



State of New Jersey  
DEPARTMENT OF CHILDREN AND FAMILIES  
P.O.Box 729  
TRENTON, NJ 08625-0729

CHRIS CHRISTIE  
Governor

KIM GUADAGNO  
Lt. Governor

ALLISON BLAKE, PH.D., L.S.W.  
Commissioner

July 8, 2013

David Walker, Executive Director  
Somerset Home for Temporarily Displaced Children  
49 Brahma Avenue  
PO Box 6871-0871  
Bridgewater, New Jersey 08807

Dear Mr. Walker:

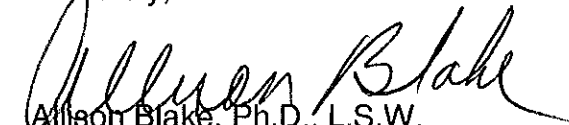
I am pleased to advise you that your proposal for "**Two Homeless Youth Outreach Programs**" for Northern Region has been selected for funding by the Department of Children and Families.

This funding will be available immediately upon the satisfactory negotiation of a contract with the Office of Contracting. The award is contingent upon final contract negotiation.

The contract is not binding until the Department's Standard Language Document has been signed by all parties. Please be assured that my staff will be contacting you within the next few weeks to initiate this process, address any unresolved issues and answer any questions you may have.

On behalf of the Department of Children and Families, I congratulate you on the quality of your proposal and thank you for your commitment to the individuals we serve.

Sincerely,

  
Allison Blake, Ph.D., L.S.W.  
Commissioner

AB:1G



State of New Jersey

DEPARTMENT OF CHILDREN AND FAMILIES

P.O. Box 729

TRENTON, NJ 08625-0729

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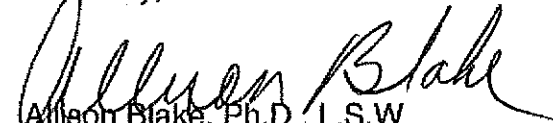
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**State of New Jersey**  
DEPARTMENT OF CHILDREN AND FAMILIES

CHRIS CHRISTIE  
*Governor*

KIM GUADAGNO  
*Lt. Governor*

ALLISON BLAKE, PH.D., L.S.W.  
*Commissioner*

September 9, 2013

David Walker, Executive Director  
Somerset Home for Temporarily Displaced Children  
49 Brahma Ave, PO Box 6817  
Bridgewater, New Jersey 08807

RE: Contract # 14YOTZ

Dear Mr. Walker,

Enclosed please find copy of the signed contract between Somerset Home for Temporarily Displaced Children and the Department of Children and Families (DCF), Office of Adolescent Services for the period July 1, 2013 through June 30, 2014. The services purchased through this contract, referred to as the "Sandy" contract, support DCF's disaster recovery work following the impact of Superstorm Sandy.

**This contract is conditionally approved pending further negotiation of Annex A & B.**

All Providers must adhere to the specific contractual requirements as well as those eligibility requirements contained in the DCF's Contract Policy and Information Manual (5.00 et seq.)

For this Sandy contract, you will be responsible for monthly level of service reports and expenditure reports including any other additional reports that are described in the Annex A. Your Contract Administrator will be forwarding additional information regarding the mechanism for the submission of the monthly level of service and expenditure reports.

These reports will be due 10 days after the end of the end of each month. It is important that these reports are accurately completed and submitted by the due date; failure to do so may result in the suspension of payments.

Any changes to the contract must be agreed to in writing and must comply with the contract modification policy of the Department of Children and Families.

During the term of this contract the Program Lead and the Contract Administrator may conduct site visits to provide technical assistance, conduct a contract monitoring, or to assess your compliance with the delivery of the contracted services. Copies of any reports or evaluations prepared as a result of these visits will be shared with you. This process may be used in assessing the need to renew this contract.

Also, you will be responsible for the submission of an agency wide single audit preformed in accordance with the revised OMB Circular No.133 and State policy.

The audit must be submitted within 120 calendar days after the close of the agency's fiscal year. One copy must be submitted to your Contract Administrator and one copy to:

Jerry Positero  
Department of Children and Families  
Office of Grants Management, Auditing and Records  
Capital Center, 3<sup>rd</sup> Floor  
50 East State Street  
P.O. Box 717  
Trenton, NJ 08625-0717

If you have any questions regarding the contract requirements please contact your Contract Administrator, Tammy Peoples at 609-888-757568 or your Program Lead.

I would like to thank you and your staff for your willingness to provide services to the residents of the State of New Jersey.

Sincerely,



Alicia J. Miranda

Contract Supervisor

STATE OF NEW JERSEY  
DEPARTMENT OF CHILDREN AND FAMILIES

CONTRACT SIGNATURES AND DATES

The terms of this Contract have been read and understood by the persons whose signatures appear below. The parties agree to comply with the terms and conditions of the Contract set forth on the preceding pages in Articles I through Article V, and any related Annexes.

This Contract contains 5 pages and is the entire agreement of the parties. Oral evidence tending to contradict, amend or supplement the Contract is inadmissible; the parties having made the Contract as the final and complete expression of their agreement.

BY: [Signature]  
(Signature)

David Walker  
(Type)

TITLE: Executive Director  
(Type)

PROVIDER AGENCY: Somerset Home for Temporarily Displaced Children  
(Type)

DATE: 8/15/13

BY: [Signature]  
(Signature)

Robert Williamson  
(Type)

TITLE: Business Administrator  
(Type)

DEPARTMENTAL COMPONENT: Department of Children & Families  
(Type)

DATE: 9/10/13

Contract Effective Date: 7/1/2013

Contract Expiration Date: 6/30/2014

Contract Number: 14Y0TZ

Contract Ceiling: \$277,780

Federal ID#: [Redacted]

Provider Contact Individual: David Walker  
(Print Name)

8/2/2013

DEPARTMENT OF CHILDREN AND FAMILIES  
SCHEDULE OF ESTIMATED CLAIMS  
THIRD PARTY CONTRACTS

SK  
8/2/13


[ X ] ORIGINAL  
[ ] MODIFICATION

DIVISION: DCE/Adolescent Services      ORG CODE: 1810  
PROVIDER-NAME: SOMERSET HOME / CHILDREN      CONTRACT #: 14YOTZ      CONTRACT PERIOD: 7/1/13      6/30/14

ONE TIME START-UP FUND INCLUDES IN THE GRANT.

SERVICE PERIOD		COMPONENT#1 INITIAL RESPONSE START UP FUND APU: 1610 - 121	COMPONENT#1 INITIAL RESPONSE STREET OUTREACH APU: 1610 - 121	COMPONENT#3 APU:	COMPONENT#4 APU:	COMPONENT#5 APU:	COMPONENT#6 APU:	ESTIMATED CLAIM	
MONTH	YEAR							MONTHLY	YTD
JULY	2013	\$50,000.00	\$18,982.00	\$0.00	\$0.00	\$0.00	\$0.00	\$68,982.00	\$68,982.00
AUG	2013	\$0.00	\$18,982.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18,982.00	\$87,964.00
SEP	2013	\$0.00	\$18,982.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18,982.00	\$106,946.00
OCT	2013	\$0.00	\$18,982.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18,982.00	\$125,928.00
NOV	2013	\$0.00	\$18,982.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18,982.00	\$144,910.00
DEC	2013	\$0.00	\$18,982.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18,982.00	\$163,892.00
JAN	2013	\$0.00	\$18,982.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18,982.00	\$182,874.00
FEB	2014	\$0.00	\$18,982.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18,982.00	\$201,856.00
MAR	2014	\$0.00	\$18,982.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18,982.00	\$220,838.00
APR	2014	\$0.00	\$18,982.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18,982.00	\$239,820.00
MAY	2014	\$0.00	\$18,982.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18,982.00	\$258,802.00
JUN	2014	\$0.00	\$18,978.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18,978.00	\$277,780.00
TOTALS		\$50,000.00	\$227,780.00	\$0.00	\$0.00	\$0.00	\$0.00	\$277,780.00	\$277,780.00

ORIGINAL CONTRACT CEILING: \$277,780      MOD#1 \$0      MOD#2 \$0      MOD#3 \$0  
ONE TIME FUND \$0      MOD#4 \$0

AUTHORIZED PROVIDER SIGNATURE: 

CONTRACT SUPERVISOR: 

DATE: 8-15-13

DATE: 9/5/13

EXPENDITURE SUMMARY: NONE MONTHLY X QTRLY OTHER  
COST RELATED NON COST RELATED  
REIMBURSEMENT:

ADVANCE PAYMENT: NONE MONTHLY

ESTIMATED CLAIMS: 277,780  
CONTRACT REIMBURSEABLE CEILING: 277,780

X PERIODIC REPORTED EXPENDITURES  
INSTALLMENTS  
PROVISIONAL  
FIXED RATE

FY:14      277,780      FY:15      0



























STATE OF NEW JERSEY  
 DEPARTMENT OF CHILDREN AND FAMILIES  
 ANNEX B  
 SCHEDULE 1-COST ALLOCATION DATA  
 PAGE 15 OF 20

Age 14Y0... erset Home for Temporarily Displaced Children

PURPOSE  
 BUDGET PREPARATION  
 MODIFICATION BUDGET  
 EXPENDITURE REPORT  
 PERIOD COVERED 7/1/13-6/30/14

ALLOCATION BASE	1 TOTAL	2 Street Outreach Operating	3 Street Outreach Start Up	4 0	5 0	6 0	7 0	8 0	9 UNALLOWABLE COSTS	10 GENERAL & ADMINISTRATIVE COSTS
	\$ -									
	0%									
	\$ -									
	0%									
	\$ -			<b>NOT APPLICABLE</b>						
	0%			<b>NOT APPLICABLE</b>						
	\$ -			<b>NOT APPLICABLE</b>						
	0%			<b>NOT APPLICABLE</b>						
	\$ -			<b>NOT APPLICABLE</b>						
	0%			<b>NOT APPLICABLE</b>						
	\$ -			<b>NOT APPLICABLE</b>						
	0%			<b>NOT APPLICABLE</b>						
	\$ -			<b>NOT APPLICABLE</b>						
	0%			<b>NOT APPLICABLE</b>						



DHS (REV 7/86)

Agency: Somerset Home for Ten  
14Y0TZ

STATE OF NEW JERSEY  
DEPARTMENT OF CHILDREN AND FAMILIES  
ANNEX B  
SCHEDULE 3-APPLICABLE CREDITS  
PAGE 17 OF 20

PURPOSE  
 BUDGET PREPARATION  
 MODIFICATION BUDGET  
 EXPENDITURE REPORT  
PERIOD COVERED

7/1/13-6/30/14

#	DESCRIPTION OF CREDIT/INCOME	AMOUNT	TREATMENT (EXPENSE ITEM OR CATEGORY OFFSET)	EXPLANATORY NOTES	
1					
2					
3					
4					
5					
6	<b>NOT APPLICABLE</b>				
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					

DHS (REV 7/86)

Agency: Somerset Home for Temporarily Dis  
14YQTZ

STATE OF NEW JERSEY  
DEPARTMENT OF CHILDREN AND FAMILIES  
ANNEX B  
SCHEDULE 4 - RELATED ORGANIZATION  
PAGE 18 OF 20

PURPOSE  
 BUDGET PREPARATION  
 MODIFICATION BUDGET  
 EXPENDITURE REPORT  
PERIOD COVERED

7/1/13-6/30/14

NAME OF RELATED ORGANIZATION	TYPES OF SERVICES, FACILITIES AND/OR SUPPLIES FURNISHED BY THE RELATED ORGANIZATION	EXPLAIN RELATIONSHIP	COST	NAME & COLUMN NUMBER OF PROGRAM/COMPONENT
<b>NOT APPLICABLE</b>				





STATE OF NEW JERSEY  
DEPARTMENT OF CHILDREN AND FAMILIES

# ANNEX A

**I. Please indicate which Division/Office the Contract is being awarded through:**

- DIVISION OF CHILDREN'S SYSTEM OF CARE (formerly DCBHS)
- DIVISION OF FAMILY AND COMMUNITY PARTNERSHIPS (formerly DPCP)
- DIVISION OF CHILD PROTECTION AND PERMANENCY (formerly DYFS)
- DIVISION ON WOMEN (DOW)
- TRAINING ACADEMY
- OFFICE OF COMMUNICATION AND PUBLIC AFFAIRS
- OFFICE OF EDUCATION
- OFFICE OF ADOLESCENT SERVICES

**II. Please list all programs that are funded through this contract (attach sheet if more than 20 programs):**

- |   |           |
|---|-----------|
| 1. <u>Homeless Youth Outreach Program</u> | 11. _____ |
| 2. _____                                  | 12. _____ |
| 3. _____                                  | 13. _____ |
| 4. _____                                  | 14. _____ |
| 5. _____                                  | 15. _____ |
| 6. _____                                  | 16. _____ |
| 7. _____                                  | 17. _____ |
| 8. _____                                  | 18. _____ |
| 9. _____                                  | 19. _____ |
| 10. _____                                 | 20. _____ |

**Note:** Each program must have its own Section 2 which includes the following:

- Section 2.1 Program Name and Service Delivery Information**  
*(Please Note: Effective 9/2011 this section of the Annex A has been removed from the package to facilitate the DCF Resource Directory. Section 2.1 will be provided by DCF Contract Administrators)*
- Section 2.2 Program Description**
- Section 2.3 Service Outcomes & Performance Measures**
- Section 2.4 Personnel Information Sheet**
- Section 2.5 Level of Service Form**



STATE OF NEW JERSEY  
DEPARTMENT OF CHILDREN AND FAMILIES

**ANNEX A**

GENERAL  
CONTRACT  
INFORMATION

**STATE OF NEW JERSEY  
DEPARTMENT OF CHILDREN AND FAMILIES**

**CONTRACT SUMMARY SHEET**

**Provider Agency** Somerset Home For Temporarily Displaced Children **Contract #** 14YOTZ  
**Mailing Address** 49 Brahma Avenue **Federal ID** [REDACTED]  
P.O. Box 6871  
Bridgewater, NJ 08807-0871  
**Telephone Number** 908 - 526 -6605  
**Provider Agency Fiscal Year End** 12/31

**Contract Effective Date** 7/1/13 to 6/30/14 **Contract Ceiling** \$277,780

**Organization Type**

County	<input type="checkbox"/>	
Municipal (i.e. School)	<input type="checkbox"/>	
Private, Non-Profit	<input checked="" type="checkbox"/>	
Private, For-Profit	<input type="checkbox"/>	% Indicate % of profit charged towards contract
Faith-Based	<input type="checkbox"/>	
Hospital-Based	<input type="checkbox"/>	

**Chief Executive Officer** David Walker  
**Title** Executive Director  
**Mailing Address** 49 Brahma Ave.  
P.O. Box 6871  
Bridgewater, Nj 08807-0871  
**Telephone Number** 908 - 526 - 6605  
**Fax Number** [REDACTED]  
**E-Mail Address** dwalker@somersetshome.org

**All notices relevant to this contract should be sent to:**

**Name & Title** David Walker, Executive Director  
**Mailing Address** 49 Brahma Ave.  
P.O. Box 6871  
Bridgewater, Nj 08807-0871  
**Telephone Number** 908 - 526 - 6605  
**Fax Number** [REDACTED]  
**E-Mail Address** dwalker@somersetshome.org

STATE OF NEW JERSEY  
DEPARTMENT OF CHILDREN AND FAMILIES  
STANDARDIZED BOARD RESOLUTION FORM

Supporting Information for Contract #: 14YQTZ

Contract Period: 7/1/13 to 6/30/14

Agency: Somerset Home for Temporarily Displaced Children

**Certification:**

We certify that the information contained in, or attached to, this contract document is accurate and complete.

Craig G. Calandra 8/15/2013

Chair, Board of Directors  
(Original signature)

Date

[Signature]  
Executive Director  
(Original signature)

8/15/2013

Date

**Please List Authorized Signatories for contract documents, checks, and invoices:**  
**(Provide full name and title of each signatory)**

David Walker  
Name

Executive Director  
Title

Name

Title

Board Of Trustees  
Name

Officer  
Title

## STANDARDIZED BOARD RESOLUTION FORM

The Board endorses the following commitments as defined in this document:

1. **Health Insurance Portability and Accountability Act (HIPAA)\***

Specific to HIPAA (Health Insurance Portability and Accountability Act), the above noted Provider Agency is either (check one):

- A. A covered entity (as defined in 45 CFR 160.103)
- B. A non-covered entity and has executed a DCF Business Associate Agreement (BAA) last dated 8/15/13.
- C. A non-covered entity that will not be receiving or sharing personal health information.

Once executed, the BAA will be included in the Department's official contract file. The BAA *will be considered applicable indefinitely* unless there is a change in the Provider Agency's status, information or the content of the BAA, in which case it is the responsibility of the contracted Provider Agency to revise the BAA.

The Board agrees to notify the Department of *any change* in its BAA Status and provide the appropriate information within 10 business days.

\* **NOTE:** This section does not apply to DCF Office of Education Contracts.

2. **Legal Advice**

The Board acknowledges that the Department of Children and Families does not and will not provide legal advice regarding the contract or any facet of its relationship with the Provider Agency. The Board further acknowledges that any and all legal advice must be sought from the Provider Agency's own attorneys and not from the Department of Children and Families.

3. **Public Law 2005, Chapter 51**

The Board agrees that the Public Law 2005, Chapter 51 (formerly known as Executive Order 134) compliance forms submitted with the contract are accurate.

4. **Public Law 2005, Chapter 92**

The Board agrees that the Public Law 2005, Chapter 92 (formerly known as Executive Order #129) compliance forms submitted with the contract are accurate.

**STATE OF NEW JERSEY  
DEPARTMENT OF CHILDREN AND FAMILIES**

**List of Contracts/Grants**

Check here if this information already appears on the Annex B Contract Information Form. If so, do not duplicate information here.

<b>Contracting Division/Office</b>	<b>Program Name</b>	<b>Type of Service</b>	<b>Contract Number</b>	<b>Contract Term</b>	<b>Amount</b>	<b>Division/Office Contact Person and Phone Number</b>	<b>Provider Agency Contact Person and Phone Number</b>
Dcsc	Passages	Group Home	12GCTR	1/1/12-12/31/13	\$1,882.32	Carmen Rolon 609 888-7224	David Walker, 908 526-6605
Dcp&P	Life Skills	Life Skills	13AMTC	1/1/13-12/31/13	\$124,494.00	Tammy Peoples 609 777-2063	David Walker, 908 526-6605
Dcp&P	Bridge House	Supportive Housing	13AMTC	1/1/13-12/31/13	\$77,121.00	Tammy Peoples 609 777-2063	David Walker, 908 526-6605
Dcp&P	Yab	Tech. Asst.	13AMTC	1/1/13-12/31/13	\$10,530.00	Tammy Peoples 609 777-2063	David Walker, 908 526-6605
Dcp&P	My Place	Trans. Living	13AMTC	1/1/13-12/31/13	\$359,795.00	Tammy Peoples 609 777-2063	David Walker, 908 526-6605
Dcp&P	Whitney House	Sup. Trans. Living	13AMTC	1/1/13-12/31/13	\$315,893.00	Tammy Peoples 609 777-2063	David Walker, 908 526-6605
Dcp&P	Brahma House	Group Home	13AMTC	1/1/13-12/31/13	\$800,095.00	Tammy Peoples 609 777-2063	David Walker, 908 526-6605

STATE OF NEW JERSEY  
DEPARTMENT OF CHILDREN AND FAMILIES

**ANNEX A**

SECTION 1

AGENCY  
INFORMATION

**STATE OF NEW JERSEY  
DEPARTMENT OF CHILDREN AND FAMILIES**

**SECTION 1  
INSTRUCTIONS FOR COMPLETING AGENCY INFORMATION**

**Section 1.1: Authorized Signatures**

**Name and Position:** Enter the name and position of the person(s) authorized to sign or be responsible for each transaction listed.

**Number of Signatures Required:** Enter the number of signatures required for each transaction. Those documents that require a specific number have already been entered.

**Section 1.2: Agency/Organization Description**

Answer and clearly label all questions as outlined.

**Section 1.3: Agency Personnel Information**

List core staff whose functions and responsibilities extend across the various contracted programs (i.e. Administrative Staff, CFO, CEO, Clinical Director). Staff listed in this section need not be included in Section 2.4 (each program will require listing of personnel dedicated to the identified program).

*Example: If agency is contracted for 5 programs, and a social worker works in all of these programs, list this person on the core agency personnel sheet (Section 1.3). If the social worker works in only four out of the five programs, do not include this person on the core agency personnel sheet. This staff person will be listed on each of the four relevant program personnel sheets (Section 2.4) which is part of Section 2.*

**Column 1:** List full-time and part-time positions funded. List the title of each full-time and part-time position in your agency. Do not include maintenance staff.

**Columns 2 through 5:** Complete the remainder of the form by listing for each position, in the appropriate column, the following information:

- Name of employee
- Work hours
- Qualifications, including any degrees, licenses, certificates, etc. that the employee possesses and which are pertinent to his/her position; and
- The functional job duties of the employee

**Note:** Staff listed on the personnel information forms (Section 1.3 and Section 2.4) must also be represented on the Annex B budget presentation, when applicable.

Contract Number: 14Y0TZ

**STATE OF NEW JERSEY  
DEPARTMENT OF CHILDREN AND FAMILIES**

**Annex A  
AUTHORIZED SIGNATURES  
Section 1.1**

List the names and positions of individuals who are authorized to sign the following documents and indicate the number of persons who are required to sign each transaction.

	<b>Name</b>	<b>Position</b>	<b># of Signatures Required</b>
<b>Contract</b>	1 David Walker	Executive Director	1
	2		
	3		
<b>Quarterly and Final Financial Reports</b>	1 David Walker	Executive Director	1
	2		
	3		
<b>Contract Modification</b>	1 David Walker	Executive Director	1
	2		
	3		
<b>Checks</b>	1 David Walker	Executive Director	1
	2		
	3		
<b>Other Contracts and Agreements</b>	1 David Walker	Executive Director	1
	2		
	3		

Submitted by:

Primary Signatory: David Walker Title: Executive Director

Original Signature:  Date: 8/15/13



**STATE OF NEW JERSEY  
DEPARTMENT OF CHILDREN AND FAMILIES**

**Annex A  
AGENCY/ORGANIZATION DESCRIPTION  
Section 1.2**

**Provide a brief summary of the organization and its history. Clearly label your answers as outlined below.**

- 1. Summarize the agency's purpose and mission.**
  - **Indicate long and short term goals**
  - **Identify the agency's method for goal measurement**

It is the mission of Somerset Home for Temporarily Displaced Children to provide abused, neglected and homeless youth with housing, a stable environment, and supportive services that guide them in becoming contributing members of society. The agency maintains a strategic plan and is in the process of establishing goals for the next five years in the 2015 plan. When the plan is completed a copy will be available for review. Goals are achieved by setting benchmarks and measuring success quarterly toward established goals.

- 2. Describe the agency's progress toward achieving administrative goals from the previous year. Elaborate upon any administrative, programmatic, or fiscal changes from the previous contract period.**

Because of the agency's performance and quality improvement process described below, there are usually some type of changes being made to administrative, programmatic or fiscal procedures. The agency was reaccruited by COA in May 2013.

- 3. Describe the Agency's self-evaluation process.**
  - **Identify the tools used**
  - **Explain their function in the quality improvement process**
  - **Summarize the results of the evaluation from the previous contract period and the changes the agency implemented in response to the findings**

The performance and quality improvement (PQI) program includes a comprehensive strategy and involves many layers of the organization including clients, family members and other stakeholders. Somerset Home is accredited through the Council on Accreditation which attest to the use of best standard practices in all aspects of the agency. Programmatic effectiveness is measured using satisfaction surveys, suggestion boxes and most important, client outcomes such as improved family functioning and transitioning youth to a stable placement. The evaluation process has changed drastically since becoming accredited.

Evaluation of its own programmatic and management effectiveness takes place during the agency's monthly management team meetings, when all departments report on their activities and

accomplishments. This meeting has formalized the review of many functions, such as personnel and agency policy, budget and finance policy, fund development and the strategic plan. The information presented in this meeting continues to evolve and become more meaningful.

The formal, monthly reviews at these meetings include a cross-section of departments, often leading to novel solutions to issues raised or new ways to track or measure key indicators of success.

The evaluation of the previous contract period was favorable and no findings were reported.

**4. Provide a brief description of the agency's most significant accomplishment to date.**

Somerset Home has expanded services. Bridge House is a residential, supportive-housing program for five young adults, ages 18 – 21 at the time of admission, that makes available all the services needed to support each tenant living independently, enabling him/her to realize his/her full potential. These young adults have progressed beyond the need for 24/7 supervision and are ready to take the next step toward adulthood. Bridge House tenants are DCP&P involved and will have aged-out of the state's child welfare system. Without affordable, long-term independent housing options, they will likely be unable to build on their successes and go on to reach their goals, such as completing college or vocational school, finding full-time employment and becoming part of the community.

**5. Explain how the agency collaborates and/or networks with other public and private agencies to serve children and families in the community. Elaborate upon agency outreach efforts.**

Somerset Home maintains service linkages with a wide variety of service providers throughout the community. There are formal and informal collaborations (see next section for a list of formal collaborations). In addition, the executive director, program director, case managers, and other key staff serve on various subcommittees of the Somerset County Youth Services Commission, including substance abuse, membership, program development, community education, and needs assessment. Staff attend the Juvenile Officers Association to promote positive working relationships with the police departments from Somerset County. Somerset Home's executive director and associate executive director are past presidents of the New Jersey Alliance for Children, Youth, and Families. Broader service linkages include the executive director serving on the board of the National Network for Youth, and membership in the National Independent-living Association (NILA), National Coalition to End Homelessness and listings in the National Runaway Switchboard, and Covenant House's Nineline.

The agency provides a street outreach program called Street Smart which is targeted to youth up to 21 years of age who are "living on the street or in other unsafe environments and are at-risk of sexual abuse and/or exploitation"

Two counselors provide support to 100 youth per year. The goal of the street outreach program is to "help young people leave the streets." Services consist of street-based education, access to housing, counseling, information, referral to support services, transportation, treatment, case management, and aftercare. Counselors, when not on the street, are available by cell phone and will respond to a crisis between 30 minutes and two hours.

Other outreach efforts performed by outreach staff as well as other staff include marketing and education activities such as distributing health and hygiene products, distributing meals to youth, providing transportation to services, school presentations, participating in community events, brochures/written material distribution, DYFS/church/community/police department presentations, news releases, direct mail appeals, annual report, and newsletters.

**6. Identify any inter-agency agreements regarding the acceptance of referrals and discharge planning, with respect to the continuum of care. Please include copies of any consultant agreements and/or copies of subcontracts.**

The Somerset Home maintains formal inter-agency agreements with the following agencies and works cooperatively with all agencies in Somerset County and the state able to provide services to Somerset Home clients:

Somerset County Board of Social Services (SBSS) - The SBSS provides AFDC, Medicaid, Food Stamps and other poverty related services. SBSS has been helpful in qualifying homeless youth for Medicaid.

Planned Parenthood - Provides family planning, related medical and counseling services.

Women's Health and Counseling - Provides HIV/AIDS and STD awareness and education, birth control, related medical and counseling services.

Somerset Treatment Services - Provides substance abuse treatment, counseling and education.

"EMPOWER" Somerset - Provides substance abuse treatment, counseling and education.

**7. Cite any staffing patterns, environmental accommodations, and practices employed by the agency that reflect an appreciation and respect for the needs and diversity of the customers served.**

All clients are expected to be treated with dignity and respect by all employees of Somerset Home at all times and under all circumstances. As part of the intake process with each new resident and staff sign an agreement to provide services that are free from coercion and protect each resident's right to self-determination. This agreement is contained in each resident's file.

Clients sit on performance and quality improvement committee of the agency and are asked to provide feedback on program design, rules and even are part of the front line staff interview process - where clients are asked to interview perspective staff members. This practice builds self-esteem in clients, gives them a perspective on the interviewing process they can incorporate into their own job hunting experience and lets perspective staff know clients are important.

All public areas of the facilities (restrooms, counseling offices, meeting rooms, parking) are accessible to individuals with a disability.

In the event a prospective staff member is unable to ascend/descend the stairs, and that individual is otherwise able to perform the duties listed on the job description, that individual may be eligible for employment and reasonable accommodation would be considered on a case-by-case basis.

Staff work hours that are convenient for clients.

The Somerset Home is an EEO employer and the policy was recently updated to ensure its relevancy. Staff are diverse in ethnic and racial backgrounds that reflect the client population.

**8. Describe the agency's approach to staff training and development.**

Somerset Home's reputation for providing quality service to its clients depends on creating a rewarding work experience for its employees. This means finding, keeping and developing people who share the values of mutual respect, personal responsibility and teamwork. The agency looks for people with the following personal characteristics among those evaluated in the interviewing and annual performance review processes:

"a conviction about the capacity of people to grow and change; the ability to establish a respectful relationship with clients to help them gain skills and confidence; the ability to work collaboratively with other employees and/or service providers; the capacity to maintain a helping role and to intervene appropriately to meet service goals; and the ability to set appropriate limits."

Each position has a written job description which clearly states qualifications, expectations and responsibilities. After a personal interview is conducted, background checks are performed, including fingerprinting (federal and state criminal history records check including child abuse registries check), motor vehicle abstract, three unrelated references, and degree/licensure verification. Somerset Home's selection criteria include an evaluation of the applicant's sensitivity to the cultural differences among the population its programs serve. To foster job satisfaction and retention, Somerset Home employees are notified of openings before or concurrent with recruitment outside the agency.

All new staff receive orientation and initial training within the first 60 days and ongoing training monthly at staff meetings. The most effective learning comes from scenario training developed in-house, in which employees role play real situations. These dynamic, interactive sessions lead to healthy discussion and creative problem-solving.

Somerset Home encourages opportunities for personal development and frequent training outside the organization, and offers tuition reimbursement and flexible hours to accommodate internships and classes. Many creative initiatives have also been made available to staff.

Employee retention is a high priority, not just as a good business practice, but to create consistency in the lives of the residents. A retention bonus is given for every six months a front line worker stays in her/his position. The value the agency places on retaining its workforce is evident in benefits such as a 401(k) plan with agency match, free health and dental insurance plan options, and an agency-paid pension plan, with full vesting after five years.

A spot bonus is given to staff who go above and beyond while performing their job assignments. Any staff member can recommend another for this monetary award, which is approved by their supervisor and the executive director. This is a great morale booster and shows tangible appreciation for a job well-done.

**STATE OF NEW JERSEY  
DEPARTMENT OF CHILDREN AND FAMILIES**

**Annex A  
CORE AGENCY PERSONNEL INFORMATION  
Section 1.3**

	POSITION NAME/TITLE	NAME OF EMPLOYEE	DAILY WORK HOURS		QUALIFICATIONS (DEGREES, LICENSES, CERTIFICATIONS)	FUNCTIONAL JOB DUTIES
			FROM	TO		
<input checked="" type="checkbox"/> FT <input type="checkbox"/> PT	Executive Director	David Walker	9:00 am	5:00 pm	MSW, JD, BA	Executive Director/Administration
<input checked="" type="checkbox"/> FT <input type="checkbox"/> PT	Director Of Finance	Elen Horn	9:00 am	5:00 pm	MSA	Accounting/Finance
<input checked="" type="checkbox"/> FT <input type="checkbox"/> PT	Director Of Human Resources	Priscilla Szlachtiachyn	9:00 am	5:00 pm	BA, Economics	Human Resources
<input checked="" type="checkbox"/> FT <input type="checkbox"/> PT	Director Of Behavioral Health	Lisa Nocera	9:00 am	5:00 pm	MSW	Behavioral Health and Case Management
<input checked="" type="checkbox"/> FT <input type="checkbox"/> PT	Asst. Director Of Residential Services	Kristin Savadge	9:00 am	5:00 pm	MSW	Residential Services
<input checked="" type="checkbox"/> FT <input type="checkbox"/> PT	Asst. Director Of Residential Services	Natalee Brockington	9:00 am	5:00 pm	BS, Public Health	Residential Services
<input type="checkbox"/> FT <input type="checkbox"/> PT						
<input type="checkbox"/> FT <input type="checkbox"/> PT						
<input type="checkbox"/> FT <input type="checkbox"/> PT						
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**STATE OF NEW JERSEY  
DEPARTMENT OF CHILDREN AND FAMILIES**

**Annex A  
PROGRAM DESCRIPTION  
Section 2.2**

**Program Name:** Homeless Youth Outreach Program

**Please note that additional information/addenda may be required in order to complete the contract package. Any specific requirements/stipulations pertaining to the program will be forwarded as applicable.**

**Label all answers clearly as outlined below:**

- 1. Provide a brief description of the program/component and its purpose. The description should reflect the goals and services set forth in the initial RFP and any changes that may have resulted from negotiations.**

The Street Smart street outreach program is targeted to youth up to 21 years of age who are "living on the street or in other unsafe environments and are at-risk of sexual abuse and/or exploitation" in Middlesex, Essex, Hudson, Union and Bergen counties in New Jersey.

The GOAL of SHTDC's street-based, street outreach program is directly related to the purpose of the legislation, which is to "help young people leave the streets." The program is designed to move a homeless youth off the street, into one of the agency's emergent placement options or another appropriate non-agency facility. We would continue working with the youth until discharge to an appropriate and stable living arrangement (transitional-living for example). Somerset Home, which is accredited by the Council on Accreditation (COA) and licensed by the State of New Jersey, offers a continuum of services in order to meet the needs of this population. Services consist of access to emergency shelter, street-based education and support, crisis counseling, transportation, referral to treatment and longer-term counseling, independent-living skills education including employment counseling, case management, referral to support services, and aftercare.

- 2. Identify the target population served by this program/component (i.e. individuals who have been unemployed for the past 6-12 months).**
  - Provide a brief outline or snapshot of the characteristics, needs, and current circumstances of the population the program intends to serve.**
  - Explain how these customers are distinct in any way from the general population. It is generally viewed as a sign of strength when a program is able to identify the population that will benefit the most from the services provided.**

A client is eligible for services if s/he is a runaway, homeless and at-risk youth under the age of 21 in the targeted counties of Bergen, Essex, Hudson, Middlesex and Union.

Street outreach workers start with the expectation that all youth coming to them for help have suffered trauma. Trauma symptoms are often mistaken for depression, attention deficit problems, oppositional defiant disorder (ODD), conduct disorder, reactive

Program Description cont.

attachment and other disorders. Most homeless youth present with these symptoms. Street Smart's goal is to engage youth in a fashion that allows them to "rework" their traumatic experiences and memories and help youth see themselves as survivors.

In addition, this population may also present issues in areas of substance abuse, medical and mental health, pregnancy, HIV/AIDS as well as other STD's and immigration. Youth are referred to other community-based services for assistance with these or any other services not provided by Somerset Home.

- 3. Detail what the program intends to address through service delivery. State the results the program intends to achieve.**

Street Smart objectives are aligned with DCF objectives and are committed to "facilitating healing and recovery, and promoting the social and emotional well-being of children, youth, and families who have experienced maltreatment, exposure to violence, and/or trauma." Outreach workers will assess youth for immediate basic needs, sexual exploitation, abuse, and/or human trafficking, housing needs, education and employment status, healthcare needs, financial and Life-skills needs, legal (criminal/immigration) status, trauma and crisis intervention needs; engage youth by building trusting relationships and offer youth information about resources available to help them exit the streets if they choose; meet the immediate needs of youth contacted through consistent efforts in targeted neighborhoods; use case management to offer opportunities to youth to access educational and employment services, life skills training, transportation and other resources to assist them to leave the streets. The goal of the program is to help youth learn the skills that will provide them with greater self-determination.

- 4. Describe the program approach and method of service delivery.**

Our outreach program is designed as a street-based program emulating the case management model used in our residential service. All of our residential programs employ case managers who provide crisis intervention, assess each youth's needs, provide referrals and help ensure the highest quality and most effective services possible in order to transition a youth to a more permanent living situation. Acting as case managers, street outreach workers develop stabilization plans with clients and support their clients and families in meeting set goals. The Director of Residential Services works with the Brahma Senior Case Manager to supervise the street outreach workers. Support services are provided either in-house or through linkages with other service providers.

- 5. Detail how customers access services.**

- Cite any physical limitations that might preclude program admission or referral acceptance
- Indicate specific documents needed for referrals, when applicable
- Discuss referral procedures and discharge planning with respect to the continuum of care
- Cite negative and planned discharge procedures

Program Description cont.

Outreach workers locate youth on the streets or by referral with the goal of having them agree to a stay at the Brahma House, our Passages program or other appropriate housing. In the event a client, who is unable to ascend/descend stairs, needs residential services and is otherwise eligible for program services, Brahma House living room is to be converted into a bedroom. The living room will be closed off as a living room and a bed and dresser will be brought from the upstairs bedroom. The recreation room has ample space to be used as a "living room" and recreation room in the interim.

In addition to clients who are identified through street outreach, referrals to the Street Smart program are performed 24 hours a day. Calls are made directly to SHTDC where staff get information regarding services needed and contact information. SHTDC will then contact a Street Outreach worker who will contact the potential client. A contact sheet is completed and ascertains information such as the potential client's eligibility and appropriateness for services, name, age, and other demographic information as well as requested services. Client physical limitations will be assessed on a case-by-case basis.

Depending upon the services needed, the outreach worker follows specific tracks to assist the client. In the event emergency housing is needed, the outreach worker will place the client into a SHTDC housing program or make a referral to another agency as appropriate.

In the event a client is placed into one of SHTDC programs, a case manager from the facility would be assigned the case. The outreach worker and case manager work with the client towards appropriate goals set by all parties involved.

Discharge planning begins at intake. The outcome goal of the program is to ensure a client is discharged to a safe and stable living situation (safe exit). Planning is contingent on this outcome. Both monthly treatment plans and progress reports document the client's progress or lack thereof in terms of reaching their discharge goal. A positive case disposition is realized when a youth is discharged to an appropriate and safe setting, such as home or another safe, stable living arrangement. The case manager is responsible for discharge planning in conjunction with the client and any other significant individuals. If a youth who is having difficulty at a SHTDC program, the case manager will meet with the client and any other significant individuals involved in the case and an expedited plan will be developed. This plan may include authorizing additional services or having the youth placed in a more appropriate setting. Youth/young adults who are 13 up to 21 years of age, are runaways, homeless or have been abused or neglected by a caretaker, can not live at home or are otherwise in need of services are eligible for admission to SHTDC programs.

- 6. Describe the neighborhood(s) and the building(s) where each program site(s) is located. Detail accessibility to mass transportation. Identify the program catchment area.**

SHTDC existing programs are located in the heart of New Jersey, approximately 35 miles from New York City and 45 miles from Philadelphia. They are easily accessible by major highways (Route 22, 27, 28, 202, 206, Interstates 78, 287 and a short distance from Route 1, the New Jersey Turnpike and the Garden State Parkway). The suburban neighborhoods are quiet and safe and have close proximity to a large mall, medical



## Program Description cont.

center, bank, county library, vocational-technical high school, county mental health center, medical health services and some access to public transportation. However, staff members provide all transportation for clients. The catchment area of the programs include the entire state of New Jersey and they provide an excellent foundation for conducting outreach in Somerset, Middlesex and Union Counties.

As part of the Street Smart contract, SHTDC will establish at least one additional satellite office. The satellite office(s) will be located in an area(s) that is appropriate for conducting outreach in Essex, Bergen and Hudson counties.

### **7. Detail the program's emergency procedures. Provide any after-hours telephone numbers, emergency contacts, and special instructions.**

The emergency/disaster preparedness program is organization-wide in scope and encompasses all programs. The purpose of the program is to provide mechanisms for effectively responding to a variety of emergencies and disasters both within the organization and in the community. The following is the agency emergency/disaster preparedness plan contained in program manuals. Staff members receive initial training on the plan when beginning employment and follow-up training annually. There is a procedure for each component that is outlined in the program policy manual.

1. Each program director will coordinate implementation of the plan in his/her program and will ensure staff are adequately trained to implement the plan.
2. The emergency/disaster preparedness program management plan is revised and evaluated annually by the risk management committee.
3. It is the responsibility of program directors to implement any corrective actions necessary.

#### **Initiating the Plan**

1. The emergency/disaster preparedness plan will be initiated by the executive director or his/her designee when a significant emergency or disaster has taken place or is imminent. Events that may trigger plan implementation include, but are not limited to:
  - bomb threats;
  - natural gas leaks;
  - hurricanes;
  - tornadoes;
  - severe storms;
  - earthquakes;
  - floods;
  - riots or civil disturbances;
  - accidents or other calamities resulting in severe disruption of services;
  - significant safety risks to clients and staff; or
  - severe damage to buildings.
2. When immediate evacuation of the building is needed, the fire and emergency evacuation procedures for each program will be implemented.

#### **Notification and Coordinating with Outside Authorities**

## Program Description cont.

1. When staff determines an emergency exists, one staff should call the on-call staff immediately if possible. The on-call staff will notify the executive director. While notification is being made other staff will ensure the safety of all residents and account for all residents and other individuals who may be in the building at the time. Phone numbers are listed in the front of the log.
2. The executive director or his/her designee will coordinate response to all internal and external emergencies/disasters with the police department, which has jurisdiction over the area in which the affected program site is located.
3. In the event of an external emergency/disaster, during which the police cannot be contacted, staff will monitor local radio stations for official instructions.
4. If necessary the executive director will notify the board president.

### Alternate Service Sites

1. Alternate program sites are established as needed.
2. When an alternate site is needed for program activities/residents, consolidation of program services into unaffected program sites will be considered first. Alternate sites will consist of the Bridgewater Marriott (closest full-service hotel) or other local hotel if the Marriott is not available at the time, schools, religious organizations, or other accommodations, including those offered by community individuals, which are suitable for continued housing and basic program activities.

### Managing Clients During Plan Implementation

1. Clients will be evacuated from the program immediately when a disaster inside the building has been determined.
2. All admissions and discharges may be suspended during plan implementation.
3. Staff will meet the basic needs of the clients for food, clothing, medications and emotional support.
4. Staff will notify resident's parents/guardian and give them information regarding the condition of their child and if the program is shut down and residents needed to be relocated.
5. All client files, communication log, and medication will be transferred to the alternate site if necessary. Locked storage will be provided for files and medications. There are "go bags" kept in the back of the client file cabinet for staff to use for the purpose of packing up files, log and medications.
6. In the event of an emergency/disaster in which staff are unable to get to the program site, staff currently providing coverage will continue to provide coverage until the next staff member assumes responsibility for the clients.
7. At least one week's supply of food and water will be maintained at each program site to ensure an adequate supply during emergencies/disasters.

### General Building Evacuation Instructions

- Remain calm.
- Make sure every resident; staff and visitor are accounted for.
- Close all doors as you leave.

Program Description cont.

- If possible take client files as you will need phone numbers and contact information.
- If possible take clients prescription medications.
- Proceed to the nearest practical fire exit. If you do not know the nearest fire exit each room has a diagram on the wall. It's best to memorize the exits.
- Follow the instructions of any police or fire officials.
- Request help for differently-abled persons from emergency response personnel.
- Do not return to the evacuated building until instructed to do so by the police, fire department or authorized Somerset Home management staff person.

In addition, designated staff (program director, residential services coordinator and case managers) are on-call 24 hours a day, 365 day per year.

8. **Provide the total number of unduplicated customers served in the previous contract period for each of the contracted programs. Unduplicated customers refers to the practice of counting a customer receiving services only once within a service cycle.**
  - **Indicate the number of unduplicated customers achieving results.**
  - **Indicate how the information was captured and measured.**

NA - This is a start up program.

STATE OF NEW JERSEY  
DEPARTMENT OF CHILDREN AND FAMILIES

Annex A  
SERVICE OUTCOMES  
Section 2.3

**Program Name:** Homeless Youth Outreach Program

For each program component please identify goals, objectives, activities, outcomes, supporting documentation and reporting timeframes using the following definitions and template:

**GOALS:**

Goals articulate the desired results or end point that DCF expects will be achieved through the provision of contracted services. Goal statements speak to the overarching impact that services will have on recipients over a period of time that may reach beyond the contract term.

**OBJECTIVES:**

Objectives define services in qualitative terms. They detail the purpose of program activities and impart a clear understanding of contracted services. Objectives are short term milestones to be achieved during the contract period; they are easy to understand, specific, attainable and they reflect the overarching goals of the program component.

**SERVICE ACTIVITIES:**

Service Activities specify the tasks performed to achieve the identified goals and objectives. They reflect program operations and functionally define contracted services. All service activities are tangible, observable and measurable.

**OUTCOMES:**

Outcomes quantify the program's impact on the target population. They are tied directly to program goals rather than to each objective or service activity. Benchmarks are established to indicate successful program performance in achieving the specified goals. Outcomes may be attainable during the contract period or it may be necessary to track impact data at intervals that extend beyond the contract term (i.e. follow-up data obtained 1 year post discharge).

**REPORTING:**

This section is still under development and should remain blank

**SUPPORTING DOCUMENTATION:**

Supporting documentation refers to any source documents, records or data that reasonably prove or verify outcome reporting. Supporting documentation is retained on file and available for inspection as part of contract monitoring and auditing procedures.

Program Name: Homeless Youth Outreach Program

**Annex A  
SERVICE OUTCOMES  
Section 2.3**

GOALS	OBJECTIVES	SERVICE ACTIVITIES	OUTCOMES	REPORTING	SUPPORTING DOCUMENTATION
Ensure homeless clients have appropriate housing	85% of homeless youth will obtain some form of emergency shelter / affordable housing	Engage homeless youth, access housing needs, make referrals	Improved living circumstances – accept shelter, other type of safe living situation		Contact sheets, Client files, case notes
Ensure clients obtain employment	95% of youth in need will receive information, training and services needed obtain employment	Transportation, job preparation services: resume writing, mock interviews, assistance in application completion and access to internet	Improved employment status		Contact sheets, Client files, case notes

GOALS	OBJECTIVES	SERVICE ACTIVITIES	OUTCOMES	REPORTING	SUPPORTING DOCUMENTATION
Ensure each client has improved family / support functioning	80% of clients will receive trauma and crisis intervention needs assessment	Participants engage with ILS educators to learn skills and interpersonal skill building, weekly therapy sessions to address issues reflected in assessments	Improved family functioning		Contact sheets, Client files, case notes
Ensure clients reduce risky behaviors	85% of clients take advantage of outreach services	Trauma and crisis intervention needs assessment, referral to treatment and counseling services, assessment of sexual exploitation, abuse, and/or human trafficking	Decreased crisis behavior (criminal activity, suicide ideation, violence, etc.)		Contact sheets, Client files, case notes

GOALS	OBJECTIVES	SERVICE ACTIVITIES	OUTCOMES	REPORTING	SUPPORTING DOCUMENTATION
Ensure each youth has an improved education functioning/status.	90% of clients will improve their education functioning/status.	Participants engage with case managers and outreach workers to develop a viable education plan, Education needs assessment	Improved education status		Contact sheets, Client files, case notes



**STATE OF NEW JERSEY**  
**DEPARTMENT OF CHILDREN AND FAMILIES**  
**Annex A**  
**PROGRAM PERSONNEL INFORMATION**  
**Section 2.4**

**Program Name:** Homeless Youth Outreach Program

	POSITION NAME/TITLE	NAME OF EMPLOYEE	DAILY WORK HOURS		%OF TIME TO PROGRAM	QUALIFICATIONS (DEGREES, LICENSES, CERTIFICATIONS)	FUNCTIONAL JOB DUTIES
			FROM	TO			
<input checked="" type="checkbox"/> FT <input type="checkbox"/> PT	Director Of Residential Services	Marshall Christie	9:00 am	5:00 pm	15%	BA, Psychology	Oversee residential and outreach services
<input checked="" type="checkbox"/> FT <input type="checkbox"/> PT	Senior Case Manager	Carlotta Spence	9:00 am	5:00 pm	15%	MSW	Coordination of case management and outreach services
<input checked="" type="checkbox"/> FT <input type="checkbox"/> PT	Street Outreach Worker	Tayeasha Ruff	9:00 am	5:00 pm	100%	BA, Africana & American Studies anticipated 2014	Street Outreach
<input checked="" type="checkbox"/> FT <input type="checkbox"/> PT	Street Outreach Worker	Vacant	9:00 am	5:00 pm	100%		Street Outreach
<input type="checkbox"/> FT <input type="checkbox"/> PT	Street Outreach Worker	Vacant	9:00 am	5:00 pm	100%		Street Outreach
<input checked="" type="checkbox"/> FT <input type="checkbox"/> PT	Street Outreach Worker	Vacant	9:00 am	5:00 pm	100%		Street Outreach
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**STATE OF NEW JERSEY  
DEPARTMENT OF CHILDREN AND FAMILIES**

**Annex A  
LEVEL OF SERVICE  
Section 2.5**

<b>Program/Component Name:</b>	Homeless Youth Outreach Program
<b>Service Type:</b>	Street Outreach
<b>Description of Unit Measurement:</b>	15 Minutes Of Direct Contact With At-Risk Or Homeless Youth
<b>Number of Contracted Slots/Units:</b>	3500
<b>Number of Annualized Units:</b>	3500

*Numbers should reflect unduplicated service counts*

	1	2	3
	MONTH	MONTHLY SERVICE DAYS OR UNITS	MONTHLY CONTRACT LOS
1	July	31	297
2	August	31	297
3	September	30	288
4	October	31	297
5	November	30	288
6	December	31	297
7	January	31	297
8	February	28	269
9	March	31	297
10	April	30	288
11	May	31	297
12	June	30	288
	<b>ANNUAL TOTALS</b>	<b>365</b>	<b>3500</b>