

NEW JERSEY DEPARTMENT OF CHILDREN AND FAMILIES

Exchange Parent Aide (EPA) - 6 Regions Bidder's Conference

DCF Division of Family and Community Partnerships (FCP), Office of Family Preservation and Reunification (FPR) March 20, 2024

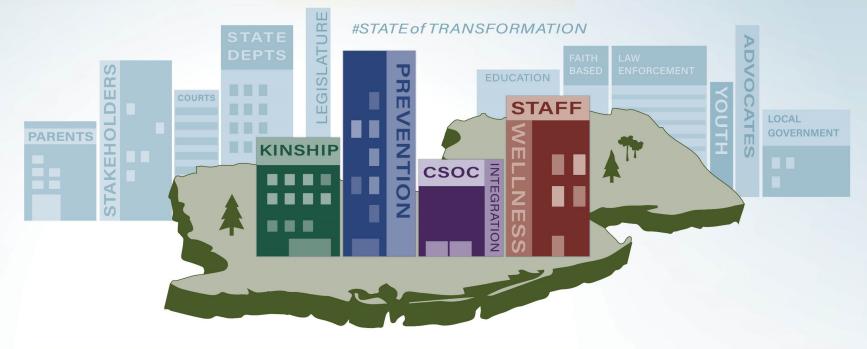
Agenda & Objectives

- Welcome/Introductions
- DCF Strategic Focus
- Overview of the Division of Family & Community Partnerships (DFCP)
 & Office of Family Preservation & Reunification (OFPR)
- Services to be Funded
- □ Highlights from the Exchange Parent Aide (EPA) RFP
- Requested Documents Review
- Questions and Answers





VISION: EVERYONE IN NJ IS SAFE, HEALTHY & CONNECTED



BUILT ON THE VALUES OF: EVIDENCE - FAMILY - COLLABORATION - EQUITY - INTEGRITY

DCF Strategic Focus

Maintain Service Excellence:

- Behavior based case planning
- Improved safety assessment
- Timely permanency
- Strengthened resource family work
- Empowerment for women and girls
- Promoting integrated health in primary and behavioral healthcare systems
- High quality, community engaged primary prevention programs.
- Thriving and interdependence for youth

Transformative Goals:

Primary prevention of maltreatment and fatalities

Preserving kinship connections

Staff health and wellness

Children's System of Care (CSOC) Integrated healthcare



Prevention Program Goals

Aim:

- Preventing child maltreatment and maltreatment related fatalities,
- Preventing unnecessary use of the child protection system to address family system challenges that can safely be assisted through health, social service, and community programming,
- Preventing the use of foster care as a safety intervention, and
- Preventing re-entry to foster care.

How:

 Identification of opportunities to evolve or build service capacity and use of clear operational plans



DCF Process Goals

Aim:

- Creating Departmental infrastructure to ensure high quality implementation of all purchased services
- Strengthened stakeholder collaboration and state and local level public and community partnership

How:

- By adjusting organizational structure and Department capacity
- Information management strategy
- Quality improvement
- Increased partnership
- Community collaboration



DCF's Evolving Identity

Aim: Shifting the Department's identity from a system with a predominant focus on traditional child protection services to a predominant focus on family strengthening efforts.

Family

Strengthening

System

How: Will be achieved by operationalizing DCF's strategic plan using the core approaches.

- Family & community connections
- Health and behavioral health care
- Community based youth & family serving programs
- Housing
- Income support
- Child care
- Respite care
- Education



- Child abuse hotline
- Child protective investigations and child welfare referrals
- Family preservation interventions
- Safety related child placements & permanency

Family and Community Partnerships (FCP)

DCF's Division of Family and Community Partnerships (FCP) promotes the health, well-being and personal safety of New Jersey's children and families by working with parents, caregivers, organizations, and communities to ensure an effective network of proven support services, public education, and community advocacy to prevent child maltreatment. The Division's work is housed across four offices:

- The Office of Early Childhood Services supports development and implementation of programs and activities related to pregnancy and parent support for families with infants and children to age five.
- The Office of Family Support Services contracts and works in partnership with organizations throughout the state, including school districts, to build a continuum of family-centered, holistic, and preventive services for New Jersey's children and families that touch across the lifespan.
- The Office of Housing works to ensure DCF's network of housing and related services are accessible, high quality, culturally competent, and effectively meet youth and family needs.
- The Office of Family Preservation and Reunification is committed to providing an array of high-quality, evidence-informed, family, child and youth services to promote stability, permanency and well-being for our most vulnerable children and families. This office services family and youth who are currently or formerly DCP&P involved.



FCP Programs and Offices

Office of Early Childhood Services

Evidence-Based Home Visiting (NFP, PAT, and HFA)

Adolescent Pregnancy Prevention Intervention (APPI)

Parent Linking Program (PLP)

County Councils for Young Children (CCYC)

Connecting NJ

Universal Home Visiting (UHV) /Family Connects NJ

Office of Family Support Services

NJ Family Success Center Network (FSC)

Kinship Navigator Program (KNP)

School Linked Services (SLS)

NJ Student Support Services (NJ4S)

Outreach to At-Risk Youth (OTARY)

NJ Child Assault Prevention (NJCAP)

Office of Housing

Youth Supportive Housing

Keeping Families Together (KFT)

Transitional Living Programs (TLP & STLP)

Street Outreach

Adolescent Housing Hub

Office of Family Preservation & Reunification

Peer-2-Peer (P2P)/ EnlightenMENT

Life Skills

Pathways to Academic and Career Exploration to Success (PACES)

Visitation Services

Family Preservation Services (FPS)

Exchange Parent Aide (EPA)

Primary Prevention Services

Tertiary Prevention Service

Secondary Prevention Services



DCF's Family Support Continuum

- In 2018 The Family First Prevention Services Act was enacted to help child welfare agencies across the country reduce removals of children from families by focusing resources on proven, maltreatment-prevention programs and services. New Jersey's Prevention Strategy & Family First Prevention Services Act 5-year Plan includes adding Exchange Parent Aide (EPA) to DCF's current service array to support families in high risk or unsafe situations
- DCF's existing comprehensive network of services, includes an array of mental health services, substance use disorder services, parenting supports and services, domestic violence services, and more to support DCP&P involved families.
- Exchange Parent Aide is being added to the continuum of family support services designed to strengthen families and connect them to the resources and support they need within their own community—support that can prevent crisis, mitigate risks, and prevent future child abuse and neglect.



Exchange Parent Aide (EPA)

Funding Information (RFP pages 1 & 2)

- Number of Awards: 6
- Award Amount:
 - Start up; one-time up to \$75,000
 - Year 1; pro-rated operational expenses up to \$542,000
 - Year 2; annualized operational expenses up to \$725,000
- Intended funding period for the contract is: July 1, 2024 June 30, 2025.
- Start up costs shall include, but not limited to, the costs of one vehicle purchase; five (5) tablets/laptops equipped with broadband; and curriculum.

EPA Summary Program Description (RFP page 1)

- Exchange Parent Aide (EPA) is an evidence-supported service model
- These EPA contracted programs will support families involved with DCF's Division of Child Protection and Permanency (DCP&P).
- Each program will provide supportive and educational in-home services for parents/caregivers
- The EPA intervention will provide parents/caregivers with effective parenting skills and strategies, and teach them about
 - Enhanced social connections,
 - social-emotional competency,
 - child safety, and
 - child development.



EPA Target Population

Read all characteristics and demographics on pages 9 & 10.

- For parents/caregivers of children ages: 0-17, who are involved in the child welfare system.
 Enrollment must occur prior to the youth's 18th birthday.
- Gender: Female; Male; Non-binary; All
- Marital Status: Includes: Married; divorce; separated; widowed; civil partnership; single
- Parenting Status: For parents/caregivers of children ages 0-17 who are involved in the child welfare system. Includes: Expectant; biological; adoptive; informal kinship caregiver; grandparent.
- Families should have a DCP&P In-Home Case at the time of initial referral and enrollment.
 DCP&P open case status is not a requirement to continue receiving EPA services



EPA Referral Process (RFP page 12)

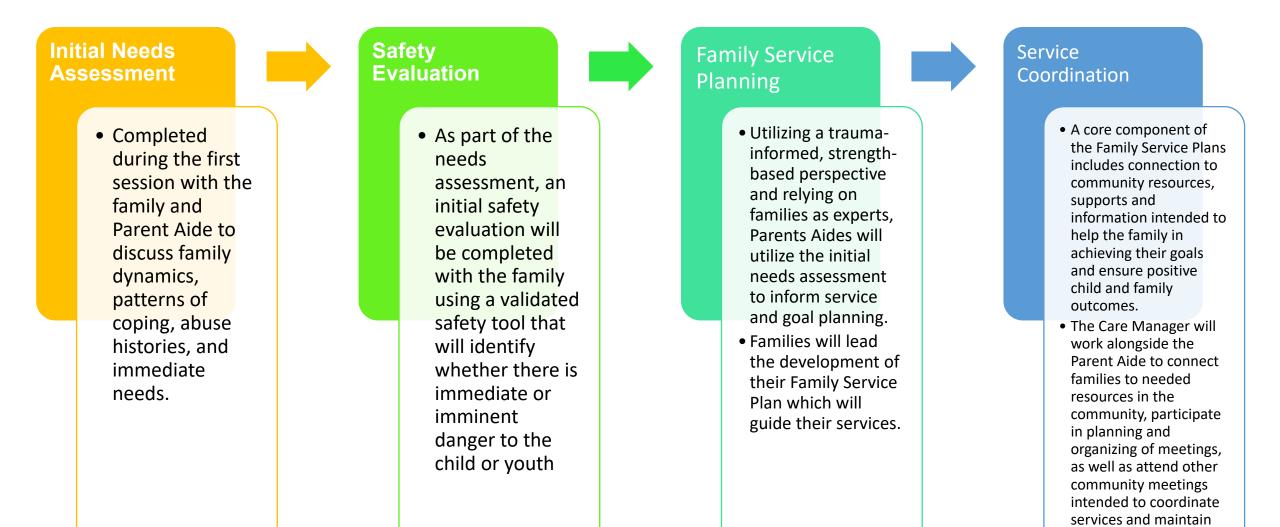
Families with current involvement with DCP&P may be referred to the program through various referral sources, including:

Referral Sources		
Self-Referral	 Families may contact the provider directly 	
Social Service Staff	DCP&P caseworkersOther social service personnel	
Community Providers	 Mental health care provider Child's pediatrician Child's school/ childcare Other community agency 	

 Awarded respondents will communicate with DCPP regularly on the receipt of, acceptance or rejection of program referrals.

EPA Direct Services and Activities

Read all services and activities on pages 13 & 14.



relationships.

EPA Evidence-Based Intervention & Curriculum (RFP Page 15)

- Exchange Parent Aid (EPA) will provide evidence-based intervention strategies and curriculum based on the individual needs and characteristics of children and families.
- Awardees of this RFP shall select one or more evidence-based curriculum that aligns with the race, ethnicity, culture, and languages of the communities you are seeking to serve.
- Respondents should reserve a portion of their SFY25 budgets for costs associated with use of evidence-based intervention strategies and curriculum (ie tools and training). DCF will review and approve all selected curriculum.
- Suggestions of evidence-based, evidence-informed curriculums include, but are not limited to: Triple (individual and group), Active Parenting (group), Strengthening Families (SFP), Parents as Teachers, and Nurturing Parenting.

Clearinghouse	Website
California Evidence-Based Clearinghouse	https://www.cebc4cw.org/search/by-program-name/
Title IV-E Prevention Clearinghouse (FFA)	https://preventionservices.acf.hhs.gov/
National Registry of Evidenced Based Programs and Practices	https://www.samhsa.gov/resource-search/ebp

EPA Frequency & Duration of Services (RFP Pages 15 & 16)



- 1 hour home visits
- 1-2 times per week
- 6-month duration,
 Extension up to 11
 months, based on need

- Parent Aides typically provide a one-hour home visit, 1-2 times a week, for an estimated 6 months with an extension for after care based on needs.
- Frequency of visits may be reduced based on need; service delivery is not contingent upon involvement with DCP&P.
- Care Managers provide 3-4 contacts per month, approximately 90 minutes of care management per family/per month.



EPA Community Partnerships (RFP page 16)

Providers are expected to participate in advisory councils/boards in their local community/area of service. Programs are required to incorporate participation of the community in which they serve - for example, program should partner and collaborate with schools, health care centers, pediatrician's offices, etc. to facilitate awareness of program availability, eligibility criteria and referral process.

Specific advisory councils and boards include but are not limited to:

Connecting NJ Advisory Board	County Councils for Young Children	Human Service Advisory Council	Children's Interagency Coordinating Council	NJ4S Advisory Boards
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EPA Staffing Training & Consultation (RFP pages 16-17)

Initial Training: All staff are expected to attend 16 hours of EPA initial training. DCF will pay for costs associated with this training in Year 1.

Ongoing Training/Consultation: Program staff will receive technical assistance and support, coaching, program consultation, guidance on program management and other supportive services, as indicated. This consultation and training will occur locally at program sites during monthly in-service trainings, weekly supervision, and the Parent Aides 24/7 access to supervisors. DCF will pay the National Exchange Club for the costs associated with this training and consultation.

Supplemental Training: Awarded respondents are encouraged to provide in their budgets for the provision of additional local training offered through local conferences, universities, and various other institutions to meet the specific needs of families served.



EPA Accreditation Guidance (RFP Page 17)

- Overview: The EPA program must be implemented with fidelity. Awarded respondents shall adhere to the Standards of Operation and Practice as defined by the National Exchange Club. Providers will receive consultation to become and remain accredited. *Parent Aides are not required to be certified.*
- Timeframe: Initial Accreditation within 18 months / Ongoing Accreditation every three (3) years
- Cost for Accreditation: DCF will pay for costs associated with accreditation in Year 1.

EPA Service Delivery Area (RFP page 18)

- Service Delivery Setting: The primary location of services is the family home. Group sessions may be facilitated within the community.
- Geographic Area: Awarded respondents are required to serve all counties listed in each region.

Region	Counties
1	Camden, Gloucester, Salem
2	Atlantic, Burlington, Cape May, Cumberland
3	Mercer, Monmouth, Ocean
4	Middlesex, Somerset, Union
5	Hunterdon, Morris, Passaic, Sussex, Warren
6	Bergen, Essex, Hudson

Service Site: Agency location can be in any location, in state or out of state. Direct service staff may be remote.

EPA Availability & Transportation (RFP pages 18-20)

- Operating Hours: Monday through Friday, 12 months per year. Availability of weekend and evening hours are required to ensure accessibility to the service.
- After-Hours On-Call Procedures: Awarded respondents shall operate an answering service that will provide individuals and families with special instructions of where to go in case of an emergency and/or to call 911.
- Transportation: May be provided by the Care Manager or other program staff.
 - Awarded respondents are permitted to purchase one (1) vehicle.
 - Reference RFP page 2 for start-up budget details.



EPA Staffing Requirements

Read all staffing requirements on pages 20 – 22.

Position	Education/ Credentials/ Certificates
Director	 Master's degree in social work with a LCSW or LICSW and five years' experience managing a program OR-
	 Master's degree in business or related field is appropriate; at least two years' experience with children and families; two years of management and supervisory experience.
Program Manager/ Supervisor	 Bachelor's degree in social work, Education, Early Childhood or the equivalent or related experience in the field of early childhood Minimum of three years of case management, home visiting experience, mental health experience or work with at-risk families



EPA Staffing Requirements - continued

Position	Education/ Credentials/ Certificates
Care Manager Minimum Salary: \$52,000* (commensurate with education and/or experience)	 Bachelor's degree in psychology, Social Work or equivalent experience within the child welfare system preferred. Recommended that staff have experience in in parent/family support, maternal-child health, or adolescent mental health. Candidates should also demonstrate knowledge and experience in care coordination for families and community stakeholders
Parent Aide Minimum Salary: \$47,000* (commensurate with education and/or experience)	 Parent Aides' may possess a GED or High School Diploma and demonstrate 3-5 years' experience in providing direct care to minors and/or related lived experience in the child welfare system. Parents with lived experience must have demonstrated the ability to effectively advocate within the system while maintaining the appropriate level of diplomacy and model these skills to families being served. OR
	• Bachelor's degree in social work or related field with at least one years' experience working with families experiencing trauma, mental health, substance abuse, domestic violence, homelessness, and child abuse and/or neglect.



EPA Assessment and Evaluation Tools (RFP Page 23)

Two family-centered assessment tools are completed with caregivers to determine areas of strength and to measure progress:

- REQUIRED: Adult-Adolescent Parenting Inventory (AAPI) for pre- and posttests.
 - Awarded respondents should allocate dollars for costs associated with purchasing the AAPI assessment tool.
- Choice of: Parenting Stress Index[™], Fourth Edition Short Form or The Protective Factors Survey.
 - The selection of one of these tools will be determined post-award in consultation with DCF and the National Exchange Club.



DCF Applicant Eligibility Requirements

Read all eligibility requirements as stated on pages 4 & 5.

- Respondents that have State or Federal grants or contracts must be compliant with all their terms and conditions and in good standing as grantees and contractors.
- Respondents must not be suspended, terminated, or barred for deficiencies in the performance of any grant or contract award, and if applicable, all past issues must be resolved as demonstrated by written documentation. DCF may disqualify and decline to forward for the review of the Evaluation Committee a response from those under a corrective action plan in process with DCF or any other New Jersey State agency or authority.
- Respondents must be fiscally viable and be able to comply with the contracting rules and regulations set forth in the DCF Contract Policy and Information Manual (CPIM) found at: <u>DCF | Contracting</u> <u>Policy Manuals (nj.gov)</u>.
- Where required, all respondents must hold current State licenses.
- Respondents that are not governmental entities must have a governing body that provides oversight as is legally required in accordance with how the entity was formed, such as a board of directors for corporations, or the managing partners of a Limited Liability Corporation (LLC)/Partnership, or the members of the responsible governing body of a county or municipality.



Eligibility Requirements - continued

- Respondents must have the capability to uphold all administrative and operating standards as outlined in this RFP.
- Respondents must be business entities that are duly registered to conduct business within the State of New Jersey, for profit or non-profit corporations, partnerships, limited liability companies, etc. or institutions of higher education located within the State of New Jersey.
- Respondents awarded a contract should ensure the program is operational within sixty (60) days of contract award or the award may be rescinded. Extensions may be available by way of written request to DCF. The contracted program shall be fully staffed to meet the needs of the maximum census of youth within ninety (90) days of being awarded.
- Respondents awarded a contract must be prepared to execute any planned subcontracts, memorandum of agreements with vendors, consultants, or agencies, after the review and approval of DCF, within thirty (30) days of contract execution.
- Awarded respondents must execute the Exchange Parent Aide Program Agreement



Closing Date & Submission (RFP page 4)

□ All responses must be submitted **ONLINE** on or before the due date **April 24, 2024, by 12:00 P.M**.

- To submit online, respondent must first complete an Authorized Organization Representative (AOR) form. The completed AOR form must be signed and dated by the Chief Executive Officer or designated alternate and emailed to <u>DCF.ASKRFP@dcf.nj.gov</u> A link to the AOR form can be found on the DCF website: <u>AOR Registration Form</u> and in the RFP on page 4: <u>https://www.nj.gov/dcf/providers/notices/requests/AOR.docx</u>
- Signed AOR forms must be received not less than five (5) business days prior to the date the response is due: by April 17, 2024. Upon receipt of the completed AOR form, DCF will grant the Respondent permission to proceed and provide instructions for the submission of the response
- DCF recommends not waiting until the due date to submit your response in case there are technical difficulties during your submission.



Proposal Narrative Instructions RFP pages 30-34

IMPORTANT:

As stated on Page 18 of the RFP guidance, respondents may apply for and be awarded more than one region. A separate proposal is required for each region. PLEASE NOTE: There is a 20-page limit for the entire narrative response (excluding cover page and appendices).



Proposal NarrativeA. Community & Organization Fit (RFP pages 31 & 32)35 Points

- Describe how your mission is aligned with what we hope to accomplish with this program. Tell us about how you make your values "real" for the people this program is intended to support.
- 2) Describe how this program fits with existing initiatives/programming in your organization.
- 3) Describe your agency's experience, if any, implementing evidence-based services, including those aimed at promoting child safety, parenting skills, problem solving skills, building social connections, and accessing community supports and local resources.
 - Include in your response successes and challenges related to your agency meeting evidence-based service delivery and expectations.
 - Describe if these services were provided to DCF-involved families.
 - Data should be used to demonstrate your success whenever it is available.

A. Community and Organization Fit - continued

4) Describe your organization's experiences in serving diverse communities.

5) Provide any data your agency has that demonstrates your knowledge of the dynamics and diversity within the community you are proposing to serve. Include, in narrative or table format, supporting data about the race, ethnicity, culture and languages of the communities you are seeking to serve. Community needs data should reflect at minimum, county-level data.

Utilize local resources and/or the following data sources to complete this section:

- U.S. Census: <u>https://www.census.gov/quickfacts/fact/table/US/PST045222</u>
- NJ Dept. of Health: <u>https://www-doh.state.nj.us/doh-shad/home/Welcome.html</u>
- NJ Child Welfare Data Hub: <u>https://njchilddata.rutgers.edu/#home</u>
- NJ Kids Count (2023) https://assets.aecf.org/m/resourcedoc/aecf-2023kidscountdatabook-2023.pdf

Applicants are encouraged to draw from other recent county/local needs assessments and reports, e.g., Human Services Advisory Council (HSAC).



A. Community and Organization Fit - continued

- 6) From your agency's perspective, and/or from your work with caregivers and families, where are there gaps in services? Describe any anticipated challenges your organization may encounter in the community you are proposing to serve and your organization's experience in meeting and overcoming similar challenges in other service communities (please use specific examples).
- 7) Specify the catchment area for which your organization is applying. Please describe the level of current presence your agency has in the proposed catchment areas.
- 8) Describe your organization's experience, if any, with addressing inequities and racism.
 - a) How do these efforts address inequities and racism? How do you support staff in addressing inequities and racism?
 - b) Identify experiences with providing accessible culturally responsive services and supports.
 - c) Describe the relationships and involvement your organization has with the community to be served.



Proposal Narrative B. Organizational Capacity (RFP pages 32 - 34)



- 1) Describe how the organization's leadership is knowledgeable about and in support of this program.
 - Describe your agency's organizational structure and the level of diversity among the agency's managers, executives, and Board of Directors.
 - Include how the requirements of this program will be met through your governance and management structure, including the roles of senior executives and governing body (Board of Directors, Managing Partners, or the members of the responsible governing body of a county or municipality).

Do leaders have the diverse skills and perspectives representative of the community being served?



B. Organizational Capacity - continued

- 2) Staff Recruitment and Retention: Describe the recruitment and retention of staff as well as how you will meet the needs of the target population. The staffing plan should include the following:
 - a) A detailed description of how staff will be recruited and selected. Include your agency's plan to recruit a diverse staff, including bi/multi-lingual staff, who reflect the racial and ethnic composition of the communities you plan to serve;
 - b) A description of how the staffing plan will be appropriate to the language, age, gender, sexual orientation, disability, and ethnic/racial/cultural factors of the target population. Include data on your agency's ability to hire and retain multi-cultural/multi-lingual staff;
 - c) A staff retention plan detailing measures taken to reduce staff turnover. The plan should describe how staff hiring and retention has been achieved to maintain contract staffing levels or how challenges in recruitment and turnover have been addressed; and
 - d) A description of how the program will continue to provide services that are timely, effective, and true to the models when regularly scheduled staff experience sickness, training, vacancies, leaves of absence, etc.



B. Organizational Capacity - continued

- 3) Describe your agency's prior experience collecting and reporting data for program administration, continuous quality improvement (CQI), and for reporting on program progress.
 - Include your agency's CQI processes, and examples of your agency's success meeting the data and reporting requirements of funders.
 - Describe how this experience positions your organization to meet the data and reporting requirements of this RFP.
- 4) What administrative practices must be developed and/or refined to support the program? What administrative policies and procedures must be adjusted to support the work of the staff and others to implement the program?



B. Organizational Capacity - continued

- 5) DCF, the National Exchange Club and each awarded respondent will collaborate on marketing strategies and development of effective referral pathways for the EPA program.
 - a) Provide a detailed and specific description of your agency's history and success of partnering with both traditional and non-traditional community services, institutions that support families, particularly families involved with child welfare, and services critical in strengthening the family system such as, mental, or behavioral health, substance use treatment, services to improve family functioning and concrete supports.
 - b) Describe how you will engage the target population and maintain their participation in services in accordance with service recipients' need(s).
 - c) Describe the strategies your agency will implement to ensure that agency policies, procedures, and service delivery practices promote equitable access and minimize barriers to service that include, at a minimum, the following: safety considerations, language, transportation, hours of operation, office locations, signage, and physical accessibility options for those served.





- The Exchange Parent Aide model has defined requirements around training, coaching and supervision. Describe your organization's experience with adapting training and supervision practices to achieve model fidelity with an evidence based model, or other externally imposed requirements.
- 2) Describe how this program will be supported by your use of the data after it is analyzed and reported to evaluate program performance. If your organization has experience with evidence-based programs, how have you used data to ascertain fidelity to evidence-based practices?



C. Organizational Supports - continued

- 3) Describe the role the families you serve play in your organization's quality assurance and performance improvement processes.
- 4) Describe how your organization supports safety, well-being, and mental health of its staff, such as providing access to online mental health and wellness resources, establishing regular programming focused on common issues, or providing mental health counselors for employees in need of assistance.



Organizing the Application

PDF 1: Section II - Required Performance and Staffing Deliverables ending with a Signed Statement of Acceptance

Section II - Required Performance and Staffing Deliverables begins on page 5 of the RFP and includes the Subject Matter, Target Population, Activities, Resources (including Staffing), and Outcomes required by this program. Your response must include a signed signature of acceptance of these required deliverables (see page 25 of the RFP) to be considered for evaluation and award.

By my signature below, I hereby certify that I have read, understand, accept, and will comply with all the terms and conditions of providing services described above as <i>Required Performance and Staffing Deliverables</i> and any referenced documents. I understand that the failure to abide by the terms of this statement is a basis for DCF's termination of my contract to provide these services. I have the necessary authority to execute this agreement between my organization and DCF.
Name:
Signature:
Title:
Date:
Organization:
Federal ID No.:
Charitable Registration No.:
Unique Entity ID #:
Contact Person:
Title:
Phone:
25
Email:
Mailing Address:

Signature Statement of Acceptance:



Organizing the Application - continued

 PDF 2: Section III - Documents Requested to be Submitted with This Response, Subsection A. Organizational Documents Prerequisite to a DCF Contract Award Requested to be Submitted with the Response

There are 26 documents that should be combined into this second PDF. Please complete and, if applicable, sign and date each document. If any document is not applicable to your agency, please submit an NA document instead.



Organizing the Application - continued

PDF 3: Section III – Documents Requested to Submitted with This Response, Subsection B. Additional Documents Requested to be Submitted in Support of This Response

There are **7 documents** that should be combined into this third PDF:

- Proposed Budget Form (Start-Up & Year 1)
- Budget Narrative
- Implementation Plan
- Letters of Support
- Proposed Organizational Chart, and
- A summary of reduction of seclusion and restraint use.



Organizing the Application - continued

 PDF 4: Section IV - Respondent's Narrative Responses, Subsections: A. Community and Organizational Fit;
 B. Organizational Capacity; and C. Organizational Supports

Your fourth and final PDF will contain your narrative responses to all the questions in the three narrative sections (see RFP pages 31-34). The entire narrative portion of the response is limited to 20 pages (excluding cover page and appendices).



REMINDER: Format Requirements

Proposal Narrative Format (RFP pages 30 & 31):

- Spacing: Double-spaced
- Page Limit: 20 pages total

-Includes all 3 narrative subsections

-Excludes Cover Page & Appendices

- Font Size: Size 12, Arial or Times New Roman
- Margins: 1 inch top & bottom -- 1 inch on left & right

For the Entire Document:

 Page Numbers: On ALL pages, starting with the Table of Contents, through the Proposal Narrative and Appendices





- Respondents may not contact the Department directly, in person, or by telephone, concerning this RFP. Questions may be sent in advance of the response deadline via email to <u>DCF.ASKRFP@dcf.nj.gov</u>
- Technical inquiries about forms, documents, and format may be requested at any time prior to the response deadline, but content related questions were due by March 13, 2024.
- Answers to content questions (whether submitted by email or asked during the online conference) will be posted to the Department website at <u>DCF</u> [<u>Requests for Proposals, Qualifications/or Information and Funding</u> <u>Opportunities (nj.gov)</u>





