



REQUEST FOR PROPOSALS
FOR
Supporting Effective Implementation
Of NJ Family Success Centers – Phase 3
\$150,000 Available

CFDA # 93.950

There will be no Bidders Conference for this RFP.
Questions are due by March 6, 2018

Bids are due: March 27, 2018
Anticipated Start Date May 1, 2018

Christine Norbut Beyer
Commissioner Designate

February 27, 2018

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FUNDING AGENCY

State of New Jersey
Department of Children and Families
50 East State Street
Trenton, New Jersey 08625-0729

Special Notice:

There will be no Bidders Conference for this RFP. Questions will be accepted in advance by providing them via email to DCFASKRFP@dcf.state.nj.us until **March 6, 2018 at 12PM**. Technical inquiries about forms and other documents may be requested anytime.

Section I – General Information

A. Purpose:

The New Jersey Department of Children and Families (DCF) announces the availability of \$150,000 for a twelve (12) month contract to be awarded to one organization that will support effective implementation of the NJ DCF Family Success Centers' Practice Profile across the network of providers. The anticipated start date is May 1, 2018.

B. Background:

The Department of Children and Families (DCF) is charged with serving and safeguarding the most vulnerable children and families in the State and ensuring that service delivery is directed towards their safety, protection, permanency and well-being. To this end, the DCF invests in a range of primary, secondary and tertiary services to meet the needs of NJ families.

NJ DCF Family Success Centers

One such purchased service is Family Success Centers (FSCs). FSCs are “one-stop” shops that provide resources and supports for families before they find themselves in crisis. Family Success Centers offer primary child abuse

prevention services that strengthen five protective factors (parental resilience, social connections, knowledge of parenting and child development, concrete support in times of need, social and emotional competence of children).¹ The purpose of the network of FSCs is to:

- Enrich the lives of children by strengthening families and neighborhoods.
- Develop networks of family strengthening services to prevent child abuse and neglect.
- Provide integrated, locally based services that are family focused and culturally responsive.
- Strengthen connections with families, between families, and to the community

Currently, there is a network of 56 FSCs statewide.

Implementation of the Family Success Center Model

To ensure the integrity and quality of FSC programs across the state, DCF and the FSC network is engaging in a process to support the effective implementation of the FSC model statewide. The National Implementation Research Network (NIRN) at the University of North Carolina (NIRN) developed the Active Implementation Formula for Success; DCF and the FSC network have been using this formula as a guide to support FSC implementation.



¹ The Center for the Study of Social Policy. Strengthening Families A Protective Factors Framework. Retrieved from <https://cssp.org/young-children-their-families/strengtheningfamilies/about>

According to the Active Implementation Formula, in order to achieve positive, sustainable outcomes for families, there must be the combination of effective practices, effective implementation strategies, and an enabling context.

- **Effective Practice:** A practice refers to a program, such as the FSC program. “Effective” means the program is well defined, feasible to implement, supported by research, and fits the needs of the families and community.
- **Effective Implementation:** Implementation refers to strategies put into place to support the effective practice. Hiring staff that are qualified to do the work, providing targeted training and follow up coaching/supervision, and using fidelity tools are some examples of the supports needed for “effective” implementation of the effective practice.
- **Enabling Context:** Context refers to developing conditions that are supportive of the practice and implementation strategies. Some examples of an “enabling” context include: adequate funding, policy alignment, and structured teams to organize and complete the work necessary to move the implementation forward using data and communicating for ongoing quality improvement of the implementation and the practice.²

Three Phase Process for NJ FSC Implementation

The Department is engaged in a three phase process to support the effective implementation of the FSC model statewide:

² Additional information from NIRN can be found online at <http://nirn.fpg.unc.edu/>.

Phase 1: FSC Practice Profile – *completed*. In Phase 1 DCF, the FSC network, and NIRN worked together to identify and operationalize the practice of FSCs by developing a FSC Practice Profile. Practice profiles are detailed

Phase 1:
FSC Practice
Profile

descriptions of a practice’s guiding principles and essential functions. Guiding principles refer to the philosophies, values, or beliefs that programs have when working with families and essential functions are the core intervention components or practice elements.³

To provide support and direction in the process of developing the FSC Practice Profile, an accountable structure was put into place that included two teams – a Leadership Team and an Implementation Team. The Leadership Team led the development of a Practice Profile and supported the Implementation Team as they provided the intensive work needed for the profile development. The

Phase 1:
Teams

practice profile was thoroughly vetted and tested with the FSC network before producing the final document (*see attached New Jersey Family Success Centers Practice Profile Exhibit D*).

Upon completion of the FSC Practice Profile, effective implementation strategies are needed to build the competency of FSC staff, to use data to improve the practice, and to ensure that leadership and administrative practices are supportive to the FSC Practice Profile. Phases 2 and 3 focus on implementation of the FSC Practice Profile.

³ Content was pulled directly from DCF’s work and partnership with the National Implementation Research Network (NIRN) and additional information is available online at <http://nirn.fpg.unc.edu/learn-implementation>.

Phase 2: Infrastructure Analysis and Implementation Plan –*completed*.

Phase 2: Infrastructure Analysis and Plan

In Phase 2, an analysis was conducted of the existing infrastructure to support the implementation of the practice profile across the FSC network of providers. The analysis identified the gaps and capacity needed, and prioritized

Phase 2: Teams

recommendations to align staff competency and organizational supports. Upon completion of the infrastructure analysis, the

Implementation Team developed the draft FSC Phase 3 Implementation Plan (Plan) (see *attached FSC Phase 3 Implementation Plan Exhibit E*).

Phase 3: Install FSC Infrastructure to Support Implementation

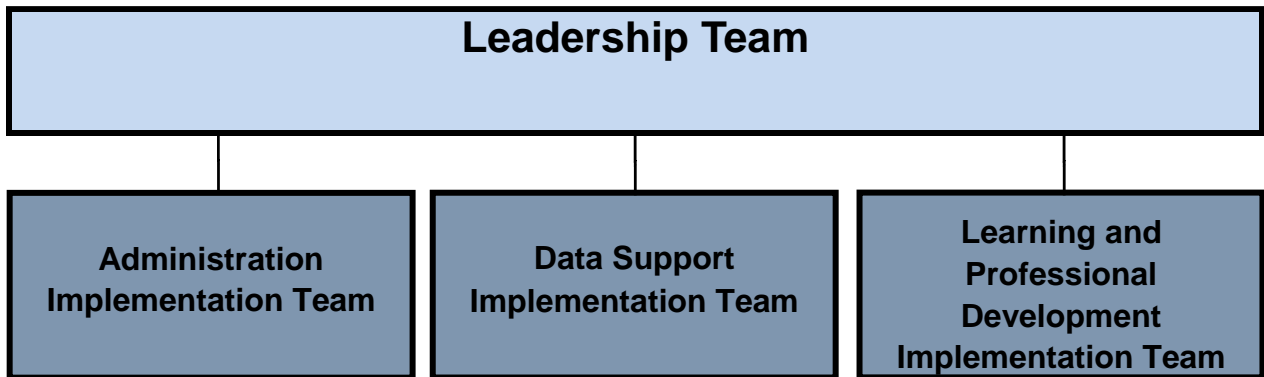
The Plan focuses on strategies to strengthen the infrastructure necessary to

Phase 3: Install Implementation Infrastructure

implement the FSC Practice Profile by developing and/or refining supports that will build the competency of the FSC staff and the capacity of FSC agencies. The Plan is the playbook on how to strengthen the FSC infrastructure, and teams will be the vehicle to bring the Plan to life.

Phase 3: Teams

During Phase 3, Plan execution will be managed and integrated by a multi-level team structure with three implementation teams that will report to one oversight Leadership Team.



Each Phase 3 Team will be comprised of up to 10 members and will include DCF staff and leadership as well as staff and leadership from the FSC network. The table below provides an overview of each team and its function.

Team	Team Purpose and Responsibilities
Leadership Team	<p>The purpose of the Leadership Team is to:</p> <ul style="list-style-type: none"> • Provide leadership and ongoing support for all infrastructure development and implementation outlined in the Phase 3 Implementation Plan. • Members of this team will share in the responsibilities including but not limited to: <ul style="list-style-type: none"> ○ Supporting the three FSC Implementation Teams (Administration, Data Support, and Learning and Professional Development) as they provide the intensive development needed for the Implementation Driver Priorities. ○ Developing the overall communication plan for Phase 3 implementation of the practice profile. • Develop plan and strategies for FSC staff retention. • Coaching Center/Center of Excellence - Establish a formal structure to lead the use of assessments, to develop coaching plans, to identify and manage coaching resources, and to provide ongoing support and feedback on the practice profile implementation across the FSC Network.

Administration Implementation Team	<p>The purpose of the Administration Implementation Team is to:</p> <ul style="list-style-type: none"> • Align all FSC staff selection processes/protocols with FSC practice profile. • Develop clear expectations for FSC host agencies that align with the FSC practice profile and engage and consistently communicate expectations through meetings and contract language.
Data Support Implementation Team	<p>The purpose of the Data Support Implementation Team is to:</p> <ul style="list-style-type: none"> • Develop fidelity assessment tools for FSC staff that could be used to guide coaching, supervision, and feedback efforts. <ul style="list-style-type: none"> ○ Provide training and technical assistance on how to use fidelity data to guide ongoing improvement of FSC efforts. ○ Establish low-, mid- and high-fidelity standards • Engage FSC network in FSC integration into Apricot data system (Apricot) <ul style="list-style-type: none"> ○ Ensure FSC has the technical capacity to access and use Apricot, as well as any support needed from its host agency. ○ Ensure Apricot supports a mixed-methods approach that captures practice profile critical activities and functions both quantitatively and qualitatively. Data should be organized around the relevant essential functions in the practice profile. • Ensure FSC staff are trained and provided with ongoing support on how to interpret and use the data both to manage their work and guide practice.
Learning and Professional Development Implementation Team	<p>The purpose of the Learning and Professional Development Implementation Team is to develop and implement training and coaching for:</p> <p><i>FSC Staff</i></p> <ul style="list-style-type: none"> • Prioritize, develop and provide skill-based staff training on the practice profile essential functions; include tools for each FSC to use on their own with their center's staff. • Develop tools and processes that align with the practice profile to assess FSC individual staff and to develop individual coaching plans. <p><i>FSC Directors</i></p> <ul style="list-style-type: none"> • Develop tools and strategies for FSC Directors to use and apply the FSC practice profile essential functions. • Develop and provide FSC directors (supervisors) with training and ongoing support on coaching best practices.

	<p><i>OFSS</i></p> <ul style="list-style-type: none"> • Develop tools and strategies for the Office of Family Support to use and apply the FSC practice profile. <p><i>Host Agency</i></p> <ul style="list-style-type: none"> • Ensure ongoing opportunities to train host agencies in: <ul style="list-style-type: none"> ○ Managing a FSC and leading the prevention work envisioned by the FSC model. ○ Selecting essential functions of particular relevance to the host agency (e.g., leadership and continuous quality improvement). <p><i>FSC Advisory Boards</i></p> <ul style="list-style-type: none"> • Train Advisory Board on their role and how they can support strong community connections for FSCs.
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C. Services to be Funded:

Overview/Expectations:

The focus of Phase 3 will be for the teams, with the expertise and support of the awarded provider, to execute the Phase 3 Implementation Plan. The awarded provider is expected to:

- Develop and support the multi-level teams responsible for the installation of implementation drivers outlined in the Phase 3 Implementation Plan.
- Support multilevel teams to understand and use effective implementation practices as they develop and/or align strategies (staff competency and organizational supports) that will ensure high quality implementation of the FSC practice profile across the FSC network.
- Support multilevel teams' use of data and information to refine and improve staff competency and organizational supports necessary for high quality implementation of the FSC practice profile.

The awarded organization must provide in person, phone, email, and written support and help with the development and review of documents, tools, materials, etc. for each of the teams. It is expected that during the first six months of Phase 3, the awarded organization will engage more frequently with each team than it will during the second six months. This engagement will include, but is not limited to, supporting and building the capacity of team(s) to develop: formal roles and responsibilities; link communication strategies; agendas; process to monitor progress of tasks completed; understanding and skills in the use of implementation practices to align infrastructure supports to the FSC practice profile; strategies to monitor the alignment of each of the developed supports to the practice profile; systems to use data for ongoing improvement of the implementation supports and practice profile for the purpose of successfully completing all goals outlined in the Phase 3 Implementation Plan. In addition, the awarded organization must submit two summary reports (at 6 months and at 12 months) outlining goals, activities and progress for the expectations listed above.

Project Deliverables:

- 1) Within 60 days from contract start date: Meet at least once in person with each team; establish and provide to DCF a 12 month schedule of meetings and/or phone calls with teams and/or team Leads to ensure consistent communication.

- 2) Within 90 days of contract start date: Provide final design of implementation plan for review and approval by DCF to include the following:
- a. Develop and implement: formal roles and responsibilities, link communication strategies, agenda templates, and process to monitor progress of tasks completed,
 - b. Develop and begin to implement plan to build team participant skills in the use of implementation practices to align supports to the FSC practice profile,
 - c. Define strategies to monitor the alignment of each of the developed supports to the practice profile,
 - d. Define strategies and processes to use data for ongoing improvement of the implementation supports and practice profile for the purpose of successfully completing all goals outlined in the Phase 3 Implementation Plan.
- 3) At 6 months (180 days) after contract begins, provide a draft Summary Report 1 to DCF for review and for approval. Summary Report 1 should include progress on above project deliverables.
- 4) At 12 months (365 days) after contract begins, provide a draft Final Summary Report to DCF for review and for approval. Final Summary Report 2 should include progress on above project deliverables.

Other Project Requirements

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

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

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

D. Funding Information:

All funding is subject to appropriation. For the purpose of this initiative, the Department will make available up to \$150,000 in Community Based Child Abuse Program funding (CFDA 93.950), with \$50,000 from Federal Fiscal Year 2018 and \$100,000 from Federal Fiscal Year (FFY) 2019. The awardee will be required to submit a report of expenditures for the FFY18 funds to DCF no later than October 31, 2018 and return any unspent FFY18 funds to DCF no later than November 30, 2018.

Matching funds are not required.

Any expenses incurred prior to the effective date of the contract will not be reimbursed by the Department of Children and Families.

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

E. Applicant Eligibility Requirements:

1. Applicants must be for profit or not for profit corporations and/or Universities that are duly registered to conduct business within the State of New Jersey. Out of State Universities may apply and need to meet any requirements for performing these services in New Jersey.
2. Applicants must be in good standing with all State and Federal agencies with which they have an existing grant or contractual relationship.
3. If Applicant is **under a corrective action plan with DCF (inclusive of its Divisions and Offices) or any other New Jersey State agency or authority, the Applicant may not submit a proposal for this RFP if written notice of such limitation has been provided to the Agency or authority.** Responses shall not be reviewed and considered by DCF until all deficiencies listed in the corrective action plan have been eliminated and progress maintained to the satisfaction of DCF for the period of time as required by the written notice.
4. Applicants shall not be suspended, terminated or barred for deficiencies in performance of any award, and if applicable, all past issues must be resolved as demonstrated by written documentation.
5. Applicants that are presently under contract with DCF must be in compliance with the terms and conditions of their contract.
6. Where required, all applicants must hold current State licenses.
7. Applicants that are not governmental entities must have a governing body that provides oversight as is legally required.
8. Applicants must have the capability to uphold all administrative and operating standards as outlined in this document.
9. Applicants must have the ability to achieve full operational census within 60 days of contract execution. Further, where appropriate, applicants must execute sub-contracts with partnering entities within 60 days of contract execution.
10. All applicants must have a Data Universal Numbering System (DUNS) number. To acquire a DUNS number, contact the dedicated toll-free DUNS number request line at 1-866-705-5711 or inquire on-line at www.dnb.com.
11. Any fiscally viable entity that meets the eligibility requirements, terms and conditions of the RFP, and the contracting rules and regulations set forth in the DCF Contract Policy and Information Manual (N.J.A.C. 10:3) may submit an application.

F. RFP Schedule:

March 6, 2018 at 12 PM	Deadline for Email Questions sent to DCFASKRFP@dcf.state.nj.us
March 27, 2018	Deadline for Receipt of Proposals by 12:00PM

Proposals received after 12:00 PM on **March 27, 2018** will **not** be considered. Applicants shall submit **one (1) signed original** and should submit **one CD ROM** as indicated below.

Proposals must be delivered either:

1) In person to:

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

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

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

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

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

3) Online:

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

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

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

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

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

G. Administration:

1. Screening for Eligibility, Conformity and Completeness

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

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

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

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

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

2. Proposal Review Process

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

The Department reserves the right to request that applicants present their proposal in person for final scoring. In the event of a tie in the scoring by

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

Requested information was covered	10 Points
Approach to the contract and program design was thoroughly and clearly explained and was consistent with the RFP requirements	20 Points
Background of organization and staffing explained	10 Points
Speakers were knowledgeable about topic	5 Points
Speakers responded well to questions	5 Points

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

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

3. Special Requirements

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

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

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

H. Appeals:

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

Office of Legal Affairs
Contract Appeals
50 East State Street 4th Floor
Trenton, NJ 08625

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

I. Post Award Review:

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

Applicants may request a Post Award Review by contacting: dcfaskrfp@dcf.state.nj.us

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

J. Post Award Requirements:

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

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

New Jersey recently passed a new law A 3386 amending NJSA 30:6D-73 et seq., effective February 1, 2018, which applies to the Department of Children and Families (DCF) and the Department of Human Services (DHS). The law created a Central Registry of Offenders Against Individuals with Developmental Disabilities ("Central Registry"), housed within DHS, and restricts the employment of any individual included on the DHS Central Registry from working at facilities or programs that are licensed, contracted, regulated, or funded by DCF or DHS. Additionally, the law prohibits the employment of any individual included on DCF's Child Abuse Registry from working at facilities or programs that are licensed, contracted, regulated, or funded by DCF or DHS.

DCF is developing rules and regulations in accordance with the State's Administrative Procedure Act. Draft rules and regulations will be made available for public comment. In the interim, when preparing your response to this RFP/Q, please be aware of this law and its potential impact on staffing.

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

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

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

Section II – Application Instructions

A. Proposal Requirements and Review Criteria:

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

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

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

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

1) Applicant Organization

(20 Points)

- Provide an overview of the organization's vision, mission and strategic plan.
- Describe the organization's governance structure and its administrative, management and organizational capacity to enter into a third party direct State services contract with the Department of Children and Families. Note the existence (if any) of professional advisory boards that support the operations. If applicable, indicate the relationship of the staff to the governing body. Attach a current organizational chart as an appendix.
- Describe the organization's experience working with DCF and the FSC network.
- Describe the organization's implementation science expertise and experience.
- Describe implementation science organizing framework(s) utilized, if applicable.

2) Supporting Effective Implementation – FIT

(30 Points)

- Indicate how the Supporting Effective Implementation of NJ Family Success Centers – Phase 3 opportunity fits into the organization’s vision and overall programming.
- Provide an indication of the agency’s demonstrated capability to provide similar services as proposed.
- Describe the organization’s experience:
 - Developing and installing Practice Profiles for statewide initiatives
 - Aligning infrastructure to support implementation of practice profiles
 - Developing and supporting statewide teaming structures to support implementation and improvement of practice profiles
 - Supporting the use of data to refine and improve implementation supports necessary for quality implementation of a practice.

3) Supporting Effective Implementation – BUILDING CAPACITY

(30 Points)

- Provide a detailed plan, including activities and deliverables, to support the Services to be Funded. In the plan, be sure to include the approach to supporting and building the capacity of team(s) to :
 - develop: formal roles and responsibilities, link communication strategies, agendas, process to monitor progress of tasks completed,
 - understand and build skills in the use of implementation science practices to align implementation supports to the FSC practice profile,
 - develop strategies to monitor the alignment of each of the developed supports to the practice profile,

- develop strategies and processes to use data for ongoing improvement of the implementation supports and practice profile for the purpose of successfully completing all goals outlined in the Phase 3 Implementation Plan.

4) Supporting Effective Implementation – STAFFING & REPORTING (10 Points)

Staffing:

- Indicate the number and qualifications of all staff for this initiative.
 - Indicate if staff are existing. Please provide resumes of any existing staff, in the appendices.
 - Indicate if staff will need to be hired. Provide job descriptions that include all educational and experiential requirements, in the appendices.
 - Include an organizational chart for the proposed staffing model, in the appendices.
 - Provide a description of any partnerships, collaborative efforts or processes that will be used to provide the proposed services or provide creative, in-community locations for the services (attach any affiliation agreements or Memoranda of Understanding).
- **Reporting**
 - Outline how organization will monitor and report on progress and performance for plan outlined.

5) Budget Narrative

(10 Points)

The budget form for this RFP is provided and the Standard Annex B budget form is not required. The Budget Worksheet is provided as Exhibit C with the RFP. Other than the Budget Worksheet no other information is required; however, explanation of each budget line is required in this section of the proposal as a Budget Narrative. A description of General and Administrative Costs are available at <http://www.state.nj.us/dcf/providers/notices/>.

B. Supporting Documents:

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

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

Part I: Proposal	
1	<input type="checkbox"/> Proposal Cover Sheet (signed and dated) – Use the RFP forms found directly under the Notices section on Website: www.nj.gov/dcf/providers/notices/ Form: http://www.nj.gov/dcf/providers/notices/Proposal.Cover.Sheet.doc
2	<input type="checkbox"/> Table of Contents – Please number and label with page numbers if possible in the order as stated in Part I: Proposal & Part II: Appendices for paper, CD, and electronic copies.
3	<input type="checkbox"/> Proposal Narrative in following order: (25 page limitation) A. Applicant Organization B. Supporting Effective Implementation – <u>FIT</u> C. Supporting Effective Implementation – <u>BUILDING CAPACITY</u> D. Supporting Effective Implementation – <u>Staffing and Reporting</u> E. Budget Narrative

		Part II: Appendices for Corporate, Limited Liability or Partnership Entities
4	<input type="checkbox"/>	Proposed Program Implementation Plan Table
5	<input type="checkbox"/>	Job descriptions of key personnel, resumes if available for key personnel (please do not provide home addresses or personal phone numbers)
6	<input type="checkbox"/>	Current Agency Organization Chart
7	<input type="checkbox"/>	Proposed Agency Organization Chart
8	<input type="checkbox"/>	Budget Worksheet EXHIBIT C
9	<input type="checkbox"/>	Applicable Consulting Contracts , Affiliation Agreements , Memoranda of Understanding related to this RFP. If not applicable, include a written statement
10	<input type="checkbox"/>	Copy of agency's Conflict of Interest policy
11	<input type="checkbox"/>	Copies of any audits or reviews (not financial audit) (including corrective action plans) completed or in process by DCF (inclusive of DCF Licensing, Divisions and Offices) or other State entities from 2014 to the present. If available, a corrective action plan should be provided and any other pertinent information that will explain or clarify the applicant's position. If not applicable, include a written statement. Applicants are on notice that DCF may consider all materials in our records concerning audits, reviews or corrective active plans as part of the review process.
12	<input type="checkbox"/>	Dated List of Names of Board of Directors a. Titles, b. Address and c. Terms -or- Managing Partners , if an LLC or Partnership
13	<input type="checkbox"/>	DCF Signed Standard Language Document (SLD) [Version: Rev. June 6, 2014] Form: http://www.nj.gov/dcf/documents/contract/forms/StandardLanguage.doc
14	<input type="checkbox"/>	Document showing Data Universal Numbering System (DUNS) Number [2006 Federal Accountability & Transparency Act (FFATA)] Website: http://www.dnb.com Helpline: 1-866-705-5711
15	<input type="checkbox"/>	System for Award Management (SAM) printout (or Renewal) showing "active" status (free of charge). Website: https://www.sam.gov/portal/public/SAM Helpline: 1-866-606-8220

16	<input type="checkbox"/>	Business Associate Agreement/HIPAA , with signature under Business Associate [Version: Rev. 9-2013] Form: http://www.nj.gov/dcf/providers/contracting/forms/HIPAA.doc
17	<input type="checkbox"/>	Professional Licenses related to job responsibilities for this RFP. If not applicable, include a written statement
18	<input type="checkbox"/>	Affirmative Action Certificate -or- Renewal Application [AA302] sent to Treasury Website: http://www.state.nj.us/treasury/purchase/forms.shtml Form: http://www.state.nj.us/treasury/purchase/forms/AA_%20Supplement.pdf
19	<input type="checkbox"/>	Certificate of Incorporation Website: http://www.nj.gov/treasury/revenue/filecerts.shtml
20	<input type="checkbox"/>	For Profit: NJ Business Registration Certificate with the Division of Revenue. See instructions for applicability to your organization. Website: http://www.nj.gov/njbusiness/registration/ If not applicable, include a written statement.
21	<input type="checkbox"/>	Agency By-laws or Management Operating Agreement if an LLC
22	<input type="checkbox"/>	Tax Exempt Certification Website: http://www.state.nj.us/treasury/taxation/exemption.shtml
23	<input type="checkbox"/>	Disclosure of Investigations & Other Actions Involving Bidder Form (PDF) (signed and dated) Form: http://www.state.nj.us/treasury/purchase/forms/DisclosureofInvestigations.pdf
24	<input type="checkbox"/>	Disclosure of Investment Activities in Iran (PDF) (signed and dated) Form: http://www.state.nj.us/treasury/purchase/forms/DisclosureofInvestmentActivitiesinIran.pdf
25	<input type="checkbox"/>	For Profit: Statement of Bidder/Vendor Ownership Form (PDF) (signed and dated) See instructions for applicability to your organization. Form: http://www.state.nj.us/treasury/purchase/forms/OwnershipFinal12-14.pdf If not applicable, include a written statement
26	<input type="checkbox"/>	For Profit: Two-Year Chapter 51/Executive Order 117 Vendor Certification -and- Disclosure of Political Contributions (signed and dated) [Version: Rev 4/17/15]. See instructions for applicability to your organization. Website: http://www.state.nj.us/treasury/purchase/forms.shtml If not applicable, include a written statement

27	<input type="checkbox"/>	Certification Regarding Debarment (signed and dated) Form: http://www.state.nj.us/dcf/providers/notices/Cert.Debarment.pdf
28	<input type="checkbox"/>	Statement of Assurances (signed and dated) - Use the RFP forms found directly under the Notices section: Website: www.nj.gov/dcf/providers/notices/ Form: http://www.nj.gov/dcf/providers/notices/Statement.of.Assurance.doc
29	<input type="checkbox"/>	Tax Forms: <u>Non Profit Form 990</u> Return of Organization Exempt from Income Tax or- For Profit Form 1120 US Corporation Income Tax Return or- LLC Applicable Tax Form and may delete or redact any SSN or personal information

Part III: Appendices for Universities		
1	<input type="checkbox"/>	Proposal Cover Sheet (signed and dated) – Use the RFP forms found directly under the Notices section on Website: www.nj.gov/dcf/providers/notices/ Form: http://www.nj.gov/dcf/providers/notices/Proposal.Cover.Sheet.doc
2	<input type="checkbox"/>	Table of Contents – Please number and label with page numbers if possible in the order as stated in Part I & Part III Appendices for paper copies, CD and electronic copies.
3		Proposal Narrative in following order: (25 page limitation) A. Applicant Organization B. Supporting Effective Implementation – <u>FIT</u> C. Supporting Effective Implementation – <u>BUILDING CAPACITY</u> D. Supporting Effective Implementation – Staffing and Reporting E. Budget Narrative
4		Job descriptions of key personnel and/or resumes if available for key personnel (please <u>do not</u> provide home addresses or personal phone numbers)
5	<input type="checkbox"/>	Current Agency Organization Chart
6	<input type="checkbox"/>	Proposed Program Organization Chart
7	<input type="checkbox"/>	Proposed Program Implementation Schedule
8	<input type="checkbox"/>	Budget Worksheet EXHIBIT C
9	<input type="checkbox"/>	Copy of agency's Conflict of Interest policy

10	<input type="checkbox"/>	Copies of any audits or reviews (not financial audit) (including corrective action plans) completed or in process by DCF (inclusive of DCF Licensing, Divisions and Offices) or other State entities from 2014 to the present. If available, a corrective action plan should be provided and any other pertinent information that will explain or clarify the applicant's position. If not applicable, include a written statement. Applicants are on notice that DCF may consider all materials in our records concerning audits, reviews or corrective active plans as part of the review process.
11	<input type="checkbox"/>	Dated List of Names of Board of Directors a. Titles, b. Address and c. Terms -or- Managing Partners , if an LLC or Partnership
12	<input type="checkbox"/>	S.208-Departmental Agreement with Another State Agency- Signed & Dated http://www.dcf.state.nj.us/businessoperations/contractadmin/Documents/2032008.pdf
13	<input type="checkbox"/>	Document showing Data Universal Numbering System (DUNS) Number [2006 Federal Accountability & Transparency Act (FFATA)] Website: http://www.dnb.com Helpline: 1-866-705-5711
14	<input type="checkbox"/>	System for Award Management (SAM) printout (or Renewal) showing " active " status (free of charge). Website: https://www.sam.gov/portal/public/SAM Helpline: 1-866-606-8220
15	<input type="checkbox"/>	Applicable Consulting Contracts , Affiliation Agreements/Memoranda of Understanding related to this RFP. If not applicable, include a written statement
16	<input type="checkbox"/>	Business Associate Agreement/HIPAA , with signature under Business Associate [Version: Rev. 9-2013] Form: http://www.nj.gov/dcf/providers/contracting/forms/HIPAA.doc
17	<input type="checkbox"/>	Professional Licenses related to job responsibilities for this RFP. If not applicable, include a written statement
18	<input type="checkbox"/>	Affirmative Action Certificate -or- Renewal Application [AA302] sent to Treasury Website: http://www.state.nj.us/treasury/purchase/forms.shtml Form: http://www.state.nj.us/treasury/purchase/forms/AA_%20Supplement.pdf

19	<input type="checkbox"/>	Disclosure of Investigations & Other Actions Involving Bidder Form (PDF) (signed and dated) Form: http://www.state.nj.us/treasury/purchase/forms/DisclosureofInvestigations.pdf
20	<input type="checkbox"/>	Disclosure of Investment Activities in Iran (PDF) (signed and dated) Form: http://www.state.nj.us/treasury/purchase/forms/DisclosureofInvestmentActivitiesinIran.pdf
21	<input type="checkbox"/>	For Profit: Two-Year Chapter 51/Executive Order 117 Vendor Certification -and- Disclosure of Political Contributions (signed and dated) [Version: Rev 4/17/15]. See instructions for applicability to your organization. Website: http://www.state.nj.us/treasury/purchase/forms.shtml If not applicable, include a written statement
22	<input type="checkbox"/>	Certification Regarding Debarment (signed and dated) Form: http://www.state.nj.us/dcf/providers/notices/Cert.Debarment.pdf
23	<input type="checkbox"/>	Statement of Assurances (signed and dated) – Use the RFP forms found directly under the Notices section: Website: www.nj.gov/dcf/providers/notices/ Form: http://www.nj.gov/dcf/providers/notices/Statement.of.Assurance.doc
24	<input type="checkbox"/>	Most recent Financial Audit or Financial Statement (certified by accountant or accounting firm) <u>Audit</u> : For agencies expending over \$100,000 in combined Federal/State Awards -or- <u>Financial Statement</u> : For agencies expending under \$100,000 Policy: http://www.nj.gov/dcf/documents/contract/manuals/CPIM_p7_audit.pdf

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

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

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

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

C. Requests for Information and Clarification-

Question and Answer:

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

Questions must be submitted in writing via email to: DCFASKRFP@dcf.state.nj.us.

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

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

Technical inquiries about forms and other documents may be requested anytime through DCFASKRFP@dcf.state.nj.us.

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

EXHIBIT A

MANDATORY EQUAL EMPLOYMENT OPPORTUNITY LANGUAGE

N.J.S.A. 10:5-31 et seq. (P.L. 1975, C. 127)

N.J.A.C. 17:27

GOODS, PROFESSIONAL SERVICE AND GENERAL SERVICE CONTRACTS

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

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

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

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

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

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

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

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

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

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

Letter of Federal Affirmative Action Plan Approval

Certificate of Employee Information Report

Employee Information Report Form AA302 (electronically available at www.state.nj.us/treasury/contract_compliance).

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

EXHIBIT B

TITLE 10. CIVIL RIGHTS CHAPTER 2. DISCRIMINATION IN EMPLOYMENT ON PUBLIC WORKS

N.J. Stat. § 10:2-1 (2012)

§ 10:2-1. Antidiscrimination provisions

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

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

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

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

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

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

EXHIBIT C

DCF Budget Worksheet

BUDGET CATEGORIES 12-Month Budget	TOTAL COSTS	DCF Funding request	Other Cash or In-Kind Funding Sources*	START-UP FUNDING REQUEST
A. Personnel - Salary (FTEs/hours/week)				
Fringe (% rate)				
B. Consultants & Professional Fees				
C. Materials & Supplies				
D. Facility Costs				
E. Specific Assistance to Clients				
F. Other				
G. Gen. & Adm. (G&A) Cost Allocation				
H. Total Operating Costs				
I. Equipment				
J. Total Cost				
K. Revenue (deduct)*	()	n/a	n/a	
L. Funding Request		n/a	n/a	
The budget request shall indicate the Agency's total proposed budget for delivery of the service(s) reduced by the other sources of funding (Line K). If applicable, indicate the sources of leveraged funding and the dollar amounts for each below:				
Other Sources of Funding for this Program: (Specify These)				
Other Funding Amounts:	0	0	0	