



**ARLINGTON COUNTY, VIRGINIA  
AGREEMENT NO. 19-071-2-RFP-LW  
AMENDMENT NUMBER 3**

This Amendment Number 3 is made on April 27, 2021 by the County and amends Agreement Number 19-071-2-RFP-LW (“Main Agreement”) dated December 4, 2019 between New Hope Housing, Inc. (“Contractor”) and the County Board of Arlington County, Virginia (“County”).

The County and the Contractor agree to amend the Contract Terms and Conditions, Exhibit A-Scope of Work, Revised Exhibit B-Contract Pricing and Exhibit I-Disbursement Schedule called for under the Main Agreement as follows:

1. **REFERENCE 6. CONTRACT PRICE ADJUSTMENTS** is hereby deleted in its entirety and replaced with:

**6. CONTRACT PRICE ADJUSTMENTS**

The Contract Amount/unit price(s) will remain firm until December 31, 2022 (“Price Adjustment Date”). To request a price adjustment, the Contractor or the County must submit a written request to the other party not less than 90 days before the Price Adjustment Date. Adjustments to the Contract Amount/unit price(s) will not exceed the percentage of change in the U.S. Department of Labor Consumer Price Index, All Items, Unadjusted, Urban Areas (“CPI-U”) for the 12 months of statistics available at the time of the Contract’s renewal.

Any Contract Amount/unit price(s) that result from this provision will become effective the day after the Price Adjustment Date and will be binding for 12 months. The new Price Adjustment Date will be 12 months after the price adjustment.

If the Contractor and the County have not agreed on a requested adjustment by 30 days before the Price Adjustment Date, the County may terminate the Contract, whether the County has previously elected to extend the Contract’s term

2. **REFERENCE 32. AUDIT** is hereby deleted in its entirety and replaced with:

**32. AUDIT**

The Contractor must retain all books, records and other documents related to this Contract for at least five years, or such period of time required by the County’s funding partner(s), if any, whichever is greater, after the final payment and must allow the County or its authorized agents to examine the documents during this period and during the Contract Term. The Contractor must provide any requested documents to the County for examination within 15 days of the request, at the Contractor’s expense. Should the County’s examination reveal any overcharging by the Contractor, the Contractor must, within 30 days of County’s request, reimburse the County for the overcharges and for the reasonable costs of the County’s examination, including, but not limited to, the services of external audit firm and attorney’s fees; or the County may deduct the overcharges and examination costs from any amount that the County owes to the Contractor. If the Contractor wishes to destroy or dispose of any records related to this Contract (including confidential records to which the County does not have ready access) within five years after the final payment, or such period of time required by the County’s funding partner(s), if any,

whichever is greater, the Contractor must give the County at least 30 days' notice and must not dispose of the documents if the County objects.

The Purchasing Agent may require the Contractor to demonstrate that it has the necessary facilities, ability, and financial resources to comply with the Contract and furnish the service, material or goods specified herein in a satisfactory manner at any time during the term of this Contract.

3. Replace Exhibit A, Scope of Work in its entirety with the attached **Revised Exhibit A, Scope of Work.**
4. Replace Revised Exhibit B, Contract Pricing in its entirety with the attached **Revised Exhibit B, Contract Pricing, dated April 27, 2021.** Pricing from **April 27, 2021 to December 3, 2022** shall be in accordance with Revised Exhibit B, Contract Pricing, dated April 27, 2021. The Contract Amount is hereby changed from **\$866,237.42** as set forth in such Contract to **\$872,069.42**, an increase of **\$5,832.00**.
5. Replace Exhibit I, Disbursement Schedule in its entirety with the attached **Revised Exhibit I, Disbursement Schedule.**

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

WITNESS these signatures:

THE COUNTY BOARD OF ARLINGTON  
COUNTY, VIRGINIA

NEW HOPE HOUSING INC.

AUTHORIZED DocuSigned by:  
SIGNATURE: Tomeka Price  
5950D4E0ACC0472...

AUTHORIZED DocuSigned by:  
SIGNATURE: Pamela Mitchell  
58445007E9A3471...

NAME: TOMEKA D. PRICE  
TITLE: PROCUREMENT OFFICER

NAME: Pamela Mitchell  
TITLE: Executive Director

DATE: 4/30/2021

DATE: 4/29/2021

**REVISED EXHIBIT A**  
**SCOPE OF SERVICES**

The Contractor shall operate the County's Residential Program Center (RPC) for the Department of Human Services (DHS), Economic Independence Division (EID). The RPC is a 44-bed shelter for single adults (male and female), located at 1554 Columbia Pike, Arlington, Virginia 22204.

**1. GENERAL REQUIREMENTS**

The Contractor shall implement a 60-day transition plan (Exhibit J) immediately upon commencement of the Agreement.

The Contractor shall operate the emergency shelter/s as follows and in accordance with Arlington County's [Three-Year Strategic Plan](#) and the [Unified Shelter SOP](#):

- A. Manage the emergency shelter in such a manner as to assure that it is physically and programmatically structured to receive guests.
- B. Ensure admission to the shelter is solely through the Centralized Access System (CAS) 24-hours a day, 7-days a week, unless otherwise specified by Arlington County.
- C. Provide a safe, overnight experience in which every shelter guest is respected.
- D. Maintain a habitable, clean and sanitary living quarters, including shower facilities, with female and male guests roomed separately with furniture provided by the County.
- E. Provide nutritious food service including breakfast, lunch and a hot dinner.
- F. Provide shelter guests with appropriate clothing, only as available.
- G. Ensure all staff are trained to provide the services that support the purpose and mission of the shelter.
- H. Maintain a designated webpage for the RPC, respectively, that provides current information to the public of activities and programs within each shelter.
- I. Comply with all laws, ordinances, codes, rules and regulations of the local, state and federal governments that in any way affect its operations and adhere to instructions prescribed by DHS for the effective administration of the emergency shelter.

The Contractor must meet objectives identified in the tables in section IV. 11. Performance Expectations and Reporting Requirement. The Contractor must maintain data according to [HMIS SOP/Protocols](#) as required and submit data on a quarterly basis to the County Project Officer.

**2. HOUSING STABILIZATION AND CASE MANAGEMENT**

When engaging in case management the Contractor must utilize the housing-first approach to prevent homelessness for those at imminent risk of becoming homeless, or rapidly return to permanent housing those individuals experiencing homelessness. To achieve those goals, the Contractor shall:

- A. Provide on-site shelter programming that builds the shelter guest's motivation, develops a permanent housing-focused culture, and teaches skills critical to housing placement and stability;
- B. Provide orientation to new shelter guests that includes discussion of expectations and guidelines and completion of required forms, a search of personal belongings for contraband, and the handling of inappropriate items according to protocol; this includes the collection of medications, prescriptions and over-the-counter medications, and the dispensing of those items according to established protocol;
- C. Maintain shelter guest records in a secured location, such as a locked cabinet or room, and limit access to those documents to only those with a need and entitlement to view such records. Maintain shelter guest records for five (5) years after the expiration of this contract, unless Arlington County takes possession of the records prior to that date;
- D. Initiate housing focused case management services for all those who have stayed at the shelter for at least 7 days and identify shelter guests with a pattern of cycling in and out of homelessness;

For those shelter guests who cycle in and out of homelessness, the Contractor shall employ housing focused case management within 2 days of shelter re-entry and a case manager should be designated for overall provision of needed services;

- E. Ensure that an Individual Housing Plan (IHP) is developed within 10 days of admission and updated as necessary and at least monthly for each guest of the homeless shelter. Each IHP is developed with the shelter guest and is specific to the guest's needs and focused on resolving the barriers most likely to prevent the guest from successfully exiting the shelter. Each IHP shall include at a minimum, as appropriate for each shelter guest, the following:
  - 1. Identification of the needs related to housing placement (e.g., obtaining identification documents, obtaining employment, increasing income, housing location, applying for entitlement benefits, addressing medical, mental health or and substance abuse issues, life skills, legal issues, etc.);
  - 2. A target date for housing placement;
  - 3. The action steps towards placement, including but not limited to identification of and referral to community-based resources needed to facilitate placement;
  - 4. Designation of who is responsible for each action step in the IHP, the shelter guest or staff, and a target date for the successful completion of each step; and
  - 5. Adjust the IHP with the shelter guest as needed.
- F. Assist shelter guests in obtaining non-cash benefits (e.g., SNAP, *etc.*) as well as cash benefits (e.g., Social Security, Supplemental Security Income, Social Security Disability Insurance, *etc.*). The case manager should also work with the shelter guest to help find employment or increase employment income;
- G. Ensure that shelter staff will collaborate, support and coordinate efforts with the County's Housing Locator to address clients' housing needs. The Housing Locator is part of the County's Housing Assistance Bureau and provides housing location services to clients within the

Continuum of Care. Services include, but are not limited to: housing location, application assistance, lease-signing assistance, tenant/landlord mediation, *etc.*;

- H. Utilize case conferencing when issues arise, and the case manager and the shelter guest are not making progress on achieving housing placement. The Contractor will follow the process for utilizing case conferencing as outlined in the [Centralized Access System](#) policy (CAS);
- I. Assess, in conjunction with Arlington County, whether a shelter guest has a documented mental health or other disability that renders him/her unable to actively engage in the steps needed to work toward a housing placement. Clients must be reassessed in 30-day intervals. Staff will continue to make linkages to appropriate community services;
- J. Implement a case review process for shelter guests who are not engaged in complying with their IHP or completing agreed upon tasks. The case manager and supervisor will meet to:
  - 1. Review the IHP and the action steps;
  - 2. Discuss alternate strategies for engagement and, if indicated, engage other housing and services professionals, which may include non-profit and DHS staff;
  - 3. Meet with the shelter guest utilizing additional ideas or strategies and discuss his/her effort and amend the IHP, if appropriate. A case conference facilitated by the guest's shelter program manager may also be called to engage the shelter guest in the process and discuss the expectation for him/her to participate in the IHP. Inform the guest that another review will be done at the 45th day to decide future steps, including continued stay at the shelter;
  - 4. Between the 45th and 60th day, if the shelter guest chooses not to work toward the goals set in the IHP, the guest shall be informed by the case manager and supervisor that he/she may be discharged from the shelter on the 90th day; and,
  - 5. Discharge may be postponed when there is danger of hypothermia.
- K. Before any planned discharge from the shelter of a guest who has been permanently housed, the case manager will devise a follow-up support plan tailored to the guest's needs and focused on immediate and long-term housing stability, as well as coordinate access to all appropriate referrals as indicated in the plan,
- L. Focus on the shelter guests identified as being the most difficult to place as identified by having the most shelter use days within a defined period and/or meeting other criteria as defined by Arlington County,
- M. Keep track of guests who have been housed in permanent housing in order to determine the percent of guests who maintain their housing for the time standard established by the CoC, and,
- N. Assign case managers to shelter guests based on case load capacity and special expertise, if applicable. Ensure case management services are available seven days a week.

### **3. DAILY SHELTER RESPONSIBILITIES**

The Contractor is responsible for the successful day-to-day operation of the shelter/s which includes:

A. Services to Single Adults: Provide emergency shelter services for single adult individuals without children as outlined in the approved [Unified Shelter SOP](#) seven (7) days/week, 365 days of the year. Manage the day-to-day operations of the facilities and programs.

B. Outreach Services to the Homeless:

Arlington County's Behavioral Healthcare Division (BHD) works closely with the Police Department to identify persons experiencing street homelessness and residing in places not meant for human habitation and coordinates with Virginia Hospital Center and the Northern Virginia Mental Health Institute to ensure persons being released from psychiatric settings have immediate access to services. BHD has specialized street outreach efforts that offers homeless case management services through its Treatment on Wheels (TOW) and contracts with nonprofit partner(s). The County's TOW:

1. provides clinical assessments
2. offers specialized homeless case management
3. connects to appropriate services and housing resources for adults with serious mental illness and/or substance abuse disorders who are also experiencing homelessness

The Contractor will use its Outreach and Day Program to work with the County's BHD and TOW program to engage unsheltered persons experiencing homelessness to:

1. provide essential supplies
2. build relationships
3. navigate them to higher-level services

C. Low-barrier Expectation: Implement a low-barrier, high expectation shelter model that provides access to shelter and housing location services for individuals experiencing homelessness in the County. Shelter guests may be actively using substances and/or be reluctant to engage in mental health, substance abuse or other types of treatment. Shelter staff should strive to limit involuntary discharges to instances where shelter guests pose a significant health and/or safety risk to themselves, staff, or other guests.

D. Revise Shelter Rules and Policies: Work in cooperation with DHS staff to revise the [Central Access System](#) and [Unified Shelter SOP](#) as well as other shelter rules and policies as needed. All proposed changes to shelter policies and practices shall be submitted to the County for review and written approval.

E. Shelter Eligibility and Admission Criteria: The Contractor shall ensure shelter admission is conducted in accordance with the County's Centralized Access System and in cooperation with the EID's Community Assistance Bureau. Specifically, the Contractor shall abide by the following process:

1. Initial Intake: The CAS Intake unit will assess all individuals who request shelter by completing tools such as the [CAS Triage Form](#) and the [Service Prioritization Decision](#)

[Assistance Tool](#), which identifies health and social needs of individuals experiencing homelessness and matches them with the most appropriate support and housing interventions available. As appropriate, the EID Community Assistance Bureau will determine if the resident has temporary housing options and can be diverted from homelessness.

2. Screening /Assessment: The Barriers to Housing Stability Form is required for all shelter admissions. The Community Assistance Bureau will complete the [Barriers to Housing Stability Intake Form](#) if a County resident cannot be diverted from homelessness and needs to access emergency shelter services. The Barriers to Housing Stability Form assesses basic needs and captures Homeless Management Information Systems (HMIS) required data elements for program entries. The Barriers to Housing Stability is made available in HMIS.
3. Once an individual enters the emergency shelter, the Contractor will complete the [Service Prioritization Decision Assistance Tool](#). The Intake Form and SPDAT assessment tools will be used to determine the intervention necessary to resolve the resident's homelessness. Shelter staff trained to implement the SPDAT will complete the assessment tool when the guest has spent seven consecutive days in in the shelter system, except in cases where a guest has cycled in and out of the shelter when the full SPDAT shall be completed in two days.
4. Maintain a list of Chronically Homeless and Homeless Veterans: Applying HUD'S definition of "[chronically homeless](#)" issued December 4, 2015, the Contractor shall maintain a "By Names" list of all chronically homeless individuals and homeless veterans and provide that list to the CoC and designated DHS staff at least monthly, and on-demand as needed.
5. Intake During Non-Business Hours: Staff from DHS serve as the County's emergency shelter assessment entity during business hours, weekdays between 8:00 a.m. to 5:00 p.m. During non-business hours, individuals at risk of becoming homeless and those experiencing homelessness may access information and services by calling the access phone at 703-228-1010. The Contractor is responsible for providing staff during the County's non-business hours to conduct a telephone interview and intake of homeless Arlingtonians. During the phone interview, the Contractor's staff shall complete a triage form in HMIS, check HMIS for bed availability, and assess the individual's emergency needs. The Contractor shall refer guests admitted to the shelter to CAS the next working day for a thorough and complete assessment.
6. Shelter Guests Entering During Hypothermia: Hypothermia guests who enter the shelter outside of the County's business hours Monday through Friday will be given shelter without initially being referred through CAS and they do not have to be County residents. However, by the next business day, all hypothermia shelter guests must be referred to the Human Services Clinician and formally enter the shelter system through CAS. All non-County shelter/hypothermia guests must be recorded in the HMIS database and must leave the emergency shelter and be returned to an appropriate shelter in their jurisdiction of origin within 96 hours from entry.



7. **Vacancy Tracking:** The Contractor must track shelter bed vacancies according to CAS requirements. Specifically, the Contractor must update bed vacancy information in HMIS within eight (8) hours of a bed becoming vacant or being filled. If the Contractor knows of an impending vacancy, the anticipated availability date must be posted within two (2) business days of knowledge of such availability.
  8. **Prioritization of Referrals:** Shelter guests will be prioritized for emergency shelter placement based on the length of literal homelessness and/or their vulnerability as assessed by Human Services Clinicians at DHS. Priority is given to those individuals who are documented as having been homeless for the longest period of time and who are the most vulnerable. Only in instances of identical length of homelessness and vulnerability will applicants be placed in shelter in the order in which they applied (*i.e.*, on a first-come-first-served basis).
  9. **Continuity with the Three-Year Strategic Plan for Arlington County:** The Contractor shall focus its attention and efforts on homeless Arlingtonians in coordination with Arlington County's [Three-Year Strategic Plan](#). That 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.
- F. **Shelter Operations:** As a part of its daily shelter operations, the Contractor shall ensure that the following processes and/or services are provided:
1. **Guest Laundry Service:** Facilitate the washing of the shelter guests' clothes and linens in the facility's washers/dryers. Arlington County will provide washers and dryers. However, the Contractor will be responsible for repair and maintenance of the washers/dryers including cleaning the dryer vents at least twice per year;
  2. **Clean Linens:** Ensure that clean bed and bath linens are available for new shelter guests;
  3. **Staff and Shelter Guest Safety:** Have safety procedures in place such as guest sign-in requirements, monitoring of video through cameras installed at common areas inside and outside the shelter, routine security checks/walk-throughs by staff, *etc.*;
  4. **Emergency Preparedness:** Ensure the safety of all shelter staff and guests by maintaining an emergency plan for natural and other disasters and conducting routine drills. The Contractor shall work in collaboration with DHS to establish an Emergency Preparedness plan that corresponds to emergency practices utilized by DHS. Until the development of this plan, the Contractor shall maintain written emergency procedures that includes 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 site in case the facility must be evacuated;

5. Coordination of Services with Arlington Police Department: Establish and maintain a relationship with the Arlington Police Department to ensure coordination when assistance is needed;
6. Use of Volunteers: Identify appropriate activities which can be conducted by properly screened volunteers, develop a volunteer recruitment plan, provide orientation and supervision, and maintain records of volunteer activities, including hours of service;
7. Medication Protocols: develop and maintain protocols for all prescription and non-prescription medication that are brought into the facility by guests or purchased by the program and donated to the guest. 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 guests in accordance with a licensed medical professional's written instructions. All non-prescription medications will be placed in locked cabinets and provided to guests upon request. In all instances, the staff and guests will sign a medication log showing that the guest has received prescribed or over the counter medications;
8. Communicable Disease/Standard Precautions: Ensure all staff is trained and knowledgeable in communicable disease prevention, safety and standard precautions and protocols (e.g. First Aid/CPR certification). The Contractor shall ensure that all staff receives annual updates on any changes to safety and standard precautions and protocols;
9. Pest Control: Conduct inspections as needed to ensure the facility remains pest free. The Contractor shall inform guests at the time of intake about the types of pests that can be found in the shelter and how one can aid in their control and elimination. The Contractor shall include information to staff about pest control during regular staff meetings and work closely with an identified pest control company to ensure that needed treatments occur on a regular basis. Ensure that the procedures for acceptance of donations, the entry of new guests, and the handling of medications and food are designed to eliminate the occurrence of pests in the facility;
10. Consumer Satisfaction: The Contractor must encourage guests to complete Arlington County approved Consumer Satisfaction Survey in [English](#) or [Spanish](#) at least quarterly and receive satisfactory ratings.
11. Incident Reporting: An incident is any event that occurs outside of normal operations that can precipitate a crisis. It is important that at all times staff of both emergency shelters maintain a close relationship with law enforcement. An incident can be categorized as unusual or critical, as detailed below, and should follow proper reporting/notification processes.

Unusual incident: Incident that disrupts routine provider operations and deviates from regular operations procedures.

Critical incident: Any actual or alleged event that creates a significant risk of substantial or serious harm to the physical or mental health, safety or well-being of a guest or staff.

Unusual Incidents:

Consensual Sex between adults  
Emergency Services contact  
Indirect Threat  
Physical Abuse  
Self-injuring behavior  
Incidents involving registered sex offenders

Critical Incidents:

Death  
Direct Threat  
Fire  
Gas Leak  
Homicide  
Infectious diseases (e.g., highly contagious conditions such as scabies but not the common cold) Injury/Illness requiring medical attention or hospitalization  
Law enforcement contacted  
Natural Disaster Event  
Pest Infestation  
Sexual Abuse

Ensure that in the event of an unusual incident, the reporting staff member should immediately notify their direct supervisor and Shelter Director. The Shelter Director has the responsibility to make any additional appropriate notifications according to the organization's internal policy and Arlington County staff notifications, as appropriate.

Ensure that in the event of a critical incident, the reporting staff member immediately notifies their direct supervisor and Shelter Director. A designated emergency shelter staff member is required to provide a written summary within 24 hours of the critical incident to the Arlington County Housing Assistance Bureau Chief, the DHS Liaison to the Arlington County Manager, the CoC Services Coordinator, and the shelter's Project Officer assigned by DHS. The designated staff member is also required to provide a detailed written report of the incident to the same County staff within ten (10) business days from the date of the incident.

12. Ensure access to telephone interpretation services: 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 those who communicate using American Sign Language (ASL). Within one month of execution of the Agreement, and annually thereafter, the Contractor shall provide proof of its written Limited English Proficiency (LEP) implementation plan as outlined in [Centralized Access System](#).

13. Day Program: Contractors must provide a Day Program at the RPC shelters. The objective of the Day Program is to provide guests with a wide range of wrap-around services. The Day Program should assist guests in addressing their personal barriers to self-sufficiency with the support of staff and volunteers. The hours of operation for the Day Program shall be flexible to meet the needs of the shelter guests and includes day and evening programs seven days per week. At a minimum, the Day Program must provide 20-25 hours per week of programming that assists shelter guests in residential living, self-sufficiency and personal growth. Those programs will include such things as:

- a) Life skills
- b) Managing behavioral healthcare issues
- c) Tenant rights/responsibilities
- d) Health, wellness
- e) Communication and social skills
- f) Employability.

14. The programming will be developed collaboratively by the Contractor and DHS staff. It will be implemented by the Contractor, community partners, and/or volunteers. DHS will provide oversight to ensure needs of clients are being met. The services provided by the Contractor shall include:

- a) Obtaining gently used clean clothes
- b) Referrals to mental health or substance abuse treatments
- c) Referrals for medical, eye or dental care
- d) Assistance with eviction prevention or housing
- e) Assistance with applying for general relief
- f) Obtaining ID documentation.

Refer to section IV. 11., Performance Expectations and Reporting Requirements for Both HSC and RPC, Table B, below, for the Day Program requirements.

G. Coordinate Services with co-located Substance Abuse and Detoxification and Early Recovery Program:

Located within in the RPC is the County's Detoxification and Early Recovery Program for individuals who have recently engaged in recovery services for substance use. The Substance Abuse and Detoxification/Early Recovery program will be operated by a different Contractor; however, the RPC Contractor is expected to coordinate services with the program operator in case shelter guests are referred to the program.

H. Jail Diversion Pilot Program:

Six (6) of the 44 beds in the RPC shall be utilized for a Jail Diversion Pilot Program designed to meet the needs of homeless guests who have been identified as consistently cycling through the Arlington County jail system for minor offenses. The Jail Diversion Pilot Program provides additional services along with case management services. DHS' Behavioral Health Division (BHD), not the Contractor, will manage those six beds. As needed, and at the direction of BHD, these six beds may be temporarily allocated to the Hypothermia overflow from the HSC shelter. Here too, the RPC offeror shall be responsible for the coordination of services with BHD staff for the Jail Diversion Pilot Program.

I. Hypothermia Overflow Operations at the RPC:

The RPC Contractor shall be responsible for accepting the overflow of up to 15 hypothermia guests from the HSC shelter. The hypothermia overflow guests will remain in the RPC shelter from 10 pm to 6 am as needed. The HSC Contractor shall be responsible for round-trip transportation to and from the RPC shelter. The HSC Contractor shall not make any additional accommodations for hypothermia guests that exceed capacity without expressed written consent from DHS. Review the link of the Guidelines for [Hypothermia Shelter Guideline](#) at RPC.

J. Meal Program

The RPC emergency shelter does not have an on-site kitchen facility. Meal preparation is not permitted at the facility. A food contract through the County is in place that delivers breakfast, lunch, and a hot dinner to the RPC shelter. The Contractor must designate a staff member who will obtain a ServSafe certificate to ensure proper food handling.

**4. STAFFING REQUIREMENTS**

The Contractor shall employ staff that is diverse and qualified to effectively operate and manage the shelter. All hiring shall be conducted in compliance with local, state, and federal equal opportunity regulations and the Contractor shall have in place, and operate in accordance with, a personnel system. Contractors shall ensure their supervisory staff has the adequate skills and knowledge regarding supervision practices, performance evaluation, and progressive disciplinary processes. Staff must have training and/or work experience in homeless shelters or related human services programs.

A. Shelter Director or Other Assigned Senior Staff Responsibilities:

1. Working with County staff to ensure that all program operations, policies, and procedures are designed to support the emergency shelter's core purpose;
2. Ensuring compliance with County HMIS Governance and policies and procedures, including prompt and accurate entry of all required data;
3. Ensuring prompt and accurate reporting of data and information as requested by Arlington County;
4. Deploying service strategies emerging as best practices in the field, including low-barrier with high expectation models and efforts for shelter guest engagement such as Motivational Interviewing;
5. Overseeing the day-to-day operation of the emergency shelter and any associated programs;
6. Ensuring that the emergency shelter provides safe, secure temporary housing;
7. Ensuring that emergency shelter staff are appropriately oriented, trained, and supervised, vacancies are minimized, and vacant positions are promptly filled;

8. Ensuring program staff are aware of their responsibilities relative to the core purpose and to all tasks to be accomplished;
  9. Ensuring the shelter is appropriately staffed 24 hours each day with bilingual (English-Spanish speaking) staff;
  10. Ensuring shelter guest have access to telephone interpretation services 24 hours every day of the year. The Contractor must accommodate the special communication needs of all clients including those who communicate using American Sign Language (ASL);
  11. Ensuring the emergency shelter develops and maintains effective relationships with community partners, including other service providers, funders, and neighbors;
  12. Ensuring that any changes to staffing, such as the number of positions within each classification, or job titles, within the limits of the total approved budget, and including appointment of the shelter director, are made only by mutual agreement between the Contractor and Arlington DHS. In the event the Director position becomes vacant, the Contractor shall immediately consult with DHS staff including the Housing Assistance Bureau Chief, the Homeless Services Coordinator, and the Project Officer before appointing a qualified staff person to serve in an acting capacity until the position is filled.
- B. Direct Service Staff: Ensure front line staff is qualified for assigned positions. Case Managers must have at least a 4-year degree, preferably in the Human Services field. Staff should have some experience in working with the homeless population.
- C. Personnel Policies:
1. Ensure written personnel policies and procedures are in place and address: benefits, classification, compensation, discipline (standards of conduct), employee performance evaluation, equal employment opportunity, grievance process, hours of work, leave, outside employment, recruitment and selection, transfer and promotion, termination and layoff, and travel and on-the-job expenses. Assess, develop and execute best personnel practices to embed and infuse equity, diversity and inclusion into the fabric and culture of the workplace that support and promote institutional diversity.
  2. Have 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.
  3. Provide adequate flexibility in job descriptions to ensure availability of staff to accompany shelter guests to off-site appointments and other community-based activities as necessary to accomplish action steps defined in Individual Housing Plans.
- D. Staff Training:
1. Provide staff/subcontractor training that includes, but is not limited to Best Practices, Unified Shelter SOPs, Cardio Pulmonary Resuscitation, and Emergency First Aid, security protocols, unusual/emergency incident protocols, compliance and all county, state, and federal regulations regarding the provision of services in a homeless shelter, and any other services that the Contractor deems appropriate. Ensure annual staff training that examines 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.

2. Provide the County Project Officer documentation of staff training in the mentioned areas on a quarterly basis.
3. Train all outreach workers, staff, and volunteers with at least one three-hour training course regarding hypothermia services prior to November 1<sup>st</sup> of each year. The Contractor shall also train all new outreach workers and representatives working during the hypothermia season with additional training sessions as needed.
4. Have procedures in place for documenting work-related education and training and Fair Labor Standards information for each position.
5. Ensure that all shelter staff have adequate skills and knowledge regarding:
  - a) [Arlington County CoC Client Bill of Rights](#); guest and record confidentiality; admission criteria; intake procedures; Arlington County's Continuum of Care;
  - b) Available treatment options and modalities and definition of elements of same;
  - c) Crisis and conflict prevention; cultural competency; documentation of service provision in the guest's file;
  - d) [Use of Homeless Management Information Systems](#) (HMIS);
  - e) Information on external resources and referral of shelter guests to those resources;
  - f) Policies on discharge or termination of after-care and follow-up procedures;
  - g) All applicable aspects of program operation necessary to the fulfillment of the core purpose and objectives under terms of the approved services contract.

#### **5. COUNTY-PROVIDED RESOURCES AND SERVICES**

The County will provide the following additional resources and services for the successful operation of the RPC shelter:

- A. Pay for utilities (electricity and water), maintenance of life safety system, and automatically operated elevator service
- B. Provide washers and dryers; however, each Contractor will be responsible for the maintenance of these appliances
- C. 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). The Contractor shall replace furniture, mattresses and other items (such as linens, blankets and pillows, kitchen items) as needed.
- D. One annual exterior window cleaning and keep window casement and wood trim in good condition
- E. 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. The Contractor

shall be responsible for damage caused by the Contractor or its agents, servants, employees, visitors, and guests

- G. Replace glass and screens from normal wear and tear. The Contractor shall be responsible for damage caused by the Contractor or its agents, servants, employees, visitors, and guests.
- 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. Refuse collection
- J. Pest control
- K. Landscaping
- L. Support and maintain the HMIS database. Provide access to the database for Contractor's staff and train staff to report data on client services provided
- M. Provide (and maintain) internal and external security cameras with monitors
- N. Provide intake and initial assessment and referrals of clients to the shelter through the [Centralized Access System](#) (CAS)
- O. Monitor invoices and reports submitted by the Contractor
- P. Provide technical assistance and support in the implementation of shelter operation and management of programs
- Q. Conduct regular site visits to ensure compliance with contract requirements. A monitoring site visit will be completed within the first 12 month of contract start-up; monitoring visits will occur annually thereafter. This will include a financial and programmatic review and an inspection of the shelter facilities. Additional site visits may be conducted without notice at the discretion of Arlington County
- R. Conduct periodic monitoring of guest satisfaction through direct contact with guests or through surveys
- S. Snow and ice removal of the parking lot but not from its walkaways.

## **6. BUILDING MAINTENANCE**

The shelter 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:
  - 1. Collection of litter throughout the interior and around the exterior of the shelter



2. Immediate notification of DHS/DES staff of any defects in, damage to, or need to repair or maintain the facility
3. Window cleaning, other than annual exterior washings to be performed by Arlington County;
4. Maintenance, repair, or replacement of interior walls, resulting from inappropriate staff or client conduct
5. Repair, replacement and cleaning of glass and screens
6. Provide supervision of custodial services and building maintenance that includes:
  - a. Daily housekeeping tasks to maintain the safety and cleanliness of the facility. At a minimum, the Contractor shall comply with the [Shelter Cleaning Guide](#);
  - b. 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:

1. 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.
2. 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.
3. For routine corrective maintenance requests, the Contractor shall send a request via email to DES at [Fmhotline@arlingtonva.us](mailto:Fmhotline@arlingtonva.us) with a copy to the County 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.
4. Maintenance will generally be performed on-site. DES will advise the Contractor if equipment needs to be removed from the site for repair.
5. DES will schedule maintenance repair work based on priorities used in other County buildings. Those priorities are as follows, but are subject to change:

Priority 1      Fire, safety, security, health, code requirement, regulatory.

Priority 2      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.)

D. Emergencies:

1. Emergency work requests after regular work hours, during holidays and weekends shall be directed to the DES maintenance mechanic on duty. The duty maintenance mechanic will carry a radio and/or a pager at all times. The number of the duty maintenance mechanic's beeper is 703-316-6300.
2. 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.
3. 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 the County Project Officer.

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

**Elevator:** Any time an elevator has malfunctioned while people are on board, call 911 first, then call the elevator service company; then 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 make 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.

E. Alterations:

At no time may the Contractor alter, install, change, replace, add to, or improve the facility's structure or its fixtures, or any part thereof, without Arlington County's prior written approval, which may be withheld at Arlington County's sole discretion. For example, the Contractor may not:

1. paint any interior or exterior part of the facility;
2. affix any item to any part of the facility; or

3. remove any item that is affixed to the interior or exterior of the facility.

F. Substantial Renovations and Capital Improvements:

Any capital improvement and/or major work requests which are beyond routine maintenance will be submitted to the County Project Officer for approval. Such requests must be approved by the County before any work is performed.

G. **Site inspections will be performed by Arlington County to ensure that housekeeping standards are maintained.**

**7. PERFORMANCE EXPECTATIONS AND REPORTING REQUIREMENTS**

A. All matters related to the daily operations of the shelter must first be addressed with the County Project Officer prior to any other County staff.

B. The Contractor shall be responsible for submitting all required reports to the County Project Officer monitoring this contract. Prior to release of any funds after the initial draw, the Contractor shall satisfy certain expectations regarding the efficacy of its shelter operations and maintain data according to [HMIS SOP/Protocols](#) and submit data on a quarterly basis.

C. Tables Detailing Program Expectations and Reporting Periods for the RPC are listed in Table A and Table B. The Contractor must submit the information requested in Table A and Table B to the County Project Officer within the timeline specified. Failure to provide the requested information accurately and on-time may impact funding for future draws

**TABLE A: GENERAL SHELTER INFORMATION FOR RPC ON A QUARTERLY AND/OR ANNUAL BASIS**

| INDICATOR # | FREQUENCY           | INDICATOR DESCRIPTION FOR EMERGENCY SHELTER MANAGEMENT  |
|-------------|---------------------|---|
| 1.          | Quarterly Reporting | <b>HMIS Indicator:</b> Number of beds utilized recorded on the last day of each quarter equal to or greater than the CoC standard of 75%. The Contractor shall be evaluated on the extent to which utilization is met.  |
| 2.          | Quarterly Reporting | <b>HMIS Indicator:</b> Report on a quarterly basis the percent of individuals who received any cash income benefits equal to or greater than the CoC standard 70% (e.g., Social Security, Supplemental Security Income, Social Security Disability Insurance, etc.) |
| 3.          | Quarterly Reporting | <b>HMIS Indicator:</b> Report on a quarterly basis the percent of individuals who received any non-cash benefits equal to or greater than 45% (e.g., SNAP, etc.)  |
| 4.          | Quarterly Reporting | <b>HMIS Indicator - Length of Participation:</b> Number of individuals who remained in the shelter (stayers): less than 30 days; between 31-60 days; between 61-90 days; 91-180 days; and greater than 181 days.  |
| 5.          | Quarterly Reporting | Case Management Services; successes and challenges.   |

|     |                     |  |
|-----|---------------------|--|
| 6.  | Quarterly Reporting | <b>HMIS Indicator:</b> Number of individuals served during the quarter.  |
| 7.  | Quarterly Reporting | <b>HMIS Indicator:</b> Number of individuals exiting the Emergency Shelter Program during the fiscal year that moved to permanent housing equal to or greater than the CoC standard 30%.   |
| 8.  | Quarterly Reporting | <b>HMIS Indicator:</b> Number of individuals exiting the Emergency Shelter Program during the fiscal year that moved to a temporary destination (e.g., street, other shelter, hotel/motel) equal to or less than the CoC standard 15%. |
| 9.  | Quarterly Reporting | Number, type, and total participants for each workshop offered to shelter guests on a quarterly basis.   |
| 10. | Quarterly Reporting | Demonstrate that a proportional amount of match funds has been committed or expended.  |
| 11. | Quarterly Reporting | Percentage of customer satisfaction surveys completed with a score of 85% and above. <i>Criteria and Forms will be provided to vendor at award of contract.</i>  |

**TABLE B: DAY PROGRAM REQUIREMENTS**

| <b>PROGRAM INDICATOR #</b> | <b>FREQUENCY</b>    | <b>DAY PROGRAM INDICATOR DESCRIPTION</b>  |
|----------------------------|---------------------|---|
| 1.                         | Quarterly Reporting | <b>HMIS Indicator:</b> Number of individuals served by the Day Program.   |
| 2.                         | Quarterly Reporting | <b>HMIS Indicator:</b> Total number of individuals who are not residing in the emergency shelter but are enrolled in day programming. |
| 3.                         | Quarterly Reporting | Number, type, and total participants for each workshop offered to shelter guests on a quarterly basis.                                |
| 4.                         | Quarterly Reporting | Explain with detail the successes and challenges of the Day Program.  |

**8. BUDGET, FINANCE, ACCOUNTING**

A. Budget

1. The Contractor must submit a budget proposal before the start of each contract term. The budget will be determined by the County each contract term and will become part of the contract. Any budget changes considered during the contract year must be approved by the County Project Officer.

2. Any transfer of funds between budget line items resulting in a greater than ten percent (10%) variance will require prior written approval from the County Project Officer.

B. Accounting

1. The Contractor must use generally accepted accounting principles to document and report all expenditures, revenues and contributions.

2. The Contractor must provide written notification to the County of existing or proposed subcontracts for services that total \$5,000 for the fiscal year, whether to one subcontractor or in aggregate to multiple subcontractors for the same service. The County must approve any such subcontracts.

**9. MATCH REQUIREMENT**

The Contractor must match the funding it receives from the County according to the following requirements.

- A. The match can be a combination of cash and in-kind resources (e.g., staff time, office space, volunteer time, donated equipment, *etc.*). If a combination of cash and in-kind resources is used to demonstrate match, a minimum of 35% must be cash. A match need not be new resources generated for the purposes of this contract but must be related to homeless services and/or housing assistance programs.
- B. The Contractor must provide a 25% match for every \$500,000 or less in funding received. For funding in excess of \$500,000, the required match rate drops to 10%. For example, to match an award of \$1 million the Contractor would be required to demonstrate a match of \$175,000 in cash and in-kind resources.
- C. Examples of funds that are eligible for match include but are not limited to: Community Development Block Grant (CDBG) funds; foundation and corporate grants received for operating community shelters, services and/or housing assistance programs; municipal, county, or state grants for operating similar programs; contract income; and unrestricted funds or net assets dedicated toward the program.
- D. Match funding reported for this contract cannot be used/reported for other match purposes.
- E. If the Contractor uses non-restricted net assets or retained earnings as sources of match funds, the Contractor must provide documentation that these funds are available. Examples of acceptable documentation are financial records (i.e. profit and loss and balance sheet statements, management accounts, approved budget clearly showing match funds, *etc.*), signed minutes of meetings committing these funds, board or agency resolutions and third-party confirmations.
- F. The match “window”, or period within which the match must be expended or raised, follows the contract term period. Funds raised before this time period can be counted toward the match as long as they will be expended during the contract term period.

**REVISED EXHIBIT B**  
**CONTRACT PRICING**  
**Dated April 27, 2021**

| <b>New Hope Housing - Residential Program Center Shelter</b> |                              |              |                      |
|--|------------------------------|--------------|----------------------|
| <b>Year 2 Budget</b>   |                              |              |                      |
|  | <b>Annualized<br/>Salary</b> | <b>FTE</b>   | <b>Amount</b>        |
| <b>Personnel:</b>  |                              |              |                      |
| <b>Salary</b>  |                              |              |                      |
| Executive Director   | \$119,283                    | 0.2          | \$23,857             |
| Chief Program Officer  | \$98,821                     | 0.2          | \$19,764             |
| Shelter Director   | \$60,600                     | 1            | \$60,600             |
| Case Manager   | \$45,440                     | 1            | \$45,440             |
| Case Manager   | \$45,440                     | 1            | \$45,440             |
| Case Manager   | \$45,440                     | 1            | \$45,440             |
| Coordinator of Residential Services                          | \$52,015                     | 1            | \$52,015             |
| Shelter Services Specialist                                  | \$39,748                     | 1            | \$39,748             |
| Shelter Facilities Assistant                                 | \$48,477                     | 0.6          | \$29,086             |
| Residential Services Specialist                              | \$31,512                     | 0.4          | \$12,605             |
| Data Quality Coordinator                                     | \$54,222                     | 0.25         | \$13,555             |
| Volunteer Coordinator  | \$45,450                     | 1            | \$45,450             |
| Residential Services Specialists (1)                         | \$31,512                     | 1            | \$31,512             |
| Residential Services Specialists (2)                         | \$31,512                     | 1            | \$31,512             |
| Residential Services Specialists (3)                         | \$31,512                     | 1            | \$31,512             |
| Residential Services Specialists (4)                         | \$31,512                     | 1            | \$31,512             |
| Residential Services Specialists (5)                         | \$31,512                     | 1            | \$31,512             |
| Residential Services Specialists (6)                         | \$31,512                     | 1            | \$31,512             |
| Residential Services Specialists (7)                         | \$31,512                     | 1            | \$31,512             |
| Custodian (1)  | \$36,726                     | 0.25         | \$9,182              |
| Custodian (2)  | \$36,726                     | 0.25         | \$9,182              |
| Custodian (3)  | \$36,726                     | 0.25         | \$9,182              |
| Custodian (4)  | \$36,726                     | 0.25         | \$9,182              |
| <b>Total Salary</b>  | <b>\$1,053,936</b>           | <b>16.65</b> | <b>\$690,310</b>     |
|  |                              |              | 11.50%               |
| <b>Total Fringe Benefits Cost</b>                            |                              |              | <b>\$79,386</b>      |
| <b>Total Personnel</b>                                       |                              | <b>16.65</b> | <b>\$769,696</b>     |
| <b>Non-Personnel:</b>  |                              |              |                      |
| Housekeeping Supplies  |                              |              | \$1,515              |
| Computer and Printers  |                              |              | \$1,010              |
| Staff Training   |                              |              | \$2,525              |
| Staff Travel and Transportation                              |                              |              | \$2,020              |
| Client Transportation  |                              |              | \$1,000              |
| Insurance  |                              |              | \$4,040              |
| Office Supplies  |                              |              | \$2,929              |
| Postage  |                              |              | \$505                |
| Internet Services  |                              |              | \$4,400              |
| Printing and Copying   |                              |              | \$2,525              |
| Building Maintenance   |                              |              | \$4,500              |
| Program Supplies and Services                                |                              |              | \$2,222              |
| Day Program Materials  |                              |              | \$2,525              |
| Emergency Client Needs                                       |                              |              | \$3,030              |
| Equipment Maintenance  |                              |              | \$3,030              |
| <b>Total Non-Personnel</b>                                   |                              |              | <b>\$37,776</b>      |
| <b>Total Cost</b>  |                              |              | <b>\$807,471.69</b>  |
|  |                              |              | 8%                   |
| <b>Indirect Cost</b>   |                              |              | <b>\$64,597.73</b>   |
| <b>Grand Total</b>   |                              |              | <b>\$ 872,069.42</b> |

| <b>Match Requirement</b>             |                  |                   |                  |
|--------------------------------------|------------------|-------------------|------------------|
| <b>Match Source</b>                  | <b>In-Kind</b>   | <b>Cash</b>       | <b>Total</b>     |
| Federal Grant Susan's Place          | \$0              | \$217,615         | \$217,615        |
| Federal Grant Just Homes             | \$0              | \$56,603          | \$56,603         |
| Client Move-In Kits                  | \$15,000         | \$0               | \$15,000         |
| Volunteer Hours                      | \$38,516         | \$0               | \$38,516         |
| Clothing Closet                      | \$20,000         | \$0               | \$20,000         |
| Non-Clothing Items - toiletries, etc | \$5,000          | \$0               | \$5,000          |
| Housing Trust Fund Grant             | \$0              | \$100,000         | \$100,000        |
| <b>Total</b>                         | <b>\$ 78,516</b> | <b>\$ 374,218</b> | <b>\$452,734</b> |

**REVISED EXHIBIT I**  
**DISBURSEMENT SCHEDULE**

- A. The County will divide the contract amount into the following draw schedule, provided the Contractor has met performance milestones and all reporting and invoicing requirements.

Payments will be triggered when the County Project Officer determines that the Contractor has reached the following expenditure amounts, outcomes and reporting requirements.

1. **Draw 1:** 35 percent of the contract amount will be disbursed for the Contractor's start-up operation costs upon execution of the contract and at the start of each new term of the Agreement.
2. **Draw 2:** 30 percent of the contract amount will be disbursed when the Contractor has expended 25 percent of its total contract award.
3. **Draw 3:** 25 percent of the contract amount will be disbursed when the Contractor has expended 60 percent of its total contract award.
4. **Final Draw:** The final 10% of the contract amount will be disbursed when the Contractor has expended 100 percent of its total contract award and has completed the final report and all obligations regarding evaluations.

The Contractor must submit with its invoices evidence of expended or committed proportional match funds, including documentation.

- B. If the Contractor has not met the contracted requirements but the County Project Officer accepts the Contractor's documented reasons for not doing so, the Contractor may submit a draw request as follows.

With exception of Draw 1, if the Contractor is not within a ten percent variance of each prescribed indicator at the time of the draw request, the Contractor must submit a detailed written explanation of why it has not reached the indicator/s and a detailed plan for how it will make improvements to meet performance indicators. The County Project Officer may approve release of the requested draw or release half of the scheduled at his or her discretion. If half of a requested draw is released, the remaining half of the draw will be released with the next scheduled draw if all variances are within allowable limits or if the Project Officer grants an exception.

- C. **Disbursement of funds for subsequent contract years will be contingent on the Contractor meeting 100% of its production goals within the agreed-upon variances, fully satisfying DHS requirements, and completing the final reporting requirements for all previous contract years.**