
AGENDA
AMERICAN RESCUE PLAN (ARP) COMMITTEE
CUMBERLAND COUNTY COURTHOUSE - ROOM 564
SPECIAL MEETING
DECEMBER 9, 2022
11:00 AM

1. CALL TO ORDER
2. APPROVAL OF AGENDA
1. ITEMS OF BUSINESS
 - A. Request to Allocate Pre-Pandemic Funding to True Vine Ministries to Support the White Flag Event
2. UPDATES
 - A. Nonprofit Assistance Program
3. OTHER ITEMS
 - A. Employee Childcare Project
4. ADJOURN



OFFICE OF THE COUNTY MANAGER

**MEMORANDUM FOR AMERICAN RESCUE PLAN COMMITTEE AGENDA OF
DECEMBER 9, 2022**

TO: AMERICAN RESCUE PLAN COMMITTEE

FROM: DEE TAYLOR, DIRECTOR OF COMMUNITY DEVELOPMENT

DATE: 11/30/2022

**SUBJECT: REQUEST TO ALLOCATE PRE-PANDEMIC FUNDING TO TRUE VINE
MINISTRIES TO SUPPORT THE WHITE FLAG EVENT**

BACKGROUND

Cumberland County issued a Request for Information (RFI) to seek providers to partner with Cumberland County to provide shelter during a White Flag event. A White Flag shelter will be activated when the temperature and / or wind chill is forecasted at 32 degrees or below, night and/or day.

An interest meeting was held on November 10, 2022, and the deadline for providers to submit their response was November 17, 2022. Cumberland County received responses (attached) from the following providers:

- Family Endeavors (d/b/a Endeavors) / Estimated Budget Amount: \$312,200
- True Vine Ministries / Estimated Budget Amount: \$80,000

The estimated budgets are computed based on a per person, per night rate during a White Flag event. It is estimated that a White Flag event occurred 31 days between January 1, 2022, through March 31, 2022. The estimates listed above reflect a total of 35 days to allow for fluctuations in weather conditions.

As indicated in the RFI, the County may finalize a contract with a selected vendor(s) based on all factors involved in the written response submittal without further discussion or interviews. Therefore, Cumberland County desires to contract with True Vine Ministries based on their past experience, capacity, and cost reasonableness to operate a White Flag event. Freed up American Rescue Plan (ARP) funds (from pre-pandemic staffing level salary drawdown) are available to support this effort. Contracting with True Vine Ministries for White Flag events will ensure that additional shelter beds are available for all citizens in need.

RECOMMENDATION / PROPOSED ACTION

Staff recommends the following action be moved to the December 19, 2022 Board of Commissioners meeting as a Consent Agenda Item:

- Contract with True Vine Ministries on a per person, per night rate during white flag events to provide additional shelter beds through March 31, 2023.

ATTACHMENTS:

Description	Type
True Vine Scope of Work - exhibit i	Backup Material
Endeavors 1 - Cumberland County Final Submission 11.17.2022	Backup Material
Endeavors 2 - Cumberland County White Flag Shelter Budget - Attachment A	Backup Material
ARP Committee_ White Flag	Presentation

EXHIBIT I

Response Content Requirements

RFI 2022 – WHITE FLAG SHELTER

1) Organizational name and brief background summary of mission and scope of services

The organizational name is True Vine Ministries. The mission of our White Flag Shelter is to “help those who need it most, when they need it most.” The White Flag Shelter will provide a place to sleep with bedding items to include, blankets, sheets, and pillows, on those nights when the temperature drops below freezing in our region. Also, we will provide two meals (dinner and breakfast), as well as snacks for the residents while they are in our facility. We also have available showers with towels and toiletry items. Additionally, we have chaplains who will visit our facility to be available to talk to our residents.

2) Primary contact information

Ernest W. Jones 910-988-6440 or 910-867-6762

3) Number and location of designated White Flag beds available

We have 50 beds available in our gymnasium located at 5315 Morganton Road, Fayetteville, NC. The contact phone number is listed above.

4) Population eligible for shelter

The homeless population is eligible to use the shelter and anyone who may be experiencing a heat emergency or deficiency in their home.

5) Commitment to service delivery, ensuring shelter is meaningfully accessible to people in need as long as they are able to safely participate.

We are completely committed to opening the shelter during the designated nights and ensuring that it is accessible. We have five years of experience in operating a White Flag Shelter and we were very successful in meeting the needs of our community.

6) Commitment to providing data for the Homeless Management Information System (HMIS) system

We will provide all necessary data to the Homeless Management Information System.

7) Ability to provide for basic needs to include food, showers, cots, linens, and bathrooms

Since we have already been engaged in White Flag, we are equipped to provide for all the basic needs of our guests. We will provide meals through our commercial kitchen facility. We have available commercial sized bathrooms with showers for both male and female residents. We have linen and towels on hand that we will make available to our guests, along with toiletry items as well. All of the basic needs are available and will be supplied.

8) Ability to demonstrate capacity through staffing ratios (volunteers or paid staff)

Our shelter will be staffed by a director, two check-in specialists, two supply specialists (who oversee towel and toiletry distribution), four kitchen personnel (who cook and serve meals), and two security personnel. The director and security positions would be paid staff. The other positions would be operated through volunteers.

9) Ability to keep families and children safe and free from potential misconduct.

We will employ two security personnel to be available during operational hours. In the past, we have also arranged to have police department personnel conduct regular checks on the facility as a part of their daily routine.

10) Response time needed to “stand up” the facility

We currently have on hand all equipment needed to stand up a facility. On a day-to-day basis we would need to be informed by 9 am that day as to the need to provide services that evening.

11) Indicate the hours of operation during White Flag event.

We would operate White Flag from 6 pm until 7 am.

12) Indicate if the shelter will operate as a low barrier shelter during White Flag and include any barriers to entry.

We will not allow anyone who is intoxicated or under the influence of drugs to stay in our facility. Also, if someone comes in being combative with staff or other residents, we will not check them in.

13) Proof of Insurance

ATTACHED

14) Total White Flag budget clearly showing per person per night rate with the maximum beds available.

White Flag Budget:

	Per person	Per capacity (50 people)
Resident lodging	\$20	\$1000 (lodging covers the operational cost of the facility for 13 hours a day)
Meals	\$10	\$500
Total	\$30	\$1500

Additional Costs

Laundry \$100 per day to clean all linen and towels

Director \$20 an hour, \$260 per day

Two security personnel \$15 an hour, \$390 per day

Total additional cost per day: \$750

Combined cost per day at capacity: \$2,250 per day

Total maximum cost based on number of White Flag Days (31) experienced in 2021: \$69,750

We have two passenger vans that we will use for transportation. Each van can hold up to 15 passengers.

Our drivers can travel from our location to pick up guests at the downtown library and transport them to True Vine Ministries in the evening and back to the library the following morning after White Flag.

TVM will charge \$3.00 per mile per van.

TVM will make three trips to pick up guests per White Flag iteration.

Estimated miles per trip would be 10 miles.

Two vans per trip.

Estimated 31 days of White Flag.

$30 \text{ (miles)} \times \text{Trips (3)} \times \text{Estimated days (31)} = \$2,883.00$ estimated total cost.



**Family Endeavors Inc. dba Endeavors
Response to
Request for Information (RFI)
RFI 2022 – White Flag Shelter**



1. Organizational name and brief background summary of mission and scope of services

Endeavors' mission is to passionately serve vulnerable people in crisis through our innovative, personalized approach. Endeavors is a 53-year-old faith-based national non-profit founded by five Presbyterian churches who came together to serve San Antonio's homeless population. Providing health care, childcare, education, homelessness support, and senior citizen support, Endeavors began pursuing a mission "to RESPOND to and SERVE the needs within the San Antonio community." By the 1980s, additional programs such as youth recreation, emergency shelters for youth, food banks, clothing, professional counseling, and more became available to more areas in need across the city.

Over the next three decades, programs initiated by Endeavors became household names within the community and the region, and by year 2000 we expanded the scope of the organization nationally, through supportive housing, job training, employment, case management, homeless prevention, group and individual counseling, and youth development services to assist chronically homeless women with mental disabilities and their children. During this period, Endeavors also became a staffing provider of qualified bi-lingual direct care providers for Unaccompanied Migrant Children (UAC) emergency shelters, rapidly deploying the necessary staff to provide effective and quality direct care and supervision in large-scale emergency congregate shelters. Since 2012, Endeavors has provided rapid response staffing in the form of clinicians, case management staff, direct care staff, teachers, recreational specialists and transport/escort staff in support of the largest UAC influx shelters in our nation's history. We have served in more than 35 deployments in multiple states since 2012.

Endeavors, since 2015, has worked to develop into one of the largest providers of Disaster Case Management Services (DCM) for survivors of federally declared disasters. We have provided DCM services in response to hurricanes Maria in Puerto Rico, Harvey in Texas, Florence in North Carolina, Irma in Florida, Imelda in Texas, Laura in Texas, Ida in Louisiana, and Ian in Florida. Additionally, we have provided DCM services for five federally declared flooding events within Texas. Endeavors has on-going contracts with the Texas Health and Human Services Commission and the Office of Emergency Management of North Carolina to provide disaster case management services.

In response to the COVID-19 Pandemic, Endeavors has demonstrated the ability to provide non-emergency congregate shelters for the homeless within hotels deploying a turn-key response with wrap-around services, hotel provisions, booking technology, and medical support. We have provided emergency shelter operations and staffing for the most vulnerable populations impacted by COVID-19 in El Paso and San Antonio; both in congregant and non-congregant settings. Endeavors has also provided 1,239 emergency non-congregate shelter beds in Texas and Arizona to temporarily house migrant families for the U.S. Department of Homeland Security.

Our experience providing successful emergency shelter management services over the past 10 years, and our direct work with disaster survivors demonstrates a level of expertise surpassing



most providers and qualifies us to provide sheltering operations for displaced/homeless individuals and families affected by all hazard incidents, and emergencies. Endeavors has demonstrated successful past and current performance that directly replicates the requirements in this bid opportunity.

Past Emergency Shelter Experience:

Lackland UAC Influx Shelter 03.2014-02.2015

Throughout 2014-2015, Endeavors deployed staff to a variety of surge camps to handle the first major influx of Central American UAC, including Lackland AFB in San Antonio and Fort Sill AFB in Oklahoma. During this active period, Endeavors:

- Activated, trained, and deployed more than 125 Case Managers
- Activated, trained, and deployed more than 1,000 Direct Care Reservists
- Activated, trained, and deployed 17 Credentialed Clinicians
- Staffed over 13 job positions such as: Team Lead, Direct Care Supervisors, Division Officer, Unit Manager, Direct Care, Floater, Transporter, Transport Lead, Clinician, Case Manager, Liaison Officer, Logistics Coordinator, and Teachers
- Provided shelter management service operations and direct care to more than 7,000 youth in 140 days
- Deployed reservists who worked a total of 422,913 hours

Donna Anna UAC Influx Shelter 08.2016-02.2017

Deployed a 540-person staff, consisting of 75% Spanish speakers, to the Donna Anna Range Complex in New Mexico, and UAC Surge Shelter in October of 2016. As shelter capacity increased dramatically, necessary measures were taken:

- Activated, trained, and deployed a total of 1,400 Direct Care Reservists
- Staffed over 13 essential job positions such as: Direct Care Supervisors, Unit Manager, Direct Care, Floater, Escort, Escort Lead, Teacher, Liaison Officer, Drivers, and Hotel Administrator.
- Provided shelter management services and direct care to more than 7,000 youth
- Direct Care and management staff operated 24 hours a day, seven (7) days a week
- Deployed reservists worked a total of 88,449 hours over an eight-month commitment

Tornillo UAC Influx Shelter 06.2018-01.2019

Throughout 2018 and 2019, Endeavors activated and deployed over 1600 total staff to the Tornillo, Texas surge Shelter.

- Emergency Services Reservist coordinated in planning and implementation of children services 24 hours a day, seven days a week
- Provided shelter management services and specialized care to 6,200 children
- Staffed multiple shelter positions concurrently
- Persisted in providing services for a seven-month commitment

Carrizo Springs UAC Influx Shelter 08.2019-10.2019 & 2.2021-4.2021

Throughout 2019 and 2021, Endeavors activated, deployed, and managed over 400 total staff for the Carrizo Springs, Texas surge Shelter. Staff worked in various capacities throughout the shelter assisting Unaccompanied Minors.



- Emergency Services Reservist coordinated the planning and implementation of children services 24 hours a day, 7 days a week
- Provided Shelter Management services and direct care to 2500 unaccompanied children
- Provided logistical support to shelter
- Provided transporters to accompany children during reunification
- Remained in warm status for turnkey response for a duration of 2 years
- Provided agency oversight of emergency reservist

More recently, during 2020 and 2021 Endeavors initiated, staffed, managed and demobilized hotel based non-congregate shelters in San Antonio and El Paso. These operations were focused on COVID-19 sheltering during the height of the pandemic. We also provided non-congregate shelter in Texas for Hurricane Laura evacuees and homeless individuals and families who were forced out of traditional shelters due to COVID-19 distancing requirements. Endeavors is currently providing shelter services to the of San Antonio.

City of Dallas, Texas OHS Emergency Homeless Shelter COVID, Inclement Weather Shelters (Congregate & Non-Congregate) 04.2020-01.2022

At the start of COVID-19 in 2020, Endeavors activated and deployed 45 staff in a 72-hour period. These Emergency Services Reservist executed the mobilization and operations of congregate and non-congregate shelters 24 hours a day, seven days a week providing the following:

- Served 300 homeless clients daily
- Followed COVID-19 protocols and procedures
- Hyper-Sanitization
- All laundry services
- Handwash stations
- Meals & Snack distribution
- Staffing multiple shelter sites concurrently

City of Dallas, Texas Hurricane Laura Hotel Shelters (Non-Congregate) 08.20 – 10.20

On August 25, 2020 the City of Dallas Office of Emergency Management requested assistance in mobilizing and sheltering Hurricane Laura evacuees. Endeavors activated and deployed 40 staff within 48 hours. Emergency Services Reservist executed the mobilization and operations of non-congregate shelters 24 hours a day, seven days a week providing the following:

- Served 3,000 disaster evacuees daily
- Followed COVID-19 protocols and procedures
- Hyper-Sanitization
- Meals
- Intake/Discharge
- Supply Management
- Staffed multiple shelter sites concurrently



City of El Paso, Texas COVID-19 Shelters (Congregate & Non-Congregate) 4.14.20 – 10.31.22

At the start of COVID-19 in 2020, Endeavors activated and deployed 72 staff within 72 hours. Emergency Services Reservist executed the mobilization and operations of congregate and non-congregate shelters 24 hours a day, seven days a week providing the following:

- Served 150 homeless clients daily
- Followed COVID-19 protocols and procedures
- Hyper-Sanitization
- Laundry
- Handwash stations
- Meals
- Staffed multiple shelter sites concurrently

City of San Antonio, Texas COVID-19 ICF (Isolation Care Facility) Shelter (Non-Congregate) 1.20.21 – 10-31-22

Within 72 hours, Emergency Services Reservist executed the mobilization and operations of a non-congregate shelter 24 hours a day and seven days a week providing the following:

- Currently serving 30 clients daily
- Following COVID-19 protocols and procedures
- Hyper-Sanitization
- Laundry
- Handwash stations
- Meals
- Staffed multiple shelter sites concurrently

Department of Homeland Security- ICE (Non-Congregate) 3.2021 – 3.2022

Within 72 hours, Emergency Services Reservist & Migrant Services executed mobilization and operations of non-congregate shelter 24 hours a day, seven days a week providing the following:

- Currently served over 38,000 individuals & 13,000 Families
- Following COVID-19 protocols and procedures
- 24/7 medical and mental health care.
- Rapid COVID Testing
- Transportation
- Site information technology
- Culturally appropriate Meals
- 24/7 access to Snacks
- Clothing
- Case Management
- Client Transportation Assistance
- Access to Religious and Legal Services
- Security
- Daily reporting to Immigration and Customs Enforcement



Endeavors Family Reception Centers

Endeavors was tasked by ICE in March of 2021, in response to the unprecedented numbers of families converging on the U.S. Southern Border, to provide non-congregate beds totaling 1,560. These beds were activated to help relieve the intense pressure on Border Patrol Processing Centers due to their unsuitability for families with children. Endeavors contracted with eight hotel providers in Texas and Arizona to provide the required bed capacity and activated our bi-lingual reservist staff to provide direct care. Endeavors also activated a series of vetted partner subcontractors to provide medical care, security, transportation and food services at each hotel. To date, we have served over 38,000 individuals.

Administration for Children and Families-Office of Refugee and Resettlement-ORR (Congregate) 3.2021 - Current

Within 72 hours, Emergency Services Reservist & Migrant Services executed mobilization and operations of a congregate shelter 24 hours a day, seven days a week providing the following:

- Current Capacity of 2,000 beds for Unaccompanied Minors
- Served over 34,000 youth
- Following COVID-19 protocols and procedures
- 24/7 medical and mental health care
- Rapid COVID Testing
- Site maintenance
- Site Information Technology
- Transportation Meals
- Snacks
- Clothing
- Case Management
- Client Transportation
- Access to Religious and Educational Services Recreation
- Programming activities
- Pet, Music and Horticultural Therapy
- Daily reporting to office of refugee resettlement to include significant incident reporting process

U.S. Department of Health and Human Services - Office of Refugee Resettlement

The Pecos Children's Center, a congregate children's shelter, was activated by Endeavors in April of 2021, on behalf of the Office of Refugee Resettlement. As the prime contractor for this effort, we were responsible for securing a facility, staffing the facility and all required operations. Within 20 days, we welcomed and completed the intake process for several hundred children. This effort is now serving on average over 1200 children every day. Endeavors has successfully provided 558 direct care staff, 223 medical staff, (to include Doctors, Registered Nurses, Vocational Nurses, Mental Health Counselors and Medical Records Clerks) all security staff, an education and



recreation team and a case management team consisting of 120 case managers. Our goal within this shelter is the same as all of our shelters, to get individuals to their permanent home as soon as possible while keeping them safe and healthy. To date we have completed over 12,000 reunifications.

2. Primary Contact Information

Organization: Family Endeavors Inc. dba. Endeavors

Address: 6363 De Zavala Rd. San Antonio, TX 78249

Phone: 210.431.6466

Website: <https://endeavors.org/>

POC: Dr. David Hernandez, Senior Director of Emergency Services

Email: dahernandez@endeavors.org

3. Number and location of designated White Flag beds available

Endeavors is prepared to provide 25 individual beds and 20 family beds for a total of 45 White Flag beds and 9 ½ bathrooms at Endeavors' Reveille house located at 120 Langdon St. Fayetteville, NC in Cumberland County. Previously utilized as permanent supportive housing location, the Reveille house is outfitted to accommodate 45 individuals seeking shelter during a white flag activation period. With easy access to the public transportation line, this makes the Reveille house an ideal location for bed spaces.

4. Population Eligible for shelter

Endeavors will provide the White Flag bed spaces for individuals who are experiencing homelessness in Cumberland County during the White Flag weather activations, and do not have a pre-identified shelter that they are currently enrolled in. Endeavors will verify homeless status via HMIS, homeless verification forms, and HUD definition for homeless for all intakes into the White Flag shelter. Endeavors will work with the local COC to ensure all referrals are verified as well. In addition, Endeavors will dedicate two open areas with cots to single adult males. In the upstairs portion of the shelter, there are 5 private bedrooms, with 4 cots each, that will be utilized for single females and families who are needing sheltering during the White Flag activation.

5. Commitment to Service Delivery

One of Endeavors' core values is, commitment to making a difference. Endeavors is committed to ensuring accessibility to the identified population above during ALL White Flag activations. This is an integral part of Endeavors core values. As a part of the commitment, Endeavors will establish activation triggers in accordance with the temperature/wind chill measurements to ensure readiness and accessibility to the shelter. Community coordination and case conferencing will also take place to provide as many resources to clients who are enrolled in the shelter at the time of the White Flag activations. Our experience in rapid mobilization, also speaks to our commitment to ensure service delivery is prompt, and organized. Endeavors can provide transportation via a 15-passenger van, to ensure clients who meet the requirements have a way of arriving to the shelter during the White Flag period.



6. Commitment to Providing Data for the Homeless Management Information System (HMIS)

Endeavors has, and currently utilizes the HMIS platform across multiple programs within our organization. Endeavors commitment to providing data to HMIS is something that can be easily accomplished, given our experience. Endeavors understands the importance of HMIS data collection, and integrity of the data as well. Endeavors utilizes the HMIS platform to our advantage in assisting clients connect with other available resources. Endeavors has utilized the HMIS platform when working with various homeless populations such as Veterans, Migrants, and chronically homeless and in various geographical locations. Endeavors will ensure to coordinate and align with the HMIS governing entity, to ensure all HMIS data points are captured timely and accurately.

7. Ability to Provide for basic needs to include food, showers, cots, linens, and bathrooms

Endeavors shelter management will consist of managing the Common Basic needs area which provides basic necessities, the separate dormitory sleeping area's (Single men, Single women, Families and Families with Children) and restrooms and showers. Each individual will be provided full sleeping accommodations to include, cot, pillow, blanket and a fully stocked hygiene kit for each family member. Additionally, an unlimited supply of drinking water, snacks, diapers, formula and wipes will be provided. We have established contacts with both private and NGO's that can assist in providing these resources.

Endeavors has a proven past performance with a surplus of vendors and partners enabling us to provide critical sheltering supplies to meet the needs of the operational tempo. We have, and continue to provide cots/beds, linen, hygiene products, meals, clothing, first aid, and a number of other resources for our current shelter operations. These supplies are dropped off to the site by our vendors, or they are received by our logistics team in San Antonio, TX and then transported to location of operation, and captured within our shelter management software, Vision Link, for tracking, distribution, and re-ordering purposes.

Endeavors has the ability to work with local food providers to establish a source of meals during the White Flag activations. In the past, Endeavors has partnered with local food banks to obtain snacks, waters, and sometimes they are able to provide meals for our shelter operations. In addition, Endeavors encompasses working partnerships with multiple food providers who have experience in preparing and serving meals for emergency homeless shelters. Depending on length of activations, menu's will be provided for the duration of the operation.

The layout of our non-congregate/congregate shelters provides separated sleeping areas which are typically established prior to the mobilization as indicated above. Within the identified location for Endeavors' White Flag shelter, there are 9 full bathrooms across the location which allows 1 bathroom/shower combo for every 5 shelter clients and 1 half bathroom located in the common area. Based on our past congregate sheltering experience with adults, Endeavors suggests providing a 1:10 staff to adult guest ratio with a shift shelter manager for the shelter. The mentioned ratio allows Endeavors to provide 24-hour shelter oversight at all times. In addition to the Common Basic Needs area, dormitory sleeping areas, and bathrooms/showers,



Endeavors would also establish a supervised children's area where family members can take their children for recreation and play while being supervised by a family member.

8. Ability to demonstrate capacity through staffing ratios

Through past performance, Endeavors can demonstrate our ability to sufficiently mobilize, and staff emergency operations with safe and efficient staff ratios. Within our Rapid Deployment Services (RDS), we contain approximately 1500 emergency reservist who are primarily concentrated in Texas, Florida, and Puerto Rico, but also have personnel located in North Carolina from our previous work with Disaster Case Management program for Hurricane Florence. These personnel are available to deploy within a 48-hour notice of activation. Round the clock staffing, to include a dorm shelter manager, is critical to ensuring successful site shelter management and overall operational control and oversight.

Personnel Positions and Training

All emergency reservist, at Endeavors, have attended a new employee orientation, in addition to their position specific training. The onboarding process and training typically address the shelter's mission and code of conduct; the overall humanitarian context from which the shelter is providing respite; and the specific role the staff member is filling. Training topics include:

- Working with Disaster Survivors
- Homeless Sensitivity Training
- Cultural Sensitivity
- Disaster recovery process and plans
- Red Cross First Aid & CPR
- Resiliency training
- COVID-19 safety training
- Compassion Fatigue Training
- Trauma Informed Care
- FEMA NIMS & ICS 100, 200, 700, 800
-

Endeavors is capable of provided a wide spectrum of shelter positions contingent upon the mission and client population. Some of the positions include, but are not limited to, Shelter Managers, Case Management, Unit Leads, Hyper-Sanitization, Supply & Logistics, Clinicians, and Shelter Support.

Staff sign a code of conduct that delineates the shelter's rules and ethical principles, along with a waiver and release form, before beginning work at the shelter. Each shelter retains the signed copies and each staff member receives a photocopy. All Endeavors shelter personnel have gone through a full background check to include the following:

- County Criminal Records Search
- State Criminal Court Search
- Federal Criminal Records Search
- National Criminal Database Alias Search
- Global Security Watch List
- Sex Offender Records Search



- Trade House Data
- Healthcare Compliance Search

9. Ability to keep families and children safe and free from potential misconduct

While operating emergency shelters such as a White Flag shelter outlined in this RFI, constant shelter monitoring is critical to ensuring all shelter guests' safety. In addition to a shelter monitoring cadence during active operations, Endeavors personnel are trained in de-escalation techniques to assist with client safety. Endeavors facilities serving children have appropriate childproofing measures and modifications including: childproof electrical outlets, locked screens or other barriers to prevent any injury to children. During intake of clients, client's belongings will be searched to ensure there are no weapons, illegal substances, or alcohol being brought into the shelter.

Endeavors has extensive experience providing 24/7 armed and unarmed site security for our larger shelter operations to include our 2,000-bed operation supporting unaccompanied migrant children in PECOS and our non-congregate shelters throughout the southwest border supporting department of homeland security operations. Endeavors utilizes our trusted private security partners in addition to closely coordinating with the local law enforcement entities. In the past, as a supplement to our private security staff, we have successfully utilized off-duty police officers. A site security plan will be developed based on our previous operational experience and any unique needs the site presents or special asks from Cumberland County.

10. Response time needed to "Stand Up" the facility

Endeavors takes pride in their Rapid Deployment Service capability allowing for turn-key mobilizations of shelters such as White Flag activations in Cumberland County. There are many factors that play a key component into rapid mobilization such as having personnel on standby, and having a pre-identified location for the shelter operations. With these measures in place, Endeavors can have a White Flag Shelter fully operational within 8 hours notification of a "White Flag Activation". Endeavors will proactively monitor weather in Cumberland County to ensure Endeavors and Cumberland County are on in stride step when activating for White Flag day.

11. Indicate Hours of Operation during White Flag Event

Endeavors will operate the White Flag shelter 24 hours a day once activated. Endeavors will demobilize the shelter 24 hours after White Flag conditions have subsided and are not expected to return within 48 hours from subsiding.

12. Indicate if the Shelter will operate as a low barrier shelter and include any barriers to Entry


Endeavors will operate the White Flag shelter as a low barrier shelter, with a few key barriers in place that will disqualify a client from accessing the shelter. The barriers are as follows:

- Active warrants revealed from warrant search
- Visibly intoxicated or under the influence of drugs
- No registered sexual offenders
- Unable to understand and abide by shelter rules
- Attempting to access shelter with drugs/alcohol 2 or more times



Any additional barriers will be evaluated on a case by case basis when clients are going through intake into the White Flag Shelter.

13. Proof of Insurance:

ACORD®		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY)		
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.				6/14/2022		
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).						
PRODUCER Marsh Wortham, a division of Marsh USA, Inc. 131 Interpark Blvd. San Antonio, TX 78216 www.worthaminsurance.com			CONTACT NAME: Ashley Patkowski PHONE (A/C No. Ext.): 210-249-2399 FAX (A/C. No.): E-MAIL Address: ashley.patkowski@marshmma.com			
INSURED Family Endeavors, Inc. Endeavors 6363 De Zavala Road, Suite 101 San Antonio TX 78249			INSURER(S) AFFORDING COVERAGE NAIC # INSURER A: Berkley Insurance Company 32603 INSURER B: Texas Mutual Insurance Company 22945 INSURER C: Argonaut Insurance Company 19801 INSURER D: Starr Indemnity & Liability Company 38318 INSURER E: INSURER F:			
COVERAGES		CERTIFICATE NUMBER: 68741702		REVISION NUMBER:		
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSTR. LTR.	TYPE OF INSURANCE	ADDL. SUBR. (ISSR) (WVR)	POLICY NUMBER	POLICY EFF. (MM/DD/YYYY)	POLICY EXP. (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		HHS 8530492-11	6/15/2022	10/1/2023	EACH OCCURRENCE \$ \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ \$100,000 MED EXP (Any one person) \$ \$5,000 PERSONAL & ADV INJURY \$ \$1,000,000 GENERAL AGGREGATE \$ \$3,000,000 PRODUCTS - COMPOP AGG \$ \$3,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY		HHS 8530492-11	6/15/2022	10/1/2023	COMBINED SINGLE LIMIT (Ea accident) \$ \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED. RETENTION \$		HHS 8530492-11	6/15/2022	10/1/2023	EACH OCCURRENCE \$ \$5,000,000 AGGREGATE \$ \$5,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A	0001277121	10/1/2021	10/1/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ \$500,000 E.L. DISEASE - EA EMPLOYEE \$ \$500,000 E.L. DISEASE - POLICY LIMIT \$ \$500,000
A	Professional Liability - E&O		HHS 8530492-11	6/15/2022	10/1/2023	\$1,000,000/\$3,000,000
A	Abuse or Molestation Liability		HHS 8530492-11	6/15/2022	10/1/2023	\$1,000,000/\$3,000,000
C	Workers' Comp - Other Than TX		WC928818767504	12/31/2021	10/1/2022	\$1,000,000/\$1,000,000/\$1,000,000
D	Commercial Crime & Fidelity		1000623420211	6/15/2022	10/1/2023	\$500,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)						
CERTIFICATE HOLDER			CANCELLATION			
For Record Only			SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.			
			AUTHORIZED REPRESENTATIVE  Marsh Wortham, a division of Marsh USA, Inc.			

ACORD 25 (2016/03)

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14. Total White Flag Budget



See Separate Attachment A



**White Flag Activation Shelter
Cumberland County
Capacity of 45 Clients**

Labor Category	A Shift		B Shift		Regular		Overtime		Hourly		Overtime		Daily		Week		35 Act. Total	Assumptions
	1	1	1	1	Hours	Hours	Rate	Rate	Rate	Rate	Rate	Rate	Daily	Week				
Shelter Manager	1	1	2	2	80	88	\$ 45.00	\$ 67.50	\$ 1,362.86	\$ 9,540.00	\$ 47,700.00							1 Shelter Manager per shift
Shelter Support	4	4	8	8	320	352	\$ 34.00	\$ 51.00	\$ 4,118.86	\$ 28,832.00	\$ 144,160.00							4 Shelter Support staff- Intake/Sanitization/Monitoring
Security	1	1	2	2	80	88	\$ 50.00	\$ 75.00	\$ 1,514.29	\$ 10,600.00	\$ 53,000.00							1 Unarmed Guard per Shift
Fringe																		All Fringe is included in the rates
Total Personnel	6	6	12	12					\$ 6,996.00	\$ 48,972.00	\$ 244,860.00							
Other Than Personnel (OTPS)																		
	QTY				Daily		Week		35 Act. Total		Assumptions							
REQUIRED COSTS:																		
Hygiene Kits	1575								\$ 225.00	\$ 1,575.00	\$ 7,875.00							1575 Hygiene Kits to Cover 45 beds over 35 potential activations
Sanitization Supplies									\$ 57.14	\$ 400.00	\$ 2,000.00							Hyper Sanitization Supplies
Food Services									\$ 675.00	\$ 4,725.00	\$ 23,625.00							3 meals/day @\$5.00/meal/45 Clients for 35 potential activations
Admin Supplies									\$ 114.29	\$ 800.00	\$ 4,000.00							Admin supplies for 35 potential activations
PPE									\$ 34.29	\$ 240.00	\$ 1,200.00							Daily PPE for all staff -Masks-Gloves-Shields-Gowns
ONE TIME COSTS:																		
Cot Mobilization									\$ 71.43	\$ 500.00	\$ 2,500.00							One Time Cost - Cot Mobilization <i>(Fixed at \$2,500)</i>
VisionLink Shelter Management Sftwr	10								\$ 42.86	\$ 300.00	\$ 1,500.00							One Time Cost - VisionLink Shelter Management Software <i>(Fixed at \$1,500)</i>
IT Equipment									\$ 100.00	\$ 700.00	\$ 3,500.00							One Time Cost - Shelter Phones/ IT Equipment <i>(Fixed at \$3,500)</i>
CONTINGENT COSTS:																		
HMIS License Fees (If Applicable)	10								\$ 42.86	\$ 300.00	\$ 1,500.00							HMIS (Monthly) License Fees *If Applicable*
Transportation Fuel (Contingency Transport)									\$ 42.86	\$ 300.00	\$ 1,500.00							Fuel for transport van as contingency transportation
Facility Maint. Charges									\$ 428.57	\$ 3,000.00	\$ 15,000.00							Contingency Maint. & Facility Utilities
Total OTPS									\$ 1,834.29	\$ 12,840.00	\$ 64,200.00							
Total Program									\$ 8,830.29	\$ 61,812.00	\$ 309,060.00							

Price Per Client /Night \$ 196.23 *Note: Will go down after 35 days when one time costs are billed at Fixed amounts*



WHITE FLAG EVENT

AMERICAN RESCUE PLAN COMMITTEE

December 9, 2022

BACKGROUND

County issued Request for Information (RFI) on October 26, 2022

RFI due on November 17, 2022



Interest meeting held on November 10, 2022

Purpose of White Flag?

- Provide temporary shelter and services to homeless individuals
- When temperature and/or wind chill is forecasted at 32 degrees or below, night and/or day.

MAIN PROBLEMS

Lack of shelter beds;

Agencies lack capacity;

Gaps in service delivery; and

Lack of continuity.





2022 Point-in-Time
Homeless Count
475 Homeless
Persons

Unsheltered = 372
Females = 168
Males = 307

Next Steps

- Follow-up meetings and a site visit(s);
- Coordinate logistics and finalize community plan;
- Publish/distribute White Flag information
- Implement activities; and
- Conduct follow-up meetings for updates and changes.

REQUEST

To allocate pre-pandemic funding to True Vine Ministries to Support the White Flag Event

RECOMMENDATION / PROPOSED ACTION

Staff recommends the following action be moved to the December 19, 2022 Board of Commissioners meeting as a Consent Agenda Item:

- Contract with True Vine Ministries on a per person, per night rate during white flag events to provided additional shelter beds between through March 31, 2022.



AMERICAN RESCUE PLAN

MEMORANDUM FOR AMERICAN RESCUE PLAN COMMITTEE AGENDA OF DECEMBER 9, 2022

TO: AMERICAN RESCUE PLAN COMMITTEE

FROM: HEATHER SKEENS

DATE: 12/9/2022

SUBJECT: EMPLOYEE CHILDCARE PROJECT

BACKGROUND

The childcare project has been developed from conversations with Cumberland County Department Heads and Fayetteville Technical Community College (FTCC) senior leadership regarding concerns of retention and recruitment of qualified employees. Due to these conversations, the county has explored the feasibility of providing childcare in conjunction with FTCC and potentially subsidizing childcare services for Cumberland County employees. The team has also evaluated using the Dorothy Spainhour facility, which was previously licensed as a childcare facility, as the facility for this project.

The following assessments occurred in exploration of this concern: Department of Child Development and Early Education pre-licensure workshop, considerations of employer subsidized childcare, surveys of Cumberland County staff and FTCC facility and students, childcare cost assessments, joint site assessments, and leveraging partnerships with FTCC's early childhood education program. Based off information gathered during this assessment phase, a 90-day plan has been developed. This plan includes evaluating expenses, determining the facility operator, and evaluating the value-added benefit to workforce development and recruitment and retention of employees.

RECOMMENDATION / PROPOSED ACTION

This presentation is for informational purposes only.

ATTACHMENTS:

Description

Employee Childcare Project

Type

Presentation

Employee Childcare Project



December 9, 2022

Heather Skeens, Assistant County Manager

Faith Phillips, Library Director

Guiding Questions

Is childcare a business issue?

Is childcare a barrier to recruiting and retaining employee's

Would this be a benefit?

Are there partnerships available?

Survey for need

- Cumberland County distributed Employee Benefit Survey questions in September 2022 and received 1,074 responses, the need for childcare was included in survey questions.
- FTCC distributed a Childcare Needs Survey to faculty and students in September 2022 with 499 responses

Cumberland	FTCC
35% identified need for childcare/direct barrier	62% identified need for childcare/direct barrier

Project and Site Feasibility

- DCDEE pre-licensure workshop
- Employer subsidized childcare
- Leveraging partnership with FTCC Early Childhood Education
- Dorothy Spainhour Facility



90-Day Plan

- Determine and finalize start-up expenses
- Consideration of reallocating pre-pandemic pay for start of expenses
- Determine county in-kind contributions
- Determine operator: FTCC or RFP
- Discuss HR and fiscal implications for subsidizing county employee childcare expenses
- Determine value added benefit for employees
- Bring back recommendations to ARP committee for consideration