting, technology & equipment installation).
- Staff hiring, onboarding, and training on site protocol, policy, and practices.
- Partnership building and memoranda of understanding (MOU) documentation for additional service providers not already confirmed.
- Additional in-kind donation partnerships and solicitations for increased shower & hygiene items, laundry products, snacks, coffee, and other hospitality items.
- Volunteer recruitment for the Center, who will support visitor engagement, hospitality, service support, and other duties.
- Training and creation of informational materials for outreach and engagement partners HEART, Street Outreach, and Downtown Durham, Inc.
- Targeted engagement efforts, including open house, tours, orientation for partners and community stakeholders.

**Month 3:**

- Continuation of current day services, plus pilot opening of the Center with phased service rollout: basic needs first, followed by case management, enrichment & education programs, and workforce services.
- Continued partnership building and MOU documentation for additional service providers not already confirmed.
- Marketing and awareness-building for downtown Durham business, residents, and service providers.

**Month 4 onward:**

- Full implementation of all listed Day Services Center facilities as described below: basic needs, case management, enrichment & education programs, and workforce services Monday-Friday from 8am-6pm.
- Expanded outreach efforts to homeless populations facilitated by HEART, Street Outreach, and DDI Ambassadors teams.
- Continuous quality improvement and customer feedback integration.

**Day Services Center Location**

UMD's Day Services Center will be housed within the Community Resource Center, located on its campus at 410 Liberty Street, adjacent to UMD's Emergency Shelter and Lincoln Community Health Center. UMD's campus is located in the heart of downtown Durham, within walking distance of the city's central bus terminal, government offices, healthcare providers, and many of the locations most frequented by Durham's homeless population. Its proximity to downtown streets



and encampments makes it highly accessible to individuals who are unsheltered and often reluctant or unable to travel far for basic needs. Public transportation routes stop nearby, ensuring clients can reach the site from across Durham County.

The existing Community Resource Center already serves as a hub for food, clothing, hygiene, and referral services, making it a natural anchor for the expansion of programming into a full Day Services Center. The site is well-suited for this purpose because of its central location, established presence, and existing infrastructure designed to welcome large numbers of visitors daily. However, to meet the demands of extended hours and expanded services, the facility requires upfit and renovations, including mobile furniture for transforming room functions from day to night, a washer & dryer for Day Center use, charging stations, dedicated technology spaces, meeting areas for service providers, and other upgrades to improve access and safety. Importantly, investing in renovations and staffing at this established downtown site is more cost-effective and immediately impactful than attempting to create a new facility from scratch, allowing resources to flow directly to expanded services for those who need them most.

### Operating Hours

The Day Services Center will add to the Emergency Shelter and Community Resource programs offered daily on UMD's campus:

Day Services Center:	Monday - Friday 8:00am–6:00pm
Community Café:	Monday - Friday 8:00am–9:00am Breakfast, to-go lunch pick-up 6:00pm–7:00pm Dinner
	Saturday & Sunday 9:30am–10:30am Breakfast 12:30pm–1:30pm Hot Lunch 6:00pm–7:00pm Dinner
Emergency Shelter:	7 days per week Front desk available 24/7

Accessibility: Walk-in services, no preconditions. Language access, disability accommodations, and cultural sensitivity will be prioritized.

### Key Services & Activities

UMD's Day Services Center will operate as a low-barrier, walk-in refuge open **Monday - Friday from 8:00am - 6:00pm, including holidays**. Core services are designed to balance immediate basic needs with pathways toward stability.





### Basic Needs Support

- **Activities:** Hot meals, showers, restrooms, laundry facilities, mail services, access to internet/charging stations.
- **Frequency:** Monday - Friday, and as needed.
- **Staffing/Partners:** UMD staff, volunteers, security contractors, meal service teams.
- **Best Practice:** Clean, dignified access to hygiene and nutrition reduces health risks, builds trust, and removes barriers to service engagement.

Service/Activity	Description	Delivery	Frequency	Annual Estimates
<b>Hospitality</b>	Water, plus coffee and snacks as available; pursue in-kind donation partners	Center staff & volunteers; UMD receptionist team	M-F	7,800 Day Center visitors
<b>Hot meals*</b>	Breakfast & Dinner daily Hot Lunches weekends Bagged Lunches weekdays	UMD kitchen staff & volunteers	3 meals daily	250,000 meals
<b>Hygiene Facilities*</b>	Showers, restrooms, plus complimentary hygiene supplies; onsite capacity can be enhanced by mobile shower partner	Center staff & volunteers	M-F, sign-up based	1,500 shower uses
<b>Laundry Access</b>	Washers and dryers, plus free supplies; onsite capacity can be enhanced by mobile laundry partner	Center staff, & volunteers	2-3x weekly	450 loads
<b>Mail Services</b>	Mail receipt & pickup	Center staff; Open Table Ministries (MOU included in Tab 5)	M-F	1,200 mail transactions
<b>Technology*</b>	Access to internet, computers, and charging stations; free Wi-Fi	Center staff & volunteers	M-F	4,000 station uses
<b>Clothing Closet*</b>	Supplemental clothing items from our Clothing Closet for wash days or replacing garments, subject to availability	UMD community Engagement staff & volunteers	Once Monthly	13,000 pieces of clothing distributed
<b>Food Pantry*</b>	Shelf stable goods, produce, and other food and hygiene items	UMD community engagement staff & volunteers	Once Monthly	150,000 lbs distributed



<b>Intake / Resource Navigation Conversations</b>	Every visitor will be provided the opportunity to meet with a Basic Needs Assistant to learn about services offered at the Center, connect them to other resources or to access more intensive case management	Center staff; Open Table Ministries (MOU included in Tab 5)	M-F	4,000 one-on-one peer support conversations
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*\*These program offerings are already available to UMD shelter guests and/or community members. Day Services Center will allow for expansion of services to reach and support more clients.*

### Case Management and Resource Navigation

- **Activities:** Housing navigation, document support including IDs and required paperwork for benefits and employment, referrals to health, behavioral health, and substance use treatment providers.
- **Frequency:** Daily walk-ins and weekly scheduled appointments.
- **Staffing/Partners:** UMD case managers; partnerships with Open Table Ministries, local health and social service agencies.
- **Best Practice:** Integrated case management ensures that visitors are connected to supportive services, reducing fragmentation.

### Behavioral Health Supports

- **Activities:** On-site group and individual counseling sessions, peer-led recovery circles, warm referrals to treatment.
- **Frequency:** As scheduled.
- **Staffing/Partners:** Partner mental health and substance use providers, Basic Needs Assistants.
- **Best Practice:** Embedding behavioral health reduces stigma and improves follow-through.

### Employment Support and Workforce Development

- **Activities:** Resume creation, job readiness workshops, digital literacy support, connections to training programs, equipment for job search.
- **Frequency:** Weekly.
- **Staffing/Partners:** Local workforce development entities (ex: NC Works), community colleges, training partners.
- **Best Practice:** Access to workforce supports helps stabilize housing outcomes.

### Outreach & Engagement

- **Activities:** Transportation assistance, street outreach, linkage to prevention, shelter, and housing programs within UMD's continuum of care.
- **Frequency:** Ongoing.
- **Staffing/Partners:** Site Coordinator & Basic Needs Assistant, partnership with the City of Durham - Street Outreach and HEART teams (MOU Tab 5).



- **Best Practice:** Consistent outreach builds trust with unsheltered populations and fosters connections to services.

Service/Activity	Description	Delivery	Frequency
<b>Case Management and Resource Navigation*</b>	Housing navigation, document support including IDs and required paperwork for benefits and employment, referrals to health, behavioral health, and substance use treatment providers.	UMD case managers; partnerships with local health and social service agencies.	Daily walk-ins; weekly scheduled appointments
<b>Behavioral Health Supports*</b>	On-site group and individual counseling sessions, peer-led recovery circles, warm referrals to treatment.	Basic Needs Assistants and partner mental health and substance use providers.	As scheduled
<b>Employment Support and Workforce Development*</b>	Resume creation, job readiness workshops, digital literacy support, connections to training programs, equipment for job search.	Local workforce development boards, community colleges, training partners.	Weekly
<b>Outreach &amp; Engagement*</b>	Transportation assistance, street outreach, linkage to prevention, shelter, and housing programs within UMD's continuum of care.	Site coordinator & Basic Needs Assistant; City of Durham - Street Outreach and HEART teams (MOU Tab 5).	Ongoing

*\*These programs are already available to UMD shelter guests and/or community members. Day Services Center will allow for expansion of services to reach and support more clients.*

### Staffing Overview

As we transition UMD's Community Resource Center to include Day Service programs, increased staffing and enhanced security and janitorial coverage will ensure safe, consistent, and dignified operations. The addition of daytime Basic Needs Assistants, Attendants, and Site Coordination will complement UMD's existing team and guarantee the smooth delivery of expanded services. Detailed staffing plan is available in Tab 5.

- Site Coordinator (new FT position)
- Basic Needs Assistants (1 new FT and 2 new PT positions)
- Attendant (1 PT position for janitorial and facility support)
- Onsite Partner Staff (1 PT position contracted through Open Table Ministries)
- Security (additional 50 hours/week through current service contract)
- Reception, Shelter, and Kitchen Staff (utilizing current staffing)
- Volunteers (new volunteer roles)

The **Site Coordinator** will be responsible for the operations of the Day Services Center. This full-time staff member will supervise on-site personnel, coordinate



schedules to ensure full coverage during all open hours, manage relationships with partner agencies, provide facilities and service offerings oversight, and oversee compliance with reporting requirements.

A core component of Center operations is the mobilization of **Basic Needs Assistants**, case managers trained to engage visitors in trauma-informed care to connect them with the Center's service offerings and referrals to additional partners. The staffing structure is designed so that there is a minimum of two program team members (Basic Needs Assistants and/or Site Coordinator) on shift during all opening times (M-F 8am-6pm). During peak times, the other two **Basic Needs Assistants** and our **Onsite Partner Staff** will be engaged in a part-time capacity. These individuals are also a part of our contingency plan, ensuring seamless client-focused operations even in the case of staff illnesses, PTO needs, and holidays. An **Attendant** will serve a minimum of five hours/day to support janitorial services and upkeep of Center facilities.

**UMD's receptionist, kitchen, and other Shelter & Community Resource Center staff** will support Center operations as an extension of their current roles. These staff will ensure continuity between day services and overnight shelter programs and may also support hospitality and other program offerings at the Center. **Volunteers** will be recruited to assist with daily operations and visitor engagement, including hospitality, technology, and helping visitors check-in and get started on the services (for example, leading them to the laundry or shower facilities).

### Service Providers

By positioning daytime homeless services under the banner of UMD, the homeless of Durham will have access to the expertise of UMD's staff and leadership and the deep, long-standing partnerships built over 42 years. The Day Services Center will leverage the expertise of a network of community partners to provide specialized programs and ensure comprehensive support for visitors, supplementing UMD's core services. This will expand our capacity to deliver the services required in the RFP, as well as those that connect visitors to additional services that will help them exit to stable housing.

By partnering with experienced community organizations with dedicated staff and specialized expertise, the Center can offer a full spectrum of health, behavioral, educational, and social supports in a cost-efficient, coordinated, and client-centered manner. Each partner's role is clearly defined to ensure accountability, integration into the Center's workflow, and seamless visitor access to the services they need.

Partner Organization	Role/Service Provided	Frequency
<b>Alliance Health</b>	Current referral partner for UMD shelter guests. Expanded partnership could provide behavioral and	As scheduled





	mental health services, education, and referrals for Day Center visitors.	
<b>Department of Public Health</b>	Current referral partner for UMD shelter guests, especially during our pandemic response. Expanded partnership could provide behavioral health & medical services to Day Center visitors, including immunization clinics, health education, or workshops.	Bi-Weekly
<b>Duke University and Health System</b>	Current program partner for UMD shelter guests. Expanded partnership will provide onsite educational programs and health clinics for Day Center visitors.	About Monthly
<b>Durham Tech</b>	Current referral partner for UMD shelter guests enrolled in Workforce Development programs. Expanded partnership could provide job training and education opportunities to Day Center visitors.	As needed, referral-based
<b>Downtown Durham, Inc</b>	Current outreach and engagement partner for UMD, plus supports exterior facility upkeep and beautification. DDI Ambassadors will ramp up outreach, community engagement, and awareness-building for the Center.	Monday - Friday
<b>HEART Team &amp; Street Outreach</b>	Current transportation and outreach partner for UMD. Expanded partnership will support community outreach activities, facilitation of transportation, and awareness-building for the Day Services program. This partnership is critical to our outreach & engagement plan (MOU Tab 5).	Monday - Friday
<b>Justice Services Department (Durham)</b>	Current referral partner for UMD shelter guests. Expanded partnership could provide supportive services for Day Center visitors with justice involvement.	As needed, referral-based
<b>Latino Community Credit Union</b>	Current referral partner for UMD shelter guests enrolled in Workforce Development programs, assisting with opening bank accounts. LCCU could help Day Services with same.	As needed, referral-based
<b>Legal Aid of North Carolina - Durham Office</b>	Current referral partner for UMD shelter guests. Expanded partnership could include referrals for Day Center visitors for free legal services or legal clinics.	As needed, referral-based
<b>Lincoln Community Health Center</b>	Located on UMD's campus, a free and reduced cost health clinic accessible by UMD shelter guests or Day Center visitors.	As needed, referral-based
<b>National Alliance on Mental Illness (NAMI)</b>	Current referral partner for UMD shelter guests. Expanded partnership could include behavioral and mental health services, education, and referrals for Day Center visitors.	As needed, referral-based
<b>Open Table Ministries</b>	Current referral partner for UMD shelter guests. Expanded partnership will provide service navigation, document support including IDs and required paperwork for benefits and employment, and managing regular mail service for Day Center visitors. (MOU Tab 5)	Monday - Friday

<b>Project Access</b>	Current referral partner for UMD shelter guests. Expanded partnership could include assisted living placements, medical services, and prescription drug support for Day Center visitors with disability and health challenges.	As needed, referral-based
<b>REACH Substance Use Education</b>	Current partner for substance use education program operated on campus for shelter guests and community visitors. Expanded partnership to provide substance use education classes, group sessions, and individual counseling for Day Center visitors.	3-5x weekly outreach; weekly classes
<b>StepUp Ministry Durham</b>	Current referral partner for UMD shelter guests enrolled in Workforce Development programs for employment and life skills education. Partnership could expand to include similar referrals for Day Center visitors.	As needed, referral-based
<b>Veterans Administration</b>	Current referral partner for UMD shelter guests. Expanded partnership could include regular onsite presence to provide materials, facilitated information sessions, and one-on-one engagement with Day Center visitors.	1-3x weekly
<b>Vocational Rehabilitation</b>	Current referral partner for UMD shelter guests enrolled in Workforce Development programs. Expanded partnership could include referrals for Day Center visitors with disabilities.	As needed, referral-based

### Visitor Experience

From the moment visitors arrive at the Day Services Center, the priority is to create a welcoming, low-barrier environment that builds trust and encourages repeat visits. Upon arrival, visitors will be greeted by administrative staff at the reception desk and asked to sign in, providing only minimal information at this step for tracking purposes (name, date, arrival time). This approach mirrors successful street outreach practices: it balances the need for basic data collection with sensitivity to visitor privacy and barriers to participation. Visitors will also be given information about available resources, such as showers, laundry, meals, mail services, or technology access.

After check-in, visitors are then connected with a Basic Needs Assistant, who will complete a brief intake and initial assessment that will include name, race, gender, age, homeless status, and timeline. The assessment is designed to be short, non-intrusive, and optional, reinforcing the center's commitment to accessibility. The Basic Needs Assistant will also identify a visitor's immediate needs and make warm introductions to available services.

Staff and volunteers will ensure that visitors receive direct support — for example, a visitor who signs up for a shower will be personally located when it is their turn, minimizing confusion or the risk of being overlooked. Visitors also have the option to schedule case management or partner agency appointments, though participation



is never a condition of accessing basic services. This low-barrier, client-centered engagement strategy ensures that the Center remains accessible to all, particularly individuals who may be distrustful of institutions or overwhelmed by burdensome intake requirements.

### Visitor Engagement Flow Chart

Step	Responsible Staff	Description	Purpose/Justification
<b>1. Arrival &amp; Greeting</b>	Admin/Reception	Guest welcomed and signs in with basic info (name, date, arrival time), provided information on available services.	Low-barrier intake mirrors street outreach; builds trust.
<b>2. Intake &amp; Assessment</b>	Basic Needs Assistant	Short, optional assessment to identify immediate needs and connect to resources. Additional visitor data collection including name, race, gender, age, homeless status, and timeline	Quick, non-intrusive; establishes rapport.
<b>3. Orientation to Services</b>	Basic Needs Assistant	Guests introduced to available services (showers, laundry, meals, mail, charging stations, case management options).	Ensures visitors understand available resources and how to access them.
<b>4. Service Access</b>	Center Staff & Volunteers	Guests receive needed services; staff and volunteers provide personalized follow-up (e.g., escorting to shower at scheduled time).	Maintains dignity and ensures equitable access.
<b>5. Enrichment &amp; Education</b>	Service Partners	Visitors have the option to participate in classes, activities, and other enrichment programs offered regularly.	Provides visitors with resources, community-building, and awareness.
<b>6. Optional Referrals</b>	UMD Case Managers & Service Partners	Guests may schedule case management or partner agency appointments.	Provides pathways to long-term stability without creating barriers.

### Community Outreach & Engagement

UMD recognizes that many individuals in need of day services may not proactively seek them out. To ensure equitable access, UMD will rely on established partnerships, grow new ones, and use community-based strategies (events, information sessions, peer navigators) to raise awareness and invite engagement. Key to our outreach & engagement plan in a partnership with HEART & Street Outreach through the City of Durham's Community Safety Department (MOU Tab 5).

Trust-building is central to our work. UMD uses:



- A **low-barrier**, client-centered environment that prioritizes immediate needs and safety.
- **Trauma-informed** and harm-reduction practices to ensure respectful, nonjudgmental support.
- Staff and volunteers with **lived experience** to foster stronger relationships with clients.
- **Tailored supports** for subpopulations, ensuring services meet the needs of families, youth, chronically homeless individuals, and those with health or behavioral health challenges.

Because of our direct access to Durham's homeless population and the trust we have achieved over 42 years, UMD is uniquely positioned to design services that meet, not just the assumed needs of these populations, but their stated desires and challenges. Our strategic goals, annual plans, and daily priorities are born directly from this experience and the feedback gathered from clients through intake surveys, case management conversations, and periodic customer feedback surveys. Furthermore, our staff and board reflect the community we serve, and we have persons with lived experience on our staff and recruited to our board each year.

UMD already has established partnerships with **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.

**To ensure success of the Day Services Center, we will deepen and formalize our partnership with The City of Durham Community Safety Department (DCSD) which operates HEART and Street Outreach programs with a memorandum of understanding (Tab 5).** These teams will support client referral, transportation, and street outreach. We will arm HEART team members to direct community members in need to the Center through trainings about the Center and literature for community members they interact with. The HEART team can also provide transportation to the Center. Partnering with HEART and Durham's Street Outreach programs can extend the Center's geographic reach ensuring vulnerable populations are engaged and connected.

In addition to already established partnerships, UMD 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 site tours and orientations. We will also provide information for visitors who come on a daily basis.

Outreach Partner	Description of Engagement & Outreach Potential	Frequency
<b>Entry Point Durham</b>	Coordinated Entry system for Durham County, serving as the single access point for individuals and families experiencing homelessness to connect with shelter, housing, and support services. UMD is the primary emergency shelter for adults, and with the expansion to Day Services, Entry Point can connect those in need to more opportunities at UMD.	Daily
<b>Downtown Durham, Inc</b>	Current outreach and engagement partner for UMD, plus supports exterior facility upkeep and beautification. DDI Ambassadors will ramp up outreach, community engagement, and awareness-building for the Center.	Daily
<b>HEART Team &amp; Street Outreach</b>	Current transportation and outreach partner for UMD. Expanded partnership will support community outreach activities, facilitation of transportation, and awareness-building for the Day Services program. This partnership is critical to our outreach & engagement plan (MOU Tab 5).	Daily
<b>Downtown Businesses</b>	UMD will support proactive outreach via literature distribution, introductory meetings, and site tours and orientations to businesses in the downtown core, as well as respond to any local business wishing to learn more about how to support homeless populations through referrals to the Center.	Month 1-4, annually, and as needed
<b>Other Nonprofits</b>	Awareness-building with UMD partners and other social service nonprofits will be key to ensuring widespread knowledge of the Center. This will include literature distribution, introductory meetings, and site tours and orientations.	Month 1-4, annually, and as needed

### Targeting Subpopulations through Tailored Approach

The proposed 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 in this proposal. We expect to support an average of 30 daily visits, 1,500 unique visitors per year. Because homelessness impacts diverse subpopulations differently, our proposed day shelter is designed to respond with services that are low-barrier, client-centered, and tailored to the unique needs of each group.

### Single Adults

Adults experiencing homelessness often need immediate relief from the stresses of unsheltered life and clear pathways toward employment and housing. The day shelter will provide essential services (showers, mail, meals, charging stations) in a welcoming environment, while Basic Needs Assistant connect clients to workforce development, job readiness, behavioral health treatment, and housing navigation.



### Families with Children and Youth/Young Adults

Families and youth experiencing homelessness face heightened risks of trauma, school disruption, and exploitation. The day shelter will provide safe, family-friendly access to showers, laundry, mail, and meals, while Basic Needs Assistants connect clients to housing navigation, childcare, education supports, and income resources. For youth and young adults, trauma-informed engagement and access to technology will help them remain connected to school, job opportunities, and age-appropriate community partners.

### Individuals with Serious Mental Illness or Substance Use Disorders

UMD's day shelter staff are trained in trauma-informed and harm-reduction approaches to create a safe, nonjudgmental environment. Basic Needs Assistants will provide direct linkages to behavioral health and substance use treatment partners, while offering on-site stability supports like hygiene, meals, and peer mentoring.

### Chronically Homeless Individuals

For those who have been without stable housing the longest, trust and relationship-building are essential. The day shelter will provide consistent, reliable access to daily supports while peer staff work over time to connect clients to permanent housing solutions through the Continuum of Care.

### Outcomes Measurement

UMD's ultimate goal is to prevent and end homelessness for our entire Durham community. Adding a Day Services Center that meets their basic needs and provides a safe, non-judgmental, client-centered approach to engaging visitors through case-management support, we can substantially improve their long-term outcomes.

We evaluate the success by tracking the following essential services being provided:

- Number of visits daily/annually
- Number of visitors daily/annually, with general demographics captured, including unique visitors, when possible—*projected at 30 daily visitors, 7,800 visits annually, and 1,500 unique individuals annually*
- Number and type of basic needs services provided daily/weekly/annually
- Number of case management connections made

Going beyond the basic needs, we will track those program outputs that directly contribute to a client's long-term success ending their homelessness, including:

- Number of case management sessions provided
- Number and type of referrals made to internal resources and external partners daily/weekly/annually
- Number of clients connected to housing navigation or shelter placement



- Number of clients connected to income or workforce supports

While tracking visitor outcomes is critical for evaluating program effectiveness, requiring comprehensive data collection through client surveys, intake forms, and exit procedures for every individual can create significant challenges in a day services environment. Referral partners may also not provide consistent or comprehensive data on client outcomes. Extensive paperwork may be prohibitive for staff, partners, and the immediate needs of individuals experiencing homelessness. Additionally, visitors may feel discouraged or burdened by repeated surveys and detailed forms, which can reduce participation in essential services or create distrust. The transient nature of the population also means that data collection can be inconsistent, with many visitors unable or unwilling to complete intake or exit procedures.

To balance the need for meaningful outcome data with practical realities, UMD proposes using periodic random sampling of visitors for surveys and follow-ups, combined with targeted case management tracking for a subset of clients engaged in intensive services. Additional strategies could include:

- Focus groups or short interviews with a sample of visitors to gather qualitative insights periodically throughout the year.
- Gathering quantitative and qualitative reports from referral partners, with reporting procedures and timelines built into MOUs whenever possible
- Follow-up with clients who consent to be contacted after a defined period to measure housing stability, employment, or other outcomes.
- Aggregate service metrics (e.g., referrals completed, participation in workforce or health programs) used to infer trends without requiring full data collection for every visit.
- Recording by staff of observations, patterns, and trend tracking that then can be gathered through structured staff feedback loops.

These approaches allow UMD to generate reliable, actionable outcome data while maintaining a welcoming, low-barrier environment that encourages visitor engagement and preserves staff capacity.

These outcomes-gathering systems will focus on how the Center is meeting the long-term needs of our homeless population:

- Improved Health and Hygiene
- Increased inclination to seek solutions to their homelessness, in accessing Emergency Shelter, Transitional, and Permanent Housing
- Increased willingness to seek supports like mental health services, substance use education, and employment training



- Reduced Social Isolation / Increased Community Engagement
- Improved Self-Sufficiency and Goal Achievement

As a stated goal of the RFP, reducing the use of alternative locations (parks, libraries, businesses) as daytime gathering spaces for homeless community members is also a desirable outcome of UMD's expansion of day services. While UMD will not track this outcome quantitatively, this will be an expected result of achieving our programmatic outputs and long-term outcomes as stated above.

### **Adaptability & Continuous Improvement**

The rapidly changing nature of homelessness requires constant review and adaptation. UMD will use output measurements and outcome data to continuously refine and strengthen our day services. Visitor logs will help scale staffing and volunteer coverage during high-demand periods. Adjusting day services programs in coordination with shelter and prevention programs can help address emerging needs.

Trends identified through visitor surveys, staff observations, case management tracking, and periodic sampling will guide adjustments to service offerings, resource allocation, and outreach strategies. For example, if data indicate certain subpopulations are under-engaged, programming and staff efforts can be redirected to better meet their needs. Similarly, patterns in housing, employment, or health outcomes will inform enhancements to case management, partnerships, and supportive services. By systematically analyzing outcomes, UMD ensures that our day services remain responsive, effective, and aligned with the evolving needs of Durham's homeless population.

### **Program Rationale: Continuum of Homeless Services**

Since 1983, UMD has been committed to providing a comprehensive continuum of care to individuals and families experiencing or at risk of homelessness. This continuum includes three core areas: **prevention, emergency response, and housing support**. With the addition of the Day Services Center, UMD will expand this continuum by offering daytime supports that connect prevention, crisis response, and housing services into a seamless system. Day services will ensure that individuals who are unsheltered or otherwise disconnected from care can access safety, stability, and pathways to housing even when they are not in shelter.



## Continuum of Homeless Services Visualization



**\*Bold text indicates where UMD provides services along the continuum.**

### UMD's Role in Prevention

UMD's prevention efforts focus on meeting the basic needs of low-income households to help them stay housed and stable. Through our Community Café, we serve three free meals per day, 365 days a year, to both shelter guests and anyone in the community who is hungry—averaging 722 meals daily. Our Food Pantry & Clothing Closet provides fresh and shelf-stable groceries, hygiene items, diapers, and clothing to an average of 500 low-wealth households each month. Located adjacent to our shelter, Lincoln Community Health Center offers low-income and homeless individuals access to free or reduced-cost healthcare, ensuring holistic support beyond food and shelter.

For many of our Community Café and Food Pantry patrons, receiving free meals and supplies allows them to stretch their limited resources to cover rent and other critical expenses. On weekdays, UMD distributes bag lunches during breakfast service, making it easier for neighbors to pursue work, job searches, or appointments without returning for another meal later in the day. These layered supports are part of our broader strategy to prevent homelessness and promote stability for Durham's most vulnerable residents.

The Day Services Center will build on these prevention supports by offering a place for individuals and families to stabilize during the day, access hygiene and technology resources, and receive navigation assistance before their circumstances escalate into a housing crisis. This weekday daytime access will expand the reach of our current Community Resource Center and create additional opportunities for early intervention.





### **UMD's Role in Emergency Services**

On any given night in Durham, 330 people are experiencing homelessness. When individuals or families are in crisis and have nowhere safe to stay, UMD provides essential emergency services that offer immediate shelter, safety, and stability. As Durham's primary public emergency shelter for single adults and the backup shelter for families, UMD plays a critical role in the local homelessness response system. Our shelter not only offers a safe place to sleep, but also provides meals, hygiene facilities, and a supportive environment where guests can begin to recover and plan for a more stable future.

UMD maintains 76 shelter beds—62 for men and 14 for women—along with nine private family rooms. Guests also have access to showers, laundry facilities, and a communal living space. The shelter does not currently serve as a traditional day services facility for either shelter residents or other guests. The Day Services Center directly addresses this gap by providing a dedicated, low-barrier space for individuals experiencing homelessness to access services during the day. By co-locating with our existing campus, the Center will extend the safety and stability of shelter into daylight hours, offering continuity for guests and engaging individuals who are not currently staying overnight in shelter.

UMD's shelter follows a low-barrier, trauma-informed, and housing-focused model that prioritizes accessibility, dignity, and rapid connection to permanent housing. All shelter guests receive individualized case management, housing navigation, and access to supportive services such as meals, hygiene supplies, mental health and substance use programs, and employment assistance. Grounded in a Housing First approach, UMD minimizes entry requirements and focuses on breaking down barriers to long-term housing stability.

### **UMD's Role in Housing**

Beyond meeting basic needs, UMD provides a comprehensive range of services designed to help clients identify and pursue pathways out of homelessness. These include integrated health and behavioral health support, employment and education assistance, and individualized case management. Together, these efforts aim to re-house clients quickly, while equipping them with the tools and resources needed to achieve long-term stability and prevent future homelessness.

UMD's housing services are focused on helping clients secure and maintain safe, stable housing. Each shelter guest is paired with a trained case manager to support the creation of an individualized action plan to move them to a positive housing situation, and assess other barriers to stable housing or employment. We provide direct housing placement assistance, navigation support, and partnerships with local landlords and housing providers. UMD offers financial assistance for security deposits and initial rent payments to help shelter clients transition into permanent housing.



We also offer health supports through Lincoln Community Health Center on our campus and volunteer nurses from Duke University and other medical programs. We partner with Alliance for Mental Health for behavioral health referrals, and we provide an extensive onsite substance use education program that offers classes, group sessions, individual counseling, and a women's empowerment group to build awareness, education, and community for those facing a substance use disorder.

Workforce development is another key component of UMD's case management approach. Clients seeking employment receive help in accessing important documentation like IDs, creating resumes, searching and applying for jobs, and accessing referrals to partner agencies that offer job training, clothing, transportation, and other work-related supports. Staff provide ongoing guidance to help individuals balance employment responsibilities while managing the challenges of homelessness. We help clients with criminal justice involvement to expunge their records when possible and learn how to address their history with potential employers, and we activate service providers to help remove other barriers to employment, including health and mental health services, financial literacy, veteran services, and targeted support for women and minorities, such as Dress for Success and National Caucus on Black Aging.

The Day Services Center will serve as an entry point into UMD's housing-focused services. Guests who initially come for restrooms, showers, laundry, or respite will be invited into optional case management and workforce development supports. This approach lowers barriers to engagement and creates more opportunities to connect individuals with housing navigation, behavioral health care, and employment resources.

**The Day Services Center is a natural extension of UMD's continuum of care, ensuring that prevention, emergency response, and housing supports are accessible not only in crisis moments or overnight, but throughout the day — filling a critical gap in Durham's homelessness response system.**

### **Summary and Proposal Request**

The ultimate goal for a Day Services Center is to reach more members of the unsheltered community, and, by going beyond their daily life needs, offer them essential services to end their homelessness. This is a direct benefit for the individual, as well as the wider 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.

**UMD proposes expansion of their programs to support a Day Services Center with a total contract fee of \$350,000.**





**FOOD, SHELTER AND A FUTURE**

### **Tab 5: Organization and Staffing**

- a. Organizational Structure
  - 1. UMD Organizational Chart
  - 3. UMD Staff Matrix
- b. Executive Leadership
  - 1. Executive Director: Sheldon Mitchell
  - 2. Volunteer Board of Directors 2025-26
- c. Day Services Center Staffing Plan
  - 1. Day Services Center Organizational Chart
  - 2. Day Services Center Job Descriptions and Classifications
  - 3. Day Services Center Staffing Schedule
- e. Subcontractor Plan
  - 1. Guaranteed Monitoring and Security Services
  - 2. Open Table Ministries
- f. Tab 5 Attachments:
  - 1. Resumes of Key Personnel
    - a. Executive Director: Sheldon Mitchell
    - b. Residential Operations Director: Shona Wynn
  - 2. Memoranda of Understanding
    - a. City of Durham - Street Outreach and HEART
    - b. Open Table Ministries



## Organization and Staffing

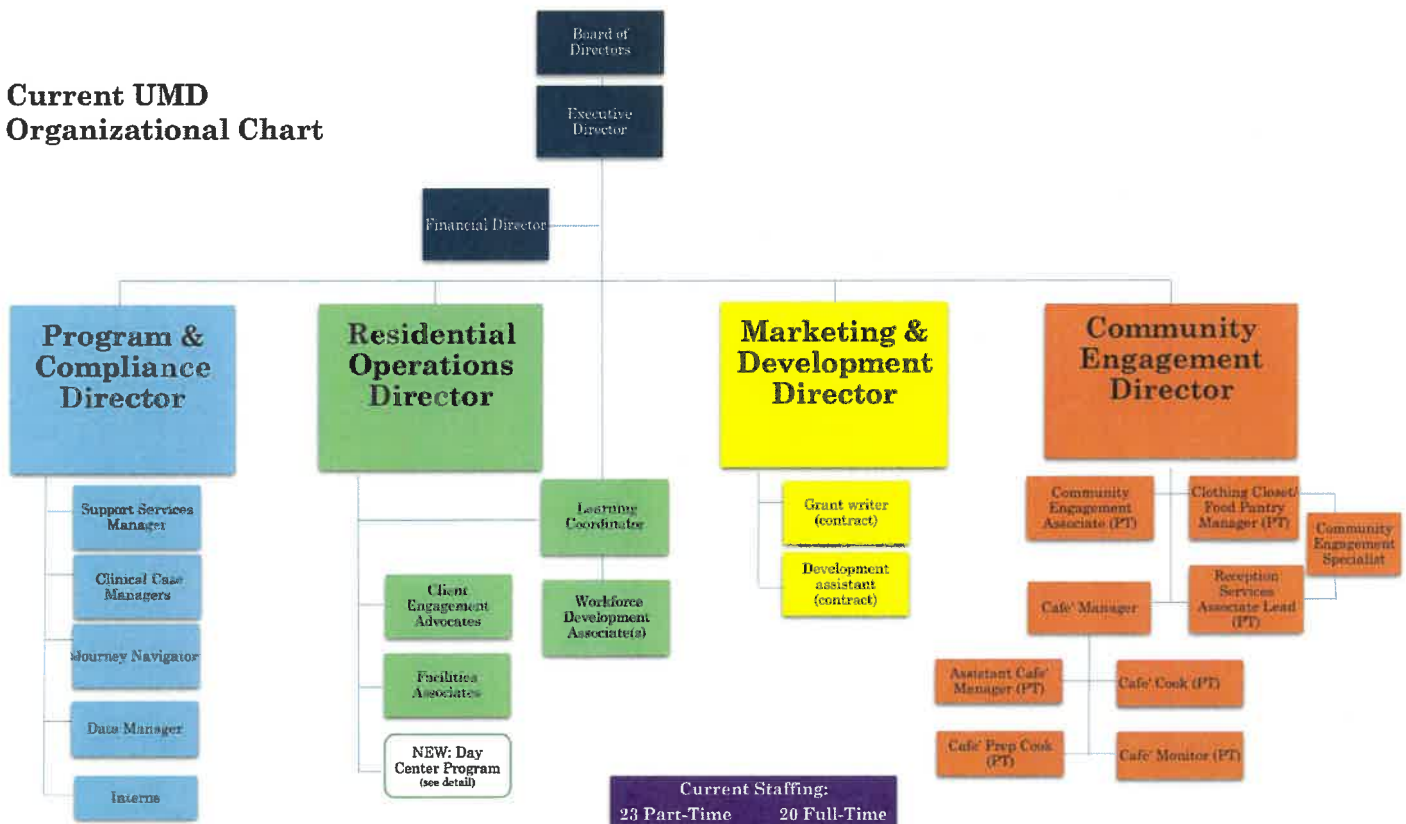
### Organizational Structure

UMD currently operates an Emergency Shelter and Community Resource Center with a staff of 20 fulltime and 23 part-time staff members, plus a cadre of volunteers who assist with our Community Café and Food Pantry & Clothing Closet. The Day Services Center will require new staff positions, hiring additional staff in administrative, case management, and contracted security to cover new operating hours, and some modification of some job descriptions for current staff to provide time for oversight of the Day Services program.

### UMD Organizational Chart

This chart reflects the UMD current staffing structure, without the expansion of Day Services.

**Current UMD  
Organizational Chart**



### UMD Staff Matrix

Position	Quantity	FT/PT	Reports to
Assistant Café Manager	1	Full Time	Café Manager
Café Manager	1	Full Time	Director of Community Engagement
Café Monitor	1	Part Time	Café Manager



<b>Case Manger</b>	3	Full Time	Program Compliance Director
<b>Client Engagement Associates</b>	2	Full Time	Residential Operations Director
<b>Client Engagement Associates</b>	11	Part Time	Residential Operations Director
<b>Café Cook</b>	1	Part Time	Café Manager
<b>Café Prep-Cook</b>	1	Part Time	Café Manager
<b>Data Manager</b>	1	Full Time	Program Compliance Director
<b>Director of Community Engagement</b>	1	Full Time	Executive Director
<b>Director of Development</b>	1	Full Time	Executive Director
<b>Director of Finance</b>	1	Full Time	Executive Director
<b>Executive Director</b>	1	Full Time	Board of Directors
<b>Facilities Associate</b>	1	Full Time	Residential Operations Director
<b>Facilities Associate</b>	2	Part Time	Residential Operations Director
<b>Food Pantry/Closet Manager</b>	1	Part Time	Director of Community Engagement
<b>Journey Navigator</b>	1	Full Time	Program Compliance Director
<b>Learning Coordinator</b>	1	Full Time	Executive Director / Residential Operations Director
<b>Program Compliance Director</b>	1	Full Time	Executive Director
<b>Receptionist / Services Associate Lead</b>	2	Part Time	Director of Community Engagement
<b>Residential Operations Director</b>	1	Full Time	Executive Director
<b>Support Services Manager</b>	1	Full Time	Program Compliance Director
<b>Workforce Development Associates</b>	2	Full Time	Learning Coordinator
<b>Expanded Day Services Center Staffing</b>			
<b>Site Coordinator</b>	1	Full Time	Residential Operations Director
<b>Basic Needs Assistant</b>	1	Full Time	Site Coordinator
<b>Basic Needs Assistants</b>	2	Part Time	Site Coordinator
<b>Attendant</b>	1	Part Time	Site Coordinator



## UMD Executive Leadership

### Executive Director: Sheldon Mitchell

Prior to joining UMD, 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 twenty-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.

### Volunteer Board of Directors 2025-2026

As a governing entity, UMD's board of directors are responsible for ensuring the organization stays true to its mission while operating with integrity, accountability, and long-term sustainability. The board provides strategic direction, approves major policies and budgets, and oversees the performance of the executive leadership. They safeguard the organization's financial health through sound fiscal management, fundraising, and resource development, while also ensuring compliance with legal and ethical standards. In addition, board members serve as ambassadors to the community, strengthening partnerships and advocating for the organization's work.

Chair: Josephine Kerr, Assistant District Attorney, Durham County

Vice Chair: Harold Hicks, VP Global Real Estate, RTI International

Treasurer: Yolanda Brown, President, Yolanda Nichole, LLC

Secretary: Brian Vosburgh, Software Developer, TopQuadrant

Newman Aguiar – President, Newman Aguiar Consulting, LLC

Jackie Cohen – Head of Editorial, Headspace Health

Margaret Dillard – Co-Founder, Half Past Seven

Joy Epps – Systems Administrator, First Citizens

Jeff Furman – Development Partner & Director of Raleigh Ops, Northwood Ravin

Rich Haney – Principal, Cellular Statistics, LLC

Stephanie Johnson – Manager, Strategic Pricing & Contract Management, Teleflex

George Lucaci – Assistant Manager, Folio Beyond, LLC

Harvey McMurray – Professor & Interim Dept Chair Criminal Justice, NCCU

Caselle Smith McKoy – Partner, Troutman Pepper Locke LLP

Cicely Mitchell – Sr. Director Biostatistician, Syneos Health, Entrepreneur

Kevin Murphy – Operations Manager Crisis Response, Cisco Systems

Deborah Page – Chief HR Officer, Duke Health System

Andrew Peterson – Professor of Surgery, Duke University

Tarkisha Poole – Manager Community Engagement, Coastal Credit Union

David Sotolongo – Consultant, Proposal Development

Bob Walker – Consultant, 8 Rivers Capital

Maryann Younger – Rector, St. Philips Episcopal Church



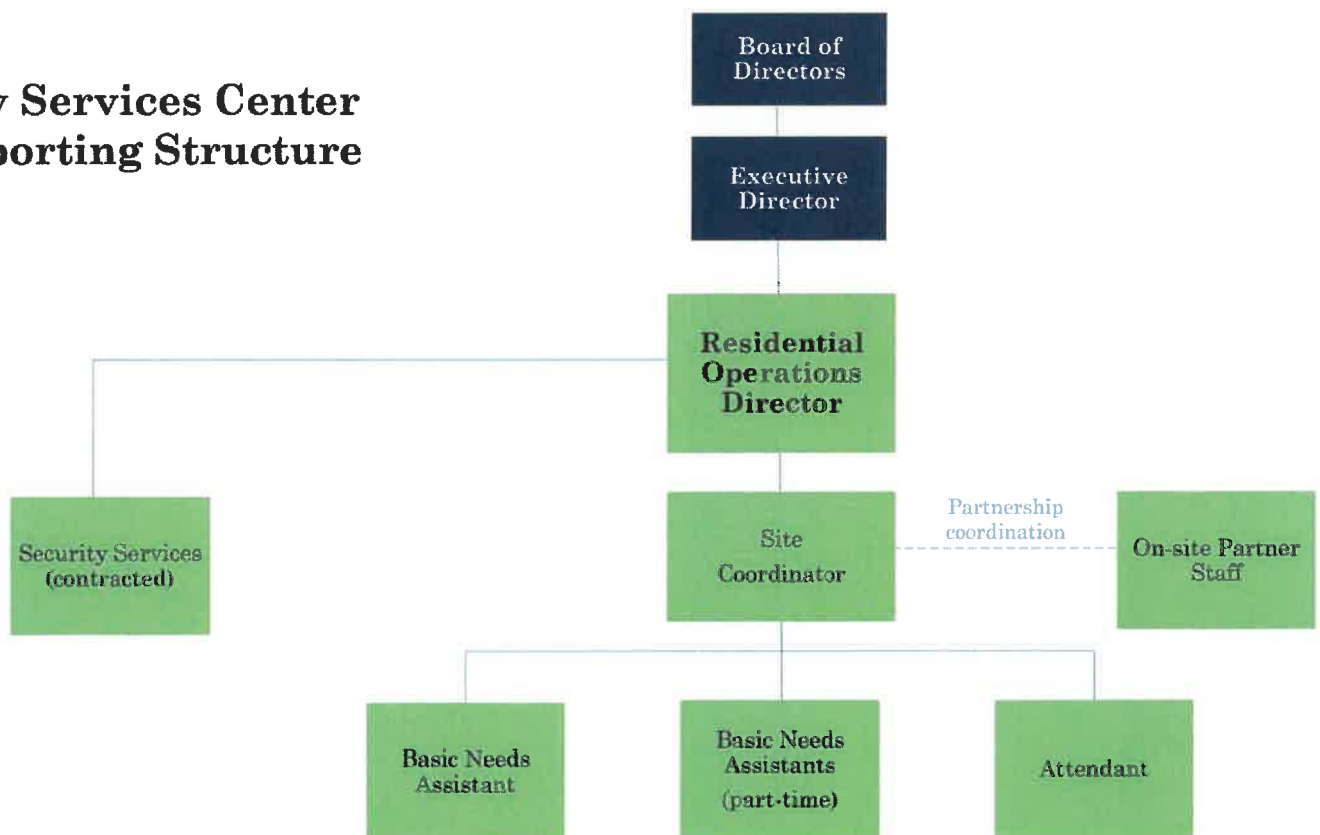
### Day Services Center Staffing Plan

For Day Services Center programs specifically, the following staff positions will oversee and support the programs and visitors. The staffing structure is designed so that there is a minimum of two program team members (Basic Needs Assistants and/or Site Coordinator) during open hours, with an additional part-time Basic Needs Assistant and an Onsite Partner Staff member able to support clients in a part-time capacity during peak times. In addition, an Attendant, a Receptionist, Security personnel, and other UMD staff will be onsite during the Monday-Friday open hours to support the Center as well.

While the positions responsible for Center operations have not yet been hired. The leadership for this program expansion is regularly engaged in developing the plans and strategic direction for the Center, namely the Executive Director and the Residential Operations Director.

### Day Services Center Organizational Chart Detail

#### Day Services Center Reporting Structure



## Day Services Center Job Descriptions and Classifications

**Site Coordinator** – The Site Coordinator will serve as the central leader responsible for ensuring the smooth, effective operation of the Day Services Center. This role will oversee all daily activities, supervise Center staff, and coordinate directly with partner agencies to integrate their services into the facility. The Site Coordinator will manage logistics such as scheduling mobile service providers and contractors, while also scheduling and training volunteers to support operations and client engagement. In addition, they will monitor service offerings to ensure reliability, track compliance with program and funding requirements, and act as the primary liaison for both internal and external stakeholders.

**Basic Needs Assistants (BNA)** – Basic Needs Assistants play a critical role in visitor engagement and service coordination. Drawing on lived experience and training, they will welcome guests, build trust, and connect visitors with both UMD services and external partner programs. Three BNAs will be employed (one full-time and two part time) to ensure the Center maintains consistent, person-centered support across all 50 weekly operating hours.

**Attendant** – Cleanliness and sanitation are essential to both dignity and health. Reliable janitorial services will be provided throughout the week to ensure all facilities, including hygiene stations, common areas, and restrooms, are maintained in a safe and welcoming condition. This service is a critical part of promoting respect, reducing health risks, and ensuring the Day Services Center is an environment that visitors trust and value.

**Security** – Safety is a top priority for both visitors and staff. To that end, the Center will require at least 50 hours of security staffing each week. Security staff will be present during all Center operating hours as well as during breakfast and dinner services offered through the Community Café, ensuring that all guests can access services in a safe and respectful environment.

In addition to new roles created for the Day Services Center, several existing UMD staff will see their responsibilities expand to ensure seamless integration with our broader programs. A team of **Receptionists / Administrative staff** will support Center welcome protocols. The **Program & Compliance Director** will continue to oversee data quality, compliance, and staff supervision, while also incorporating day services into organizational monitoring and reporting systems. **Case Managers**, who currently conduct intakes and develop individualized service plans in the emergency shelter, will play an expanded role in supporting day services guests through assessments, referrals, and coordinated care pathways. **Shelter and kitchen staff** will help bridge day and evening programming, ensuring continuity for visitors moving between the Day Services Center, Community Café, and emergency shelter. **Support staff and volunteers**, a vital part of UMD's service





model, will assist with day-to-day operations such as laundry, hygiene, mail distribution, and technology access, providing the direct support that makes the Center welcoming and functional.

In addition, **clinical and partner staff**, including Lincoln Community Health Center providers, behavioral health professionals, and workforce development partners, will coordinate care and services on-site, extending their oversight and collaboration to the Center to ensure visitors receive comprehensive health, mental health, and employment supports. Together, these staff, volunteers, and partner providers create the infrastructure necessary to fully integrate the Center into UMD's continuum of care, enhancing both capacity and the quality of services offered.

Position	Duties/Responsibilities	Hours/ week	Notes
<b>Executive Director</b>	<ul style="list-style-type: none"> <li>Organizational and strategic leadership</li> <li>Mission alignment and delivery</li> <li>Center compliance and reporting</li> <li>Supervision of leadership teams</li> </ul>	~2	5% of FTE
<b>Director of Residential Operations</b>	<ul style="list-style-type: none"> <li>Supervision of Coordinator and Center programs</li> <li>Ensuring integration of Center programs with Shelter operations</li> </ul>	~4	10% of FTE
<b>Site Coordinator</b>	<ul style="list-style-type: none"> <li>Oversee daily operations</li> <li>Supervise Center staff</li> <li>Liaise with partners</li> <li>Manage and attend to service offerings, scheduling of contractors, laundry services, etc.</li> <li>Scheduling and training of volunteers supporting Center operations and visitor engagement</li> <li>Ensure compliance for the Center</li> </ul>	40	M-F
<b>Basic Needs Assistant(s)</b>	<ul style="list-style-type: none"> <li>Visitor intake assessments and service overviews</li> <li>Connecting visitors to service offerings, including sign-up, scheduling, instructions, and facilitation</li> <li>Attending to service offering facilities</li> <li>Supporting the Coordinator in training and mobilization of volunteers supporting Center operations and visitor engagement</li> <li>Providing referrals to case managers, workforce development, health care, or other service providers</li> <li>Working with program partners</li> <li>Supervising and supporting scheduling for Basic Needs Assistants</li> </ul>	1 @ 40 2 @ 22.5	M-F
<b>Attendant</b>	<ul style="list-style-type: none"> <li>Facility Cleaning &amp; Sanitation</li> <li>Trash &amp; Supply Management</li> <li>Light Maintenance &amp; Upkeep</li> </ul>	25	M-F
<b>On-site Partner</b>	<ul style="list-style-type: none"> <li>Contracted partnership through Open Table Ministries</li> </ul>	20	M-F



<b>Staff (Open Table Ministries)</b>	<ul style="list-style-type: none"> <li>Connecting visitors to service offerings</li> <li>One-on-one client case management support</li> <li>Providing referrals to workforce development, health care, or other service providers</li> </ul>		
<b>Security</b>	<ul style="list-style-type: none"> <li>Contracted security personnel during all opening hours</li> <li>Additional 10 hours per day, five days per week (8am-6pm daily)</li> </ul>	50	M-F
<b>UMD Reception Staff</b>	<p>As part of the current UMD operations, this position will expand to support Center welcome protocols, including:</p> <ul style="list-style-type: none"> <li>Welcome guests, and manage check-in and/or intake questionnaires</li> <li>Field phone calls and other inquiries</li> </ul>	50	M-F
<b>UMD Shelter &amp; Kitchen Staff</b>	<ul style="list-style-type: none"> <li>Support transition of facility from day to evening/overnight programs</li> <li>Clean-up and prep before/after meals</li> <li>Stocking hospitality bar with water, coffee, and snacks as available</li> <li>Program integration and continuity</li> <li>Additional duties will fall within already staffed positions.</li> </ul>	~14	Daily
<b>Volunteers</b>	<ul style="list-style-type: none"> <li>Assist with site duties, hospitality, technology</li> <li>Support visitor engagement: helping lead people to services, troubleshooting, community-building</li> <li>New volunteer roles will be available and advertised to over 2,000 annual volunteers</li> </ul>	various	Daily

### Day Services Staffing Schedule

	Monday	Tuesday	Wednesday	Thursday	Friday
Basic Needs Assistant (PT)	7:30am – 1pm	7:30am – 1pm	7:30am – 1pm	7:30am – 1pm	7:30am – 1pm
Site Coordinator	7:30am – 4:30pm	7:30am – 4:30pm	7:30am – 4:30pm	7:30am – 4:30pm	7:30am – 4:30pm
Security	8am-6pm	8am-6pm	8am-6pm	8am-6pm	8am-6pm
On-site Partner Staff (OTM)	9am – 1pm	9am – 1pm	9am – 1pm	9am – 1pm	9am – 1pm
Basic Needs Assistant (FT)	10am – 6pm	10am – 6pm	10am – 6pm	10am – 6pm	10am – 6pm
Attendant	1pm – 6pm	1pm – 6pm	1pm – 6pm	1pm – 6pm	1pm – 6pm

\*An additional Basic Needs Assistant (PT) will be mobilized based on visitor volume, service scheduling, and other factors to be assessed during the early months of operations.





## Subcontracting Plan

### Guaranteed Monitoring and Security Services, LLC, Durham, NC

#### Responsibilities

- 50 hours of security staffing weekly during all Center operating hours as well as during breakfast and dinner services offered through the Community Café.
- Conduct regular patrols of the facility and surrounding grounds to ensure the safety of clients, staff, and visitors and to deter unsafe or disruptive behavior.
- Enforce the center's rules and policies in a respectful, trauma-informed manner.
- Respond promptly to incidents, de-escalating conflicts and coordinating with staff or law enforcement as needed.
- Build positive relationships with clients and staff to foster a welcoming yet secure environment.

#### Reasons for Subcontracting

UMD has a contract in place for security services for current operations. Day Services Center would require expansion of hours and number of personnel onsite daily.

#### Relevant Personnel & Experience

- Donald Keith Grantham, CEO
- North Carolina License Number: 1942-GP
- Service-disabled veteran-owned small business
- 20+ years of security experience across North Carolina, including businesses, major events, hotel, and private gatherings.
- Also provides training for armed and unarmed security guards and NC Concealed Carry Handgun training, United States Concealed to Carry Association (USCCA) Certified Instructor #2725894

### Open Table Ministries (OTM), Durham, NC

#### Responsibilities

- Mail program manager
- Case management and other supportive services
- Visitor engagement and referrals

#### Reasons for Subcontracting

UMD does not currently operate a program for shelter guests to receive mail. Because OTM has experience and resources in this space, they have agreed to manage this program for Day Services and shelter guests to have mail services M-F. OTM will also support case management, referrals, and other basic need and supportive services for Day Center visitors.

#### Relevant Personnel & Experience

Executive Director: Drew Woten

- Master of Social Work, UNC Chapel Hill



- Master of Divinity, Duke University
- Open Table Ministries is a 501(c)(3) nonprofit working in the homeless services sector since 2009. Their core services include:
- Daily Office Hours for social service supports including: mail services, obtaining ID documents, resource navigation, workforce support, telehealth appointment assistance, and other supportive programs. 590 individuals received mail services through OTM in 2024.
  - Weekly Free Store that supports basic needs including showers and haircuts, clothing distribution and service referrals.
  - Seasonal Emergency Shelter management (White Flag). OTM provided 3,799 nights of emergency shelter to 72 adults and 67 children.
  - Long Term Case Management for housing and health care resource navigation. OTM provided ongoing case management for 89 neighbors in 2024.

## **Tab 5 Attachments**

### **Resumes of Key Personnel**

- Sheldon Mitchell, Executive Director, UMD
- Shona Wynn, Director of Residential Operations, UMD

### **Memoranda of Understanding**

- City of Durham Community Safety Department (DCSD) – HEART and Street Outreach
- Open Table Ministries



## SHELDON L. MITCHELL

6604 Enrichment Lane | Raleigh, NC 27616

📞 919-615-1801 | 📠 864-205-6848 | ✉️ mitchshel66@gmail.com

### SENIOR NONPROFIT EXECUTIVE

Community Development | Strategic Partnerships | Fundraising | Program Innovation

Dynamic and visionary leader with 20+ years of executive experience driving transformative community development initiatives. Proven ability to mobilize resources, build high-impact programs, and lead cross-sector coalitions addressing poverty, housing, homelessness, and family empowerment. Trusted partner to funders, civic leaders, and community stakeholders.

### CORE COMPETENCIES

- Strategic Planning & Operations
- Community Partnerships & Stakeholder Engagement
- Fundraising & Grant Acquisition
- Program Design & Impact Measurement
- Budget Oversight & Financial Stewardship
- Crisis Response & Change Management
- Board Relations & Staff Leadership

### PROFESSIONAL EXPERIENCE

Executive Director

Urban Ministries of Durham – Durham, NC | 2016 – Present

Lead \$4M+ agency delivering shelter, food, job training, and addiction recovery services. Manage 40+ staff and oversee strategic vision, programs, development, and community relations.

- Secured \$4M+ in new grant funding (local & federal)
- Secured the largest gift in agency history (\$455K)
- Opened and operated a 60-bed satellite shelter during COVID-19
- Raised \$229K to renovate café serving 258,000 meals annually

Director of Homebuyer & Neighborhood Empowerment

Habitat for Humanity of Wake County – Raleigh, NC | 2013 – 2015

- Increased homebuyer pipeline from <10 to 150+
- Launched 'Coach U Home' coaching program
- Boosted mortgage fulfillment from 83% to 88%

Vice President of Children's Ministries

Miracle Hill Ministries – Greenville, SC | 2011 – 2013

- Established Family Support Services department
- Secured \$141K Duke Endowment grant
- Generated \$100K/year through new foster care contract



Program Officer

Spartanburg County Foundation – Spartanburg, SC | 2010 – 2011

- Founded Nonprofit Connect series
- Led Grassroots Leadership Development Institute
- Advised on grantmaking strategy through peer research

President & CEO

Dayton Urban League – Dayton, OH | 2008 – 2010

- Raised \$1.8M in new grant funding
- Launched first Entrepreneurship Conference (300+ attendees)
- Secured \$250K in scholarships from University of Phoenix

**EDUCATION**

Master of Arts – Management & Human Resource Development

Webster University – Greenville, SC

Bachelor of Arts – Political Science

University of South Carolina – Columbia, SC



## **MEMORANDUM OF UNDERSTANDING**

### **Between Urban Ministries of Durham (UMD) and The City of Durham Community Safety Department (DCSD)**

This memorandum of understanding is dated **19<sup>th</sup> day of September, 2025** and between the City of Durham, municipal organization, through its Community Safety Department ("DCSD"), and Urban Ministries of Durham ("UMD"), a non-profit organization.

#### **Purpose**

This Memorandum of Understanding (MOU) establishes a collaborative partnership between Urban Ministries of Durham (UMD) and the City of Durham Community Safety Department to support outreach, engagement, and coordinated services connected to the operation of the Day Services Center (DSC) to be operated by UMD.

#### **Background**

Durham County has issued a Request for Proposals (RFP) for the establishment of a Day Services Center to provide a safe, low-barrier daytime space and connections to services for neighbors experiencing homelessness. The RFP emphasizes outreach and engagement strategies, transportation facilitation, and formalized partnerships with referral providers. This MOU strengthens coordination between UMD and Community Safety in service to unsheltered residents. Specifically, this MOU outlines ways DCSD's Holistic Empathetic Assistance Response Teams (HEART) and Street Outreach staff will – through the course of their current and regular functions -- support neighbors in learning about and connecting with the DSC operated by UMD. HEART dispatches teams of mental health professionals and crisis responders to 9-1-1 calls, many of which involve people experiencing homelessness, throughout the city. Street Outreach proactively engages people experiencing unsheltered homelessness by meeting them where they are throughout Durham County.

#### **Scope of Collaboration**

##### **1. Coordinated Outreach & Referrals**

- In the course of their regular work in the community (in responding to 9-1-1 calls involving people who are unsheltered or in engaging with neighbors at encampments through proactive outreach) HEART and Street Outreach staff will raise awareness of the existence of the DSC and provide referrals, helping spread the word to people across Durham experiencing unsheltered homelessness.
- UMD will accept and facilitate referrals, ensuring prompt engagement at the DSC.

##### **2. On-Site Engagement Windows**

- In the course of their regular work with people experiencing unsheltered homelessness, Street Outreach staff will visit DSC regularly to check on and meet with people they are supporting.

### **3. Transportation Facilitation**

- In the course of their regular work, HEART and Street Outreach will provide transport to DSC when a person requests assistance or is interested in receiving help getting to the center.
- When providing transport, HEART and Street Outreach staff will attempt, pending the availability of UMD staff, to provide warm handoffs and real-time referrals to the DSC.

### **4. Information Sharing & Care Coordination**

- UMD and Community Safety will work together to establish processes for privacy-compliant sharing of referral data, warm handoffs, and follow-up activities.

No compensation shall be exchanged under this memorandum of understanding. Each party is responsible for the costs of their staff and services provided hereunder.

### **Term & Termination**

The parties' collaboration shall continue until either party provides of notice of termination in writing. Termination shall be effective on the date of the notice.

### **Signatures**



Ryan Smith, Director  
Durham Community Safety Department



Sheldon Mitchell, Executive Director  
Urban Ministries of Durham

# Memorandum of Understanding

Between Urban Ministries of Durham, Inc. and Open Table Ministries

Effective Dates: November 1, 2025 – March 31, 2027

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## I. Purpose

This Memorandum of Understanding (MOU) establishes a partnership between **Urban Ministries of Durham, Inc. (UMD)** and **Open Table Ministries (OTM)** to collaboratively operate a **Homeless Day Shelter and Services Program** in response to **Durham County RFP No. 26-012**.

The purpose of this partnership is to provide a **low-barrier, daytime shelter** and comprehensive services to individuals experiencing homelessness in Durham County, with the overarching goal of connecting participants to stable housing and supportive resources.

---

## II. Background

Durham County has identified a critical gap in homelessness services: the absence of a **day services center** where unsheltered residents can access safe shelter, essential resources, and navigation support. The County seeks providers who can deliver coordinated daytime shelter, case management, and resource connections to meet the growing needs of this population.

UMD, as the lead agency responding to RFP No. 26-012, will operate the Day Shelter and coordinate services. OTM will partner by providing on-site staff and programmatic support that complements UMD's operations.

---

## III. Roles and Responsibilities

### A. Urban Ministries of Durham, Inc. (UMD)

- Serve as the **lead agency and contracting entity** with Durham County.
- Manage overall program operations and compliance with County requirements.
- Provide day shelter facilities open **8:00am – 6:00pm, Monday through Friday**.
- Ensure access to core services, including:
  - Safe daytime shelter from the elements
  - Laundry and hygiene facilities



- Mail services
- Internet, charging stations, and access to technology
- Case management and referral coordination
- Maintain data collection, reporting, and evaluation per County standards.
- Facilitate internal and external referrals to housing, healthcare, and supportive services.

## B. Open Table Ministries (OTM)

- Provide on-site staff **Monday through Friday** to deliver the following services:
  - **Site orientation** for participants
  - **Mail delivery** support
  - **ID and document retrieval** (state ID, birth certificate, Social Security card)
  - **Resource navigation and case management**, including:
    - Navigating the Continuum of Care
    - "Get to Work" orders
    - Food stamp applications/enrollment
    - Medicaid applications/enrollment
    - Telehealth appointments (no referral required)
    - Listening ear/supportive presence
- Provide **emergency cold-weather shelter services** annually from **November 1 – March 31**, including:
  - **Congregate shelter** (no referral required)
  - **Non-congregate shelter** (referral through Entry Point required)
- Deliver **holistic, long-term support**, including:
  - Internal referrals only
  - Assistance navigating community care resources
  - Support accessing mental and physical healthcare
  - Legal and disability advocacy services
- Collaborate with UMD staff to ensure program alignment and continuity of care.

---

## IV. Shared Commitments

Both organizations agree to:

1. Operate under a **low-barrier philosophy**, removing unnecessary barriers to access (no sobriety, ID, or lengthy applications required).
  2. Uphold **dignity, respect, and equity** in all services provided.
  3. Maintain compliance with federal, state, and local requirements.
  4. Share data, outcomes, and reporting as needed to demonstrate program effectiveness.
  5. Engage in regular **coordination meetings** to assess operations and address challenges.
-

## V. Term and Termination

- This MOU shall remain in effect from **November 1, 2025 through March 31, 2027**, unless terminated earlier by either party.
  - Termination requires **30 days' written notice** by either party, except where immediate termination is required due to non-compliance with applicable laws or funding requirements.
- 

## VI. Funding and Resources

- UMD, as the lead contractor, will manage County funds under RFP No. 26-012.
  - OTM will be compensated according to a **subcontract agreement** (to be developed separately) that specifies budget, staffing, and reimbursement terms.
  - Both parties will seek additional funding opportunities to strengthen and sustain program services.
- 

## VII. Indemnification

Each party shall be responsible for its own acts, errors, and omissions, and shall hold the other harmless to the extent permitted by law.

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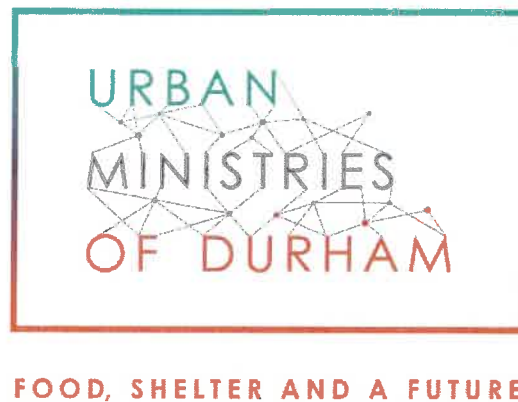
## VIII. Signatures

**Urban Ministries of Durham, Inc.**

By: Sheldon Mitchell  
Name: Sheldon Mitchell  
Title: Executive Director  
Date: 9/23/2025

**Open Table Ministries**

By: Drew Wixen  
Name: Drew Wixen  
Title: Executive Director  
Date: 9/23/2025



### **Tab 6: Qualifications and Experience**

- a. Mission and Experience
- b. Proven Track Record
- c. Program Outputs
- d. Comparable Experience
- e. Transformative Vision for Addressing Homelessness in Durham
- f. Summary of UMD Qualifications

## Qualifications and Experience

### Mission and Experience

As an organization on the front lines of Durham's housing and homelessness crisis, UMD has witnessed the growth of unsheltered community members firsthand. We have tracked increases in individuals directly seeking our services, those who cannot be served due to capacity limitations, and those in the downtown corridor who have not yet accessed services.

**UMD's mission is to connect with the community to end homelessness and fight poverty by offering food, shelter, and a future to neighbors in need.** For 42 years, we have served individuals and families experiencing homelessness by providing equitable, comprehensive programs that meet basic human needs while promoting long-term self-sufficiency. Our integrated continuum of care includes prevention services, emergency shelter, housing navigation, workforce development, and other services, ensuring that clients can access support at every stage of their journey. UMD has extensive experience managing federally, state, county, and city-funded contracts, including ESG, CoC, City of Durham, Durham County, and private foundations, demonstrating our capacity to administer complex programs with accountability and excellence.

The addition of a Day Services Center is a natural evolution of UMD's existing programs. Each year, we serve over 6,000 community members experiencing housing instability. Our shelter site functions as the primary emergency shelter for homeless adults and a back-up for homeless families, while our Housing First framework pairs residents with case managers to create individualized plans to obtain permanent housing, income, and supportive resources to end homelessness effectively and efficiently.

### Proven Track Record

UMD has a strong history of providing services directly comparable to those planned for the Day Services Center, including shelter operations, basic needs provision, case management, workforce supports, and housing navigation. Our Community Resource Center, located adjacent to our shelter, serves as a hub for both shelter residents and the wider low-income community, offering free hot meals, clothing, canned and fresh food, diapers, and hygiene items. The Community Café provides three meals per day, 365 days a year—nearly 250,000 meals annually—with approximately half serving shelter residents and the remainder supporting other neighbors experiencing food insecurity.

Although our current focus is primarily on overnight emergency shelter and preventive services, UMD already provides a limited scope of daytime services:

- Two hot meals daily (breakfast and dinner) in the Community Café, offering food, fellowship, and respite from the streets.



- To-go lunches for early morning pick-up, supporting clients in employment, appointments, or other daily responsibilities.
- Food Pantry & Clothing Closet pick-up services supporting 500 households per month.
- Daily access to the Community Resource Center (9am–6pm weekdays) for client support, referrals, and basic needs like restrooms and water.

These programs have provided critical insight and feedback from community members, directly informing the design of the temporary Day Services Center. UMD's extensive experience, existing infrastructure, and established community partnerships position us uniquely to implement and operate a fully-functional Day Services Center that expands access, integrates services, and enhances outcomes for Durham's unsheltered population.

### Programmatic Outputs

UMD has demonstrated measurable success in delivering comprehensive homeless services that help individuals and families move from crisis to stability. Each year, UMD provides thousands of nights of safe shelter, serves tens of thousands of meals, and connects hundreds of individuals to housing through coordinated support and compassionate care. Our prevention programs have helped many households avoid eviction and remain stably housed, and our emergency response and housing programs provide a holistic, person-centered approach that treats each client with dignity and addresses both immediate needs and long-term goals.

Program Results		2024-25
<b>EMERGENCY SHELTER</b>		
Total # of Shelter nights		29,894
# of people provided shelter		636
# of positive housing exits from shelter		179
# of people moving from shelter to permanent housing		98
Average length of stay for individuals		34
Average length of stay for families		108
# of job offers secured through Workforce Development efforts		168
<b>COMMUNITY CAFÉ</b>		
Total # meals served		263,588
Average meals served per day		722
<b>FOOD PANTRY &amp; CLOTHING CLOSET</b>		
Amount in pounds of food distributed		144,802
Average # households receiving groceries or clothing per month		499



VOLUNTEER ENGAGEMENT	
# volunteers engaged	1,850
# total hours contributed by volunteers	20,500

### Comparable Experience

UMD has successfully managed 11 contracts totaling over \$4,611,680 across the past five years, including several projects related to the pandemic response. Across these contracts, UMD served 3,190 clients and 1.19 million meals. The scale of our work indicates UMD's proven ability to deliver high-impact services with efficiency, accountability, and compassion. Investing in UMD means partnering with a trusted leader that consistently leverages resources to achieve measurable outcomes and long-term stability for Durham's most vulnerable residents.

Client Name	Contact & Phone Number	Scope of Work	Scale / Impact	Effective Dates	Annual Contract Amount
Durham County	Wendell Davis, County Manager, 919-560-000	Provide emergency shelter services to the unhoused population of Durham County	464 sheltered, 240,931 meals provided	July 1, 2021 – June 30, 2022	\$352,182
Durham County	Drew Cummings, Chief of Staff, 919-560-0065	Provide emergency shelter services to the unhoused population of Durham County	517 sheltered, 225,520 meals provided	July 1, 2022 – June 30, 2023	\$380,356
Durham County	Kimberly Sowell, County Manager, 919-560-000	Provide emergency shelter services to the unhoused population of Durham County	588 sheltered, 238,939 meals served	July 1, 2023 – June 30, 2024	\$500,000
Durham County	Shannon Trapp, Chief of Staff, 919-560-0065	Provide emergency shelter services to the unhoused population of Durham County	636 sheltered, 263,588 meals served	July 1, 2024 – June 30, 2025	\$380,356
Durham County	Drew Cummings, Chief of Staff, 919-560-0065	Secure non-congregate housing for unsheltered during pandemic	517 sheltered, 225,520 meals served	July 1, 2022 – June 30, 2023	\$1,025,000
HUD – Rapid Rehousing	Diane Dillahunt, CPD Rep., 336-851-8049	Provide rapid re-housing assistance to unsheltered single adults	45 Assisted	March 1, 2021 – February 28, 2022	\$221,951





<b>HUD – Rapid Rehousing</b>	Diane Dillahunt, CPD Rep., 336-851-8049	Provide rapid re-housing assistance to unsheltered single adults	33 Assisted	March 1, 2022 – February 28, 2023	\$230,015
<b>HUD – Rapid Rehousing</b>	Diane Dillahunt, CPD Rep., 336-851-8049	Provide rapid re-housing assistance to unsheltered single adults	34 Assisted	March 1, 2023 – February 28, 2024	\$230,015
<b>HUD – Rapid Rehousing</b>	Diane Dillahunt, CPD Rep., 336-851-8049	Provide rapid re-housing assistance to unsheltered single adults	29 Assisted	March 1, 2024 – February 28, 2025	\$244,991
<b>HUD – Rapid Rehousing</b>	Diane Dillahunt, CPD Rep., 336-851-8049	Provide rapid re-housing assistance to unsheltered single adults	In process	March 1, 2025 – February 28, 2026	\$321,536
<b>City of Durham, ESG</b>	Colin Davis, Homeless Services Manager, 919-560-4570	Operate temporary emergency shelter for medically fragile unsheltered	327 sheltered	October 1, 2021 – June 30, 2022	\$725,278

### Transformative Vision for Addressing Homelessness in Durham

As one of the leading nonprofits addressing homelessness in Durham, UMD has recognized that incremental improvements are no longer enough. Durham needs transformative change to truly address homelessness. Despite dedicated services and strong community support, the need for shelter, housing, and supportive services continues to outpace capacity. Early visioning around a single-site expansion at UMD's center and has now grown into a broader partnership with key stakeholders including Families Moving Forward (FMF), Project Access and Lincoln Community Health Center.

These leading housing insecurity nonprofits have come together to launch a Collaborative Redevelopment Project. Our shared vision is to build a coordinated, multi-site system that expands capacity across the housing spectrum: prevention, emergency services, and housing. Together, we aim to redevelop and strategically align nearly 7.5 acres of property across downtown Durham, including UMD's Liberty Street campus, St. Philip's Episcopal Church, FMF's family shelter, HNH's Andover site, and the County-owned former Boys & Girls Club facility on East Main Street (pending availability).

This Collaborative Redevelopment Project will ultimately create multiple facilities that, together, will provide non-congregate and congregate emergency shelter, supportive and transitional housing, affordable housing opportunities, medical respite, day services, and expanded access to health, behavioral health, and



workforce supports, all in welcoming, safe, and dignified environments. The project will aim to fill critical gaps and integrates services to create more programming across all sites and across all levels of the continuum of homeless services. The coordination and collaboration between these nonprofits and other partners will allow for more effective and cost-efficient delivery of services.

The effort is currently in the pre-design and assessment phase. Our intention is to align with the City and County's Strategic Plan to End Homelessness and Built for Zero initiative. Over the next three years, assessment and design will lay the groundwork for a multi-year implementation campaign and construction effort, with community and client engagement prioritized at every stage. Together, this collaborative will create a durable, coordinated system of care capable of meeting Durham's present needs while shaping long-term solutions for generations to come.

**A temporary Day Services Center, led by UMD, will serve as a bridge during this planning period, allowing partners to expand current offerings, test new approaches, and grow visibility for the broader collaborative.**

### **Summary of UMD Qualifications**

- Trusted leader in the homeless service community for 42 years with demonstrated ability to deliver evidence-based, trauma-informed, Housing First services.
- Minimal upfit of facility already known and trusted by the low-income and homeless community for fulfilling basic needs, emergency care, and housing supports.
- Experienced leadership team with decades of combined service in homelessness, social services, and nonprofit management.
- Strong partnerships across Durham's Continuum of Care (Entry Point, Lincoln Community Health, Alliance Health, Families Moving Forward, Open Table Ministry, and local housing providers).
- Robust financial and compliance infrastructure to manage public contracts with accountability, including the successful management of 11 contracts totaling over \$4.6 million across the past five years.
- Demonstrated ability to meet all compliance, reporting, and performance requirements.
- Track record managing program growth and innovation in response to emerging community needs (e.g., pandemic response, Collaborative Redevelopment Project).





### **Tab 7: Conflict of Interest**

None of UMD's employees or volunteer board leadership have relationships that constitutes a conflict of interest with this proposal.