

**EXHIBIT A**

SCOPE OF SERVICES  
ICF INCORPORATED, L.L.C. ("Contractor")  
S67-T26599 Outreach, Intake and Case Management Services

A. CONTRACT OVERVIEW

The objective of the contract is to maximize the number of qualified applicants, through outreach, intake and case management, who successfully complete the application process, submit an application sufficient to determine eligibility, and can participate in City of Houston housing programs that will help them recover from the disaster.

Work will be completed in phases, starting on the date of the issuance of the Notice to Proceed:

- Phase I is the first three months (\$3,939,729.60)
- Phase II is the second three months (\$385,151.40)
- Phase III is third three months and ongoing, to include
  - Completed Applications, invoiced per application, not to exceed \$22,739,950
  - Other Direct Costs (ODCs), reimbursable expenses to lease and equip Housing Resource Centers, not to exceed \$1,972,752 for the term of the contract
  - Limited Legal Services, required to cure deficiencies and prepare a complete application package, not to exceed \$6,735,614 for the term of the contract

The Contractor will provide Monthly Status Reports outlining work accomplished during each month, the first of which will be due on the 30th day of November, and thereafter on the last day of each month up to the date of termination of the Agreement. The total amount to be paid under this Agreement shall not exceed \$35,773,197.

B. PROGRAM GOALS

**Phase I - Months 1-3 (\$3,939,729.60)**

- Contractor shall develop a Project Management Plan (PMP) to:
  - Detail staffing and work schedules
  - Provide basis for monitoring, controlling, and reporting technical progress, schedule, costs, accomplishments, and service delivery by the City and Contractor
  - Track program or project progress against schedules, costs, agreed-upon metrics and deliverables
  - Have a process to flag issues before they become severe problems
  - PMP will include: quality control plan, program monitoring procedures, change management procedures, reporting templates and master reporting schedule, data management procedures and tracking tools, records management plan and schedule
- Provide Monthly Status Reports detailing outreach and intake activities, due on the last day of the month during which activities occurred
- Provide oversight and management to include quality control, data analytics, and anti-fraud, waste and abuse support

- Develop an overarching strategic communications plan to:
  - Identify information that must be communicated
  - Identify timing, frequency, and method of communication and outreach
  - Assess language and cultural needs and develop specific messaging
  - Drive outbound messages using an omni-channel approach
  - Organize and convene a series of town hall meetings to obtain and distribute information
  - Provide translations from English to Spanish, Vietnamese, Chinese, Arabic, and Urdu for application materials and essential public information only
- Within the media budget (\$500,000) included in outreach and marketing:
  - Run five weeks of single targeted-audience print publication ¼ page advertisements across four outlets
  - Run two weeks of single targeted audience print publication ¼ page advertisement across six outlets
  - Radio advertisement with primarily Asian audience – 100 60-second spots
  - Radio advertisement for primarily Spanish audience – 240 30-second spots
  - 1,052 30-second radio spots
  - 1,428 30-second radio public service announcement spots
  - 50,000 brochures with translation into required languages
  - Creative products will not include video or rights on third-party imagery.
- City will review outreach and marketing materials with five (5) business day turnaround
- Contractor will staff an intake call center
  - Maintain adequate facilities for effective and efficient intake efforts and quality customer service, including adequate staff, such that a caller waits no more than an average of three (3) minutes for his or her call to be answered by a live person
  - 5-8 housing advisors to conduct intake from survey, adjusted depending on need of the community
  - Located in Housing Resource Center or other comparable space controlled by the Contractor
  - Customer service shall be provided Monday to Friday, 8:00 am to 6:00 pm, with adjustments depending on need
  - Provide bilingual (English/Spanish) staff in customer service positions during normal business hours. Offer those who choose the Spanish line the option to receive future correspondence in their entirety in Spanish
  - Provide, or subcontract where applicable, other bilingual staff as required by the community's needs and prevailing language(s) of the community
  - City will monitor and provide oversight to ensure adequate staffing and that needs of the community are addressed
- Contact survey respondents a minimum of three times from the date of receipt of survey through different methods

- First contact to be within three days
  - Second contact five days after first contact
  - Third contact seven days after second contact
- Coordinate outreach and intake activities per PMP and Standard Operating Procedures to be developed by the City and Contractor
  - Utilize sign in sheets or other documentation of participation
  - Conduct town hall events
  - Conduct special workshops to address common questions and process questions
  - Coordinate with organizations to do special events and presentations
  - Targeted canvassing door-to-door, by needs of the neighborhood
- Assign a housing advisor to work with each applicant individually
- Develop, in conjunction with the City, a system for documenting those who do not proceed to intake
- Assist with administering the survey, collect and manage survey data, analyze data, and contact potential applicants to move to Intake
- Intake to include collecting the formal program application and program supporting documentation that is needed for eligibility
  - Survey respondent is assigned to housing advisor/intake specialist within two days.
  - Housing Advisor contacts applicant within seven calendar days
  - The applicant has up to thirty days to submit application, unless directed otherwise by HCDD
  - Expected timeframe from application initiation to completed application package for City eligibility determination is sixty days for 75% of applicants
  - Upon submission of an application package, the City has fourteen calendar days to return it for more information, and Contractor has ten days for response with updated information.
- Assist with edits to finalize the application document(s)
- Procure nonprofit organizations (NPOs) currently providing relief efforts in the City to perform 25% or more of the contract amount
  - Competitively procure according to local, state and federal CDBG requirements
  - One or more NPOs may be awarded the work
- Provide case management services to an estimated 75% of all homeowner applicants

**Housing Resource Centers using ODCs (\$1,972,752)**

- Establish at least three (3) HRCs within 30 days of the Notice to Proceed
  - Within one week of issuance of NTP, identify five (5) facilities in locations accessible to the Harvey-impacted neighborhoods
  - Provide proposed HRC location(s) and information to evaluate whether the proposed locations are suitable to meet the City's requirements, taking into

consideration the location of the City's existing and future Neighborhood Restoration Centers (NRCs)

- Contractor shall obtain concurrence from the City prior to lease and purchase and make every effort to assure that lease and purchase costs are reasonable. Unreasonable and/or exorbitant costs will not be reimbursed.
- Sign a lease for the location for six months to one year, with options to renew, assuming full responsibility for compliance with terms and conditions of lease
- At each center, provide 5-10 staff persons, a Facilities Manager and receptionist; and adjust staffing based on needs, ongoing assessment, and complexity of the applications
- Any reimbursement for travel must be pre-approved by the City
- Purchase and set up equipment according to federal purchasing standards and cost reasonableness, with HCDD approval. Ownership of any such items purchased or reimbursed with federal funds must be transferred to the City within 30 days of contract termination. Reimbursable costs include the following:
  1. Lease of HRCs
  2. Furniture
  3. Telephones
  4. Internet Access
  5. Equipment
  6. Security during all work hours
  7. File Storage (if required)
  8. All devices, software subscriptions, software, tablets or laptops, and printers/scanners for purposes of remote communication performing field-based work (purchase of cell phones, GPS devices, and wireless cards are NOT reimbursable equipment)
  9. All other materials and equipment needed to perform work under the Agreement.
- Provide services during set hours (standard M-F 8:00 am to 6:00 pm, and Saturday 9:00 am to 3:00 pm) to include security and based on needs, adjusted as determined necessary for that particular location
- Maintain two areas in HRCs to accommodate any additional, non-HCDD services related to job training/employment, financial counseling, etc
- Manage day-to-day activity at HRCs
  - Provide trained housing advisors available for customer service and intake, in sufficient number to handle intake and case management support of applicants
  - Assist with completing the survey
  - Assist residents with completing applications and gathering supporting documentation.
  - Provide customer service and answer questions
  - Connect to other services
- Provide trained staff to receive applications within thirty days of issuance of NTP

- Provide at minimum two full-service mobile intake units that will be equipped to travel
  - 5-8 people in each unit
  - Purpose is to visit homebound individuals or central location aside from HRC
  - Will include specialized staff to assist people with special needs or language needs
  - Skills of the mobile units will be determined and adjusted based on need of the community

**Phase II Months 4-6 (\$385,151.40)**

- In addition to activities carried over from Phase I
- Establish at least two (2) additional Housing Resource Centers or minimum of five total, whichever is less
- Help applicants understand the requirements, and obtain and submit the appropriate documentation that enables the City to determine eligibility
- Identify needs or services to help the applicants to successfully complete an application
- If applicable, work collaboratively with applicant's existing case managers (e.g. any Disaster Case Manager, other organizations' case managers) to coordinate needed housing services and case management

**Phase III - Months 7-12**

- Outreach and Marketing services as needed (described in previous Phases)
- Maintain activities at Housing Resource Centers as described above
- Submit completed application packages for City eligibility determination

**Completed Applications (\$22,739,950)**

- Unit price for owner-occupied = \$832.20 and unit price for renter-occupied = \$1,013.05
- Drop-out thresholds are established for both owner-occupied applications and renter-occupied unit applications
- Should the drop-out threshold for either type of applicant, as defined in the RFP, exceed the drop-out threshold plus ten percent (10%) ("Maximum Drop-out Threshold"), Contractor will be entitled to a reimbursement for each application above the Maximum Drop-out Threshold.

Owner occupied applications (20,500): if the drop-out threshold, defined in the RFP as forty-four (44%) or 9,000 applicant drop-outs, increases to fifty-four percent (54%) or more, Contractor is entitled to a reimbursement of \$250 per application over the Maximum Drop-out Threshold.

Renter occupied applications (19,000), if the fall-out threshold, defined in the RFP as thirty-two percent (32%) or 6,000 applicant fall-outs, exceeds forty-two percent (42%), Contractor is entitled to a reimbursement of \$400.00 per application over the Maximum Drop-out Threshold.

- The City will pay 100% on invoice of a completed application

A completed Application Packet is defined as “containing back-up documentation provided in a format and with content sufficient to determine eligibility for the City of Houston’s CDBG-DR funded owner-occupied and renter-occupied programs in accordance with CDBG National Objectives of Low-Income Benefit and Urgent Need, and in compliance with HUD, GLO, and City of Houston Program Guidelines and Standard Operating Procedures (SOPs)”. External electronic sources of data will be utilized as much as possible and will be available in the City’s system of record for Contractor’s use if available. In addition to a completed application, the completed application package will contain, at a minimum, the following back-up documentation:

1. Proof of ownership
2. Income verification for homeowners
3. Occupancy at time of storm
4. Primary residence
5. Documentation of Harvey damage and damage from other multiple events (2015 and 2016 Floods, and Ike)
6. Location in a CDBG-DR eligible county (per Federal Register dated 2-9-2018)
7. Child Support Status
8. Property Tax Status
9. Mortgage Payment Status
10. Age of Structure documentation sufficient to inform the environmental review process
11. Location in a floodplain
12. Flood Insurance Status
13. Disability/Handicap Status
14. Presence of child under age five (5)
15. Duplication of Benefits (DOB) details – flood insurance/SBA/FEMA awards and how those awards were spent
16. Existence and status of tenants, lease, and relocation needs
17. Other eligibility requirements as deemed necessary by Program guidelines and SOPs

For homeowners participating in the Homeowner-Managed Pathway, (Path B; estimated 30%), Contractor will also collect documentation regarding their eligibility for participation and will include such documentation in the Application Packet, which will include, at a minimum, the following:

1. All existing contracts for construction
2. Contractor debarment status
3. Any relevant contractor licensing required by local or state requirements
4. Other criteria as determined necessary by the City of Houston

- The City will make all policy decisions and changes.
- The City will be responsible for Duplication of Benefit calculations and verification.
- The City will handle the processing of appeals, according to SOPs and/or program policies.

### **Limited Legal Services (\$6,735,614)**

- Review title as necessary, issue title opinions, and to the extent required to clear title, recommend, pursue, and complete curative measures
- Provide all legal services as requested by the City throughout the process and in accordance with City policy
- The City provided estimated percentages used to develop legal services proposed value
- Payment of Legal Services based upon attached Fee Schedule, not to exceed total sum
- Limited Legal Services will be performed under the direction of a Handling City Attorney in accordance with the City Attorney's Policy on Engagement of Outside Counsel

### **Ongoing throughout term of Agreement**

- Ensure all staff and subcontractors are trained in the City's, GLO's and HUD's CDBG-DR17 Program requirements, and the application process; to the extent there is any inconsistency among them HUD's will take priority, then the GLO's, then the City's requirements
- Facilitate communications strategies to meet reporting requirements
- Integrate NPOs throughout the entire process to provide translation, reach out to vulnerable populations, conduct information workshops, serve as housing advisors throughout the process, implement additional support services under regulatory requirements
- Assist applicants in taking the survey, including providing continuing assistance, guidance and updates to City as needed
- Assist in implementing a process beginning after the survey is complete, through the time the applicant submits a complete application sufficient for HCDD to make program eligibility determination
- Conduct comprehensive citizen engagement through multiple platforms and methods to maximize access to information for hard-to-reach populations and/or those with language or access needs
- Support outreach and marketing by attending community meetings
- Track progress and metrics for reporting
- Manage the tracking, storage, retrieval, and final disposition/uploading of all project documentation
- Conduct Intake as soon as survey responses are received
- Collect documentation from applicants, and help applicant submit application
- Maximize number of applicants that complete process
- Coordinate with Contractor's Subject Matter Experts to assist housing advisors in addressing applicant special needs
- Follow up on all surveys
- Maintain all records, supply appropriate analytics and compliance support within the City's system of record

- Develop and implement a quality control program to ensure compliance with relevant regulations

### C. PERFORMANCE MEASURES

Contract is effective as of Countersignature Date. Services are to be performed as of date of issuance of NTP.

1. Kickoff meeting to provide introductions, status, updates, and initial work (Identification of NPOs and HRCs, etc) within seven days – Phase I
2. Fully staff call center within fifteen days - Phase I
3. Fully staff three HRCs within thirty days - Phase I
4. Ensure full implementation of the PMP and its component parts, including quality management
5. Distribute surveys and have intake systems in place within first 30 days. – Phase I
6. At least 40,000 surveys completed, half homeowners and half landlords – Phase III
7. Follow up on all surveys- ongoing
8. Provide Monthly Status Reports (MSR) for at minimum first six months of contract - Phase I & Phase II
9. Contact applicants using three different, documented attempts and coordinate with the City on how to handle applicants who do not provide a response
10. Outreach to 27,000 homeowners, and 35,000 landlords – Phase I and Phase II
  - a. Conduct Town Halls and workshops with sign in sheets
  - b. Door-to-door canvassing with documentation
  - c. Special events as invited by organizations with sign in sheets
11. Intake at least 70% of applications in first six months – Phase I & Phase II
12. At least 20,500 homeowner applications and 19,000 landlord applications initiated – Phase II and Phase III
13. At least 11,500 homeowner applications and 13,000 landlord applications completed – Completed Applications
14. Maintain all records, supply appropriate analytics and compliance support within the system of record -ongoing
15. Complete daily updates within the system of record to ensure the most accurate information is available – ongoing

**EXHIBIT A-1**



ICF Incorporated, L.L.C.  
 City of Houston, Outreach, Intake and Case Management Services  
 October 10, 2018

Item #	Item	Unit	Estimated Quantity	Unit Price	Total
1	Program Outreach and Marketing Services – Cost for Outreach Plan and implementing 1 <sup>st</sup> 90 days of Outreach services	Lump Sum	1	\$2,070,277	\$2,070,277
2	Program Outreach and Marketing Services – provided upon City's request – Cost per each additional month of Outreach services	Lump Sum	1	\$55,248	\$55,248.00
3	Development & Distribution of Survey documents, Analysis and Reporting of Results, and Notify Survey Responders of when to submit full Program application – Estimated 27,000 Owner-occupied Surveys distributed and 20,500 notifications - Owner-occupied	Lump Sum	1	\$1,093,865	\$1,093,865.00
4	Intake Services – Owner-Occupied: includes, but not limited to, all labor, materials, and equipment necessary to deliver completed Program applications (including Intake Services, Document Control and Records Mgmt, Case Management, Limited Legal, Progress Reporting, and Audit Compliance) – assume an estimated 20,500 owner-occupied applications will initially be processed with applicant drop-out during various stages of the Intake process	Each	11,500	\$832.20	\$9,570,300.00
<b>TOTAL OWNER-OCCUPIED (ITEMS 3-4)</b>					<b>\$10,664,165.00</b>
5	Development & Distribution of Survey documents, Analysis and Reporting of Results, and Notify Survey Responders of when to submit full Program application – Renter-occupied – Estimated 25,000 Landlord Surveys distributed and 19,000 notifications	Lump Sum	1	\$1,105,491	\$1,105,491.00
6	Intake Services – Renter-Occupied: includes, but not limited to, all labor, materials, and equipment necessary to deliver completed Program applications (including Intake Services, Document Control and Records Mgmt, Case Management, Limited Legal, Progress Reporting, and Audit Compliance) - assume an estimated 19,000 renter-occupied unit applications will be processed including 22,500 rental units, with applicant fall-out during various stages of Intake process	Each	13,000	\$1,013.05	\$13,169,650.00
<b>TOTAL RENTER-OCCUPIED (ITEMS 5-6)</b>					<b>\$14,275,141.00</b>
<b>TOTAL ALL ITEMS (ITEMS 1-6)</b>					<b>\$27,064,831.00</b>
<b>TOTAL PERCENT RESERVED FOR NON-PROFIT ORGANIZATIONS</b>					<b>25%</b>
<b>Total Estimated Facilities</b>					<b>\$1,972,752</b>

Limited Legal Services

Item #	Limited Legal Services to include the following services	Estimated Quantity	Unit Price
7	Title-Full Search	Undetermined at this time	\$300.00
8	Release of Lien	Undetermined at this time	\$175.00 plus filing fee
9	Power of Attorney	Undetermined at this time	\$175.00
10	Power of Attorney	Undetermined at this time	\$175.00
11	Not one and the Same Affidavit	Undetermined at this time	\$175.00
12	Small Estate Affidavit	Undetermined at this time	\$175.00 plus filing fee
13	Release of notice of seizure, preparation and filing	Undetermined at this time	\$175.00 plus filing fee
14	Affidavit of Heirship	Undetermined at this time	\$175.00 plus filing fee
15	Guardianship	Undetermined at this time	\$150.00 per hour- maximum amount \$1000.00
16	Modification of Guardian Ship	Undetermined at this time	\$150.00 per hour- maximum amount \$1000.00
17	Correction Instrument	Undetermined at this time	\$175.00 plus filing fee
18	Correction Instrument	Undetermined at this time	\$175.00 plus filing fee
19	Redemption of Tax Sales	Undetermined at this time	\$150.00 per hour- maximum amount \$1000.00
20	Gift Deed	Undetermined at this time	\$175.00 plus filing fee
21	Renunciation and Disclaimer of Property	Undetermined at this time	\$175.00 plus filing fee
22	Guardianship proceedings	Undetermined at this time	\$150.00 per hour- maximum amount \$1000.00

**Total Estimated Limited Legal Services** \$6,735,614

**Total Estimated Price** \$35,773,197

Item/Description	Milestone	Acceptance Criteria	% Unit Price	Invoice Price
Item 1: Program Outreach and Marketing Services - Cost for Outreach Plan and Implementing 1st 90 days of Outreach services	1	Work accomplished as stated in the 1st MSR	33%	\$ 683,191
	2	Work accomplished as stated in the 2nd MSR	33%	\$ 683,191
	3	Work accomplished as stated in the 3rd MSR	34%	\$ 703,895
<b>Total Item 1 Price:</b>			<b>100%</b>	<b>\$ 2,070,277</b>
Item 2: Program Outreach and Marketing Services - provided upon City's request - Cost per each additional month of Outreach services	Monthly as needed	Work initiated and stated in the MSR for month-to-month services	100%	\$ 55,248
<b>Total Item 2 Price:</b>			<b>100%</b>	<b>\$ 55,248</b>
Item #3: Development & Distribution of Survey documents, Analysis and Report of Results, and Notify Survey Responders of when to submit full Program Application - Estimated 27,000 Owner-occupied Surveys distributed and 20,500 notifications - Owner occupied	1	Work accomplished as stated in the 1st MSR	40%	\$ 437,545
	2	Work accomplished as stated in the 2nd MSR	30%	\$ 328,160
	3	Work accomplished as stated in the 3rd MSR	15%	\$ 164,080
	4	Work accomplished as stated in the 4th MSR	7%	\$ 76,570
	5	Work accomplished as stated in the 5th MSR	5%	\$ 54,693
	6	Work accomplished as stated in the 6th MSR	3%	\$ 32,817
<b>Total Item 3 Price:</b>			<b>100%</b>	<b>\$ 1,093,865</b>
Item/Description	Milestone			Invoice Price
Item #4: Intake Services - Owner-Occupied: includes, but not limited to, all labor, materials, and equipment necessary to deliver completed Program applications	Reoccurring milestones based on number of applicants (11,500)*			\$ 832.20
<b>Total Item 4 Unit Price:</b>			<b>0%</b>	<b>\$ 832.20</b>
<b>Total Units</b>				<b>11,500</b>
<b>Total item 4:</b>			<b>100%</b>	<b>\$ 9,570,300</b>
<b>Total Owner-Occupied (Items 3-4):</b>				<b>\$ 10,664,165</b>
Item #5: Development & Distribution of Survey documents, Analysis and Reporting of Results, and Notify Survey Responders of when to submit full Program application - Renter-occupied - Estimated 25,000	1	Work accomplished as stated in the 1st MSR	40%	\$ 442,196
	2	Work accomplished as stated in the 2nd MSR	30%	\$ 331,647
	3	Work accomplished as stated in the 3rd MSR	15%	\$ 165,824
	4	Work accomplished as stated in the 4th MSR	7%	\$ 77,384
	5	Work accomplished as stated in the 5th MSR	5%	\$ 55,275
	6	Work accomplished as stated in the 6th MSR	3%	\$ 33,165
<b>Total Item 5 Price:</b>			<b>100%</b>	<b>\$ 1,105,491</b>
Item #6: Intake Services - Renter-Occupied: Includes, but not limited to, all labor, materials, and equipment necessary to deliver completed Program Applications	Reoccurring milestones based on number of applicants (13,000)*			\$ 1,013.05
<b>Total Item 6 Unit Price:</b>			<b>0%</b>	<b>\$ 1,013.05</b>
<b>Total Units</b>				<b>13,000</b>
<b>Total item 6:</b>			<b>100%</b>	<b>\$ 13,169,650</b>
<b>Total Owner-Occupied (Items 5-6):</b>				<b>\$ 14,275,141</b>
<b>Total All Items (Items 1-6):</b>				<b>\$ 27,064,831</b>
Facilities Estimated Expenses (Reimbursable at Actual Cost)				\$ 1,972,752
Estimated Legal Expenses (Reimbursable at				\$ 6,735,614
<b>Total Contract Value:</b>				<b>\$ 35,773,197</b>