



## **REQUEST FOR PROPOSALS**

**FOR**

### **Family Preservation Services (FPS) - Statewide**

**Non Mandatory Bidders Conference: March 1, 2017 at 10:30AM**

Place: DCF Professional Center, 30 Van Dyke Avenue, New Brunswick, NJ  
08901

**Questions** will be accepted in advance of the Non- Mandatory Bidder's  
Conference until **February 28, 2017 at 12:00PM**

**Up to \$10,500,000 available**

**Bids are due March 29, 2017 at 12:00PM**

Allison Blake, PhD., L.S.W.

Commissioner

February 6, 2017

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## **Funding Agency**

State of New Jersey  
Department of Children and Families  
50 East State Street,  
Trenton, New Jersey 08625

### **Special Notice:**

Potential Bidders may attend a **Non-Mandatory Bidder's Conference** on **March 1, 2017 at 10:30 AM**-DCF Professional Center, 30 Van Dyke Avenue, New Brunswick, NJ 08901. **Questions** will be accepted in advance of the Bidder's Conference until **February 28, 2017 at 12PM** by providing them via email to [DCFASKRFP@dcf.state.nj.us](mailto:DCFASKRFP@dcf.state.nj.us) Technical inquiries about forms and other documents may be requested anytime.

## **Section I – General Information**

### **A. Purpose:**

The New Jersey Department of Children and Families' (DCF) announces the availability of up to \$10,500,000 in funding for the purpose of providing intensive Family Preservation Services (FPS) to a subset of families involved with DCF's Division of Child Protection and Permanency (CP&P) across all 21 counties. This RFP is open to existing FPS providers as well as new providers. Applicants must identify the county (ies) they are applying for on the county checklist (**Exhibit E**). It is only necessary to submit one proposal; however the applicant must submit a separate budget for each county for which it is applying to provide service.

**Special Note:** Existing providers must apply through this competitive process in order to be considered as an applicant to provide this service. If an existing program does not apply or its application is not awarded funds, a transition plan will be developed.

This RFP invites eligible providers to submit proposals for the purpose of awarding funds through an open competitive process to for-profit and non-profit providers and universities (state and private). Joint proposals may be submitted, but a lead agency must be identified; if selected, DCF's contract will be with the lead agency. Awardees are charged with: 1) implementing the New Jersey Family Preservation Model (NJ FPS), which supports families who have open child welfare cases and meet the eligibility requirements of the NJ FPS model; and 2) implementing FPS Step-Down program, which provides continued care to families that require extended services to eliminate or further reduce the risk of out of home placement. The minimum level of service requirement is provided for each county in **Exhibit F**; funds awarded shall be used to meet those levels of service during the contract year.

### **B. Background:**

The Department is charged with serving and safeguarding the most vulnerable children, women and families in the State and ensuring service delivery is directed

towards their safety, protection, permanency, and well-being. Our vision is to “ensure a better today and even greater tomorrow for every individual we serve,” and our mission is to “ensure the safety, well-being, and success of New Jersey’s children and families.”

The removal of children from their homes can have devastating effects across multiple domains of functioning including physical health, cognitive and academic functioning and social-emotional well-being.<sup>1,2</sup> For many children and youth, evidence suggests out-of-home placements with multiple moves, long stays, and unstable family ties are linked to poor adult outcomes including lower earnings, increased involvement with the criminal justice system, and increased risk of health and mental health issues including post-traumatic stress.<sup>3</sup> While substitute care provides necessary safety and support for some children, there is general agreement that most children fare better in their own homes with appropriate support services in place.

For over three decades, the child welfare field has turned to Family Preservation Services to reduce the out-of-home placement of children and strengthen families.<sup>4</sup> The family preservation movement began in the United States with the passage of the Adoption Assistance and Child Welfare Act of 1980, requiring states to prove “reasonable efforts” had been made to prevent the removal of children from their homes. Adjustments were later made to the legislation leading to the enactment of a Family Preservation and Support Services Program as part of the Omnibus Budget Reconciliation Act of 1993, defining services to be targeted to preserve and support families.

Stabilizing children in their own homes and keeping families intact allows for the strengthening of families, the development of positive coping skills, the reduction of out-of-home placement and its associated trauma, and increased savings resulting from such reductions in out-of-home care. In fact, outcome studies for Family Preservation Services offer evidence the intervention is effective in reducing out-of-home placement and can lead to subsequent cost benefits when implemented with model fidelity. With appropriate targeting of families, FPS can divert over 90% of children from out of home placement.<sup>5</sup>

FPS has also been shown to have positive impacts on child safety, family functioning, and reducing the cost of out-of-home placement. FPS programs utilize

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<sup>1</sup> Lawrence, C., Carlson, E., & Egeland, B. (2006). The impact of foster care on development. *Development and Psychopathology*, 18, 57-76.

<sup>2</sup> James, S., Landsverk, J., & Donald J. S. (2004). Placement Movement in Out-of-Home Care: Patterns and Predictors. *Children and Youth Services Review*, 26(2): 185-206.

<sup>3</sup> Courtney, M., Dworsky, A., Brown, A., Cary, C., Love, K., & Vorhies, V. (2011). *Midwest evaluation of the adult functioning of former foster youth: Outcomes at age 26*. Chicago, IL: Chapin Hall at the University of Chicago.

<sup>4</sup> Martens, P. (2009). *IFPS Toolkit: A Comprehensive guide for establishing & strengthening Intensive Family Preservation Services*. Retrieved from [http://www.nfnp.org/Portals/0/Documents/ifps\\_toolkit.pdf](http://www.nfnp.org/Portals/0/Documents/ifps_toolkit.pdf).

<sup>5</sup> Kirk, R. S & Griffith, D. P. (2007). *An Examination of Intensive Family Preservation Services*. Retrieved from <http://nfnp.org/preservation/who-benefits-from-ifps>.

the North Carolina Family Assessment Scale (NCFAS) to assess family functioning across multiple domains, and research has shown improved functioning across several domains of the tool when reviewing pre- and post- intervention scores for families receiving FPS. Furthermore, in any child welfare system, limited resources must be purposefully allocated with consideration given to the efficacy of services. States historically spend significantly more funding for children in care when compared to preventative services. In FY 2014, states spent over 3 billion dollars in Title IV-E funding on foster care, compared to only 5.7 million dollars in Title IV-B preventative and reunification funding.<sup>6</sup> Allocating funds for preventative services such as FPS not only leads to long term positive outcomes for children by keeping their families together, but can also lead to significant cost savings for child welfare, health, criminal justice, and education systems.

### **NJ Family Preservation Services**

In NJ, Family Preservation Services are defined as an intensive, in-home family education and crisis intervention program. Contracted providers offer FPS services to families whose children are at imminent risk of placement or are being prepared for reunification, as determined by CP&P. Through contracts with community-based providers, DCF currently funds FPS programs in each of New Jersey's 21 counties.

Each NJ FPS program is grounded in the following objectives:

- (1) The prevention of out-of-home placement by enhancing family functioning and problem solving;
- (2) The development of appropriate crisis management and parenting skills;
- (3) The provision of services to families as needed, including transportation, emergency financial assistance for food, clothing, housing, family counseling, and substance abuse treatment; and
- (4) The development of linkages with service networks and community resources.

In a 12 month follow-up of children served by NJ FPS programs, in FY 2015, 100% were successfully tracked, and 91% of children were either at home or in another stable living arrangement. Additional information about NJ FPS and program outcomes can be found in the annual report at: [http://www.nj.gov/dcf/news/reportsnewsletters/dcfreportsnewsletters/FY16\\_FPS.Annual.Report.pdf](http://www.nj.gov/dcf/news/reportsnewsletters/dcfreportsnewsletters/FY16_FPS.Annual.Report.pdf).

### **NJ FPS Moving Forward**

A key pillar of the Department's strategic plan is to ensure the integrity and quality of DCF's system of care, with priority placed on transitioning the service array to evidence-supported programming. Over time, the Department seeks to have clearly defined models of core CP&P services such as FPS, coupled with appropriate implementation support and ongoing evaluation.

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<sup>6</sup> Rosinsky, K. & Connelly, D. (2016). *Child Welfare Financing SFY 2014: A survey of federal, state, and local expenditures*. Retrieved from <http://www.childtrends.org/wp-content/uploads/2016/10/2016-53ChildWelfareFinancingSFY2014.pdf>.

## **C. Services to be Funded:**

The NJ FPS model is designed to keep children safe, strengthen families, prevent out-of-home placement and safely reunify children with their family. NJ FPS provides intensive, in-home crisis intervention, counseling, and skill-building for families with children at imminent risk of placement or in placement and in need of intensive services to support reunification. NJ FPS is an evidence-supported model/promising practice, showing evidence of effectiveness through the current data being collected by DCF. It is anticipated that these funds shall be rebid within the next five (5) years.

### **TARGET POPULATION**

The target population for NJ FPS includes CP&P involved families whose children are determined to be at imminent risk of abuse/neglect and out-of-home placement or those who cannot be reunified without intensive service. All referrals for FPS services are made by CP&P.

#### **Eligibility Criteria**

Families are eligible for NJ FPS when one or more of the following is present:

- A crisis that places at least one child, birth to 17 years old, at imminent risk of child abuse/neglect and removal from the home as determined by CP&P; and/or
- The current risk level is high or very high, as indicated by the Structured Decision Making (SDM) tool. In these situations, NJ FPS must be identified and implemented immediately as part of the safety protection plan to allow the child to safely remain in the home. Additional eligibility criteria include the following:
  - The child can safely remain in the home with intensive in-home services.
  - The family has agreed to the service, and at least one caregiver is available to participate in FPS.
  - Other less intensive services will not sufficiently reduce the risk of placement, are unavailable or have been previously utilized.

OR

- Reunification: There is a specific plan for reunification of the child to an identified permanent home (e.g., family, another relative, family friend, etc.) within 30 days of the referral, and the family requires intensives services and support to achieve successful reunification. The family's SDM risk level may be assessed as low to very high. Additional eligibility criteria include the following:
  - At least one caregiver or residential representative from the child's current placement is available to participate in FPS until the child is returned home.
  - The family has agreed to the service, and at least one caregiver to whom the child is being reunified is available to participate in FPS.
  - The reunification home is located within the same county as the FPS provider agency.

- If the child to be reunified does not currently reside within the same county as the FPS provider agency, the child must reside within a one hour drive of the home office of the FPS program.

The family must be willing and able to participate and must agree to voluntarily engage in the program. The following should also be considered when assessing a family's eligibility:

- Homelessness: *Stable housing is not a requirement to participate in FPS, but the assessment process is inclusive of the family's housing status.* Lack of housing may increase a child's at risk of placement. NJ FPS is not designed to provide emergency housing. However, the intervention may be an appropriate service for families living in a shelter experiencing multiple risk factors. Use of NJ FPS for homeless families should be handled on a case-by-case basis. The referring CP&P worker retains responsibility for providing the family with the necessary information and referrals to county and municipal homelessness programs, in order to assist the family in obtaining more permanent housing. Additionally, NJ FPS will also work to link the family to community based resources aimed at securing safe housing.
- Ineligible families/inappropriate referrals may include the following:
  - The child is not at imminent risk of placement.
  - The safety/risk is too great for the child to remain in the home.
  - The goal is solely to keep the family together until an out-of-home placement can be arranged.
  - The youth presents significant risk to self and/or others.
  - The family's presenting problem indicates a need for a longer term, less intensive service.
  - The family declines services.

### Referral Process

Referrals are accepted for services only when there is available capacity and the appropriate criteria have been satisfied. Considering the critical nature and eligibility criteria of the service, a traditional waitlist will not be maintained. All referrals will be made by CP&P. The NJ FPS program supervisor will confirm eligibility. If the referral does not meet eligibility criteria, but CP&P supports the referral to NJ FPS, the awarded provider shall consult with the technical assistance team (DCF T/A team) and the CP&P team to finalize the eligibility determination.

Upon receiving the referral and confirming eligibility, the awarded provider will contact the family and complete the initial visit within 24 hours of the referral.

Turn Back Protocol and 72 Hour Assessment: After the FPS provider receives a referral; the program has 72 hours to determine whether the family is appropriate for the intervention. During this time the family's eligibility information is further assessed. At the end of the 72-hour period, the family is either engaged in the FPS intervention or deemed ineligible. If ineligible, the referral is returned to CP&P for

alternate services – this is deemed a “turn back.” Reasons for returning a referral to CP&P may include:

- The child is not at imminent risk of placement.
- The child is placed/removed prior to FPS intervention or during 72 hour assessment period.
- The family declined NJ FPS services or is unavailable.
- There are no slots available at the time.
- There are safety concerns for FPS staff (This is determined in consultation with CP&P).
- Substance abuse and/or mental illness exists to such a great extent that it impedes a family’s ability to engage/learn skills.
- Other reasons identified by the FPS program.

### Service Location

The awarded providers will provide services to families 52 weeks per year using a flexible schedule that is convenient for families and includes traditional business hours, after-hours, and weekends. Services shall be provided primarily in the family's home and other locations that are convenient for the family and consistent with their needs.

FPS staff must be directly accessible and able to respond to family crises 24 hours per day, seven days per week (including holidays) for a period of up to eight weeks per family. When responding to crisis situations, contact may be via phone or in-person, depending on the circumstances. The NJ FPS worker must be able to respond in person within 1 hour as required by the emergent circumstance.

Some referrals will involve children and families whose living arrangements fluctuate between different counties. Children may also reside in one county, but be supervised by a CP&P Local Office from another county. The successful applicant is responsible for providing services to any eligible resident of the county they are contracted to serve. The program located in the family's county of residence at the time of referral is the program that will provide services to the family. In situations where the case goal is reunification and the child(ren) have been placed in another county, the FPS program in the originating “home” county may provide services if the family resides within a one-hour drive of the FPS office. If there are questions or issues regarding county of residence and county of services, the awarded provider shall consult with the technical assistance team (DCF T/A Team) and CP&P to finalize a determination.

## **SERVICES**

### The NJ FPS Model

The awarded provider will deliver services as structured by the NJ FPS model. The model is designed to strengthen families and promote safety by using evidence-informed strategies to improve family functioning, parenting skills, crisis management, and access to community based resources. Program interventions are



intensive, providing families no less than five (5) and no more than twenty (20) hours of direct face-to-face service each week depending on the needs of the family.

The delivery of DCF's NJ FPS services is grounded in both evidence-informed practice and the Department's core values. Successful proposals will reflect DCF's core values and Case Practice Model, including a strengths-based approach, individualized planning, and family engagement/teaming. Information on the Case Practice Model is available at: <http://www.state.nj.us/dcf/about/welfare/case/>.

The FPS program logic model has been attached as **Exhibit C**. It may be useful as a guide in planning for implementation.

The goals of NJ FPS are to:

- Prevent unnecessary out-of-home placement;
- Ensure the safety of children;
- Stabilize the family;
- Improve family functioning; and,
- Link families with appropriate community resources.

### Program Standards

The NJS FPS model is codified in State law and has clearly defined standards that guide implementation and practice. Additionally, the model has training and a data collection system to support the monitoring of outcomes and ongoing program assessment to improve service delivery.

The following **service components** are reflected in the NJ FPS program manual, the DCF policy and procedure manual and the NJ legislative statute.

### **Assessment and Planning**

The assessment process allows NJ FPS staff and the family to identify factors contributing to the current crisis as well as the strengths and tools that will support their stabilization. NJ FPS staff shall conduct holistic assessments of the family including psychosocial data and information on strengths and needs. Staff shall complete initial and final assessments of family functioning using the North Carolina Family Assessment Scales (NCFAS-G+R and T/WB). The initial assessment will be completed within 10 calendar days of the intake. Ongoing assessments of family functioning and progress are also conducted throughout the NJ FPS intervention. Assessments must be informed by multiple sources of information, which may also include but are not limited to CP&P, other collateral contacts (e.g., schools), and the family through self-report or observation.

Following the assessment, staff shall work with the family to develop two to four service goals within 10 days of the initial visit. The service goals shall:

- Be defined using behaviorally based language;

- Be linked to measurable objectives specific to the family's needs;
- Be achievable within the duration of the intervention;
- Aim to ensure child safety and improve family stability; and,
- Assist the family in obtaining resources and learning the skills needed to achieve objectives.

As part of the ongoing assessment process, the awarded providers will work closely with CP&P and participate in case conferencing and family teaming processes. In addition to the initial NJ FPS meeting, the CP&P worker must also be invited to attend the NJ FPS mid-case conference that occurs midway through the intervention.

### **Skills Based Intervention**

NJ FPS staff shall use evidence-based, evidence-informed, and/or evidence-supported programs/practices/interventions to build on family strengths and facilitate the development of skills designed to improve family functioning. Motivational interviewing and cognitive behavioral therapy are two examples of evidence based models used in the NJ FPS model. Definitions for evidence-based, evidence-informed, and/or evidence-supported/promising practices are provided below:

- Evidence-based is defined as a manualized program/practice/intervention, which is included in a national clearinghouse or registry of evidence-based interventions; has documented evidence of effectiveness based on at least two rigorous, external research studies; and has demonstrated sustained effects at least one year post treatment.
- Evidence-informed is defined as having demonstrated effectiveness with one rigorous research study.
- Evidence-supported or promising practice is defined as showing some evidence of effectiveness through less rigorous research studies.

For the purpose of this application, rigorous research designs include experimental or quasi-experimental designs. Experimental designs use random assignment, and quasi-experimental designs used matched control groups. Less rigorous designs that may be considered include pre-posttest and case studies.

Skill development should include the following:

- Problem resolution
- Child abuse and neglect prevention
- Conflict resolution
- Communication skills
- Empowerment and self-advocacy
- Home maintenance skills
- Developing linkage with formal and informal supports
- Establishing a structure within the family to maintain progress and reach future goals

Staff shall support family skill development through direct teaching, role playing, modeling, and coaching using written materials, audio/visual aids and other resources.

### **Concrete Services**

Awarded providers shall make available or assist families with accessing concrete support services required to meet their immediate needs and address their service goals. Such services may include but are not limited to: emergency financial assistance, food, clothing, transportation, and housing assistance. As needed, staff may provide limited financial assistance to help meet the family's immediate basic needs or support goal specific costs that are not addressed by CP&P. Please note: use the attached budget sheet and provide for this limited financial assistance under specific assistance to clients. This funding must be specifically tracked and monitored monthly by the provider. FPS funds may be used for essential household items; engagement activities; skill building aids such as books, videos, and games used for reinforcement of skills; and goal achievement.

### **Service Closure and Transition**

Plans for case closure should begin at intake and should be part of weekly discussions with the family throughout the intervention. Prior to closure or transition, the staff and family shall meet to review the progress achieved, develop a discharge plan, and discuss the aftercare plan and any on-going services. A written Termination Summary Report and the results of the final NCFAS assessment must be provided to CP&P within 10 business days of closure. The report must include a discussion of the family/case goals, progress achieved, intervention outcomes, and recommendations for continuation with FPS Step-Down services or referrals to community based resources and services.

- Case Closure: Termination of the FPS intervention can occur under several conditions, including the following:
  - Family has successfully completed the program and has met FPS treatment goals
  - Family has completed the program, and has met some but not all FPS treatment goals, and it is determined that the child(ren) are no longer at imminent risk of removal
  - Family does not want to continue FPS services
  - Identified child(ren) has been placed outside the home and is not expected to return within 7 days. FPS remains actively involved with families that experience short-term out-of-home placement for 7 days or less. During this time, FPS works to facilitate the child's timely return if possible. FPS must close the case when a placement exceeds 7 days.
- Transition: As part of the FPS discharge planning process, families who completed the FPS intervention but need additional support are offered FPS Step-Down services. The recommendation for Step-Down services is made by the FPS program in collaboration with CP&P. The FPS Step-

Down intervention is a stage-based aftercare model which provides the same services as the initial FPS intervention over an extended period of three to nine months. Services are less intensive than the initial FPS program and gradually decrease over the course of the family's involvement.

- *FPS Step-Down Eligibility Criteria:*
  - The FPS program recommends the family for Step-Down;
  - The family is willing to participate in the program for a minimum of 3 months; and
  - CP&P agrees to keep the case open for the duration of the Step-Down intervention period.
- *Step-Down Stages:*
  - Three to nine months of services are provided in 3-month phases at differing level of intensity depending on the needs of the family:
    - Phase One: Family receives 5 - 7 service hours per week
    - Phase Two: Family receives 3 - 5 service hours per week
    - Phase Three: Family receives 1 - 3 service hours per week
  - Families are expected to be discharged upon completing Phase 3 of the step-down program; however planned discharges may occur at any time when the family and staff collaboratively decide that all goals have been met, and there is no need for additional intervention.
- *Step-Down Case Closure:*
  - A Termination Summary Report must be forwarded to CP&P within 10 business days of discharge from the Step-Down program. The Termination Summary must include a description of the treatment goals, intervention provided, progress toward goal achievement, recommendations for continued or additional services, and the results of the final NCFAS assessment.
- Satisfaction Surveys and Follow-Up: The awarded providers must discuss and provide families with the client satisfaction survey upon case closure.

## **IMPLEMENTATION SUPPORTS**

### **Staffing**

Awarded providers must adhere to the following staffing qualifications and caseloads:

*Direct Service Staff:* Must hold either a master's degree in the social sciences OR an undergraduate degree from a fully accredited college/university with at least one and a half years' of experience in providing services to families in crisis. Direct service staff carry a caseload of no more than two (2) families at any given time, except

during the last week prior to discharging one family, when staff may carry a third case.

*Supervisory Staff:* Must have a master's degree OR doctorate in social work, psychology, education, or counseling; five years' experience in providing treatment to families; and two years of supervisory experience.

*FPS Step-Down Level of Service:* Staff of FPS Step-Down programs shall carry a caseload of 8-10 families, depending on the distribution of clients across treatment phases and their collective proximity to discharge.

### Training

The awarded providers shall participate, as appropriate, in all recommended FPS training activities. FPS staff must be trained on the Core Practice Elements of the NJ FPS model. In addition to the 6 day FPS new worker training, the successful applicant must ensure staff will receive ongoing supplemental training on topics relevant to child welfare including but not limited to substance use disorders, mental illness, family engagement, behavior modification, crisis intervention, trauma-focused cognitive behavioral therapy, etc. FPS staff will have access to all courses offered at the DCF training academy at no additional cost.

*Direct Service Staff:* All staff members are required to complete the 6 day FPS new worker training and documentation training facilitated by DCF. Staff must attend the first available training scheduled after their initial date of hire. FPS direct service staff members are also required to attend a minimum of 4 trainings per year offered by DCF.

*Supervisory Staff:* All FPS Supervisors are required to attend the New Supervisor Training.

*Additional Staff Competency:* Awarded providers must be prepared to serve families, including establishment of a plan to serve families for whom English is not their primary language.

### Coaching/Supervision

Necessary skills and knowledge shall be introduced in training and also learned on the job through coaching/supervision to reinforce and support the FPS model. All FPS staff must participate in case conferencing, team meetings and individual supervision on a weekly basis. It is recommended that each supervisor manages a team of three to five workers. Supervisors must not manage more than five workers at one time. Proposals must include a plan for supporting staff through coaching and supervision and adhere to the supervision practice standards outlined in the NJ FPS model.

## **EVALUATION**

### Evaluation, Reporting, and Quality Improvement

DCF is committed to building a culture of quality and transparency that utilizes the best available evidence, data, and outcome measures to support the development of a learning organization that is self-analyzing and self-correcting. With this in mind, DCF is interested in better understanding the quality and impact of the NJ FPS program in addition to strengthening implementation supports and working with awarded providers to build their capacity to support the NJ FPS model.

DCF has existing outcome measures (see **Exhibit D**) for FPS including the prevention of out-of-home placement and reduction in substantiated incidents of child abuse and/or neglect in the 12 months immediately following the NJ FPS intervention. These outcomes were developed through a collaborative process with provider partners and are currently applied to all NJ FPS contracts. It is anticipated that future outcome measures for FPS will be the same or similar. The awarded providers must have the capacity to measure these outcomes and may also propose to monitor additional outcomes.

The purpose of an evaluation of the NJ FPS model is to conduct a combined implementation and outcome study to develop information about the impact of NJ FPS. As part of the evaluation process, grantees will be responsible for providing program utilization rates and statistical data, participating in the development of a logic model with DCF, and submitting monthly program reports to DCF. A state level logic model for FPS is attached (see **Exhibit C**) and outlines the intermediate and long term outcomes that DCF is interested in measuring.

DCF practices continuous quality improvement (CQI) to identify and analyze strengths and areas needing improvement and is committed to the process of ongoing evaluation as a vehicle to learn and develop solutions to improve the quality of services. Awarded providers must agree to participate in all evaluation-related activities for the program and collaborate with DCF and any additional third-party evaluators. Therefore, the awarded providers must:

- Participate in the mandatory reporting process as stipulated by State legislation by providing data as scheduled using a DCF approved data collection system.
- Have capacity to measure and report on DCF identified outcome indicators and any other proposed outcomes.
- Meet with DCF staff and/or external evaluators/consultants at regular intervals to ensure evaluation and data reporting requirements are met. It is anticipated there will be at least 4 annual grantee meetings held in person, by phone, or via webinar. At least two staff from each grantee shall participate in these meetings.
- Conduct post-discharge follow up evaluations at three (3), six (6) and twelve (12) month intervals.
- Complete 12 month follow-up survey with families.

- Distribute client feedback surveys prior to case closure.
- Participate in learning opportunities facilitated by DCF or partners that may include learning collaboratives, convenings, forums, etc.

#### Other Requirements:

All applicants are advised that any software purchased in connection with the proposed project must receive prior approval by the New Jersey Office of Information Technology.

Applicants are also advised that any data collected or maintained through the implementation of the proposed program shall remain the property of DCF.

Organ and Tissue Donation: As defined in section 2 of P.L. 2012, c. 4 (N.J.S.A.52:32-33), contractors are encouraged to notify their employees, through information and materials or through an organ and tissue awareness program, of organ donation options. The information provided to employees shall be prepared in collaboration with the organ procurement organizations designated pursuant to 42 U.S.C. §1320b-8 to serve in this State.

#### **D. Funding Information:**

For the purpose of this initiative, the Department is making available up to \$10,500,000 (total funds) to support FPS and FPS step-down services across the State. Funding is subject to approval of the Appropriations Act and continued funding is contingent upon availability of funds in future fiscal years and a grantee's performance under the provisions of this RFP and the resulting contract.

Matching funds are not required.

Providers must construct their budget such that they may meet the minimum levels of service outlined in Exhibit F.

Applicants must submit a detailed budget which demonstrates adherence to the programmatic requirements set forth in the RFP. Applicants must attach a separate budget and budget narrative for each individual county it has selected on Exhibit G to its proposal.

Reasonable operational start-up costs (one-time) are permitted for both new and existing provider applicants. One-time costs for new county providers should come from accruals. Applicants must provide a justification and detailed summary of all expenses that must be met in order to begin program operations.

Funds awarded under this program may not be used to supplant or duplicate existing funding.

Any expenses incurred prior to the effective date of the contract will not be reimbursed by DCF.

**E. Applicant Eligibility Requirements:**

1. Applicants must be for-profit, non-profit and universities (state and private) that are duly registered to conduct business within the State of New Jersey.
2. Applicants must be in good standing with all State and Federal agencies with which they have an existing grant or contractual relationship.
3. If Applicant is under a corrective action plan with DCF, or any other New Jersey State agency or authority, the Applicant may not submit a proposal for this RFP. Responses shall not be reviewed and considered by DCF until all deficiencies listed in the corrective action plan have been eliminated to the satisfaction of DCF for a period of 6 months
4. Applicants shall not be suspended, terminated or barred for deficiencies in performance of any award, and if applicable, all past issues must be resolved as demonstrated by written documentation.
5. Applicants that are presently under contract with DCF must be in compliance with the terms and conditions of their contract.
6. Where required, all applicants must hold current State licenses.
7. Applicants that are not governmental entities must have a governing body that provides oversight as is legally required.
8. Applicants must have the capability to uphold all administrative and operating standards as outlined in this document.
9. Applicants who do not currently have a contract for NJ FPS must have the ability to achieve full operational census within 120 days of contract execution.
10. All applicants must have a Data Universal Numbering System (DUNS) number. To acquire a DUNS number, contact the dedicated toll-free DUNS number request line at 1-866-705-5711 or inquire on-line at [www.dnb.com](http://www.dnb.com)
11. Any fiscally viable entity that meets the eligibility requirements, terms and conditions of the RFP, and the contracting rules and regulations set forth in the DCF Contract Policy and Information Manual (N.J.A.C. 10:3) may submit an application.

**F. RFP Schedule:**

<b>February 6, 2017</b>	<b>Notice of Availability of Funds/RFP publication</b>
<b>March 1, 2017 at 10:30AM</b>	<b>Non Mandatory Bidders Conference</b>
<b>February 29, 2017 by 12:00 PM</b>	<b>Deadline for Email Questions sent to <a href="mailto:DCFASKRFP@dcf.state.nj.us">DCFASKRFP@dcf.state.nj.us</a></b>
<b>March 29, 2017 by 12:00 PM</b>	<b><u>Proposals must be delivered by 12:00 PM on March 29, 2017</u></b>



All proposals must be received by 12:00 PM on or before the specified deadline above. Enter closing date Proposals received after 12:00 PM on the specified deadline Enter closing date will not be considered. Applicants shall submit one (1) signed original and should submit one CD ROM as indicated below.

Proposals must be delivered either:

**1) In person to:**

Catherine Schafer, Director of Grants Management, Auditing and Records  
Department of Children and Families  
50 East State Street, 3rd floor  
Trenton, New Jersey 08625-0717

Please allow time for the elevator and access through the security guard. Applicants submitting proposals in person or by commercial carrier shall submit one (1) signed original and should submit one CD ROM with all documents.

**2) Commercial Carrier (hand delivery, federal express or UPS) to:**

Catherine Schafer, Director of Grants Management, Auditing and Records  
Department of Children and Families  
50 East State Street, 3rd floor  
Trenton, New Jersey 08625-0717

Applicants submitting proposals in person or by commercial carrier shall submit **one (1) signed original** and should submit **one CD ROM** with all documents.

**3) Online:**

DCF offers the alternative for our bidders to submit proposals electronically. Only a registered Authorized Organization Representative (AOR) or the designated alternate is eligible to send in a submission by submitting an AOR form.

AOR Registration forms and online training are available on our website at: [www.nj.gov/dcf/providers/notices/](http://www.nj.gov/dcf/providers/notices/)

Forms are directly under the Notices section-See Standard Documents for RFPs

- [Submitting Requests for Proposal Electronically PowerPoint \(pdf\)](#)
- [Registration for the Authorized Organization Representative \(AOR\) Form](#)

We recommend that you do not wait until the date of delivery in case there are technical difficulties during your submission. Registered AOR forms may be received 5 business days prior to the date the bid is due.

## **G. Administration:**

### **1. Screening for Eligibility, Conformity and Completeness**

DCF will screen proposals for eligibility and conformity with the specifications set forth in this RFP. A preliminary review will be conducted to determine whether the application is eligible for evaluation or immediate rejection.

The following criteria will be considered, where applicable, as part of the preliminary screening process:

- a. The application was received prior to the stated deadline
- b. The application is signed and authorized by the applicant's Chief Executive Officer or equivalent
- c. The applicant attended the Bidders Conference (if required)
- d. The application is complete in its entirety, including all required attachments and appendices
- e. The application conforms to the specifications set forth in the RFP

Upon completion of the initial screening, proposals meeting the requirements of the RFP will be distributed to the Proposal Evaluation Committee for its review and recommendations. Failure to meet the criteria outlined above, or the submission of incomplete or non-responsive applications constitutes grounds for immediate rejection of the proposal if such absence affects the ability of the committee to fairly judge the application.

In order for a bid to be considered for award, at least one representative of the Bidder must have been present at the Bidders Conference, if required commencing at the time and in the place specified below. Failure to attend the Bidders Conference will result in automatic bid rejection.

### **2. Proposal Review Process**

DCF will convene a Proposal Evaluation Committee in accordance with existing regulation and policy. The Committee will review each application in accordance with the established criteria outlined in Section II of this document. All reviewers, voting and advisory, will complete a conflict of interest form. Those individuals with conflicts or the appearance of a conflict will be disqualified from participation in the review process. The voting members of the Proposal Evaluation Committee will review proposals, deliberate as a group, and then independently score applications to determine the final funding decisions.

The Department reserves the right to request that applicants present their proposal in person for final scoring. In the event of a tie in the scoring by the Committee, the bidders that are the subject of the tie will provide a presentation

of their proposal to the evaluation committee. The evaluation committee will request specific information and/or specific questions to be answered during a presentation by the provider and a brief time-constrained presentation. The presentation will be scored out of 50 possible points, based on the following criteria and the highest score will be recommended for approval as the winning bidder.

Requested information was covered- 10 Points

Approach to the contract and program design was thoroughly and clearly explained and was consistent with the RFP requirements- 20 Points

Background of organization and staffing explained- 10 Points

Speakers were knowledgeable about topic- 5 Points

Speakers responded well to questions - 5 Points

The Department also reserves the right to reject any and all proposals when circumstances indicate that it is in its best interest to do so. The Department's best interests in this context include, but are not limited to: State loss of funding for the contract; the inability of the applicant to provide adequate services; the applicant's lack of good standing with the Department, and any indication, including solely an allegation, of misrepresentation of information and/or non-compliance with any State of New Jersey contracts, policies and procedures, or State and/or Federal laws and regulations.

All applicants will be notified in writing of the Department's intent to award a contract.

### **3. Special Requirements**

The successful Applicant shall maintain all documentation related to products, transactions or services under this contract for a period of five years from the date of final payment. Such records shall be made available to the New Jersey Office of the State Comptroller upon request.

Applicants must comply with the requirements of N.J.S.A. 10:5-31 et seq. and N.J.A.C. 17:27, the State Affirmative Action policy. A copy is attached as **Exhibit A.**

Applicants must comply with laws relating to Anti- Discrimination as attached as **Exhibit B.**

## **H. Appeals:**

An appeal of the selection process will be heard only if it is alleged that the Department has violated a statutory or regulatory provision in awarding the grant. An appeal will not be heard based upon a challenge to the evaluation of a proposal. Applicants may appeal by submitting a written request to:

Office of Legal Affairs  
Contract Appeals  
50 East State Street 4<sup>th</sup> Floor  
Trenton NJ 08625

no later than five (5) calendar days following receipt of the notification or by the deadline posted in this announcement.

## **I. Post Award Review:**

As a courtesy, DCF may offer unsuccessful applicants an opportunity to review the Evaluation Committee's rating of their individual proposals. All Post Award Reviews will be conducted by appointment.

Applicants may request a Post Award Review by contacting: [DCFASKRFP@dcf.state.nj.us](mailto:DCFASKRFP@dcf.state.nj.us)

Post Award Reviews will not be conducted after six months from the date of issuance of this RFP.

## **J. Post Award Requirements:**

Selected applicants will be required to comply with the terms and conditions of the Department of Children and Families' contracting rules and regulations as set forth in the Standard Language Document, the Contract Reimbursement Manual and the Contract Policy and Information Manual. Applicants may review these items via the Internet at [www.nj.gov/dcf/providers/contracting/manuals](http://www.nj.gov/dcf/providers/contracting/manuals)

Selected applicants will also be required to comply with all applicable State and Federal laws and statutes, assurances, certifications and regulations regarding funding.

Upon receipt of the award announcement, and where appropriate, selected applicants will be minimally required to submit one (1) copy of the following documents:

1. A copy of the Acknowledgement of Receipt of the NJ State Policy and Procedures returned to the DCF Office of the EEO/AA
2. DCF Third Party Contract Reforms Attestation
3. Proof of Insurance naming DCF as additionally insured from agencies
4. Bonding Certificate
5. Notification of Licensed Public Accountant (NLPA) with a copy of Accountant's Certification
6. ACH- Credit Authorization for automatic deposit (for new agencies only)

The actual award of funds is contingent upon a successful Contract negotiation. If, during the negotiations, it is found that the selected Applicant is incapable of providing the services or has misrepresented any material fact or its ability to manage the program, the notice of intent to award may be rescinded.

## **Section II – Application Instructions**

### **A. Proposal Requirements and Review Criteria:**

All applications will be evaluated and scored in accordance with the following criteria:

The narrative portion of the proposal should be double-spaced with margins of 1 inch on the top and bottom and 1 inch on the left and right. The font shall be no smaller than 12 points in Arial or Times New Roman. There is a 25 page limitation for the narrative portion of the grant application. A one (1) point reduction per page will be administered to proposals exceeding the page limit requirements. Five (5) points will be deducted for each missing document. If the deductions total 20 points or more, the proposal shall be rejected as non-responsive. The narrative must be organized appropriately and address the key concepts outlined in the RFP. **Exhibit G** budget pages, budget narratives for each county and attachments do not count towards the narrative page limit.

Proposals may be fastened by a heavy-duty binder clip. Do not submit proposals in loose-leaf binders, plastic sleeves or folders or staples.

Each proposal narrative must contain the following items organized by heading in the same order as presented below:

## 1) Applicant Organization

(15 Points)

Please provide a description of each of the following:

- The agency's history, mission and goals and where appropriate, a record of the accomplishments in working in collaboration with DCF and/or relevant projects with other State governmental entities.
- The agency's background, experience, and commitment to implementing the types of services described in the RFP. If applicable, include experience:
  - Working with complex and high risk child welfare involved families, including those who may be experiencing multiple challenges such as mental illness, substance use disorders, and domestic violence.
  - Working with the CP&P. Discuss prior or current experiences where you've partnered in case conferences/Family Team Meetings.
  - Implementing Family Preservation Services.
- The agency's governance structure and its administrative, management, and organizational capacity to enter into a third party direct State services contract with DCF. Note the existence (if any) of professional advisory boards that support the operations. If applicable, indicate the relationship of the staff to the governing body. Attach a current organizational chart.
- The agency's demonstrated commitment to cultural competency and diversity. Explain how you agency has and/or is working toward a cultural competency plan that includes:
  - Actions your agency will take to ensure that policies, materials, environment, recruitment, hiring, promotion, training and Board membership reflect the community or the intended recipients of the services you provide;
  - How your agency will promote the cultural competency of the organization, and
  - How resources and services will be provided in a way that is culturally sensitive and relevant.
- Current programs managed by the agency and the funding sources. Discuss the agency's experience in providing specific evidence-based, evidence-informed, and/or evidence-supported practices/interventions. Include trauma-informed therapeutic practices. If available, please provide any evaluation or outcome data, as an attachment in the appendices.
- The agency's existing relationships and partnerships within the community including service providers, public service systems, etc.

## 2) Program Approach

(45 Points)

*Approach*

Applicant program design must demonstrate adherence to the established NJ FPS service model as described in the Section "Services to be Funded." (Page 6)

- Describe how the applicant agency will ensure the eligibility criteria, referral process and service location components are addressed, so FPS services are provided to the intended target families as outlined on Page 6.
- Thoroughly outline and describe how the applicant agency will address each component of the NJ FPS model (Assessment and Planning, Skills Based

Intervention, Concrete Services, and Service Closure and Transition) outlined on pages 9-12. Applicant's discussion should include the following:

- Any specific evidence-based, evidence-informed, evidence supported/promising practices and/or trauma-informed programs, practices, and/or curriculums that will be incorporated into the proposed program or available through targeted community referral.
  - Applicants should cite how the program or intervention is ranked on a reputable clearing house of evidence-supported programs such as the California Evidence Based Clearinghouse or National Registry of Evidence-Based Programs and Practices.
- The service model requires services to be provided in-home or in a location convenient for the family and staff to be available 24 hours a day, 7 days per week for up to eight (8) weeks. Additionally, staff must be able to reach the family's home within 1 hour if needed. Indicate how the organization will be responsive and available. Discuss your plan for responding to client emergencies/crises.
- Measures or activities taken to ensure services will be provided in a culturally competent and sensitive manner.

### *Implementation*

The applicant's program implementation plan must demonstrate intentional focus on implementation supports (Staffing, Training, Supervision and System Collaboration) that are in service to and required to execute core service components of the NJ FPS model as described in the Section "Services to be Funded." (Page 6) Include a discussion of the items below in the narrative section of the application. Attach a separate Program Implementation Schedule, with a realistic timeline for implementing the proposed services as part of the Appendix.

- Staffing

Staff retention is an integral part of ensuring families have access to NJ FPS. Excessive staff turnover may disrupt services to families, due to the time it takes to hire, train and build the competency of new staff. Discuss the agency's staff retention plan and identify strategies that will be used to mitigate staff turnover. Include how the agency will ensure staffing levels are maintained to serve the estimated number of families annually.

Describe how the applicant agency will ensure high quality staff is available to implement the model as outlined on Page 12-13.

- Indicate the number, qualifications and skills of all staff, consultants, sub-grantees and/or volunteers who will perform the proposed service activities.
- Discuss the process for recruiting, hiring, and training new staff. This program targets high risk families with complex needs who require stabilization. Describe how you will hire staff best suited for these roles and prepare them to work with the target population.
- Services shall be provided on a voluntary basis. Describe how your proposed staff will engage and establish a trusting relationship with families to encourage their participation in recommended services.

- Discuss your agency's staffing capacity to meet the anticipated annual level of service.
- In the appendices, attach an organizational chart for the proposed program operation and job descriptions that include all educational and experiential requirements, salary ranges, and resumes of any existing staff who will perform the proposed services.
- Training  
Describe how the applicant agency will ensure staff is trained to successfully deliver all service components of the NJ FPS as outlined on Page 13.
  - Discuss your agency's ongoing staff development and training policy/plan.
  - Include clear description of training requirements for each evidence-based, evidence-informed and or evidence-supported/promising practice/program/intervention that will be used.
  - Describe any additional training(s) that will be provided for staff involved in this program.
- Coaching/Supervision  
Describe how the agency will utilize coaching and supervision for continuous reinforcement of knowledge and skills learned in training. Describe the supervision and coaching methods that will be utilized to ensure adherence to the NJ FPS model. Discuss the agency's capacity to ensure weekly case consultation and weekly individual supervision.
- System Collaboration  
Provide a description of all service coordination, collaborative efforts or processes that will be used to provide the proposed services.
  - Describe how the NJ FPS program will work collaboratively with CP&P to confirm eligible families for this program during the 72 hour turn back period.
  - Describe how the NJ FPS program will plan for ongoing collaboration and communication with CP&P once families are enrolled in the program.
  - Describe any existing partnerships the applicant agency has that can be leveraged to expand the services available to enrolled families. For services provided by other agencies, discuss your existing relationship, the role of the partner in this program and the available services. Such partners may include but are not limited to community social service agencies, family support programs, TANF, employment or subsidized employment agencies, NJ licensed substance use disorder treatment facilities and licensed mental health programs and schools.
  - Discuss the applicant agency's plan or procedure for addressing turn backs when families decline the service; discuss engagement strategies that will be utilized with families and partners to reduce the occurrence of turn backs.
  - Attach any applicable consulting contracts, Affiliation Agreements/Memoranda of Understanding related to your proposal.



- Other

Describe how the proposed program will meet the needs of various and diverse cultures within the target community based on the Law Against Discrimination (N.J.S.A. 10:51 et seq.).

The New Jersey Department of Children and Families endorsed Prevent Child Abuse New Jersey's (PCA-NJ) Safe-Child Standards in August 2013 (The "Standards"). The Standards are a preventative tool for implementing policies and procedures for organizations working with youth and children and through their implementation, an organization can minimize the risks of the occurrence of child sexual abuse. The Standards are available at:

<http://www.state.nj.us/dcf/SafeChildStandards.pdf>

As an Appendix, attach a brief (no more than 2 pages double spaced) Standards Description demonstrating ways in which your agency's operations mirror the Standards.

### **3) Evaluation, Reporting, and Quality Improvement (20 Points)**

DCF seeks to understand the applicant's existing capacity, experience and willingness to participate in evaluation planning and implementation of evaluation, data collection, reporting and quality improvement practices.

- Willingness to Participate

Attach an attestation statement (no more than one page) in the appendices stating the agency's commitment to collaborate with DCF and any additional third-party evaluators and/or consultants and willingness to participate in evaluation activities that may include but are not limited to:

- Measuring and reporting on DCF identified outcome indicators and any other outcomes proposed in the agency's application;
- Meeting with DCF staff and/or external evaluators/consultants at regular intervals to ensure evaluation and data reporting requirements are met. At least two FPS program staff from each agency shall participate in these meetings, calls, webinars and/or site visits. Annually, it is anticipated there will be: Four (4) quarterly FPS grantee meetings, half to full day, convened in person, by phone, and/or through webinar; and
- Additional program design and/or evaluation calls and/or site visits as indicated.

- Data Collection and Reporting Capacity

Describe how the organization collects, maintains, and uses any data collected. Include in the narrative responses to the following questions:

- Does the agency have a database system?
- If there is no existing database, how do you track data (i.e. excel spreadsheets)?
- Who is responsible for collecting data?
- Who is responsible for data input?

- Who analyzes and reports the data?
  - How is the data used once analyzed?
  - Discuss how you will maintain records on the number of families served, as well as turn-backs (i.e. volume and type).
  - Provide a brief description of client data to be recorded, the intended use of that data and the means of maintaining confidentiality of client records.
- Evaluation
    - Briefly describe and attach in the appendices any assessment, evaluation, or data collection tools for relevant programming (i.e., family support/preservation, programs serving child welfare involved families, etc.) currently underway.
    - Describe how the agency will measure the outcomes listed in **Exhibit D** as well as any additional outcomes being proposed.
- Quality Improvement  
Describe the agency's quality assurance and performance improvement processes, and discuss how individuals served will have a meaningful role.

#### **4) Budget (20 Points)**

Applicants must clearly indicate how funding they are requesting will be used to meet the project goals and/or requirements. Applicants must utilize the attached County Checklist to indicate the county(ies) for which they are applying to provide this service. Additionally, applicants must attach a corresponding county specific budget, line item budget, for each county for which they are applying to provide service. A narrative for each county specific budget must be provided. Budget narratives are not part of the 25 page limit. The Budget forms and County Checklist should be attached as an Appendix.

The budget shall be reasonable and reflect the scope of responsibilities required to accomplish the goals of this project. The budget shall reflect the annualized expenses and must include, in separate columns, total funds needed for each line item, the funds requested in this grant, and funds secured from other sources. All costs must be clearly delineated and the budget narrative must clearly articulate budget items, including a description of miscellaneous expenses or "other" items.

Applicants may request to use anticipated contract accruals to support one-time operational start-up costs. In support of the request, the applicant must submit a separate budget schedule that identifies the proposed one-time expenses and the line item that is the anticipated source of the accrual. The completed budget proposal must also include a detailed summary of and justification for any one-time operational startup costs. These costs must also be reflected on a separate schedule on the attached Exhibit G. A separate explanation is also required in the budget narrative.

The grantee is expected to adhere to all applicable State cost principles.

If awarded a contract, Standard DCF Annex B (budget) forms will be required and are available at:

<http://www.state.nj.us/dcf/providers/contracting/forms/> and a description of General and Administrative Costs are available at:

<http://www.state.nj.us/dcf/providers/notices/>

## B. Supporting Documents:

Applicants must submit a complete proposal signed and dated by the Chief Executive Officer or equivalent and should submit a CD ROM containing all the documents in PDF or Word format. There is a 25 page limitation for the narrative portion of the grant application. A one (1) point reduction per page will be administered to proposals exceeding the page limit requirements. Failure to submit any of the required documents requested in this RFP will result in a loss of five (5) points per item from the total points awarded for the proposal.

All supporting documents submitted in response to this RFP must be organized in the following manner:

<b>Part I: Proposal</b>	
<input type="checkbox"/>	<b>Proposal Cover Sheet</b> – Use the RFP forms found directly under the Notices section on Website: <a href="http://www.nj.gov/dcf/providers/notices/">www.nj.gov/dcf/providers/notices/</a> Form: <a href="http://www.nj.gov/dcf/providers/notices/Proposal.Cover.Sheet.doc">http://www.nj.gov/dcf/providers/notices/Proposal.Cover.Sheet.doc</a>
<input type="checkbox"/>	<b>Table of Contents</b> – Please number and label with page numbers if possible in the order as stated in Part I & Part II Appendices for paper copies, CD and electronic copies.
<input type="checkbox"/>	<b>Proposal Narrative</b> in following order a) Applicant Organization b) Program Approach c) Evaluation, Reporting and Quality Improvement
<b>Part II: Appendices</b>	
1.	<input type="checkbox"/> <b>Exhibit E County of Service Checklist</b> – Indicating the county(ies) for which you are proposing to provide service.
2.	<input type="checkbox"/> <b>Exhibit G Budget Spreadsheet and Budget Narrative for each County Proposed-</b> Please include one spreadsheet for each county you are applying to provide service. In addition, include a narrative for each budget spreadsheet presented for each county.
3.	<input type="checkbox"/> <b>Job descriptions</b> of key personnel, resumes if available for key personnel (please do not provide home addresses or personal phone numbers)

4.	<input type="checkbox"/>	<b>Staffing patterns</b> – include proposed county level teams
5.	<input type="checkbox"/>	Current and Proposed Agency <b>Organization Chart</b>
6.	<input type="checkbox"/>	<b>Exhibit H Proposed Program Implementation Timeline</b>
7.	<input type="checkbox"/>	<b>Outcome/Evaluation Data</b> for existing FPS program or other programming, if applicable.
8.	<input type="checkbox"/>	<b>Attestation Statement</b> regarding participation in required training, coaching, and evaluation activities.
9.	<input type="checkbox"/>	<b>Safe-Child Standards Description</b> of your agency's implementation of the standards (no more than 2 pages)
10	<input type="checkbox"/>	Copy of agency's <b>Conflict of Interest policy</b>
11	<input type="checkbox"/>	Copies of any <b>audits</b> or reviews completed or in process by DCF or other State entities from 2014 to the present. If available, a corrective action plan should be provided and any other pertinent information that will explain or clarify the applicant's position. If not applicable, include a written statement.
12	<input type="checkbox"/>	Dated List of Names of <b>Board of Directors</b> a. Titles, b. Address <b>and</b> c. Terms
13	<input type="checkbox"/>	<b>Signed Standard Language Document (SLD)</b> [Version: Rev. June 6, 2014] Form: <a href="http://www.nj.gov/dcf/documents/contract/forms/StandardLanguage.doc">http://www.nj.gov/dcf/documents/contract/forms/StandardLanguage.doc</a>
14	<input type="checkbox"/>	Document showing <b>Data Universal Numbering System (DUNS)</b> Number [2006 Federal Accountability & Transparency Act (FFATA)] Website: <a href="http://www.dnb.com">http://www.dnb.com</a> Helpline: 1-866-705-5711
15	<input type="checkbox"/>	<b>System for Award Management (SAM)</b> printout ( <b>or Renewal</b> ) showing " <b>active</b> " status (free of charge). Website: <a href="https://www.sam.gov/portal/public/SAM">https://www.sam.gov/portal/public/SAM</a> Helpline: 1-866-606-8220
16	<input type="checkbox"/>	Applicable Consulting Contracts, Affiliation Agreements/Memoranda of Understanding related to this RFP. If not applicable, include a written statement.
17	<input type="checkbox"/>	<b>Business Associate Agreement/HIPAA</b> , with signature under Business Associate [Version: Rev. 9-2013] Form: <a href="http://www.nj.gov/dcf/providers/contracting/forms/HIPAA.doc">http://www.nj.gov/dcf/providers/contracting/forms/HIPAA.doc</a>

18	<input type="checkbox"/>	<b>Professional Licenses</b> related to job responsibilities for this RFP. If not applicable, include a written statement.
19	<input type="checkbox"/>	<b>Affirmative Action Certificate -or- Renewal Application [AA302]</b> sent to Treasury Website: <a href="http://www.state.nj.us/treasury/purchase/forms.shtml">http://www.state.nj.us/treasury/purchase/forms.shtml</a> Form: <a href="http://www.state.nj.us/treasury/purchase/forms/AA_%20Supplement.pdf">http://www.state.nj.us/treasury/purchase/forms/AA_%20Supplement.pdf</a>
20	<input type="checkbox"/>	<b>Certificate of Incorporation</b> Website: <a href="http://www.nj.gov/treasury/revenue/filecerts.shtml">http://www.nj.gov/treasury/revenue/filecerts.shtml</a>
21	<input type="checkbox"/>	<b>For Profit: NJ Business Registration Certificate</b> with the Division of Revenue. See instructions for applicability to your organization. Website: <a href="http://www.nj.gov/njbusiness/registration/">http://www.nj.gov/njbusiness/registration/</a> If not applicable, include a written statement.
22	<input type="checkbox"/>	<b>Agency By-laws</b>
23	<input type="checkbox"/>	<b>Tax Exempt Certification</b> Website: <a href="http://www.state.nj.us/treasury/taxation/exemption.shtml">http://www.state.nj.us/treasury/taxation/exemption.shtml</a>
24	<input type="checkbox"/>	<b>Disclosure of Investigations &amp; Other Actions Involving Bidder Form (PDF)</b> Form: <a href="http://www.state.nj.us/treasury/purchase/forms/DisclosureofInvestigations.pdf">http://www.state.nj.us/treasury/purchase/forms/DisclosureofInvestigations.pdf</a>
25	<input type="checkbox"/>	<b>Disclosure of Investment Activities in Iran (PDF)</b> Form: <a href="http://www.state.nj.us/treasury/purchase/forms/DisclosureofInvestmentActivitiesinIran.pdf">http://www.state.nj.us/treasury/purchase/forms/DisclosureofInvestmentActivitiesinIran.pdf</a>
26	<input type="checkbox"/>	<b>For Profit: Statement of Bidder/Vendor Ownership Form (PDF)</b> See instructions for applicability to your organization. Form: <a href="http://www.state.nj.us/treasury/purchase/forms/OwnershipFinal12-14.pdf">http://www.state.nj.us/treasury/purchase/forms/OwnershipFinal12-14.pdf</a> If not applicable, include a written statement
27	<input type="checkbox"/>	<b>Chapter 271**</b> Signed and dated
28	<input type="checkbox"/>	<b>Source Disclosure Certification Form [P.L. 2005, c 92-formerly Executive Order 129]</b> Website: <a href="http://www.state.nj.us/treasury/purchase/forms.shtml">http://www.state.nj.us/treasury/purchase/forms.shtml</a> Form: <a href="http://www.state.nj.us/treasury/purchase/forms/SourceDisclosureCertification.pdf">http://www.state.nj.us/treasury/purchase/forms/SourceDisclosureCertification.pdf</a>
29	<input type="checkbox"/>	<b>For Profit: Two-Year Chapter 51/Executive Order 117 Vendor Certification -and- Disclosure of Political Contributions [Version: Rev 4/17/15].</b> See instructions for applicability to your organization. Website: <a href="http://www.state.nj.us/treasury/purchase/forms.shtml">http://www.state.nj.us/treasury/purchase/forms.shtml</a> If not applicable, include a written statement

30	<input type="checkbox"/>	<b>Annual Report to Secretary of State</b> Website: <a href="https://www1.state.nj.us/TYTR_COARS/JSP/page1.jsp">https://www1.state.nj.us/TYTR_COARS/JSP/page1.jsp</a>
31	<input type="checkbox"/>	<b>Non Profit: Annual Report - Charitable Organizations</b> Website: <a href="http://www.njpublicsafety.org/ca/charity/charfrm.htm">http://www.njpublicsafety.org/ca/charity/charfrm.htm</a> If not applicable, include a written statement
32	<input type="checkbox"/>	<b>W-9 form</b> (new agencies only) ( <a href="http://www.state.nj.us/treasury/omb/forms/pdf/W9.pdf">http://www.state.nj.us/treasury/omb/forms/pdf/W9.pdf</a> ) If not applicable, include a written statement
33	<input type="checkbox"/>	<b>Certification Regarding Debarment</b> Form: <a href="http://www.state.nj.us/dcf/providers/notices/Cert.Debarment.pdf">http://www.state.nj.us/dcf/providers/notices/Cert.Debarment.pdf</a>
34	<input type="checkbox"/>	<b>Statement of Assurances</b> - Use the RFP forms found directly under the Notices section: Website: <a href="http://www.nj.gov/dcf/providers/notices/">www.nj.gov/dcf/providers/notices/</a> Form: <a href="http://www.nj.gov/dcf/providers/notices/Statement.of.Assurance.doc">http://www.nj.gov/dcf/providers/notices/Statement.of.Assurance.doc</a>
35	<input type="checkbox"/>	<b>Tax Forms:</b> <u>Non Profit Form 990</u> Return of Organization Exempt from Income Tax <b>-or-</b> <u>For Profit Form 1120</u> US Corporation Income Tax Return
36	<input type="checkbox"/>	Most recent <b>Audit or Financial Statement</b> (certified by accountant or accounting firm) <u>Audit:</u> For agencies expending over \$100,000 in combined Federal/State Awards <b>-or-</b> <u>Financial Statement:</u> For agencies expending under \$100,000 Policy: <a href="http://www.nj.gov/dcf/documents/contract/manuals/CPIM_p7_audit.pdf">http://www.nj.gov/dcf/documents/contract/manuals/CPIM_p7_audit.pdf</a>

\* Standard forms for RFP's are available at: [www.nj.gov/dcf/providers/notices/](http://www.nj.gov/dcf/providers/notices/) Forms for RFP's are directly under the Notices section.

Standard DCF Annex B (budget) forms are available at:  
<http://www.state.nj.us/dcf/providers/contracting/forms/>

\*\* Treasury required forms are available on the Department of the Treasury website at <http://www.state.nj.us/treasury/purchase/forms.shtml>  
Click on Vendor Information and then on Forms.

Standard Language Document, the Contract Reimbursement Manual and the Contract Policy and Information Manual may be reviewed via the Internet at:  
[www.nj.gov/dcf/providers/contracting/manuals](http://www.nj.gov/dcf/providers/contracting/manuals)

## C. Requests for Information and Clarification

Question and Answer:

DCF will provide eligible applicants additional and/or clarifying information about this initiative and application procedures through a time-limited electronic Question and Answer Period. Inquiries will not be accepted after the closing date of the Question and Answer Period.

Questions must be submitted in writing via email to: [DCFASKRFP@dcf.state.nj.us](mailto:DCFASKRFP@dcf.state.nj.us).

Written questions must be directly tied to the RFP. Questions should be asked in consecutive order, from beginning to end, following the organization of the RFP. All inquiries submitted to [DCFASKRFP@dcf.state.nj.us](mailto:DCFASKRFP@dcf.state.nj.us) must identify, in the Subject heading, the specific RFP for which the question/clarification is being sought. Each question should begin by referencing the RFP page number and section number to which it relates.

Written inquiries will be answered and posted on the DCF website as a written addendum to the RFP at: <http://www.state.nj.us/dcf/providers/notices/>

Technical inquiries about forms and other documents may be requested anytime through [DCFASKRFP@dcf.state.nj.us](mailto:DCFASKRFP@dcf.state.nj.us).

All other types of inquiries will not be accepted. Applicants may not contact the Department directly, in person, or by telephone, concerning this RFP.

**EXHIBIT A**  
**MANDATORY EQUAL EMPLOYMENT OPPORTUNITY LANGUAGE**  
**N.J.S.A. 10:5-31 et seq. (P.L. 1975, C. 127)**  
**N.J.A.C. 17:27**  
**GOODS, PROFESSIONAL SERVICE AND GENERAL SERVICE CONTRACTS**

During the performance of this contract, the contractor agrees as follows:

The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Except with respect to affectional or sexual orientation and gender identity or expression, the contractor will ensure that equal employment opportunity is afforded to such applicants in recruitment and employment, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Such equal employment opportunity shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Public Agency Compliance Officer setting forth provisions of this nondiscrimination clause.

The contractor or subcontractor, where applicable will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex.

The contractor or subcontractor will send to each labor union, with which it has a collective bargaining agreement, a notice, to be provided by the agency contracting officer, advising the labor union of the contractor's commitments under this chapter and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or subcontractor, where applicable, agrees to comply with any regulations promulgated by the Treasurer pursuant to N.J.S.A. 10:5-31 et seq., as amended and supplemented from time to time and the Americans with Disabilities Act.

The contractor or subcontractor agrees to make good faith efforts to meet targeted county employment goals established in accordance with N.J.A.C. 17:27-5.2.



The contractor or subcontractor agrees to inform in writing its appropriate recruitment agencies including, but not limited to, employment agencies, placement bureaus, colleges, universities, and labor unions, that it does not discriminate on the basis of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job-related testing, as established by the statutes and court decisions of the State of New Jersey and as established by applicable Federal law and applicable Federal court decisions.

In conforming with the targeted employment goals, the contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and layoff to ensure that all such actions are taken without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

The contractor shall submit to the public agency, after notification of award but prior to execution of a goods and services contract, one of the following three documents:

Letter of Federal Affirmative Action Plan Approval

Certificate of Employee Information Report

Employee Information Report Form AA302 (electronically available at [www.state.nj.us/treasury/contract\\_compliance](http://www.state.nj.us/treasury/contract_compliance)).

The contractor and its subcontractors shall furnish such reports or other documents to the Department of Children and Families, the Division of Purchase & Property, CCAU, EEO Monitoring Program as may be requested by the office from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Department of Children and Families, the Division of Purchase & Property, CCAU, EEO Monitoring Program for conducting a compliance investigation pursuant to Subchapter 10 of the Administrative Code at N.J.A.C. 17:27.

**EXHIBIT B**  
TITLE 10. CIVIL RIGHTS  
CHAPTER 2. DISCRIMINATION IN EMPLOYMENT ON PUBLIC WORKS  
*N.J. Stat. § 10:2-1 (2012)*

§ 10:2-1. Antidiscrimination provisions

Antidiscrimination provisions. Every contract for or on behalf of the State or any county or municipality or other political subdivision of the State, or any agency of or authority created by any of the foregoing, for the construction, alteration or repair of any public building or public work or for the acquisition of materials, equipment, supplies or services shall contain provisions by which the contractor agrees that:

a. In the hiring of persons for the performance of work under this contract or any subcontract hereunder, or for the procurement, manufacture, assembling or furnishing of any such materials, equipment, supplies or services to be acquired under this contract, no contractor, nor any person acting on behalf of such contractor or subcontractor, shall, by reason of race, creed, color, national origin, ancestry, marital status, gender identity or expression, affectional or sexual orientation or sex, discriminate against any person who is qualified and available to perform the work to which the employment relates;

b. No contractor, subcontractor, nor any person on his behalf shall, in any manner, discriminate against or intimidate any employee engaged in the performance of work under this contract or any subcontract hereunder, or engaged in the procurement, manufacture, assembling or furnishing of any such materials, equipment, supplies or services to be acquired under such contract, on account of race, creed, color, national origin, ancestry, marital status, gender identity or expression, affectional or sexual orientation or sex;

c. There may be deducted from the amount payable to the contractor by the contracting public agency, under this contract, a penalty of \$ 50.00 for each person for each calendar day during which such person is discriminated against or intimidated in violation of the provisions of the contract; and

d. This contract may be canceled or terminated by the contracting public agency, and all money due or to become due hereunder may be forfeited, for any violation of this section of the contract occurring after notice to the contractor from the contracting public agency of any prior violation of this section of the contract.

No provision in this section shall be construed to prevent a board of education from designating that a contract, subcontract or other means of procurement of goods, services, equipment or construction shall be awarded to a small business enterprise, minority business enterprise or a women's business enterprise pursuant to P.L.1985, c.490 (C.18A:18A-51 et seq.).

**Exhibit C**  
**Family Preservation Services - State Level Logic Model**

<p><b>Vision:</b> To ensure the safety of children, stabilize the family, improve family functioning, prevent out of home placement and link families with appropriate community resources.</p>			
<p><b>Target Population:</b> CP&amp;P involved families whose children are determined to be at imminent risk of abuse and neglect and out of home placement (evident by a SDM risk level of high or very high, and the presence of at least one in-home safety factor) or preparing for reunification from an out of home placement.</p>			
<p><b>Guiding Principles:</b> Engaging, involving, strengthening and supporting families are the most effective ways to ensure safety, stability and well-being. During crisis the family is in disequilibrium and intervening at the crisis point provides an opportunity for the family to return to equilibrium though the use of newly learned skills. (Crisis theory) The entire family is engaged in services, since the focus is on interactions between members of the family and not individual behaviors. (Family systems theory) These theories are not mutually exclusive.</p>			
RESOURCES	ACTIVITIES	MID-TERM OUTCOMES	LONG TERM OUTCOMES
<p><b>Counties</b></p> <ul style="list-style-type: none"> <li>• All 21 counties</li> </ul> <p><b>Staffing</b></p> <ul style="list-style-type: none"> <li>• Director/Program Manager</li> <li>• Supervisor</li> <li>• FPS Clinicians</li> <li>• Support Staff</li> </ul> <p><b>Collaborations</b></p> <ul style="list-style-type: none"> <li>• CP&amp;P</li> <li>• Families</li> <li>• Community Partners</li> <li>• Technical Assistance Provider</li> </ul> <p><b>Data Systems</b></p> <ul style="list-style-type: none"> <li>• NJS Spirit</li> <li>• Agency Tracking System</li> <li>• Data Motion</li> </ul> <p><b>Assessment Tools</b></p> <ul style="list-style-type: none"> <li>• NC-FAS</li> </ul> <p><b>Evaluation Tools</b>            To be determined during participatory evaluation process.</p>	<p><b><u>Systems</u></b></p> <ul style="list-style-type: none"> <li>• Referral and Intake</li> <li>• Case Conferencing</li> </ul> <p><b><u>Services</u></b></p> <ul style="list-style-type: none"> <li>• Assessment and Planning</li> <li>• Skills Based Intervention</li> <li>• Concrete Services</li> <li>• Service Closure and Transition</li> </ul> <p><b><u>Staff Competency Development</u></b></p>	<p>Children in families who complete the intervention will remain home for 12 months post service completion.</p> <p>Families will have fewer substantiated incidents of abuse or neglect in the 12 month after service completion.</p>	<p>Improve family functioning</p> <p>Reduce out of home placement</p> <p>Reduce substantiations of abuse and neglect post-intervention</p>

## Exhibit D

### DCF Service Outcomes- FPS

**Program Name:** Family Preservation Services (FPS)

#### Annex A SERVICE OUTCOMES Section 2.3

GOALS	OBJECTIVES	SERVICE ACTIVITIES	OUTCOMES	REPORTING	SUPPORTING DOCUMENTATION
<p>Child remains home in a safe and stable environment</p>	<p>The primary objectives of the program are to:</p> <ul style="list-style-type: none"> <li>- Ensure child safety</li> <li>- Stabilize the family</li> <li>- Improve family functioning</li> <li>- Prevent out of home placement or facilitate reunification</li> <li>- Link families with community resources</li> </ul>	<p>Initial meeting with family occurs within 24 hours of referral</p> <p>Child &amp; family assessments are conducted within 2 weeks of intake and prior to discharge</p> <p>Goals are developed through a collaborative process between FPS and the family</p> <p>Family receives 5-20 hrs. of direct services per week for a period of 4-8 weeks</p>	<p>1). 85% of the at-risk children in the families who have completed an FPS intervention will remain at home for 12 months post termination</p>	<p style="text-align: center;">█</p>	<p>FPS client records including:</p> <ul style="list-style-type: none"> <li>- NCFAS assessments (pre and post)</li> <li>- Goal Sheets</li> <li>- Progress Notes</li> <li>- Termination Summaries</li> <li>- Follow-Up Reports</li> </ul>
		<p>Services are strength based and include:</p> <ul style="list-style-type: none"> <li>- Child &amp; family assessments</li> <li>- Skill based interventions</li> <li>- Counseling &amp; support</li> <li>- Linkages to community supports</li> <li>- Follow-up</li> </ul>	<p>2). 85% of the families who have completed an FPS intervention will have fewer substantiated incidents of abuse or neglect in the 12 months post termination than in the 12 months prior to their referral to FPS</p>	<p style="text-align: center;">█</p>	

**Exhibit D Continued**  
**DCF Service Outcomes- FPS**

GOALS	OBJECTIVES	SERVICE ACTIVITIES	OUTCOMES	REPORTING	SUPPORTING DOCUMENTATION
		<p>Family progress is monitored continuously</p> <p>Discharge planning is discussed throughout the intervention</p> <p>Discharge occurs when families complete service goals or decide to discontinue participation</p> <p>Follow-Up information is obtained at 3, 6 and 12 month intervals post discharge</p>		<p align="center">■</p>	
<p>Program maintains fidelity to the established FPS service model</p>	<p>Deliver services in accordance with FPS Practice Standards found at:  <a href="http://nj.gov/dcf/providers/contracting/forms/dcpp.html">http://nj.gov/dcf/providers/contracting/forms/dcpp.html</a></p>	<p>Direct service staff completes 6 days of FPS New Worker Training offered through the DCF partnership with Rutgers University School of Social Work</p> <p>Program participates in the annual DCF contract monitoring process to assess compliance with key program elements</p>	<p>3). The programmatic delivery of services complies with established standards</p>	<p align="center">■</p>	<p>FPS program operations and client record reviews</p>

**EXHIBIT E**

**County of Service Checklist**

Please select each county for which the agency is applying to provide FPS. For each county selected, there **MUST** be a corresponding county specific budget attached in the Appendices.

Select County(ies)	County Specific Budget Attached
<input type="checkbox"/> Atlantic	<input type="checkbox"/>
<input type="checkbox"/> Bergen	<input type="checkbox"/>
<input type="checkbox"/> Burlington	<input type="checkbox"/>
<input type="checkbox"/> Camden	<input type="checkbox"/>
<input type="checkbox"/> Cape May	<input type="checkbox"/>
<input type="checkbox"/> Cumberland	<input type="checkbox"/>
<input type="checkbox"/> Essex	<input type="checkbox"/>
<input type="checkbox"/> Gloucester	<input type="checkbox"/>
<input type="checkbox"/> Hudson	<input type="checkbox"/>
<input type="checkbox"/> Hunterdon	<input type="checkbox"/>
<input type="checkbox"/> Mercer	<input type="checkbox"/>
<input type="checkbox"/> Middlesex	<input type="checkbox"/>
<input type="checkbox"/> Monmouth	<input type="checkbox"/>
<input type="checkbox"/> Morris	<input type="checkbox"/>
<input type="checkbox"/> Ocean	<input type="checkbox"/>
<input type="checkbox"/> Passaic	<input type="checkbox"/>
<input type="checkbox"/> Salem	<input type="checkbox"/>
<input type="checkbox"/> Somerset	<input type="checkbox"/>
<input type="checkbox"/> Sussex	<input type="checkbox"/>
<input type="checkbox"/> Union	<input type="checkbox"/>
<input type="checkbox"/> Warren	<input type="checkbox"/>

**EXHIBIT F****Estimated Minimum Level of Service**

<b>County</b>	<b>Monthly LOS (Estimated)</b>	<b>Annual LOS</b>
Atlantic (2)*	5	60
Bergen (2)	5	60
Burlington (2)	10	92
Camden (4)	8	100
Cape May (1)	6	67
Cumberland (2)	5	60
Essex (6)	7	110
Gloucester (2)	4	60
Hudson (4)	5	80
Hunterdon (1)	3	33
Mercer (2)	6	71
Middlesex (3)	6	80
Monmouth (2)	5	60
Morris (2)	4	47
Ocean (2)	7	85
Passaic (2)	5	55
Salem (1)	6	50
Somerset (1)	3	33
Sussex (1)	4	47
Union (3)	5	67
Warren (1)	3	33

\*The number in parenthesis represents the total number of CP&P Local Offices within the county.

**EXHIBIT G - Budget Spreadsheet** (12-month annualized budget and one time start-up budget)

<b>BUDGET CATEGORIES</b> <b>12-Month Budget</b>	<b>TOTAL</b> <b>COSTS</b>	<b>DCF</b> <b>Funding</b> <b>request</b>	<b>Cash or</b> <b>In-Kind Funds</b> <small>note sources below*</small>	<b>Start-Up</b> <b>Funds ( One</b> <b>time)</b>
A. Personnel - Salary (hours/week)				
Fringe (% rate)				
B. Consultants & Professional Fees				
C. Materials & Supplies				
D. Facility Costs				
E. Specific Assistance to Clients				
F. Transportation				
G. Other				
H. Gen. & Adm. (G&A) Costs				
I. Total Operating Costs				
J. Equipment				
K. Total Cost				



L. Revenue (deduct)*	( )	n/a	n/a	
<b>M. Funding Request</b>		n/a	n/a	

The budget request shall indicate the Agency's total proposed budget for delivery of \_\_\_\_\_ the service(s) reduced by the other sources of funding (Line K). If applicable, indicate the sources of leveraged funding and the dollar amounts for each below:

*Other Sources of Funding for this Program: (Specify These)				
Other Funding Amounts:	0	0	0	

