

**City of Salinas**  
**RFP for Operation of SHARE Center**

**QUESTIONS AND ANSWERS**  
**Posted May 9, 2024**

This document provides responses to all questions received regarding the RFP for Operation of the SHARE Center as of the May 6, 2024 deadline. It includes questions received via email and questions posed in the bidder's conference on May 6. Since many of the questions were very similar, some have been merged together. Questions are organized by topic area:

- A. Current Operations of the SHARE Center and Transition to New Operator
- B. Scope of Work and Expectations for Selected Provider
- C. Budget
- D. Proposal Elements and Submission Requirements
- E. Other Questions

This Q&A has been posted on May 9, 2024, along with an amended version of the RFP and additional attachments. Amendments and attachments are listed at the end of this document.

**A. Current Operations of the SHARE Center and Transition to New Operator**

**Question 1: Can prospective bidders schedule a site visit? Can bidders take a tour of the facility?**

Response: Yes, guided tours will be hosted on May 15, 2024 at 11:00 a.m. and 1:00 p.m. No advance reservations are needed. Interested applicants should come to the front desk at the SHARE Center at either of the two scheduled tour times.

**Question 2: How many beds are available onsite?**

Response:

The SHARE Center has 104 beds (see amended RFP, bed count updated from 100 to 104).

**Question 3: Does the 100 beds include cribs?**

Response: No, there are no cribs in the facility.

**Question 4: What is the current waitlist size?**

Response: The waitlist has 517 people as of 4/17/2024.

**Questions 5: How many offices are there that could be used for counseling, case management, housing navigation, program management, etc.?**

Response: There are 2 small and 1 slightly larger private offices with doors, one very large office with multiple workstations with two doors that often act as a thoroughfare. There is one large office noted as a "clinic" which has a door and a sink within. There is also a large room noted as a "library" that is equipped with several computers for guest use. Please see floor plan issued as an attachment to the Amended RFP.

**Question 6: Does the lobby have a receptionist workspace?**

Response: Yes. There is a long counter with reception workspace at the front of the facility.

**Question 7: Who has operated the SHARE center in the past and how they were doing, how are things happening now at the SHARE center? What is their current success like?**

Response: The SHARE Center has had one operator since its opening in 2021. The operator is Bay Area Community Services. Annual reports from the center are provided to share information on their service, activities, and accomplishments.

**Question 8: Can we please get the most recent APR/HMIS data showing numbers served, demographic data, housing exit outcomes, income, employment and benefits data, lengths of stay, etc.? What is the percentage of each of the groups served?**

Response: Annual Reports for the SHARE Center have been posted with this Q&A. The reports include demographic and performance data.

**Question 9: What assets are available that can be transferred from previous providers? Will the operator assume all furnishings and assets from the former provider? What furnishings and assets are currently in the facility? Will existing program vehicles, equipment, supplies, furnishings etc. transfer to new operator?**

Response: Existing furnishing and assets that are the property of the City and County will transfer to the selected operator. This includes kitchen equipment and appliances, bedding, furniture, office equipment (computers) and other items.

**Question 10. Did the current SHARE operator meet your standards for occupancy, permanent housing, and knowledge of where people went? If not, what have been their rates? Everyone who applies will be trying to improve over the current provider's performance. Would it be possible to see a report card on BACS performance; successes or areas of deficiency. What was their level of performance?**

Response: Please see Annual Reports posted with this Q&A.

**Question 11: What is the recommended transition plan for the current shelter guests from BACS to new operator (awardee)?**

Response: The City expects that current participants will not be impacted in any way by the provider/operator transition. The selected provider will begin operation of the Center with the participants who are in place at the time the contract begins.

**Question 12: For staff that is there, what is their plan? Has this transition been discussed with them?**

Response: Applicants should assume they will need to fully staff the SHARE Center.

**B. Scope of Work and Expectations for Selected Provider**

**Question 13: Clarify the 90% utilization rate, nightly census versus capacity. What is the recommended capacity for any given night? The RFP states the SHARE center "serves 100 people experiencing homelessness at a given time" – How many are served in a year?**

Response: The SHARE Center has 104 beds (see amended RFP). The City and County have established a service goal that the selected provider will maintain a nightly occupancy of at least 90% (at least 94 occupied bed each night). The number of people to be served in a year depends on the rate of turnover of the beds, which is impacted by how quickly the operator can assist participants to secure housing. A target number of individuals to be served annually may be negotiated during contract development and included as a service goal in the final agreement.

**Question 14: The RFP mentions serving men, women, male led families, female led families. Does it allow for male & female led families? Does it not allow couples without children? What about single men? Couples? What are they currently like?**

Response: The SHARE Center is a low barrier facility and the selected provider will be expected to accommodate all types of household compositions. The four groups noted on page 8 of the RFP are the four most common household configurations and the selected provider should have a plan to serve each of these household types in separate spaces. The selected provider should also expect to serve couples without children and households with more than one adult and one or more children.

In addition, the SHARE Center should comply with federal Equal Access rules which require that (1) program policies ensure equal access is provided to individuals in accordance with the individual's gender identity, and in a manner that affords equal access to the individual's family and (2) program policies ensure that individuals are placed, served, and accommodated in accordance with their gender identity and are not subjected to intrusive questioning or asked to provide anatomical information or documentary, physical, or medical evidence of the individual's gender identity.

**Question 15: Are lengths of stay limited (for example some homeless shelters limit client stays to 90-180 days)? How long can the clients stay at the SHARE center?**

Response: The SHARE Center operates under Housing First principles. This means that there are no fixed limits on lengths of stay. The operator should assist participants to secure stable permanent housing as quickly as possible.

**Question 16: Is there currently a partnership with MCOE or other school district(s)? Are those partner(s) willing to work with new operator? What kinds of collaborations are in place, and what are we staffing within those collaborations? Are we expected to build new collaborations or building on what we already have? Are there any committed service providers?**

Response: The County and City only hold agreements with the SHARE Center operator. Any additional services would be independently contracted by the operator. It is critical that the County and City be kept informed of collaborations as they are implemented. Ongoing partnerships with other service providers that enhance service delivery to SHARE Center participants, such as MCOE or school districts, are appropriate and would be dependent on the selected providers' independent negotiation and available resources.

**Question 17: Is the operator responsible for all the meal services? What is the expectation for providing meal services: Pay another agency for weekend meals? Or work with local restaurants on one to two dinners a week?**

Response: See RFP, page 9. The Scope of Work states that the selected provider will “*coordinate the provision of 3 daily meals for participants. Food may be prepared on site or obtained pre-prepared from a meal vendor.*” Your response should describe how you propose to provide meals, and these costs should be included in your budget.

**Question 18: The RFP mentions “weekly orientation meeting” what are the meetings for? Guests?**

Response: This refers to regular meetings to orient new participants to the SHARE Center. The City and County also require the provider to participate in regular monthly meetings to coordinate SHARE Center operations.

**Question 19: What are the terms of transporting residents? Is there an expectation to transport people experiencing homelessness to the shelter? What is the definition of ‘transportation’? To and from where? Appointments, encampments, other? With what? Operator vehicles? Public transportation? Other? In addition to providing transportation to community services, is the operator expected to pick up and drop off clients to and from the shelter and various locations in town where homeless congregate daily?**

Response: See RFP, page 9. The Scope of Work states that the selected provider will “*Provide transportation to and from the SHARE Center and community services at regular intervals, 7 days a week.*” Your response should describe how you propose to provide these services and the costs should be included in your budget.

**Question 20: Are there vehicles available or do we need to lease/provide them?**

Response: Please assume that there are no vehicles available and budget accordingly.

**Question 21: Janitorial versus maintenance: What is expected to be provided? And what do they mean when they say “janitorial” versus “maintenance”? Is operator responsible for janitorial/cleaning as opposed to maintenance/repair or both? In other words, who is responsible for building maintenance and repairs? What is the definition of ‘site maintenance’? General upkeep? Landscapers? Plumbers? Other?**

Response: See attached Occupancy Exhibit from the current operator’s agreement with County as an example of the division of responsibilities.

**Question 22: What is the definition of ‘security’? Alarm company? Contracted onsite security guards? Other? Do we need to provide security? Or security system?**

Response: See RFP, page 8. The Scope of Work states that the selected provider will: “*provide on-site security 24 hours a day, 7 days a week and develop a protocol to ensure the safety of participants and staff and minimize impact on the neighboring community.*” Your response should describe how you propose to provide security and the costs should be included in your budget.

**Question 23: Are there storage spaces available? What/how much on-site storage is available for guests? How much is available for program storage needs?**

Response: There is very limited storage space available for guests. Each bunk set has a small cabinet/closet and a drawer. The operator also has access to two Conex units that DSS procured for supply storage.

**Question 24: Does City still facilitate plumbing?**

Response: See attached Occupancy Exhibit from the current operator’s agreement with County.

**Question 25: Are guests allowed to leave their belongings onsite and return to the shelter in the evening or do they check out each morning and check back in each evening? Are guests required to leave during the day except for case management and other service appointments? Do guests have 24-hour access to the shelter, or do they have to return to the shelter by a certain time? Are people allowed to keep their belongings or move them out? And to where?**

Response: The SHARE Center is a low barrier navigation center operated according to Housing First principles. The selected provider will be expected to establish a policy on access to the facility that ensures guests do not have to check out and in each day but rather are able to stay until such time as they secure housing. The policy should also specify any rules regarding access to the center during daytime hours. Low barrier navigation center programs generally allow guests 24-7 access to the facility.

**Question 26: The RFP mentions providing daytime access during the day for ‘sit, rest and/or recline’, but also says no-loitering. Which is it?**

Response: The center should be accessible for participants to use during the day. The operator should enact a “good neighbor policy” that respects the surrounding facilities and public spaces in the vicinity. The operator should prohibit loitering around the exterior of the facility when there is no clear service delivery taking place.

**Question 27: It's stated that 95% of participants should exit to known destinations. What qualifies as 'known destinations' for those exiting to homelessness? Regarding a known destination, do we need to know the exact location of the client’s return to homelessness? What is the data accuracy rate?**

Response: Exit Destination is a standard HUD data element. The selected provider is expected to be familiar with the HUD HMIS data standards and the local CoC’s HMIS policies and procedures. The selected provider will be expected to comply with the local CoC’s policies regarding data accuracy, as well as with AB977 HMIS reporting requirements.

**Question 28: The RFP states that the operator must “coordinate and administer participant satisfaction surveys shortly following intake and every six months thereafter. Does this refer to 6 months while they are guests or 6 months after they leave?**

Response: Please describe how you plan to gather input from participants during their stay at the SHARE Center. The selected provider is not expected to gather input from participants after they leave the SHARE Center.

**Question 29. What does minimizing impact to the community mean?**

Response: This refers to establishing and implementing a Good Neighbor Policy and delivering a program that minimizes the number of participants who return to homelessness.

**C. Budget**

**Question 30: Do we need to budget RRH funds, or will the contract already include it? Is rapid rehousing financial assistance an eligible budget line item? What are the expectations from the bidder with regards to that? The RFP mentions ‘managing a pool of medium-term rent subsidies to help people exit...’ and ‘managing a pool of funds for move-in assistance and housing...’ are these pools/funds provided by the City of Salinas to accompany the contract? If so, what are the available funds? Annually? It is understood (and appreciated) that the operator will manage and administer rapid rehousing funds. Are those funds part of this contract or a separate pot of funding? If part of this contract, how much is available for RRH? Will the pool of funds for flexible funds and rental assistance. Will they be provided by City and County? Or is provider supposed to raise those?**

**Response:** See RFP, page 13. “ Be sure to review all the activities in the scope as described in Section 5. The City and County expect the budget to include the costs of facility operations, support services, and direct participant expenses (i.e. rental assistance and move-in costs to help participants exit the SHARE Center).” Your budget proposal should include the costs of RRH funds. The City and County intend to provide funding to support rapid rehousing services, however, would expect to see the operator also invest in this need by engaging in fund raising and donation opportunities that would expand this pool and be free of any funding source restrictions.

**Question 31: How much has the city of Salinas contributed in the past? Q43: How much has been allocated in the past for this RFP? And how much is the current allocation?**

**Response:** This information is publicly available through Legistar.

**Question 32. How is the funding divided up between City and County? Does City cover certain types of costs versus County covering other costs? Or is it just 50/50?**

**Response:** Monthly finance meetings with the City and County will help guide this balance. Funding available for specific uses may differ by funding source and the County and City work together to share all costs.

#### **D. Proposal Elements and Submission Requirements**

**Question 33: The RFP refers to Exhibit B but is not included in the RFP. Where would I be able to locate it? Exhibit B was left blank, was that intentional?**

**Response:** Exhibit B on page 30 of the RFP is an attachment to the Agreement for Professional Services Template. This was left blank intentionally. The selected provider will negotiate an agreement with the City. During this process the final scope of work will be developed and included as Exhibit B of the agreement.

**Question 34: On page 13 of the RFP there seems to be a numbering glitch, with both Staffing and Management Plan AND Budget being numbered #5.**

**Response:** This is a typo in the RFP. Please make the Staffing and Management Plan Section 5a and the Management Plan 5b. Corrected numbering is provided in the Amended RFP issued 5/9/2024.

**Question 35: Attachment A Budget Table has a few words missing in certain cells: In 2nd row under Personnel has words missing. In 3rd row under Personnel has words missing about how to list benefits. Please advise.**

Response: This attachment is a pdf of an Excel workbook and some of the text was cut off. A corrected version of the attachment can be found in the Amended RFP issued 5/9/2024. The City is also posting the Excel workbook as an attachment.

**Question 36: On page 13, in section 7 (References) it says information should include "...agency/participant name, and contact information (name, address, and phone number of the person who can verify the information and provide a reference)." Please explain what agency/participant name means. I think you want the name of a reference, and who employs them (agency), and their contact info. Is that correct?**

Response: This is a typo. The language should read "agency/client name." This refers to the entity that hired the applicant to operate a comparable emergency shelter. This has been corrected in the Amended RFP issued 5/9/2024.

**Question 37: The Scoring Rubric on page 14-15 doesn't align quite with the Proposal Requirements as listed in the RFP.**

Response: The table below provides as crosswalk between the scoring rubric and the proposal elements.

Section	Criteria	Points	Relevant Proposal Sections
Cover Letter and Organizational Contacts	Detailed and complete	5	Section 1 (Cover Letter) and Section 2 (Organizational Contacts)
Organizational Experience	Applicant demonstrates all desired experience	15	Section 3 (Organizational Experience)
Shelter Operations	Applicant proposes robust plan for operation of the SHARE Center, demonstrating understanding of the activities required in the Scope of Work and a strong staffing and management plan.	15	Section 4 (Approach to Scope of Work) and Section 5a (Staffing and Management Plan)
Shelter Services	Applicant proposes robust plan for supportive services, demonstrating understanding of all services required in the Scope of Work.	20	Section 4 (Approach to Scope of Work) and Section 5a (Staffing and Management Plan)
Budget	Costs are appropriate and budget is adequate to support the proposed activities	15	Section 5b (Budget)
Community Partnerships and Engagement	Applicant demonstrates strong plan for working with partner organizations and ensuring positive relationships in the community.	10	Section 4 (Approach to Scope of Work), question d. (plan for regional partnerships and question e. (plan for good relations with the community)
Program Outcomes	Applicant commits to meet the proposed performance targets; or has provided acceptable	10	Section 5a (Staffing and Management Plan), question d (state whether you can meet

Section	Criteria	Points	Relevant Proposal Sections
	alternative performance targets.		the performance targets or would propose different targets).
References	References can verify information provided and provide a positive reference	5	Section 7 (References)
Data and Reporting	Operator demonstrates that they have the experience and knowledge to meet all data entry and reporting requirements.	5	Section 3 (Organizational Experience).
		<i>100 Total</i>	

**Question 37. Can we get the rubric cross walking requirements to scoring sooner? When will the Q&A come out?**

Response: The City will issue the Q&A document as soon as possible.

**E. Other Topics**

**Question 38. Is it correct to say that only people present in this bidder's conference are eligible applicants?**

Response: This is not correct. The bidder’s conference held May 6, 2024 was not mandatory. Organizations that did not attend may still apply.

**Question 39. When items are posted on the 9th, will everyone in this conference receive email notification?**

Response: Everyone who registered for the Bidder’s Conference will receive the amended RFP and the Q&A. It will also be published on the City’s website.

**RFP Amendments**

The amended RFP issued on May 9, 2024 incorporates the following changes:

- Number of beds in the facility is updated from 100 to 104 (page 3, 7, 8).
- Numbering of proposal sections corrected; Statements of Understanding added as proposal element; sections exempt from page limit clarified (page 12-13).
- City of Salinas contact person updated (page 1, 3, 11).
- Attachment A: Budget Table updated (this form is also now available on the website as an Excel workbook).
- Attachment D: Statements of Understanding – Exhibit Added.

**Additional Documents Posted:**

- Budget Table in Excel format
- Attachment D: Statements of Understanding Form



- Annual Reports on the SHARE Center
- Occupancy exhibit from current SHARE Center contract
- Floor plans of the SHARE Center showing office space