

EXHIBIT A
Scope of Work & Compensation

SECTION 1: SCOPE OF WORK

1. ROLES AND RESPONSIBILITIES

- a. **City of Missoula Staff Leads** - consists of the Reaching Home Manager and Program Coordinator and support from the Community Development Division of Community Planning, Development & Innovation. Staff serve to coordinate and facilitate the execution of the contract, payment of invoices, and collection of progress reporting; making sure the grantee is making progress towards the goals outlined in the scope of work.
- b. **Contractors** are responsible for accomplishing the defined work plan objectives that support the City of Missoula's goals. They will communicate and collaborate directly with the identified Staff Leads.

2. OPERATIONS

- a. Contractor may use allocated funds for operational costs as needed to ensure ongoing operations and execution of existing programs to fidelity. Contractor shall continue to include training on the Missoula Coordinated Entry System and Homeless Management Information System in their training requirements of staff.

3. OUTREACH

- a. Contractor agrees to continue to host the Homeless Outreach Team (HOT) which provides services to people who are living without a house and unsheltered in Missoula.
- b. The Homeless Outreach Team (HOT) will continue to collaborate with City partners on a regular basis (Parks and Recreation, Missoula Police Department and Business Improvement District officers, Crisis Intervention Team, Mobile Support Team, Code Compliance, Reaching Home) and will do so in a way that is in line with Contractor's mission. Collaboration and services are detailed below and may evolve over the course of the contract as needs throughout the City change. Significant changes in services and collaborations will be shared with designated City Staff Leads.
- c. Homeless Outreach Team (HOT) collaborative expectations are as follows:
 - i. HOT will provide leadership in meetings with community partners and participation in other relevant outreach meetings.
 - ii. HOT will communicate with City and community partners in a timely manner via email and/or phone.
 - iii. HOT will complete regular and prompt entry of updates in HMIS and any emerging database systems that may be developed as data tracking evolves.
 - iv. HOT will provide outreach to any "hot spots" or encampments identified by HOT or other outreach and City partners. Outreach to these areas will include ensuring that neighbors' basic needs and service needs are being met to the best of outreach staff's ability.
 - v. HOT will provide education and information about City code compliance to proactively help neighbors prevent violations. This will include problem solving

- with clients on housing, community resources, and other options to mitigate their situation.
- vi. HOT will continue to work with neighbors who are receiving services at the Poverello Center and neighbors who are not utilizing Poverello Center services.
- d. Homeless Outreach Team (HOT) services will include:
 - i. Completing Coordinated Entry System Assessment Tool with clients in a timely manner.
 - ii. Connecting people who are unhoused with relevant service and completing warm hand-offs to partner organizations.
 - iii. Engaging in housing problem solving with people who are unsheltered.
 - iv. Engaging with local businesses and other stakeholders to build relationships, provide education, and help mitigate concerns.

4. BOARD OF DIRECTORS

- a. Contractor agrees to provide two (2) seats on the Board of Directors to City.
 - i. One seat shall be filled by a First Responder representative. This may include: Missoula Police Department or Missoula Fire Department.
 - ii. One seat shall be filled by a member of City Council.
 - iii. Alternatively, the Mayor may elect to serve on the Board of Directors in one of the two designated seats.
- b. Contractor may reach out to the Mayor with suggestions prior to making his nominations.
- c. Both Board members shall follow all current and future board governance participation requirements, including committee membership, meeting attendance, and fundraising obligations
- d. Term limits**
 - i. The First Responder seat shall operate in accordance with existing Board term limits.
 - 1. If the First Responder leaves their job, the Mayor shall make a new nomination for their Board seat in accordance with the Nomination Process outlined below.
 - ii. The City Council member seat shall last for the entirety of that Council member's current term in office.
 - 1. Should the Council member be elected to serve an additional term, the Mayor may re-nominate them for the Board seat or choose to nominate an alternate Council member.
 - iii. When either Board member's term expires, the Mayor may choose to re-nominate the same representative or nominate a new representative. The Nomination Process shall follow the outline below.
- e. Nomination Process**
 - i. The Mayor of the City of Missoula shall nominate two (2) representatives as outlined above, one First Responder and one Council member, to serve on the Board.
 - ii. Contractor's Board of Directors shall review and accept or reject the Mayor's nominations.
 - 1. If accepted, the nominees shall be appointed to the Contractor's Board of Directors in accordance with Board policy.
 - 2. If rejected, the Mayor shall select a new nominee(s).

3. If the nominee for either Board seat (Council member or First Responder) is rejected two times, the third nominee shall automatically be accepted to serve on the Board.

5. OUTCOMES

- a. HOT will provide regular updates to partners on progress, challenges, and needs related to outreach.
 - i. Share updates with outreach and City partners at least monthly to include topics such as: current encampment areas, recent outreach efforts, collaboration opportunities, and other relevant updates on progress and needs.
- b. HOT will increase their data collection and tracking systems and share relevant HOT data across City and outreach partners to increase collaborative outreach efforts.
 - i. Develop a tracking system that regularly tracks information such as client interactions, encampment areas, and areas of outreach.
 - ii. Determine which data is most relevant and critical to share with outreach and City partners and create a plan for regular dissemination of key information at least monthly.
- c. The Poverello Center will show at least a 50% increase in completed CES Assessments.
 - i. Continue meeting with the MCES lead and Reaching Home to address Assessment challenges and progress.
- d. HOT will support individuals who are chronically homeless and/or unsheltered in Missoula with the resources and assistance they need to meet basic human needs and to move into stable, permanent housing in support of Missoula Coordinated Entry System (MCES) and Reaching Home goals.
 - i. House or assist in the housing process resulting in a successful housing outcome for at least 35 individuals.
 - ii. Conduct 1,200 face-to-face client contacts annually in order to meet basic needs, build relationships, and respond to community concerns about nuisance behavior.
 - iii. Provide transportation for 50 unduplicated individuals to appointments with medical, public benefit, housing and other service providers.
- e. HOT will provide education and support to the wider community in Missoula in order to strengthen our collective ability to reduce the number of individuals experiencing homelessness in the City and County of Missoula.
 - i. Provide real-time response to 250 HOTLine calls annually and respond to community concerns to decrease nuisance behaviors.
 - ii. Make at least 100 face-to-face contacts with neighbors, business owners, and other residents for education, support, and communication.
 - iii. Collaborate and communicate with concerned community groups and neighbors at 30 community meetings annually.
 - iv. Provide at least 20 contact hours of in-service trainings annually with other agencies and community groups to inform their ability to respond most effectively to calls involving chronically homeless individuals.

6. SERVICE VALUES

- a. **Low Barrier** – A low-barrier approach to housing services seeks to “screen-in” rather than screen-out participants, making services free from as many requirements as possible that might deter or exclude a person from participating. This approach utilizes a harm

reduction framework (definition below) and does not require sobriety, background checks, or any sort of mandatory program participation. Engagement with supportive services is voluntary, and providers are made easily accessible.

- b. **Housing First** – A houseless assistance approach that prioritizes providing permanent housing to people experiencing houselessness, thus ending their houselessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need basic necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues. Additionally, Housing First is based on the theory that client choice is valuable in housing selection and supportive service participation, and that exercising that choice is likely to make a client more successful in remaining housed and improving their life ([National Alliance to End Homelessness](#), 2016).
- c. **Harm Reduction** –An approach to substance use that incorporates a spectrum of strategies including safer use, managed use, abstinence, meeting people who use drugs “where they’re at,” and addressing conditions of use along with the use itself ([National Harm Reduction Coalition](#), 2021).
- d. **Trauma Informed Care** – An approach to care that shifts the focus from “what is wrong with you?” to “what happened to you?” Trauma-informed care recognizes the presence of trauma symptoms and accounts for the role that trauma may play in a person’s daily experiences. A trauma-informed approach aims to avoid any kind of interaction that may be re-traumatizing.

7. REPORTING AND CLAIMS

a. Reporting

- i. Contractor is responsible for submitting bi-annual (2 times per year) progress reports on the dates listed below, or on the Friday before the due date if the due date falls on a weekend.
 - 1. **January 31** for 7/1-12/31
 - 2. **July 31** for 1/1-6/30
- ii. City Staff Leads are responsible for providing a report template to Contractor to utilize for each reporting period.

b. Claims

- i. Contractor may submit for reimbursement on a quarterly basis (4 times per year) in alignment with the reporting schedule. Contractor should submit claims on the Friday before the due date if the due date falls on a weekend.
 - 1. **January 31** for 10/1-12/31
 - 2. **April 30** for 1/1-3/31
 - 3. **July 31** for 4/1-6/30
 - 4. **October 31** for 7/1-9/30
- ii. When submitting claims, Contractor shall provide an invoice for the full amount being requested, as well as full documentation of expenses included in the request.
- iii. City Staff Leads will review all documentation and submit the claim to City finance within two weeks of receipt of all documentation.

c. ARPA CFR single audit

- i. Funding for this project comes from the City of Missoula’s direct allocation of Coronavirus State and Local Fiscal Recovery Funds (SLFRF), made possible by the American Rescue Plan Act (ARPA) and received from the U.S. Treasury May 14, 2021, SLFRF Assistance Listing Number (ALN) 21.027.
- ii. This funding is a subaward of SLFRF funds. Any and all compliance requirements for use of SLFRF funds and any and all reporting requirements for expenditures of SLFRF funds apply. As the pass-through entity, it is the City of Missoula’s responsibility to monitor subrecipient’s use of SLFRF award funds, including:
 1. Determining project eligibility as outlined in Treasury’s [Interim Final Rule](#). A PDF of the Interim Final Rule is available at: <https://home.treasury.gov/policy-issues/coronavirus/assistance-for-state-local-and-tribal-governments/state-and-local-fiscal-recovery-funds>.
 2. Ensuring subrecipient eligibility of federal funding by requiring current [SAM registration](#). SAM guidelines and registration process can be found at: <https://sam.gov/content/home>.
 3. Determining expense eligibility compliant with Code of Federal Regulations (CFR). [CFR 200.400 Subpart E Cost Principles](#) can be found at: <https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200/subpart-E>.
 4. Following quarterly reporting compliance as outlined in award and [Treasury’s SLFRF Compliance and Reporting Guidance](#), found at: <https://home.treasury.gov/policy-issues/coronavirus/assistance-for-state-local-and-tribal-governments/state-and-local-fiscal-recovery-funds/recipient-compliance-and-reporting-responsibilities>.
- iii. Subrecipients are subject to audit pursuant to the Single Audit Act and [2 CFR part 200, subpart F regarding audit requirements](#), found at: <https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200/subpart-F>.

8. CODE OF CONDUCT

- a. **Purpose.** The intent of the Code of Conduct is to set the City of Missoula’s expectations for partners, stakeholders, and contractors.
- b. **Good faith.** All parties agree to act in a good faith effort. All accept that other participants bring with them the legitimate purposes and goals of their organizations. The work within this collaboration will remain as outlined in this contractual agreement. Any additional work that the contractor wishes to take on will be at their own will, and will occur without additional resource, including the support of staff time, from the City of Missoula.
- c. **Exchange of information.** All parties agree to exchange information in good faith and provide information in advance of meetings where such information will be necessary. All agree not to divulge information shared by others in confidence outside of the group.

SECTION 2: COMPENSATION

1. For the satisfactory completion of the Scope of Work, the City of Missoula will pay the Contractor the sum not to exceed \$211,476.00 for related fiscal year 2022 expenses between July 1, 2021 and June 30, 2022.

2. See **Section 1. Item 6. Reporting and Claims** for guidance on submitting claims.