



## **REQUEST FOR PROPOSALS**

### **FOR**

## **Keeping Families Together**

### **Pilot Program in Hudson County**

**Funding of up to \$143,608 Available**

**NOTE: This funding is contingent upon the availability and use of five identified low income, rent restricted units in Jersey City.**

**There will be no Bidders Conference for this RFP. Questions are due by December 14, 2015 to [DCFASKRFP@dcf.state.nj.us](mailto:DCFASKRFP@dcf.state.nj.us).**

**Bids are due: January 8, 2016 at 12:00 PM**

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

Commissioner

December 4, 2015

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## **Funding Agency**

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

### ***Special Notices:***

- 1. There will be no Bidders Conference for this RFP. Questions are due by December 14, 2015 via email to DCFASKRFP@dcf.state.nj.us.*
- 2. This funding is contingent upon the availability and use of five identified low income, rent restricted units in Jersey City.*

## **Section I – General Information**

### **A. Purpose:**

The Department of Children and Families (DCF) Division of Child Protection and Permanency (CP&P) announce the availability of funding to support a permanent supportive housing program for child welfare involved families who are confronting homelessness or inadequate housing. This funding is contingent upon the availability and use of five identified low income, rent restricted units in Jersey City. DCF anticipates that these five units will be ready for occupancy in January 2016 and dedicated for use as part of the New Jersey Keeping Families Together (KFT) program.

The KFT program model is designed to strengthen and keep together families who have unstable housing and are involved in the child welfare system. KFT is informed by a three-year, Keeping Families Together pilot, funded by the Robert Wood Johnson Foundation and managed by the Corporation for Supportive Housing<sup>1</sup> (CSH), a national non-profit organization that helps communities develop supportive housing to prevent and end homelessness.

One funding award will be granted for the purpose of developing and implementing a Keeping Families Together supportive housing program to serve families in Jersey City. The awardee will blend subsidized housing with services for CP&P-involved families. This request for proposals requires the development of innovative supportive housing services including case management and other services based on family preservation principles with the goal of supporting family reunification and preventing family separation and homelessness, while promoting recovery and positive family functioning, and self-sufficiency. Evidence-informed and trauma-informed services must be integral components of the service model.

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<sup>1</sup> With permission from CSH, this RFP includes language, in whole or in part, from a number of CSH publications and reports related to Keeping Families Together.

This RFP invites eligible providers to submit proposals for the purpose of awarding funds through an open, competitive process to non-profit providers and universities (state and private). DCF will provide up to \$143,608 for housing subsidies, development and implementation of case management and supportive housing services, and client assistance to furnish and lease up housing units for the targeted population. One award will be granted to serve families from Hudson County with open child welfare cases, and these funds are expected to serve 5 families at one time.

## **B. Background:**

The Department of Children and Families is charged with serving and safeguarding the most vulnerable children and families in the State and ensuring that service delivery is directed towards their safety, protection, permanency and well-being.

Family homelessness has devastating effects on children, including high rates of family dissolution in the short-term. In the long-term, research shows that these challenges and poor outcomes tend to occur across generations. National research shows that, absent comprehensive interventions, these families often confront out-of-home placements for their children, family dissolution, ongoing substance use and mental health disorders, intergenerational poverty, and long-term homelessness. In order to fully address the complex needs of families with recurring child-welfare-involvement and other co-occurring challenges such as mental illness, substance use disorders, and domestic violence, a longer-term comprehensive model (i.e. supportive housing) is needed.

Keeping Families Together is a model of permanent supportive housing designed specifically for a sub-set of child welfare involved families who typically present with an array of co-occurring challenges. To date, KFT has proven to be a promising practice in improving child well-being and decreasing child welfare involvement amongst the most vulnerable families. The goal of KFT is to improve outcomes for children by providing a secure place for families to live in an affordable, caring, supportive setting. Families are provided with the necessary support and guidance to manage their lives and improve wellbeing. Children benefit from supportive and stable communities, positive adult role models, and stronger family units. Supportive housing affords parents the ability to enhance their capacity to provide a safe and stable home for their children. A growing body of research suggests that stabilizing individuals in supportive housing can reduce their use of expensive public crisis services such as emergency rooms, psychiatric hospitals, and jails.

The first Keeping Families Together pilot was implemented in New York City from 2007-2010 and placed families with extensive histories of child welfare and homelessness into permanent supportive housing. The goal of the pilot was to determine whether supportive housing could prevent family separation, homelessness, and foster care placement among high-risk families. Families in the pilot received a number of supportive services, including a case manager to help them navigate the multiple services and systems in which they were involved. In addition, families participated in wellness self-management and parenting/family support groups. Keeping Families Together housing providers also offered employment assistance, clinical assistance, and linkage to substance use disorder treatment.

Keeping Families Together was evaluated by an independent research firm that measured indicators of family stability and child well-being. Almost all of the families in the pilot had either a past or current history of substance use. Half had a mental health diagnosis. All families had long and complex trauma histories. Despite their challenges, the KFT evaluation found that with supportive housing and dedicated case management, 90% of the pilot families remained in their homes, 61% of child welfare cases were closed in an average of 10 months after move-in, 100% of children returned to their families from foster care and remained with their families for at least 12 months or until the end of the pilot, abuse and neglect reports decreased dramatically, and roughly 63% had no further involvement with the child welfare system.

KFT's results offer evidence that supportive housing can be an effective alternative to recurring child welfare system involvement and foster care placements among unstably housed families with high service needs. These positive outcomes, amongst families with complex challenges, suggest that supportive housing is a promising way of preventing abuse and ending traumatic foster care placements for families experiencing extreme poverty, disabling conditions, and instability. Moreover, five sites across the country are participating in a five year federal demonstration to support the development of and increase the evidence base for supportive housing models for child welfare-involved families.

More information on Keeping Families Together and national KFT efforts can be found at: <http://www.csh.org/csh-solutions/serving-vulnerable-populations/families/>.

DCF currently has KFT pilots in Essex, Passaic, Monmouth, Atlantic and Gloucester Counties. New Jersey's KFT program provides supportive housing and services for families who are facing homelessness or housing instability, whose children are at risk of out-of-home placement or are in out-of-home placement with a case goal of reunification, and who may be facing a number of other co-occurring challenges including but not limited to

substance abuse, medical and/or mental health challenges, and domestic violence. This RFP seeks to expand the New Jersey KFT pilot program capacity to serve an additional 5 CP&P involved families in Hudson County.

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

#### Housing Expectations

DCF will provide funds for housing subsidies, case management and enhanced services, and client assistance to furnish and lease up housing units.

Successful respondents to this RFP will develop programs that reflect values and practices consistent with the Housing First model and that demonstrate a holistic approach to supporting individuals in their recovery and well-being.

Housing First principles include the following:

- Consumer-driven and client-centered, by establishing fully collaborative partnerships with the housing consumer that encourage growth towards independence and recovery by both recognizing consumer strengths and resources, on the one hand, and addressing jointly identified consumer needs and priorities, on the other.
- Flexible in response to individual service preferences, by providing a mix of assistance, support services and on-call crisis response in the family's home 24 hours a day and 7 days per week as needed, as well as coordinating the timing of in-home service delivery with the hours of operation of other service programs outside the home.
- Team-based, by recruiting and retaining team members comprised of both strong peer role models and specialists experienced in providing motivational counseling, vocational rehabilitation, education, and housing counseling to persons with substance abuse, including those with co-occurring mental health disorders.
- Culturally Competent, the agency staff will reflect the populations whom they will be serving and will provide services that are respectful of the culture, ethnicity, and language(s) of the families being served.
- Recovery-oriented, integrating services that encourage support and sustain client-driven recovery by developing the client's awareness of referral resources for any needed services.

Under the Housing First model, consumers do not have to be clean or sober or participate in programming in order to be housed. Though services are voluntary, the expectation is that case managers and provider staff will be successful at engaging clients and supporting their participation in

recommended programs, and applicants shall outline what practices and strategies will be employed to engage and motivate clients.

**This section defines project requirements in the following core areas:**

- Targeted Identification of Families
- Housing Intervention
- Case Management and Supportive Services
- Impact, Evaluation and Quality Improvement

**TARGETED IDENTIFICATION OF FAMILIES**

CP&P Local Offices in consultation with CP&P clinical supports and the awarded provider will identify families for the Keeping Families Together program. The target population for this program is a subset of high needs CP&P involved families whose challenges with homelessness or housing instability have put their children at risk of out-of-home placement or have delayed reunification with children currently in out-of-home placement. Families appropriate for KFT will also be challenged with other co-occurring needs including but not limited to substance use disorders, medical and/or mental illness, and/or domestic violence.

The following indicators of need will be used to identify families eligible to participate in this KFT pilot program:

Child Welfare Involvement

1. One or more children at risk of out of home placement;

OR

2. One or more children in out of home placement with a case goal of reunification; and,
3. Family deemed ready for reunification (indicators used to deem readiness may include: frequent, regular and high quality parent-child visitation; completion and/or active participation in recommended services; safety issues resolved.) with housing as the only remaining barrier to reunification.

Homelessness and/or Housing Instability (must meet at least 1 of the following)

1. Family is sleeping on the street, in cars, or in other places not meant for human habitation
2. Family has been homeless three or more times in the last 2 years
3. Family is currently staying in a homeless shelter, transitional housing, or a residential treatment facility and will be homeless upon discharge
4. Family has moved two or more times in the last 12 months
5. Family is doubled up living with family/friends because they are unable to find suitable housing

6. Family is unstably housed and imminently losing housing within five to seven days (e.g., eviction, discharge from hospital/institution, living in condemned housing, etc.)

### High Service Needs

KFT is designed to serve families with multiple needs and risk factors compromising their capacity to parent and remain housed. In addition to meeting the criteria above, families referred to KFT must meet at least two of the following:

- Primary caregiver has mental health diagnosis/disorder
- Primary caregiver has substance use disorder
- Child has mental or behavioral health challenges
- Child has developmental, learning, or physical disability
- Primary caregiver and/or child has a chronic medical condition
- History of or ongoing domestic violence
- Age of youngest child is under 6
- Primary caregiver has history of involvement with the child welfare system as a child/youth or other trauma history.

CP&P and the awarded provider shall jointly conference on identified families to determine which are eligible and appropriate for this program. The provider will then conduct individual enrollment meetings with each approved family to educate them on the program including policies and requirements related to the DCF housing subsidies.

### **HOUSING INTERVENTION**

DCF anticipates that five low income, rent restricted units in Jersey City will be ready for occupancy in January 2016 and dedicated for use as part of the New Jersey Keeping Families Together (KFT) program. The projected units include three 1-bedrooms, one 2-bedroom, and one 3-bedroom.

Families will have leases and rights and responsibilities of tenancy. Tenure in housing is not contingent upon families' participation in services.

Through the available funding, DCF will provide housing subsidies to support up to 5 families at one time:

- The DCF subsidies provided for this program are project-based. As such, they are tied to specific housing units and cannot travel with clients.
- The awarded provider will be responsible for management and administration of DCF housing subsidies.
- Consumers will be required to contribute approximately 30% of their adjusted gross income towards the rent. Income may include

employment, public assistance or SSI/SSDI, pension, child support/alimony, workers compensation and/or other public benefits such as unemployment or temporary disability.

- The household is required to pay their required rent contribution directly to the landlord on a monthly basis.
- Likewise, the awarded provider will provide the appropriate housing assistance payment for each family directly to the landlord on a monthly basis.

Following enrollment in the KFT program, the awarded provider will assist all families in completing housing-related applications, which may include income verification, criminal background and/or credit checks, and the provision of any other documentation as required.

Additional housing case management responsibilities will include:

- Assistance with lease signing,
- Move-in logistics,
- Utility start-up,
- Attainment of furnishings through purchase and donation, and
- Ongoing housing stability support to increase the families' ability to maintain their household and finances and uphold the terms of the lease.

Examples of ongoing housing support services include life skills and financial literacy training, understanding of tenant rights and responsibilities, prevention of lease violations, active communication and mediation of conflicts with landlords, etc.

Once families are housed, the awarded provider will ensure that families maintain stability and maximize tenure in their living arrangement. Because the target population includes families facing a number of challenges, they may experience crises and setbacks during their housing tenure. The awardee must have the capacity to appropriately realign services and supports to ensure the clients' ongoing permanency in their housing.

For those families with no income, KFT staff will assist the consumer in obtaining employment and/or benefits for which they are eligible. KFT staff shall have capacity to engage families in employment and career planning/goals. With assistance from the provider, families will also be expected to apply for other mainstream permanent vouchers/housing subsidies as they become available.

Applicants must allocate funding in their budget for specific assistance to clients based on the following "per family" formula x 5 participating families: \$3,000 for furnishings, \$300 for utility start-up costs, and 1.5 month's rent for a security deposit.

## **CASE MANAGEMENT AND SUPPORTIVE SERVICES**

The awarded provider is expected to provide holistic planning and support services, and incorporate evidence-informed, trauma-informed treatment and programming as appropriate to support the families' needs. In addition to services focused on helping tenants maximize housing stability, services in supportive housing help tenants connect to, navigate, and coordinate needed health and social services.

The awarded provider will work with each family to identify and define their service goals and needs, and then assist with obtaining and coordinating services. Services will aim at achieving greater family functioning, child wellbeing, community integration, work readiness and employment, peer support, physical/mental health, socialization, access to concrete supports and public benefits/entitlements, and skills and opportunities that foster increased self-sufficiency and personal responsibility for one's life. The awardee is also expected to be well-versed in community based services for families and ensure that families have access to those services and are actively engaged in their treatment and improving the health and well-being of their families.

Opportunities to connect to other families both in the program and in the community shall be provided on an ongoing basis.

The program shall also ensure that program staff, services, and supports are readily available and accessible to families including a plan for emergency/crisis situations and on-call staffing.

### **The primary role of Keeping Families Together staff is to:**

- Establish a trusting relationship with families to promote child wellbeing and family stability, while improving the capacity of caregivers to provide a safe and permanent home for their children.
- Work with the family to develop an integrated case plan that includes housing needs as well as other services needed by the family.
- Ensure housing retention and improve housing stability among families as a platform for ongoing engagement and family stability.
- Work with families to devise and implement a comprehensive, family-based service plan that focuses on child safety, positive family functioning and wellness.
- Build a network of support within the program and among tenants that focuses on trust, well-being and social/community integration.
- Advocate on behalf of parents and children to ensure that they understand the requirements of the social services in which they are engaged and facilitate access to public benefits available to them.

- Act as a liaison between parent and service provider when necessary while building the capacity of the caregiver and child to communicate effectively and advocate for themselves.
- Motivate clients to seek licensed substance use disorder treatment and/or participate in recovery supports, if appropriate.

### Staffing

A key factor in the success of this project is the development of a KFT staffing team to support families placed into housing. Ensuring the safety, stability and wellbeing of vulnerable children and families is complicated, requiring a wide range of information and practice knowledge. One worker practicing alone with an individual caseload cannot know and do everything that needs to be done. Thus it is suggested that applicants develop and utilize interdisciplinary teams to work with families. The team is a source for information, understanding, consultation, joint practice, and accountability. Each member of the team should bring a variety of skills, life experiences and perspectives.

Staffing needs to be reflective of the individuals to be served in the proposed program and must include both clinical and case management staff to provide the services outlined above. Specifically, the proposal must identify that staff have the credentials and/or competencies to serve individuals who may be facing a range of co-occurring challenges including mental health, substance use disorders, domestic violence, etc. and who are able to effectively engage families with histories of trauma. Peer supports or peer-based services may be built into the team.

KFT staff must be viewed by families as a source of support and assistance for routine services and in moments of crisis. Program staff must encourage open communication and cultivate trust and relationships with families. Every interaction with families shall be seen as an opportunity to engage families and strengthen the alliance with them. Program staff must have training and competence around non-judgmental communication and engagement skills that can help cultivate strong alliances and relationships with families. Services shall not be offered in a coercive manner or through mandates.

KFT staff will be expected to adopt a “whatever it takes” approach to be seen as a true source of support for the families. Program staff must be prepared to work beyond the purview of an ordinary 9-5 work day, providing a wide range of assistance and “troubleshooting” around issues not typically viewed as part of the social services system.

## Multisystem Collaboration and Service Coordination

The needs of vulnerable families cannot be met by one public service system. Successful applicants/programs take into account the holistic needs of families and collaborate with multiple services, professionals, and systems to knit together services that are flexible and responsive. Providers with established partnerships and experience working collaboratively to serve families will be well-positioned to take on the KFT approach.

KFT and CP&P staffs are expected to work collaboratively and communicate regularly to ensure the safety, permanency and wellbeing of the child(ren) and the overall success of families enrolled in KFT. While it is anticipated that a family's case will not close immediately upon enrollment into the KFT program, the CP&P case does not need to remain open for families to continue their participation in KFT. The awardee must ensure that families and individuals in the program continue treatment and aftercare, as recommended by the system partners, that would help lead to self-sufficiency and independence.

The awarded provider is also expected to demonstrate partnerships and/or develop collaborative relationships with local service systems and provider networks to effectively advocate for and access much needed community resources and supports for these families. The successful applicant will demonstrate experience and success in routine consultation and interaction with other agencies, shared outcomes, and processes for communication and information sharing. Applicants shall propose a plan that includes collaboration with critical service providers.

Lastly, the awarded provider will be expected to conduct and participate in ongoing case conferences with CP&P and other community providers to ensure coordinated planning for the family and an integration of services and resources.

## **IMPACT, EVALUATION AND QUALITY IMPROVEMENT**

DCF is interested in understanding the quality and impact of the Keeping Families Together program. The successful applicant will be expected to participate in an evaluation of the program that is anticipated to be conducted by DCF or an external evaluator. Applicants shall identify measurable outcomes and the evaluation, assessment, and/or data collection tools that will be used to measure them. At a minimum, the awarded provider is expected to monitor and report on housing stability, child wellbeing, caregiver wellbeing, family functioning, and achievement of identified wellness and recovery goals.

The proposal shall also describe the agency's performance improvement processes. This description must include how the individuals served will have a meaningful role in the performance improvement process.

Key evaluation criteria will include:

1. Decreased involvement with the child welfare system, as indicated by:
  - Fewer number/decreased frequency of reports
  - Case plan with child welfare agency/order from family court has been satisfied
  - Separated families are reunified/no reentry in care
  
2. Increased housing stability, as indicated by:
  - Maintenance of community tenure
  - Family remains in stable housing situation (i.e. in own housing with a lease and not in temporary situations)
  
3. Improvements in caregiver outcomes, as indicated by:
  - Improved health and mental health
  - Decreased substance use
  - Increased access to needed health, behavioral health, and supportive services
  - Increased education/employment/earnings and/or access to income supports/benefits (SSI, TANF, etc.)
  - Increased parental functioning and decreased parental stress
  - Increased social support system
  
4. Child well-being improves, as indicated by:
  - Improved health and behavioral health
  - Preventative and ongoing child health needs are met
  - Increased access to needed health, behavioral health, educational services
  - School attendance and achievement improves (school-age kids)
  - Decreased involvement with juvenile justice system (if applicable for older kids in household)

Applicants shall provide a logic model for the proposed program that demonstrates links between proposed inputs and activities and intended short- and long-term outcomes.

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 will make available up to \$143,608 per year for housing subsidies, client assistance, and to support the development and implementation of case management and supportive housing services for the target population. **This funding is contingent upon the availability and use of five identified low income, rent restricted units in Jersey City.**

The Department will make available up to \$43,608 of these funds for housing subsidies and specific client assistance, which must include funding for each family to furnish and lease up units.

The following “client assistance” line items are to be calculated on the following “per family” formula x 5 families: \$3,000 for furnishings, \$300 for utility start-up costs, and 1.5 month’s rent based on the provided rental rates for a security deposit.

The housing subsidies dedicated to this project by DCF are solely for rent; they do not cover utilities and funds shall not be allocated to pay for consumer utilities, apart from the \$300 that the provider may use to assist a client with establishing utility accounts in his or her name. Your housing subsidy line item is to be calculated based on the following rental rates for the five units x 12 months:

Three – 1 bedroom units: \$365/month

One – 2 bedroom unit: \$437/month

One – 3 bedroom unit: \$476/month

The remaining funds awarded through this RFP may be used for costs such as personnel, fringe, consultant/professional fees, general and administrative costs (G&A), transportation, and other than personnel costs. If applicable, include all other client assistance allocations as

separate line items and include a detailed description in the budget narrative.

Applicants are to submit a detailed spending plan which demonstrates how the applicant will budget the available dollars, in accordance with the RFP requirements, to serve a minimum of 5 unduplicated families.

Bookkeeping costs and/or reasonable indirect costs are allowed and can be charged to the services dollars for this project.

Funding is subject to approval of the Appropriations Act and continuation funding is contingent upon the availability of fund and low income, rent restricted units in future fiscal years and the Grantee's performance under the provisions of this RFP and the resulting Contract. It is anticipated that client assistance funding will adjust from year to year based on program need.

One proposal will be funded under this program.

Matching funds are not required.

Additional start-up funds are not available. Reasonable operational start-up costs (one-time) are permitted, and all start-up costs (one-time) must be funded with accruals. Applicants must provide a justification and detailed summary of anticipated start-up costs 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 universities (State or private) or not-for-profit corporations that are duly registered to conduct business within the State of New Jersey.
2. Applicants must have the ability to achieve full operational census within 30 days of award.
3. Applicants must be in good standing with all State and Federal agencies with which they have an existing grant or contractual relationship.
4. 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

5. Applicants may 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.
6. Applicants that are presently under contract with DCF must be in compliance with the terms and conditions of their contract.
7. Where required, all applicants must hold current State licenses.
8. Applicants that are not governmental entities must have a governing body that provides oversight as is legally required.
9. Applicants must have the capability to uphold all administrative and operating standards as outlined in this document.
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>December 4, 2015</b>	<b>Notice of Availability of Funds/RFP publication</b>
<b>December 14, 2015</b>	<b>Deadline for Email Questions sent to <a href="mailto:DCFASKRFP@dcf.state.nj.us">DCFASKRFP@dcf.state.nj.us</a></b>
<b>January 8, 2016</b>	<b>Deadline for Receipt of Proposals by 12:00PM</b>

All proposals must be received by 12:00 PM on or before January 8, 2016. Proposals received after 12:00 PM on January 8, 2016 will **not** be considered. Applicants must 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 must 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 must 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 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 must be double-spaced with margins of 1 inch on the top and bottom and 1½ inches on the left and right. The font may 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. Annex B budget pages, 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, folders, or staples.

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

## 1) Applicant Organization

(10 Points)

Please provide a description of each of the following and include evaluation/outcome data where applicable:

- The agency's history, mission and goals.
- Current programs managed by the agency and the funding sources.
- Where appropriate, a record of accomplishments in working in collaboration with the Department of Children and Families and/or relevant projects with other state governmental entities.
- The agency's background and experience in implementing supportive housing services. Describe what outcomes you are monitoring and how you are currently measuring them. Please provide recent outcome data and information within the narrative or in the appendices.
- The agency's experience working with CP&P and child welfare involved families, including those who may be experiencing co-occurring challenges such as mental illness, substance use disorders, and domestic violence. Discuss prior or current experiences where you've partnered or participated in case conferences/Family Team Meetings with CP&P.
- The agency's experience in providing evidence-supported and/or trauma-informed practices. Please be specific.
- The agency's existing relationships and partnerships within the community including service providers, housing providers, public housing authorities, continuums of care, public service systems, local businesses, etc.
- The agency's governance structure and its administrative, management and organizational capacity to enter into a third party direct state services contract with the Department of Children and Families. 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.

Provide an indication of the organization's demonstrated commitment to cultural competency and diversity. Explain how the provider is working toward a cultural competency plan that describes actions your agency

will take to insure that policies, materials, environment, recruitment, hiring, promotion, training and Board membership reflect the community or the intended recipients of the services you provide and promote the cultural competency of the organization and that resources and services will be provided in a way that is culturally sensitive and relevant.

Provide an indication of the agency's demonstrated capability to provide services that are consistent with the Department's goals and objectives for the program to be funded. Include information on current programs managed by the agency, the funding sources and if available, any evaluation or outcome data.

**2) Demonstration of Ability to Be Operational (30 Points)**

It is anticipated that the identified housing units will be ready for occupancy in January 2016. The awarded provider shall begin working with CP&P to identify families immediately upon award, and must demonstrate an ability to be fully operational within 30 days of an award.

The successful applicant will provide a reasonable timeline for implementing the proposed project. Please attach a Program Implementation Schedule as an appendix. The Program Implementation Schedule must detail how and when the proposed work will be accomplished as well as the responsible parties. It shall include the process and timeframe for establishing a KFT staffing team (i.e., recruiting, hiring, training, etc.), for enrolling and placing families into housing, for services to become operational, etc. Please include a description of factors that could delay or be a barrier to implementation as well as how these factors would be managed.

**3) Program Approach (30 Points)**

Describe how you will work with CP&P to identify families for this program.

Describe the intake process that will be used to create an individualized plan, including housing needs and supportive services, for participating families. Outline how often the plan will be reviewed and updated and how clients will be included in this process. Describe and attach (as an appendix) any intake or assessment tools that will be used.

Describe the services to be provided, including the specific goals and objectives of each and any specific models or approaches you intend to use:

- Describe services that will be provided to assist families with achieving and maintaining housing stability.
- Describe the supportive services that will be provided, including but not limited to:
  - Services for parents and children that address family functioning/parenting, including reunification services where appropriate.
  - Services/activities for children and youth that address child wellbeing and trauma.
  - Services to support parents and increase their wellbeing and self-sufficiency.
  - Peer based supports and opportunities to connect to other participants in the program.
- 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.
- Identify specific evidence-supported and trauma-informed programs, practice, and/or curriculums that will be provided directly or available through referral to KFT participants.
  - Applicants are expected to cite how the program or intervention(s) selected are evidence-supported and include how the intervention is rated by the California Evidence Based Clearinghouse which ranks interventions on a scale of 1 to 5 based on the strength of the research evidence supporting a program<sup>2</sup>. Applicants may additionally cite how the program or intervention is ranked on another reputable clearing house of evidence-supported programs.
  - Discuss how appropriateness or eligibility determinations will be made when referring individuals or families to these services?
  - If an individual or family is referred for multiple interventions, describe how the services and specific,

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<sup>2</sup>If the applicant's proposed approach to treatment(s) is not listed on the California Clearinghouse, applicants can instead describe or provide a reference of how the treatment service(s) meets one of the following criteria: (1) strong evidence from at least one systematic review of multiple well-designed randomized trials; (2) strong evidence from at least one properly designed randomized controlled trial of appropriate size; (3) Evidence from well-designed trials such as non-randomized, cohort studies, time series or matched case-controlled studies; (4) evidence from well-designed non-experimental studies from one or more centers or research groups; (5) opinions of respected authorities, based on clinical evidence, descriptive studies or reports of expert committees.

measurable goals will be integrated to ensure they are not working at cross purposes.

- Describe the accessibility of services, including the hours and days that on-site and other services will be available on a regular basis, and the geographic location(s) where services will be provided. Proposals shall include at least some evening and weekend availability. Indicate how the organization will be responsive and available on-site 24/7 as needed. Discuss your plan for responding to client emergencies/crises.
- Provide a description of transportation options available to clients and handicapped accessibility.
- Describe the measures or activities that will be taken to ensure that services will be provided in a culturally competent and sensitive manner.

Provide a description of any service coordination, collaborative efforts or processes that will be used to provide the proposed services:

- Describe your plan to work collaboratively with CP&P.
- Describe your plan to develop and maintain effective relationships with existing community based programs.
- Describe any existing partnerships that you have that can be leveraged to expand the services available to enrolled families. For services provided by other agencies, please include any affiliation agreements, contracts or letters of support in the appendices and discuss your existing relationship, the role of the partner in this program, the available services, locations, hours, and transportation available for these services. Such partners may include but are not limited to community social service agencies, family support programs, TANF, employment or subsidized employment agencies, developmental disability agencies, health care entities, NJ licensed substance use disorder treatment facilities and licensed mental health programs, domestic violence prevention entities, and schools.
- Attach any affiliation agreements, memoranda of understanding, etc. as appendices.

Describe your staffing model and the responsibilities assigned to each position.

- Indicate the number, qualifications and skills of all staff, consultants, sub-awardees and/or volunteers who will perform the proposed service activities.
- Discuss the process for recruiting, hiring, and training new staff.
- 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.
- Describe the management and supervision methods that will be utilized.
- Describe your agency's staff development and training policy/plan.
- Describe how your proposed staff will adopt and utilize a "whatever it takes" approach.
- Describe the minimum ongoing contact that you anticipate each KFT staff member will have with the families including frequency, modality (e.g., in person, telephonic, etc.), etc.

Provide a description of client data to be recorded, the intended use of that data and the means of maintaining confidentiality of client records.

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

#### **4) Outcome Evaluation**

**(10 Points)**

The awarded provider will be expected to participate in an evaluation of the program, including process and outcome measures. At a minimum, the awarded provider shall have the capacity to monitor and report on housing stability, child wellbeing, caregiver wellbeing, parenting/family functioning, and achievement of identified wellness goals.

Identify and describe the outcome measures that will be used to determine whether the service goals and objectives of the program have been met. Provide a brief description of data collection procedures including the names of tools to be utilized, frequency of assessment, and which staff will be responsible for administration of tools.

In the appendices, attach copies of all validated assessment/evaluation tools and/or draft or final program-specific data collection tools or questionnaires that will be used to determine the effectiveness of the program services and whether these families' are making progress towards their goals.

Develop and attach a logic model as an appendix for the proposed project that demonstrates links between proposed inputs and activities and intended short- and long-term outcomes. See attached sample logic model (Exhibit C).

Describe your agencies process for continuous quality improvement and how individuals served will have a meaningful role in the process.

#### **5) Budget**

**(20 Points)**

Applicants must clearly indicate how this funding will be used to meet the project goals and/or requirements. Provide a line item budget and a detailed narrative for the proposed program. The budget narrative must be included in the 25 page proposal.

The budget should be reasonable and reflect the scope of responsibilities required to accomplish the goals of this project. The budget must reflect a 12 month operating schedule 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 associated with the completion of the project must be clearly delineated and the budget narrative must clearly articulate budget items, including a description of miscellaneous expenses or "other" items.

The completed budget proposal must also include a detailed summary of and justification for any one-time operational start-up costs. These costs

must be reflected on a separate schedule but cannot exceed the funding amount listed in this RFP.

The awardee is expected to adhere to all applicable State cost principles. Standard DCF Annex B (budget) forms are available at: [www.nj.gov/dcf/contract/forms](http://www.nj.gov/dcf/contract/forms) and a description of General and Administrative Costs are available at [www.nj.gov/dcf/notices](http://www.nj.gov/dcf/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. 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:

### **Part I: Proposal**

1. Proposal Cover Sheet\*
2. Table of Contents – Note: Please number and label with page numbers if possible in the order as stated in Part I: Proposal & Part II: Appendices
3. Proposal Narrative (in following order)
  - a. Applicant Organization
  - b. Demonstration of Ability to Be Operational
  - c. Program Approach
  - d. Outcome Evaluation
  - e. Budget Narrative

### **Part II: Appendices**

1. Proposed Program Implementation Schedule
2. Job descriptions of key personnel, resumes if available for key personnel (please do not provide home addresses or personal phone numbers)
3. Staffing patterns/proposed staff schedule
4. Written plan for emergency/crisis situations and on-call staffing
5. Current Agency Organization Chart
6. Proposed Agency Organization Chart
7. Intake, assessment, evaluation and/or other data collection tools
8. Outcome/evaluation data for existing supportive housing programming, if applicable
9. Logic model

10. DCF Annex B Budget Forms\*
11. Applicable Consulting Contracts, Affiliation Agreements/Memoranda of Understanding, Letters of Commitment and other supporting documents
12. Copies of Applicable Licenses - Licenses are not required but if you have licensed individuals you may provide them
13. Safe-Child Standards Description of your agency's implementation of the standards (no more than 2 pages)
14. Copy of agency's Conflict of Interest policy
15. Copies of any audits or reviews completed or in process by DCF or other State entities from 2013 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
16. Dated List of Names, Titles, Address of Current Board of Directors
17. Signed DCF Standard Language Document  
<http://www.nj.gov/dcf/documents/contract/forms/StandardLanguage.doc>
18. Documentation Demonstrating Compliance with Obtaining a DUNS Number. 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: <http://www.dnb.com>
19. Renewal Printout from the System for Award Management (SAM) website (<https://www.sam.gov/portal/public/SAM/>)
20. Signed HIPAA Business Associate Agreement  
(<http://www.nj.gov/dcf/providers/contracting/forms/HIPAA.doc>)
21. Current Affirmative Action Certificate or Copy of Renewal Application Sent to Treasury
22. Certificate of Incorporation
23. New Jersey Business Registration Certificate with the Division of Revenue
24. Agency By-laws or Management Operating Agreement if an LLC
25. Tax Exempt Certification-IRS Determination Letter regarding applicant's charitable contribution or non-profit status, if a non-profit
26. Disclosure of Investigation and Other Actions Involving Bidder-Full Version\*\* Signed and dated
27. Disclosure of Investment Activities in Iran\*\* Signed and dated
28. Statement of Bidder/Vendor Ownership Full Version\*\* Signed and dated
29. Chapter 271\*\* Signed and dated
30. Source Disclosure Certification\*\* Signed and dated
31. Two-Year Chapter 51/Executive Order 117 Vendor Certification and Disclosure of Political Contributions (For-Profit only) \*\*Signed and dated
32. Annual Report to the Secretary of State  
([https://www1.state.nj.us/TYTR\\_COARS/JSP/page1.jsp](https://www1.state.nj.us/TYTR_COARS/JSP/page1.jsp))
33. Annual Report- Charitable Organizations (If applicable)

34. W-9 form (new agencies only)  
(<http://www.state.nj.us/treasury/omb/forms/pdf/W9.pdf>)
35. Certification regarding Debarment\*  
<http://www.state.nj.us/dcf/providers/notices/Cert.Debarment.pdf>
36. Statement of Assurances\*
37. Form 990 for Non-Profits or Form 1120 intended for For-Profit entities.  
LLC's shall provide an applicable tax form and may delete or redact any SSN or personal information
38. Copy of Most Recent Audit or financial statement certified by an accountant or accounting firm
39. MacBride Form\*\*

\* 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.  
Applicants may review these items 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**

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. Answers will be posted on the website at: <http://www.state.nj.us/dcf/providers/notices/>

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

All inquiries submitted to this email address must identify, in the Subject heading, the specific RFP for which the question/clarification is being sought.

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. Each question should begin by referencing the RFP page number and section number to which it relates.

All other types of inquiries will not be accepted. **Applicants may not contact the Department directly, in person, or by telephone, concerning this RFP.** Inquiries will not be accepted after the closing date of the Question and Answer Period. Written inquiries will be answered and posted on the DCF website as a written addendum to the RFP. After the closing date for questions, inquiries shall only be addressed for technical support through [DCFASKRFP@dcf.state.nj.us](mailto:DCFASKRFP@dcf.state.nj.us). Technical inquiries about forms and other documents may be requested anytime.

**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: SAMPLE LOGIC MODEL**

<b>Vision:</b> To “keep families together” by providing safe, permanent housing and evidence-based, trauma-informed support services to CP&P-involved children and their families using a Housing First model				
<b>Name of Initiative:</b> Keeping Families Together				
<b>Target Population:</b> CP&P involved families for whom homelessness or housing instability is a primary risk factor for imminent placement or barrier to reunification for children in out-of-home placement. This program is designed to meet the needs of NJ’s most vulnerable families who may be experiencing substance use disorders, domestic violence, mental and/or physical health challenges.				
<b>RESOURCES</b>	<b>ACTIVITIES OUTPUTS</b>	<b>SHORT TERM OUTCOMES</b>	<b>MID TERM OUTCOMES</b>	<b>DCF LONG TERM OUTCOMES</b>
Key resources of your program	Tangible things done by program staff that reach participants or targeted people – including frequency, duration, etc.	Learning connected to Activities, resulting in changed awareness, knowledge, attitudes, skills, opinions, aspirations, and motivations; these are the first set of outcomes that might be observed	Effects connected to Activities or Short-term Outcomes, including changes in behavior, practice, decision making, policies or social action; these are a bridge between short term and long term outcomes	Ultimate impact on social, economic, civic or environmental conditions; these are the last set of outcomes that might be observed
				Decreased child welfare involvement
				Improved child well-being
				Increase housing stability
				Improve in caregiver well-being
				[Other as identified by applicant]
<b>Assumptions:</b> Beliefs and thought patterns about how and why a program is expected to succeed which are not otherwise explicitly stated; also, things that would prevent a program from achieving its long-term outcomes.				
<b>Assumption 1:</b>				
<b>Assumption 2:</b>				