



ARLINGTON COUNTY, VIRGINIA

**AGREEMENT NO. 22-DHS-EP-247
AMENDMENT NUMBER 5**

This Amendment Number 5 is made on the date of execution by the County and amends Agreement Number 22-DHS-EP-247 (“Main Agreement”) dated 7/12/2021 between Bridges to Independence, Inc. (“Contractor”) and the County Board of Arlington County, Virginia (“County”).

The County and the Contractor agree to amend the Main Agreement as follows:

- I. PURSUANT TO PARAGRAPH 4: CONTRACT TERM, THIS AGREEMENT IS HEREBY RENEWED FROM JULY 1, 2024, UNTIL JUNE 30, 2025 OR UNTIL A NEW CONTRACT IS AWARDED, WHICHEVER HAPPENS FIRST.**

The Contract is being renewed only for operation of the Sullivan House Shelter.

- II. REPLACE PARAGRAPH 5: CONTRACT PRICING, IN ITS ENTIRETY WITH THE FOLLOWING:**

The County will pay the Contractor in the amount of \$108,175.25 per quarter for shelter operations, up to the maximum of \$432,701 for a one-year term in accordance with the terms of the Payment section and of Exhibit B for the Contractor’s completion of the Work as required by Contract Documents.

The County will pay the Contractor a one-time funding in the amount of \$42,500 for calendar year 2024, to be used for employment services for Arlington County residents. The Contractor must submit an invoice for the \$42,500 upon execution of this Amendment 5. The County will pay the Contractor in one lump sum upon receipt and approval of the invoice.

The County will not compensate the Contractor for any goods or services beyond those included in Exhibit B unless those additional goods or services are covered by a fully executed amendment to this Contract.

- III. REPLACE EXHIBIT A: SCOPE OF WORK, IN ITS ENTIRETY WITH THE ATTACHED REVISED EXHIBIT A: REVISED SCOPE OF WORK**

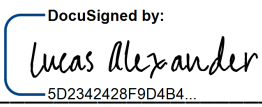
IV. REPLACE EXHIBIT B, CONTRACT PRICING, IN ITS ENTIRETY WITH THE ATTACHED REVISED EXHIBIT B, FY25 CONTRACT PRICING.

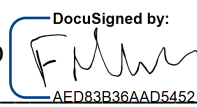
All other terms and conditions of the Main Agreement remain in effect.

WITNESS these signatures:

THE COUNTY BOARD OF ARLINGTON
COUNTY, VIRGINIA

BRIDGES TO INDEPENDENCE, INC.

AUTHORIZED SIGNATURE:  DocuSigned by:
5D2342428F9D4B4...

AUTHORIZED SIGNATURE:  DocuSigned by:
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NAME: Lucas Alexander

NAME: Fraser Murdoch

TITLE: Procurement Officer

TITLE: CEO

DATE: 5/24/2024

DATE: 5/17/2024

REVISED EXHIBIT A

Sullivan House (Single and Family Homeless Shelter)

CONTRACT TRANSITION REQUIREMENTS

The services are currently being solicited, and new contracts will be put in place. The Contractor must collaborate with the County and the new vendor to transition the operation of the shelter to the new vendor in case a new vendor will be selected.

Transition requirements include:

1. Jointly develop a transition plan and timeline with DHS Project Officer.
2. Remove any equipment/furniture purchased by the Contractor.
3. Leave the shelter space in good repair and clean condition.
4. Meet with the new vendor and DHS Project Officer and other County personnel to:
 - a. Handover facility keys.
 - b. Conduct final walk through.
 - c. Turnover hard copies of client records.
5. Jointly develop a communications plan with program participants to describe the transition and introduce the new vendor.

The Contractor must operate *Sullivan House* shelter in accordance with the requirements below.

The Contractor shall focus its attention and efforts on homeless Arlington residents in coordination with Arlington County's Three-Year Strategic Plan (found here: <https://publicassistance.arlingtonva.us/wp-content/uploads/sites/33/2018/03/Three-Year-Strategic-Plan-MARCH-2018.pdf>).

The Plan focuses Arlington County's resources on the disproportionate number of African Americans in need of homeless services; those in need of employment; transitional age youth (TAY), immigrants, the elderly, and recidivism in homelessness. The Contractor shall collect, evaluate and share data with the CoC on these subpopulations. That data will be critical in efforts to develop policy to provide focused assistance to these subpopulations.

I. OPERATIONAL AND SERVICE REQUIREMENTS

The following requirements are specific to the operation and services provided in the Bridges to Independence Sullivan House shelter. Additionally, the Contractor shall comply with all relevant local, State and Federal laws in the operations and delivery of homeless services and housing.

A. ADMINISTRATION/OPERATIONS

The Contractor shall operate all programs in accordance with the following requirements:

1. Provide facility and record access to DHS staff conducting program monitoring, including, but not limited to financial records, programmatic reviews, client files, program and personnel handbooks

and procedures, job descriptions and audits. County staff will coordinate site visits or record reviews with the Contractor. Monitoring site visits will occur annually unless otherwise communicated by DHS.

2. Have policies and procedures that include:

PERSONNEL

- a. Recruitment and selection, termination, performance evaluation, staffing schedules, personnel records and staff qualifications, bilingual staff positions, language interpretation services;
- b. Written job descriptions that describe in detail responsibilities and qualifications for all positions. Job descriptions must be kept up to date and if changes are made, an updated job description must be submitted to DHS's Project Officer. Provide flexibility in job descriptions to ensure availability of staff to accompany clients to off-site appointments and other community-based activities as necessary to accomplish action steps defined in Individual Housing Plans. (See here for examples: <https://publicassistance.arlingtonva.us/continuum-of-care-trainings/>)
- c. Required trainings
- d. Best personnel practices in order to embed and infuse equity, diversity and inclusion into the workplace that support and promote institutional diversity.
- e. Volunteer recruitment, vetting and training.

RECORD KEEPING

- a. Maintaining client records in the Homeless Management Information System (HMIS)
- b. Client privacy and confidentiality including *Release of Information* use
- c. Record keeping and storage

PROGRAM/CLIENT-RELATED

- a. Admissions/discharge criteria for clients. Admissions policies and procedures must align with the Arlington County Centralized Access System (CAS) found here: <https://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/33/2019/03/FY18-CAS-Policies-and-Procedures.pdf>
- b. Grievance
- c. Drug and alcohol use
- d. Code of conduct while in the program
- e. Acceptance of food or cloth donations
- f. Medication storage and administration
- g. Food storage in shelters
- h. Use of language interpretation services

3. Assess, develop and execute best personnel practices to embed and infuse equity, diversity and inclusion into the culture of the workplace and support and promote institutional diversity.

4. Provide procedure manual for staff that includes: Program/Client Grievance Policy, Drug and Alcohol Policy, Client Admission/Discharge Policy, Admissions Criteria, ADA Compliance, and Incident Reporting. Procedures should include deadline and notification protocols and align with CAS policies when relevant.

5. Make reasonable attempts to ensure that there is at least one bilingual, Spanish/English speaking staff person at each shelter to serve Spanish speakers with limited English proficiency.
6. Have a contracted language interpretation service to accommodate clients whose primary language is not English and when no staff with needed language abilities is available. Staff must be trained on how to access such services and how to work with an interpreter. The cost shall be the responsibility of the Contractor.
7. Provide a program handbook to each client upon entry into the program and include the following: drug and alcohol policy, role of clients in pest control, discharge procedure, incident reporting procedure, Americans with Disabilities Act (ADA) compliance, and grievance policy. The Contractor shall provide Department of Human Services (DHS) Housing Assistance Bureau with a copy of the handbook.
8. Staff Training:
 - a. Provide staff/subcontractor training that includes, but is not limited to homeless housing and services and domestic violence best practices, (found here: <https://publicassistance.arlingtonva.us/wp-content/uploads/sites/33/2021/02/Unified-Shelter-SOP-Final-Rev.-2.19.21.pdf>), Centralized Access Services Policies, cardiopulmonary resuscitation, and emergency first aid, crisis prevention and intervention, security protocols, unusual/emergency incident protocols, compliance and all county, state, and federal regulations regarding the provision of homeless and housing services, and any other topics the Contractor deems appropriate. Staff training must include diversity and inclusion topics such as addressing unconscious bias, recognizing and addressing micro aggressions, etc. Additionally, ensure staff attend any County-sponsored trainings regarding racial equity, diversity or inclusion. Project Officer will inform Contractor staff of such trainings.
 - b. Train all staff, and volunteers with at least one three-hour training course regarding hypothermia services prior to the start of the hypothermia program, by November 1st of each year.
 - c. Contractor staff is encouraged to participate in DHS and COC-sponsored trainings if available. Project Officer will notify Contractor of such trainings.
 - d. Document all work-related education and training for each staff.
 - e. Provide to DHS's Project Officer documentation of staff training on a quarterly basis as outlined in Quarterly Programmatic and Narrative Report, Section IV.B.
 - f. Ensure that all program staff have adequate skills and knowledge regarding:
 - i. Arlington County CoC Client Bill of Rights found in the Arlington County Centralized Access Policies and Procedures (https://arlingtonva.s3.dualstack.us-east-1.amazonaws.com/wp-content/uploads/sites/33/2018/03/2018-Arl-County-CAS-Policy-Procedures_02222018.pdf); client and client record confidentiality; admission criteria; intake procedures; Arlington County's Continuum of Care;
 - ii. Available treatment options and modalities and definition of elements of same;
 - iii. Crisis and conflict prevention; cultural competency; documentation of service provision in the guest's file;
 - iv. Use of Homeless Management Information Systems (HMIS) per the Arlington County HMIS Governance (found here:

<https://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/33/2019/03/FY18-Arlington-CoC-HMIS-Governance.pdf>);

- v. Information on external resources and referral of shelter guests to those resources;
 - vi. Policies on discharge or termination of after-care and follow-up procedures;
 - vii. All applicable aspects of program operation necessary to the fulfillment of the core purpose and objectives under terms of the approved services contract.
9. The Contractor must keep DHS staff abreast of any significant changes in organizational staffing related to assigned Program Managers, supervisors or other program or organization managing staff, and programming, including any termination of services or new services offered. Organizational charts must be provided upon execution of this contract and when organizational changes occur.
 10. Inform the Arlington County COC Coordinator of any community complaints or problems related to the shelter and housing sites in writing via email by the next business day, noting the nature of the complaint and efforts to address it.
 11. Develop and maintain protocols for all prescription and non-prescription medication that are brought into the shelter by residents or purchased by the program and donated to the resident. The Contractor shall ensure that all medication is placed in a locked box (for regular medications) and a double locked box (for controlled substances) and that all prescriptions are provided to the residents in accordance with written instructions. All non-prescription medications must be placed in locked cabinets and provided to residents upon request. In all instances, the staff and residents will sign off on a medication log showing that they received their medications, prescribed or non-prescribed.
 12. Ensure all staff is trained and knowledgeable in communicable disease safety and standard precautions and protocols. The Contractor shall ensure that all staff receives annual updates to remain abreast of the latest information and techniques for disease prevention and control.
 13. Ensure the safety of all staff and clients by maintaining emergency procedures and evacuation plans for natural and other disasters, and conducting routine drills as outlined in the County's Unified Shelter Standard Operating Procedures (found here: <https://publicassistance.arlingtonva.us/wp-content/uploads/sites/33/2021/02/Unified-Shelter-SOP-Final-Rev.-2.19.21.pdf>). The Contractor shall maintain written emergency procedures that include at a minimum:
 - a. initial assessment of immediacy and severity of the emergency,
 - b. notification of cooperation with appropriate County agencies (i.e. DHS, Fire Department, Police Department), and
 - c. agreements with community organizations to provide temporary emergency relocation sites in case the facility must be evacuated.
 14. In case of client's negative actions or threats which may endanger the client or staff, Contractor may disclose confidential client information necessary to secure assistance.
 15. Keep client records for a minimum of five (5) years in accordance with the Virginia Homeless and Special Needs Housing Funding Guidelines (found here:

<https://www.dhcd.virginia.gov/sites/default/files/Docx/vhsp/homeless-and-special-needs-housing-guidelines-2018-2020.pdf>). Client files must include all required documentation of services rendered and signed/completed forms (as outlined in the Arlington County Client Records Checklist found here:

<https://publicassistance.arlingtonva.us/actionplan-homelessness/>).

16. Records must be treated as confidential and secured in locked file cabinets when not in use. Staff who require documentation in the community (during home visits or other services rendered in the community), shall only travel with client records needed for purposes of a particular meeting or service provided, and will ensure client records remain with the person (and not left in vehicles, etc.).
17. Immediately report all suspected incidents of child abuse and neglect to Arlington County, Child and Family Services Division (CFSD) at 703-228-1500. If a parent of a child in either shelter consents to disclose information to Contractor staff, CFSD will inform shelter staff of the open case. If the parent consents, CFSD will notify Doorways when that case is closed. To the extent parental consent allows, CFSD and Contractor staff will collaborate in service planning for the family. Contractor staff must follow all reporting laws and policies as governed by the State of Virginia (see § 63.2 – 1509).
18. Follow policies outlined in the Unified Shelter Standard Operating Procedures (found here: <https://publicassistance.arlingtonva.us/actionplan-homelessness/continuum-care/>) and use the Critical Incident Reporting form in Exhibit F.
19. Allow monthly inspections of shelter site, conducted by a County contractor, to ensure the facility remains pest free. The Contractor shall ensure that the procedures for acceptance of donations, the entry of new residents, the maintenance of medications and food are designed to eliminate the occurrence of pests in the facility. Inform all clients at the time of intake into shelter and permanent housing about the types of pests that can be found and their role in controlling and eliminating of such. Inform staff about pest control efforts and mitigation during regular staff meetings.
20. Maintain a volunteer recruitment plan for use of volunteer services including screening and vetting, orientation, training, and supervision. Contractor must maintain records of volunteer activities, including hours of service; information regarding volunteer activities and training shall be provided to the County as requested. The Contractor shall have all volunteers sign a confidentiality statement form prior to the volunteer reporting for duty.
21. Annually, the Contractor shall participate in the planning, execution and submission of the Housing Inventory Count as coordinated by Arlington County DHS, the Metropolitan Washington Council of Governments and the Virginia Department of Housing and Community Development. Submission is typically in January and the specific due date will be announced by the COC. (See Section IV.B.6.)
22. Annually, the Contractor shall participate in the planning, execution and submission of the Point-in-Time Count as coordinated by Arlington County DHS, the Metropolitan Washington Council of Governments and the Virginia Department of Housing and Community Development. Count

activities typically occur in January. The specific date will be announced by the CoC. (See Section IV.B.7.)

B. SERVICES BY THE CONTRACTOR

1. The Contractor shall provide person-centered, culturally responsive services oriented in Housing First¹ and trauma-informed care² principles as follows:
 - a. Prioritize services and engagement strategies that focus on the attainment and stabilization of housing.
 - b. Develop Individualized Housing Plans with each client/household that includes individualized and tailored goals and service planning. (Samples can be found here: <https://publicassistance.arlingtonva.us/continuum-of-care-trainings/>).
 - c. Provide case management and coordination of services with a focus on ensuring services are matched with client goals and needs to improve long-term stabilization.
 - d. Collaborate with the Arlington County Housing Locator to assist in the identification of housing options in the community.
 - e. Provide services that are responsive to diverse cultural beliefs and practices, experiences of racism, preferred languages, health literacy, and other community needs.
 - f. Approach, engage and care for clients in a culturally and linguistically competent manner, including but not limited to
 - i. Cultural identity
 - ii. Racial and/or ethnic background
 - iii. Religious/spiritual ascription
 - iv. Gender identity
 - v. Physical capability
 - vi. Cognitive level
 - vii. Sexual orientation
 - viii. Linguistic needs
 - g. Provide services that are tailored to age, diagnosis, developmental level, geographical and educational needs.
2. Implement a low-barrier, high expectation shelter/housing model that provides access to services for its clients. Clients may be actively using substances and/or be reluctant to engage in mental health, substance abuse or other types of treatment. This approach must extend to low barrier shelter rules and program engagement requirements which do not create barriers to maintaining shelter or housing. More information can be found here: <https://endhomelessness.org/resource/emergency-shelter/>.

The Contractor must utilize creative approaches to client engagement, such as motivational interviewing, and strive to limit involuntary discharge instances where clients pose a significant health and/or safety risk to themselves, staff, or other clients.

¹ <https://www.usich.gov/solutions/housing/housing-first/>

² <https://www.usich.gov/news/trauma-informed-care-building-on-our-commitment-to-strengths-based-approaches-to-ending-homelessness/>

3. Immediately take appropriate action should an incident arise when there is a safety risk to the client, other clients, or staff, such as contacting emergency services. The Contractor shall maintain a close relationship with local law enforcement and the County's behavioral health services.
4. Ensure all clients are treated with respect and dignity, and staff inform clients of their rights and responsibilities to successfully maintain services and/or housing. Clients must be oriented to organizational policies, facilities, staff roles and responsibilities, and service delivery forms and tools.
5. Ensure staff is knowledgeable about benefits and services available to households and know how to refer clients to needed services, to include non-cash and cash benefits and employment services to increase and maximize income and employment. Staff will assist clients in completing annual tax returns and provide budgeting guidance to address any tax returns expected. The Contractor shall ensure at least one staff is certified in Social Security Income/Social Security Disability Insurance (SSI/SSDI) Outreach, Access, and Recovery (SOAR) for purposes of assisting clients in attaining benefits.
6. **Provide direct employment assistance to clients, including but not limited to:**
 - a. **Access to and payment for trainings that lead to employment opportunities.**
 - b. **Costs for licensure needed to apply for or maintain employment.**
 - c. **Clothing/supplies/uniforms needed for interviews and employment opportunities.**
 - d. **Transportation assistance to/from employment.**
7. Provide targeted and developmentally appropriate supportive services for children. Services might include connecting children to childcare services, school services, afterschool care, and behavioral health services.
8. Refer clients to resources such as financial literacy counseling and credit repair, unless offered by Contractor.
9. Obtain client feedback on organizational operations, services and policies to ensure programs remain relevant and tailored to the needs of clients served. Encourage clients to complete Arlington County approved Consumer Satisfaction Survey in English or Spanish at least quarterly and receive satisfactory ratings. Aggregated results of satisfaction surveys must be reported annually (see Section IV.B.4). The Contractor will utilize the feedback gathered in surveys and in other methods (for example focus groups, client groups, one-on-one discussions, etc.) for the purposes of program design and implementation.
10. Collaborate with other County programs and services (such as Crisis Assistance Bureau, Treatment on Wheels, Homeless Programs, and Child and Family Services) regarding the development of Individualized Housing Plans, as needed. Not all cases will require DHS staff participation, but participation should be requested if clients present behavioral or other issues and it is anticipated that other DHS services will need to be activated.
11. Participate in joint and/or individual client-specific staff meetings and service plan meetings as requested by DHS. The contractor may also request meetings if deemed necessary. Joint service planning should include: (a) a release of information to be signed by clients at intake in order to exchange information between the County and the Contractor, (b) collaboration in establishing

goals for clients, and (c) collaborative meetings with the clients to involve them in the process of developing and updating goals.

12. Utilize and coordinate with other community resources and systems of service such as:
 - a. Medicaid Transportation Services may be utilized for clients with Medicaid Insurance if appropriate.
 - b. Assist in the application process for client benefits.
 - c. Utilize the Arlington County Employment Center for job search assistance and preparation.
 - d. Ensure children are connected to school and education resources.
 - e. Provide transportation assistance such as taxi service vouchers or bus tokens for households in need.
13. Collaborate with County or other community Mental Health and Substance Abuse Services: The Contractor, with the agreement of and in collaboration with the parent, shall refer children in need of assessment for substance abuse and/or mental health intervention to the appropriate office within DHS. The appropriate services will be provided in consultation with the parents, the child, DHS staff, and the Contractor. The Contractor shall also make referrals with the agreement of and in collaboration with any clients for substance abuse and/or mental health intervention to the appropriate office within DHS.
14. Follow CAS policies for all program entries (as appropriate for the program type) and program exits, including program terminations, case conferencing, updating vacancies for purposes of CCP/CAS referrals.
15. Ensure access to language interpretation services for clients. Provide 24-hour access to telephone interpretation services for languages other than English every day of the year. The Contractor must accommodate the special communication needs of all clients, including American Sign Language (ASL). Within one month of execution of the Agreement, and annually thereafter, the Contractor shall provide proof of its written implementation plan as outlined in Centralized Access System:

https://arlingtonva.s3.dualstack.us-east-1.amazonaws.com/wp-content/uploads/sites/33/2018/03/2018-Arl-County-CAS-Policy-Procedures_02222018.pdf
16. The Contractor must educate families with school age children of their educational rights as mandated by the McKinney Vento Act (42 U.S. § 11431) and support families in enrolling in school and/or remain at the school they were attending prior to experiencing homelessness (as possible). The Contractor will coordinate with the Arlington County Public Schools McKinney-Vento Liaison to support parents and students in accessing and utilizing school services.

II. SULLIVAN HOUSE SHELTER - SCOPE OF WORK

A. General Requirements

1. Operate the 48-bed family emergency shelter in accordance with #I, Operational and Service Requirements.

2. Provide temporary shelter for families with children and single adults experiencing homelessness and who are Arlington County residents.
3. Provide meals and other amenities such as linens, personal hygiene products, and laundry facilities.
4. Provide person-centered and housing-focused services with the goal of assisting people in quickly attaining permanent housing.

B. Shelter Eligibility and Admission Criteria

The Contractor shall ensure shelter admission is conducted in accordance with the County's CAS policy and in cooperation with the EID's Clinical Coordination Unit. CAS Policies can be found here:

https://arlingtonva.s3.dualstack.us-east-1.amazonaws.com/wp-content/uploads/sites/33/2018/03/2018-Arl-County-CAS-Policy-Procedures_02222018.pdf

Specifically, the Contractor shall abide by the following process:

1. Only admit individuals/families that have been referred and assessed by the County's CAS unit. Exceptions may include Arlington residents experiencing homelessness who present during the County's non-business hours or clients entering during hypothermia. (The Contractor must follow CAS Policies for Contractor expectations in these cases.)
2. Track shelter bed vacancies according to the CAS requirements.
3. Maintain a list (By Names List) of Chronically Homeless, Veterans, Transition-Age Youth (TAY), and family households in HMIS. This list will guide By Names List Case Conferencing which includes DHS staff and other community organizations to coordinate client care and permanent housing attainment.

C. Building Services and Maintenance – Roles and Responsibilities

1. Sullivan House is a County owned facility designed to provide emergency overnight shelter and services for Arlington residents experiencing homelessness. The following maintenance guidelines identify the roles and responsibilities of the Arlington County Department of Environmental Services (DES), DHS, and the Contractor in regard to maintenance and repair at the facility.
 - a. All damage or injury to the fixtures or premises or the building, including its equipment, caused by the Contractor, its agents, servants, employees, visitors, and/or guests shall be repaired by the Contractor at the sole cost and expense of the Contractor. The County will notify the Contractor in writing when the repairs must be made. If the Contractor fails to make repairs in a timely manner, the County shall have the right to make such necessary repairs, alterations and replacements (structural, non-structural or otherwise) with the cost to be paid by the Contractor. The Contractor may not use County appropriated funds to reimburse the County for replacement and/or repair of any damage to the building and/or its fixtures.
 - b. In addition to the obligations as stated above, the Contractor shall be responsible for the service, maintenance, repair, and replacement of all items listed below:
 - i. Collection of litter throughout the interior and around the exterior of the shelter

- ii. Immediate notification of DHS/DES staff of any defects in, damage to, or need to repair or maintain the facility
- iii. Window cleaning, other than annual exterior washings to be performed by Arlington County;
- iv. Maintenance, repair, or replacement of interior and external walls, resulting from inappropriate staff or client conduct
- v. Repair, replacement and cleaning of glass and screens;
- vi. Replacement of furniture, mattresses and matts beyond normal wear and tear. Must be ordered through the County.
- vii. Maintain washers and dryers; pay for repair.
- viii. Provide supervision of custodial services and building maintenance that includes:
 - Daily housekeeping tasks to maintain the safety and cleanliness of the facility. At a minimum, the Contractor shall comply with the County Cleaning Standards
 - Light maintenance work including changing light bulbs, batteries, de-clogging drains and toilets, changing faucet washers, greasing minor mechanical items such as door hinges, and tightening screws.

c. Procedures for Requesting Maintenance Services

- i. The County generally anticipates performing repairs and maintenance during hours when the shelter is least occupied. Except in emergencies, the County will endeavor to notify the Contractor by phone or email in advance when such work will be performed during peak-occupancy hours. The County shall inform all DES staff and outside contractors of guest confidentiality rules. The Contractor's staff will maintain a log of all contractors who performed routine work on the facility, to include date, time, and work performed.
- ii. To avoid unauthorized work or duplicate applications for service or project work, DES shall only accept requests from designated DHS and shelter staff. The Contractor will provide DES with names of designated staff who are authorized to submit work requests.
- iii. For routine corrective maintenance requests, the Contractor shall send a request via email to DES at Fmhotline@arlingtonva.us with a copy to the designated DHS Project Officer and Facility Management staff. The Contractor may follow-up during regular work hours (7:30 a.m. to 4:30 p.m., Monday through Friday) with a telephone call to the DES central work control center (maintenance Hotline number 703-228-4422; fax number 703-228-4397) and DES will issue a work order.
- iv. Maintenance will generally be performed on-site. DES will advise the Contractor if equipment needs to be removed from the site for repair.
- v. DES will schedule maintenance repair work based on priorities used in other County buildings. Those priorities are as follows, but are subject to change:

| | |
|-------------------|--|
| <u>Priority 1</u> | Fire, safety, security, health, code requirement, regulatory |
| <u>Priority 2</u> | Environmental issues and building envelope, HVAC system, exterior windows, electrical systems, roofing system, or issues affecting the normal operation of a facility. These services would affect the ability to render services to guests. |

Priority 3 Finishes: Failures to treatment of interior walls, ceilings or floors (carpeting not included.)

2. The County will provide the following additional resources and services for the successful operation of Sullivan House:
 - a. Pay for utilities (electricity and water) and maintenance of life safety system;
 - b. Provide washers and dryers;
 - c. Provide initial furnishing, equipping the shelter/s with a requisite number of beds, and a requisite number of mats during hypothermia season (November 1 up to March 31);
 - d. Provide one annual exterior window cleaning and keep window casement and wood trim in good condition;
 - e. Provide HVAC maintenance;
 - f. Maintain interior and exterior walls including pointing of brick and vinyl siding when the need for maintenance, repair, or replacement results from normal wear and tear;
 - g. Replace glass and screens from normal wear and tear;
 - h. Maintain roof, gutters and leaders, painting, site lighting (attached and detached), concrete walkways, entrance and exit doors, County-provided mechanical equipment and their enclosures;
 - i. Provide refuse collection;
 - j. Provide pest control;
 - k. Provide (and maintain) internal and external security cameras with monitors;
 - l. Provide FOB access and maintenance.

3. Emergencies

- a. Emergency work requests after regular hours, during holidays and weekends shall be directed to the Arlington County Department of Environmental Services, DES, maintenance mechanic on duty. The duty maintenance mechanic will carry a radio and/or pager at all times. The number of the duty maintenance mechanic's beeper is 703-316-6300.
- b. Although emergencies are unforeseen situations that cannot be handled routinely, planning for their possible occurrence can reduce their impact. Each type of emergency may require a different response. The Contractor has the responsibility to minimize damage in the event of an emergency. For instance, if there is a flood situation, the Contractor has the responsibility to shut off the water to prevent further damage. If there is an electrical short circuit the Contractor shall not re-set a tripped circuit breaker until a review has been conducted by an electrician. The Contractor has the responsibility to evacuate and secure the area of the emergency if there is a potential for injury.
- c. The following list is provided to define those emergencies where the immediate assistance of the maintenance supervisor and his staff would be required. Arlington County may revise this list from time-to-time at its sole discretion.

Building Fire: ANY EMERGENCY CAUSED BY FIRE – CALL 911 FIRST

Natural Gas Leak: First call 911, then the utility company, DES, and finally report the incident to DHS.

Flooding: Whenever a water leak occurs in the facility or natural rainwater infiltrates into the building causing damage or endangerment to life or to property, call DES.

Loss of Electricity: If not area wide, call DES, contact the Duty Engineer through the maintenance Hotline or emergency pager; then call the utility company.

Code Violations: Fire and Health Code violations have a priority 1 regarding scheduling for repairs as listed above. When code violations are received, the Contractor will immediately submit a work request and send a copy of the violation to DES staff responsible for the shelter and DHS Project Officer. DES will schedule required work, and when complete will send a copy of the code violation with date of repairs noted to DHS and the Contractor.

4. At no time shall the Contractor alter, install, change, replace, add to, or improve the facility's structure or its fixtures, or any part thereof, without the County's prior written approval, which may be withheld at the County's sole discretion. For example, the Contractor may not:
 - a. Paint any interior or exterior part of the facility;
 - b. Affix any item to any part of the facility;
 - c. Remove any item that is affixed to the interior or exterior of the facility
5. Any capital improvement and/or major work requests which are beyond routine maintenance must be submitted to DHS for approval before any work is performed.

III. PERFORMANCE EXPECTATIONS AND REPORTING REQUIREMENTS

A. Data Management

The Contractor must utilize the Homeless Management Information System (HMIS) to maintain client and program data for Sullivan House.

1. The Contractor must maintain data according to CoC HMIS SOP/Protocols. (found here: <https://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/33/2019/03/FY18-Arlington-CoC-HMIS-Governance.pdf>).
2. The Contractor will follow Written Client Consent for CoC Network Data Sharing protocols as outlined in the HMIS SOP/Protocols.
3. The Contractor is responsible for ensuring staff utilize and enter data in HMIS according to the HMIS SOP/Protocols. County staff will make available user training throughout the year and the Contractor is expected to participate.

B. Reporting Requirements

The Contractor shall submit the following reports to DHSSheltercontracts@arlingtonva.us at the frequency indicated below. Quarterly reports must be submitted no later than the 15th of the month after the quarter ends (October 15, January 15, April 15, July 15). Annual reports must be submitted no later than the 31st of July. Failure to submit the required reports within the specified due date may result in delayed payments from the County.

The Contractor must submit a final narrative report by January 15, 2025 outlining milestones achieved through the employment assistance funding. The narrative must include:

- 1. Number of clients that were placed in a job training.**
- 2. Number of clients that were given supportive services (such as transportation) so they could get to a job interview or job.**
- 3. Number of clients who gained employment at the end of the project period (12/31/24).**
- 4. At least one example of a success story demonstrating the impact of these funds.**

| Report Name & Submission Method | Frequency | Template |
|--|-----------|---|
| 1. Annual Performance Report (APR): Submit a PDF of the report generated via HMIS | Quarterly | N/A |
| 2. Quarterly Programmatic and Narrative Report: Submit using the template provided. <i>Report includes:</i> a) <i>Program performance metrics</i> b) <i>Narrative explaining program successes or setbacks, a program participant success story, and explanations and corrective action planned or taken for any variance greater than 10% of each prescribed performance standard as defined in the CoC Standards.</i> c) <i>A summary of any workshops and training activities provided to program participants, including the number, type and total attendees for each activity</i> d) <i>A summary of staff training hours, including the name of the staff person, their role, and training hours completed in the reporting period.</i> | Quarterly | See Exhibit G for template |
| 3. Program Summary: Using the template provided. <i>Staff and Program Director sign off of program APR, HUD Data Quality and Bed Utilization reports.</i> | Quarterly | See Exhibit H for template |
| 4. Consumer Satisfaction Surveys: Using the template provided. <i>Aggregate results of annual Arlington County Continuum of Care Consumer Satisfaction Survey in both English and Spanish</i> | Annually | See Exhibit I for template |
| 5. Annual APR and Trends Report: a) Annual Performance Report (APR) for the 12-month reporting period: Submit PDF of HMIS-generated report. b) The Trends Report: Submit a word document. <i>Includes 3-5 bullet points about noticeable trends and challenges, a single and succinct one-paragraph success story (limited to 250 words maximum), and two high-resolution photos that highlight efforts to prevent or end homelessness.</i> | Annually | N/A |
| 6. Housing Inventory Count (HIC): Using the HIC Form provided by Arlington County DHS (at time of Point in Time Count). | Annually | To be provided at the time of the HIC submission. |

| | | |
|---|----------|--|
| 7. Point-in-Time Count (PIT): Complete PIT surveys of shelter clients in HMIS. | Annually | To be provided at the time of the Point-in-Time Count. |
|---|----------|--|

CONTINUUM OF CARE PERFORMANCE STANDARDS/OUTCOME MEASURES:

The performance standards outlined in the tables below were developed by the COC in alignment with local, state and federal performance guidance. The standards shall apply to all Arlington County programs that are governed by the Arlington County CoC. Any future changes to the performance measures affirmed by the CoC shall be communicated to the Contractor and will be immediately be applicable.

| Sullivan House | | |
|---|---|---------------------------------|
| Outcome | Output | CoC Performance Standard |
| Decrease utilization rate of emergency shelter beds by diversion or rapidly exiting households to permanent housing | Households exit shelter to permanent housing more rapidly | ≥ 75% |
| Reduce median length of stay | Households' median length of stay reduced | ≤ 3 months |
| Increase exits to permanent housing destinations | Households exit shelter to permanent housing | ≥ 85% |
| Increase employment rate at exit | Households leave shelter with employment income | ≥ 60% |
| Maintain or increase income at exit | Households leave with maintained or increased income | ≥ 70% |
| Maintain ANY cash income (SSI, SSDI, TANF, Child Support, etc.) | Households leave with any income at exit | ≥ 80% |
| Increase number of households with SNAP benefits at exit | Households leave with additional mainstream benefits to which they are entitled | ≥ 60% |
| Increase number of households with any noncash benefits at exit | Households leave with additional mainstream benefits to which they are entitled | ≥ 75% |
| Program Indicator | Measurement | |
| Persons Served | Number of Persons Served | |
| Households Served | Number of Households Served | |

REVISED EXHIBIT B

Budget A - FY25 Sullivan House Budget

| Bridges to Independence - Sullivan House FY 2025 Budget | | |
|--|--------------------|------------------|
| | FTE | |
| Personnel: | | |
| Chief Program Officer | 0.25 | \$27,000 |
| Data Intake Coordinator & QA | 0.21 | \$16,182 |
| Shelter Facilities Manager | 0.97 | \$69,401 |
| Volunteer & Community Outreach | 0.27 | \$30,000 |
| SH House Manager-Full Time Hourly | 1 | \$44,192 |
| SH House Manager-Full Time Hourly | 1 | \$44,192 |
| SH Case Manager | 1 | \$69,742 |
| Clinical Employment Specialist | 0.11 | \$8,725 |
| SH House Managers- Midday/Weekend/Relief Staff- Varies | 1.5 | \$60,456 |
| Total Personnel | 6.31 | \$369,891 |
| Non-Personnel: | | |
| Building Maintenance and Repair (Cleaning Contract Incl.) | | \$18,540 |
| Transportation | | \$3,298 |
| Client Transportation | | \$1,000 |
| Direct Client Assistance | | \$3,500 |
| Language Assistance (Language Line) | | \$5,500 |
| Total Non-Personnel | | \$31,838 |
| | Admin Cap Rate | 7.158% |
| | Admin Cost | \$30,973 |
| | Grand Total | \$432,701 |
| | Grant Amount | \$432,701 |
| Admin Cap | | |
| Communication(Phone/Internet) | | 3,000 |
| Insurance | | 14,403 |
| Audit | | 3,000 |
| Supplies | | 6,675 |
| Accounting | | 3,895 |
| | Total | \$30,973 |

Budget B – Employment Services Budget

| Employment Services Budget | | |
|--|------------|-----------------|
| | FTE | Total |
| Personnel: | | |
| | | |
| Total Personnel | | \$0 |
| Non-Personnel: | | |
| Employment services for Arlington County residents | | \$38,636 |
| | | |
| Total Non-Personnel | | \$38,636 |
| | | |
| Admin Cap Rate | | 10% |
| Admin Cap | | \$3,864 |
| | | |
| Grand Total | | \$42,500 |