

# **T32754 CREDIBLE MESSENGER PILOT PROGRAM REVISED ATTACHMENT E- SCOPE OF WORK**

## **1.0. SCOPE OF WORK**

The City is seeking proposals from non-profit entities, faith-based organizations, and cultural and community groups, to implement the Credible Messenger (CM) Pilot Program. The program is designed to reduce incidents of violence and further involvement in the criminal justice system among youth, young adults, and families utilizing the Credible Messenger model. The Credible Messenger program will also provide direct investment in building the capacity of targeted communities to serve and support youth, young adults, and their families by creating employment opportunities for individuals who live, work, and worship in the same neighborhoods as the youth and families they serve.

In addition to the support, supervision, and coaching expected from CMs that are assigned to work in the designated pilot communities, Proposers will ensure the ongoing development of Credible Messengers through a combination of skill-based training, cohort-based support around personal growth and inner healing, and general professional development.

The Houston Health Department (HHD) seeks to work in partnership with community-based organizations to operate Credible Messengers (CM) pilot program that will focus efforts on high-risk youth and young adults and affected families. The targeted zip codes are **77016, 77026, and 77028** in Houston, Harris County, Texas.

The Proposer is to provide the best continuum of care for youth, young adults, and their families through a wide range of programs that emphasize individual strengths, personal accountability, public safety, skill development, family involvement, and community support.

### **The Credible Messenger (CM) model**

The CM mentoring program was developed to mentor and train individuals who have been impacted by the criminal justice system, so they can emerge as leaders and be equipped with the tools and resources to positively influence outcomes related to the safety and wellness of their respective communities. It is also designed to break generational cycles and alter adversarial life circumstances so the youth can be productive members of society without further involvement in the criminal justice system.

### **Public Health Approach**

Violence prevention includes treating violence like other communicable diseases. Like other diseases, violence is preventable. Four steps in a public health approach to violence prevention:

- 1) Define and Monitor the Problem. The first step in preventing violence is to understand the “who,” “what,” “when,” “where,” and “how” associated with the problem.
- 2) Identify Risk and Protective Factors. It is not enough to know the magnitude of a public health problem.

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- 3) Develop and Test Prevention Strategies.
- 4) Ensure Widespread Adoption.

Violence is complicated and has roots in social, economic, political, and cultural conditions.

Factors that can influence violence are:

Income inequality	Racism
Underfunded public housing	Community disconnectedness.
Under-resources public services	Harmful norms around gender
Underperforming schools	Poverty
Community disinvestment	Oppression
Lack of opportunity	

The Proposer shall implement the Credible Messenger model with high fidelity. Each site must focus efforts on high-risk youth and young adults and affected families in the targeted zip codes in Houston, Harris County, Texas. All proposed service locations should incorporate targeted zip code areas and must be indicated in the proposal submission. If these zip codes are not included in the service delivery plan, please indicate plan to serve participants from these targeted areas.

The Credible Messenger Program will include the following approaches:

### **Transformative Mentoring**

Individuals who are credible messengers, by virtue of shared lived experiences, will mentor justice-involved or justice-impacted youth and young adults.

- a) Credible Messenger mentors will facilitate group sessions for youth using a cognitive behavioral therapy curriculum appropriate for justice-involved youth. Credible Messenger mentors will also interface with HHD Case Workers and other agency staff to maximize youth and family engagement.

### **Family Engagement Specialists:**

Family Engagement Specialists will serve as peer coaches for the family members of youth and provide one-on-one support to family members to help them navigate the juvenile justice system and will also facilitate supportive group programming to build community among system-involved youth and will also interface with HHD Case Workers and other agency staff to maximize family engagement.

### **Restorative Justice:**

Proposer shall ensure Credible Messenger mentors and Family Engagement Specialists will be trained to facilitate Restorative Justice Practices for justice-involved and justice-impacted youth and families at the neighborhood level. Credible Messenger utilizes this

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process to repair harm by providing an opportunity for those harmed and those who take responsibility for the harm. The goals of restorative justice circles include promoting healing of all affected parties, giving the offender the opportunity to make amend, giving victims, offenders, family members, and communities a voice and shared responsibility in finding constructive resolutions, and addressing underlying causes of criminal behavior. The CM will utilize the seven core values: respect, compassion, dignity, honesty, openness, and growth. Fairness and equality/equity are essential. Multicultural issues are important in ensuring the processes are balanced for all those involved.

### **Economic Opportunities:**

Proposer shall ensure Credible Messenger mentors and Family Engagement Specialists will serve as facilitators of economic opportunity for youth and families.

- a) The Credible Messenger Initiative will include job training and placement but will also incorporate innovative strategies such as entrepreneurship training, business development, and career mentoring to ensure that youth and families involved with or impacted by the justice system have a pathway to economic security.

### **Neighborhood-based Programming**

This programming at the neighborhood level is central to the Credible Messenger Initiative. Recognizing the unique character of neighborhoods in the designated pilot area Proposer will collaborate with local community organizations to ensure Proposer shall ensure that Transformative mentoring groups, family support programming, Restorative Justice circles, economic opportunities, and other positive youth justice programs will be offered in neighborhood locations, reducing the need for justice impacted youth and families to travel to receive services.

## **2.0. MINIMUM QUALIFICATIONS.**

- 2.1. Minimum of three (3) years of experience in providing services similar in scope and size in this RFP.
- 2.2. Registered with SAM.GOV.
- 2.3. No government fund debarment or suspension.
- 2.4. Maintain facilities and personnel policies that comply with the Americans with Disabilities Act and Equal Employment Opportunity Commission.
- 2.5. Organizational capacity to handle risk and liabilities including a strong governance structure, financial stability, and insurance that protects the health and safety of clients and employees.

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- 2.6. Demonstrate prior or existing relationships with community agencies and partners and provide letters of agreement/support from these partnerships.
- 2.7. The ability to employ direct service staff with criminal backgrounds to work in the target community.
- 2.8. Demonstrate the capacity to provide or connect staff with job-related competencies that directly support their work.
- 2.9. Provide a current independent audit of the last fiscal year.
- 2.10. Meet and maintain the City of Houston's Federal requirements, regarding debarment and suspension.
- 2.11. Maintain at least 90 days of operating capital.
- 2.12. Implement the Credible Messenger model with high fidelity and maintain high fidelity throughout the established pilot /contract period.
- 2.13. Have three (3) years of experience in providing services with grants, managing diverse types of funding, good records management, and financial accounting systems.

### **3.0. CLIENT ELIGIBILITY FOR YOUTH AND YOUNG ADULTS**

- 3.1. Referral from the community including, Harris County Juvenile Probation Department School Campus(es), My Brother's Keeper (MBK) and other community-based referral(s).
- 3.2. May have prior criminal offense history.
- 3.3. May have a history of gang involvement including gang initiation and engagement in violent behavior.
- 3.4. May be youth and young adults returning to the community from alternate placement. Residing in Houston, Harris County, Texas
- 3.5. Youth and young adults aged 10 – 35.

### **4.0. PROGRAM REQUISITES**

Once the CM Navigators are trained, they will work in the designated pilot communities and provide navigation and access services to community members. These services will include basic needs support, workforce development training, healthcare access, and employment opportunities to facilitate improved health and economic outcomes.

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- 4.1. Messengers must include a mixed culture, justice-involved or justice-impacted, experience in the private and nonprofit sectors, and respected residents of the community. Staff must be reflective of the community served.
- 4.2. Ensure staff is culturally appropriate.
- 4.3. Ensure staff is responsive to the Needs of minority individuals.
- 4.4. Have Knowledge or experience with the justice system.
- 4.5. Understand and have a credible presence within the targeted neighborhoods.
- 4.6. Experience working with youth and young adults and families
- 4.7. Demonstrated capacity to establish trusting relationships.
- 4.8. Ability to accept individual differences.
- 4.9. Experience and willingness to work with culturally diverse populations.
- 4.10. Familiarity with the unique challenges faced by youth and young adults who live in the identified neighborhoods.
- 4.11. Ability to promote positive attitudes and philosophies.
- 4.12. Knowledge of community services.
- 4.13, Ability to reduce youth and young adults isolation by connecting youth and young adults to informal and formal support systems and resources.
- 4.14. Ability to assist youth and young adults in recognizing and developing their own strengths.
- 4.15. Ability to assist parents/guardians in developing their advocacy skills and demonstrate their transformation and ongoing integrity.

### **5.0. PROPOSER'S REQUIREMENTS**

- 5.1 Ensure documentation of any programmatic safety issues impacting Credible Messengers or community members encountered by Credible Messengers on shift and communicating them to HHD.
- 5.2 Execute and manage contracts or employment agreements with Credible Messengers.
- 5.3 Provide outreach coverage schedules regularly to HHD and Credible Messengers.
- 5.4 Provide regular, timely payments to Credible Messengers for all undisputed hours.
- 5.5 Ensure shift reporting forms are completed for each shift.
- 5.6 Submitting regular progress reports detailing output measures (e.g. number of shifts/hours worked) and narrative summaries (e.g. successes and accomplishments, challenges, community feedback, etc.).

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- 5.7 Participating in project evaluation activities including qualitative interviews with HHD staff about the impact of the work as requested.
- 5.8 Identifying appropriate partners and community stakeholders for qualitative interviews for project evaluation purposes
- 5.9 Allowing HHD staff or HHD designated partners to shadow teams as they perform their work as requested for monitoring purposes.
- 5.10 Involve HHD in strategic or high-level programmatic decision-making.
- 5.11 Participate in planning, development, and ongoing progress meetings with HHD and HHD-identified partners.
- 5.12. Ensure that All Credible Managers will not perform any law enforcement functions or tasks, or possess, carry, or use firearms, or weapons of any kind while performing services pursuant to the program.
- 5.13. Ensure that services align with the coordinated citywide approach, including Credible Messengers wearing mutually agreed upon outreach uniforms, and contracted Credible Messenger programs are consistent with HHD programmatic guidelines and practices
- 5.14 Ensure that all Credible Messengers are properly trained to perform services contemplated in the provider's contract with the City in a way that is consistent with the City's Credible Messengers approach.
- 5.15 **Ensure necessary insurance coverage for Credible Messengers. Per standard City contracting, the City will not be responsible for insuring the Credible Messengers (worker's compensation insurance and liability insurance).** Funded agencies will be expected to ensure the insurance they have covers all situations that may arise. If a selected agency needs to purchase additional insurance coverage to ensure that, project funds might be able to be used to cover the costs.
- 5.16 Prior to program implementation Proposer will submit a project plan for approval to HHD outlining a timeline and key milestones. Initiate the approved service plan within 10 business days of approval of the service plan.
- 5.17 Compile monthly progress reports and electronically submit the reports by the 8th day of each subsequent month and any supporting documentation to HHD in a format designated and approved by HHD to the assigned Program Manager by the 8th of each subsequent month. The reports will include:
  - a) A summary of project activities
  - b) Project accomplishments
  - c) Project challenges; and progress toward achieving each milestone.

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d) Project metrics.

- 5.18 The service area to be covered by the Proposer must include the priority zip codes.
- 5.19 Develop/expand new partnerships to improve health and violence prevention outcomes for targeted populations and targeted communities.
- 5.20. Receive evidence-informed Credible Messenger training from HHD-designated trainers.
- 5.21. Enroll as a City of Houston-approved vendor.

### **6.0. PROGRAM REQUIREMENTS**

- 6.1 This program proposes to directly impact individuals/ families as well as have a cascading positive influence on additional family members, peers, and associates with whom our participants engage.
- 6.2 Credible Messengers will be available to the youth and young adults primarily during non-tradition hours i.e., later afternoons, evenings, and weekends, and on an as-needed basis to support those who are in crisis situations or who simply need to talk with their Messenger.
- 6.3 The program will work to stabilize youth and young adults' functioning by increasing the number of formal and informal supports and mitigating barriers to services.

### **7.0. IMPLEMENTATION OF THE CREDIBLE MESSENGER PILOT PROGRAM**

The Proposer will ensure that Credible Messengers are hired to participate in HHD-required training sessions as part of their paid employment duties. The Proposer will ensure that funding for hiring Credible Messengers is sufficient to cover the hours spent by Credible Messengers in sponsored development and training.

Credible Messengers will participate in one or more of the following developmental processes:

#### **a) Skills-Based Training:**

The Proposer will provide skills-based training for working with youth, young adults, and families in the criminal justice system. The training will include mentoring orientations, group facilitation skills, positive youth development, cognitive-behavioral processes, curriculum development, family engagement, Restorative Justice, and other topics relevant to working with system-involved youth and families.

#### **b) Personal Growth**

All Credible Messengers will be expected to participate in a cohort-based support group that facilitates the process of trauma recovery, ongoing personal

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transformation, and inner healing. The group will facilitate a parallel process in which members address their own wounds, even as they seek to support others.

### **c) Professional Development:**

As part of its investment in this valuable human resource, The Proposer will provide Credible Messengers with access to relevant staff training, adult education opportunities, and general professional skills training that help increase their soft skills, marketability, and opportunities for career advancement.

The Proposer will ensure that youth, young adults, and families served receive:

- 7.1 Assessment, goal setting, and long-term case management as appropriate
- 7.2 Make and receive referrals to community service agencies as needed.
- 7.3 Provide advocacy and/or mediation services.
- 7.4 Conduct group meetings held in neighborhoods to encourage the development of informal/peer support.
- 7.5 Regularly scheduled check-ins to monitor youth and young adult progress in assessing both formal and informal support and services.
- 7.6 Conduct youth and young adult enrichment activities, both individual and group
- 7.7 Provide a curriculum based on cognitive behavioral principles delivered by culturally appropriate mentors.
- 7.8 Provide 24/7 on-call availability for support, advice, and guidance.
- 7.9 Ensure incorporation of positive youth and young adult development values, principles, and practices.
- 7.10 Provide Case management services
- 7.11 Provide restorative justice practice at the neighborhood level.
- 7.12 The Credible Messenger Initiative will include job training and placement but will also incorporate innovative strategies such as entrepreneurship training, business development, and career mentoring to ensure that youth and families have a pathway to economic security.

### **8.0. DISCLOSURE**

- 8.1. This program is designed with the assumption that some youth and young adults may continue to display negative attitudes and behaviors during the program period.



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- 8.2. There will be no expulsion or rejection of youth and young adults who might continue to engage in negative behavior during their participation without staffing a case with HHD.
- 8.3. In the event a youth or young adult does not attend planned meetings or groups; the Messenger will seek out the youth or young adults in the community and continue to engage him/her in the program.
- 8.4. Patience and understanding are required, as are clear expectations.
- 8.5. The objective is not to just prevent subsequent criminal behavior but to build skills in youth and young adults so they can be successful in school and work and develop the core competencies needed to be successful within the community.
- 8.6. This is accomplished by utilizing a mentoring intervention that includes a group process where participants become an important support system for each other.

### **9.0. PROGRAM GOALS AND OBJECTIVES**

The program will work to stabilize youth and young adults' functioning by increasing the number of formal and informal supports and mitigating barriers to services. The focus of this effort is on the achievement of developmental outcomes such as the ability to seek help in a crisis, get along with others, show up on time, etc. that can prepare a person for education, employment, and civic participation. The goals of this project are:

- a) Provide meaningful mentoring that promotes positive social-emotional well-being.
- b) Promote academic achievement, personal development and wellness, cultural enrichment, and career development.
- c) Increase positive youth and young adults' personal skills.
- d) Provide youth and young adults the needed tools to remain free of the youth and young adults justice and criminal justice systems.

### **10.0. PROGRAM REPORTING**

The Proposer will be required to track data and submit statistical reports by the designated date of each subsequent month unless otherwise instructed by the City of Houston. Proposer is responsible for maintaining records to document all program activity including but not limited to:

- 10.1. Client demographics to include age, gender, race, ethnicity, marital status household income, zip code, etc.
- 10.2. Daily Logs (These are required of all staff) Weekly Logs.
- 10.3. Staff Summary/Development Plan.
- 10.4. Credible Messenger training logs.

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- 10.5. Conflict Response: Conflict Mediation,
- 10.6. Conflict Response: Mediation follow-up
- 10.7. Participant Screening & Activation: Eligibility Screening
- 10.8. Participant Screening & Activation: Program Activation activation.
- 10.9. Participant Case Management: Program Status,
- 10.10. Participant Case Management: Case Notes,
- 10.11. Participant Case Management: Risk-Needs-Resilience (RNR) Assessment,
- 10.12. Participant Case Management: RNR goal summary of participant case management success stories.
- 10.13. Site Management: Neighborhood Context
- 10.14. Site Management: Violent Incidents.
- 10.15. Site Management: Community Activities,
- 10.16. Site Management: Neighborhood Changes.

### **11.0. PROGRAM OUTCOMES**

- 11.1. 90% of youth and young adults will show a reduction in high-risk behaviors; development of skills and behaviors that lead to positive/healthier lifestyle choices; improvement in pro-social attitudes; improved family engagement as demonstrated by the case management assessment tool.
- 11.2. 90% of youth and young adults will obtain and maintain needed services.
- 11.3. 85% of youth and young adults will not be adjudicated delinquent or have additional adult court contact for a year after discharge.
- 11.4. 85% of youth and young adults will not be placed in secure detention for sanctions during their involvement with the program.
- 11.5. 85% of youth and young adults will maintain regular attendance and participation in their educational and/or work programs.
- 11.6. 90% of youth and young adults will attend all group and mentoring sessions.

### **12.0. REPORTING METRICS**

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- 12.1. Community residents enrolled in Credible Messenger training.
- 12.2. Community-based organizations enrolled in the Credible Messenger Network
- 12.3. Community residents completing CM training.
- 12.4. Trained CMs paired with justice-impacted youth, young adults, and/or families.
- 12.5. CM mentor/mentee relationships are initiated on a monthly basis.
- 12.6. CM mentor/mentee relationships (cumulative) monthly
- 12.7. CMs retained monthly after placement.
- 12.8. Mentoring relationships sustained after 30, 60, and 90 days.
- 12.9. Mentoring relationships sustained after 3, 4, 5, and 6 months.
- 12.10. Technical assistance meetings held with community-based organizations.
- 12.11. Individuals and families assisted by CMs within the CM Network including a description of assistance.
- 12.12. Basic needs support was provided including food assistance, housing and utility assistance, healthcare access, and access to Covid testing and vaccination
- 12.13. Skills development and employment support provided including referrals to educational programs, skills training, and workforce development opportunities.
- 12.14. Community-based organizations receiving equity training.
- 12.15. Expanded partnerships mobilized the monthly recidivism rate.
- 12.16. Mentoring relationships are suspended monthly.

### **13.0. AGENCY OPERATIONS AND REQUIREMENTS:**

Purpose: The requirements contained in this section are to be used by proposers in conjunction with the service delivery rules adopted for each service provided. These rules are provided by governing agencies through grants and/or contracts and have been included in this section to eliminate duplication.

The applicant must be an established and licensed business (ex: LLC, 501(c)3, etc.) and registered to work in the state of Texas. Preference will be given to non-profit, City of Houston Community based organizations and is an evaluation category.

Confidentiality: Proposers shall have procedures to ensure that no information or records about a client, or obtained from a client, is disclosed in a form that identifies the person without the informed consent of the person or of his or her

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legal representative unless information is required to link the client with other service agencies.

Client Complaint and Appeals Procedures: The proposer shall ensure that written client complaint procedures are established and used by each proposer. These procedures shall provide all clients with the opportunity and means for communicating aspects of the service which have negative impact on them. Each client shall be informed of his right to make such complaints and of the procedures for filing such complaints prior to initiation of the services.

The proposer shall ensure that written appeal procedures are established and used by each proposer. These procedures shall provide all clients or their advocates with the opportunity to appeal staff decisions concerning the provision of services to the client, including, but not limited to, the initiation or termination of services, and increase or decrease in service.

Reporting and Record Requirements: The Proposer shall keep all records and reports containing information as may be required by administrative rule or executive policy, or as necessary to meet reporting requirements established by the City or any other funding authority.

The proposer shall maintain accurate accounts and documents that will permit the expeditious determination of fund status within the award, from and including the disposition of all monies received from HHD, and the nature and amount of all charges claimed to be against such funds. Additionally, proposers shall:

Maintain all records of the current contract year for a minimum of three (3) years after termination of the contract or longer, if pending litigation, claims, or audit involving records are unresolved.

All records shall be maintained in a central location for monitoring purposes, except where the provision of services requires that the records be maintained at the local service site for the convenience of the client and/or the proposer.

The Proposers shall allow the City, the HHD, and/or their authorized representative to have access to all records for the purpose of audit, monitoring, or to make examinations, excerpts, and transcripts for hearings or other administrative proceedings.

The Federal Freedom of Information Act (5 United States Code, 552) does not apply to such records. Unless required by Federal, State, or local law, grantees or proposers are not required to permit public access to such records.

Americans with Disabilities Act (ADA): Certified proposers and their subProposers shall adopt procedures to ensure compliance with Titles I-V of the ADA regarding issues of employment, discrimination in providing public services, public

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accommodations, telecommunications, and compliance with the Rehabilitation Act of 1973.

Reporting Abuse: The Proposers shall report suspected cases of abuse, neglect, and exploitation to the Texas Department of Family and Protective Services, 1-800-252-5400, Office of Consumer Affairs 1-800-720-777 or by visiting <http://www.dfps.state.tx.us/> within 24 hours of awareness. Proposers shall also report appropriate types of suspected abuse cases to local police officials.

Outreach and Training: The Proposers shall provide activities to ensure participation and shall provide training for staff and volunteers to ensure effective service delivery to the consumers. Successful proposers shall participate fully in HHD's outreach and training activities.

Coordination with Other Agencies: The Proposers shall coordinate their activities with other human service agencies to ensure access and participation of eligible persons. Coordination of services shall be described in the "service narrative" of the proposal.

Equal Employment Opportunity: The proposer shall incorporate in its written personnel policies and procedures a plan for equal employment opportunity including provisions for veterans and disabled individuals.

The proposer shall ensure that each program activity, when viewed in its entirety, is readily accessible to and usable by disabled persons as provided for in Section 504 of the Rehabilitation Act of 1973, as amended. When structural changes are required, these changes shall be in keeping with the "45 C.F.R. Part 75."

The proposer shall ensure that benefits and services available under the contract are provided in a nondiscriminatory manner as required by "Title IV of the Civil Rights Act of 1964," as amended.

Conflict of Interest: Any organization proposing to provide services as specified by this RFP shall disclose any financial (direct or indirect) interest in the organization held by employees of HHD. For purposes of this disclosure, HHD employees shall also include persons related within the second degree of consanguinity or affinity.

Services to Private Membership Prohibited: The Proposers are to ensure that facilities and services shall not limit participation to membership of a specific private organization, group, association, or fraternal organization, nor show discriminating preference for such membership.

Insurance: Proposers shall maintain insurance that protects the health and safety of clients and employees.

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Facilities: The proposers shall ensure that they comply with all applicable local building codes, ordinances, and health department requirements, as well as all federal and state laws and regulations to provide a safe environment in which to participate.

No Smoking Policy: The smoking and use of tobacco products within facilities or vehicles funded, in whole or in part by the City shall not be permitted. The City of Houston Texas Ordinance No. 2006-1054 shall be referenced as a guide.

Certification Regarding Debarment: Federal Executive Order 12549 requires funding agencies to screen each covered potential proposer/subProposer to determine whether each has a right to obtain a contract/grant in accordance with federal regulations on debarment, suspension, ineligibility, and voluntary exclusion.

Each covered proposer/subProposer shall screen each of its covered proposers/subProposers. Failure to comply with this request shall result in the rejection of an applicant's proposal. An eligible organization shall meet one of the following criteria:

Any organization proposing to contract or subcontract to render goods or services receiving in excess of \$25,000.00 in federal funds.

Any organization proposing to contract or subcontract, regardless of the amount, that will have a critical influence on or substantive control over that covered transaction as principal investigators, proposers of audit services, and researchers.

Certification Regarding Lobbying: HHSC requires that all potential proposers and their subProposers certify that no federal funds have or will be used to support lobbying activities and submit a Form-LLL, "Disclosure Form to Report Lobbying" if non-federal funds are being used to support lobbying efforts. Any person who fails to file the required certification shall be subject to civil penalty of not less than \$10,000.00 and not more than \$100,000.00 for each such violation.

Compliance with Section 504 of the Rehabilitation Act of 1973: HHSC requires that all potential proposers and their subProposers certify compliance with Section 504 of the Rehabilitation Act of 1973, in reference to the discrimination of people with disabilities.

Monitoring: The HHD or its representatives shall periodically evaluate and monitor all proposers and their programs. HHD shall have access to all financial records and documentation which supports the expenditure of awarded HHD funds.

Proposer Performance Standards: Successful proposers are responsible for upholding required standards of service and are subject to annual performance reviews.

Proposer Responsibilities for Compliance: All successful proposers with the City are subject to the applicable state and local rules regarding compliance.

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Audit Reporting Requirements: The proposer shall furnish such reports to HHD as may be specified to maintain its reports and files in compliance with 45 C.F.R. Part 75, and to make its reports and files available to auditing entities as specified by 45 C. F. R.

Policies and Procedures: The Proposers shall maintain a "Policies and Procedures Manual." The manual shall include organizational policies regarding purpose of agency, general operations, programs, equal employment opportunity, sexual harassment, disabilities, receiving gifts and gratuities, conflict of interest, chain of command, organizational chart, job descriptions, employment practices, orientation and training, employee compensation, work schedule and time reporting, benefits, leave time, holidays, drug-free work place, discipline, dismissal, employee grievances, job descriptions, performance evaluations, delivery of services, health and safety of staff and clients, client grievances, client eligibility, client contributions, client and record confidentiality, client satisfaction surveys, and program self-monitoring instrument. All proposers are subject to the "Policies and Procedures" of the HHD

Emergency Management: All service proposers shall assist the HHD, the Health and Human Services Commission, the Federal Emergency Management Agency (FEMA), and other governmental entities which have an interest or role in meeting the needs of youth and families in planning for, during, and after natural, civil defense, and/or manmade disasters.

Reimbursement and Compensation: Proposers shall sign a City of Houston contract to be compensated for the services provided.

On a monthly basis, Proposers are required to submit invoices reflecting the previous month's expenditures. The HHD shall use the following contracting methodology below for the procurement of goods and services for the provision of services to older adults.

### Cost reimbursement contracts:

Fixed or variable unit rate performance-based contracts

Combination of cost reimbursement contracts and fixed or variable.

Unit rate performance-based contracts

Other agreements, as deemed necessary.

All invoices shall be accompanied by applicable supporting documentation for each item in which reimbursement is being requested. (Refer to the examples in paragraphs 3.25.3 & 3.25.4 below.)

Each request may require additional information. All reimbursements shall be reviewed and approved based on support documentation, and the line items charged in the approved budget.

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The service and total units of service to be reimbursed by HHD shall be indicated in the award letter. Award letters for cost reimbursement services shall contain the service and amount of the award. Proposers shall invoice only for services provided accompanied by support documentation (receipts, timesheets, travel logs, sign-in sheets).

The following requirements shall be adhered to for compensation, as applicable:

A unit-rate service is considered "at risk." At risk means the proposer is responsible for delivering service units at the unit rate negotiated with HHD. If the cost per unit rate increases during the term of this contract, proposer shall be responsible for identifying resources other than those funded by HHD to cover the difference.

To ensure the timely processing of financial reports, reports shall be submitted in accordance with the schedule approved by the HHD.

Unit rates shall not be adjusted to offset poor management planning, which includes hiring additional employees, and increases in salaries, supplies and other costs. Unit rates shall not be adjusted because service unit counts have dropped.

Computer Equipment: Each proposer is required to have a system that can transfer electronic files, tracking, and producing client service data, performance and financial reports, and a monthly invoice.