Attachment 1: Scope of Services

Introduction

Durham County invests substantially in homelessness services, including through coordinating federal, state, and local funding that helps divert financial costs for food, energy, and childcare, thereby defraying housing costs for those who may otherwise struggle to maintain stable housing. Current funding also supports mental and physical health services, permanent supportive housing, and resources for emergency shelter. Despite these significant investments by the County and additional programming supported by the City of Durham, a critical gap remains in the community's service continuum: there is currently no space for neighbors experiencing homelessness to access during the day for shelter and services, creating a significant barrier to comprehensive support.

The goals of this contract are as follows:

1) Provide a low barrier[1] place to shelter neighbors experiencing homelessness from the elements during the daytime ("Day Shelter").

2) Provide neighbors experiencing homelessness with connections to services that support exits from homelessness to stable housing, including case management ("Services Center").

As the recipient of this contract from the County, Urban Ministries of Durham (UMD) will complete the following activities in accordance with the standards and timelines established by the County.

Attend Meetings with County Designated Representatives

Within two (2) weeks of contract execution, UMD staff will attend a post-award kickoff meeting with County Designated Representatives. Specific topics to be discussed during the kickoff meeting include the scope of the contract, technical and reporting requirements, problem areas, and invoicing requirements and payment procedures. The kickoff meeting will not be used as an avenue to change the terms of the contract.

Following the kickoff meeting, UMD will meet with the County Designated Representatives at least monthly, with the potential for more frequent meetings at the discretion of the County; UMD will comply with any County meeting requests during the life of the contract. UMD will ensure that all relevant staff, including but not limited to the project administrator, will be present at all required meetings. UMD will document all meetings, including the date, persons in attendance, and subjects discussed. Electronic copies of all meeting minutes shall be provided to the County Designated Representative within three (3) business days of the meeting.

[1] "Low barrier" here follows the Homeless and Housing Resource Center's definition of a shelter that does not require lengthy applications, identification, or sobriety, and for which referrals are either not required or are done in a way that addresses barriers and promote quick entry into the Day Services Center.

Program Administration

Urban Ministries of Durham will be responsible for all administrative activities related to the pilot Day Shelter and Services Center program (hereafter referred to as the Day Shelter). This includes complying with all programmatic and financial reporting procedures, coordinating partners' service provision at the Day Shelter, conducting outreach to potential beneficiaries, and all other activities related to the administration of the pilot Day Shelter program.

Continuation of Existing Services

UMD will ensure that, throughout the entire life of the contract (including the planning, development, and operational phases of the Day Shelter project), all existing day-time and night-time services already provided at UMD sites continue to be provided, including: two-hot meals a day (breakfast and dinner), to-go lunches, food pantry and clothing closet pickup hours, and weekday open hours for restrooms, , basic support, and referral services. No funding provided under this contract will be utilized to support those activities at existing service levels; UMD may utilize funding to expand the provision of these services with written approval from the County.

Day Shelter and Service Center Planning and Development

Immediately after execution of the contract, UMD will begin to urgently implement a three-month planning and development period to allow UMD to expand operations through the Day Shelter without impacting or lessening UMD's current services to the community. UMD will ensure that the Day Shelter will be fully operational within 90 days of contract execution. As noted below, UMD will ensure that all necessary partnerships are established through signed contracts, Memoranda of Understanding (MOUs), or other agreements, prior to the end of the 90-day period; UMD may continue to explore additional partnerships during the life of the contract for additional services, but agreements for all essential services must be completed within the 90-day planning period.

During the initial three-month planning and development period, UMD will ensure the accomplishment of the following activities:

- **Months 1-2**
    - Facility preparation (ADA compliance, space outfitting, technology and equipment installation)
    - Establishing site protocols, policies, and practices, including the continuous quality improvement and customer feedback processes.
    - Staff hiring, onboarding, and training on site protocols, policies, and practices.
    - Establishing necessary partnerships and entering into agreements (e.g., memoranda of understanding (MOUs) for additional service providers not already confirmed.
    - Establishing additional in-kind donation partnerships, issuing solicitations, and/or planning purchases for increased shower & hygiene items, laundry products, snacks, coffee, and other hospitality items.
    - Initiating ongoing recruitment for Center volunteers, who will support visitor engagement, hospitality, service support, and other duties.
    - Training and creating informational materials for outreach and engagement partners, including HEART, Street Outreach, and Downtown Durham, Inc.
    - Initiating targeted engagement efforts, including open houses, tours, and orientations for partners and community stakeholders

- **Month 3**
    - Pilot opening of the Day Shelter with phased service rollout starting with basic needs; case management, enrichment and education programs, and workforce services will begin within two weeks of basic need services starting
    - Continued partnership building and MOU documentation for additional service providers not already confirmed.
    - Deployment of informational materials and completion of ongoing outreach activities in conjunction with established partners.
    - Marketing and awareness-building for downtown Durham business, residents, and service providers

<u>Day Shelter Operation</u>

By no later than the end of the 90-day planning period, UMD will begin normal operation of the Day Shelter, with services including basic needs provision, case management, enrichment and education programs, and workforce development programming. The Day Shelter is required to be low-barrier and to operate from at least 8:00am to 6:00pm, Monday through Friday, for 39 consecutive weeks from the end of the 90 day planning period; if UMD begins normal operation of the shelter before the end of the 90 day planning period, UMD will nonetheless operate the shelter for 39 weeks from the original end date of the planning period.

UMD will have at least one (1) staff member present during all hours of operation of the Day Services Center to manage the center, with other staff, contractors, or community partners present as needed for the provision of planned services. Further, the contractor will ensure appropriate security measures are in place so that Day Shelter clients feel safe and welcome to the space and programming. These security

measures must be supplemental to any existing security provided by UMD through other resources and should cover only the time periods during which the Day Shelter is open and operational.

UMD will operate the Day Shelter from the Community Resource Room located on the UMD campus at 410 Liberty St, Durham N.C., 27701. The County's Request for Proposals for the Day Shelter pilot charged respondents to secure a location for the temporary Day Shelter that will be easily accessible to those experiencing homelessness in Durham County, especially for those experiencing homelessness in Downtown Durham. As such, UMD will complete all necessary upkeep and maintenance to ensure that this location remains suitable to facilitate the services described above, while also limiting transportation challenges or other barriers that could prevent utilization of the day center.

Basic Need Services

In addition to sheltering those experiencing homelessness from the elements, the Day Shelter will provide opportunities for individuals utilizing the shelter to complete activities essential for maintaining dignity, including laundry, personal hygiene, receiving and sending mail, access to internet, charging stations, and other technology, and connection to case management services.

At a minimum, UMD will provide the following basic needs services at the Day Shelter:

- **Hospitality**: UMD center staff, volunteers, and/or receptionist teams will provide, at a minimum, water to all visitors to the Day Shelter from Monday through Friday. UMD will provide visitors with coffee and snacks at this same frequency if they are available. UMD will pursue in-kind donation partners for this service as needed.
- **Laundry Access**: UMD will provide access to laundry services to guests via either partnerships with mobile laundry services or by distributing paid wash cards for laundromats to day shelter guests. UMD will provide access to these services at a minimum of 2 times per week.
- **Mail Services**: UMD will provide the opportunity for Day Shelter visitors to receive and pick up mail. This service will be provided Monday through Friday each week.
- **Intake and Resource Navigation Conversations**: Every visitor to the Day Shelter will be provided the opportunity to meet with a Basic Needs Assistant to learn about services offered at the Day Shelter, to be connected to other resources, or to be connected to more intensive case management. Day Center Staff and partner organization staff will have these conversations with guests Monday through Friday each week.
- **Technology**: UMD will add a minimum of 4 computers that Day Shelter guests will be able to utilize. UMD will also add a 12-unit charging station for Day Shelter guests to securely charge electronic devices. Access will be offered Monday through Friday.
- **Hygiene Facilities**: Day Shelter visitors will be offered access to showers, restrooms, plus complimentary hygiene supplies Monday through Friday. Currently, UMD daytime guests have access to restrooms in the Community Resource Center. In operating the Day Shelter, UMD will expand access allowing guests access to additional restrooms in the café and the ability to take showers. UMD will be bringing one additional shower into operation on their campus, and will partner with a mobile shower trailer to be on-site one day per week. Day Shelter visitors will be offered the opportunity to utilize these services via a sign-up sheet. UMD expects these additions to allow for a minimum of 30 more guests to take a shower per week. Hygiene kits will

be offered to Day Shelter visitors utilizing the showers and to any other Day Shelter visitors that request a kit.

- **Clothing Closet**: As part of UMD's annual operation, the Clothing Closet fills emergency needs for shelter residents, community residents age 62 and older with disabilities, and community residents with children under 18. The above-mentioned shoppers can shop the Clothing Closet every 30 days, and UMD currently has about 100 households shop the Clothing Closet per week. As part of the Day Shelter operation, Day Shelter guests that meet the above criteria would receive referrals to the Clothing Closet. Guests who do not meet the above criteria would be referred to the Clothing Closet if they have emergency needs.
- **Food Pantry:** As part of UMD's annual operation, the Food Pantry is available for community residents age 62 or older with disabilities and/or with children under 18 to shop once every 30 days. This level of service serves approximately 100 households per week. Day Shelter guests that meet the above criteria would be referred to the Food Pantry. Guests who do not meet the above criteria would be served if they have emergency needs.

Additional Supportive Services

Beyond providing the above services to meet individual basic needs, UMD will also provide individuals experiencing homelessness who access the Day Shelter with additional services that will help them exit to stable housing. At a minimum, UMD will provide these services.

- **Case Management and Resource Navigation**: As integrated case management is essential for reducing service fragmentation and ensuring that visitors to the Day Shelter are connected to necessary supportive services, UMD will provide case management and resource navigation services as needed for visitors, including housing navigation, documentation support (including IDs and required paperwork for benefits and employment), and referrals to health, behavioral health, and substance use treatment providers as needed. These services must be provided daily for walk-ins and through weekly scheduled appointments.
- **Behavioral Health Supports**: Embedding behavioral health supports reduces stigma and can improve follow-through on receiving behavioral health services. UMD will partner with mental health and substance use treatment providers to provide on-site group and individual counseling sessions, peer-led recovery circles, and warm referrals to treatment. Basic Needs Assistants will also provide warm referrals to treatment. These services will be provided as needed, not less than once every other week.
- **Employment Support and Workforce Development**: As access to workforce development and employment support helps stabilize housing outcomes, UMD will provide programming on resume creation, job readiness workshops, connection to training programs, digital literacy support, and equipment for job searching. UMD will partner with local workforce development entities, community colleges, and job training partners to provide these activities at a minimum of once per week.

UMD will utilize the resources of this contract, as well as their network of partners, to provide the above-mentioned services to those experiencing unsheltered homelessness who access the Day Shelter. UMD may use subcontractors as needed for the provision of the above services, provided the County approves any subcontracts entered into by UMD to support the project.

Outreach and Engagement

To ensure that the day shelter and the accompanying services are used to the greatest extent possible, as part of their Outreach and Engagement activities under this contract, UMD will provide transportation assistance, conduct street outreach, and engage individuals experiencing homelessness in Durham County to encourage utilization of the Day Shelter and Services Center, and link them to homelessness prevention, shelter, and housing resources and other services essential to supporting their well-being and eventual exit from homelessness. As needed, UMD may utilize subcontractors or memoranda of understanding (MOUs) with community partners to provide these services; the County must approve any subcontracts or MOUs entered into for these services that will utilize funds provided under the contract. UMD will furnish the County with an outreach and engagement plan within three (3) weeks of contract execution. This engagement plan should include a detailed schedule for the awareness building activities and the locations of those activities.

Additional Services or Activities as Appropriate

UMD may provide additional services that it feel are necessary for successful implementation of an effective, comprehensive program for daytime service delivery for individuals experiencing homelessness. Any additional services or activities must be solely for the benefit of the target population, and UMD must provide a clear justification for the reasoning behind the inclusion of the additional services and the benefits that such services would provide the target population to the County for approval before offering the service at the Day Shelter.

Reporting

To allow for effective County oversight of the contract, UMD will submit financial and programmatic reports to the County Designated Representative utilizing templates provided by the County, in accordance with the standards detailed below.

- For the 90-day ramp up period, UMD will submit monthly financial and programmatic reports. Monthly reports will be submitted no later than the 15th day of the month following the end of the reporting month.
- For remainder of the contract following the 90-day ramp up period, UMD will submit quarterly reports. Quarter end dates for this contract will be as follows: Quarter 1 Reports will be submitted no later than the 15th day of the month following the end of the quarter; quarter end dates for this contract will be as follows: Quarter 1 – 180 days from contract execution; Quarter 2 – 270 days from contract execution; Quarter 3 – 360 days from contract execution. If UMD begins full operation of the Day Shelter prior to the end of the 90-day ramp up period, UMD will provide a final report for the ramp-up period and include any information related to the general operation of the Day Shelter during that month as part of the subsequent quarter's report.
- UMD will provide a final report within thirty (30) days of the end of the project period.

Each performance report should include data on the below identified performance measures, as well as any additional information required to be submitted by the County. Financial reports, in addition to following the template provided by the County, must be accompanied by supporting documentation for each expenditure charged to the contract.

Performance Reporting During 90-Day Ramp Up Period

During the 90-day ramp up period under this contract, UMD will submit monthly performance reports that include information on the following report performance measures:

- Percentage of upfit for ADA Compliance and additional considerations to successfully operate the Day Shelter at Urban Ministries of Durham's building at 410 Liberty Street completed (Target: 20% complete in Month 1, 80% complete in Month 2, 100% complete in Month 3)
- Percentage of staff positions needed to successfully operate the Day Shelter filled (Target: 50% in Month 1, 100% in Month 2)
- Percentage of staff receiving all necessary training and onboarding on Day Shelter protocols, policies, and practices completed (Target: 100% complete by end of Month 2)
- Percentage of necessary Day Shelter protocols, policies, and practices finalized (Target: 70% complete in Month 1, 100% complete in Month 2)

UMD's performance reports will also include narrative updates and supporting documentation on the following items:

- Progress in establishing partnerships and agreements (including in-kind donation partnerships) needed to support Day Shelter operations (e.g., MOUs for additional service providers not already confirmed), and explanations of any needed services still requiring partnership.
- Progress in ongoing recruitment for Day Center volunteers who will support visitor engagement, hospitality, service support, and other duties.
- Planned and completed purchases and/or in-kind contributions for increased shower and hygiene items, laundry products, snacks, coffee, and other hospitality items.
- Progress in finalizing training materials for staff, informational materials for outreach and engagement partners, including HEART, Street Outreach, Downtown Durham, Inc., and descriptions of any targeted engagement efforts, including open houses, tours, and orientations for partners and community stakeholders.

Reporting During 39-Week Operational Period

UMD will report on the following performance measures for contract periods following the completion of the ramp up period. If UMD begins normal operation of the Day Shelter before the end of the 90-day ramp up period, UMD will begin reporting on the following performance measures from that time through the end of the contract period.

- Number of unique individuals experiencing homelessness for which shelter was provided at the Day Shelter and Services Center (Target: 75 per month, 675 for the full operational period)
- Number of total Day Shelter visits by individuals experiencing homelessness (Target: 500 per month, 4500 for the full operational period)
- The monthly average number of unique individuals experiencing homelessness who utilize Day Shelter and Services Center per day (Target: daily average of 25 per month, 22 for the full operational period)
- Number of case management sessions provided to individuals utilizing the Day Shelter and Services Center (Target: 75 per month, 675 for the full operational period)

- Number of one-on-one peer support conversations monthly with individuals utilizing the Day Shelter and Services Center (Target: 200 per month, 1800 for the full operational period)
- Number of laundry access opportunities provided to individuals utilizing the Day Shelter and Services Center per month (Target: 80 per month, 720 for the full operational period)
- Average number of referrals per client made to internal and external resources monthly for individuals utilizing the Day Shelter and Services Center (average of referrals per client) (Target: 2 per month, 3 for the full operational period)
- Number of unique individuals utilizing the Day Shelter and Services Center connected to housing navigation or shelter placement monthly (Target: 30 per month, 270 for the full operational period)
- Number of unique individuals utilizing the Day Shelter and Services Center who exit to permanent or transitional housing. (Target: 3 per month, 27 for the full operational period)*
- The average number of days for an individual utilizing the Day Shelter Services Center and enrolled in Day Shelter Housing Services to exit to permanent or transitional housing. (Target: an average of 70 days for the full operational period)*
- The average number of days for an individual utilizing the Day Shelter Services Center to exit to permanent or transitional housing. Target: an average of 70 days for the full operational period *
- Number of unique individuals utilizing the Day Shelter and Services Center connected to income or workforce supports monthly (Target: 75 per month, 675 for the full operational period)*
- Number of individuals utilizing the Day Shelter and Services Center who increase their employment income (Target: 3 per month, 27 for the full operational period)*
- Number of individuals utilizing the Day Shelter who increase their non-employment income (Target: 2 per month, 18 for the full operational period)*
- Number of individuals utilizing the Day Shelter and Services Center who are participating in behavioral health programming monthly (Target: 30 per month, 270 for the full operational period)

UMD's performance reports in the operational phase will also include narrative information and supporting documentation on the following topics:

- Frequency and content of onsite service provision.
- Information on resources distributed to individuals experiencing homelessness who utilize the Day Shelter to include hygiene kits, laundry access cards, and Clothing Closet and Food Pantry items.

<u>Utilization of the Homeless Management Information System (HMIS)</u>

If UMD is able to enter into an agreement with the City of Durham that would allow UMD to utilize the Homeless Management Information System (HMIS) to record data related to this project, then UMD will report project data into the HMIS system for the starred indicators above. Regardless of whether UMD is able to report data into HMIS for this project, data for all indicators (including the starred indicators) will still be included in the performance reports submitted to the County.

<u>Funding Overview</u>

The Day Shelter and Services project will reflect a total investment by the County of Three Hundred and Fifty Thousand dollars ($350,000). UMD will utilize the provided funding in accordance with the below project budget. Any deviations from the project budget must be approved in writing by the County Designated Representative prior to invoicing for the expenses.

Urban Ministries of Durham – Day Services Center Budget		
Program Budget		
Expenses	**Notes/Explanations**	**Total Budget Amount**
Personnel Costs	* All FT positions include 10% to cover benefits.	
(1)Site Coordinator Salaried FT position =$50,000 + $5,000[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.	$ 55,000
(1) Case Manager Salaried FT position = $45,000	Connects unhoused individuals with resources for stable housing, income, and health, using a trauma-informed approach to conduct needs assessments, develop personalized plans, advocate for clients, and coordinate services.	$ 45,000
(1)Basic Needs Assistants $20/hr. * 1560 hrs.[39wks] = $31,200 = (FT)	Welcomes and provides hospitality to guests who are coming to use the shower, restrooms and laundry facilities. Prepares the shower and laundry supplies needed. Basic Needs Assistants may assist with the cleaning and sanitation of the shower, restrooms and laundry facilities between services when needed, but the role is primarily to provide program support.	$ 31,200
Attendant $17/hr. * 1170 hrs. = $19,890 + $1,989= 1(PTE)	Maintains cleanliness of overall site. Maintains floors, trash and the cleaning and sanitation of the shower, restrooms and laundry facilities between services.	$ 21,879

Security 52.5 hrs./wk. * $35 = $1,838/wk. * 40 wks.	To be contracted. Officer will be dedicated to the day services area to ensure safety and order for all guest, staff and volunteers. (separate from campus security)	$ 73,520
On-site Partner Staff 20 hrs./wk. * $25 = $500/wk. * 40 wks.	Partner presence during weekday. Open Table Ministries case management staff will be compensated for each hour on site to provide resource navigation and case management to guests.	$ 20,000
Operational Support	% of UMD management supporting day service operations to include: Executive Director – 5% Finance Director – 5% Dir. Community Engagement – 10% Dir. Residential Operations – 5% UMD Receptionist – 10%	$ 24,678
Program/Project Operating Costs		
Facilities Upfit	Upgrades to restrooms, shower. Also, includes updating electrical and floor care.	$ 6,400
Basic Care Supplies	Hygiene supplies - $4,800 + Towel & Washcloths - $660	$ 4,095
Wash Cards	Laundromat wash cards ($10 * 720)	$ 7,200
Phone System	Purchase and set-up of staff phones	$ 2,000
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.	$ 2,700
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	$ 24,500
Sub Total		$ 341,992
Contingency Funding		$8,008
Total Anticipated Project/Program Expenses		**$ 350,000**
Revenues	Notes/Explanation	Total Project/Program Funds
Durham County Government Funding	RFP	$ 350,000
Total Project/Program Revenues		**$ 350,000**