

ATTACHMENT A – COVER PAGE

Use this checklist to ensure that all items requested have been included.

	Items Completed	Page (s)
1.	Attachment A – Cover Page	1
2.	Attachment B – Statement of Certification	1
3.	Attachment C – Licenses, Permits, and/or Certifications	1
4.	Attachment D – Certification Regarding Debarment or Suspension; California Secretary of State Business Entity Registration	1
5.	Attachment E – Cost	1
6.	Attachment F – References	1
7.	Attachment G – Employment of Former County Officials	1
8.	Attachment H – Exceptions to RFP	1
9.	Attachment I – Public Records Act Exemptions	1
10.	Attachment J – Indemnification and Insurance Requirements Affidavit	1
11.	<i>*if applicable</i> Attachment K – Business Associate Agreement	N/A

Proposer Name: KEYS: Knowledge, Education for Your Success

Address: 680 S. Waterman Ave. San Bernardino, CA 94208

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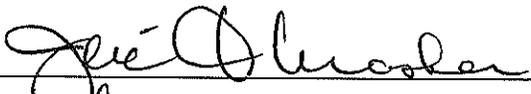
Federal Tax ID: 27-2536621

RFP Contact: Jeré Thrasher

Name of Authorized Representative: Jeré Thrasher, Ed.D

Title of Authorized Representative: Executive Director

By signing below, the individual acknowledges that he/she has the authority to bind the Proposer to the terms of the Proposal. The individual further acknowledges that he/she has read and understands the RFP, the contents of the Proposal and the Attachments, and attests to the accuracy of the information submitted therein.

Signature of Authorized Representative: 

Date: August 5, 2021

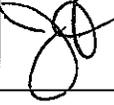
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4. ATTACHMENT B

STATEMENT OF CERTIFICATION

The following statements are incorporated in our response to San Bernardino County.

	Statement	Agree (initial)	Agree with qualification (initial and attach explanation)
1.	The offer made in the Proposal is firm and binding for nine (9) months from the date the Proposal is opened.		
2.	All aspects of the Proposal, including cost, have been determined independently, without consultation with any other Proposer or competitor for the purpose of restricting competition.		
3.	All declarations in the Proposal and attachments are true and that this shall constitute a warranty, the falsity of which will entitle the County to pursue any remedy by law.		
4.	Proposer agrees that all aspects of the RFP and the Proposal submitted shall be binding if the Proposal is selected and a Contract awarded.		
5.	Proposer agrees to provide the County with any other information the County determines is necessary for an accurate determination of the Proposer's ability to perform the Services as proposed.		
6.	Proposer, if selected will comply with all applicable rules, laws and regulations.		
7.	The RFP has been reviewed in its entirety and Proposer has no exceptions to any requirements, terms, or conditions, except as noted in Attachment H.		

5. STATEMENT OF EXPERIENCE AND QUALIFICATIONS

A. Applicant Information	
1.	Name of Applicant: KEYS
2.	Applicant's Legal Name: Knowledge, Education for Your Success, Inc.
3.	Address: 680 S. Waterman City: San Bernardino State: CA Zip: 92408
4.	Mailing Address (if different than above): City: State: Zip:
5.	Contact Person: Jeré Thrasher
6.	Title: Executive Director
7.	Contact Phone: 909-332-6388 or 951-818-9468
8.	Contact Email: jthrasher@keysnonprofit.org
B. Applicant Statement of Experience and Qualifications	
1.	Business name of the Applicant and type of legal entity such as corporation, partnership, etc. If Applicant is a business entity that must be registered with the California Secretary of State, Applicant shall provide the County the entity number assigned to it by the Secretary of State: Knowledge, Education for Your Success, Inc Nonprofit Corporation: 501(c)3 Entity Number: C32722749
2.	Number of years the Applicant has been in business under the present business name, as well as related prior business names. 13 years
3.	Do you have any commitments or potential commitments that may impact your ability to perform the Contract if awarded? If yes, explain. <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

6. ATTACHMENT C

LICENSES, PERMITS, and/or CERTIFICATIONS

TYPE (ie: License, Permit, Certifications)

EXPIRATION

Include DIR Registration No. of Contractor and Subcontractors

N/A	

9. PROGRAM DESCRIPTION

A. Brief Synopsis of the understanding of the county's needs

KEYS fully understands the county's need to expand outreach and engagement opportunities with a multi-agency/multidisciplinary approach. For nearly 8 years, KEYS has been conducting street outreach and engagement services, connecting housing and other necessary resources to individuals and families experiencing homelessness. In 2014, KEYS and the San Bernardino County Sheriff's HOPE Team collaborated to identify and engage all veterans who were literally homeless. The resulting list of veterans later became known as the Homeless Veteran Master List. Today, KEYS co-facilitates a weekly, by-name list for veterans. This process supports case conferencing, aids the CES in assigning veterans to providers, evaluates data that meets the national standards and benchmarks as well as targets those in housing search to track housing offers, document-ready status, and housing placements.

In 2020, KEYS was active in the emergency response efforts of Project Roomkey (PRK). KEYS hosted each virtual meeting and tracked the multiagency progress by updating the PRK list. This process made it evident that engaging those experiencing homelessness required a multidisciplinary/multi-agency approach to provide support, communication, and to identify strategies collectively in order to help participants achieve their housing goals.

The expertise with field outreach and adopting By Name Lists for both Veterans and PRK, demonstrates KEYS has the capacity to help facilitate a systems approach that drives outcomes. Collaboration and case conferencing have been the key ingredient in reducing the time of literal homelessness-to-housed of those we serve. Using our integrated technological systems, KEYS has recently added alerts, automations, and service counts, including housing offers, to the format of our outreach case load, providing real-time, at-a-glance information.

Applying a multi-agency/multidisciplinary field-based engagement model to the concentrated needs in the Central Valley Region will allow KEYS to exchange, expand, and deliver real results that can ultimately lead to the adoption of similar outreach models for each County region. This model establishes a Primary By-Name List of all those identified through the county and sorts them by region and other important categories such as Vi-SPDAT score, chronic status, pets, length of verified homeless, income, disability, senior, etc. This Primary By-Name List will guide the multidisciplinary team to identify eligible services and increase services such as access to health and mental services. Housing resources will be sent through reverse referrals or case conferenced with CES weekly.

KEYS outreach and engagement team will expedite critical time strategies to help guide in the following service-related activities: develop housing plans, screen for service, match towards resources, work towards document readiness, and provide direct services such as transportation, lodging, and short-term rapid rehousing assistance including housing navigation, move-in deposits, and direct stability assistance. All engaged participants will receive a Vi-SPDAT screening and be entered in the prioritization process within the coordinated entry system. KEYS to conduct prescreening and assessments. Our services ensure that each person is connected to

mainstream benefits, provided care coordination to access health care and mental health services, develops housing stability and support plans, and connects to housing programs such as rapid rehousing, affordable, and permanent supportive housing programs. Additional connections include, but are not limited to, HDAP, HHAP, ESG, and ERAP resources.

B. Detailed statement of proposed services

Overall Project Goal

To build a sustainable system of outreach and engagement that improves and expands direct services that lead to connection to housing services.

In order to build a comprehensive outreach and engagement system, the proposed system will adhere to all CES standards, adopt policies and procedures with committee review comprised of a multi-agency team (other existing providers), and confirm that the system supports a ‘No Wrong Door Approach.’ A No Wrong Door Approach is a process to ensure that the participants shall be served in the community of their choice thereby providing options to the participant, while taking into consideration the participant’s homeless status, type of emergency, long-term case management, and overall convenience to the participant.

This project will implement best practices of maintaining a Primary By-Name list, as defined by HUD. This Primary By-Name List will be comprehensive; collecting consents and appropriate data to help expedite the process to achieve housing placements. The list of every person in a community experiencing homelessness can be updated in real time to any assigned provider. The list will be used for Case conferencing on a weekly basis. Typical data collected includes name, homeless history, health, and housing needs.

Enhanced By Name List Process:

1. Equity can be assessed by using the Community Solution’s scorecard. The scorecard allows the following:
 - Community participation and coverage, ensuring that our community is capturing all adults experiencing homelessness, including people living without shelter, people living in shelters, people living in transitional housing, people without homes about to enter hospitals or jails, and people fleeing domestic violence.
 - Policies and procedures, ensuring that our communities have policies in place to accurately reflect people entering or exiting homelessness and to maintain timely and accurate data
 - Data infrastructure to track data points related to system-wide inflow and outflow and ensuring that the By Name List has the capacity to track critical population-based statuses in real-time, including age, household size, chronic homeless status, and veteran status.
2. Using web-based technology:

All persons identified in outreach through KEYS or any other entity will have access to add persons to the Primary By-Name List.

Prior to adding anyone to the Primary By-Name List, the following activities will be implemented: **1. Develop a primary release of information.** This is a signed consent of any person or Head of Household entering the Primary By-Name List. **2. Adopt all data elements to collect.** The foundational data elements are adopted by the USICH Master List Template and Benchmark Report Generation Tool.

This tool will be imported and enhanced in SmartSheet, Our Smartsheet platform meets all HIPAA compliance requirements. It is a web-based software service that supports collaboration and work management. It is used to assign tasks, track project progress, manage calendars, share documents, and manage other work, using a tabular user interface across multiple agencies and providers. All engagements can be tracked in real time, from any provider. The system can set up alerts, notifications, the status of documents needed, programs in which persons are screened, and much more.

This can be implemented similarly to the San Bernardino County Veteran By-Name List but will be enhanced by using real-time web-based system technology, providing data that be generated for evaluation, prioritization, equity, and reporting. Having a system-level data portal will demonstrate what resources are needed and what systems policies can be enhanced. For example, data on the primary by-name list can be compared to other data sets, such as PITC, or housing stock/costs, so that appropriate recommendations can be made. KEYS has the capacity to build a system that can easily create dashboards to illustrate how persons are moved through the system of inflow and outflow.

Smartsheet capabilities:



Interactive resource scheduling

Get a complete picture of all the moving parts by using availability sorting and custom filters to quickly see who's available and make quick adjustments



Powerful reporting capabilities

Visualize complex data to spot trends, interpret performance across the business, and plan for organizational growth



Cross-team collaboration

Share your work with team members and stakeholders in real time, from any device, to help make the best decisions, quickly.



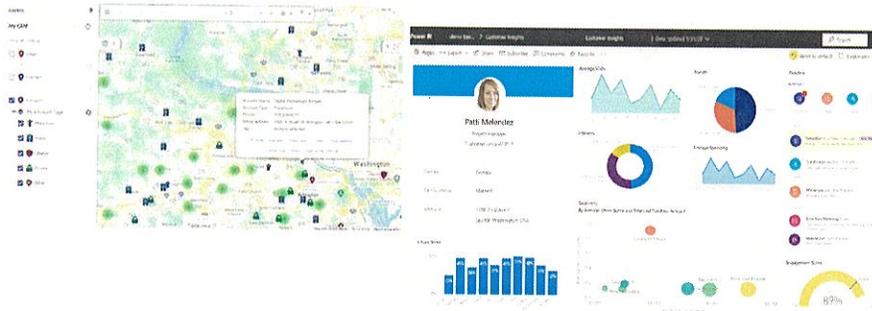
Portfolio management

Confidently schedule projects based on your team's capacity, and forecast the project pipeline to keep everyone in the know.

Smartsheet Samples:

Mapping for outreach and engagement

Dashboards for reporting and evaluation



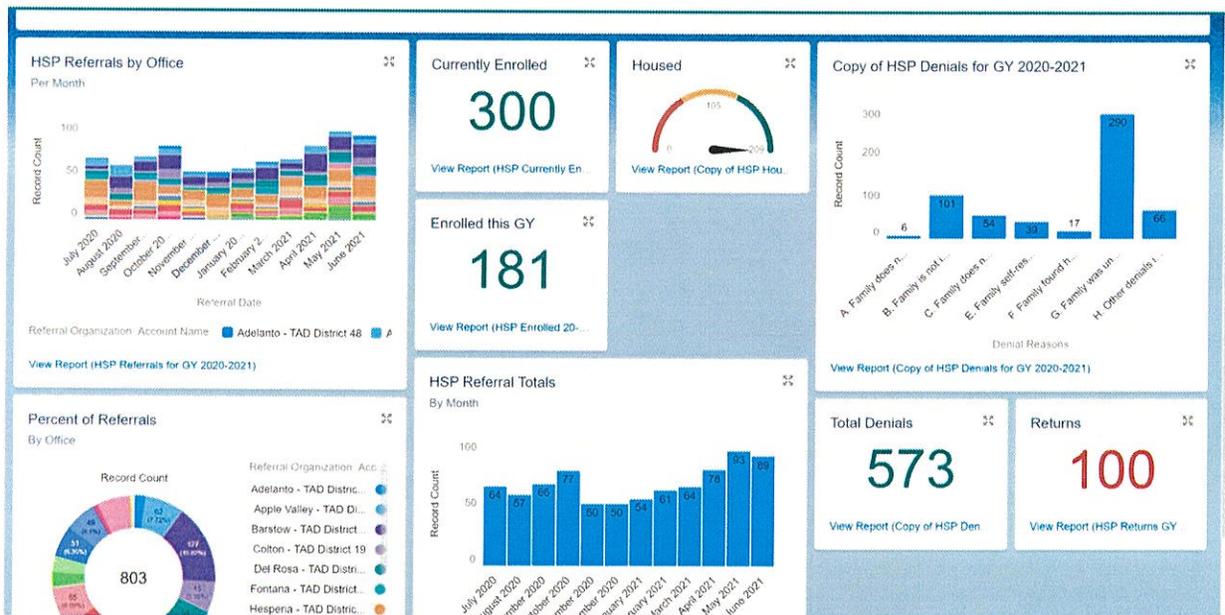
Project management for primary By-Name List

Status	Opportunity	Rep	Sales Stage	Est. Value	Dep	Exp. Close	Prob	Next Step	Product
Closed: 2				\$120,000					
Welder Worldwide	Bob	Closed	\$90,000	02/15/12	Home	Tracker 5500			
Cross Tyme Moving	Jenny	Closed	\$31,000	08/20/12	Negotiate maintenance c	Worldwide Closer			
High Probability: 7				\$140,000					
National Freight	Jim	Contract	\$55,000	07/12/12	Resolve contract	Global 2000			
Alaska Frontier	Jim	Needs Assess	\$25,000	05/28/12	Send References	Tracker 5500			
NW Logistics	Bob	Contract	\$21,000	08/24/12	Review multi-year financi	Tracker 5500			
Tinsel Town Tracking	Morgan	Contract	\$16,000	08/31/12	Explain Quote	Logistics Master			
Cordroy Shipping	Bob	Contract	\$14,000	05/03/12	Negotiate maintenance c	Tracker 5500			
Leessan Maverick	Morgan	Contract	\$13,000	08/31/12	Review multi-year financi	Worldwide Closer			
Gordon National Services	Morgan	Needs Assess	\$5,000	06/25/12	Re-engage	Tracker 5500			
Medium Probability: 4				\$160,000					
Tropic Ranger	Bob	Quote	\$90,000	05/09/12	Provide Reference	Logistics Master			
Atlantic Crossing	Jenny	Quote	\$49,000	08/11/12	Explain Quote	Tracker 5500			
Flipstone Corp	Morgan	Quote	\$12,000	06/09/12	Explain Quote	Global 2000			
Horizon Transport Inc	Morgan	Quote	\$9,000	05/09/12	Interview Field Personnel	Tracker 5500			
Low Probability: 8				\$210,000					
Queens Mass Moving	Jim	Quote	\$64,000	05/09/12	Talk with CFO	Tracker 5500			
Transland Shipping Corp	Jenny	Contract	\$57,000	07/16/12	Interview Field Personnel	Worldwide Closer			
Telestar Harato	Jim	Quote	\$27,000	04/29/12	Re-engage	Logistics Master			
Bob & Ted Inc	Morgan	Needs Assess	\$10,000	07/16/12	Send Proposal	Tracker 5500			

3. Evaluate existing data for reporting and case conferencing

As the data is being used, collaborative assessments can be conducted through the multidisciplinary team. Below is a sample of KEYS internal dashboards. Dashboards are used for evaluation, program planning, and compliance. Data is used to compare outcomes to standards in performance benchmarks.

Dashboards can be built to mirror the National Standards and Performance Benchmarks. Widgets can be added such as document readiness with the percent of completion, what is missing, number of days from last engagement, number of persons eligible by program for matching and prioritization, and case conferencing. This is a sample dashboard of an HSP rapid rehousing interactive Dashboard.



Inflow: the new people. When a person loses housing and enters into homelessness, they're part of what we call inflow. Inflow data points are:

- Newly identified: People new to homelessness
- Returned from housing: People who experienced homelessness before, got connected with housing, and now are homeless again
- Returned from Inactive: People who experienced homelessness before and exited to unknown destinations (left town, were institutionalized for 90+ days etc.), and now are homeless again

Actively homeless: the people without housing right now. People who are currently homeless are categorized as:

- Actively homeless (in contrast to persons whose current status is Housed or Inactive)

Outflow: the people who are no longer homeless. Outflow data points are:

- Housing placements: People who are connected to permanent housing

- Moved to inactive: People who exit out of homelessness without support from the homeless response system, such as finding their own housing, moving out of the community, or entering a long-term stay in an institution

- Outreach and Engagement

Goal: KEYS will serve as a field outreach team member of the multidisciplinary/multiagency group in coordination with the County's InROADS team.

Objective: screen for services and make recommendation that align with HUD prioritization standards:

- a. Perform field activities such as data entry, assessment, mapping
- b. Provide direct services, including transportation, to fulfil necessary document readiness
- c. Engage and stabilize the most vulnerable homeless individuals by placing them into shelter and housing or connecting with other available resources including employment services.
- d. Develop a Primary Active Working List for that can be filtered by region and other data elements.

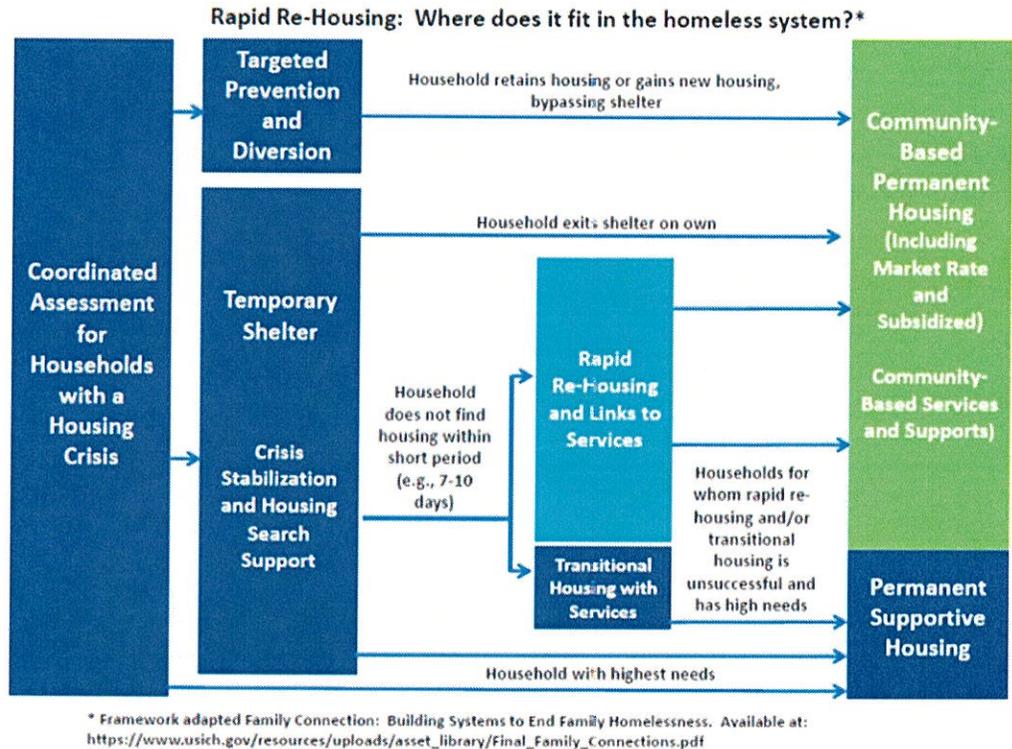
Housing First: KEYS programs and services align with the Housing First approach and fully promote the essential idea of Housing First: people's need for housing is a basic need that should be met as quickly as possible, without any preconditions. Understanding those in housing instability, the first plan of action is to remove the assumption that people should not be placed into housing until they have resolved personal issues, such as diagnosis and treatment of a disability or training in independent living skills. Conversely, a Housing First approach assumes that people should start with stable permanent housing. They may then choose to address other life issues. Our outreach attempts demonstrate and document all efforts, connections to resources and outcomes to housing placements. Engagements need to be consistent and coordinated in order to build trust. People with high levels of stress are less able to plan, choose, implement goals, and change behavior. Our outreach team is designed to help people or keep their *Housing First*, so that their stress levels can decrease, and they can avoid the many negative outcomes of homelessness such as job loss, poor school attendance/performance, the inability to follow medical regimens, and/or increased substance abuse. Participants are also more likely to be willing and able to choose to take steps toward longer-term stability.

In January 2019, the San Bernardino County Homeless Partnership ICH, adopted the Rapid Re-Housing Program Standards, Practices & Model Guidelines. The graph below demonstrates the intended practice to enhance the prioritization process. Using this process will show that the most vulnerable populations are receiving services.

This process will include:

- 1) Review past engagement history in HMIS,
- 2) Integrate prevention into CES through diversion at all stages of engagement, regardless of VISPDAT score,
- 3) Match to internal KEYS Rapid Rehousing Services, request reciprocal referral, if eligible.
- 4) Match to Shelter, if available,
- 5) Prioritize based on vulnerability,

- 6) All data sources can be filtered for case conferencing purposes and matching to available resources.
- 7) Those not matched will be prioritized on the active working list, by project type (RR, PSH).

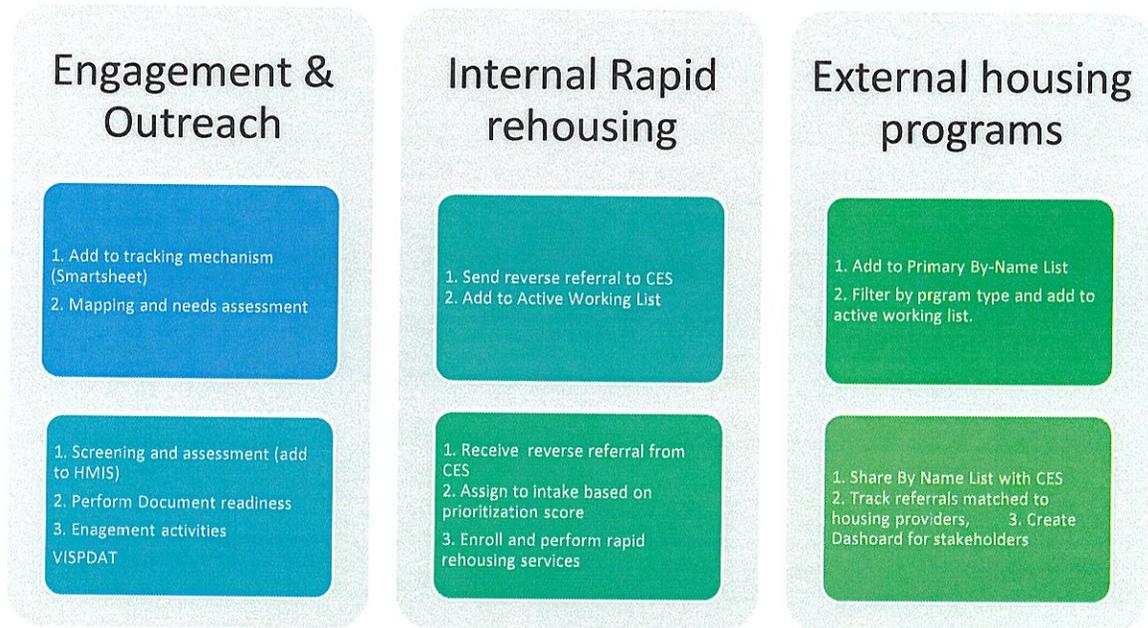


Improving the current homeless solution service system

In order to screen for programs and services, all outreach and engagement encounters will be categorized by program type: Shelter, Rapid Rehousing, Permanent Supportive Housing. This will be a tool CES can use to prioritize and assign accordingly.

Serving as one of the largest rapid rehousing providers in San Bernardino County, KEYS has been able to develop a comprehensive tracking system that aligns with HUD standards of an Active Working List. The Active Working List has all screening and assessment information in a centralized place.

This process can be mirrored for the community at large. Below is the process in which KEYS currently performs.



Housing Navigation

In order to achieve a goal to accept permanent housing, there needs to be a comprehensive understanding of available resources and strong landlord relations. KEYS has strong landlord relations, newly housing over 300 unduplicated households per year. Our navigation services include the following areas of housing navigation:

- **Tenant Screening Barriers:** Landlord's screen to reduce their risks of income loss due to non-payment of rent, property damage, or conflict between tenants and police calls. They look at an applicant's history to identify any patterns that suggest a higher risk due to any of these problems. KEYS participants usually have a troubled history with these risk factors which can make it more to exit homelessness however, our existing processes quickly identify barriers so that, no matter the program, e.g., VASH voucher, or other internal rapid rehousing programs, KEYS knows how to negotiate with and support landlords.
- **Assessments:** It is essential that staff assess the participant's history relative to their housing. What strengths have they already demonstrated in previous housing situations? What factors directly contributed to their loss of housing? How were they able to pay their rent? What barriers do they face in retaining or obtaining housing? Barriers include structural challenges, such as a poor employment or housing market, and personal barriers, such as insufficient income and a person's rental history if it includes evictions and unpaid rent.
- **Landlord negotiation,** including working with landlords to negotiate and ensure rent-reasonableness is one aspect of the navigation. Other pieces include getting the unit ready

for a successful housing inspection, processing move in stabilization assistance such as the security deposit, ordering beds, refrigerators, and other necessary items, and proactively seeking other community resources related to basic necessities to support the tenants' success.

All Housing Navigation Services

KEYS policies and procedures, assessment tools, training materials, and supervision standards are monitored by programs supervisors whose primary focus of assessment is the housing crisis rather than the program participant. The person is assessed, secondarily, in relation to his or her current and/or historic strengths and barriers, and how these will affect his/her ability to resolve the housing crisis. Critical housing barriers that the person cannot immediately or independently resolve will become the focus of program assistance.



Outreach and engagement activities

- Document ready: finding people where they are during field work takes organization, dedication, and consistent check-ins. Each participant engaged will be screened and includes the documents needed in order to achieve housing. A checklist is used to start the document collection for their file. This typically includes ID, birth certificate, proof of income, proof of disability, etc.
 - KEYS staff recognizes when persons have barriers and will advocate and/or help in the process for any necessary reasonable accommodations
- Housing Plan: A housing plan is time-limited and developed in partnership with the participant. It utilizes the participant's goals, strengths, and preferences to address critical

barriers to obtaining or retaining housing. It is updated, sometimes frequently, as action steps are completed and goals achieved, or as the household's circumstances change. The Plan is carefully designed to be achievable by including a limited number of realistic goals and reasonable action steps.

Tenancy Support/Housing Retention

KEYS understands some program participants may lack the means to pay housing costs and may not sufficiently understand the requirements of being a tenant. Ongoing case management before, during, and after being placed into housing is the key to participants staying housed after their program exit. To help participants work towards housing stability, participants must have some means to pay the rent and understand both the explicit and implicit requirements of their lease. KEYS routinely reviews tenancy with participants to increase their awareness. For example, by reading the lease with them and checking for clarity, especially surrounding common and vague lease terminology such as "quiet enjoyment," that may be related to their responsibility to control their noise, children, guests, and trash, allows the tenant to understand how to meet their expectations as a tenant, ultimately improving the landlord/tenant relationship and providing additional insurance that the tenant may be able to successfully make and respond to complaints by other tenants and/or the landlord. Violating lease requirements can lead to eviction or to non-renewal of their lease. Once housing barriers are assessed, KEYS may seek to assess issues and identify other service needs. Information related to issues not directly related to obtaining or maintaining housing, such as mental health concerns, would be collected and assessed in a manner that informs service referral and linkage. In our progressive, housing crisis-focused approach, such issues are assessed briefly and often after the immediate housing crisis is resolved.

Case Management

All services include an assessment of basic need, transportation to obtain or access mainstream and/or medical appointments, including linkage to job placement agencies. Case management is a core service that is connected to a housing and support plan. Working on behalf of at-risk and homeless populations, KEYS staff can expect to routinely work with landlords, secure benefits and/or employment, access legal services, and credit counseling on behalf of their participants.

The following practices are applied in case management:

- Progressive engagement: KEYS wraps services through a connected/not connected tracking system. Through assessments, KEYS staff understands how participants can succeed (or fail) at behavior change—and how crisis affects this. People in crisis are frequently unwilling or unable to make the life changes that a case manager believes are necessary. Most often, this means scaling back expectations that people will be able to make multiple or significant life changes during a crisis.
- Critical Time Intervention: CTI is an empirically supported, time-limited case management model designed to prevent homelessness.

Three Phases of Critical Time Intervention

<ul style="list-style-type: none"> • Engage client • Assess client strengths and needs • Establish Housing Stability Plan • Provide emotional support as needed • Identify and begin linkage to services and supports 	<ul style="list-style-type: none"> • Continue assessment of strengths and needs • Evaluate support network elements • Adjust supports as needed • Encourage client self-advocacy to social supports and resources 	<ul style="list-style-type: none"> • Assume monitoring role • Ensure secure connections to services and supports • Terminate relationship
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- Trauma-Informed Care. Trauma-informed care is based on an understanding of the vulnerabilities or "triggers" for trauma survivors that traditional service delivery approaches may exacerbate. The intent is for these services and programs to be more supportive of, and avoid re-traumatization of the participants. Homelessness and housing crises can be traumatic for some, and some participants may have had earlier trauma experiences. For many, this may not be an issue, but there is value to being knowledgeable about the impact of trauma and how to respond to survivors.
- Motivational Interviewing. Motivational interviewing is a semi-directive, participant-centered assessment and counseling approach for eliciting behavior change by helping participants based on an understanding of their present state relative to making the desired change (i.e., "stages of change"). It can be helpful in encouraging participants to consider changes in their budgeting, conflict management or other areas that affect their housing stability.

KEYS staff guides each participant in developing an individualized housing and support plan. Housing Plans outline each action steps specific to the goal and specify who is responsible for each step, staff or participant, so that the status can be updated during the next meeting. All action steps include a target date for achievement. Plans also identify when a progress review and update will occur and are revised as needed until goals are met. Some participants are eager to agree to multiple action steps however, KEYS staff encourages them to take small, realistic steps such as obtaining an ID so the process avoids a "false hope syndrome," which becomes apparent when the participant is unable to follow through with the plan, often due to the continued stress caused by lack of housing. This requires a skill to manage participant self-expectations without reducing motivation. Housing plans are known to be most effective at resolving a housing crisis if it covers housing goals and reasonable, achievable steps rather than an assortment of goals across many life areas.

- Special Requirements

Agency Experience

KEYS is the largest rapid rehousing program in San Bernardino County securing housing for nearly 300 households in newly housed placements each year and continuous support for an additional 300 households of those we have stabilized. KEYS program continues to achieve all NAEH standards of rapid rehousing. Our approach allows KEYS to maintain successful housing placements and to meet or exceed housing targets in all contracts. In 2020, all outreach and housing services were upheld with little interruption, even with the Governor's orders of a Shelter in Place. As a provider in San Bernardino County, KEYS strong capacity is demonstrated by its well-trained, sector-specific staff, built comprehensive infrastructure, integrated technology, and existing partnerships with landlords.

- Performance Benchmark #1: Reduce the Length of Time Program Participants Spend Homeless

KEYS meets the rate of average time from enrolled-to-housed at within 30 days for all programs

- Performance Benchmark #2: Permanent Housing Success Rates

KEYS exceeds this benchmark by having over 80% of participants achieving permanent housing as the exit destination in HMIS.

- Performance Benchmark #3: Returns to Homelessness

KEYS has a very low rate of recidivism. Only 5.5% of those housed have a return to homeless one year post-exit. Our HMIS documented low recidivism rate of 5.5% is well below the national standard of 15%.

We have developed a hub of expertise in areas related to Diversion, Outreach and Engagement, Case Management, Services Coordination, Landlord Recruitment, and Retention. KEYS success is noted by the quality of services that are beyond transactional. California Department of Social Services has increased the HSP contract each year since 2015. This project allows innovations and best practices to enhance our strategies in the following areas:

Building on community response: This success is built on our organizational structure, capacity, and ability to integrate best practices into the delivery of services. KEYS can mirror success from the Housing Support Program into other rapid rehousing programs internally. Recently, KEYS was awarded three regional grants under HHAP that are targeted to aid seniors from Project Room Key through a program that supports a shallow subsidy. Each year, KEYS continuously builds capacity and receives additional funds.

Collaboration:

Working in partnership with other providers has been a key to our program success. Leveraging existing funds has been an effective strategy in stabilizing families throughout San Bernardino County's Continuum of Care. This approach has improved access to homeless services, critical time intervention with providers, gap-fill support related to housing stability, and even emergency housing solutions when a shelter bed is unavailable.

It is our practice to screen referrals to identify any potential for a collaboration or braiding of funds with other agencies, programs, or resources. Leveraged services require a detailed and coordinated plan between agencies to avoid duplication of services and create a clear expectation of who is responsible as outlined in the initial housing plan for the family. This approach demonstrates that KEYS can assist the County to address a need, or gap, in service, reduce crisis, and ultimately serve more families experiencing homelessness.

- Staffing

KEYS can and will expand its current staff to have in place all required positions and duties as described in the RFP.

Existing KEYS staff already meet the essential expertise and skills. All new hires participate in an onboarding training that includes housing first, motivational interviewing, and trauma informed care practices.

KEYS will hire a FTE Outreach Manager and 12 FTE direct service staff for this project. Staffing structure includes four housing navigators, four case managers, and four outreach staff. Each staff member is cross trained and can deliver services as it relates to housing stability.

This is a successful model that engages individuals in the field, performs necessary documents readiness, and connection to mainstream services. Housing is being collected in inventory choice availability that can be offered virtually or in person. All served participants will be added into HMIS with distinct service activities. Housing and wellness engagements include connection to health and mental health services, increasing access to care.

This proposed project will meet the needs of the staffing requirements as outline in the RFP.

- Administrative requirements

Our Existing Fiscal and Administrative Capacity

- 1) KEYS capacity to operate services on a reimbursable basis.
- 2) Monitoring and reporting is conducted through review of data and generated dashboards.
- 3) Ability to demonstrate strong internal controls and backup for all reimbursable line items.
- 4) Forecasted spending allocations that align with best practice costs per participant.

- 5) Maintained strong performer status by CDSS since 2015 in rapid rehousing benchmarks scoring criteria.
- 6) KEYS meets all HUD audit performance standards.
- 7) No audit findings from program, external, internal, or third-party reviews.
- 8) Our data quality review meets HMIS requirements across all programs.
- 9) Internal checkpoints and automations on any potential missing data elements are built in/scheduled.
- 10) Our ability and willingness to share real time dashboards with stakeholders, landlords, and funders.

Data Systems Capacity: HMIS, Salesforce and SmartSheet

- 1) Guaranteed data quality and data protection. All data is entered into each system within the required timeframe. Internal review of data quality is performed on a regular basis. All data systems are kept confidential through HIPPA protection.
- 2) Ability to perform other data requirements such as entering records into ESRI, or collecting Release of Information from Participants.
- 3) KEYS submits timely reports, and our data adheres to data quality measures in HMIS.
- 4) KEYS reviews data from an equity lens.

Program Capacity:

- 1) Our ability to understand the customer timeline and advocate to advisory board on any impediments.
- 2) KEYS advocacy and connection to resources.
- 3) Adopted Housing First practices in 2013.
- 4) Developed a primary list to facilitate the case conference process among providers.
- 5) We are trained in Housing First, Vi-SPDAT, Motivational Interviewing, SOAR certified, Trauma Informed Care, Critical Time Intervention, Diversion, Rapid Exit, Cultural Competencies, and Strengths-based approaches. Our ability to become LEAP certified.
- 6) Provide transportation to assist with document readiness.
- 7) Established connection to services such as employment.
- 8) Successful connection to mainstream benefits and affordable housing.
- 9) We utilize housing navigation and individualized plans through case management.
- 10) Performs street outreach with proven results in housing placements.
- 11) Ability to service the target goal of 100 unique individuals and make placements that align within the grant term.
- 12) Ability to project participant slots and funding allocations within specified timeframes
- 13) Strong landlord relations through housing support agreements
- 14) Ability to be mobile using technology and required apps.

C. Explanation of any assumptions or contracts

KEYS meets the essential expertise and skills as required to perform all services and serve the number of homeless identified as outlined in the request for proposal. KEYS is considered a strong performer in all core components of Rapid Rehousing through it demonstrated capacity, system outcomes, and financial auditing. A No-Wrong-Door approach is applied to all engaged persons through a documented screening process. Even if the individual is not eligible for a KEYS program, the engagements are tracked in Salesforce, our case management system, along with the resources provided.

11. ATTACHMENT D

CERTIFICATION REGARDING DEBARMENT OR SUSPENSION; CALIFORNIA SECRETARY OF STATE BUSINESS ENTITY REGISTRATION

In compliance with contracts and grants Contracts applicable under the U.S. Federal Awards Program, the following certification is required by all Proposers submitting a response to this RFP:

1. KEYS certifies, to the best of its knowledge and belief, that neither the Proposer nor its Principals are suspended, debarred, proposed for debarment, or declared ineligible for the award of contracts from the United States federal government procurement or nonprocurement programs, or are individually or collectively listed as such in the United States General Services Administration's System for Award Management (SAM) website (www.sam.gov).
2. KEYS certifies, to the best of its knowledge and belief, that neither any subcontractor listed in its Proposal, nor subcontractor's Principals are suspended, debarred, proposed for debarment, or declared ineligible for the award of contracts from the United States federal government procurement or nonprocurement programs, or are individually or collectively listed as such in the United States General Services Administration's System for Award Management (SAM) website (www.sam.gov).
3. KEYS certifies "Principals," for the purposes of this certification, meaning officers, directors, owners, partners, and persons having primary management or supervisory responsibilities within a business entity (e.g., general manager, plant manager, head of a subsidiary, division, or business segment, and similar positions).
4. KEYS certifies immediate written notice to the Purchasing Agent if, at any time prior to award, the Proposer learns that this certification was erroneous when submitted or has become erroneous by reason of changes in circumstances.
5. This certification is a material representation of fact upon which reliance will be placed when making the award. If it is later determined that the KEYS rendered an erroneous certification, in addition to other remedies available to the San Bernardino County government, the County may terminate the Contract resulting from this RFP for default.

6. KEYS affirms that neither it, nor any subcontractor listed in the Proposal, has any recent unsatisfactory performance with the County during the past twenty-four (24) months at a minimum.

7. KEYS also certifies that if it or any of the subcontractors listed in the Proposal are business entities that must be registered with the California Secretary of State, they are registered and in good standing with the Secretary of State.

12. ATTACHMENT E – COST

	Budgeted Amount	Budget %
I. RENTAL FINANCIAL ASSISTANCE: rental related, move-in assistance, etc.	\$816,000.00	41%
II. GAP & LEVERAGE ASSISTANCE: emergency motel, direct financial assistance	\$544,000.00	27%
<u>Total Financial Assistance</u>	<u>\$1,360,000.00</u>	<u>68%</u>
III. CASE MANAGEMENT	\$340,000.00	17%
IV. ADMINISTRATIVE	\$300,000.00	15%
TOTAL PROGRAM EXPENSES	\$2,000,000.00	100%

Budget Summary by Category		
Gap/prevention/outreach/diversion:	\$1,360,000.00	68%
Case Management:	\$340,000.00	17%
Admin & technology:	\$300,000.00	15%
Total:	\$2,000,000.00	100%

13. ATTACHMENT F - REFERENCES

Name of Agency	Contact Name/Address	Phone Number	Dates services provided (from/through*)
San Bernardino County Transitional Assistance Department	Gilbert Ramos 860 E. Brier Drive San Bernardino, CA 92415- 0520	909-388-0245	January 1, 2015-Present
San Bernardino County Department of Aging and Adult Services	Roxanne Young 784 E Hospitality Ln, San Bernardino, CA 92415	909-948-6208	July 1, 2019 -June 30, 2021
San Bernardino County HEAP contract	Claudia Doyle <i>Human Services</i> <i>Office of Homeless Services</i>	909-501-0617	July 1 2019- May 31, 2021
Department of Veteran Affairs	Pulliam, Maxine LV. Maxine.Pulliam@va.gov Regional Coordinator	Email only	October 2013-Present
HUD CoC contracts	Michael Kovalsky Los Angeles Field Office 300 North Los Angeles Street, Suite 4054 Los Angeles, CA 90012	213-534-2566	July 2015 - Present

Provide a minimum of three (3) customer references Proposer has contracted with, providing the same service as requested in this RFP.

*Enter "Present" if still providing the services (Example: 10/08/13 - present).

15. ATTACHMENT H – EXCEPTIONS TO RFP

CONTRACTOR NAME KEYS

ADDRESS 680 S. Waterman. Ave San Bernardino, CA 92408

TELEPHONE# (909) 332-6386 (909) 736-0263

I have reviewed the RFP in its entirety and have the following exceptions: (Please identify and list your exceptions by indicating RFP, the Section or Paragraph number, and Page number, as applicable. Be specific about your objections to content, language, or omissions. Add as many pages as required.)

No exemptions

16. ATTACHMENT I – PUBLIC RECORDS ACT EXEMPTIONS

PROPOSER NAME KEYS

ADDRESS 680 S. Waterman Ave. San Bernardino Ca 92408

TELEPHONE# (909) 332-6386 FAX # (909) 736-0263

Proposer requests that specific portions of the contents of this Proposal be held confidential and not subject to public disclosure pursuant to the Public Records Act. The specific portions are detailed below: (Please identify and list your exemptions by indicating the Section or Paragraph number, and Page number, of the Proposal where the content is contained.) **Each stated exemption must include a citation to supporting legal authority, including statutory authority or case law, to support exemption from the Public Records Act. Requested exemptions that does not meet the requirements of this section will not be considered.**

No Exemptions

ATTACHMENT J - INDEMNIFICATION AND INSURANCE REQUIREMENTS AFFIDAVIT

**THE PROPOSER'S INSURANCE COMPANY(S) OR INSURANCE AGENT MUST COMPLETE THIS FORM
AND
THE PROPOSER MUST SUBMIT THIS COMPLETED AFFIDAVIT WITH THE PROPOSAL.**

I, the undersigned (Please check one box) underwriter agent/broker, certify that I and the Proposer listed below have jointly reviewed the "Insurance Requirements" in this Request for Proposal (RFP). If the County of San Bernardino ("County") awards the Proposer the Contract for this project, I will be able—within fourteen (14) calendar days after the Proposer is notified of the Contract's award—to furnish the County with all the required, insurance certificate(s) and endorsement(s) as specified in Section X, Paragraph B. Indemnification and Insurance Requirements.

<u>Emplicity Insurance Services, Inc.</u>		<u>7/21/2021</u>	
Insurance Broker / Agency Name		DocuSigned by: Date	
<u>Ronald Santos</u>		<u>Ron Santos</u> <u>7/21/2021</u>	
Insurance Broker's / Agent's Name (Printed)		Insurance Broker's / Agent's Name (signature)	
<u>9851 Irvine Center Drive, Suite 200</u>	<u>Irvine</u>	<u>CA</u>	<u>92618</u>
Address	City	State	Zip Code
<u>(877)476-2339</u>	<u>(714)230-4773</u>	<u>rsantos@emplicity.com</u>	
Telephone Number	FAX Number	Email Address	

Knowledge Education for Your Success, Inc. RFP No. 20-06/Homeless Street Outreach and Engagement et al
Proposer's Name County RFP Name and Number

Below State the Name of Insurance Company Providing Coverage:

DO NOT write "Will Provide," "To Be Determined," "When required," or similar phrases.

<u>Commercial General Liability</u>	<u>Automobile Liability</u>
<u>State Compensation Insurance Fund</u>	<u>Professional Liability</u>
<u>Workers' Compensation Liability</u>	<u>Cyber Liability</u>
<u>Pollution Liability</u>	
<u>Sexual Abuse Liability</u>	

[NOTE TO PROPOSER: See Section X, Paragraph B. Indemnification and Insurance Requirements, for details on the basic requirements and types of insurance for this agreement.]

NOTE TO THE UNDERWRITER / AGENT-BROKER: If the insurance forms that the Proposer submits to the County do not fully comply with the Insurance Requirements, and/or if the Proposer fails to submit the forms within the 14-day time limit, the County may: (1) declare the Proposer's Proposal non-responsive, and (2) award the Contract to the next highest ranked Proposer.

If you have any questions about the Insurance Requirements, please contact Mr. Rafael Viteri, County of San Bernardino - Risk Management Department, at (909) 386-8730 or via e-mail rviteri@rm.sbcounty.gov (Please provide name of RFP with your email question(s)).

ATTACHMENT J - INDEMNIFICATION AND INSURANCE REQUIREMENTS AFFIDAVIT

**THE PROPOSER'S INSURANCE COMPANY(S) OR INSURANCE AGENT MUST COMPLETE THIS FORM
AND
THE PROPOSER MUST SUBMIT THIS COMPLETED AFFIDAVIT WITH THE PROPOSAL.**

I, the undersigned (Please check one box) underwriter agent/broker, certify that I and the Proposer listed below have jointly reviewed the "Insurance Requirements" in this Request for Proposal (RFP). If the County of San Bernardino ("County") awards the Proposer the Contract for this project, I will be able—within fourteen (14) calendar days after the Proposer is notified of the Contract's award—to furnish the County with all the required, insurance certificate(s) and endorsement(s) as specified in Section X, Paragraph B. Indemnification and Insurance Requirements.

<u>HUB International Insurance Services, Inc.</u>		<u>7/19/2021</u>	
Insurance Broker / Agency Name		Date	
<u>Shannon Lopez</u>			
Insurance Broker's / Agent's Name (Printed)		Insurance Broker's / Agent's Name (signature)	
<u>3390 University Ave., Ste. 300</u>	<u>Riverside</u>	<u>CA</u>	<u>92501</u>
Address	City	State	Zip Code
<u>909-379-1308</u>	<u>909-543-4222</u>	<u>shannon.lopez@hubinternational.com</u>	
Telephone Number	FAX Number	Email Address	

<u>Knowledge Education for Your Success, Inc.</u>	<u>RFP No. 20-06 / Homeless Street Outreach and Engagement et al</u>
Proposer's Name	County RFP Name and Number

Below State the Name of Insurance Company Providing Coverage:

DO NOT write "Will Provide," "To Be Determined," "When required," or similar phrases.

<u>Nonprofits' Insurance Alliance of California, Inc.</u>	<u>Nonprofits' Insurance Alliance of California, Inc.</u>
<u>Commercial General Liability</u>	<u>Automobile Liability</u>
<u>Workers' Compensation Liability</u>	<u>Professional Liability</u>
<u>Pollution Liability</u>	<u>Cyber Liability</u>
<u>Nonprofits' Insurance Alliance of California, Inc.</u>	** See insurance deficiencies on separate email **
<u>Sexual Abuse Liability</u>	

[NOTE TO PROPOSER: See Section X, Paragraph B. Indemnification and Insurance Requirements, for details on the basic requirements and types of insurance for this agreement.]

NOTE TO THE UNDERWRITER / AGENT-BROKER: If the insurance forms that the Proposer submits to the County do not fully comply with the Insurance Requirements, and/or if the Proposer fails to submit the forms within the 14-day time limit, the County may: (1) declare the Proposer's Proposal non-responsive, and (2) award the Contract to the next highest ranked Proposer.

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