Jewish Family Service of Atlantic County
Atlantic Homeless Alliance

In collaboration with:
Jewish Family Service, Atlantic City Rescue Mission and the Pleasantville Housing Authority

Original 1.
ATTACHMENT 11

FEE SCHEDULE

Having carefully read and examined the Request for Proposals, the undersigned respondent hereby agrees to furnish all of the services specified in Section 2 at the following sum:

Lump Sum Amount  $1,900,000

Additional terms and conditions of compensation:

1. All fees proposed shall be inclusive of all supervision, overhead and other administrative expenses.

2. The CRDA will not accept invoices for mileage, travel time and expenses, meals, lodging, accommodations, postage or other expenses or overhead unless agreed to in writing prior to the firm incurring such expenses.

3. To the extent that sub-consultants and/or sub-contractors are engaged by the Consultant, the CRDA shall not pay for any markup in the price for such services provided to the Consultant under its agreement with the CRDA.

Jewish Family Service of Atlantic County
NAME OF RESPONDENT

Dated: 10/22/2013  BY: Andrea Steinberg
TITLE: Executive Director
Section 1.

Cover Letter
October 22, 2013

Robert Campbell
Casino Reinvestment Development Authority
15 S. Pennsylvania Avenue
Atlantic City, New Jersey 08401

Dear Mr. Campbell:

Enclosed please find two original submissions and four copies of Jewish Family Service of Atlantic County’s Joint Partnership with the Atlantic City Rescue Mission and the Pleasantville Housing Authority to create an Atlantic County Integrated Assistance Homeless Model. It is being forwarded in response to CRDA’s recent Request for Proposal.

In this model, Jewish Family Service will assume responsibility for administering grant activities while strongly supported by both of these entities. This partnership was created because it seemed evident to all of its members that a shared effort which addressed both case specific and systemic challenges was needed to work with the Continuum of Care, CRDA and Atlantic City and County to address homeless issues. The John Brooks Recovery Center is also collaborating as a subcontractor to bring its substance use assessment and intervention skills to this initiative.

Please do not hesitate to contact Andrea Steinberg if you need additional information at (609) 822-1108.

Thank you for your consideration of this application.

Sincerely,

Andrea Steinberg, Executive Director
Jewish Family Service of Atlantic County

Vernon Lawrence, Executive Director
The Pleasantville Housing Authority

Dan Brown, President and CEO
The Atlantic City Rescue Mission

JFS is an affiliate agency of the Jewish Federation of Atlantic & Cape May Counties and a partner agency with United Way of Greater Philadelphia and Southern New Jersey in Atlantic County
Section 2.
Organization

Contents:

Appendices

1. Most Recent Financial Statements
2. Certificate of Incorporation
3. Charitable Organization Status
4. List of the Board of Directors
5. Statement of Assurance
6. Certification Regarding Debarment
7. Current Licensure/Accreditation Status
8. Attestations
   - Jewish Family Service (2)
   - Atlantic City Rescue Mission (2)
   - John Brooks Recovery Center (2)
   - Pleasantville Housing Authority (1)
Certificate of Incorporation
OF THE
JEWISH FAMILY SERVICE OF ATLANTIC COUNTY

This is to certify that the undersigned do hereby associate themselves into a corporation under and by virtue of the provisions of an act of the Legislature of the State of New Jersey, entitled Title 18 of the Revised Statutes, and the several supplements thereto and acts amendatory thereof.

FIRST.—The name of this corporation is JEWISH FAMILY SERVICE OF ATLANTIC COUNTY

SECOND.—The purposes for which this corporation is formed are to provide counseling, guidance and charitable services to Jewish individuals and families who are residents of Atlantic County, to help them cope more effectively with their personal and interpersonal relationships and the changing patterns of modern living. This corporation shall in all respects comply with and fulfill the requirements of Section 501(c) of the Internal Revenue Code. No part of the net (cont'd reverse side)

THIRD.—The location of the principal office of this corporation is at No. 31 S. Surrey Avenue Street, in the City of Ventnor City, County of Atlantic City, N.J. 08406 and the name of the agent therein and in charge thereof, upon whom process against the corporation may be served is, Owen J. Shulman, ACSW 31 S. Surrey Avenue, Ventnor, N.J. 08406

FOURTH.—The number of trustees of this corporation is Five

FIFTH.—The names of the trustees selected for the first year of existence of this corporation are

Alice Epstein 108 S. Exeter Ave., Margate, N.J. 08402
Audrey Porskie 313 N. Rumson Ave., Margate, N.J. 08402
Celia C. Cassman 112 S. Oxford Ave., Ventnor, N.J. 08406
Sara Singer 5200 Boardwalk, Apt. 11-F, Ventnor, N.J. 08406
Milton Ackerman, M.D. 8607 Atlantic Ave., Margate, N.J. 08402

In witness whereof, we have hereunto set our hands and seals this 14th day of May, A.D. 1976.

(Alice Epstein)
(Audrey Porskie)
(Celia C. Cassman)
(Sara Singer)
(Milton Ackerman, M.D.)

(Ralph D. Golomb)

Signed, sealed and delivered in the presence of

FLORENCE A. HILDRETH

May 28, 1976

FEDERA] LIED AND RECORD

APPROVED & FILED

MAY 2 1976

6:20 PM
I, the Secretary of State of the State of New Jersey, do hereby certify that the foregoing is a true copy of the Certificate of Incorporation of the Jewish Family Service of Atlantic County, and the endorsements thereon, as the same is taken from and compared with the original filed in my office on the 28th day of May, A.D. 1976, and now remaining on file and of record therein.

In testimony whereof, I have hereunto set my hand and affixed my Official Seal at Trenton, this 28th day of May, A.D. 1976.

Secretary of State
earnings of this corporation shall ever inure to the benefit of any donor, member, director, officer of the corporation of any private individual, and no donor member, director, officer of the corporation or any private individual shall be entitled to share in the distribution of any of the corporate assets. Upon dissolution, any assets of the corporation must be distributed to one or more organizations recognized by the Internal Revenue Service as one organized exclusively for religious, charitable, scientific, literary or educational purposes.

* * *

Certificate of Incorporation

JEWISH FAMILY SERVICE OF ATLANTIC COUNTY

County of Atlantic

On the 24th day of May, 1976

I, EDWARD J. FINK,/Register, Division of Corporations, New Jersey Department of State, do hereby certify that the Corporation of Atlantic County, New Jersey, for the purposes of which this certificate was obtained and recorded by me, a Notary Public, in the Office of the Clerk of Atlantic County, New Jersey, on the 24th day of May, 1976, as provided by the laws of the State of New Jersey, was duly organized and is now in existence.

EDWARD J. FINK
/Register, Division of Corporations

[Signature]

State of New Jersey

Atlantic County
STATE OF NEW JERSEY
DEPARTMENT OF THE TREASURY
DIVISION OF REVENUE AND ENTERPRISE SERVICES
SHORT FORM STANDING

JEWISH FAMILY SERVICE OF ATLANTIC COUNTY
0100019216

I, the Treasurer of the State of New Jersey, do hereby certify that the above-named New Jersey Non Profit Corporation was registered by this office on May 28, 1976.

As of the date of this certificate, said business continues as an active business in good standing in the State of New Jersey, and its Annual Reports are current.

I further certify that the registered agent and registered office are:

Andrea Steinberg
Jewish Family Service
Margate, NJ 08402

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Official Seal at Trenton, this 16th day of May, 2013

[Seal Image]

Certification# 128383375

Verify this certificate at
https://www1.state.nj.us/TYTR_StandingCert/ISP/Verify_Cert.jsp

Andrew P Sidamon-Eristoff
State Treasurer
Form CRI-300R
Long-Form Renewal Registration/Verification Statement
(Revised April 2008)

All questions must be answered.

Pursuant to the New Jersey Charitable Registration and Investigation Act (also known as "the C.R.I. Act" (N.J.S.A. 45:17A-18 et seq.), and prior to operating or commencing solicitation activity in the State, a charitable organization unless exempted from registration requirements (or qualified to file a Short-Form Registration Statement, CRI-200) shall file a Long-Form Initial Registration Statement, CRI-150-I. Charities submitting their annual long-form renewal registration must use Form CRI-300R. Please see the checklist at the end of this form for a discussion of fees, financial statements, documents to be attached, and other requirements for registration.

1. This statement contains the facts and financial information for the fiscal year ending: 06/30/2012
2. Federal ID Number (EIN) [Redacted] 2a. N.J. Charities Registration Number: CH-0057500
3. Full legal name of the registering organization: Jewish Family Service of Atlantic County, Inc.
   In care of: (if necessary, otherwise leave this line blank)
4. Mailing Address: 607 N. Jerome Ave., Margate, NJ 08402 [Redacted]
   Change of Address
   NOTE: If "in care of," a postal, private or rural delivery mail box number is used, the street address of the charity must be given below.
5. The principal street address of the registering organization [x] Same as Mailing Address
6. Does the organization have any offices in New Jersey in addition to the one listed above? [x] Yes  [x] No
   If "Yes," attach a list giving the street address and telephone number of each office in New Jersey.
6a. If the street address listed above is not where the organization's official records are kept, or if the organization does not maintain an office in New Jersey, indicate the name, full address, phone and fax number of the person having custody of the organization's records, and to whom correspondence should be addressed.

<table>
<thead>
<tr>
<th>Contact person</th>
<th>Street Address</th>
<th>City</th>
<th>State</th>
<th>ZIP Code</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Telephone number (include area code)</th>
<th>Fax number (include area code)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7. Organization's contact information:

<table>
<thead>
<tr>
<th>Telephone number (include area code)</th>
<th>Fax number (include area code)</th>
</tr>
</thead>
<tbody>
<tr>
<td>609-822-1108</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. Type of organization (check one):

- [x] Nonprofit corporation
- [ ] Partnership
- [ ] Foundation
- [ ] Trust
- [ ] Individual
- [ ] Other (Specify)
- [ ] Association
- [ ] Society
9. Where and when was the organization legally established? Date: 5/14/1976 State: NJ
As required by the C.R.I. Act (N.J.S.A. 45:17A-24c(1)), attach to this registration a copy of the organization's bylaws and instrument of organization (that is, the organization's charter, articles of incorporation or organization, agreement of association, instrument of trust, or constitution) only if the document has been issued or amended during the fiscal year being reported.

10. Does the organization solicit funds under any name or names other than as indicated on line 3 of this form? Yes [x] No
If "Yes," indicate all of the other names used:

11. Does the organization intend to solicit contributions from the general public? [x] Yes No

12. Is the organization authorized by any other state or jurisdiction to solicit contributions?
If "Yes," please provide a list of those states or jurisdictions, below or on a separate sheet of paper.

13. Does the organization have affiliates which share the contributions or other revenue it raised in New Jersey? Yes [x] No
If "Yes," provide a separate listing of those affiliates indicating the name, street address and telephone number for each one.

14. What is the charitable purpose or purposes for which the organization was formed? If necessary, attach a separate statement to this registration.
Multi-service family counseling agency dedicated to promoting, strengthening and preserving individual, family and community well-being in a manner consistent with Jewish philosophy and values.

14a. What are the specific programs and charitable purposes for which contributions are used? For each program, state whether it already exists or is planned. Only major program categories need be listed. If necessary, attach a separate statement to this registration.
Outpatient Counseling, Vocational counseling, Service to older adults with mental issu
Youth services with mental issues, integrated case management for mental health patients

15. Does the organization use an independent paid fund-raiser or fund-raising counsel? Yes [x] No
If "Yes," please attach to this registration a list of paid fund-raiser(s) or fund-raising counsel(s), including their full address, telephone number, fax number, registration number in New Jersey, and a contact person's name.

15a. Does the independent paid fund-raiser or fund-raising counsel have custody, control or access to the organization's funds? Yes No
If "Yes," please describe the situation.

16. Has the organization permitted a charitable sales promotion to be conducted on its behalf by a commercial co-venturer during the fiscal year-end being reported? Yes [x] No
If "Yes," please explain:

17. Has the Internal Revenue Service (I.R.S.) determined that the organization is tax exempt under code 501(c)(3)? Yes No
a. If "No," has an application been filed which is still pending? If so, please attach a copy of the I.R.S. 1023 form filed.
   Yes No
b. Has a tax exemption been granted under another I.R.S. code?
   Yes [x] No
   If "Yes," advise which one:

   c. Has an I.R.S. tax exemption been refused, changed or revoked?
   Yes [x] No
   If an exemption has been refused, changed or revoked, attach to this registration a copy of the I.R.S. determination letter of notification and provide a detailed explanation of the circumstances on a separate sheet of paper.
18. Has the organization ever had its authority to conduct charitable activities denied, suspended, or revoked in any jurisdiction or has the organization ever entered into any voluntary agreement of discontinuance with any governmental entity?  ☐ Yes ☒ No  
If "Yes," attach to this registration a copy of the denial, suspension, revocation or voluntary agreement of discontinuance. If the document does not explain the reasons for the denial, suspension or revocation, attach to this registration an explanation on a separate sheet of paper.

19. Has the organization voluntarily entered into an assurance of voluntary compliance or similar order or agreement (including, but not limited to, a settlement of an administrative investigation or proceeding, with or without an admission of liability) with any jurisdiction, state or federal agency or officer?  ☐ Yes ☒ No  
If "Yes," please attach to this registration the relevant document.

20. Has the organization or any of its present officers, directors, executive personnel or trustees ever been found to have engaged in unlawful practices in the solicitation of contributions or administration of charitable assets or been enjoined from soliciting contributions, or are such proceedings pending in this or any other jurisdiction?  ☐ Yes ☒ No  
If "Yes," attach to this registrationphotocopies of any and all written documentation (such as a court order, administrative order, judgment, formal notice, written assurance or other document) which show the final disposition of the matter.

21. Has the organization or any of its present officers, directors, trustees or principal salaried executive staff employees ever been convicted of any criminal offense committed in connection with the performance of activities regulated under this Act or any criminal or civil offense involving untruthfulness or dishonesty or any criminal offense relating adversely to the registrant's fitness to perform activities regulated by this Act? A plea of guilty, non vult, nolo contendere or any similar disposition of alleged criminal activity shall be deemed a conviction.  ☐ Yes ☒ No

22. Has the organization or any of its officers, directors, trustees or principal salaried executive staff employees been adjudged liable in any administrative or civil action involving theft, fraud, or deceptive business practices? For purposes of this question a judgment of liability in an administrative or civil action shall include, but is not limited to, any finding or admission that the individual engaged in an unlawful practice in relation to the solicitation of contributions or the administration of charitable assets.  ☐ Yes ☒ No  
If "Yes," identify the individual(s) below and attach to this registration a copy of any order, judgment or other documents indicating the final disposition of the matter.

23. Provide the following information for each officer, director, trustee and the five most-highly compensated executive staff employees:

<table>
<thead>
<tr>
<th>Name</th>
<th>Business address</th>
<th>Telephone number (include area code)</th>
<th>Title</th>
<th>Salary</th>
</tr>
</thead>
</table>

See attached 990 Part VII
CRI-300R Long-Form Registration Renewal Financial Statement

Note: If the financial value of a line item = 0, place a zero in the space provided.
Please report all figures as GROSS, not NET.

Full legal name and street address of the organization

Full legal name: Jewish Family Service of Atlantic County, Inc.

Fiscal year-end being reported: 06 / 30 / 2012 Federal ID Number (EIN) [Redacted]

Mailing address:
607 N. Jerome Ave., Margate, NJ 08402

Street address of the registering organization: same as mailing address

New Jersey Charities Registration number: CH 00575 -00 Telephone number: 609-822-1108

Attach to this registration the most recent Internal Revenue Service Form 990 and Schedule A (990), if the organization has filed those forms. Attach a copy if the organization's annual financial report included an audited financial statement, or if the organization received gross revenue in excess of $250,000. Note: If the organization received gross revenue of less than $250,000, the financial reports must be certified by the organization's president or other authorized officer of the organization's board.

X In lieu of completing the CRI-300R Financial Statement pages, attached please find a copy of the I.R.S. 990 filing for the fiscal year-end indicated above.

A. Receipts

Line A1a. Direct Public Support received from the following sources:

(1) Direct mail ..............................................
(2) Telephone solicitation ................................
(3) Commercial co-venture ...............................
(4) Gross receipts from fund-raising events ..........
(5) Canisters, counter cards, door to door etc. ....
(6) Corporations and other businesses ..............
(7) Foundations and trusts .............................
(8) Donated land, buildings, property, equipment and materials ......................................
(9) Legacies and bequests ..............................
(10) Membership dues solely resulting from solicitations ...........................................
(11) Other support (specify) ............................

Line A1b. Total Direct Public Support (add lines A1a(1) through A1a(11)) ........................

Line A1c. Indirect Public Support received from the following sources:

(1) Federated fund-raising organization ...........................
(2) From an affiliated organization ......................
(3) From another fund-raising organization .............

Line A1d. Total Indirect Public Support (add lines A1c(1) thru A1c(3)) ........................

Line A1e. Total Gross Contributions (add lines A1b and A1d) ............................

Form CRI-300R Page 4 of 7
Line A2. Government grants including purchase of service contracts (specify agency)
  a. .................................................................
  b. .................................................................
  c. .................................................................
  d. .................................................................
Line A2e. Total Government Grants (add lines 2a thru 2d) ...........................................

Line A3. Other Support
  a. Bona fide membership ...........................................
  b. Program service revenue ...........................................
  c. Professional services rendered by volunteers .................
  d. Miscellaneous income (specify) .................................
Line A3e. Total Other Support (add the total of lines A3a thru A3d) ..............................

Line A4. Total Gross Revenue (add lines A1e, A2e, and A3e) ........................................

B. Expenses

Line B1. Program expenses .............................................
Line B2. Management and general expenses .........................
Line B3. Fund-raising expenses .......................................
Line B4. Payments to state/national affiliates (if applicable) ....
Line B5. Total Expenses (add the totals of line B1 thru B4) ........

C. Excess or Deficit
   For the fiscal year-end (subtract line B5 from line A4) .............

D. Fund Balance

Line D1. Net assets or fund balances at beginning of the year ..... 
Line D2. Other changes in net assets or fund balances (attach explanation) .............
Line D3. Net assets or fund balances at end of year (Combine line C, D1 and D2) ....

Please Note: The amount of Gross Contributions (line A1e on this form) determines the registration fee which must be paid and the form which should be used. July 2006 revisions to the Charities Registration Act now require all charities to pay a registration fee, including charities whose Gross Contributions are less than $10,000. Further information for charity registrants may be found on our Web site: http://www.njconsumeraffairs.gov/ocp/charities.htm.
Long-Form Renewal Registration Statement
Form CRI-300RC
Confidential Information

Organization's Name: Jewish Family Service of Atlantic County, Inc.

N.J. Charities Registration Number: CH- 00575 -00
Federal ID Number (EIN): __________

Fiscal Year-End being reported: 06 / 30 / 2012

24. Are any of the organization's officers, directors, trustees or the five most-highly compensated employees related by blood, marriage or adoption to:

   a. each other? [ ] Yes [X] No
   b. any officers, agents or employees of any fund-raising counsel or independent paid fund-raiser under contract to the organization? [ ] Yes [X] No
   c. any chief executive, employee, any other employee of the organization with a direct financial interest in the transaction, or any partner, proprietor, director, officer, trustee, or to any shareholder of the organization with more than two (2) percent interest in any supplier or vendor providing goods or services to the organization? [ ] Yes [X] No
   d. If you answered "Yes," to questions 24a, b, or c, please provide a statement explaining these relationships.

25. Do any of the organization's officers, directors, trustees or the five most-highly compensated employees have a financial interest in any activities engaged in by a fund-raising counsel or independent paid fund-raiser under contract to the organization, or any supplier or vendor providing goods or services to the organization? [ ] Yes [X] No

If "Yes," please detail these relationships below or on a separate sheet of paper, and provide the name, business address and telephone number of all interested parties.

We understand that this registration is being issued at the discretion of the Division of Consumer Affairs and agree that employees of the Division may inspect the records in the possession of this organization in order to ascertain compliance with the statute and all pertinent regulations. We also understand that we may be required to provide additional information if requested.

We hereby certify that the above information and the attached financial schedule(s) and statement(s) are true. We are aware that if any of the above statements are willfully false, we are subject to punishment.

Signature __________________________ Name __________________________ Title __________________________ Date __________

Signature __________________________ Name __________________________ Title __________________________ Date __________

This form must be signed by two (2) authorized officers of the organization, including the chief financial officer.

Note: Form CRI-300RC must be filed with Form CRI-300R.
**JFS BOARD OF DIRECTORS 2013/2014**

**PRESIDENT**
Mitchell Gurwicz (Diana) ................................................................. EHT 08234-7729

**VICE PRESIDENTS**
Beverly Rubin (Roger) ........................................................................ MR 08402
Richard Wise, M.D. (Rachel) .............................................................. LN 08221

**TREASURER**
Jessica Goldstein (Jason) ................................................................... LN 08221-1617

**SECRETARY**
Marjorie Plackter, Esq. (Jack) ............................................................ LN 08221-1346

**HONORARY BOARD OF DIRECTORS**
Gail Mackler-Carlino (Chuck) .......................................................... VN 08406-2757
Ken Eisenberg (Aycie) ......................................................................... LN 08221-1348
Anna Feldman (Dr. Marc) ...................................................................... LN 08221
Bethanie Gorny, Ed.D (Jack) ............................................................... LN 08221-1343
Larry Horowitz, CPA (Judy) ............................................................... MR 08402-1932
Shy Kramer (Janet) ............................................................................... MR 08402-1315
Robert Lang, Esq. (Susan) ................................................................. LN 08221-1346
Marc Lowenstein, Ph.D. (Dr. Deborah Davies) .................................. AB 08201-4319
Arlene Poter (Harold) ........................................................................... MR 08402-2519
Patti Reed-Rosenberg ........................................................................... MR 08402-1415
Carol Rimm (Sig) ................................................................................ MR 08402-2537
Douglas Stanger, Esq. (Gail) ............................................................... LN 08221
Kenneth Steinberg (Patti) ..................................................................... LN 08403-1175
Eric Wood, Esq. (Antoinette) .............................................................. LN 08221
Gilda Wood (Martin) ........................................................................... MR 08402-7212

**BOARD OF DIRECTORS**
Sherri Anapolle (Dr. David) ................................................................. LN 08221-1342
Farah Burns (Michael) .......................................................................... MR 08402-1609
Deena Dine (James) ............................................................................. EHT 08234-6600
Robert Freed (Debra) ........................................................................... LN 08221-2219
Rabbi Aaron Gaber (Sharon Bromberg) ............................................. VN 08406
Eric Goldberg (Claudia) ...................................................................... LN 08221
Robert Hammerschlag ........................................................................ LN 08221
Allison Kashon, Esq. (Ron) ............................................................... EHT 08232
David Ludwig (Rachel) ........................................................................ NF 08225-1079
Darren Matik (Brett) ............................................................................ LN 08221-2432
Johanna Perskie (Jake) ......................................................................... MR 08402-1633

X:\WPDATA\EXEC\BOARD\DIRECTORS\BDLIST2013-2014.doc
<table>
<thead>
<tr>
<th>Officers</th>
<th>Fname</th>
<th>Lname</th>
<th>Month on Board</th>
<th>Year on Board</th>
<th>1st Year Completion Date</th>
<th>3rd Year Completion Date</th>
<th>6th Year Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mitchell</td>
<td>Gurwicz, President</td>
<td>September</td>
<td>2000</td>
<td></td>
<td>2001</td>
<td>2003</td>
<td>2006</td>
</tr>
<tr>
<td>Bev</td>
<td>Rubin, Vice President</td>
<td>March</td>
<td>2004</td>
<td></td>
<td>2005</td>
<td>2007</td>
<td>2010</td>
</tr>
<tr>
<td>Richard</td>
<td>Wise, M.D., Vice President</td>
<td>May</td>
<td>2005</td>
<td></td>
<td>2006</td>
<td>2008</td>
<td>2011</td>
</tr>
<tr>
<td>Jessica</td>
<td>Goldstein, Treasurer</td>
<td>June</td>
<td>2011</td>
<td></td>
<td>2012</td>
<td>2014</td>
<td>2017</td>
</tr>
<tr>
<td>Marjorie</td>
<td>Plackter, Esq., Secretary</td>
<td>June</td>
<td>2006</td>
<td></td>
<td>2007</td>
<td>2009</td>
<td>2012</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Past Presidents-Voting Members</th>
<th>Fname</th>
<th>Lname</th>
<th>Month on Board</th>
<th>Year on Board</th>
<th>1st Year Completion Date</th>
<th>3rd Year Completion Date</th>
<th>6th Year Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anna</td>
<td>Feldman</td>
<td>June</td>
<td>1993</td>
<td></td>
<td>1999</td>
<td>2001</td>
<td>2004</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Board of Directors</th>
<th>Fname</th>
<th>Lname</th>
<th>Month on Board</th>
<th>Year on Board</th>
<th>1st Year Completion Date</th>
<th>3rd Year Completion Date</th>
<th>6th Year Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sherri</td>
<td>Anapolle</td>
<td>May</td>
<td>2012</td>
<td></td>
<td>2013</td>
<td>2015</td>
<td>2018</td>
</tr>
<tr>
<td>Farah</td>
<td>Burns</td>
<td>June</td>
<td>2011</td>
<td></td>
<td>2012</td>
<td>2014</td>
<td>2017</td>
</tr>
<tr>
<td>Robert</td>
<td>Freed</td>
<td>May</td>
<td>2013</td>
<td></td>
<td>2014</td>
<td>2016</td>
<td>2019</td>
</tr>
<tr>
<td>Rabbi Aaron</td>
<td>Gaber</td>
<td>April</td>
<td>2010</td>
<td></td>
<td>2011</td>
<td>2013</td>
<td>2016</td>
</tr>
<tr>
<td>Eric</td>
<td>Goldberg</td>
<td>January</td>
<td>2013</td>
<td></td>
<td>2014</td>
<td>2016</td>
<td>2019</td>
</tr>
<tr>
<td>Robert</td>
<td>Hammerschlag</td>
<td>June</td>
<td>2008</td>
<td></td>
<td>2009</td>
<td>2011</td>
<td>2014</td>
</tr>
<tr>
<td>David</td>
<td>Ludwig</td>
<td>May</td>
<td>2012</td>
<td></td>
<td>2013</td>
<td>2015</td>
<td>2018</td>
</tr>
<tr>
<td>Darren</td>
<td>Matik</td>
<td>May</td>
<td>2013</td>
<td></td>
<td>2014</td>
<td>2016</td>
<td>2019</td>
</tr>
<tr>
<td>Johanna</td>
<td>Perskie</td>
<td>November</td>
<td>2012</td>
<td></td>
<td>2013</td>
<td>2015</td>
<td>2018</td>
</tr>
</tbody>
</table>
Statement of Assurance

The following agencies hereby certify that all applicable Federal and State laws and regulations are being followed.

Pleasantville Housing Authority

Date

Atlantic City Rescue Mission

Date

Jewish Family Service of Atlantic County
Attachment D

READ THE ATTACHED INSTRUCTIONS BEFORE SIGNING THIS CERTIFICATION. THE INSTRUCTIONS ARE AN INTEGRAL PART OF THE CERTIFICATION.

Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion
Lower Tier Covered Transactions

1. The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by an Federal department or agency.

2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Andrea Steinberg, Executive Director
Name and Title of Authorized Representative

[Signature] 10/27/13
Signature  Date

This certification is required by the regulations implementing Executive order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510.
State of New Jersey
Department of Human Services

License

Jewish Family Service of Atlantic County
607 North Jerome Avenue
Margate, NJ 08402

In accordance with the Community Mental Health Services Act, N.J.S.A. 30:9A-1 et seq. and its regulations, N.J.A.C. 10:190, is hereby licensed to provide
Outpatient Services
at
607 North Jerome Avenue
Margate, NJ 08402

This license is effective from 5/6/2011 to 5/5/2014.

[Signature]
Jennifer Velez, Commissioner
Attestation

Jewish Family Service of Atlantic County

I hereby certify that should Jewish Family Service be awarded the Single Point of Entry grant that:

1. Those working in the grant will conduct responsibilities not currently supported and will augment rather than replace current staffing and;

2. Those served under Single Point of Entry auspices will not be required to participate in other Jewish Family Service programs or services as a condition of receiving Single Point of Entry assistance from my organization's staff.

[Signature]
Andrea Steinberg, Executive Director

[Date]
10/17/13
Attestation

Atlantic City Rescue Mission

I hereby certify that should Jewish Family Service be awarded the Single Point of Entry grant and subcontract with the Atlantic City Rescue Mission in a Joint Partnership that:

1. Those working in the grant will conduct responsibilities not currently supported and will augment rather than replace current staffing and;

2. Those served under Single Point of Entry auspices will not be required to participate in other Atlantic City Rescue Mission programs or services as a condition of receiving Single Point of Entry assistance from my organization's staff.

Dan Brown, President and CEO

Date 10-17-13
Attestation

John Brooks Recovery Center

I hereby certify that should Jewish Family Service be awarded the Single Point of Entry grant and subcontract with the John Brooks Recovery Center that:

1. Positions subcontracted with John Brooks will augment rather than replace current staffing and;

2. That those served under Single Point of Entry auspices will not be required to participate in other John Brooks Recovery Center services as a condition of receiving Single Point of Entry assistance from my organization’s staff.

Alan Oberman, President and CEO  10/12/13
Attestation

Pleasantville Housing Authority

I hereby certify that should Jewish Family Service be awarded the Single Point of Entry grant and subcontract with the Pleasantville Housing Authority for housing development services that:

1. Positions or services subcontracted with the Pleasantville Housing Authority in the Joint Partnership will augment rather than replace current staffing and services.

Vernon Lawrence, Executive Director

Date

10/17/13
Section 3.
Relevant Program Experience

Contents:

Section 3: Relevant Program Experience Narrative

1. Letters of Support
   o AtlantiCare Behavioral Health
   o AtlantiCare Mission Healthcare
   o Atlantic City Housing Authority
   o Atlantic County Women’s Center
   o Career Opportunity Development Center
   o Catholic Charities
   o Covenant House
   o VA Health Care

2. Joint Partnership Agreements
   o Atlantic City Rescue Mission
   o Pleasantville Housing Authority

3. Memorandum of Understanding
   o John Brooks Recovery Center
SECTION 3 Relevant Program Experience

The Atlantic Homeless Alliance (AHA) proposal is a Joint Alliance among three nonprofit agencies located in Atlantic County, Jewish Family Service of Atlantic County (JFS), the Atlantic City Rescue Mission (ACRM) and the Pleasantville Housing Authority (PVHA). The three parties, who hold the common objective of transitioning people from homelessness to stable housing, have agreed to come together for the purpose of creating a comprehensive coordinated entry and assessment system for all homeless populations in Atlantic County. The central location for homelessness assistance is at the County office in Atlantic City where income support services are accessed. The goal for the Single Point of Entry System is to simplify access to services, track system outcomes to inform and enhance decision making and improve overall system efficiency. The attached agreements detail the structure and governance of the joint partnership and the roles of each party. In summary, JFS is the lead applicant for the project and as such will assume management, administrative and fiscal responsibility. The Atlantic City Rescue Mission, the primary provider of emergency shelter in Atlantic County, contributes experienced staff and capital (physical) resources to the partnership. The Pleasantville Housing Authority expertise lies in the promotion and acquisition of affordable housing. Their considerable experience with HUD initiatives and eligibility requirements are critical to the success of the project. JFS and ACRM are proficient with New Jersey’s HMIS tool and will participate in the HMFA HMIS system. The Alliance will align its efforts with the feedback provided by the Atlantic County Continuum of Care (CoC) and its Executive Committee and anticipates that the model will evolve in response to changing conditions and identified needs.

3.1 Organizational experience and success in serving the homeless

Jewish Family Service’s experience in serving those with homelessness contractually extends back to 1989 when it received the PATH (Projects for Assistance in Transitioning from Homelessness) grant to help individuals with serious mental illness. The agency has a successful record of helping those with financial, psychological, substance use, and criminal justice barriers to transition into permanent housing. Over the past few years the organization has received seven grants from the New Jersey Division of Mental Health and Addiction Services which has enabled JFS to help 130 individuals in permanent supportive housing per year. In 2012/2013 JFS has gained over one million dollars in new subsidies and supportive services to house those with serious mental illness and has demonstrated capacity to develop both resources and relationships to help individuals to sustain housing. JFS currently has contracts with the New Jersey Division of Children and Families, the New Jersey Division of Mental Health and Addictions services and recently was awarded two contracts with the New Jersey Division of Vocational Rehabilitation.

JFS has historically addressed the issues precipitating homelessness by (1) helping individuals to gain entitlements and serving as a county regional trainer for the SOAR (SSI/SSDI Outreach, Access and Recovery) program which helps unstable individuals to gain social security benefits (2) helping individuals with erratic rental and serious criminal justice issues to gain housing (3) linking individuals to substance use treatment programs and (4) providing jail diversion services which have helped to maintain individuals in the community as reported by a Stockton College Criminal Justice Professor who is researching the program’s impact. The agency serves Veterans
Atlantic County Integrated Homeless Assistance Model
Jewish Family Service of Atlantic County

with mental health issues in a program funded by the Attorney General’s office through DMHAS and strongly collaborates with the Veterans Administration.

JFS has also forged close connections with providers who address medical issues that contribute to the problems experienced by homeless individuals. These include collaborations with Reliance Medical, through a subcontract with JFS for services targeting those with serious, chronic illnesses, a collaborative funded through Horizon Foundation with Southern New Jersey Family Medical Center to provide integrated case management and medical services for those with mental illness and close ties with The AtlantiCare Mission HealthCare Program.

The Atlantic City Rescue Mission (ACRM) is a non-profit, non-denominational Christian social service organization which shelters 2,500 unduplicated individuals and families each year. The ACRM facility has separate housing areas which include (1) a men’s shelter (2) a women’s shelter (3) the Family Life Center for women and children and (4) a Crisis Diversion Unit which helps stabilize mental health clients. ACRM provides Mental Health Services and Drug and Alcohol Addiction services through partnerships with AtlantiCare Behavioral Health, AtlantiCare Mission HealthCare, and JFS. The Mission operates two in-house recovery programs, a 120 day Work Readiness and a 12 month Overcomers program that focuses more intensely on recovery from alcohol, drug, and gambling addictions. ACRM also distributes food and furnishings to thousands of individuals per year and has operated a traveler’s aid program which has worked to connect individuals back to their home communities.

The Mission provides Housing Location and Placement Services via the Housing Locator Program. Over the past 5 years, the housing specialist has placed 2,000 persons into permanent housing by developing relationships with local landlords and realtors, by utilizing the Atlantic County Emergency Assistance (EA) funds, SSH funding, Section 8 vouchers, and various other resources available in the community. The program has an extremely high retention rate due to continuous case management and advocacy. The Mission also received Homelessness Prevention and Rapid Re-Housing Program (HPRP) funding that provided a million stimulus dollars to rapidly re-house or forestall the loss of housing to hundreds of community members. While serving as the largest regional provider for homeless services, ACRM has committed to discharge its efforts to protect vulnerable individuals while at the same time shifting its priorities to evolving into a shelter which serves primarily Atlantic County residents. It is dedicated to partnering with local county, municipal, and service providers to insure that other communities and institutions do not send homeless individuals here, while recognizing that some of those individuals are attracted by the tourist environment.

The Pleasantville Housing Authority (PVHA) in this initiative will combine its expertise in identifying housing resources and developing a continuum of residential services to the needs of the homeless population in Atlantic County. PVHA has collaborated in the Continuum of Care and has partnered with numerous human service providers including Career Opportunity Development Inc., Jewish Family Service, and the Atlantic County Department of Family and Community Development to develop housing resources targeting the needs of those with mental health and substance use issues which creates a chasm between them and needed housing. The PVHA currently administers the Housing Choice Voucher Program (Section 8), which subsidizes rents for participants within the given jurisdiction. As a partner in the Single Point of Entry
Atlantic County Integrated Homeless Assistance Model
Jewish Family Service of Atlantic County

venture, the PVHA could be in a position to apply for and receive additional funding to assist residents to locate and maintain housing that will be subsidized through available programs. The Atlantic City Housing Authority has committed two housing vouchers to PVHA for this project. The Public Housing Assessment System (PHAS) used by the U.S. Department of Housing and Urban Development (HUD) rate PVHA a High Performer for the PHAS and the Section 8 Management Assessment Program (SEMAP). Only about thirty percent of America’s Housing Authorities receive this rating for PHAS.

The partners have vast knowledge of the factors that contribute to homelessness and have actively participated in Atlantic County’s mission to identify the barriers to achieving stable housing. The recognized gaps, obstacles and issues that contribute to homelessness in the community include but are not limited to (1) a paucity of available housing (2) the fact that many of those homeless in this community have welfare or disability benefits which are less than the fair market rent of the $950 for a one bedroom apartment and cannot afford an unsubsidized domicile (3) the downturn in the casino and tourist industries have resulted in more individuals working part-time who are then unable to pay for a permanent residence (4) significant substance use and/or mental health issues (5) a dearth of resources for those who cannot be accommodated at the shelters and who lack benefits or income (6) the ACRM often exceeds its stated capacity and shelters those in need by having them sleep on mats on the floor rather than turning them to the streets (7) medical challenges, which in the most serious cases, are accompanied by compromised capacity to care for oneself (8) an erosion of family and social supports and the fact that many participants have alienated family and friends and (9) inappropriate referrals to Atlantic County by correctional facilities, medical centers, and out-of-county agencies.

Contiguous communities and counties such as Cape May, Burlington, Gloucester and Ocean do not have shelters. Those counties that have shelters, such as Camden and Cumberland will not accept individuals without a funding source. Inappropriate referrals from regions outside of Atlantic County and the lure of a 24 hour community have complicated our challenges. The Atlantic Homeless Alliance will need to address geographic and regional systemic issues as part of its work. The Single Point of Entry and Continuum of Care must persuade those from out of the community to stay in their home areas and formulate a state and county agreement that will insure that other communities discharge their responsibilities.

3.2 Collaboration within Continuum of Care/agreements and relationships

The Alliance enjoys critical collaborations with providers that serve Atlantic County’s homeless population as well as major medical providers, behavioral health centers and the Atlantic County Justice Facility (ACJF). JFS case managers are located on-site at the ACJF. They serve individuals with serious mental health issues to help them transition from jail to stable housing arrangements. AtlanticCare Mission HealthCare/Community Health Services, located at the Atlantic City Rescue Mission (and the HealthPlex in Atlantic City) is among 20 federally qualified health centers (FQHC) in the state and one of only five that serve homeless. ACRM and JFS collaborate formally with AtlanticCare Behavioral Health in a shared and cooperative effort which forestalls psychiatric hospitalization through the provision of case management, partial care, and crisis transitional placement services. JFS also has formal working relationships with South Jersey Family Medical Center, a federally qualified health center, Reliance Medical Services and the John Brooks Recovery Center for substance use services.
Atlantic County Integrated Homeless Assistance Model
Jewish Family Service of Atlantic County

The partners work cooperatively with the Atlantic County Division of Family and Community Development to expedite welfare benefit applications for clients. The case workers accompany clients to the county emergency assistance (EA) and temporary referral assistance (TRA) office, proactively advocate for prevention and diversion services available through the SSH program, and resolve issues collaboratively with county staff for hundreds of clients each year. JFS Supportive Housing and PATH program staff work with the county and other organizations such as Salvation Army, Covenant House, and Friends of Jean Webster to address the needs of clients who are high risk and a challenge to the homeless care system.

The role of the partners in the CoC is represented in strong collaboration and leadership. Jewish Family Service’s Associate Director of Homeless Services, Ann Thoresen, is the current chair of the CoC Committee and has taken a leadership role in conducting the single point of time survey. JFS staff members have participated in the development of the County’s ten year plan and have been a strong presence over the past two decades in CoC efforts. The ACRM and the PVHA also contributed to the development of the ten year plan and regularly attend meetings.

3.3 Experience with New Jersey’s HMIS

JFS and ACRM are proficient with New Jersey’s HMIS tool and will participate in the HMFA HMIS system. The largest provider of homeless services in this region, ACRM, has undertaken a profound change in its documentation of services and client data, through its full participation in the HMIS System. It is providing the data which will drive a good portion of the homeless service system in this community. In the September CoC Committee meeting, Abram Hilsom, of New Jersey HFMA praised ACRM’s efforts and indicated that they were doing an excellent job of entering data and moving this process forward. JFS has utilized HMIS since its implementation. The 2012 review conducted by HFMA documented that JFS is fully compliant with no deficiencies found. Should the Atlantic Homeless Alliance be funded the applicants’ retention of both a support staff person to facilitate intakes, and of a Data Analyst to assure the fidelity of information and reporting should assure an outstanding performance.

3.4 Affiliation Agreements, Letters of Support and Intent and MOU

Partners in the Continuum of Care as well as other service providers have provided specific letters of support and agreement detailing their willingness to participate in the proposed single point of entry system (Letters appended 3.1). In summary, they will:
- Make and accept referrals from the Single Point of Entry
- Provide feedback regarding the status of those referred to the program
- Utilize HMIS and cooperate in the utilization of a shared data base throughout the system.
- Work cooperatively with the Continuum of Care and the Single Point of Entry to address the systemic barriers in this community that are attached to homelessness.

Alliance partners and those identified as sub-contractors have entered into a Joint Partnership or Memorandum of Understanding with JFS which outlines the responsibilities of each party. (Agreements appended 3.2 and 3.4).
September 24, 2013

Andrea Steinberg, Executive Director
Jewish Family Service of Atlantic County
607 North Jerome Avenue
Margate, NJ 08402

Dear Andrea,

I am writing to confirm that AtlantiCare Behavioral Health (ABH) intends to collaborate with Jewish Family Service of Atlantic County should the agency be awarded funding to lead the Integrated Homeless Assistance Model/Single Point of Entry, in the current bid solicitation. AtlantiCare’s activities and contracts encompass services to hundreds of homeless individuals a year and the agency is looking forward to a system where we can both serve and refer consumers who need critical services. ABH agrees to the following activities that will facilitate the successful implementation of the Atlantic Diversion Collaborative:

1. Will refer ABH clients who are at risk of homelessness to the Single Point of Entry to be assisted with homelessness prevention, rapid rehousing or assistance in transitioning from homelessness.
2. Will work cooperatively with Jewish Family Service and systems collaborators to provide mental health services to those who meet our programs' criteria. Programs that may be available include but are not limited to:

   • The Adult Intervention Service which provides expeditious psychiatric and other behavioral health services to those at risk of psychiatric hospitalization
   • Coordinated services with the Screening Service which is Atlantic County’s route to involuntary psychiatric hospitalization.
   • Coordinated services related to homeless consumers who are hospitalized psychiatrically at the Short Term Care Facility in the hospital’s Mainland Division.
   • Access to outpatient, intensive outpatient, partial care, PACT, outpatient substance use treatment and other services where Single Point of Entry clients might meet our program’s entrance criteria.
• Accept referrals to our Supportive Housing Programs for those consumers who meet criteria with an understanding that the need for these slots far outweighs their availability.

3. Work with the Single Point of Entry system to coordinate care with appropriate client consent(s).

4. Assign a staff member as not yet identified to be the contact person for Single Point of Entry identified systems issues with the understanding that homelessness is a complex problem and that Continuum of Care will need to take action to address varied challenges.

Please be assured that AtlantiCare Behavioral Health will help to facilitate the successful transition of individuals with psychiatric and/or substance use issues to more fulfilled lives and to stable housing.

Please do not hesitate to contact me if I can provide any additional information.

Sincerely,

Julie Drew, LCSW, MPA
System Executive Director-Behavioral Health
October 2, 2013

Andrea Steinberg, Executive Director
Jewish Family Service of Atlantic County
607 North Jerome Avenue
Margate, NJ 08402

Dear Andrea,

I am writing to confirm that AtlantiCare’s Health Care for the Homeless is willing to collaborate regarding the medical needs of our homeless constituents should Jewish Family Service and its partners be awarded the grant to provide a Single Point of Entry. The Health Care for the Homeless Program is a Federally Qualified Health Center which provides among a variety of other services, medical screening, treatment, behavioral health/psychiatric services, case management and substance use outpatient detoxification. A psychiatrist serves as our full time Medical Director and we serve many thousands of individuals each year and are well equipped and funded to continue to provide these interventions.

As we discussed, there are a variety of ways in which these services might be delivered which would depend in part on the layout of the county site. If it can accommodate us reasonably and if the evolving system requires it, Health Care of the Homeless can explore the option of providing up to eight hours per week (must be less than eight hours) of services at the site. We can also accept referrals for medical services at our main sites at the HealthPlax, which is contiguous to the County building, and at the office located at the Mission.

As part of this arrangement we will also:

1. Will refer patients who are not enrolled in Single Point of Entry services to it to be assessed and linked to essential services and housing.
2. Work with the Single Point of Entry system to coordinate care with appropriate client consent(s) to insure that our services are complementary and to insure that the medical, substance use and psychiatric needs of participants are addressed. This will include accepting inquiries regarding the participation and status of homeless individuals.
3. Participate in systems wide efforts to address complex homeless challenges within the scope of our funding and mission, to assure that our patients have optimal opportunities to have their complex needs addressed.

Please do not hesitate to contact me if I can provide any additional information.

Sincerely,

Bridgette Richardson, LCSW
Executive Director
AtlantiCare Health Services
609-572-6006
Bridgette.richardson@atlanticare.org
October 22, 2013

Vemon Lawrence
Executive Director
Pleasantville Housing Authority
168 N. Main Street
Pleasantville, New Jersey 08232

Re: Support Letter

Dear Mr. Lawrence:

This letter is to confirm the Atlantic City Housing Authority’s support of the Pleasantville Housing Authority Joint Venture (PHA) application to New Jersey Casino Reinvestment Development Authority (CRDA) for an Integrated Homeless Assistance Model in Atlantic City.

In addition, we will be happy to collaborate and assist the Pleasantville Housing Authority as needed to make this program a success. The Atlantic City Housing Authority will commit two (2) NED Vouchers to the project if the application is successful.

Throughout the years, PHA has been instrumental in providing affordable housing to those less advantaged. We are proud to be affiliated with PHA and will continue to support their efforts of continued service to our community.

We wish the PHA continued success in all their endeavors and initiatives.

Sincerely,

[Signature]

Pamela T. James
Executive Director
September 26, 2013

Andrea Steinberg, Executive Director
Jewish Family Service of Atlantic County
607 North Jerome Avenue
Margate, NJ 08402

Dear Andrea:

I am writing to confirm that the Atlantic City Housing Authority will work collaboratively with Jewish Family Service should it be awarded funding in the Single Point of Entry Proposal process that is currently taking place. As I discussed with Tom Ruben in a phone conversation, the Housing Authority would:

- Accept applications to open waiting lists for those who meet criteria for admission to our buildings and units which strongly prioritizes Atlantic City residents and those with disabilities who have a preference status.
- Work collaboratively with the Single Point of Entry and a variety of providers in the community to expand the retinue of available housing resources
- Refer those already residing in Housing Authority Units whom our management staff deems to be moving towards significant risk of homelessness due to nonpayment of rent, conduct problems etc. to see if their homelessness can be prevented.
- Educate the Single Point of Entry staff regarding our application process as well as the criteria for Housing Authority admissions and programs.

As I stated to Tom, our agency would prefer that those referred have supportive services to help them to transition to housing. Tom clarified that those with mental health issues often have funded case management supports and for those without special needs, those supports are harder to find. Tom assured me that the Single Point of Entry would be happy to step in when anyone admitted with their support encounters significant problems.
I also wanted to share the fact that the Housing Authority has significant concerns about the numbers of homeless people in this community. Our waiting list is close to two thousand and we regret that we do not have housing available to all who need them. We continue to strive to find more resources with which to help them.

Please do not hesitate to contact me if I can provide any additional information.

Sincerely,

Pamela T. James
Executive Director

PTJ:bb
October 15, 2013

Andrea Steinberg, Executive Director
Jewish Family Service of Atlantic County
607 North Jerome Avenue
Margate, NJ 08402

Dear Andrea,

I am writing to confirm that The Women’s Center, a provider of emergency protective shelter and transitional housing for victims of domestic violence and their family, will participate in making referrals to and receiving referrals should Jewish Family Service receive the award of Single Point of Entry funding in the current Request for Proposal process.

The Women’s Center serves individuals who by virtue of domestic violence lack a permanent domicile. While we have experienced success in finding permanent options for many, the complementary efforts of your program in terms of home finding resources to support this essential effort. We also administer state child care subsidy services targeting the needs of those with limited means who are trying to gain employment and would make these services available to those who may qualify for them.

I also understand that we will be receiving referrals of those homeless individuals you encounter who have been victims of domestic violence for services available through our Violence Intervention Program.

Please do not hesitate to contact me if I can provide any additional information.

Sincerely,

Claudia Ratzlaff
Chief Executive Officer
October 8, 2013

Andrea Steinberg, Executive Director
Jewish Family Service of Atlantic County
607 North Jerome Avenue
Margate, NJ 08402

Dear Ms. Steinberg:

I am writing to confirm that Career Opportunity Development Incorporated (CODI), a long standing member of the Atlantic County Continuum of Care, anticipates continuing to work cooperatively with Jewish Family Service (JFS), should JFS be awarded the Single Point of Entry Contract. As you are aware, CODI is also competing for this opportunity.

CODI provides housing and case management services to homeless individuals through Division of Mental Health and Addiction Services and HUD funding and anticipates making and receiving SPOE referrals. All relevant SPOE data will be documented in HMIS, which we presently use.

Please do not hesitate to contact me if I can provide any additional information.

Sincerely,

Linda L. Carney

Linda Carney
President, CEO
October 11, 2013

Andrea Steinberg, Executive Director
Jewish Family Service of Atlantic County
607 North Jerome Avenue
Margate, NJ 08402

Dear Andrea,

I am writing to confirm that Catholic Charities, a long standing participant in the Continuum of Care with extensive involvement in Homeless Services, will engage in a collaborative relationship with Jewish Family Service of Atlantic County and its partners should the agency be awarded funding to lead the Integrated Homeless Assistance Model/Single Point of Entry, in the current bid solicitation. Our agencies have a history of collaborating to serve Atlantic County's vulnerable citizens that extends back decades.

I am committing that Catholic Charities and in particular, our Atlantic City Office will:

- Accept and make referrals to the Single Point of Entry
- With the consent of the client, will share information
- Use our expertise in providing help to those in need to facilitate Single Point of Entry efforts, whenever that is feasible.
- Participate in efforts to address the systemic barriers that have challenged us all in addressing these challenging populations.

Again, Catholic Charities looks forward to coordinating our activities with the assessment, case management and housing that develops over the next two years with you, or for that matter, with whatever applicant delivers this service.

Please do not hesitate to contact me if I can provide any additional information.

Sincerely,

Kevin Hickey
Executive Director
October 7, 2013

Andrea Steinberg, Executive Director
Jewish Family Service of Atlantic County
607 North Jerome Avenue
Margate, NJ 08402

Dear Andrea,

On behalf of the Department of Veteran Affairs (Wilmington VA Medical Center), I am pleased to support your grant application for the Integrated Homeless Assistance Model/Single Point of Entry. The Department of Veteran Affairs’ Veteran Justice Outreach Program has enjoyed a collaborative relationship with Jewish Family Services for many years in regard to serving the homeless population and justice-involved Veterans. You have demonstrated your commitment to the mission of helping the homeless and your organization is well-suited to implement this model and lead this initiative. Particular areas where our efforts have intersected have been with our staff and veterans engaged through our Homeless Outreach and your complementary services, those working in the Veterans Jail and generic diversion programs funded by the New Jersey Division of Mental Health and Addictions Services, and as a key referral source to our Housing Services.

I also understand that changes in the Homeless Service System will challenge us all to address the needs of Homeless Veterans as these processes evolve.

We have enjoyed a positive working relationship and look forward to continuing it in new ways, should the JFS led collaborative be awarded funding in this competition.

Please do not hesitate to contact me if I can provide any additional information.

Best of Luck with your grant application,

Cecilia Gonzalez, LCSW
Veteran Justice Outreach Specialist
Department of Veteran Affairs
Wilmington VA Medical Center
Joint Partnership Agreement

Between

Jewish Family Service
607 Jerome Avenue
Margate, New Jersey 08402-1527

And

Atlantic City Rescue Mission
2009 Bacharach Boulevard
Atlantic City, New Jersey 08402

And

Pleasantville Housing Authority
168 N Main Street
Pleasantville, New Jersey 08232

AGREEMENT made and entered into this 17th day of October, 2013, between the Jewish Family Service (JFS), the Atlantic City Rescue Mission (ACRM) and Pleasantville Housing Authority (PVHA),

WHEREAS, JFS and ACRM and PVHA seek to establish a Joint Partnership, called the “Atlantic Homeless Alliance (AHA) to create a single point of entry to address the needs of the homeless in Atlantic County,

WHEREAS, the parties wish to confirm in writing the terms and conditions of mutual and individual responsibilities related to the establishment of the Atlantic Homeless Alliance, under the CRDA grant received by JFS for this purpose.

NOW THEREFORE, in consideration of the mutual covenants, representations and agreements contained herein and for other and good and valuable consideration, the parties agree as follows:

A. PURPOSE

The purpose of this agreement is to establish cooperative working relations between JFS and ACRM and PVHA with the common objective of transitioning people in Atlantic County from homelessness to stable housing.

B. ADMINISTRATION

The delegated representative of JFS for purposes contained in day to day management activities this agreement shall be Tom Ruben, Assistant Executive Director, JFS. The delegated representative of ACRM, for purposes contained in this Agreement, shall be Debbie Giacomini. The delegated representative from PVHA for purposes contained in this Agreement shall be Dave Caracciolo. JFS, as the lead organization, shall be responsible for allocation of resources to carry out all aspects of the Project, including, but not limited to: program staff; advertising and publicity; professional development,
training and technical assistance, fiscal management and program management and all other aspects of the initiative except those delegated to ACRM and PVHA, its partners. JFS shall also be responsible for general policy development and matters not falling within the responsibilities of ACRM and PVHA under this agreement.

Governance: The project will create an Executive Governance Council comprised of those who are invested with the authority to address key policy and collaborative issues. Jewish Family Service will lend administrative support to governance activities related to the operation of the Atlantic Homeless Alliance. This council will approve policies, participate in negotiation(s) with funders and provide support regarding systemic issues that arise as the Collaborative and Continuum of Care address homeless issue in Atlantic County. It shall meet bi monthly or from time to time as needed. Shared governance activities will include:

1. Inviting other service providers in the community to address systems issues from time to time, supporting the development of options and solutions and monitoring their follow through.
2. Addressing issues that arise in the operation of this complex initiative.

DISPUTE RESOLUTION:
If disagreements regarding the operation of the Collaborative arise from time to time, the Governance Committee will work to find common ground and to address these issues in a manner which prioritizes the effectiveness of the Atlantic Homeless Alliance.

NON DUPLICATION OR REPLACEMENT:
All parties agree that funding for the positions dedicated to this Single Point of Entry Alliance.

C. OUTLINE OF THE DUTIES OF JFS

Administration/Operation of Project: Administrative/Fiduciary Responsibilities: Jewish Family Service of Atlantic County will maintain the contract(s) related to the operation of the Single Point of Entry, shall receive payments from the funder(s), and shall disburse funds to the collaborators in the joint venture, as per approved expenditures following the submission of invoice related to expenses on a monthly basis. It shall have primary authority and oversight of project activities and funds. JFS as part of their oversight responsibilities;

- Will generate monthly activity and expenditure reports to funders, the Continuum of Care and Collaborative members.
- Will collaborate with those who work to identify continuing grants and resources to sustain Single Point of Entry operations.
- Will facilitate the governance activities of the initiative.
- Will assure that policies and procedures are developed for the Single Point of Entry
- Will facilitate regular meetings of project staff
- Will serve as liaison to the Atlantic County Liaison assigned to the project
- Will oversee HMIS data fidelity and reporting
- Provide key administrative and service positioned
• Will provide supervision to all staff working in the Collaborative, with a dotted line of the part of Partnership Collaborators who are participating, to administration in their own agencies.
• Will oversee intake operations in the Single Point of Entry working to insure that those entering the system are linked to housing and services, encouraging those institutions referring from outside of this community not to do so and enlisting systems wide supports to achieve the goals and operations outlined in the Collaborative’s proposal.
• Will undertake other responsibilities to maintain and develop the Alliance.

D. OUTLINE OF DUTIES OF ACRM

ACRM agrees to perform the following duties in connection with the administration and implementation of the Atlantic Homeless Alliance, a collaborative project between JFS, ACRM and PVHA:

• Will assign a manager to participate in the oversight of program staff and to represent the ACRM when day to day issues regarding collaboration arise.
• Will assign a participant in governance activities
• Will facilitate Traveler’s Aide and outreach activities, encouraging individuals who arrive from out of county to return home whenever that is possible.
• Will maintain liability insurance, naming JFS and PVHA as co insured.
• Will submit invoices on a monthly basis for salary and benefits for the assigned staff member and all related and approved expenses.
• Will provide services to identify housing options through the subcontracting of a full time staff member for this purpose. These options will be identified through liaison with rooming houses, landlords, boarding homes and residential health care facilities and other parties providing housing opportunities.
• Will work with the Atlantic County Continuum of Care to help discourage out of county referrals and to encourage those in other communities to take responsibly for individuals who become homeless there.
• Will provide emergency shelter during evening and weekend hours to those who need it, referring individuals to the Single Point of Entry at the earliest opportunity…and will provide preliminary intakes utilizing HMIS.
• Will deliver on call services by maintaining 24 hour phone coverage and by sheltering (in consultation with the Project Manager) those who need immediate assistance.

E. OUTLINE OF THE DUTIES OF THE PVHA

• Will assign a participant in governance activities.
• Will maintain liability insurance, naming both collaborators, CRDA and the County of Atlantic as co insured.
• Will submit invoices on a monthly basis for salary and benefits for the assigned staff member and all related and approved expenses.
• Will work with the Continuum of Care, the Alliance and agencies providing services throughout the homeless service community, to identify funding resources and to increase the supply of subsidized housing in this community.
• Will retain and assign a staff member to participate in the Collaborative effort.
F. PAYMENT

JFS agrees to pay the ACRM and PVHA for the above captioned Alliance related duties and to reimburse them for reasonable and appropriate project expenses incurred as outlined in the approved project budget detail. PVHA and ACRM will submit an invoice to JFS monthly bi-monthly, accompanied by a budget report for all expenses incurred. Payment will be made within 15 days of submission of an approved invoice and accompanying report.

G. TERM OF AGREEMENT

This Agreement is in effect on January 1, 2014 (unless grant is in place prior to that date) with the intent to commence project activities as soon thereafter as is feasible, and shall be in effect until September 30, 2015 when the first phase of the project funding ends. The agreement may be modified at that juncture as continuing sources of funds are identified. This Agreement may be terminated with the provision of ninety days notice in writing, which must be preceded by cooperative efforts to resolve issues through meeting or any other means necessary.

H. LIABILITY

The parties agree that each party shall have responsibility for its own actions and those of its directors, officers, employees, students and agents, and nothing contained herein shall be considered a hold harmless agreement on the part of either party. Notwithstanding, each institution shall carry the insurance coverages described below to cover liabilities for the negligence of their employees, agents, and clients in connection with, or arising out of the activity which is the subject of this Agreement.

All parties will procure and maintain comprehensive general liability insurance and professional liability reasonably satisfactory to JFS covering their employees, agents and clients indemnity obligations, which insurance or self-insurance shall be verified by certificate of insurance or the equivalent provided to JFS and the County and which shall not be diminished or terminated by except upon written agreement of JFS. The minimum amount of coverage per individual shall be One Million Dollars ($1,000,000.00) per occurrence, and Three Million Dollars ($3,000,000.00) aggregate. The coverage shall extend through the term of this Agreement, and shall either be occurrence-based or else if claims-based have a tail policy of sufficient duration to cover the activities.

JFS will maintain insurance reasonably satisfactory to the PVHA and ACRM covering JFS's employees, agents and clients while performing within the scope of their responsibilities and duties as participants in the program and to satisfy its indemnity obligations, which insurance shall be verified by certificate of insurance or the equivalent provided to ACRM and PVHA, and which shall not be diminished or terminated by JFS except upon written agreement.

I. GENERAL PROVISIONS
There shall be no discrimination against any employee engaged in the work required to produce the services and programs covered by this Agreement, or against any applicant for such employment because of age, race, creed, color, national origin, sex, ancestry, marital status, or handicap. This provision shall include, but not be limited to the following: employment, upgrading, demotion, transfer, recruitment or recruitment advertising; layoff or termination, rates of pay or other forms of compensation; and selection for training, including apprenticeship.

The parties of this Agreement do hereby agree that the provision of N.J.S.A 10:2-1 through 10:2-4, dealing with discrimination in employment on public agreements, and the rules and regulations promulgated pursuant thereunto, as the same may be amended or modified.

Under this Agreement, JFS, ACRM and PVHA shall continue to be autonomous and shall be governed independently by their respective governing bodies and administrations except insofar as this Agreement specifically states to the contrary.

It is understood and agreed that the parties to this Agreement may revise or modify this Agreement by written amendment when all parties agree to such amendment.

This Agreement shall be governed and construed and the rights and obligations of the parties hereto shall be determined in accordance with the laws of the State of New Jersey.

This agreement represents the entire agreement between JFS, ACRM and PVHA. Any of the matters of agreement herein may only be altered in writing by mutual agreement of the parties, which shall not in any way affect the remainder of the agreement. The rights and duties arising under this agreement shall not be assigned, or delegated, respectively, by either party without the other party's written consent.

J. NOTICES

All notices and reports required or permitted under this Agreement shall be in writing and shall be deemed delivered when delivered in person or deposited in the United States mail, postage prepaid, addressed as follows:

To: JFS

Andrea Steinberg, Executive Director  
Jewish Family Service  
607 North Jerome Avenue  
Margate, NJ 08402-1527

To: ACRM

Dan Brown, President and CEO  
The Atlantic City Rescue Mission  
2009 Bacharach Boulevard  
Atlantic City, NJ  08402
To: PVHA

Vernon Lawrence, Executive Director
The Pleasantville Housing Authority
168 N Main Street
Pleasantville, NJ 08232

IN WITNESS WHEREOF, THE PARTIES Duly HERETO AUTHORIZED ACCEPT
THE FULL TERMS OF THIS AGREEMENT.

Jewish Family Service of Atlantic County

[Signature]
Andrea Steinberg, Executive Director

Atlantic City Rescue Mission

[Signature]
Dan Brown, President and CEO

Pleasantville Housing Authority

[Signature]
Vernon Lawrence, Executive Director
MEMORANDUM OF UNDERSTANDING & AGREEMENT
BETWEEN

John Brooks Recovery Center

&

Jewish Family Service of Atlantic County

SECTION I – BACKGROUND AND INTENT

Jewish Family Service of Atlantic County ("JFS"/SSP), with offices located at 607 North Jerome Avenue, Margate, NJ, 08402-1527 agrees on this 16th day of October to purchase services from John Brooks Recovery Center (JBRC) located at 19 South Tennessee Avenue, Atlantic City NJ 08401 should JFS be awarded the Atlantic County Integrated Homeless Assistance Grant.

WHEREAS, the sole purpose of this Memorandum of Understanding (MOU) is to encourage complete cooperation between the organizations and to further detail the separate and distinct roles and responsibilities of each party;

WHEREAS, the JBRC will make available a licensed substance use assessment staff member and one additional case manager to support both the assessment and case management efforts of the Atlantic Homeless Collaborative;

WHEREAS, the JBRC agrees to provide substance use assessments, general assessments, to participate in the enrollment of participants in the HMIS System, to refer participants to appropriate housing, substance use and other relevant services and to coordinate activities that will foster the well-being of Atlantic County’s Homeless constituents.

WHEREAS, the parties have agreed to work cooperatively as a team to meet the needs of those experiencing homelessness in Atlantic County and understand the critical level of communication that is needed to make this project extremely successful;

NOW, THEREFORE, the following represents the understanding of both parties regarding their respective roles and responsibilities and both parties agree, therefore, that it is in the best interests of all concerned to enter into this MOU.

SECTION II – DESCRIPTION OF SCOPE of JFS RESPONSIBILITIES:

In accordance with the arrangement JFS will provide services and will subcontract funding to support this initiative. Its responsibilities will include:

- The maintenance of the contract related to the operation of the Single Point of Entry,
- The disbursement of funds to John Brooks Recovery Center to support the staffing and activities that are part of the Single Point of Entry budget following the submission of monthly invoices related to expenses
• Primary authority and oversight of project activities and funds
• The facilitation of the governance activities of the initiative
• Coordination of the development of policies and procedures
• The facilitation of regular meetings of project staff
• The retention of a Project Manager who will oversee activities, a data analyst, a mental health assessor and case management staff who will collaborate with JBRC personnel assigned to the project
• Providing a site that enable JBRC staff to work though the good offices of Atlantic County
• Providing office furniture, computers, cell phones etc. needed to facilitate their work
• Oversight of HMIS data fidelity and reporting
• The provision of administrative and case management to JBRC staff working in the project with the understanding that John Brooks Recovery center will supervise their substance use assessments and planning
• Coordinating with JBRC administrative staff to assure the smooth operations of the project

SECTION III. – DESCRIPTION OF THE ROLES AND RESPONSIBILITIES OF THE JOHN BROOKS RECOVERY CENTER

The John Brooks Recovery Center will provide staffing and support as per the Single Point of Entry Budget for two positions. This includes:
• The assignment of one licensed (CADC or LCADC) to the project
• The assignment of substance use case manager who will provide generic case management services addressing the needs of the homeless populations, specializing in negotiating substance use treatment
• The supervision of the assigned staff regarding substance use issues in coordination with the oversight of the Project Manager
• Working with the project to address systemic issues that arise
• Supporting staff enrolling clients and documenting activities in the HMIS system.
• Supporting staff’s following program protocols and procedures, while bringing issues of concerns to JFS leadership should they arise
• Providing monthly invoices to JFS’s fiscal department for services rendered in accordance with the project budget
• Supporting staff’s adherence to project policies and procedures
• Providing evidence of professional liability and other insurances

SECTION IV – General Terms

1) TERMS – This Agreement is effective as of the initiation of the Single Point of Entry Contract, will extend for a year and will automatically be renewed on an annual basis with the same terms and conditioned unless amended by the parties or terminated under the termination section as outlined below. It is also understood that the provision of services by the JBRC is dependent upon the approval of the contract by the County,
CRDA and New Jersey Department of Human Services and that at this time, funding is anticipated through September 30, 2015.

2) **Fees/Costs** – It is also understood that all services provided by the staff subcontracted by the JBRC are to be provided at no cost to clients and that these services are part of the mission of the Integrated Homeless Service System to address the myriad needs presented by those who present to the Single Point of Entry.

3) **Termination** – Either party may terminate this Agreement by giving the other party three (3) months prior written notice. However, it will be the responsibility of both JFS and the JBRC for a period of six months to use commercially reasonable efforts to find a new service provider, with the understanding that this Agreement will not terminate between either party until such time as a replacement provider is found, or until such six-month timeframe has passed. The party wishing to terminate this Agreement for cause must provide a written intent to terminate notice to the party in breach or default. The notice will provide thirty (30) days for the party in breach or default to respond to said notice with an acceptable plan to cure cause for termination. If this Agreement shall terminate without a substitute provider in place, JFS will promptly notify its funders.

4) **Confidentiality** – The JFS and JBRC agree that by virtue of entering into this Agreement they will have access to certain confidential information regarding the other party’s operations related to this project. They agree that they will not at any time disclose confidential information and/or material without the consent of that party unless such disclosure is authorized by this Agreement or required by law. Unauthorized disclosure of confidential information shall be considered a breach of this Agreement. Where appropriate, resident releases will be secured before confidential client information is exchanged. Confidential client information will be handled with the utmost discretion and judgment and not shared without appropriate consents.

5) **Amendments** – This Agreement may be amended only in writing and authorized by the designated representatives of the parties.

Signed ____________________________
Alan Oberman, John Brooks Recovery Center

Signed ____________________________
Andrea Steinberg, Jewish Family Service of Atlantic County

MEMORANDUM OF UNDERSTANDING

10/13/13

Date

10/13

Date
Section 4.

Program Description

Contents:

Section 4: Program Description Narrative

Appendices

1. Integrated Homeless Assistance Model (Flow Chart)
The Alliance’s framework is built upon a conviction that addressing homeless issues requires a two-pronged approach. The Single Point of Entry must first provide effective services and care coordination to help individuals and families to address complex, serious problems and second, it must join with the Continuum of Care’s leadership to address a variety of serious systemic issues which include the gap between housing needs and resources.

Significant challenges must be addressed in the implementation and refinement of an integrated homeless service system. They include (1) addressing the issues which have made Atlantic City a regional homeless destination (2) developing housing and service resources to help those who meet the HUD criteria for chronic homelessness to transition to permanent housing and (3) building coordination and collaboration among those serving the homeless in this community. Centralized intake, the key component to successful models of homeless assistance, will be replicated and adapted to fit the specific needs of the Atlantic County community.

For the purpose of this proposal, centralized intake refers to 1) an on-site center, 1333 Atlantic Avenue, the location of county welfare and emergency assistance services; and 2) the 2-1-1 helpline center, where individuals can enter the homeless system. An access point will be available at ACRM to accommodate consumers when the county office building is closed in the evening and on weekends. ACRM staff supplemented by Single Point of Entry staff will conduct full HMIS intakes and service planning overnight and on weekend days. The centralized services that will be conducted, include preliminary intake that may or may not result in program admission. Preliminary intake will occur at the centralized service office located in the Atlantic County office building, at emergency shelters, and community based organizations that serve the homeless population. Intake information will be entered into the HMIS system.
Atlantic County Integrated Homeless Assistance Model
Jewish Family Service of Atlantic County

which will be used by center assessment staff to prioritize the consumer’s admittance for intervention. Individuals and families will first be assessed to determine if they are eligible for prevention or diversion assistance. This may include access to financial assistance, rent or utility payments, and conflict resolution. The staff will minimize the time that individuals must spend in emergency shelters by linking them to community supports and assessing them for rapid re-housing assistance within the first week. The collaboration has experienced rapid re-housing case managers and housing specialists, a proven capacity to attract financial resources for emergency financial assistance and excellent relationships with landlords. This integrated assistance model will be effective in overcoming the barriers to entering and retaining permanent housing.

Assertive Outreach: The applicant will mount an outreach team which responds to queries from casinos, police and merchants to engage individuals who are presenting concerns in homeless services. Furthermore, existing programs at ACRM which conducts outreach through a grant and JFS’s PATH and Jail Diversion Services will complement and coordinate with Single Point of Entry staff regarding problematic homeless individuals in the community.

Intake and Assessment: The applicants will universally utilize HMIS as well as an evidence based assessment tool and will explore opportunities in the software to communicate among the critical agencies serving the homeless. Though most intakes will take place at the county site, there will be a comprehensive “no wrong door” approach which incorporates enrolling individuals and families at sites where individuals appear to be transitioning into homelessness. Intake elements include (1) the location of four intake staff at the County building which is contiguous to the Division of Family Development to assess those presenting as homeless or imminently homeless as well as the assignment of staff on weekends at the ACRM (2) intakes done by the shelters when an individual arrives at off hours supplemented by grant funded ACRM staff time (3) the initiation of intakes at the institutions via outreach to homeless individuals staying in sites which most commonly discharge to homelessness in this community which includes Medical/Psychiatric hospitals, the Justice Facility in Mays Landing and prisons and (4) the enrollment of those seen in outreach activities by homeless serving agencies.

Prevention and Diversion: These efforts will be a key component of the initial screening process which can be conducted at multiple sites and over the phone where and when clients seek services. By conducting these activates at the “front door” individuals and families would be diverted or prevented from entering the homeless system. Diversion will be a process and include family reunification and traveler’s assistance. The Alliance recognizes that it is less expensive in terms of financial and service resource deployment to prevent individuals from falling into homelessness. EA, TRA, and SSH funds managed by the Department of Family and Community Development will be integrated with the prevention and diversion efforts. Several agencies in the continuum receive grants for emergency financial assistance for the homeless, for example the NJ Coalition to End Homelessness grant awarded to JFS in 2013. The Alliance will seek to gain authority from these agencies to target these resources for prevention and diversion when appropriate. The applicants are also well positioned to integrate prevention efforts with Sandy Storm relief programs for whose whose path to homelessness may have been hastened by Sandy issues. JFS has been granted and raised over eight hundred thousand dollars for a variety of programs to aid low income storm victims, which includes a grant from the United Way to provide direct financial assistance.
Atlantic County Integrated Homeless Assistance Model
Jewish Family Service of Atlantic County

Referral: If prevention and diversion activities are not indicated and or possible then the intake and assessment data will drive referrals for program services offered by the AHA and its collateral partners. The referrals will address the barriers program consumers are facing as they plan to exit homelessness.

Housing First: Housing first will be operationalized through the placement of some participants through EA resources as well as the development of more open ended housing subsidies. This will be facilitated by the Pleasantville and Atlantic City Housing Authorities who will strive to identify additional resources to address the needs of this population. The applicant assumes that the Continuum of Care application will be stronger and more competitive as the community fully moves to meet HEARTH Act standards and will afford the county a greater ability to find housing resources which are a prerequisite for more Housing First Activities.

4.2 Describe the target population, including projected numbers and characteristics

The project will serve both individuals and families who are homeless in Atlantic County. The projected annual number of homeless entering or re-entering the system each year is in excess of 2000 based on HMIS data maintained by the ACRM. According to the Atlantic County 2012 PITC, of the total homeless population of 557, 367 people or 75.2% were male, 116 or 23.8% were female and two (2) or 6.7% had at least one child under the age of 18 with them. The largest subpopulation had mental health issues (51.3%). Of the population surveyed in Atlantic County, 207 or 42.4% responded that they have been homeless for more than one year. Of those who were homeless less than one year, 36.7% reported that they had been homeless at least one other time within the past 12 months. Reported issues that caused homelessness ranged from alcohol and substance abuse to the high cost of housing and insufficient financial resources. Several individuals, with no visible means of support or shelter, are discharged into the community from correction facilities and hospitals. Seventeen percent of those surveyed entered homelessness after inpatient medical treatment and twenty percent were discharged from correctional settings.

A one month overview of the homeless population conducted by the ACRM in July 2013 clearly reveals the serious issue of out of county and out of state referrals and arrivals.

- 78 new consumers required services and 59 clients returned for a total of 137 admissions.
- Origin of Homelessness: Atlantic County = 36% (28); Out of County = 29% (23);
  Out of State = 35% (27)
- 25 clients were given transportation assistance or returned home on their own

Among this group the issues of homelessness ranged from the majority suffering from substance abuse and mental illness (40) to stranded tourists (12) to unemployment (18). While the focus of the Single Point of Entry is assessing and referring individuals it encounters, it will also lead community efforts to help the ACRM transition to being primarily a local short term shelter, discourage other communities for referring those it can or will not serve here, help engage those discharging individuals into homelessness in collaboration with the Continuum of Care discharge planning, and will work to find housing resources to help those who are chronically homeless who are conspicuous members of Atlantic County’s homeless population.
4.3. Describe how the responding organization will publicize the integrated housing assistance program and optimize access for the target population.

Collectively, the Alliance partners have been serving the Atlantic County community for more than 100 years. Their missions and programs focus on issues that affect vulnerable populations, i.e. affordable housing, homelessness, mental illness, substance abuse, poverty, and chronic medical conditions. They are highly regarded among the continuum of service providers in Atlantic County and will work cooperatively with them to publicize the “integrated homeless assistance model”. The business, religious, transportation, and tourism centers will be actively engaged to help promote the new centralized service. An objective of this proposal is to conduct strategic outreach to inform employees at bus centers, the train station, retail stores, religious centers, and public sites so that they can refer people that they encounter to the service.

The location of services in the County building offers a unique opportunity to help applicants take advantage of the resources offered by the Division of Family and Community Development. It can help individuals to adhere to that agency’s requirements and to gain the documentation that will help those who present to the dually located systems to create a housing plan.

The Alliance will have a dedicated phone line linked to the 2-1-1 system where community and consumer referrals can call, day or night, for direction and assistance. The partnership will develop a brochure which will be placed in locations where homeless individuals congregate, and will be distributed to those both in and outside of Atlantic County who refer to the system. There will also be concerted efforts to coordinate the work with discharge planners at institutions and hospitals that release Atlantic County residents to homelessness to inform them that referrals to homeless services in this community must be vetted by the Single Point of Entry. In this new service continuum, out-of-county referrals to the ACRM, which have been discouraged in recent years, will not be accepted.

The education of the consumer community will be a more protracted process. As noted in the RFP, the service’s co-location in the Atlantic County building and collaboration with its assumption of good measure of authority regarding ACRM access (in non life threatening/emergency situations) will seep into the awareness of those who access services. There will be formal sessions regarding this new care system for those already sheltered at ACRM and an orientation to those new individuals who arrive at off hours. The outreach components of the service system which currently include the Atlantic City Police Department and Officer Wenz, ACRM, JFS and on occasion, the Psychiatric Screening Center, will also be involved in informing those who are unsheltered. Staff will be scheduled to work three hundred sixty five days per year, with an on call component which is made available during evening and weekend hours. (See attached work schedule appended in 5.4)

The Alliance anticipates that the following modalities will assure ready access to program participants to the program irrespective of their geographic location in the county. The applicant will coordinate with PATH and existing community outreach services, police departments and other providers to accept referrals of those throughout the county who have need of homeless services and will conduct outreach to engage individuals “where they are”. When referrals are
Atlantic County Integrated Homeless Assistance Model
Jewish Family Service of Atlantic County

received from western communities the agency will either dispatch one of its staff members or will employ the outreach resources currently operated by JFS.

4.4 Describe admission criteria and verification requirements, including consideration of the burden imposed on program applicants

The Alliance will employ the definition promulgated by the Department of Housing and Urban Development for Homelessness which includes individuals and families who meet at least one of the following criteria:

1. Living in a place not meant for human habitation (abandoned building, car, on the streets, etc.) or living in an emergency shelter, safe house, or transitional housing program
2. Exiting an institution (prison, hospital, detox facility, etc.) where s/he temporarily resided for up to ninety days, and were homeless immediately prior to entering that institution—a critical category in this community
3. Individuals returning to the community after a longer institutional stay with no identified permanent residence
4. Losing a primary nighttime residence, which may include a motel/hotel or a doubled-up situation, within fourteen days without the resources and support networks to remain in housing
5. A family with children that is unstably housed and likely to continue in that state. This category includes families that have not had a lease or ownership interest in a housing unit in the last 91 or more days, have had three or more moves in the last 90 days, and who are likely to continue to be unstably housed because of disability or multiple barriers to employment.
6. Fleeing or attempting to flee domestic violence, have no other residence, and lack the resources and support networks to obtain other permanent housing

The Alliance will also implicitly address local needs by serving individuals who arrive in this community by virtue of the inability of the service systems in their home community to address their needs. The Alliance will enlist myriad resources as described in Section 4.10 to address both the case specific as well as systemic issues that brought a person here and to assure their return with the best housing and service supports that can be identified in a referral process.

Verification requirements will not be such that they create a burden on program applicants but assure accountability. Forms of verification may include:

1. Certification form signed by the outreach worker or service worker verifying that the person or family is homeless.
2. Certification completed by institution staff (jail, hospital, mental health facility) stating that the participant was being discharged and they lack the financial resources and support networks needed to obtain housing.
3. Eviction statement describing the reason for eviction (signed and dated by person evicting).
4. Statement from the participant that he/she is fleeing a domestic violence situation.
5. Personal identification and source of incomes provided by the participant
Atlantic County Integrated Homeless Assistance Model
Jewish Family Service of Atlantic County

4.5 Indicate the responding organizations willingness to use a standard evidence-based assessment tool

The Alliance is committed to using a variation on the assessment tool which is currently used by the Mercer Alliance Elements described in 4.6 below.

4.6 Describe the data elements that will be included in the comprehensive, standard assessment

The applicant will track the following data elements drawn from the Mercer Alliance Screening tool as part of its HMIS enrollment initiative which steers initial housing decisions. They include Name, D.O.B., monthly income (and relationship to poverty level), income sources, identification of barriers to housing e.g. substance use, vocational history, medical issues, mental health, legal status, household composition, history of homelessness, employment status, educational level, veterans status, health issues of individuals and family members, eviction history and social security number. It will supplement this history with data elements in the HMIS intake which include last address and permanent residence county/state, duration of homelessness, ethnicity, gender, developmental disability, history of being victim of domestic violence, chronic health issue(s), school County, barriers to school enrollment, homelessness cause, primary language, services sought and emergency contact data.

The applicant will develop a service plan which targets the key goals and barriers identified by and on the behalf of the homeless individual and family. This will guide services and drive the referral process. The Single Point of Entry Case Managers will make referrals, provide supports that help individuals to be linked and monitor their continued participation and progress, tracking these outcomes in HMIS. The Alliance will target health concerns by referring clients to the AtlantiCare Mission Health Care program which has committed to exploring the possibility of stationing a staff member at the County site up to seven hours a week, contingent upon the nature of available space and the needs of the population.

4.7 State the respondent’s agreement that all information will be reported on the HMIS system

The applicants hereby certify that should the Alliance be awarded funding to mount the Atlantic County Integrated Homeless Assistance Model that they will enroll all program clients in HMIS, will comply with HMIS data quality standards and will work with HMIS to develop the local HMIS system to strengthen care coordination to the maximum feasible extent.

The applicant (with the approval of HMFA) will endeavor to utilize the biometric thumbprint modality currently being utilized at the Atlantic City Rescue Mission, which will ensure consumer identification over time and should enhance efficiency. Both Jewish Family Service and the Atlantic City Rescue Mission utilize HMIS for homeless services, as does the county as regards its SSH and other funds.

4.8 Describe and justify the level of authority you propose for the assignment and referral of individuals and families to housing and services.
Atlantic County Integrated Homeless Assistance Model
Jewish Family Service of Atlantic County

The Single Point of Entry anticipates utilization of a Mixed Authority model as defined in the document *Centralized Intake for Helping Homeless People: Overview, Community Profiles, and Resources*, i.e. "the centralized intake program provides centralized information and referral, and has admissions authority over some housing/service types (e.g., shelter beds), but not others (e.g., rental assistance)."

Spheres of authority can initially be divided into three categories:

**Primary Authority**

a. Out of County: The applicant will screen all out-of-county institutional referrals. The applicant proposes that authority to the Atlantic County Single Point of Entry System and its services for non Atlantic County homeless be absolute when the person does not have a stable housing option.

b. Access to Shelter Beds: The applicant recommends that beds for non Atlantic County residents be managed by the Single Point of Entry with the exception of short stays in emergency (code blue or late night) situations.

c. Access to Targeted Permanent Housing Resources: The Alliance will dedicate its resources to developing housing options to the hundred individuals in this community who have been identified as conspicuously homeless. As these resources are developed, the Alliance will control the referral flow in a Housing First Model of who is offered precious subsidized slots.

**Recommending Authority**

a. EA Placements: The applicant recommends an Alliance relationship with county staff working with EA homeless recipients to develop a plan which meets both EA criteria and targets the development of permanent housing options.

b. Utilization of Shelter Plus Care and HUD Continuum of Care Resources: The applicants currently manage many of the resources involved in the Continuum of Care and hope to both utilize and expand the options available to the homeless community by mounting an improved CoC application.

c. Homelessness Prevention/SSH Funds: These resources are now managed by Atlantic County. The applicant trusts that the Single Point of Entry will work closely with the County to maximize the use of these resources.

**Requests for Service Slots**

a. Mental health/Substance Use: The Single point of Entry will work to maintain the capacity to expeditiously refer individuals in need of behavioral health interventions to the most appropriate provider. In an environment where these resources are shifting (in the case of mental health) or have already transitioned to Fee for Service, the Single Point of Entry will rely upon its effective working relationships to help clients gain access.

b. Financial Aid: The Atlantic Homeless Alliance anticipates that it will make referrals to those agencies that provide financial aide and that its recommendations will be acted upon with prudence.

The applicant anticipates that the level of authority that evolves in this model will be fluid and cannot be fully anticipated in the programs’ design. This should be an ongoing focus of the CoC Executive Committee which will provide guidance, support and oversight to the program.

4.9 Describe the referral process from intake to closing of the referral
Atlantic County Integrated Homeless Assistance Model
Jewish Family Service of Atlantic County

The most significant challenge to the Single Point of Entry in this community will be the connection of the projected two thousand individuals and families with extraordinarily complex challenges and issues to services that best meet their needs. Recognizing that all of the services and housing that each individual and family needs are not always there, the Alliance is committed to (1) advocating with providers locally to help to connect participants to these services and (2) working with the Continuum of Care to develop resources that are needed but either do not exist or are in short supply. With an average intake flow of approximately ten to fifteen new cases per day the project will need to conduct comprehensive but quick assessments and move individuals on to specialized services and the housing resources that fit their needs. The following answers are based in part on recommendations provided through the National Coalition to End Homelessness.¹

a. How the assessment will be matched to the referral
At the point of entry into the homeless system, a prevention and diversion screen will by conducted. If the individual or family is deemed ineligible for those resources, the intake worker will administer a “housing and prioritization assessment that determines which intervention is most appropriate”, e.g. emergency shelter. The results of the intake and assessment will be forwarded to the Single Point of Entry staff who will utilize HMIS to coordinate a housing plan that fits the individual’s needs and the availability of programs. Individuals and families will receive a comprehensive assessment that includes mental health, physical health, substance use and a social evaluation.

A key element of the assessment/follow up will be the existence of an income source that could support housing and the matching of the consumer and family to the most appropriate housing resource. For those without income, entitlements and/or work, the Alliance will strive to link them to the form of assistance that will help move their housing plans forward.

b. Roles of staff in referral process
Single Point of Entry case managers/intake workers will review the referrals and conduct in depth assessments when indicated. The project will utilize substance use and mental health professionals, housing specialists, medical personnel and qualified social workers to document the individuals’ needs and to identify resources for referral. Assessment information will be recorded in HMIS. Consent to share information among service providers will be completed at intake. Case Management staff will then be responsible to contact referral and housing destinations, to follow-up to assure that the placement is successful and to track progress through HMIS.

Medical Assessments: AtlantiCare Mission HealthCare’s out-patient facility at ACRM includes four examination rooms, four offices for medical and social service staff, and a conference room. The services include primary care and physical exams; case management; disease management; medication administration and distribution; health screenings for diabetes and heart disease; tuberculosis testing; drug and alcohol counseling; HIV/AIDS testing and counseling; and psychiatric services.

¹ The Assessment and Referral Process: Coordinated Assessment Checklist Addendum
Atlantic County Integrated Homeless Assistance Model
Jewish Family Service of Atlantic County

Substance Use Assessments: The Alliance will sub-contract with the John Brooks Recovery Center (JBRC) to hire substance use specialists to conduct assessments. JBRC will make available a licensed substance use assessment staff member and one additional case manager to support both the assessment and case management efforts of the Alliance.

c. Relationships and assurance of coordinated efforts and service delivery
JFS and ACRM currently employs over fifty case managers in tandem with supervisory and administrative staff and enjoy relationships with virtually all of the providers of homeless and housing services in this community. Furthermore, the applicants will work with the Continuum of Care and Department of Family and Community Development to reinforce the importance of universal service coordination. There will be follow up phone calls to those agencies not enrolled in HMIS and the utilization of HMIS data for those enrolled in HMIS tracked services. The applicant has affiliations drafted with organizations that service the following relevant populations:

- Mental Health: AtlantiCare Behavioral Health
- Health Care: AtlantiCare Health Care for the Homeless
- Substance Use: John Brooks Recovery Center (subcontracting)
- Shelter: Atlantic City Rescue Mission (partner)
- Youth Shelter and Stabilization Services: Covenant House
- Housing: Atlantic City Housing Authority/Pleasantville Housing Authority/Career Opportunities Development Center
- Housing Development/Housing: Pleasantville Housing Authority (partner)
- Supportive Services to Homeless: Salvation Army
- Criminal Justice: JFS Atlantic County Justice Facility (Jail Diversion projects)
- Assistance: Catholic Charities
- Domestic Violence: Atlantic County Women’s Center

d. Barriers to successful referrals and what respondent will do about them
There are several issues that exacerbate the effort to reduce homelessness in Atlantic County. Among the most critical are the shortage of emergency shelter beds, the shortage of affordable housing options, the high number of chronically homeless who suffer substance use and mental health issues and the arrival of homeless individuals from out of county and out of state. Clients may face a long waiting list for shelter or housing. They have difficulty navigating the systems for financial help, do not have identification and may decline mental health or substance use recovery options. There are several strategies that will be employed to reduce the barriers to successful referrals.

- Maintain a database of availability of shelter beds
- Maintain a database of available housing (per eligibility)
- Coordinate financial aid resources among Continuum of Care partners
- Maintain a database of medical, mental health and substance recovery resources
- Participants provide input on what kind of services they need
- Schedule appointments and accompany clients when possible
- Connect high risk clients with agencies that serve the population for intensive case management etc.
Atlantic County Integrated Homeless Assistance Model
Jewish Family Service of Atlantic County

- Conversations between assessment staff and destination staff
- Follow-up
- Develop additional housing opportunities with landlords, housing authority etc.

Alliance members believe that Housing First principals must be accompanied by housing resources. This can be accomplished in part by virtue of the placement by the welfare department of those who meet Emergency Assistance standards directly into either interim short term shelter or housing arrangements. Recognizing the vast chasm between housing need and subsidized resources as a partner in the Alliance, the PVHA will help to develop housing stock and subsidies. A newly contracted housing consultant will reach out to landlords, building upon strong existing relationships that the providers hold, to enrich the system’s Housing First capacity. JFS and the PVHA have collaborated in housing at risk populations and JFS has utilized NJ Division of Mental Health and Addictions at Risk Subsidies and services to bring individuals from the streets into housing first services with apartments.

e. How HMIS will be utilized as part of the referral process
The Alliance will ask clients to sign both the HMIS Client Consent form and the Homeless Assessment Resource Team Consent form which has been accepted by the leading homeless and behavioral health providers in the community. These will permit the sharing of critical data and will facilitate collaboration and communication between the Single Point of Entry staff and essential service and housing providers. The applicant will also utilize the biometric/thumbprint tool being used by the Mission to make operations more efficient by eliminating some need for redundant data entry for those previously enrolled, and will also explore the sharing of specific client data. Finally, the applicant will train all of its staff and subcontractors in program privacy guidelines, and will assure that the privacy of information of all participants is protected.

The applicant also understands that several homeless serving providers in this community utilize HMIS and will coordinate efforts wherever possible. In particular, Covenant House uses the data base and has provided assurances it will coordinate care via HMIS whenever possible.

Data at JFS and ACRM is encrypted. JFS adheres to HIPAA standards and ACRM maintains a secure documentation system.

f. Management of Housing and Service Slots/Management of Consumers When Waiting Lists Exist
The applicants have vast experience in managing clients who must wait for resources and its partners are adept at finding the substance use, housing, benefit, mental health and housing resources that are available in the community. When the system cannot identify appropriate resources for an individual or family, the Alliance will effect a referral to the Continuum of Care Homeless Assessment Resource Team (HART), to try to access or develop unique solutions. There will be management of the housing resources through the establishment of a housing bank. The goal is to track and share bed and housing availability through HMIS. In the interim shelters will notify assessment center staff each day to let them know how many beds are available. The project will also monitor the slots available in behavioral health treatment settings, the vocational arena and with medical providers.
Atlantic County Integrated Homeless Assistance Model
Jewish Family Service of Atlantic County

The housing arena is one where waits for those who require subsidies are often extended. Staffing for the project includes a housing locator who will work closely with the Pleasantville Housing Authority to develop new housing resources which will help to address these waits. The applicants will also help find interim resources through SSH funds, private grant dollars and whatever project resources can be applied to help those who are not supported by Emergency Assistance or by the shelters, to be sustained.

g. Tracking referrals and referral outcomes
The Single Point of Entry will phone all organizations referred to on a weekly basis to ascertain the outcome of referrals made to housing and service providers. Where consumer motivation is a barrier to linkage, the Single Point of Entry will deploy its staff or PATH or ACRM outreach or staff involved from other institutions, (courts, welfare etc.) to try to persuade. A key referral source will be the Atlantic County Justice facility where the Single Point of Entry will coordinate closely with whatever vendor is responsible for discharge planning and with JFS’s Jail Diversion staff of six. If the issue is the lack of availability of housing slots, the program will employ its advocates to move things forward. The Alliance will also establish whether the referred individuals meet the goals they establish in care. This task should be straightforward for those organizations utilizing HMIS. For those delivering services that do not employ HMIS, the follow-up calls will be required

4.10 Diversion: Describe how funding for reuniting clients with appropriate family or services outside of Atlantic County would be utilized and administered

A core activity of the Alliance will be diverting individuals to their home community whenever feasible. The Alliance recognizes that many of those who arrive from out of the community have significant barriers to a return “home”, e.g. exhausted EA benefits, lack of income or a permanent domicile and/or are estranged from those who lent support to them in the past. However if Atlantic County is to shift from being a regional destination for homeless individuals the return of non-county constituents to their home communities must happen. This initiative will be closely integrated with other critical efforts to build relationships with out-of-county and out-of-state agencies that discharge individuals to Atlantic County. The exact origins and content of these communications will be developed in tandem with the County and City Administrations as well as the Continuum of Care as the program evolves. Building upon the grant made by CRDA to the Rescue Mission which is currently being supported by County efforts, the applicants will utilize this funding to return recently arrived individuals to their home communities. They will be enrolled in HMIS, be assisted with the purchase of a bus or train ticket and accompanied to the transportation terminal.

The return of these individuals is often a complex process. It entails making it clear for those with the capacity to make informed decisions, that they may not be eligible for services in this community. This may include communications from the Division of Family and Community Development, the Shelter(s) and the Single Point of Entry to help the applicant to understand that they might be better off in their home community. Sending agencies must assume responsibility in their own communities and communicate with family members, friends, acquaintances to enlist assistance. These situations are often complicated when a person is undocumented and/or has no identifying material, clearly seems incapacitated by a medical or mental health issue that
Atlantic County Integrated Homeless Assistance Model
Jewish Family Service of Atlantic County

presents significant risks, has exhausted all available resources elsewhere or is adamant about wanting to stay in this community. The Alliance will move assertively to help individuals to be where they belong.

4.11 Describe proposed measures of program success and how they will be tracked and reported

The Alliance assumes that many of the outcomes tracked will be embedded in HEARTH ACT guidelines and will include process measurements such as those served, place of origin and the activities of project staff. The Alliance anticipates that its targeted outcomes will be developed in concert with the new Continuum of Care Committee and will be refined as the program and homeless conditions evolve. Initial indicators that will be monitored include:

- Instances of Homeless Prevention through the administration of coordinated community financial and case management assistance
- Average length of homelessness among those receiving Single Point of Entry assistance.
- Incidents of re-entry into homelessness
- Numbers rapidly rehoused through Alliance efforts
- Initial linkages or reconnection of homeless individuals to entitlements
- A reduction over time in the Shelter Populations
- The numbers of those entering the homeless service system in Atlantic County with out-of-county origins
- Numbers of those linked to treatment services (such as substance use, mental health etc.)
- Level of institutional discharges to homelessness in Atlantic County.
- The return of out-of-county individuals to their homes
- The development of new subsidized housing units
- Numbers of children and families entering the homeless service system

The Alliance will enroll all program participants in the HMIS system which will be at the foundation of program tracking and outcomes. The Alliance will monitor the quality of data input throughout the homeless service system, will work with partners to get information in a timely fashion and will generate reports that inform the development of a coordinated service system. The Alliance will share outcomes with the Continuum of Care on a monthly basis and anticipates that both it and the Continuum will respond to trends that evolve. Together they will track outcomes and with the cooperation and support of the governmental, non profit and private sector participants on the Continuum of Care Committee, will work to address the systemic issues which impact the well being of the community’s homeless citizens.

4.12 What will be the criteria for program discharge or referral closure?

Individuals and families will be discharged from the Single Point of Entry when they meet one of the following conditions: They (1) leave the area (2) are housed permanently (3) are linked with an ongoing case management service (4) are institutionalized in a mental health or corrections setting for a period of over one month. The Single Point of Entry will work to insure that those in the system are linked to the appropriate provider and case management systems. If individuals or families referred to providers fall out of services and are known to be homeless, the Single Point of Entry will endeavor to (re) engage them.
Integrated Homeless Centralized Intake And Assessment

Referral

Out of System-Homelessness Prevented

Out of System-Back to Family Or Home County, State, etc.

Emergency Shelter

Case Management

Mental Health Substance Abuse Treatment

Medical Care

Housing

Referral

AC Rescue Mission

ACJF

Street Outreach

Atl. Co Family & Community Development

Homeless & Other Service Providers

Self

211

Integrated Homeless Centralized Intake And Assessment
Section 5.

Staffing and Fiscal

Contents:

Section 5: Staffing and Fiscal Narrative

Appendices

1. Timeline of Activities
2. Resumes
   o Ann Thoresen
   o Linda Dolan
   o Andrea Steinberg
   o Tom Ruben
   o Debbi Giacomoni
   o Dave Caracciolo
   o Vernon Lawrence
   o Dan Brown
3. Sample Job Listings
   o Project Director
   o Case Manager/Intake Staff
   o Data Analyst
   o Licensed Mental Health Assessor
   o Substance Abuse Specialist
   o Support Staff
   o Outreach Travelers Aide Worker
   o Housing Locator
   o Project Managers
4. Sample Work Week Schedule
5. Organization Table
6. Detailed Budget
Atlantic County Integrated Homeless Assistance Model
Jewish Family Service of Atlantic County

SECTION 5: Staffing and Fiscal

5.1 Present a Timeline of activities covering the period from the date of the award through the conclusion of the two year pilot project; September 30, 2015

An Activity Timeline is attached in Appendix 5.1. With an anticipated start date of January 1, 2014, the timeline for implementation for the project and its ongoing activities include:

<table>
<thead>
<tr>
<th>Notification of Award-January 1, 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The contract is finalized</td>
</tr>
<tr>
<td>• Recruit, Hire and Train Staff</td>
</tr>
<tr>
<td>• Create Policy &amp; Procedures</td>
</tr>
<tr>
<td>• Obtain office equipment &amp; supplies</td>
</tr>
<tr>
<td>• Establish emergency response and centralized intake numbers</td>
</tr>
<tr>
<td>• Finalize Intake &amp; Assessment Tools</td>
</tr>
<tr>
<td>• Design Marketing Materials and Promote the Integrated Homeless Services across the county to social service providers and individuals/families experiencing homelessness</td>
</tr>
<tr>
<td>• Create HMIS Programs for Services</td>
</tr>
<tr>
<td>• Coordinate how the services of Atlantic County Family &amp; Community Development will flow in/out of the Integrated Homeless Services Center</td>
</tr>
<tr>
<td>• Meet with the CoC Governance Committee to review implementation plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>January 2014-June 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Intake, Assessment, Referral and Direct Services begin</td>
</tr>
<tr>
<td>• Daily team meetings led by the Project Manager</td>
</tr>
<tr>
<td>• Street Outreach efforts begin with tracking and referring the most vulnerable for Intake &amp; Assessment</td>
</tr>
<tr>
<td>• Data is collected through HMIS with ongoing data quality checks and analysis for trends/numbers served, outcome measures</td>
</tr>
<tr>
<td>• Collaborative partners meet each week to refine and evolve the model</td>
</tr>
<tr>
<td>• The Collaborative provides bi-weekly updates to the CoC Governance Committee</td>
</tr>
<tr>
<td>• The Project Director works with the ACJF Reentry Administrator to develop service referrals for shared clients and/or those needing similar services</td>
</tr>
<tr>
<td>• Housing Development Work</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>July 2014-December 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Services continue at the Center and through Outreach</td>
</tr>
<tr>
<td>• Daily team meetings occur</td>
</tr>
<tr>
<td>• Data is collected, checked for quality and analyzed, outcome measure tracked</td>
</tr>
<tr>
<td>• Collaborative partners meet each week to refine and evolve the model based on data collection and qualitative reports from staff.</td>
</tr>
<tr>
<td>• In Service trainings to develop staff skills</td>
</tr>
<tr>
<td>• Grant writing/finance seeking to sustain project</td>
</tr>
<tr>
<td>• Consumer Advisory Board is created to allow for direct input into services provided/developed from those currently or formally homeless.</td>
</tr>
<tr>
<td>• The Project Manager works with the ACJF Reentry Administrator to develop service referrals for shared clients and/or those needing similar services</td>
</tr>
<tr>
<td>• Housing Development Work</td>
</tr>
</tbody>
</table>
Atlantic County Integrated Homeless Assistance Model  
Jewish Family Service of Atlantic County  

<table>
<thead>
<tr>
<th>January 2015-September 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Services continue at the Center and through Outreach</td>
</tr>
<tr>
<td>• Data is collected, checked for quality and analyzed, outcome measures tracked</td>
</tr>
<tr>
<td>• Collaborative partners meet each week to refine and evolve the model based on data and qualitative reports from staff.</td>
</tr>
<tr>
<td>• In Service trainings provided to develop staff skills</td>
</tr>
<tr>
<td>• Consumer Advisory Board meets monthly</td>
</tr>
<tr>
<td>• Grant writing/finance seeking to sustain project</td>
</tr>
<tr>
<td>• Sustainment plan is finalized to continue services as of October 2015</td>
</tr>
<tr>
<td>• Collaborative meets with CoC to present program sustainment plan</td>
</tr>
</tbody>
</table>

5.2 Resumes: Resumes for key personnel identified at this time are appended 5.2.

5.3 Discuss the number of staff (Direct Service, Administrative and support) that will be used.

Administrative staff assigned to the project include Kelly Celano, JFS Controller, Lisa Witkowski, JFS HR Director and Tom Ruben, JFS Assistance Executive Director who will dedicate 20% of work time to the project. Proposed staffing is sufficient to provide for seven days per week of intake and assessment activities including mental health and substance use, a center receptionist, rapid rehousing or other housing services as well as data administration to assure the effective implementation and development of HMIS across the system. Sample job listings for added staff are appended 5.3. The staffing complement for the Atlantic Homeless Alliance and their organizational affiliation either as part of the partnership or subcontractor includes the following twelve FTE positions:

**Partnership/Alliance Positions**

- Project Director (1 FTE): JFS
- Mental Health Assessment Specialist (1 FTE): JFS
- Intake /Case Managers (3) JFS
- Data Analyst (1 FTE) JFS
- Reception/Data Entry (1 FTE) JFS
- Housing Resource Development Specialist: Contracted Fee for Service
- Travel’s Aide/Outreach Facilitator (1 FTE): ACRM
- Housing Locator (1 FTE) ACRM
- JFS/ACRM Project Managers (total of .4 FTE)

**Subcontractor**

- Substance Use Assessment Specialist (1FTE) John Brooks Recovery Center
- Substance Use case Manager (1 FTE) John Brooks Recovery Center

5.4 Provide a sample work week schedule

The project anticipates having a minimum of two staff on each weekend day to conduct intakes at the Mission and in the community and a minimum of four assessment and case management staff on Monday through Friday. The Mission will also provide on call coverage and staff that can be deployed during off hours. Per Diem outreach staff will be scheduled for overnight and weekend hours. A detailed schedule is attached in Appendix 5.4.
<table>
<thead>
<tr>
<th>Atlantic Homeless Alliance</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Director</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>On Call</td>
<td>On Call</td>
</tr>
<tr>
<td></td>
<td>On Call</td>
<td>On Call</td>
<td>On Call</td>
<td>On Call</td>
<td>On Call</td>
<td>24/7</td>
<td>24/7</td>
</tr>
<tr>
<td>Intake/Case Manager</td>
<td>8:30am-4:30pm</td>
<td>11:30am-7:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>Off</td>
<td>Off</td>
<td>Off</td>
</tr>
<tr>
<td></td>
<td>Off</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>11:30am-7:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>Off</td>
</tr>
<tr>
<td>Intake/Case Manager</td>
<td>8:30am-4:30pm</td>
<td>11:30am-7:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>Off</td>
<td>Off</td>
<td>Off</td>
</tr>
<tr>
<td>Substance Use Case Manager</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>Off</td>
<td>Off</td>
</tr>
<tr>
<td>Substance Use Assessment Specialist</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>Off</td>
<td>Off</td>
</tr>
<tr>
<td>Mental Health Assessment Specialist</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>Off</td>
<td>Off</td>
</tr>
<tr>
<td>Reception/Data Entry</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>Off</td>
<td>Off</td>
</tr>
<tr>
<td>Housing Resource Development Specialist</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>Off</td>
<td>Off</td>
</tr>
<tr>
<td>Housing Locator</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>Off</td>
<td>Off</td>
</tr>
<tr>
<td>Traveler’s Aide/Outreach Facilitator</td>
<td>Off</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>11:30am-7:30pm</td>
<td>8:30am-4:30pm</td>
<td>Off</td>
<td>Off</td>
</tr>
<tr>
<td>Data Analyst</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>Off</td>
<td>Off</td>
</tr>
<tr>
<td>On Call Outreach Staff-Evenings/Weekends/Holidays 365 Days Per Year</td>
<td>Day/Night Holidays</td>
<td>Day/Night Holidays</td>
<td>Day/Night Holidays</td>
<td>Day/Night Holidays</td>
<td>Day/Night Holidays</td>
<td>8:30am-8:30am Includes Holidays</td>
<td>8:30am-8:30am Includes Holidays</td>
</tr>
</tbody>
</table>

5.5 Describe how project management and oversight will be provided

Project management will be provided by JFS. As noted in the attached Alliance Agreement, ultimate project oversight will sit with a Governance Committee with executive representation from the three organizations (JFS, PVHA and ACRM) and John Brooks Recovery Center. The relationships and definition of responsibilities are defined in detail in the attachments to this application. Key assumptions at this time are that (1) JFS will provide financial, administrative and fiduciary oversight of the program (2) that project oversight at JFS will be provided by Tom Ruben and Ann Thoresen will serve as Project Director and (3) that all of those providing interventional services not employed by JFS through the Joint Alliance or Subcontract will receive support and supervision from their organizations. Ms. Thoresen will have the ultimate authority in Single Point of Entry intake and referral. An organizational chart is attached in Appendix 5.5.

5.6 Provide a detailed budget

A budget for the initiative is appended 5.6. Key cost categories include: Personnel salary and benefits; office and computer equipment; cell phones and monthly communication service; travel; emergency financial assistance; sub-contracts and general and administrative expense.
Atlantic County Integrated Homeless Assistance Model
Jewish Family Service of Atlantic County

Budget assumptions include (1) each organization’s fringe benefits are charged in accord with their guidelines (2) G and A charges assigned to JFS are in accord with current DHS contracting protocols (3) there are funds for assistance and (4) space costs are not described as per rfp guidelines and (4) salaries and other program costs increase three percent in year two.

5.7 Provide details of internal controls and monitoring that will be sued to assure the appropriate and intended use of the funding

The Atlantic Homeless Alliance has taken and will take measures to assure that the project’s expenditures and activities are consistent with the conditions of the contract and grant. The organization has developed an agreement that stipulates that the partners will utilize funds in a manner consistent with the grant. It will also make explicit that the resources provided are not to be used to fund existing positions, and will require that if that were to occur, that such funds expended would be returned to DHS or CRDA. Participants who receive funds disbursed by JFS which has administrative and fiduciary responsibility, will provide monthly reports that document and verify expenditures. This documentation will be reviewed at JFS and will be made available to DHS, Atlantic County or CRDA reviewers. Each organization involved, including subcontractors, will create a separate program line for Alliance expenditures which will be reviewed by their auditors. The Project Director and her supervisor will have the responsibility for insuring that program activities are consistent with the commitments made in its grant submission and with the requirements of the RFP. The Alliance will provide reports on the homeless clients and the outcomes of activities, meet on a monthly basis with members to address issues that may arise in the course of grant activities, provide monthly reports to the Continuum of Care’s Executive Committee and in collaboration with homeless service providers throughout the community, work to help effect changes in homeless service delivery.

5.8 Describe in detail how sustainability will be achieved after the two year pilot program has concluded

The Atlantic Homeless Alliance believes that it is well positioned to identify potential resources to sustain the Single Point of Entry past September 30, 2015. Optimism about sustainability is connected to multiple tenets. First, JFS has achieved considerable success in finding grant resources with which to develop and sustain services. As a reference point, from July 1, 2012 through September 30th 2013, the agency has received over twenty grants with a total award of two million dollars. JFS’s Grants Coordinator, Linda Dolan, is a proficient grant writer, teaches grant writing at Stockton College, and will support the efforts of the project to gain sustainability funds. Second, the Alliance looks forward to collaborating with the Continuum of Care to secure HUD funding. Third, the Project’s partnership with the Pleasantville Housing Authority to develop housing resources for homeless individuals, prioritizing the most “prominent” homeless citizens in this community, will build community support. Fourth, the commitment of the county to sustain the location for the project addresses one costly challenge to sustainability. Fifth, the Single Point of Entry and the generation of solid HMIS data in tandem with the community’s discharging its HEARTH Act responsibilities should stimulate additional HUD support. Finally, the Alliance recognizes that those serving on the Executive Committee of the Continuum of Care will include leaders from the non-profit, government and business communities who will be in a position to encourage the support of funders should the project meet its goals.
Activity Timeline Appendix 5.1. With an anticipated start date of January 1, 2014, the timeline for implementation for the project and its ongoing activities include:

### Notification of Award-January 1, 2014
- The contract is finalized
- Recruit, Hire and Train Staff
- Create Policy & Procedures
- Obtain office equipment & supplies
- Establish emergency response and centralized intake numbers
- Finalize Intake & Assessment Tools
- Design Marketing Materials and Promote the Integrated Homeless Services across the county to social service providers and individuals/families experiencing homelessness
- Create HMIS Programs for Services
- Coordinate how the services of Atlantic County Family & Community Development will flow in/out of the Integrated Homeless Services Center
- Meet with the CoC Governance Committee to review implementation plan

### January 2014-June 2014
- Intake, Assessment, Referral and Direct Services begin
- Daily team meetings led by the Project Manager
- Street Outreach efforts begin with tracking and referring the most vulnerable for Intake & Assessment
- Data is collected through HMIS with ongoing data quality checks and analysis for trends/numbers served, outcome measures
- Collaborative partners meet each week to refine and evolve the model
- The Collaborative provides bi-weekly updates to the CoC Governance Committee
- The Project Director works with the ACJF Reentry Administrator to develop service referrals for shared clients and/or those needing similar services
- Housing Development Work

### July 2014-December 2014
- Services continue at the Center and through Outreach
- Daily team meetings occur
- Data is collected, checked for quality and analyzed, outcome measures tracked
- Collaborative partners meet each week to refine and evolve the model based on data collection and qualitative reports from staff.
- In Service trainings to develop staff skills
- Grant writing/finance seeking to sustain project
- Consumer Advisory Board is created to allow for direct input into services provided/developed from those currently or formally homeless.
- The Project Manager works with the ACJF Reentry Administrator to develop service referrals for shared clients and/or those needing similar services
- Housing Development Work
<table>
<thead>
<tr>
<th>January 2015-September 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Services continue at the Center and through Outreach</td>
</tr>
<tr>
<td>• Data is collected, checked for quality and analyzed, outcome measures tracked</td>
</tr>
<tr>
<td>• Collaborative partners meet each week to refine and evolve the model based on data and qualitative reports from staff.</td>
</tr>
<tr>
<td>• In Service trainings provided to develop staff skills</td>
</tr>
<tr>
<td>• Consumer Advisory Board meets monthly</td>
</tr>
<tr>
<td>• Grant writing/finance seeking to sustain project</td>
</tr>
<tr>
<td>• Sustainment plan is finalized to continue services as of October 2015</td>
</tr>
<tr>
<td>• Collaborative meets with CoC to present program sustainment plan</td>
</tr>
</tbody>
</table>
Ann F. Thoresen MSW, LCSW

**Employment**
Jewish Family Service of Atlantic County  
607 N. Jerome Avenue, Margate, NJ 08402-1527

**Associate Director Housing and Homeless Services**  
**May 2008-Present**
Direct one supervisor and team of nine case managers who provide services to over 200 mental health consumers per year in Atlantic County. Services include community outreach, linkages to mental & physical health services, benefits acquisition, housing location and support to stabilize individuals experiencing homelessness or at risk of homelessness. Maintain Outpatient caseload specializing in mood disorders and relationship issues. Key responsibilities and accomplishments include:

- Atlantic County Continuum of Care Chair Person since 2009 which entails:
  - Facilitation of monthly meetings; assist with annual HUD application.
  - Serving on team that developed Atlantic County’s Ten Year Plan to End Homelessness.
  - Chairing Discharge Planning committee and initial efforts to create initial single point of entry concept for Atlantic County.
  - Leadership in efforts to collaborate with HUD technical assistance to bring Atlantic County into compliance for HEARTH Act.

- Leadership of Point in Time Survey
- Serve on FEMA Board
- Participate in monthly Atlantic City Police Department integrated outreach to identify homeless person and establish follow-up.
- Provided well received SOAR (Social Security Application Training) to fifty non-profit and Atlantic County staff over last two years.
- Developed successful weekly outreach at Atlantic County Library to identify homeless and or at-risk individuals to link to appropriate services.

**Street Outreach Coordinator/Case Manager**  
**September 2006-May 2008**
Duties included providing outreach and case management services to individuals experiencing homelessness and mental illness in Atlantic County, provided information to community sources regarding availability/nature of services. Coordinated outreach efforts between JFS and collaborating agencies including the Veterans Administration, AtlantiCare Healthcare Services, Atlantic City Police Department, Atlantic City Rescue Mission and OASIS.
Case Manager PATH
January 2002-September 2006
Provided case management to individuals experiencing homelessness with chronic mental health issues in Atlantic County. Duties included outreach, assessment, referral, and linkages to various resources in the community and ongoing case management support.

Special Care Homecare
June 1998-December 2001
Office Manager, duties included oversight of office and field operations, establishing homecare services for elderly and disabled individuals in Atlantic and Cape May Counties, staffing & training of employees, both office personnel and in-home caregivers, record keeping, billing, and marketing duties.

Traa Corporation
February 1984-June 1998
Various positions in Restaurant Management ended as Store Manager 1990

Education
Rutgers-The State University of New Jersey: MSW-2008
University of Medical and Dentistry of New Jersey, Tobacco Dependence Treatment Specialist- 2004
Stockton State College, Bachelor of Arts, Criminal Justice-1988

Licensure/Certifications
Licensed Clinical Social Worker, State of New Jersey 44SC05463700
Disaster Response Crisis Counselor, State of New Jersey
SSI/SSDI Outreach and Recovery (SOAR) trainer, State of New Jersey
Tobacco Dependence Treatment Specialist
LINDA C. DOLAN
ldolan@jfsatlantic.org

SUMMARY OF QUALIFICATIONS

- 12 years managerial experience in Adult and Continuing Education
- Principal case manager in comprehensive adult learning center
- Experienced instructor for adult education and college undergraduates
- Skilled at grant writing and reporting
- Capable and resourceful program developer
- Managed program budgets that consistently met institutional goals

RELEVANT SKILLS AND EXPERIENCE

Administration
- Hired and supervised over 20 adult education instructors and support personnel
- Developed and managed full and part time vocational education classes
- Achieved 100% of enrollment targets for full time adult training programs
- Collaborated with community agencies and businesses to improve services for adult students
- Worked closely with various media resources to strategize marketing efforts
- Conducted staff meetings and annual professional development programs
- Past member of the Workforce Investment Board One Stop management team

Grants Management
- Responsible for grant development for Atlantic Cape Community College, Continuing Education
- Generated grant proposals for municipal, educational and health organizations
- Successfully prepared proposals funded by Robert Wood Johnson Foundation, Atlantic Cape May Workforce Investment Board, US Department of Labor, Economic Development Administration and various New Jersey and New York governmental agencies and foundations
- Coordinate with business administrators to ensure proper fiscal reporting to public and private funders
- Compiled quarterly and annual narratives including statistical documentation
- Partnered with industry and workforce development agencies to seek resources to sustain initiatives

Program Management
- Managed federally funded demonstration grant for Jewish Family Service
- Presided over resident governing board and partner advisory board
- Worked closely with community service providers to give assistance to older adults
- Planned recreational, social and educational programs for adult learners
- Effective at establishing excellent working relationships with contractors and participants
- Responsible for development of marketing tools and dissemination

Case Management
- Career and personal counselor for adult education students
- Customized programs for special needs populations
- Developed internship sites and assisted with job placement
- Taught professional development workshops for students and staff
- Maintained student records as per the contract requirements of job training agencies
- Implemented Career Challenge Grant for women in non-traditional training programs
LINDA C. DOLAN
ldolan@jfsatlantic.org

EMPLOYMENT HISTORY

JEWISH FAMILY SERVICE
607 N. Jerome Avenue, Margate, NJ 08402
Grant Writer/Coordinator
Project Manager

2007 - present
December 2004 – August 2005

RICHARD STOCKTON COLLEGE
101 Vera King Farris Drive
Galloway, NJ 08205
Adjunct Professor

2010 - Present

ATLANTIC CAPE COMMUNITY COLLEGE
5100 Black Horse Pike, Mays Landing, NJ 08330
Grant Writer/Adult Education Instructor
Associate Dean of Continuing Education Operations
Senior Manager, Grants

Present - Part Time
August 2005- 2007
November 2002-December 2004

CITY OF LINWOOD
400 Poplar Avenue, Linwood, New Jersey 08221
Assistant to City Administrator
Deputy Court Administrator

June 2001 – November 2002

ONONDAGA-CORTLAND-MADISON BOCES
CAREER TRAINING CENTER
4500 Crown Road, Liverpool, New York 13090
Program Coordinator
Case Manager

1990 – May 2001

EDUCATION

Master’s Degree, Syracuse University 1991
Bachelor’s Degree, Niagara University 1973

Rehabilitation Counseling
Transportation, Travel and Tourism

PROFESSIONAL DEVELOPMENT AND AFFILIATIONS

Train the Trainer/Case Management
Brandets University, Center for Human Resources

1995

Career Challenge Leadership Institute
New York State Department of Education

1996

TGCI Grantsmanship Training Program

2004

Jewish Family Service
Advisory Board Member

2004 - Present

Institute for Community Development of Southern New Jersey
Advisory Board Member
Grant Writing Instructor

2007- 2012
ANDREA L. STEIBERG, LCSW

Summary of Qualifications

- Seasoned Executive Director with a strong background in Human Services, strategic planning, and operations with diverse clinical experience.
- Adept in all Agency administrative functions with an outstanding reputation for skills with Donors and affiliates.
- Excellent problem solving and troubleshooting abilities; able to facilitate dynamic results by working with stakeholders at all levels: from staff to Board and external professional and social service groups Statewide.
- State of New Jersey, Licensed Clinical Social Worker (LCSW) 1999-present

Professional Experience

Executive Director 2006-present

Jewish Family Service of Atlantic & Cape May Counties
Margate, NJ

Create and lead award-winning change initiatives throughout organization through successfully expanding service delivery and revenue for well-known Not-for-Profit Social Service Agency from 65+staff, Agency revenue $5 million, to 110+ staff, Agency revenue $8.5 million.

- As direct report to Board of Directors, responsibilities include development of engaged direction for Counseling, Case Management, Homeless Outreach, Jail Diversion, Children’s Services, Vocational, and ancillary programs.
- Introduce initiatives for successfully measuring service delivery in a challenging economic climate.
- Implement several unique program elements from inception and results analysis to execution of action plans for areas of identified improvement.

Clinical Director 1995-2006

Jewish Family & Children’s Service of Southern New Jersey
Cherry Hill, NJ

Responsible for ongoing success of programs (functions of programs) counseling, intake, groups, domestic abuse, adoption, vocational, developmental disabilities, training, billing, quality assurance, and the operations of the satellite office. Direct the day-to-day management of finance, administration and information technology aspects of scheduling, clinical billing and reporting.

- Designed, implemented and ongoing oversight of an efficient billing and financial system resulting in improved cash flow
- Developed community collaboration programs throughout Agency and attainment and implementation of grants
- Supervised professional staff and additional administrative, financial and support staff
- Designed Continuous Quality Improvement, MIS, and other processes; leading to electronic client record and the “paperless office”.

ANDREA L. STEIBERG, LCSW

Jewish Family Life Education Coordinator/Therapist
- Created and delivered speaking engagements for the purpose of education and/or marketing
- Coordinated intake, assessment and referrals for long/short term therapy for individuals, couples and families
- Conjoint family therapy and group therapy coordination

Professional Affiliations
- Board of Directors, United Way of Atlantic County
- Board of Directors, National Association of Jewish Children and Family Agencies
- Public Policy Committee, New Jersey Association of Mental Health Agencies
- National Association of Social Workers (NASW)

Education
Master of Social Service
Bryn Mawr College, Graduate School of Social Work and Social Research
Bryn Mawr, PA

Bachelor of Arts
Boston University, College of Communications
Boston, MA
Thomas D. Ruben

Education

MSW
Hunter College 1973
A.B. Sociology
Syracuse University 1969

Licensure

Clinical Social Work, State of New Jersey; SC 05220
Expiration Date August 31, 2014

Experience

Assistant Executive Director
Jewish Family Service of Atlantic County
1984-Present
Oversee day-to-day operations of an ninety five staff member-member organization with a budget of 8.5 million dollars that provides a variety of evidence based mental health, children’s and older adult services. Write grants, chair Quality Assurance and supervise Program Directors.

Criminal Justice Liaison
Atlantic Mental Health Center
1984
Provided crisis intervention/mental health services to inmates at Atlantic County Justice Facility.

Intake Coordinator
Philadelphia Society for Services to Children
1982-1983

Intake Director
1977-1982
Unit Social Worker
Southern Home Services, Philadelphia
1973-1977

Community Representation

Chairperson: NJAMHA Clinical Documentation Committee
Secretary/Board Member: Electronic Medical Record Exchange, South Jersey
Board Members: Cape Atlantic Integrated Network for Kids
Thomas D. Ruben

Education
MSW Hunter College 1973
A.B. Sociology Syracuse University 1969

Licensure
Clinical Social Work, State of New Jersey; SC 05220
Expiration Date August 31, 2014

Experience
Assistant Executive Director
Jewish Family Service of Atlantic County
1984-Present
Oversee day-to-day operations of an ninety five staff member-member organization with a budget of 8.5 million dollars that provides a variety of evidence based mental health, children’s and older adult services. Write grants, chair Quality Assurance and supervise Program Directors.

Criminal Justice Liaison
Atlantic Mental Health Center
1984
Provided crisis intervention/mental health services to inmates at Atlantic County Justice Facility.

Intake Coordinator
Philadelphia Society for Services to Children
1982-1983

Intake Director
1977-1982
Unit Social Worker
Southern Home Services, Philadelphia
1973-1977

Community Representation
Chairperson: NJAMHA Clinical Documentation Committee
Secretary/Board Member: Electronic Medical Record Exchange, South Jersey
Board Members: Cape Atlantic Integrated Network for Kids
DEBRA GIACOMONI

PROFESSIONAL OVERVIEW

36 years of experience in the social service field; most recently, 17 years experience in administration of homeless services at the Atlantic City Rescue Mission, both as Director of the Women's Department and the Community and Governmental Relations Representative

EDUCATION

BACHELOR OF ARTS
Richard Stockton College of New Jersey, Pomona, New Jersey , Atlantic County
New Jersey Teaching Certification

1973

CORE QUALIFICATIONS

- Administrative management
- Staff supervision and development
- Program development
- Team building skills
- Problem solving and consensus building skills
- Communication skills

EXPERIENCE

ATLANTIC CITY RESCUE MISSION
Atlantic City, NJ

Community and Governmental Relations Representative

09/2012 to Current
Responsible for networking and building relationships and strategic alliances with other social service providers, various government entities, business and community leaders in an effort to better serve the homeless population of this community now and in the future; collaborate with CEO on special projects designed to enhance Mission services and resources; educate and communicate regarding issues and barriers faced by the homeless

ATLANTIC CITY RESCUE MISSION
Atlantic City, NJ

Director of Women's Ministries

09/1996 to 09/2012
Manage the Single Women's Department and the Family Life Center; responsible for all staff functions, hiring, firing, training and evaluation; function as part of the management team providing input into organizational direction; provide oversight and direction regarding client case planning and referrals; develop program elements for both departments; develop policies and procedures departmentally and organizationally

ATLANTIC REGIONAL MEDICAL CENTER
Atlantic City, NJ

Assistant Director Women's Health Department

05/1991 to 09/1996
Assisted Director with managing four service sites for gynecologic and obstetrical care for low income women; responsible for patient care quality assurance; responsible for scheduling and staff management; responsible for compliance with State and Federal funding requirements, including reporting and audits

ATLANTIC REGIONAL MEDICAL CENTER
Atlantic City, NJ

Office Manager, Women's Health Department

09/1979 to 05/1991
Managed women's health care site at Stockton College; responsible for staff scheduling and oversight; responsible for management and follow-up of lab tests and results; responsible for quality assurance review and audits at site; responsible for chart maintenance and patient scheduling; responsible for maintaining working relationships with co-located health center staff

ATLANTIC COUNTY OFFICE OF CONSUMER AFFAIRS
Atlantic City, NJ

Consumer Protection Investigator

06/1976 to 08/1979
Responsible to investigate consumer complaints against businesses in an effort to mediate and arrange settlements when appropriate; counsel consumer regarding money management and making informed decisions in the marketplace; maintain a case load of approximately 25; conduct special investigations and participate in Task Force inspections
designed to determine compliance with Federal, State and local statutes; conduct trainings and special speaking engagements
DAVE C. CARACCIOLI

EXPERIENCE:

05/04 - Present
PLEASANTVILLE HOUSING AUTHORITY, Pleasantville, NJ

Operations Manager/ Section 8 Coordinator
Coordinated and successfully completed the relocation of the remaining 52 families at the Woodland Terrace Housing Project under the HOPE VI Program between 2004 and 2006.
Oversees day-to-day operations of the Housing Choice Voucher Program.
Supervises Housing Choice Voucher Program Assistant Manager, Assistant Case Manager, HCV FSS Coordinator, and LIPH CSS/FSS Coordinator. Works closely with contracted HQS Inspectors. Tracks lease-up percentages and voucher count.
Prepares and completes monthly submission of Voucher Management System (VMS) data. Responsible for the submission of MTCS/PIC Reporting data on an ongoing basis. Responsible for the submission of our annual SEMAP Certification.
Completes monthly Section 8 reports for Board of Commissioners. Processes and compiles all reports required for monthly landlord HAP check-run procedures.
Develops relationships with landlords (present and potential) in an effort to solicit new units for the program. Addresses and resolves staff concerns, client issues, and landlord concerns on a daily basis. Meets with fee accountants on issues directly related to the HCV Program.
Assists Executive Director with the management of the Authority. Assists with

Grant

Writing and Various required annual report submissions to HUD. Works directly with Insurance Companies on Authority-related matters.

11/99 – 8/03
HOUSING AUTHORITY OF BALTIMORE CITY, Baltimore, MD

Team Manager
Manager in Leasing and Contracting Unit of Section 8 Program. Supervise nine specialists in the areas of tenant briefings, rent approvals, meeting with landlords and tenants, processing accounts for payments, and lease-ups. Responsible for daily operations in unit. Monitor daily production and prepare weekly as well as monthly reports for the leasing unit. Review work for accuracy and adherence to program guidelines. Recruit new landlords into Section 8 program. Assist tenants with housing search. Counsel new voucher recipients. Worked as hearing officer for Section 8 terminations and informal reviews. Responsible for knowing all aspects of the leasing and continued assistance process.

10/97-11/99:
COMMERCIAL CREDIT CORPORATION, Baltimore, MD
Assistant Manager
Responsible for all aspects involved in the selling of personal and
real estate loans which included initializing through closing.
Involved in credit decisions, problem solving, and business
development as it related to daily branch operations. Possessed loan
approval authority. Supervised daily collections; maintained branch
performance tracking reports. Performed other managerial duties as required.

7/96-10/97:

HOUSEHOLD FINANCE CORPORATION, Baltimore, MD

Account Executive
Responsible for personal sales goal attainment through internal and
external marketing of loan products. Received and reviewed loan
applications. Determined and selected proper loan criteria.
Exercised judgment of rates and fees charged.
Reviewed applications on a daily basis and provided follow-up.
Assisted Branch Sales Manager with loan documentation,
disbursement of proceeds, opening and closing of office,
posting counter payments, and making deposits as necessary.
Sold and promoted additional products, when and where
appropriate. Performed other related duties as assigned.

11/94 - 4/96

CARR FINANCIAL GROUP, INC., Silver Spring, MD

Insurance Agent/Field Underwriter
Responsibilities included providing life and health insurance
products, disability income, and mortgage protection insurance
exclusively with two major mortgage companies, to major banking
offices and individuals. In addition, determined correct insurance
products for individuals and small private industry groups while
continually soliciting new clients.

6/90-10/94:

NATIONSBANK, Washington, DC

Financial Services Representative
Responsibilities included, but were not limited to, providing financial
advice and services in retail banking to a varied client-base,
account adjudication, wire transfers, marketing bank products, loan
processing, and preparation of correspondence.

CERTIFICATIONS:

HCV Financial Management & Reporting (SFM) Certification
Housing Quality Standards (HQS) Inspections Certification
HCV Executive Management Certification
Public Housing Management (PHM) Certification
Low Income Housing Tax Credit (TaCCs) Certification

EDUCATION:

HOWARD UNIVERSITY, Washington, DC
Bachelor of Business Administration, 1990 – Major: Marketing
Dean’s List; member of Marketing Club; 1989 Jaycees – Outstanding
Young Men of America
WORK EXPERIENCE

Executive Director/CEO/CFO/QPA, Pleasantville Housing Authority

- Responsible for planning, organizing, and directing all operations and activities of the Pleasantville Housing Authority and its subsidiaries.
- Advises the Board of Commissioners and is responsible for the development and implementation of policies, procedures and programs required to perform all organizational initiatives.
- Oversee daily operations, ensuring compliance with governing rules and regulations, addressing performance issues and maintaining effective relationships with federal, state, and local officials.
- Oversight of all financial operations, ensuring the accurate and timely submission of required program data and procurement of needed professional services, materials, and supplies.

Director of Finance & Administration, Camden Housing Authority

- Oversee and direct a comprehensive financial management system addressing cash management, budgeting, audits, taxes and general accounting procedures to facilitate efficient ongoing operations. This includes timely and accurate planning, analysis, execution and reporting procedures.
- Supervise and oversee the Finance, Purchasing, MIS, Personnel and MOD departments.
- Financial oversight of numerous grant; HUD Neighborhood Network, ROSS, Adult Basic Skills, Youthbuild, HOPE VI, Assisted Living Program
- Work closely with the Executive Director on authority wide issues and oversee any project assigned to me.
- Communicate with the Executive Director and other departments to provide ongoing financial and administrative information necessary for them to carry out their responsibilities.
- Conduct financial analysis of historical data, explain significant variances and advise departmental management of corrective action.
- Implement and manage a complete program of internal controls to assure the protection of the company’s assets.
- Responsible for determining that the Authority is satisfying all financial regulations, for government agencies, in compliance with generally accepted accounting principles and under the guidance of GASB 34.
- Design and direct an effective budget planning and management program.
- Direct ongoing analysis of the Authority’s financial affairs, having particular regard to identifying areas for cost savings and efficiencies.
- Prepare detailed analysis of Balance Sheet and Income Statement accounts. Prepare a variety of internal and external Financial Reports and Statements under the guidance of GASB 34.
- Instituted and participated in the implementation of new and revised policies, procedures, and internal controls.
- Interface with the external auditors in the annual audit process.

**Director of Finance & Administration, Atlantic City Housing Authority**

- Oversee and direct a comprehensive financial management system addressing cash management, budgeting, audits, taxes and general accounting procedures to facilitate efficient ongoing operations. This includes timely and accurate planning, analysis, execution and reporting procedures.
- Supervise and oversee the Finance and Purchasing departments.
- Work closely with the Executive Director on authority wide issues and oversee any project assigned to me. I have successfully overseen FASS, MASS and SEMAP preparation and submission, and current resident issues.
- Communicate with the Executive Director and other departments to provide ongoing financial and administrative information necessary for them to carry out their responsibilities.
- Conduct financial analysis of historical data, explain significant variances and advise departmental management of corrective action.
- Implement and manage a complete program of internal controls to assure the protection of the company’s assets.
- Responsible for determining that the Authority is satisfying all financial regulations, for government agencies, in compliance with generally accepted accounting principles and under the guidance of GASB 34.
- Design and direct an effective budget planning and management program.
- Direct ongoing analysis of the Authority’s financial affairs, having particular regard to identifying areas for cost savings and efficiencies.
- Prepare detailed analysis of Balance Sheet and Income Statement accounts. Prepare a variety of internal and external Financial Reports and Statements under the guidance of GASB 34.
- Instituted and participated in the implementation of new and revised policies, procedures, and internal controls.
- Interface with the external auditors in the annual audit process.

**Director of Finance/Comptroller, Atlantic City Convention & Visitors Authority**

**Accounting Manager, Atlantic City Convention & Visitors Authority**

- Oversee and direct a comprehensive financial management system addressing cash management, budgeting, audits, taxes and general accounting procedures to facilitate efficient ongoing operations. This includes timely and accurate planning, analysis, execution and reporting procedures.
- Supervise all of the Authority’s daily accounting functions.
- Communicate with the Executive Director and other departments to provide ongoing financial and administrative information necessary for them to carry out their responsibilities.
- Conduct financial analysis of historical data, explain significant variances and advise departmental management of corrective action.
- Implement and manage a complete program of internal controls to assure the protection of the company's assets.
- Responsible for determining that the Authority is satisfying all financial regulations, for government agencies, in compliance with generally accepted accounting principles and under the guidance of GASB 34.
- Design and direct an effective budget planning and management program.
- Direct ongoing analysis of the Authority's financial affairs, having particular regard to identifying areas for cost savings and efficiencies.
- Serve as consultant and liaison to the Authority's Finance, Executive, and Audit Committees, and the Board, providing briefings as required and requested.
- Prepare detailed analysis of Balance Sheet and Income Statement accounts. Prepare a variety of internal and external Financial Reports and Statements under the guidance of GASB 34.
- Develop and monitor the sales, marketing, and operating budget.
- Instituted and participated in the implementation of new and revised policies, procedures, and internal controls.
- Interface with the external auditors in the annual audit process.
- Interact with all departments as they relate to accounting and financial issues.
- Automated all accounting activities, created new account segments, numbers and chart of accounts, implemented the use of accounting system for the preparation and monitoring of the budget, and set up the system to prepare all financial reports.

1997-1998

**Accountant, St. John of God • Westville, NJ**
- Updated the books of original entry, cash receipts, cash disbursements, and accounts payable and receivable.
- Prepared general ledger, trial balance, adjusting entries and financial reports.
- Prepared payroll and paid payroll taxes.

1988-1997

**Accountant, Gordon Jackson & Associates • New York, NY**
- Handled various corporate and individual clients, including write up of all books of original entry, general ledger, trial balance and bank reconciliation.
- Budget Management
- Prepared financial statements and computerized corporate tax returns.
- Prepared all payroll tax depositories, quarterly and year-end payroll tax returns and commercial rent tax forms.
1985-1987

**Accountant, Goldstein Golub Kessler & Co. CPA'S • New York, NY**

- Handled various corporate and individual clients, including write up of all books of original entry, general ledger, trial balance and bank reconciliation.
- Prepared financial statements and computerized corporate tax returns.
- Prepared all payroll tax depositories, quarterly and year-end payroll tax returns and commercial rent tax forms.

**ADDITIONAL EXPERIENCE**

**B&B Income Tax Service • Cedar Brook, NJ**

Personal Business – President

Prepare and e-file Federal and State personal and business tax returns.

Familiar with all the various schedules and forms.

**CERTIFICATIONS and ACCOMPLISHMENTS**

*Housing Development Finance Professional (HDFP)*

- **Public Housing Management (PHM) Certification**
- **Section 8 Financial Management (SFM) Certification**
- **Project Based Budgeting, Accounting and Asset Management- 51 CPE Credits**
- **Atlantic City Convention & Visitors Authority - Manager of the Year -2001**

**NJ Qualified Purchasing Agent (QPA)**

**AFFILIATIONS**

- **AHACPA - Association of Housing Authority Certified Public Accounts**
- **NAHRO - National Association of Housing and Redevelopment Officials**
- **PHADA – Public Housing Authorities Directors Association**
- **CLPHA- Council of Large PHA**
- **NIGP- National Institute of Governmental Purchasing**

**COMPUTER SKILLS**

- SBT (ACCPAC) Accounting System
- Solomon III, Microsoft Excel, Peachtree, Quick Books
- Microsoft Office 97 and 2000
- ECS, MLS & PHA-Web Housing Systems

**EDUCATION**

**Thomas Edison State College, Trenton, NJ**

Bachelor of Science in Business Administration – Accounting (30 Accounting Credits)
Dan Brown

A LIFETIME OF SERVICE:

2 years as Margate NJ Fireman

15 years New Jersey / DCA State Building Inspector - RCS

15 years New Jersey / DCA State Building Inspector - ICS I & II

14 years New Jersey / DCA State Building Inspector - HHS

14 years New Jersey/ DCA State Sub-code Official - Building

14 years New Jersey / DCA State Construction Official

33 years General Building Contractor

23 years Video and Television Production

25 years Homeless Advocate

VOLUNTEERISM

20 years Executive Board Member of the Atlantic City Rescue Mission

8 years Volunteer at the Community Foodbank of New Jersey

4 years Advisory Board Member of Career Opportunity Development for the Disabled

4 years Volunteer for Girl Scout Troop 5665

2 years Advisory Board Member of American Red Cross Student Crisis Intervention

2 years Advisory Board Member of the Martin Luther King Jr. Family Center

EDUCATION

Building Theory Atlantic Cape Community College

RCS Building

ICS Building I & II

HHS Building

Subcode Official

Construction Official
National Center for Construction Education and Research (NCCER) Master Trainer, Responsible for Certifying NCCER Craft Trainers for at risk youth and adult homeless programs

AWARDS:

Rebuilding Together / WD-40 National Tradesperson of the Year 2010

National Telly Awards Best Documentary - 2006 America's Homeless

Community Foodbank -Golden Can Award - 1997 / Volunteer Award 2002

Career Opportunity Development - 1997 Man of the Year

Encore Awards - 1999 Communicator Award for United Way Video

Communicator Awards - 2006 for Homeless Video, Little Shop of Horrors, & Caliente

Videographer Awards - 2006 for Homeless Video, Little Shop of Horrors, & Caliente

Experience

Atlantic City Rescue Mission

Acting President / CEO

Atlantic City Rescue Mission

January 2013 – Present (4 months) | 2009 Bacharach Blvd. Atlantic City, NJ 08401

A nonprofit, Christian social service ministry helping the poor and homeless in southern New Jersey since 1964. People who have no home receive practical help, counseling, and Christian compassion. Built on effective, innovative, Christian-based recovery programs, people are brought from despair into a productive, good quality of life within the community – because they learn to have faith in themselves. This philosophy has led to innovative co-operative partnerships with local universities and apply best practices and social service models making Atlantic City Rescue Mission a premier leader in life restoration and recovery.

The President / CEO is the acting head of the Mission. He acts in concert with the Board of Trustees to oversee and carry out the overall mission of the ACRM. The President / CEO oversees all aspects of the operation from ministry, financial, IT, development/ fund raising, community/ government relations, volunteerism, and all accounts. The CEO supervises all personnel making sure the overall integrity of the Mission’s ministry is seamlessly carried out.

Atlantic City Rescue Mission

Chief Operating Officer

Atlantic City Rescue Mission
June 2010 – Present (2 years 11 months) | Atlantic City New Jersey

The Atlantic City Rescue Mission is set apart by the Spirit of God to preach the Gospel and meet the physical, emotional and other basic needs (through the provision of shelter, clothing, food, counseling, referral and structured programs) of the poor and those who are bound and bruised by addictive lifestyles in Atlantic City and the surrounding communities.

The Chief Operating Officer or more commonly known as the COO, assists the working of CEO and looks after daily optimization of various operations in different departments of the organization. Be it the IT, marketing, customer service and account manager department, the COOs job entails activities pertaining to monitoring the working of each of these departments. The COO reports to the chief executive officer (CEO) and the heads of various departments, in turn report to the COO.

Vice President

D. Benjamen Brown Productions

1997 – Present (16 years)

The production company has been a successful producer of sporting events and theatrical productions spanning the United States for the last 23 years. DBBP has produced such celebrity acts as BB King, Willie Nelson, Alabama, Jeffrey Osborne, Charlie Daniels, Sinbad, and many more. He along with Christine (President/wife) creates shows from conception to completion like the Latin hit "Caliente" (Original Titled "Havana After Dark") with writing and development partner Joe Lazarus. All the family has been involved including eldest daughter Uriel as show manager and youngest daughter Dara along with grandson Noah as they made their acting debut in the off Broadway production of "Little Shops of Horrors". This production had such an impact on the theatrical community in its creative production that the multi-million dollar Broadway version borrowed many elements that had been developed by DBBP.

The company was also the official Video Documentation Company for the Casino Reinvestment Development Authority and The Miss America Organization. On the sports side as a promoter Mr. Brown along with Dennis Gomes and Sports Entertainment director Dave Sirota organized and held the first MMA (Mixed Martial Arts) Cage fighting events in NJ at the Tropicana in 1999. He was very prominent in the MMA world saw to that MMA would continue to grow in popularity in its purest form. Also he worked very closely at the onset working with Larry Hazard and the Boxing Commission to create and institute fight rules which paved the way for legalizing MMA in NJ. One of his proudest moments is receiving the National Telly Award for DBBP production of the documentary "America's Homeless" which is his true passion and heart. "If we miss helping those in need then we have missed the whole point of life"

Member

D. Benjamen Co. LLC
1993 – Present (20 years)

Along with partner/wife Chris, daughter Uriel and son-in-law David, the company has grown to a size and scope of which the majority of the company's work has included apartment buildings, churches, retail stores, restaurants, steel frame buildings, schools, hotels, and offices. The company was the on-site general contractor for Ocean One Mall in Atlantic City, NJ for 20 years. He built over 85 stores in Ocean One Mall; as well as the Hamilton Mall in Mays Landing, NJ; Newport Center in Jersey City; NJ, stores and restaurants in Manhattan, NY; Sea view Square Mall in Seaview, NJ; stores and homes in Washington DC; and various casino projects (Caesars, Bally's, Tropicana) in Atlantic City.

In 2010 Mr. Brown was named "Tradesperson of the Year" by the national organization Rebuilding Together. Along with co-founder celebrity Morgan Freeman, Sears, WD-40, HGTV, NFL and Choice Hotels honored Mr. Brown for his continued work with the homeless and needy.

Some of the proudest accomplishments were the development of on-the-job training and mentoring for homeless men who had come through the Atlantic City Rescue Mission's Overcomers Program. Training, mentoring and sharing the knowledge they have been blessed with.

At-risk Youth Training Program Coordinator

YouthBuild

2010 – 2012 (2 years) | Atlantic City, NJ

Producer

Freelance / Producer

1975 – 1997 (22 years)

Vice President

Cana Building Corp. T/A Lion Construction

1975 – 1992 (17 years)

Firefighter

City of Margate

1975 – 1977 (2 years) | Margate, NJ

Commercial Accounts Manager

Boardwalk National Bank

1972 – 1975 (3 years)
JOB DESCRIPTION

PROJECT DIRECTOR, SINGLE POINT OF ENTRY

REQUIREMENTS: Master's Degree in Social Work or related Human Service. Two years of supervisory responsibility and appropriate Licensure required.

Reports to: Assistant Executive Director

RESPONSIBILITIES

1. Identifies needs that result in generation of grants: Participation in the preparation and submission of grant applications and budgets that help to sustain Single Point of Entry and address needs of Atlantic County's homeless population.

2. Supervision of staff working in Single Point of Entry

3. Assures overall fidelity of HMIS participation and coordination; participates in liaison work with HMIS HMFA coordinators and management.

4. Supervises Data Administrator responsible for generation of reports to funders.

5. Assures flow of intakes to Single Point of Entry and to community resources.

6. Participates in the interviewing and hiring of program personnel.

7. Responsible for development, in tandem with Alliance partners, for the development of practices, procedures and program outcomes are responsive to the program’s contract requirements as well as the (changing) needs of the its clients.

8. Assumes authority, with cooperation of Continuum of care, for assuring that Single Point of Entry is access point for out of county and key institutional referrals.

9. Meets with Alliance Governance, Continuum of Care and Executive Committee of Continuum of Care.

10. Conducts liaison work with Continuum of Care, with Atlantic County and other key community representatives to address systemic issues attending the homeless population(s) in this community.


12. Carries out other responsibilities as assigned by the Executive Director or his/her designee.
JOB DESCRIPTION

CASE MANAGER Substance Abuse

REPORTS TO: Project Director

REQUIREMENTS:
Bachelor's degree in Human Services or Certified Alcohol and Drug Counselor (CADC) with related experience. Position requires that applicant possess a current driver's license.

RESPONSIBILITIES:

1. Conducts Single Point of Entry assessments as requested by Program Director located at the Single Point of Entry site or at other designated areas

2. Refers those seen at the Single Point of Entry to the most appropriate community resources

3. Enlists the support of specialized Single Point of Entry staff (such as Substance Use, Mental Health, Traveler's Aide or Outreach) to help the individual to move forward with a plan

4. Provides case management according to program guidelines to a dedicated group of clients.

5. Represents the Single Point of Entry in working with relevant collateral agencies and linking clients to essential services, prioritizing access to Housing, Mental Health, Medical and entitlement resources.

6. Provides supportive services that are commensurate with licensure status, human service experience and training.

7. Observes both the Single Point of Entry's and employing organization's policies and procedures.

8. Conducts outreach activities within the parameters of the scope of the program.

9. Enters client information in the HMIS system in accordance with program standards.

10. Works flexible schedule on occasion that assures Single Point of Entry Coverage.

11. Participates in workgroups regarding Single Point of Entry Activities.

12. Maintains accurate program expense fund and mileage tabulations.
13. Represents the Single Point of Entry as assigned on homeless related committees in community.


15. Meets program productivity standards.

16. Carries out all other responsibilities as assigned by Project Director or his/her designee.
JOB DESCRIPTION

INTAKE STAFF/CASE MANAGER:

REPORTS TO: Project Director

REQUIREMENTS:
Master's Degree in Human Services or Bachelor's Degree in Human Services with related experience. Licensure in appropriate discipline required for social work credentialed individuals. Position requires that applicant possess an inspected and insured automobile, and be insurable without the employer's incurring additional charges as a result of violations.

RESPONSIBILITIES:

1. Conducts Single Point of Entry assessments located at the Single Point of Entry site or at other designated areas

2. Refers those seen at the Single Point of Entry to the most appropriate community resources

3. May work flexible schedule to accommodate Single Point of Entry needs

4. Enlists the support of specialized Single Point of Entry staff (such as Substance Use, Mental Health, Traveler's Aide or Outreach) to help the individual to move forward with a plan

5. Provides case management according to program guidelines to a dedicated group of client.

6. Represents the Single Point of Entry in working with relevant collateral agencies and linking clients to essential services, prioritizing access to Housing, Mental Health, Medical and entitlement resources.

7. Provides supportive services that are commensurate with licensure status, human service experience and training.

8. Observes both the Single Point of Entry's and employing organization's policies and procedures.

9. Conducts outreach activities within the parameters of the scope of the program.

10. Enters client information in the HMIS system in accordance with program standards.

11. Works flexible schedule on occasion that assures Single Point of Entry Coverage.
12. Maintains accurate program expense fund and mileage tabulations.

13. Represents the Single Point of Entry as assigned on homeless related committees in community.


15. Carries out all other responsibilities as assigned by Project Director or his/her designee.
JOB DESCRIPTION

JOB TITLE: Data Analyst

MAIN FUNCTION: Oversees Single Point of Entry data entry, data quality, reporting and coordination of HMIS System in Atlantic County

REQUIREMENTS: Experience in Health Information and Reporting; Bachelor’s Degree in Related Preferable.

REPORTS TO: Project Manager

RESPONSIBILITIES:

1. Oversees and supervises all aspects of client record keeping in HMIS System
2. Provides training to project staff in HMIS operations
3. Designs and customizes client data and reporting system
4. Works with HMIS to increase both Single Point of Entry and systems capacity to coordinate the care of homeless clients.
5. Maintains direct contact with tech support to troubleshoot problems that arise in HMIS activities.
6. Responsible for orienting partner agencies and JFS staff regarding changes in system
7. Provides monthly reports to Project Manager, Project Governance and to Continuum of Care regarding client demographics and Single Point of Entry activities.
8. Participates as an active part of Single Point of Entry team.
9. Attends county and provider meetings regarding activities of Single Point of Entry
9. Takes on other assignments as assigned by Project Manager
JEWISH FAMILY SERVICE OF ATLANTIC COUNTY

JOB DESCRIPTION

LICENSED MENTAL HEALTH ASSESSOR; SINGLE POINT OF ENTRY

REQUIREMENTS: Master's Degree in Social Work or Licensable Psychology Discipline. LPC, LCSW required. Valid New Jersey Driver's License, a vehicle and insurability under Jewish Family Service's policy. Appropriate licensure required.

REPORTS TO: Project Director

RESPONSIBILITIES:

1. Assessment of individuals presenting to Single Point of Entry for mental health issues as well as strengths, barriers to housing and housing needs.

2. Completes assessment in HMIS and effects referrals, with support of case management, to most appropriate community resources.

3. Participates in Team Meetings

4. May provide supervision to designated case management staff

5. Conducts liaison work with those working in the Homeless Service System

6. Provides consultation/support to those working in Homeless service System, when guidance regarding a challenging matter is presented.

7. Provides documentation and record keeping in accordance with agency and program standards

8. Participates in the development of procedures and policies in the program element.

9. From time to time may perform outreach to assess individuals who lack the capacity to access the Single Point of Entry Office

10. Carries out coordination with co-located Atlantic County Services


12. Carries out other responsibilities as assigned by the Executive Director or his/her designee.
JOB DESCRIPTION

INTAKE STAFF Substance Abuse Licensed Specialist:

REPORTS TO: Project Director

REQUIREMENTS:
Licensed Clinical Alcohol and Drug Counselor (LCADC) minimally, with Masters Degree in Human Services preferred. Position requires that applicant possess a current drivers license.

RESPONSIBILITIES:

1. Conducts Single Point of Entry assessments located at the Single Point of Entry site or at other designated areas

2. Refers those seen at the Single Point of Entry to the most appropriate community resources

3. Enlists the support of specialized Single Point of Entry staff (such as Mental Health, Traveler’s Aide or Outreach) to help the individual to move forward with a plan

4. Assists the case management according to program guidelines to a dedicated group of clients.

5. Represents the Single Point of Entry in working with relevant collateral agencies and linking clients to essential services, prioritizing access to Housing, Mental Health, Medical and entitlement resources.

6. Provides supportive services that are commensurate with licensure status, human service experience and training.

7. Observes both the Single Point of Entry’s and employing organization’s policies and procedures.

8. Conducts outreach activities within the parameters of the scope of the program as requested by Program Director.

9. Enters client information in the HMIS system in accordance with program standards.

10. Works flexible schedule on occasion that assures Single Point of Entry Coverage.

11. Participates in workgroups regarding Single Point of Entry Activities.

12. Maintains accurate program expense fund and mileage tabulations.
13. Represents the Single Point of Entry as assigned on homeless related committees in community.

14. Abides by the NASW Code of Ethics and/or the Code of Ethics of their licensed discipline.

15. Meets program productivity standards.

16. Carries out all other responsibilities as assigned by Project Director or his/her designee.
JOB DESCRIPTION

JOB TITLE: SUPPORT STAFF

REPORTS TO: PROJECT DIRECTOR/MANAGER ADMINISTRATIVE SERVICES

REQUIREMENTS: High School diploma with related experience. Must possess computer, reception and organizational skills and the capacity to function in a fast moving, dynamic human services setting.

RESPONSIBILITIES:

1. Greets applicants for services communicating the welcoming philosophy at the foundation of services.

2. Provides support regarding data entry and HMIS fidelity to service staff.

3. Responsible for the organization and maintenance of administrative and other files for program element.

4. Responsible for the maintenance of office supplies and equipment.

5. Acts as phone and office receptionist as assigned.

6. Complies with HHIPAA and prevailing professional standards regarding confidentiality.

7. Participates in the organization program functions as assigned.

8. Interacts with clients as is required in a role in a Human Service Agency being sure to inform service staff of relevant interactions.

9. Attends in-service training, workshops and staff meetings as assigned.

10. Carries out other responsibilities as assigned by the Project Director or his/her designee.

11. Utilizes computer(s) and other office equipment to generate reports and documents.

12. Responsible for following Single Point of Entry policies and procedures.
Job Description: Outreach/Traveler’s Aide Worker

Purpose: To work in collaboration with the Single Point of Entry case management and assessment staff to assist individuals presenting from out of Atlantic County or out of state who are in need of transportation assistance home or to a safe alternative; to facilitate the provision of said transportation by utilizing various funding sources, work in conjunction with the current outreach teams to engage and identify homeless individuals needing the above service.

Organizational Relationship: The Outreach/Transportation Worker reports to the Single Point of Entry Program Director and with support and to the ACRM Program Manager

Duties:

A. Makes contact with family, friends, social service providers capable of verifying residency for those individuals or families needing transportation assistance (TA).

B. Assemble all necessary documentation needed to satisfy specific funding criteria for assistance and to maintain TA file for review and audit.

C. Coordinate with other providers of transportation assistance in an effort to maximize resources and streamline the process

D. Facilitate the purchase of train/bus tickets and insure connection with the appropriate mode of transportation is made

E. Coordinate with established outreach teams, staff of JFS and ACRM staff, as well as ACPD and NJ Transit Police, to locate, engage and assist with any transportation needs in order to safely reunite individuals/families with home or a safe alternative

F. Collaborate with staff of the Single Point of Entry on cases where refusal of TA is made and alternate planning is required

G. Attend training and in service opportunities

H. Provide all necessary outcome information to the HMIS data analyst

I. Conduct other outreach to facilitate engagement of homeless individuals

J. Perform all other related duties as assigned and any other duties as may be required to facilitate the smooth operation of the Single Point of Entry
Title: Housing Locator - Families & Singles

Purpose: To locate affordable permanent housing for clientele residing at the mission and to provide a positive witness for the Lord Jesus Christ.

Qualifications: College graduate with a degree in social services or a related field or equivalent experience.

Organization Relationship: The Housing Locator reports directly to Project Director and ACRM Project Manager

Duties:

1. Work with existing landlords, Atlantic County Board and Care, visit local realtors, and maintain frequent contact with housing authorities throughout the county and other subsidized apartment complexes and follow-up on all classified ads to ascertain affordable housing for families and singles currently residing at the Atlantic City Rescue Mission, or those residing in motels who may need housing/shelter services.

2. Establish a rapport with landlords that should a tenant cause a disturbance at a particular complex and the problem cannot be amicably resolved through arbitration, the housing locator would assist with moving the tenant elsewhere.

3. When there is a history of chronic or cyclical homelessness the housing locator will request the intervention of DCPP to ensure that the episodic homelessness is not causing the children to be neglected by virtue of the head of household inability to stabilize.

4. The housing locator will continue to follow the family or single client for a period of six (6) months once the case has been placed into permanent housing to reduce the likelihood of recidivism. Follow up to ensure the landlord takes care of necessary repairs and to ensure that the rental payments are made in a timely fashion.
6. Work with Atlantic Homeless Alliance Case Managers to identify and resolve the barriers and issues preventing permanent housing for the clients.

7. Coordinate efforts with county and all other organizations who are working toward permanent placement of homeless individuals.

8. Responsible for input of client information and case notes in HMIS throughout the permanent placement process inclusive of outcome report denoting both the successful placements and those that failed with reasons for same.

9. Any other duties as may be required to facilitate the smooth operation of the Atlantic City Rescue Mission with regard to permanent housing placement of the clientele.

I hereby acknowledge and accept these responsibilities for the position outlined before me.

Signed_________________________ Date ______________________

Witnessed_______________________
Project Managers

Atlantic City Rescue Mission and Jewish Family Service

Reports to: Partnership Agencies Governance Committees and to Continuum of Care

Percentage of Full time Responsibilities

1. JFS .2
2. ACRM .25

Responsibilities:

1. Conducts work to assure full implementation of HMIS at Atlantic City Rescue Mission and in Atlantic Homeless Alliance activities

2. Serves on Continuum of Care

3. Works with a variety of systems to support staff and Project Director’s efforts to address systemic issues impacting upon the homeless service systems: which include:
   a. Atlantic County Administration
   b. The Atlantic County Division of Family and Community Development
   c. Sending Institutions such as hospitals, correctional etc.
   d. Behavioral Health Contracted Providers

4. Assures that reports provided to Continuum of Care, CRDA, DHS provide requested information and inform system regarding critical issues

5. Work with Project Director to assure that the Atlantic Homeless Alliance evolves in accord with changing and newly identified needs.

6. Completes other tasks and duties as assigned.
## Appendix 5.4. Sample Work Week Schedule

<table>
<thead>
<tr>
<th></th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Atlantic Homeless Alliance</strong></td>
<td>8:30am-4:30pm On Call</td>
<td>8:30am-4:30pm On Call</td>
<td>8:30am-4:30pm On Call</td>
<td>8:30am-4:30pm On Call</td>
<td>8:30am-4:30pm On Call</td>
<td>8:30am-4:30pm On Call</td>
<td>8:30am-4:30pm On Call</td>
</tr>
<tr>
<td>Project Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intake/Case Manager</td>
<td>8:30am-4:30pm Off</td>
<td>8:30am-4:30pm Off</td>
<td>8:30am-4:30pm Off</td>
<td>8:30am-4:30pm Off</td>
<td>8:30am-4:30pm Off</td>
<td>8:30am-4:30pm Off</td>
<td>8:30am-4:30pm Off</td>
</tr>
<tr>
<td>Intake/Case Manager</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
</tr>
<tr>
<td>Substance Use Case Manager</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
</tr>
<tr>
<td>Substance Use Assessment Specialist</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
</tr>
<tr>
<td>Mental Health Assessment Specialist</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
</tr>
<tr>
<td>Reception/ Data Entry</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
</tr>
<tr>
<td>Housing Resource Development Specialist</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
</tr>
<tr>
<td>Housing Locator</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
</tr>
<tr>
<td>Traveler's Aide/ Outreach Facilitator</td>
<td>Off</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>11:30am-7:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>Off</td>
</tr>
<tr>
<td>Data Analyst</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
</tr>
<tr>
<td>On Call Outreach Staff- Evenings/Weekends/ Holidays 365 Days Per Year</td>
<td>Day/Night Holidays</td>
<td>Day/Night Holidays</td>
<td>Day/Night Holidays</td>
<td>Day/ Night Holidays</td>
<td>Day/ Night Holiday</td>
<td>8:30am-4:30pm</td>
<td>8:30am-4:30pm</td>
</tr>
</tbody>
</table>
# JEWISH FAMILY SERVICE

**Program Budget**
**December 1, 2013 - September 30, 2015**

## Atlantic Homeless Alliance

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td><strong>1,900,000</strong></td>
</tr>
<tr>
<td><strong>EXPENSES:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>A. PERSONNEL</strong></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>618,850</td>
</tr>
<tr>
<td><strong>Total Salaries &amp; Wages</strong></td>
<td>618,850</td>
</tr>
<tr>
<td>FICA</td>
<td>47,342</td>
</tr>
<tr>
<td>SUI/SDI</td>
<td>8,373</td>
</tr>
<tr>
<td>Medical</td>
<td>198,006</td>
</tr>
<tr>
<td>Pension</td>
<td>49,744</td>
</tr>
<tr>
<td>Workmen’s Comp</td>
<td>7,247</td>
</tr>
<tr>
<td>Life Insurance</td>
<td>2,395</td>
</tr>
<tr>
<td>Long-Term Disability</td>
<td>1,819</td>
</tr>
<tr>
<td>Dental</td>
<td>1,107</td>
</tr>
<tr>
<td><strong>Total Fringe Benefits</strong></td>
<td>316,033</td>
</tr>
<tr>
<td><strong>Total Personnel Services</strong></td>
<td>934,884</td>
</tr>
<tr>
<td><strong>B. CONSULTANT &amp; PROFESSIONAL</strong></td>
<td></td>
</tr>
<tr>
<td>Audit / Legal</td>
<td>8,000</td>
</tr>
<tr>
<td>Subcontractor - PVHA</td>
<td>44,518</td>
</tr>
<tr>
<td>Subcontractor - ACRM</td>
<td>347,753</td>
</tr>
<tr>
<td>Subcontractor - JBRC</td>
<td>230,066</td>
</tr>
<tr>
<td><strong>Total Consultant &amp; Professional</strong></td>
<td>630,336</td>
</tr>
<tr>
<td><strong>C. MATERIALS &amp; SUPPLIES</strong></td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td>6,000</td>
</tr>
<tr>
<td><strong>Total Materials &amp; Supplies</strong></td>
<td>6,000</td>
</tr>
<tr>
<td><strong>D. ASSISTANCE</strong></td>
<td></td>
</tr>
<tr>
<td>General Assistance</td>
<td>135,000</td>
</tr>
<tr>
<td><strong>Total Assistance</strong></td>
<td>135,000</td>
</tr>
<tr>
<td><strong>F. OTHER</strong></td>
<td></td>
</tr>
<tr>
<td>Travel &amp; Transportation</td>
<td>19,155</td>
</tr>
<tr>
<td>Data Processing</td>
<td>3,116</td>
</tr>
<tr>
<td>Communications</td>
<td>15,912</td>
</tr>
<tr>
<td>HMIS</td>
<td>2,700</td>
</tr>
<tr>
<td><strong>Other Expenses</strong></td>
<td>40,883</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>1,747,102</strong></td>
</tr>
</tbody>
</table>
## Atlantic Homeless Alliance

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment</td>
<td>30,600</td>
</tr>
<tr>
<td>EXPENSES W/EQUIP</td>
<td>1,777,702</td>
</tr>
<tr>
<td>General &amp; Administrative Distr. (7%)</td>
<td>122,297</td>
</tr>
<tr>
<td><strong>Total Operating Budget</strong></td>
<td>1,900,000</td>
</tr>
<tr>
<td>Program Surplus / (Deficit)</td>
<td>0</td>
</tr>
</tbody>
</table>

**One-Time Costs**

- **Laptops (12) @ $900/each**: 10,800
- **Avatar licenses (2)**: 1,800
- **Microsoft licenses**
- **Office Furniture**: 2,600 license rental required to access Microsoft applications. Est. $100x13 staffx2yrs
- **15,400 estimated cost of furniture to accommodate grant staff**

**Total Equipment**: 30,600
<table>
<thead>
<tr>
<th>Employee</th>
<th>Annual Salary</th>
<th>% To Program</th>
<th>Program FTE's</th>
<th>Program % Bonus</th>
<th>Program Amount</th>
<th>3.0% SUBSID</th>
<th>Workers Comp</th>
<th>Vision &amp; Medical</th>
<th>Life</th>
<th>LTD</th>
<th>Pension</th>
<th>Dental</th>
<th>Total Payroll</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director/Project Manager</td>
<td>70,000</td>
<td>100.00%</td>
<td>1.00</td>
<td>70,000</td>
<td>700,000, 5,355</td>
<td>637</td>
<td>550</td>
<td>15,000</td>
<td>206</td>
<td>217</td>
<td>5,684</td>
<td>84</td>
<td>97,813</td>
</tr>
<tr>
<td>LCSW / MH Assessment Specialist</td>
<td>48,000</td>
<td>100.00%</td>
<td>1.00</td>
<td>48,000</td>
<td>480,000, 3,672</td>
<td>637</td>
<td>550</td>
<td>15,000</td>
<td>196</td>
<td>149</td>
<td>3,898</td>
<td>84</td>
<td>72,196</td>
</tr>
<tr>
<td>Case Manager</td>
<td>38,000</td>
<td>100.00%</td>
<td>1.00</td>
<td>38,000</td>
<td>380,000, 2,907</td>
<td>637</td>
<td>550</td>
<td>15,000</td>
<td>165</td>
<td>118</td>
<td>3,086</td>
<td>84</td>
<td>60,537</td>
</tr>
<tr>
<td>Case Manager</td>
<td>38,000</td>
<td>100.00%</td>
<td>1.00</td>
<td>38,000</td>
<td>380,000, 2,907</td>
<td>637</td>
<td>550</td>
<td>15,000</td>
<td>155</td>
<td>118</td>
<td>3,086</td>
<td>84</td>
<td>60,537</td>
</tr>
<tr>
<td>Data Analyst</td>
<td>50,000</td>
<td>100.00%</td>
<td>1.00</td>
<td>50,000</td>
<td>500,000, 3,875</td>
<td>637</td>
<td>550</td>
<td>15,000</td>
<td>204</td>
<td>155</td>
<td>4,060</td>
<td>84</td>
<td>74,516</td>
</tr>
<tr>
<td>Support Staff</td>
<td>30,000</td>
<td>100.00%</td>
<td>1.00</td>
<td>30,000</td>
<td>300,000, 2,296</td>
<td>618</td>
<td>550</td>
<td>15,000</td>
<td>122</td>
<td>93</td>
<td>2,436</td>
<td>84</td>
<td>51,188</td>
</tr>
<tr>
<td>Asst Exec Dir - Ruben</td>
<td>108,150</td>
<td>20.00%</td>
<td>0.00</td>
<td>21,830</td>
<td>21,830, 1,655</td>
<td>127</td>
<td>110</td>
<td>3,200</td>
<td>18</td>
<td>13</td>
<td>1,756</td>
<td>17</td>
<td>29,526</td>
</tr>
</tbody>
</table>

**TOTAL**

| | 7.20 | 333,630 | 25,023 | 4,567 | 3,960 | 108,200 | 1,291 | 981 | 27,091 | 605 | 505,848 |

**SUBCONTRACTORS**

<table>
<thead>
<tr>
<th>Housing Resource Development Spec</th>
<th>24,000</th>
<th>100.00%</th>
<th>1.00</th>
<th>24,000</th>
<th>24,000</th>
<th>0</th>
<th>994</th>
<th>32,863</th>
<th>2,099</th>
<th>0</th>
<th>0</th>
<th>0</th>
<th>336,493</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travels Aide / Outreach Facilitator</td>
<td>40,000</td>
<td>100.00%</td>
<td>1.00</td>
<td>40,000</td>
<td>40,000</td>
<td>296</td>
<td>16,201</td>
<td>720</td>
<td>71,364</td>
<td>1035</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Locator/Travellers Aid</td>
<td>49,000</td>
<td>100.00%</td>
<td>1.00</td>
<td>49,000</td>
<td>49,000</td>
<td>411</td>
<td>16,201</td>
<td>254</td>
<td>16,862</td>
<td>254</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Analyst</td>
<td>50,000</td>
<td>100.00%</td>
<td>1.00</td>
<td>50,000</td>
<td>50,000</td>
<td>107</td>
<td>46</td>
<td>254</td>
<td>71,000</td>
<td>254</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Substance Use Case Manager</td>
<td>53,000</td>
<td>100.00%</td>
<td>1.00</td>
<td>53,000</td>
<td>53,000</td>
<td>0</td>
<td>0</td>
<td>53,000</td>
<td>254</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After-Hours Response</td>
<td>40,000</td>
<td>100.00%</td>
<td>1.00</td>
<td>40,000</td>
<td>40,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>40,000</td>
</tr>
</tbody>
</table>

**TOTAL**

| | 5.25 | 221,800 | 39,017 | 0 | 894 | 32,863 | 2,099 | 0 | 0 | 0 | 336,493 |

**YEAR 2 - 3% salary increases**

**PAYROLL BUDGET**

| Director/Project Manager | 70,000 | 100.00% | 1.00 | 70,000 | 720,100 | 5,516 | 637 | 550 | 15,000 | 294 | 224 | 5,855 | 84 | 100,260 |
| LCSW / MH Assessment Specialist | 48,000 | 100.00% | 1.00 | 48,000 | 480,000 | 3,782 | 637 | 550 | 15,000 | 202 | 153 | 4,015 | 84 | 73,063 |
| Case Manager | 38,000 | 100.00% | 1.00 | 38,000 | 380,000 | 2,994 | 637 | 550 | 15,000 | 160 | 121 | 3,178 | 84 | 61,854 |
| Case Manager | 38,000 | 100.00% | 1.00 | 38,000 | 380,000 | 2,994 | 637 | 550 | 15,000 | 160 | 121 | 3,178 | 84 | 61,854 |
| Data Analyst | 50,000 | 100.00% | 1.00 | 50,000 | 500,000 | 3,940 | 637 | 550 | 15,000 | 210 | 160 | 4,182 | 84 | 76,063 |
| Support Staff | 30,000 | 100.00% | 1.00 | 30,000 | 300,000 | 2,204 | 637 | 550 | 15,000 | 128 | 96 | 2,509 | 84 | 52,395 |
| Asst Exec Dir - Ruben | 108,150 | 20.00% | 0.00 | 21,830 | 21,830 | 1,704 | 127 | 110 | 3,200 | 18 | 14 | 1,809 | 17 | 29,278 |

**TOTAL**

| | 7.20 | 333,630 | 343,369 | 25,288 | 4,566 | 3,960 | 108,200 | 1,330 | 1,010 | 27,963 | 605 | 517,521 |

**SUBCONTRACTORS**

| Housing Resource Development Spec | 24,000 | 100.00% | 1.00 | 24,000 | 24,720 | 0 | 804 | 32,863 | 2,009 | 0 | 0 | 0 | 334,388 |
| Travels Aide / Outreach Facilitator | 40,000 | 100.00% | 1.00 | 40,000 | 41,200 | 3,152 | N/A | 298 | 18,201 | 720 | 72,676 | 1035 |
| Housing Locator/Travellers Aid | 49,000 | 100.00% | 0.25 | 49,900 | 49,900 | 5,367 | 637 | 550 | 15,000 | 107 | 46 | 254 | 72,386 |
| Project Coordinator | 50,000 | 100.00% | 1.00 | 50,000 | 50,000 | 1,560 | 54,560 | 18,000 | 72,386 |
| Substance Use Case Manager | 53,000 | 100.00% | 1.00 | 53,000 | 53,000 | 0 | 0 | 53,000 | 254 |
| After-Hours Response | 40,000 | 100.00% | 1.00 | 40,000 | 40,000 | | | | | | | | 40,000 |

**TOTAL**

| | 5.25 | 221,800 | 36,854 | 268,454 | 40,288 | 0 | 804 | 32,863 | 2,009 | 0 | 0 | 0 | 334,388 |

Pleasantville Housing Authority
Support regarding the development of new housing opportunities
Helps to oversee grant operations

Atlantic City Rescue Mission (ACRM)
Helping to return out-of-community individuals to their county of origin, will provide housing location, and an after-hours response to homeless individuals entering the system
Helps to oversee grant operations

John Brooks Recovery Center
Provide expert substance use assessment and case management
Section 6.

Fee Schedule
ATTACHMENT 11

FEE SCHEDULE

Having carefully read and examined the Request for Proposals, the undersigned respondent hereby agrees to furnish all of the services specified in Section 2 at the following sum:

| Lump Sum Amount | $1,900,000 |

Additional terms and conditions of compensation:

1. All fees proposed shall be inclusive of all supervision, overhead and other administrative expenses.

2. The CRDA will not accept invoices for mileage, travel time and expenses, meals, lodging, accommodations, postage or other expenses or overhead unless agreed to in writing prior to the firm incurring such expenses.

3. To the extent that sub-consultants and/or sub-contractors are engaged by the Consultant, the CRDA shall not pay for any markup in the price for such services provided to the Consultant under its agreement with the CRDA.

Jewish Family Service of Atlantic County
NAME OF RESPONDENT

Dated: 10/22/2013
BY: Andrea Steinberg
TITLE: Executive Director