



SCOPE OF SERVICES FORM

This Scope of Services is an integral part of this contract between the **County of Durham** (“County”), and **Key Environmental Consulting** (“Contractor”), which contract is dated November 15, 2025. Contractor agrees to provide services and/or materials pursuant to the provisions set forth below.

I. Background/Purpose:

According to the USDA National Institute for Food and Agriculture (n.d.), “Access to quality, nutritious food is fundamental to human existence. Secure access to food can produce wide ranging positive impacts, including economic growth and job creation, poverty reduction, trade opportunities, increased global security and stability, and improved health and healthcare.” A comprehensive food system assessment and plan will provide Durham County staff with recommendations and strategies that help the County work towards these positive impacts, while increasing food security. Furthermore, a strategic plan would support Durham County government in future shared decision making and planning to guide County-level investments, policies, practices, and programs.

The Contractor will develop this comprehensive Durham County food system assessment and 10-year strategic plan. The purpose of the plan is to:

- Identify pathways and opportunities for Durham County government and affiliated partners to support new and existing initiatives that address the causes of food insecurity and clarify the roles that local government, nonprofit organizations, and other stakeholders should play in supporting these initiatives.
- Outline the resources, policies, practices, and programs necessary to achieve food and nutrition security for all Durham County residents for generations.
- Build and strengthen connections between land, people, and food in Durham.
- Develop recommendations for implementation and evaluation of the plan.

II. References: *(Identify/attach additional documents relevant to this contract, i.e., quotes, proposals, etc.)*

The following documents are incorporated herein by reference to them:

Quote

RFP 25-041

III. Work/Requirements:

The Contractor shall provide overall coordination and support to guide the project. Work includes, but is not limited to coordinating all participants, organizing meetings, communication, coordination with County/City departments, and development of a report of the strategic plan. This also includes all costs for meeting spaces, outreach mechanisms and other meeting/event costs.

Post-award Kickoff Meeting

The contractor shall attend a post-award kickoff meeting with the County Designated Representatives within 6 weeks of the contract award. Specific items to be covered in the kickoff meeting include the scope of the contract, technical and reporting requirements, potential problem areas, and invoicing requirements and payment procedures. The meeting will not be used as an avenue to change the terms of the contract.

Meetings with County Designated Representatives

The contractor shall meet with the County Designated Representatives at least monthly, unless otherwise agreed upon. The contractor shall document all meetings, including the date, persons in attendance, and subjects discussed. Electronic copies shall be furnished to the County Designated Representatives within 5 days of the meeting.

Collaboration

Collaboration with both internal and external stakeholders is a project priority. The strategic plan must incorporate input from a wide range of stakeholders, including community leaders and residents, local government staff, and organizations doing parallel work. This robust engagement will help ensure as many voices as possible are heard throughout the development process, which in turn may generate momentum and change.

Regarding local government staff engagement, the contractor shall collaborate with the County/City Food Security Team and other County/City staff as their work intersects with the food system in Durham County. The County/City Food Security Team includes representatives from several departments that address areas of such as land use, economic development, transportation, environmental sustainability and resilience, watershed protection, parks and recreation, public safety, public health, social services, school nutrition services, agricultural preservation, and food security.

The contractor, in collaboration with the County, shall also develop a Steering Committee that includes community members and other food system stakeholders. The process and plan development must encourage broad participation based on US Census data for Durham County that is representative of the entire Durham community including individuals who have experienced food insecurity.

Community leadership in the work of Durham County Government is essential to adequately serving residents and implementing programs, policies, and practices that improve and maximize wellbeing and minimize harm. Engaging residents in program or policy development, implementation, and evaluation ensures that what is created or revised is more likely to meet their needs. Supporting resident participation involves considering language access, scheduling, and the time and financial demands of involvement—such as childcare, transportation, parking, and meals. The contractor is required to offer all Steering Committee members a stipend to cover the costs of participating and the contractor must provide language support, at least in English and Spanish.

Assessment and Community Engagement

The contractor must develop a research and community engagement plan that is shared with County Designated Representatives for review and feedback. The contract shall not move forward with the project until the research and community engagement plan are approved by the County Designated Representatives. The plan for engagement should reflect the demographics (US Census) of Durham County and address community needs to encourage participation, such as disability, transportation access, or language access, as needed.

The contractor may conduct primary and secondary research to describe food security and the current food system in Durham County, NC, as well as initiatives that have been successful at addressing the causes of food insecurity in other communities. While some new research will be necessary, existing data should be utilized in an effort to reduce burden on community members.

The contractor must co-create any research design with the Steering Committee. This food system assessment will be included as a complete document that can be accessed online and in print, utilizing appropriate visuals, mapping and other formatting, that will be shared with public officials and the Durham community along with the final plan.

The contractor must conduct community engagement experiences to develop themes and recommendations for the strategic plan. These experiences should support participation and engagement from a variety of Durham communities, including adequate representation from census tracts that are most impacted by food insecurity. They should also encourage authentic engagement and support community members working to develop solutions together. The contractor must foster transparency and accountability with Durham residents throughout the process.

As part of the community engagement, the contractor shall share preliminary themes or recommendations with community members to ensure the contractor accurately and sufficiently captured community voices from initial engagement sessions. This final round of community engagement should inform and ultimately result in the final recommendations included in the strategic plan.

Develop a Durham County Food System Strategic Plan

The strategic plan must take into consideration previous food system recommendations developed at the local, regional, or state-level, such as the North Carolina Food System Resilience Strategy, Resilience: Counties Strengthening NC's Food Ecosystem, the Tri-Council of Government (COG) Food Ecosystem Economic Development Strategy (FEEDS), and the Durham County Farmland Protection Plan. The Durham County Strategic Plan, DCo Forward 2029, should also be considered.

Final recommendations in the strategic report should aim to:

1. Ensure access to affordable, safe, nutritious foods that meets individual dietary needs and food preferences
2. Provide economic opportunities for communities and people in the food value chain to flourish and live with dignity
3. Incorporate practices that encourage environmental sustainability, protection of natural resources, and safeguard animal welfare

The final strategic plan must:

- Identify pathways and opportunities for Durham County government and affiliated partners to support new and existing initiatives that address the causes of food insecurity and clarify the roles that local government, nonprofit organizations, and other stakeholders should play in supporting these initiatives.
- Outline the resources, policies, practices, and programs necessary to ensure food and nutrition security for all Durham County residents for generations.
- Build and strengthen connections between land, people, and food in Durham.
- Address the entirety of the food system, from the farm to table.
- Consider the broader regional food ecosystem and regional approaches and needs.
- Identify key data sources and/or the development of new ones that will enable the community to track food insecurity in Durham over time and support ongoing implementation monitoring on the success of the plan.
- Provide recommendations for implementation and evaluation of the plan. Recommendations should be asset-based, value community solutions and involvement and encourage cross sector collaboration. They should also include strategies to measure progress and ensure both transparency and accountability to Durham residents.
- Consist of a complete document that can be accessed online and in print, and is professionally designed utilizing appropriate visuals, mapping and other formatting to effectively communicate the plan to a broad audience that includes public officials. An executive summary should also be provided that can be shared with media and public audiences when the report is released.
- Include reviews and feedback from the Steering Committee and County Designated Representatives prior to finalizing the plan. The County Designated Representatives will provide the final review and approval prior to publication of both the food system assessment and the strategic plan.

A representative or representatives from Key Environmental Consulting will participate in the public presentation of the plan to the Board of County Commissioners and Durham residents. The schedule for this presentation will be mutually determined by the County Designated Representatives and Key Environmental Consulting based on the availability of key stakeholders and public meeting schedules.

IV. Schedules/Timelines:

Task/Activity	Timeframe	Payment Schedule
Contract fully executed	Fall 2025. The term of the contract is for eighteen (18) months.	\$50,000
Post-award kickoff meeting	Within 6 weeks of contract award	
Meetings with County Designated Representatives	At least monthly	
Draft project plan and timeline (including community engagement plan)	Within 4 months of award date	

Final project plan and timeline (including community engagement plan)	Within 6 months of award date	\$50,000
Development of Steering Committee	Within 6 months of award date	
Draft full strategic plan and summary of strategic plan	At least 4 months before the end of the contract	\$30,000
Final full strategic plan and summary of strategic plan for distribution	At least 1 month before the end of the contract	
Presentation of plan at Board of County Commissioners meeting	No later than the last date of the contract	Remainder of contract - \$29,547

- V. Transmittal/Delivery/Accessibility: *(How - Describe delivery methods for reports or deliverables. Include contact information of department procuring the services. Describe if County property is to be provided or access to the property, and how that will be handled, i.e. keys, holidays, security measures.)*

All deliverables are to be submitted via email to the Food Security Coordinator — Raina Goldstein Bunnag (rbunnag@dconc.gov).

VI. Payment:

Payments will be issued according to payment schedule in section III. A Funds Reservation number will be assigned to encumber the funds associated with this contract and must appear on all invoices and correspondence. Contractor will send invoices to Durham County - Raina Goldstein Bunnag (rbunnag@dconc.gov) and Pam Jordan (pmjordan@dconc.gov). Durham County will process payment within twenty (20) business days of receipt of the invoice.