



**Sonoma County Community Development Commission**  
Sonoma County Housing Authority  
1440 Guerneville Road, Santa Rosa, CA 95403-4107

*Members of the  
Commission*

**David Rabbitt**  
Chair

**Susan Gorin**  
Vice Chair

**Shirlee Zane**  
**Mike McGuire**  
**Efren Carrillo**

**Kathleen H. Kane**  
Executive Director

June 30, 2014

TO: All Interested Parties

FROM: Jean F. Marquardt, Project Coordinator

SUBJECT: Russian River Homeless Service Center and Seasonal Shelter

**REQUEST FOR PROPOSALS (RFP)**

**BACKGROUND**

Sonoma County Community Development Commission (CDC) has been directed by the Sonoma County Board of Supervisors to act on the County's behalf to establish a permanent Homeless Service Center and Seasonal Shelter facility in the lower Russian River area subject to identification of an appropriate site and confirmation that the project as proposed is feasible. Approximately 250 homeless people have been found in the lower Russian River area during every Homeless Count in the last several years—the largest concentration of homeless persons in the unincorporated County (constituting approximately 6% of the total homeless population of Sonoma County). Key services to address homelessness provided through the Service Center will include drug and alcohol and mental health counseling, as well as wellness and employment counseling.

Emergency Shelter and Day Services are short-term interventions that may not end homelessness by themselves. The lower Russian River area also needs housing-based programs that can assist households to acquire and sustain permanent housing, whether it is rapid re-housing (with short-term assistance), permanent supportive housing (with long-term services), or independent affordable housing. The Service Center and Seasonal Shelter will create a starting point for homeless people and people at risk of homelessness to resolve their homeless issues.

This RFP is aligned with recommendations included in the 2011 RASAD Recommendation Report (attached). The RASAD (River Area Shelter and Downtown Task Group) was a community group of local individuals, non-profit service providers, County staff, law enforcement and business owners that met for two years to develop recommendations to address homelessness in the lower Russian River area.

The CDC, through this RFP and in its continued effort to provide assistance to homeless households, will select a service provider to:

- A. Consult with the CDC to assist them during the facility site selection, design, and



Telephone (707) 565-7500  
FAX (707) 565-7583 • TDD (707) 565-7555



development processes by sharing knowledge and expertise about homeless service delivery and shelter operations; and

- B. Operate and manage the Service Center and Seasonal Shelter upon completion.

The Service Center and Seasonal Shelter will be located in the vicinity of Guerneville, California.

The site and design of the Service Center and Seasonal Shelter have not yet been determined. To facilitate comparison of proposals, all respondents should use the following parameters to guide your responses to the RFP. These are only assumptions for comparison and not final mandates.

A 30-person seasonal shelter and year-round service center facility that includes:

1. Facility:

- 900 sf multi-purpose room for sleeping, dining and programs
  - 500 sf showers and bathroom facilities
  - 300 sf kitchen and storage
  - 400 sf office spaces and reception area
  - 150 sf ADA restrooms
  - 135 sf laundry
  - 200 sf storage
- 2,600 total square foot facility on approximately 1 acre site

2. Day Center Services:

Case management for mental health, wellness, employment, housing, and income support counseling.

Showers, meals, laundry, mail, and computer access.

Assume staffing of 2 case managers, 1 operations manager, and kitchen and maintenance crew.

3. Seasonal Shelter:

For seasonal shelter staffing, assume 2 shelter workers in addition to the staffing listed above.

4. Assume that the County will retain ownership of the building and that the service provider, as a tenant, will provide operations and routine maintenance of building.

**Services for Subpopulation Needs:** The homeless population is composed of several different subpopulations, including but not limited to: families with children; chronically homeless individuals affected by mental illness (and/or co-occurring substance abuse); individuals whose homeless experience is episodic and short-lived; and those unstably housed, moving often from one place to another, who are at-risk of becoming homeless.

Each of these subpopulations has different needs and requires different services for those needs. The Service Center will need to accommodate the needs of these subpopulations.

The Homeless Service Center should be designed to provide day-time social service supports to un-housed or at-risk people, with the goal of helping them secure emergency shelter, transitional housing, permanent housing and/or other support services to address their most critical needs, while helping them move toward long-term goals of stability and wellness. Because 70% of unsheltered homeless persons have some type of disability, the Service Center will provide access to drug and alcohol treatment, mental health services, and primary health care.

**Permanent Housing:** This project seeks to provide, at a minimum, emergency shelter for homeless persons; however, the CDC would like to link these shelter services to long-term permanent housing for homeless persons. Within this proposal, the CDC is seeking any additional proposals or program offerings and information that your agency currently operates or proposes to operate which will provide or assist in developing permanent supportive housing in the lower Russian River area. The selected service provider will have the capacity to garner additional resources and/or leverage existing resources that will enable the Service Center and Seasonal Shelter to focus on moving homeless persons into permanent housing using a Housing First strategy.

**Funding:** The County, through the CDC, will fund the development of the Russian River Homeless Service Center and Seasonal Shelter facility. This will likely include acquisition and new construction and/or improvements to an already existing building. The County will be responsible for the structural parts of the Center.

The service provider will be responsible for management and operations costs for the completed facility, maintenance, staffing, furnishings, office equipment, insurance and utilities (electricity, gas, water). Service provider will also be responsible for daily general maintenance and repairs of the building.

## **SCOPE OF SERVICES AND BUDGET**

**The CDC will contract with the selected respondent for the two phases generally described below. The scope of services and budget for each Phase will be negotiated with the selected respondent.**

Respondents to this RFP are asked to provide two separate budgets:

- 1) A budget for the respondent to consult with the CDC during facility site selection, design, and development phases.
  
- 2) An annual operations budget for the new Center upon completion.

**Phase 1 - Selection of site and design of facility:**

The service provider will consult with CDC to assist them during the facility site selection, design, and development processes. We are requesting that the service provider be available to attend public and staff meetings to provide information and feedback, review plans and consult with the CDC for the best location and design for the Service Center. Assume four meetings with the CDC, one public meeting and one planning meeting for the public meeting for a total of six meetings.

We are looking for expertise in operations and management that would inform these decisions. The site selection and facility design will include considerations for the following:

- Seasonal Shelter. This facility will have a capacity of up to 30 beds. If possible, a flexible space could be provided to add beds in severe winter conditions, including storage for personal belongings.
- Adequate and efficient office space for staff and volunteers - for drug and alcohol and mental health private and group counseling, employment and housing counseling, management, and shelter staff offices.
- An ADA accessible Day Center with computers, telephones, message center, clothes closets, showers, lockers, restrooms, supplies, indoor and outdoor area with covered tables and chairs, and employment readiness and wellness programs.
- Storage: The facility should include adequate storage space for staff, volunteers and seasonal shelter residents.
- Kitchen and dining area.
- Parking for staff and volunteers including an area for a year-round “Safe Parking” program allowing homeless people to sleep in their cars under the authority of the Center.

**Phase 2 - Operations:**

The service provider will be responsible for the following upon completion of the facility development:

- Operations of a year-round Service Center and Seasonal Shelter to include case management for medical and mental health counseling, employment counseling, shelter intake, volunteer management, referrals, and permanent and supportive housing counseling.
- Budgets for maintenance, security, utilities, repairs, laundry, seasonal shelter and all other staffing including service center manager, shelter director, employment counselor, case manager and other resource specialists.

- Development, adoption, and administration of a comprehensive set of policies and procedures for hours, management, pets, volunteers, behavior, safety and work-place expectations.
- Development of future plans for addressing barriers to establishing, maintaining and increasing income for homeless people and for providing services for permanent housing.

## **RESPONDENT REQUIREMENTS OF PROPOSAL SUBMITTAL**

### 1. Cover letter and Introduction (1 page)

A letter of introduction, which includes the name, address, phone number, email address of the contact person who is authorized to represent your agency. This letter should be signed by an officer of the agency authorized to bind the agency to all commitments made in the submittal.

### 2. Agency Narrative (4 pages maximum)

Provide a narrative description to include:

- A company profile, length of time in business and core competencies, including experience and knowledge that would make your agency most suitable to provide homeless services.
- Ability to co-locate other services that currently exist or are planned by your agency for homeless people or at-risk homeless people, leveraging CDC investments.
- Ability and/or experience with the HMIS data collection system.
- Any issues that you believe will require special consideration. CDC staff will assess your understanding of the project based on this RFP.
- General agency experience in West Sonoma County. If you do not have a presence in West Sonoma County, please describe how you would integrate your presence and provide effective services in the area.
- Please discuss any agency projects or plans that your agency has to provide for permanent supportive housing in the lower Russian River area.

### 3. Qualifications for Phase 1 site selection and facility design (1 to 2 pages)

- List your experience in identifying, selecting, and designing office space, shelter facilities, or other types of property in the Guerneville vicinity or comparable locations.
- Describe any local relationships that would assist site selection in the local neighborhoods in the Guerneville vicinity.
- Describe how you would address neighborhood resistance to, or complaints, regarding proposed shelter activities.
- Describe your staff experience and staff availability for site selection and facility design processes.

4. Qualifications for Phase 2 operations of Service Center and Seasonal Shelter (4 pages maximum)
  - List the day services to be provided and include other agencies with which you coordinate services for referrals. Include the services provided by County departments. Include a description of what services will be provided to assist the residents in obtaining transitional or permanent housing.
  - Provide any future plans or agency goals towards provision of permanent housing for homeless persons.
  - Provide your plans to minimize impact on the community and neighboring properties from the Service Center and how you will work in a cooperative manner with local community members, businesses, law enforcement and other service agencies.
  - Briefly describe your agency staff and capacity to operate a service center and seasonal shelter. Specifically address your organizational experience and staff experience providing services to individuals who are homeless or at-risk of homelessness.
  - Please provide a brief overview of the process for creating your operations policy and procedure manual. Please include a copy of your existing policy and procedure manual as an attachment to this proposal. (No page limit on the attachment)
  - Provide the number of full time employees in your organization.
  - Describe the type of team that will be assigned to this project. Please include job descriptions and include the number and qualifications for staff positions needed to open and supervise the center. Please include a brief background summary for each key staff member assigned to this project.
  - Describe how your agency will manage and staff the winter shelter. State the number of full-time and part-time staff and their duties for the shelter.
5. Budget for your agency's participation in the Phase 1 project site selection and facility design processes, including budget narrative (2 pages maximum)
6. Budget for your agency's participation in the Phase 2 operations budget including budget narrative (4 pages maximum)
  - List specific amounts and sources of your anticipated funding for the operations of the center. Please indicate current funding partners and/or agency funds and or potential new sources of revenue for the project.
  - List and explain any funding gaps that you identify with operating the Center.
7. Financial Capacity of Agency
  - Provide a copy of your agency's current financial audit and accompanying management letter.
  - Provide a copy of your current agency budget and other documentation sufficient to demonstrate the financial solvency of your agency.

8. A copy of your most recent IRS Form 990
9. A copy of your organizational chart
10. Your Declaration of Local Business for Services

Check List: This is provided for your convenience.

- Proposal Cover Letter
- Agency Narrative
- Qualifications for Site Selection and Facility Design Processes
- Qualifications for Operations
- Budget and budget narrative for Site Selection and Facility Design Processes
- Budget and budget narrative for Operations
- Financial Audit and Management Letter
- IRS 990 form
- Organizational chart
- Declaration of Local Business for Services (See attachment 1)

### **SUBMISSION DATE**

Please submit 4 hard copies of your response and one electronic response to [jean.marquardt@sonoma-county.org](mailto:jean.marquardt@sonoma-county.org).

Responses are due to the CDC no later than **7-22- 2014 at 5:00 PM**. Please deliver or mail your response to:

Jean F. Marquardt, Project Coordinator  
Sonoma County Community Development Commission  
1440 Guerneville Road  
Santa Rosa, CA 95403  
[Jean.marquardt@sonoma-county.org](mailto:Jean.marquardt@sonoma-county.org)

### **SELECTION CRITERIA**

A selection committee will be established by the CDC to select a qualified service provider. The selection will be made based on the following factors:

1. Previous or relevant experience in providing services to homeless populations and operating homeless shelters - 25 points.
2. Organizational capacity, qualifications, and experience to open and operate a service center and seasonal shelter – 25 points.
3. Financial solvency and history of agency – 10 points.

4. Operations plan for shelter including operations budget for year-round service center and seasonal shelter – 20 points.
5. Local Preference – 5 points
6. Other required items for consideration- 15 points
  - Proposed staffing and hours of operation.
  - Services to be offered.
  - Coordination of services with other agencies and/or County departments.
  - Community Outreach.
  - Ability to consult with CDC to assist in site selection and facility design

**RESPONDENT MEETING**

There is a mandatory project briefing for interested parties on Wednesday, July 9 at 1:00 PM. The briefing will be held at the Sonoma County Community Development Commission office, 1440 Guerneville Road, Santa Rosa.

**PROJECT TIMETABLE**

6-30-2014:	RFP is released.
7- 9-2014	Mandatory project briefing at 1:00 PM at CDC office
7-15-2014	Deadline for Respondent’s Questions.
7-17-2014	County’s Responses to Questions Due.
7-22-2014	Proposals Due.
7-31-2014	CDC reviews and recommends provider.
8-19 or 9-9-2014:	Board of Supervisors Awards Contract. (Subject to delay without notice to respondents)
9-11-2014:	Execution of agreement with provider.

**RESERVATION OF RIGHTS**

The issuance of this RFP does not constitute an agreement by the CDC that any contract will actually be entered into by the CDC. The CDC expressly reserves the right at any time to:

- Waive or correct any defect or informality in any response, submittal, or submittal procedure,



- Reject any or all submittals,
- Re-issue an RFP or change deadline dates,
- Prior to the submission deadline, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this RFP, or the requirements for contents or format of the submittals,
- Procure any materials, equipment or services specified in this RFP by any other means, or determine that no project will be pursued.

All submittals shall be deemed public records. In the event that a Respondent desires to claim portions of its submittal exempt from disclosure, it is incumbent upon the Respondent to clearly identify those portions with the word "confidential" printed on the lower right-hand corner of the page. The CDC will consider a Respondent's request for exemption from disclosure; however, the CDC will make a decision based upon applicable laws. Assertions by a Respondent that the entire submittal or large portions are exempt from disclosure will not be honored. All responses to this Request for Proposals shall become the property of the CDC and will be retained or disposed of accordingly.

The CDC shall not be liable for any pre-contractual expenses incurred by any Respondent. The CDC shall be held harmless and free from any and all liability, claims, or expenses whatsoever incurred by, or on behalf of, any person or organization responding to this RFP.

All data and information furnished by CDC or referred to in this RFP are furnished for the Respondent's convenience. The CDC does not guarantee that such data and information are accurate and assumes no responsibility whatsoever as to its accuracy or interpretation. Respondents shall satisfy themselves as to the accuracy or interpretation of all such information and data.

By submitting a proposal in response to this RFP, the Respondent waives all rights to seek any legal remedies regarding any aspect of this RFP, the CDC's selection of a consultant, and the CDC's rejection of any and all submittals.

The CDC also reserves the right to negotiate any price or provisions and accept any part, or all parts of any or all submittals, whichever is in the best interest of the CDC.

For additional information on this RFP, please contact Jean F. Marquardt, (707) 565-7524, jean.marquardt@sonoma-county.org at the Sonoma County Community Development Commission.

## **REFERENCES**

- RASAD Final Report of December 10, 2011. This document may be downloaded here: [http://sonoma-county.granicus.com/MetaViewer.php?view\\_id=2&clip\\_id=329&meta\\_id=112900](http://sonoma-county.granicus.com/MetaViewer.php?view_id=2&clip_id=329&meta_id=112900)

- 2013 Sonoma County Point-in-Time Homeless Count and Survey. This document may be downloaded here: <http://sonoma-county-continuum-of-care.wikispaces.com/Sonoma+County%27s+Point+In+Time+Homeless+Count>.

## **ATTACHMENT**

Declaration of Local Business for Services

Attachment

DECLARATION OF LOCAL BUSINESS FOR SERVICES

Except when otherwise prohibited by funding source regulations, the Sonoma County Community Development Commission gives local businesses a preference in formal solicitations of services as set forth in the County of Sonoma Local Preference Policy for Services.

In order to qualify for this preference, a business must meet all of the following criteria:

1. For businesses with a location in a city within Sonoma County, a valid business license if required by the city; and
2. A valid physical address located within Sonoma County from which the vendor or consultant operates or performs business on a day-to-day basis.

By completing and signing this form, the undersigned states that, under penalty of perjury, the statements provided herein are true and correct and that the business meets the definition of a local business as set forth in the County of Sonoma Local Preference Policy for Goods.

All information submitted is subject to investigation as well as disclosure to third parties under the California Public Records Act. Incomplete, unclear, or incomprehensible responses to the following will result in the bid not being considered for application of the County's local preference policy. False or dishonest responses will cause the rejection of the bid and curtail the declarant's ability to conduct business with the County in the future. It may also result in legal action.

1. Legal name of business: \_\_\_\_\_

2. Physical address of the principal place of business.

3. Business license issued by incorporated city within the County:

License Number Issued by: \_\_\_\_\_

Authorized Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Name and Title: