ATTACHMENT 1
SCOPE OF SERVICES

This Scope of Services is an integral part of the contract between the County of Durham (hereinafter referred to as "County"), and Made in Durham (hereinafter referred to as "MID"), which contract is dated which is dated July 1, 2026. MID hereby agrees to provide services and/or materials to the County pursuant to the provisions set forth below.

NARRATIVE

Made in Durham's 2025–2026 systems work advanced the organization's role as Durham's education to career ecosystem builder across several fronts: the launch of three joint working groups with Durham Technical Community College to govern the transition of the BULLS Life Sciences Academy from demonstration to sustainability, the completion of the Shared Prosperity Benchmarking Report confirming declining intergenerational mobility in Durham, and the continued maturation of a program model that has now achieved a 97% graduation rate in its most recent cohorts. To date, 280 young adults have enrolled across 13 cohorts, 234 have graduated, and 88 alumni are currently employed across 20+ regional employers with starting wages ranging from approximately $42,000 to $78,000.

Made in Durham's 2026–2027 contract with the County will continue to fund the systems and ecosystem work of the organization. All goals noted under this Scope of Work align with MID's FY2027–2029 Strategic Plan, adopted by the Board of Directors in March 2026. The plan identifies four ecosystem priorities that define MID's external impact agenda: Maturing the BULLS Model, Expanding Pathways, the Regional North Star for Economic Mobility, and Building a Catalog of Best Practices. The County's investment supports the systems infrastructure that makes this work possible.

MID continues to operate as a workforce intermediary and ecosystem builder, serving as the connective tissue between community, education, and employer partners. MID's organizational template aligns its engagement across three areas of systems work:

Systems Governance and Oversight: managing the transition of proven program elements to institutional partners while maintaining quality and accountability

Research and Analysis: conducting sector research, economic mobility analysis, and landscape evaluation to guide strategic decisions

Solution Documentation and Replication: codifying effective practices into tools, playbooks, and frameworks that can sustain beyond any single organization

While BULLS Academy cohort delivery and direct student services remain core to MID's mission, this Scope of Work focuses on the systems-level investment the County is making in Durham's broader education to career infrastructure. The direct program work, including recruitment, coaching, and alumni engagement, is detailed separately through other funding sources.

It is also worth noting that MID continues to develop its organizational capacity to respond to the current funding landscape. In FY27, MID is launching MID Workforce Consulting, a fee-for-service consulting practice built on the expertise developed through the BULLS model.

Communities across multiple states have already expressed interest in accessing MID's approach to workforce ecosystem design. This revenue diversification effort reflects MID's commitment to long-term sustainability and reduces the organization's dependence on any single funding source.

Made in Durham Goal One: Systems Governance and Model Maturation

In the 2025–2026 contract year, MID and Durham Technical Community College launched three joint working groups to govern the phased transition of the BULLS Life Sciences Academy from a demonstration model to a sustainable institutional pathway. These working groups, covering Success Coaching Transition, Employer Engagement, and Eligibility and Selection Governance, established the framework for an 18–24 month transition in which DTCC assumes greater responsibility for instructional and academic support while MID retains its roles in awareness and recruitment, alumni engagement, and employer navigation.

In 2026–2027, MID will advance this transition through mid-point outcome reviews, the completion and deployment of the BULLS Playbook to DTCC, and the determination of the long-term success coaching model. At the same time, MID will launch the Preferred Employer Program with five confirmed regional life sciences employers to deepen the connection between BULLS graduates and high-quality employment.

1. **DTCC Transition Governance**

   MID will continue to serve as an equal design partner with DTCC throughout the transition, ensuring that any proposed changes to the coaching model, eligibility criteria, or employer engagement protocols are reviewed through the shared governance process. The transition is evidence-based: changes must be justified by outcomes data, not driven by institutional convenience or cost efficiencies alone.

2. **BULLS Playbook Completion and Deployment**

   MID will complete and deploy the BULLS Playbook, a comprehensive standard operating procedures document covering the full student journey from awareness through alumni engagement. The Playbook serves three purposes: ensuring consistency in program delivery, supporting institutional knowledge transfer to DTCC, and providing the foundation for MID's consulting and replication work. Version 1 was completed in FY26; Version 2 will incorporate transition learnings and be deployed to DTCC during FY27.

3. **Preferred Employer Program Launch**

   Building on the corporate engagement work of prior years, MID will launch the Preferred Employer Program in partnership with five confirmed regional life sciences employers: Biogen, Eli Lilly, Merck, Novo Nordisk, and Carolina Components Group. The program creates a structured, deeper engagement between BULLS graduates and participating employers, with a goal of increasing both placement rates and employer investment in the BULLS pipeline. This work also lays the groundwork for the employer contribution model that will support long-term program sustainability.

Made in Durham Goal Two: Regional Economic Mobility

MID's Updated Landscape Analysis, completed in 2024–2025, found that all 25 stakeholders interviewed identified the absence of a shared, adopted economic mobility goal as Durham's most critical systemic gap. The Shared Prosperity Benchmarking Report reinforced this finding with data showing that Durham children are less likely to out-earn their parents than earlier generations, despite strong regional economic growth.

In 2026–2027, MID will leverage two converging opportunities to address this gap: Duke University's HomeGrown initiative ($203M over three years) and the Economic Mobility Council launched in January 2026. MID's CEO represents the organization on the Council, making MID the only community-level workforce organization with a seat at that table. MID brings substantive contributions including program proof-of-concept from 13+ cohorts, disaggregated economic mobility data, trusted relationships with 65+ community-based organizations, and an equity-centered framing that insists any adopted goal must prioritize youth of color and NC-born residents.

1. **Economic Mobility North Star Development**

   MID will contribute an equity-centered North Star position paper to the Economic Mobility Council and actively participate in the process of developing and adopting a shared regional economic mobility goal for Durham. The goal must include disaggregated metrics that prevent aggregate averages from masking persistent disparities affecting Durham's most underserved populations.

2. **Accountability Infrastructure**

   As the Council moves toward adopting a shared goal, MID will advocate for and work to establish a formal accountability structure that includes data tracking, public reporting, and defined organizational roles. MID's research portfolio, including the Landscape Analysis, Benchmarking Report, and BULLS Documentation Report, positions the organization to hold a named role in tracking and reporting progress against the adopted goal.

Made in Durham Goal Three: Systems Expansion

MID is committed to launching a second BULLS Academy in a high-growth industry sector that meets its evidence-based criteria: high wages, robust growth, low barriers to entry, clear career advancement, committed employer partners, and an identifiable talent gap with documented underrepresentation of equity groups. A 2024 analysis identified clean energy, battery manufacturing, and electric vehicle production as the leading candidate sector. However, changes in federal policy since that analysis require MID to validate those findings before making program commitments.

In 2026–2027, MID will conduct an updated sector analysis, engage employers to assess hiring intent, and present a board-endorsed sector selection decision. This work sets the stage for program design and pilot cohort development in FY28.

1. **Updated Sector Analysis**

MID will conduct an updated sector analysis to validate the clean energy opportunity or identify an alternative sector that better aligns with current policy conditions and regional labor market projections. The analysis will assess federal policy impact, employer demand, training infrastructure, and alignment with MID's equity criteria.

2. **Employer Engagement and Sector Selection**

MID will complete 3 to 5 employer conversations to assess hiring intent and workforce needs in the selected sector. Based on the analysis and employer input, MID will present a sector selection decision to the Board of Directors for endorsement. Once the sector is selected, MID will work with DTCC to assess training capacity for the new sector.

Made in Durham Goal Four: System Sustainability

MID continues to define its stages of sustainability as areas of growth, development, and the funding required to support each stage: Stage One as Proof of Concept, Stage Two as Full Scale, and Stage Three as Sustainable. In 2026–2027, MID's sustainability work spans both the maturing BULLS Life Sciences Academy (advancing from Stage Two to Stage Three) and the second sector pathway (entering Stage One).

1. **BULLS Academy Sustainability Funding**

MID will continue to execute its multi-source sustainability strategy for the BULLS Academy. This includes philanthropic funding through national and international foundations, corporate contributions through the Preferred Employer Program's employer investment model, and continued public sector support at the local, state, and federal levels. The annual economic impact of the BULLS program is approximately $3.7 million, calculated from 88 employed alumni earning an average salary of $52,000 with an estimated 80% local expenditure rate.

2. **Second Sector Proof of Concept Funding**

As the second industry sector is identified and program design begins, MID will develop the resource strategy to support the initial proof of concept phase. This includes identifying funding partners, developing the execution budget, and securing commitments for the first pilot cohorts anticipated in FY28.

GOALS

GOAL ONE: SYSTEMS GOVERNANCE AND MODEL MATURATION

1. DTCC Transition Governance

Phase 1: Mid-Transition Outcome Review: July 2026 – December 2026

Goals/Outcomes:

- Conduct mid-transition outcome review across all three working groups
- Assess DTCC coaching capacity against BULLS standard using baseline data established in FY26
- Document coaching model determination with evidence-based recommendation
- Maintain BULLS graduation rate at or above 90% per cohort throughout the transition

Phase 2: Playbook Deployment and Transition Continuity: January 2027 – June 2027

Goals/Outcomes:

- Complete BULLS Playbook V2 incorporating transition learnings from working groups
- Deploy Playbook V2 to DTCC as an operational reference
- Maintain alumni employment rate of 70%+ of graduates verifying employment within 6 months of program completion
- Confirm no reduction in employer engagement or hiring commitments during transition period

2. Preferred Employer Program

Phase 1: Program Launch and Employer Onboarding: July 2026 – December 2026 **Goals/Outcomes:**

- Launch Preferred Employer Program with five confirmed employers: Biogen, Eli Lilly, Merck, Novo Nordisk, and Carolina Components Group
- Establish program framework including employer commitments, engagement expectations, and contribution model
- Onboard first cohort of BULLS graduates into the Preferred Employer pipeline (Cohort 14 and 15 graduates)

Phase 2: Execution and Evaluation: January 2027 – June 2027

Goals/Outcomes:

- Track placement of BULLS graduates at Preferred Employer partners
- Collect employer feedback on graduate quality and program value
- Evaluate program design and develop recommendations for Year 2 expansion
- First employer contributions expected mid-to-late 2027

GOAL TWO: REGIONAL ECONOMIC MOBILITY

1. Economic Mobility North Star Development

Phase 1: Position Development and Council Engagement: July 2026 – December 2026

Goals/Outcomes:

- MID CEO continues active participation in the Duke Economic Mobility Council (90%+ attendance)
- Contribute equity-centered North Star position paper to the Council
- Share MID research portfolio (Landscape Analysis, Benchmarking Report, BULLS Documentation) with Council partners

Phase 2: Shared Goal Adoption: January 2027 – June 2027

Goals/Outcomes:

- Support Council adoption of shared regional economic mobility goal
- Ensure adopted metric explicitly centers youth of color and historically underserved residents
- Advocate for MID to hold a named role in progress tracking and public reporting

2. Accountability Infrastructure

Phase 1: Framework Development: January 2027 – June 2027

Goals/Outcomes:

- Work with Council partners to establish formal accountability structure including data tracking and public reporting roles
- Contribute MID's disaggregated data and research as a foundation for the accountability framework
- Position MID for a formal contributing author role in annual Durham economic mobility reporting

GOAL THREE: SYSTEMS EXPANSION

1. Updated Sector Analysis

Phase 1: Analysis and Validation: July 2026 – December 2026

Goals/Outcomes:

- Launch updated sector analysis to validate clean energy opportunity or identify alternative sector
- Assess federal policy impact on sector viability (IRA, BIL implementation updates)
- Evaluate alignment with MID's evidence-based criteria: high wages, robust growth, low barriers to entry, career advancement, committed employers, and equity group underrepresentation
- Deliver board-ready sector analysis findings

2. **Employer Engagement and Sector Selection**

Phase 2: Employer Conversations and Board Decision: January 2027 – June 2027
Goals/Outcomes:
- Complete 3 to 5 employer conversations in the target sector to assess hiring intent
- Secure minimum 3 employer commitment letters confirming hiring intent
- Present sector selection decision to the Board of Directors for endorsement
- Work with DTCC to assess training capacity for the selected sector

GOAL FOUR: SYSTEM SUSTAINABILITY

1. **BULLS Academy Sustainability Funding**

Phase 1: Continued Execution of Multi-Source Strategy: July 2026 – June 2027
Goals/Outcomes:
- Philanthropic: Continue outreach to national and international foundations with BULLS Documentation Report as evidence of impact
- Corporate: Support Preferred Employer Program employer investment model development
- Public Sector: Maintain and deepen relationships with City of Durham, Durham County, and state-level partners

Phase 2: Evaluation and FY28 Planning: March 2027 – June 2027
Goals/Outcomes:
- Review outcome of FY27 fundraising efforts against targets
- Adopt FY28 fundraising goals based on sustainability progress

2. **Second Sector Proof of Concept Funding**

Phase 1: Resource Strategy Development: January 2027 – June 2027
Goals/Outcomes:
- Develop execution budget for initial proof of concept cohorts based on sector selection
- Identify potential funding partners for the new sector initiative
- Begin early fundraising conversations in anticipation of FY28 pilot launch

II. <u>Reporting.</u>

A. MID shall furnish the Economic Development Director or designee the following periodic reports, including and accounting for the expenditures of County funds pertaining to the work of services undertaken pursuant to this contract, the costs and obligations incurred or to be incurred in connection therewith; and any other matters covered by this agreement

B. MID shall provide a quarterly written report (due by November 13, 2026; February 12, 2027; May 14, 2027; and August 13, 2027) to the Economic Development Director or a designated County representative regarding progress, metrics, and updates of items described within Section I: Responsibilities

Payment & Structure:

a) The County agrees to pay MID a total of two hundred and fifty-thousand dollars ($250,000.00) for the successful outcome of efforts provided for hereunder.

b) Payment shall be made with the first lump sum payment of $45,454.54 on or about September 30, 2026, followed by (9) equal monthly payments of $22,727.27 starting on or about October 31, 2026, with last payment due on or about June 30, 2027.