



REQUEST FOR PROPOSALS

FOR

Component 1 of the New Jersey Youth At-Risk of Homelessness Federal Project:

Connect to Family and Connect to Well-Being

Three pilot program awards in

Burlington, Mercer, and Union Counties.

Funding of \$240,000 Per Pilot County (Total of \$720,000 in funding).

CFDA # 93.670

Bidders Conference: 1/14/16 from 9:30am-11:00am

Place: DCF Professional Center

30 Van Dyke Avenue New Brunswick, NJ 08901

Bids are due: 2/17/16

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

Commissioner

Date 12/10/15

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Exhibit A

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Funding Agency

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

Special Notice: *Potential Bidders must attend a Mandatory Bidder's Conference on 1/14/16 from 9:30am to 11:00am at the DCF Professional Center at 30 Van Dyke Avenue, New Brunswick, NJ 08901. Questions will be accepted in advance of the Bidder's Conference by providing them via email to DCFASKRFP@dcf.state.nj.us.*

Section I – General Information

A. Purpose:

The New Jersey Department of Children and Families' (DCF), Office of Adolescent Services (OAS) announces the availability of \$720,000 annually in DCF funds (including \$150,000 in Federal funds CFDA #93.670) for the purpose of implementing Component 1 of New Jersey's Youth At-Risk of Homelessness (YARH) Federal Project, Connect to Family and Connect to Well-Being. This initiative will provide intensive permanency services and re-conceptualized life skills programming for 14 to 21 year old youth with current involvement in New Jersey's Child Welfare System, the Division of Child Protection and Permanency (DCP&P). There will be **three** programs awarded; one grant of \$240,000 in **EACH** of the YARH pilot counties: Burlington, Mercer, and Union Counties.

This request for proposals requires the development of radical permanency programming and group based life skills services. This program intends to promote permanency, social connections, education/employment success, well-being and self-sufficiency.

B. Background:

DCF is charged with serving and safeguarding the most vulnerable children and families in the State and our mission is to ensure the safety, well-being and success of New Jersey's children and families. Our vision statement is "To ensure a better today and even greater tomorrow for every individual we serve."

Youth At-Risk of Homelessness (YARH) is a federal initiative that provided Phase I funding (2013-2015) for New Jersey and 17 other jurisdictions to research and develop an intervention strategy for youth who are or have been involved in the child welfare system and are at a greater risk of becoming homeless or have experienced homelessness. New Jersey is now one of six grantees nationally to receive Phase II federal funding (2015-2018) to implement and evaluate a comprehensive intervention called Connecting YOUth. Connecting YOUth will pilot in Burlington, Mercer, and Union counties. This intervention package seeks to prevent and address homelessness and promote housing stability for youth with experience in the child welfare system. In addition, the intervention strategies aim to promote permanency/social connections, education/employment success, and well-being. In addition to federal dollars, New Jersey is re-conceptualizing services and committing significant state resources to this effort. DCF will continue its partnership with Child Trends, Corporation for Supportive Housing (CSH), and the Center for the Study of Social Policy (CSSP) on this initiative. The Connecting YOUth target populations are:

- Population 1: youth 14-17 in foster care,
- Population 2: youth 18-21 aging out of foster care
- Population 3: youth up to age 21 with experience in foster care who have since become homelessness.

Through this RFP, DCF plans to award 3 programs, one in each of the pilot counties (Burlington, Mercer, and Union). Each awarded program will be responsible for implementing the Connect to Family and Connect to Well-Being (Component 1A and 1B) Connecting YOUth intervention. Please note that Child Trends will evaluate the installation of these new program components. Once programs are implemented, the evaluation will include rapid cycle testing to provide information that may result in required adjustments to the program model. In addition, Child Trends will also assess readiness for a future outcome evaluation, including the testing of data collection procedures to ensure they yield valuable evaluation information. The future outcome evaluation would quantify program impacts on youth outcomes. DCF seeks to implement and evaluate new and effective intervention strategies that can serve as national program models to improve outcomes for youth with experience in foster care.

Connecting YOUth Component 1A: Connect to Family is a “radical permanence” initiative that takes into consideration evaluation findings and relevant recommendations from the NJ-DCF’s Phase I YARH (also called Connecting YOUth) federal planning grant as well as other DCF efforts underway to improve legal and relational permanency for youth.

By bringing a laser-like focus to the youngest youth in the Connecting YOUth cohort (Population 1), Connecting YOUth partners expect to reduce the number of older adolescents (Populations 2 & 3) still in or re-entering care, and thus better meet the needs of these older youth through supportive housing and other services (see RFP announcements for YARH Components 2 & 3).

Achieving permanency for youth is a national goal that has received a great deal of attention over the last several years. The Adoption and Safe Families Act was passed in 1997 to promote the safety and well-being of children involved in child welfare systems and to limit the length of time children remained in foster care without permanent families to care for them.

This Act has been highly successful in increasing the number of adoptions of younger children but has had much less impact on the permanency needs of older adolescents and young adults, many of whom have been considered “unadoptable.” While adoption is still considered the most legally secure permanency alternative for all children who cannot be reunified with their parents, a continuum of permanency options must be considered for older adolescents and young adults. The definition of permanency for older adolescents and young adults includes the emotional, physical, legal and cultural elements that are important to older children as they move towards adulthood. These elements include:

- A safe, stable and secure parenting relationship
- A permanent connection with at least one committed adult
- Unconditional love, commitment and lifelong support
- Youth-driven, actively and engaging young people in planning for their future
- Legal services when necessary
- Opportunities to maintain contact with individuals who have been meaningful in youth’s lives, including their biological family.

Connections are essential to everyone. The people, places, and things to whom youth are connected define who they are and are essential to their physical and emotional well-being and future identity. Every young person needs a family, and at a minimum at least one caring, committed adult to help them navigate through life. They need informal supports that are sustainable and are not attached to agency, provider, or service. Young people need someone to talk to, a place to spend holidays, a place to do their laundry and someone to just hang out with. Adolescents and young adults still needing permanence can also integrate significant people from their past. There are benefits to maintaining connections for all the parties

involved in the permanency process, for the adolescents and young adults, the birth family and other individuals identified as important connections.

Even as youth strive for greater independence and autonomy, they need continuous, nurturing, loving relationships with to grow and thrive. Simply put, families remain the best “strategy” for raising children at all stages of their development. Recent federal and state policies, as well as a variety of practice initiatives, reinforce that all youth should have families who are committed to them forever, unconditionally – no matter what. Achieving legal permanence takes on even greater urgency given the documented poor outcomes for youth who age out of foster care when compared to other youth not in care. Aging out without a permanent family increases the risk for negative outcomes such as dropping out of high school, early pregnancy and parenthood, criminal involvement, homelessness and lack of employment. This component, Connect to Family (1A) will be designed for youth in Population 1, with some exceptions for youth in Populations 2 and 3.

Connecting YOUth Component 1B: Connect to Well-Being is a skill-building intervention that seeks to redesign life skills in a flexible, youth-friendly, and comprehensive format that allows for the development and strengthening of protective factors and skills at the youth’s pace. This format will promote peer networking, identity development/formation, and sustainable community connections. This component, Connect to Well-Being (1B) will be designed for all youth served in the Connecting YOUth project (Populations 1, 2, and 3) within the three pilot counties including those enrolled in Connect to Family (1A).

Although the Foster Care Independence Act makes clearly articulates the need to provide ongoing independent living services to young people until age 21, there remains a lack of documented evidence of achieving positive outcomes for these services. This suggests that existing services may not be delivered an effective manner. Connect to Well-Being (1B) aims to re-conceptualize life skills programming and test a new service delivery model that provides resources and skills to youth on a variety of topics. This fresh service delivery model that will bolster protective factors as youth are concurrently developing and strengthening critical life skills through the relationships in their family based foster care setting and with other relationships. By reducing risks, building protective factors and increasing resources during this critical developmental stage, we can prevent future homelessness and the myriad of associated problems for the youth whom the public child welfare system has responsibility

C. Services to be Funded:

DCF will provide funds for radical permanency programming and life skills services (also known as Component 1). One grantee will be responsible for implementing Component 1 in each of the pilot counties: Burlington, Mercer, and Union (3 programs/awards total). The grantees for these programs shall provide and coordinate an array of services, including the entire service component as outlined above and listed below:

Screening and Eligibility for Services

The initial screening of youth for participation in the Connect to Family radical permanence intervention will function as what we call an: “**early warning system.**” From the YARH Phase I planning phase, DCF determined that child welfare service providers and partners who are working with vulnerable adolescents are in a position to identify and address potential future adult problems.

For those youth involved in the Connect to Family (Component 1A) intervention, Connect to Well-Being (Component 1B) activities will be offered approximately 3-6 months after permanence work has commenced -- so as not to overwhelm young people during the aggressive family finding and treatment stages of their case. Additionally, the initial and intensive permanency work will also set the stage for the youth to more naturally develop life skills through the relationships within the family based foster care setting and other identified and important relationships.

Early Warning System: In the three pilot counties—Burlington, Mercer and Union – all Population 1 youth will be identified by DCF staff. DCF will refer youth to the awarded provider’s Connect to Family and Connect to Well-Being (1A/1B). DCF will provide data for these youth on key risk factors such as number of placements, stability in care, placement with relative, usage of psychotropic medications, and involvement with Children’s System of Care (CSOC). These indicators were identified through Phase I data analysis and will be used to determine a youth’s risk level and eligibility for programming. Awarded program staff will be called “Success Coaches”. Success Coaches will work with the youth and caregiver in their placement and convene a permanency team in the Local Child Protection and Permanency (CP&P) Office. The screening process will be a collaborative effort between DCF, the awarded provider and their Success Coaches and other relevant. The pilot screening process will review all 14 year olds in foster care in that county, then will continue to review and screen older youth within Population 1, ages 15-17, until each Success Coach has a full caseload of approximately 15 youth at a given time. Population 2 will be served on a case by case basis.

Staff will screen in and prioritize youth who are at highest risk based on key indicators above and other factors such as sexual orientation/gender identity issues, expectant or parenting youth, criminal justice involvement, and victims of human trafficking.

Race & Cultural Equity

In addition to the risk factors listed above, the Phase I data analysis found that African American youth in care are at increased risk for future homelessness. Unfortunately, this type of racial inequality is not unusual in child welfare and other systems and stems from our nation's long history of discrimination and disinvestment in communities of color. We want to ensure that awarded providers and services recognize and attempt to redress racial inequities among the population to be served. To that end, the awarded programs will be required to outline how interventions will be culturally sensitive and responsive to African American youth, families and neighborhoods, as well as other underserved ethnic groups. Through technical assistance from the Connecting YOUth project team; staff from DCF, Local CP&P Offices, private providers and community partners will receive training and follow-up consultation on race, ethnicity and cultural humility.

To further address this challenge, in addition to training, the Connecting YOUth project's awareness and understanding of racial disproportionality will influence the staff hiring process, team formation and coaching structures.¹

Additionally, the Connecting YOUth project is also creating County-Based Implementation Committees in each pilot county that will also help identify local partners and providers (e.g., grassroots, faith-based and community organizations) that reflect and are effective in working with local racial and ethnic communities.

Protective Factors

Provider staff will also consider positive protective factors for the purpose of identifying priority youth to refer to services. Protective factors identified in the Phase I data analysis included youth that were ever placed with a relative, experienced fewer than three placements total, and experienced early stability (defined as "the last placement in the removal episode starting within 45 days of entry into foster care and lasting at least nine months or permanency being achieved before that last placement had lasted nine months).

¹ Using information from Miller, O and Esenstad, A. (2105). Strategies to Reduce Racially Disparate Outcomes in Child Welfare. Retrieved from <http://www.cssp.org/media-center/child-welfare-systems-are-innovating-ways-to-eradicate-racial-patterns-of-experience-by-families-of-color>.

Risk levels: DCF staff in collaboration with the awarded provider will tabulate scores for youth by adding one point for each risk factor and taking away a point for each protective factor. The radical permanence intervention component will focus on 14 year olds with **scores of 3 or above** so as to bring an “early” or prevention orientation to their work and accomplish legal and/or relational permanence well before the possibility of “aging out.” Given our analysis of the current foster care population the Success Coaches will also be able to work with the highest need 15-17 year olds e.g., those with 5+ risk factor scores.

Adoption Exception

This intervention will not be applicable to youth who have a case goal of adoption as NJ-DCF already has a comprehensive adoption process in place including a child specific adoption recruiter, rigorous “matching” and support to adoptive families. If within their permanency plan, a youth served through this pilot has adoption identified as the most successful route to legal permanency (as a result of these radical permanence efforts), then the youth will be transitioned to the adoption unit for case services.

Connect to Family (1A) Intervention:

The Connect to Family, radical permanence intervention addresses gaps in service and supports identified through the Connecting YOUth Phase I planning activities which included extensive consultation with stakeholders (including youth, staff, advocates, service providers, community organizations), as well as lessons learned from research on related permanency efforts across the country. Specifically, the intervention will be:

Mandatory -- This is not an optional, extra or open-ended expectation that could get lost or delayed in the midst of other day-to-day demands. This will be a “rolling” cohort with new youth added as they turn 14 so that by the end of the implementation phase most “at-risk” and “risky” Population 1 youth will have benefitted from this intervention.

Urgent and energetic -- The staff team assigned to this intervention will be those who enthusiastically “buy-in” and aggressively endorse this intervention. They will be selected because they embody a genuine love of working with adolescents and bring an intense determination to pursue every option to secure a legally permanent, safe family for these youth.

Trauma-informed activities and relationship-building –Youth will be engaged in trauma-informed, individual and group activities that help them understand and address the losses and pain they have experienced and teach skills so they are better prepared to establish and maintain healthy relationships with caring adults and peers.

Accountability – Monthly rapid review and improvement cycles will be used to track data on this cohort, assess progress, make mid-course corrections, troubleshoot problems and maintain momentum toward permanence.

Connect to Family Activities:

- 1. Convene radical permanence teams** led by the awarded program in each pilot county and coordinated with designated Local CP&P staff. The permanence teams will be comprised of the awarded program's staff and representatives from the Local CP&P Offices and Area Office. DCF Children's System of Care (CSOC) clinical liaisons and other staff will be available for consultation when needed.

This team will be responsible for screening cases of Population 1 (and eligible Population 2) youth in foster care within the pilot county and identifying at-risk and risky youth who will receive radical permanence services as well as other Connecting YOUTH intervention components. This same team will review data, monitor progress and identify any needed modifications or exceptions in policy, practice or partnership in order to achieve permanence. The team will be responsible for ensuring clear, consistent, ongoing communication with resource and biological families and other adults in the youth's lives, as well as with Local Office CP&P staff and relevant public, private and community agencies about expediting permanency plans.

These permanence team meetings will be held monthly. One month the meeting will focus on screening, data review and progress check, and will be held in-house with the above team members. Alternate (or additional if needed) monthly meetings will be used for a Family Team Meeting with the youth as the team lead with many of the same participants.

Both meetings address outcomes, next steps, strengths, needs and supports, however one meeting is systemic and the other is centered on and driven by a particular youth – demonstrating that Connecting YOUTH is about both change at the individual and at the systems levels. This alternating style would continue every other month, meeting needs of the Connecting YOUTH project, CP&P needs and most importantly the needs of the youth.

- 2. Conduct aggressive family finding** will be the first and top priority for the awarded program that will use the six-step family search and engagement process² as the basis for their work. The awarded

² As detailed in: Louisell, M. Six Steps to Find a Family: A Practice Guide to Family Search and Engagement. Retrieved from: <http://www.nrcpfc.org/downloads/SixSteps.pdf>

program will confer with youth to identify all caring adults in their life (now and from their past) and will also mine case files to find connections. In addition to typical interviews, phone calls and letters; social media will be used, home visits will be made, and contracts will be secured with private investigators to track down lost connections if needed. Family team meetings, already in practice at DCF, will be used as the platform to bring together individuals identified through the search process.

- 3. *Make realistic decisions and expedite legal permanence*** by addressing any and all obstacles to achieve permanency before the youth's 18th birthday. While legal permanence through reunification, legal guardianship or adoption is the priority and strong preference, at a minimum every youth in this cohort should have individual(s) who make an official commitment to maintain a permanent nurturing relationship. For example in cases where there are insurmountable obstacles to providing a permanent home, youth will receive radical permanence services until permanency is achieved or the team, in consultation with youth and relevant family members, recommend to make a rare exception to change a plan to independent living or other long-term specialized care (OLTSC). Any change in plan to independent living or OLTSC will need to be reviewed and approved by Assistant Commissioner of CP&P, Executive Director of the Office of Adolescent Services, Pilot County CP&P Area Director and Local Office Manager.
- 4. *Provide intensive support to families leading up to and post-permanence*** to increase success and improve outcomes. As important as family finding is, there must be a simultaneous strategy to assist families. Here and throughout this proposal, **family is broadly defined--** parents, relatives (grandparents, aunts, uncles, older siblings) and other caring adults (godparents, teachers, coaches, clergy) willing to make a commitment to youth. If we are asking parents, relatives and other caring adults to “step up” and take responsibility for youth – which is no easy task – then, as a public service system, we must be ready and able to provide those families with help to incorporate a young person into their home and manage any difficult behaviors and challenges that arise over time. These strategies identified are based on innovative efforts underway in New Jersey and incorporate ideas from exemplary programs consulted with during the YARH Phase I planning process. For example, Catawba County's Child Well Being Project (post permanence supports for families) and You Gotta Believe (adoption services for older youth) both participated in Connecting YOUTH's Charrette event

- an opportunity to learn about and apply lessons from other successful programs.

The awarded program will also help families access a range of services and interventions available in New Jersey such as:

- **Mobile Response Stabilization Services (MRSS)** – intensive, in-home crisis intervention services available 24/7;
- **Family Support Organizations** – family-run, county-based organizations that provide direct family-to-family peer support, education, advocacy and other services to family members of children with emotional and behavioral problems;
- **Family Success Centers** -- community-based, family-centered, neighborhood gathering places where any community resident can go for information, support and local services;
- **Post Adoption Counseling** – to assist and support adoptive and kinship families.

Further, the awarded agency will work with family members to achieve and sustain permanence by addressing their specific needs in each individual circumstance. For example, if families are facing their own housing problems, the awarded program will take advantage of local housing resources and expertise (e.g. eviction prevention, affordable housing options) identified through the County Based Implementation Committee

5. **Provide trauma informed treatment and relationship building activities** simultaneous to the family finding activities describe above, the awarded program will work with youth to help them fully understand their past -- for example to recognize and understand past rejections or disappointments with family members or other important people -- and to heal from grief and loss. Therapeutic work will help youth move out of what they describe as “survival mode” and begin to forge new, healthy relationships. This work will be tailored to the specific history and developmental needs of each youth but will draw from a menu of **therapeutic tools** including: creating Life Books, using Darla Henry’s 3-5-7 Model³ and implementing Sanctuary Model strategies to recognize and manage situations that can trigger traumatic reactions. As the permanency work proceeds, this trauma-informed work will focus on building or sustaining permanent relationships by helping youth learn and practice skills that include: initiating contact, communicating effectively, resolving conflicts, establishing healthy boundaries, asking for help, maintaining connections with siblings, understanding and navigating kinship care

³ This model is comprised of three tasks (clarify, integrate and actualize), five key questions related to identify, loss and relationships, and seven skills (engaging, listening, validating, creating, speaking, allowing and recognizing). For more information see: <http://darlahenry.org/3-5-7Model.html>.

family dynamics (where applicable) and enjoying time with family and friends.

Furthermore, the awarded agency will use the information in the DCF ***Transitional Plan for YOUTH Success (TPYS)*** to guide discussion and planning to identify ***wellness activities*** for and with youth that respond to their particular strengths and interests and promote protective factors (http://www.state.nj.us/dcf/policy_manuals/CPA-X-A-1-5.43_issuance.shtml). For example, youth might: join a running club; take yoga classes; participate in a spoken word poetry group; or learn to ride a horse. These types of activities support “normalcy” and give youth a chance to participate in positive, health promoting experiences and build their ‘social capital’ by connecting to new adults, peers and community resources. If there are costs for these kinds of activities they will be reviewed with CP&P staff to identify resources for payment.

Connect to Well-Being Intervention (1B):

This Skill-Building intervention will seek to redesign life skills in a flexible, youth-friendly, and comprehensive format that allows for protective factors and skills to be developed and strengthened at the youth’s pace. This format will promote peer networking, identity formation, and sustainable community connections. The services below would be for all youth in Populations 1, 2, and 3 within the three target counties including those enrolled in the Radical Permanence intervention.

Connect to Well-Being Activities:

1. **Redesign life skills training** by integrating it into ongoing work with youth. Rather than traditional life skills classes -- that require youth to attend a pre-scheduled, pre-set variety of classroom-based lessons -- youth will have options to participate in life skills workshops, activities and group events on a more flexible schedule over the course of a year or longer (at their pace) and that responds to needs and interests identified by youth in consultation with their workers, family members, mentors, and other caring supports. Some examples of workshop topics might include: financial literacy, resume building and professional networking, understanding your rights in foster care, and healthy sexuality and relationships (please also see “Component 1B Topics” attachment that outlines potential workshop topics for this programming that was designed by youth with experience in foster care). These workshops will be offered on a rolling basis (e.g., once a month) and youth can register online as they are ready.
2. **Promote positive group identity** by holding, hosting or joining youth focused, fun gatherings and events. These quarterly activities are not

intended to be meeting. These activities will be celebratory in nature and often done in conjunction with near peer mentors or professional mentors (see YARH Component 2) or county-based Youth Advisory Boards which already coordinate outings to educational and cultural sites, community service projects and recreational activities.

3. **Utilize educationally based incentives** that promote attendance to groups and activities. These incentives might include a deposit for a savings account to be released upon certain milestones, cell phones and/or cell phone minutes, scholarships, and other incentives that help develop skills, resiliency, and genuine buy-in from youth.
4. **To facilitate information sharing** and resources, staff in this program will use technology to share “just in time” information, create easy registration processes for workshops and events (preferably online), and make connections between youth and concrete supports.

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

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

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

D. Funding Information:

For the purpose of this initiative, the Department will make available \$720,000 annually in DCF funds (including \$150,000 in Federal funds CFDA #93.670). Each of the three pilot counties (Burlington, Mercer, and Union counties) will be awarded \$240,000 annually from April 1, 2016 through September 29, 2018. Funding is anticipated to be extended beyond this funding period however is contingent upon the availability of funding in future fiscal years.

Matching funds are not required.

Operational start-up costs are permitted. Applicants must provide a justification and detailed summary of all expenses that must be met in order to begin program operations. See Section II under Budget.

Funds awarded under this program may be used to expand existing funding.

Any expenses incurred prior to the effective date of the contract will not be reimbursed by DCF.

E. Applicant Eligibility Requirements:

Staffing, Structure, Qualifications, Training, Evaluation Activities

Staffing:

Component 1 will be awarded in each of the pilot counties; Burlington, Mercer, and Union (3 programs total). For each program there will be two full-time Success Coaches and one Youth Coach. Provider agencies will hire and support two skilled and experienced Master's level Social Workers (or similar profession with comparable experience) for the Success Coach positions. The Coaches should have social service training and experience, and an understanding of adolescent development and family dynamics as well as familiarity with trauma. The Youth Coach will be a BA level staff member who has some familiarity with child welfare systems and services and is effective at engaging and leading other young people in educational, recreational and community service activities.

Structure:

The Coaches will be responsible for working directly with youth, families, resource families/foster parents, other service providers, mental health professionals, and community organizations. They will ensure that the goal of permanence is achieved for a growing number of youth. The Youth Coach will lead efforts coordinating the well-being (life skills) activities and will be a liaison with Youth Advisory Boards and other advocacy efforts. The awarded program will be expected to work in close collaboration with the Connecting YOUTH team and its national partners: the Center for the Study of Social Policy, CSH and Child Trends. In addition, they will be asked to participate in the County Based Implementation Committee in their county.

Qualifications:

The awarded program will meet the following qualifications:

- Based in and deeply familiar with the youth services in the pilot county.
- Exhibits a commitment to the adolescent population identified for this initiative.
- Endorses the Youth Thrive framework (<http://www.cssp.org/reform/child-welfare/youth-thrive>) and commits to a philosophy of positive youth development in their program. Positive youth development requires that adults engage and work with adolescents and young adults, giving them a voice, involving them in the development of services and policies that will impact their life, and works from strength based approach.
- Demonstrates a track record of addressing the unique needs and strengths of adolescents and their families and achieving positive outcomes with youth.
- Ability to work closely with DCF partners, youth housing programs and other social service agencies to help find connections for and with adolescents and young adults in need of permanency. The type and scope of the “connection” or in some cases making a first time connection will be clearly identified and agreed upon by all parties involved.

Success Coaches will use the following assessment tools to identify goals, build on strengths and address challenges. These tools will be completed with youth over time (i.e., not in one sitting) but during the first weeks of the intervention. These tools include DCF’s Transitional Plan for YOUth Success (TPYS), Child and Adolescent Needs and Strengths (CANS), Casey Life Skills Assessment (CLSA), and the Youth Connections Scale.

Success Coaches will facilitate safe reconnection to birth family members, facilitate solid lifelong connections and will be responsible for the following activities:

- Meet with youth initially at a minimum of once a week, in-person and one-to-one, and may have additional contact with youth in groups. As the relationship builds, contact would be at a minimum of twice a month.
- Review background information with the youth including their family background and placement history.
- Meet with birth family members; prepare adolescents/ young adults and family members for future visits.

- Work with the youth in their current placement setting to understand family dynamics (especially in relative care homes).
- Identify and assess additional potential adults for permanent connections.
- Provide support to the identified connection(s) regarding their commitment to the adolescent or young adult.
- Conduct outreach to older youth that have been involved in care and can speak to the need of connections in the youth's life.
- Facilitate Permanency Teams to help expedite permanency for a youth.
- Prepare youth and their identified connection to be self-sustaining, by providing them with community resources that will support their relationship beyond/after DCF and agency involvement.
- Develop contingency plans and when necessary safety plans, that will include risk factors for the client and family. This plan should identify informal and formal resources that can be utilized during and beyond DCF and the agency involvement.
- Supervise the Youth Coach in coordination of the Connect to Well-Being component.

Youth Coach will be responsible for coordinating all activities under the Connect to Well-Being component:

- Work with DCF staff to identify and recruit youth.
- Organize and coordinate the group activities.
- Build on community resources and local partnerships to help enhance these activities.
- Outreach and engage youth in services
- Liaison with Youth Advisory Boards and other advocacy efforts.

Awarded agency will maintain accurate and complete records that will include:

- Program referral form which will include the following information
 - Identifying information.
 - CP&P contact information and case identification.
 - Documentation of the youth's interest in program.
 - Previous work in identifying connections.
- Permanency plan developed by the permanency team participants. Plans should include but not be limited to the following information

- Goals, agreements and/or expectations (both the participants and the programs).
- Therapeutic assessments regarding youth's preparedness for permanency work.
- Tools used to assess outcomes of Youth Permanency.
- Safety/Risk/Level of loneliness/ placement stability.
- Action steps.
- Contingency plans (Plan A Plan B etc.).
- Written documentation to track the plan and progress of the work with the adolescent and young adults, which would include signed Permanency Pacts and completed Well-Being activities.
- Documentation of a discharge form that includes goal achievement or barriers and what still needs to be done.
- Develop an Exit survey to be completed by the youth.

Training:

The awarded program will participate in the 3-day Youth Thrive training provided by DCF. Additional professional development opportunities (i.e., on the job coaching, case consultation and other skill building experiences) will be identified by DCF and as the project is implemented and the awarded program will be required to attend. In addition, the awarded program will also participate in training on undoing racism (or similar training) to address racial inequities and the implications for child welfare, as well as training on sexual orientation and gender identity issues.

Evaluation Activities:

DCF has received federal funds to implement, test, and evaluate the intervention strategies outlined in this RFP. Awarded programs are required to **fully participate in all evaluation activities** including but not limited to:

- 1) Support and comply with special data collection requirements;
- 2) Provide administrative data (e.g., on program participants and their participation or service receipt);
- 3) Facilitate and support on-site meetings and observations with and by DCF and project team staff and evaluators including interviews with program and partner agency managers/staff;
- 4) Facilitate and support interviews or meetings with program participants;
- 5) Facilitate and support case file reviews, among other activities. Grantees are responsible for ensuring that partnering organizations comply with this condition of award; and

6) Adjust program model and service delivery as determined by evaluation activities and rapid cycle testing of these intervention strategies.

7) Report into the National Youth in Database (NYTD) system through technical support and training by DCF.

Awarded programs will not be allowed to use funds to support independent evaluations.

Other Requirements:

1. Applicants must be for profit or not for profit corporations that are duly registered to conduct business within the State of 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, or any other New Jersey State agency or authority, the Applicant may not submit a proposal for this RFP. Responses shall not be reviewed and considered by DCF until all deficiencies listed in the corrective action plan have been eliminated to the satisfaction of DCF for a period of 6 months
4. Applicants may not be suspended, terminated or barred for deficiencies in performance of any award, and if applicable, all past issues must be resolved as demonstrated by written documentation.
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 120 days of contract execution. Further, where appropriate, applicants must execute sub-contracts with partnering entities within 30 days of contract execution. If the program is not fully operational within 60 days of contract execution then at the option of DCF the agreement may be terminated.
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:

12/10/15	Notice of Availability of Funds/RFP publication
1/12/16	Deadline for Email Questions sent to DCFASKRFP@dcf.state.nj.us
1/14/16	Mandatory Bidders Conference
2/17/16	Deadline for Receipt of Proposals by 12:00PM

All proposals must be received by 12:00 PM on or before 2/17/16. Proposals received after 12:00 PM on 2/17/16 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 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.

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)
7. MacBride Certification Form

The actual award of funds is contingent upon a successful Contract negotiation. If, during the negotiations, it is found that the selected

Applicant is incapable of providing the services or has misrepresented any material fact or its ability to manage the program, the notice of intent to award may be rescinded.

Section II – Application Instructions

A. Proposal Requirements and Review Criteria:

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

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

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

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

1) Applicant Organization (25 Points)

Describe the agency's history, mission and goals, and where appropriate, a record of accomplishments in working in collaboration with the Department of Children and Families and/or relevant projects with other State governmental entities. Describe the agency's ability to partner with other local supports, including but not limited to schools, faith-based organizations, businesses, and youth groups.

Describe the agency's background and experience in implementing the types of services described in the RFP including youth engagement, permanency, trauma-informed care, teaming, and securing informal supports for and with youth.

Provide an indication of the organization's demonstrated commitment to cultural competency and diversity. The provider shall identify and develop, as needed, accessible culturally responsive services and

supports. These shall include, but are not limited to, affiliations with informal or natural helping networks such as language services, neighborhood and civic associations, faith-based organizations, and recreational programs determined to be appropriate. Supervisors must be culturally competent and responsive, with training and experience necessary to manage complex cases in the community across child and youth serving systems. Explain how the provider is working toward a cultural competency plan that describes actions your agency will take to insure that policies, materials, environment, recruitment, hiring, promotion, training and Board membership reflect the community or the intended recipients of the services provided. The applicant will explain how cultural competency of the organization will be promoted and how resources and services will be provided in a way that is culturally sensitive and relevant.

Describe the agency's governance structure and its administrative, management and organizational capacity to enter into a third party direct State services contract with the Department of Children and Families. Note the existence (if any) of professional advisory boards that support the operations. If applicable, indicate the relationship of the staff to the governing body. Attach a current organizational chart.

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

2) Need Justification (10 Points)

During Phase I, the Connecting YOUth Planning Team was able to gather national and statewide data. Please provide documentation describing the local need for the proposed services, including:

- Statements that demonstrate an understanding of the problem and the needs of the target population;
- A summary of existing services, including identified gaps in the current provision and availability of those services; and
- Citations of relevant statistics and discussions of studies that reflect the prevalence of the problem and the unmet needs of the target population.

3) Program Approach

(35 Points)

Specify a program approach that includes an overview of the proposed services and their anticipated impact on the target population, including:

- A description of the services to be provided, including innovative ideas to achieve the specific goals and objectives of these services outlined in this RFP (for both Components 1A and 1B);
- A description of the activities or methods that program personnel will employ to engage youth in a developmentally and culturally informed way;
- A description of the activities or methods that program personnel will employ to engage youth that have been impacted by trauma, experienced difficult family dynamics, and/or have specific needs (identity issues, mental health histories, expectant/parenting, etc.);
- A description of any service coordination, collaborative efforts or processes that demonstrates the ability to partner with local community agencies and stakeholders to provide the proposed services (attach any affiliation agreements or Memoranda of Understanding);
- A 60 day sample schedule of well-being (life skills) activities and sample educational incentives program for attendance;
- Outline how the program will incorporate a framework that focuses on strengthening and developing protective factors (i.e. Strengthening Families and Youth Thrive Frameworks), emphasizing how the program will promote and foster resilience, social connections, and develop skills and competencies;
- Information on the accessibility of services, including the hours and days that services will be available, a description of transportation options available, and handicapped accessibility;
- A description of data to be recorded, the intended use of that data and the means of maintaining confidentiality of youth records; and
- Information on the level of service (LOS), including a definition of each unit of service and an indication of the level of service anticipated throughout the contract period.

Indicate the number, qualifications and skills of all staff, consultants, sub-grantees and/or volunteers who will perform the proposed service

activities. Attach, in the Appendices section of the application, an organizational chart for the proposed program operation; job descriptions that include all educational and experiential requirements; and resumes of any existing staff who will perform the proposed services.

Describe the management and supervision methods that will be utilized. Include a description of specific strategies to be employed that will assist staff to prevent and address vicarious trauma and compassion fatigue.

Provide a feasible timeline for implementing the proposed services. Attach a separate 60 day Program Implementation Schedule as part of the Appendix.

Describe how the proposed program will meet the needs of various and diverse cultures within the target community based on the Law Against Discrimination (N.J.S.A. 10:51 et seq.).

The New Jersey Department of Children and Families endorsed Prevent Child Abuse New Jersey's (PCA-NJ) Safe-Child Standards in August 2013 (The "Standards"). The Standards are a preventative tool for implementing policies and procedures for organizations working with youth and children and through their implementation, an organization can minimize the risks of the occurrence of child sexual abuse.

The Standards are available at:
<http://www.state.nj.us/dcf/SafeChildStandards.pdf>

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

4) Evaluation Activities (10 Points)

Describe the agency's commitment to continuous quality improvement and willingness to participate in the evaluation activities that include but are not limited to:

- 1) Support and comply with special data collection requirements;
- 2) Provide administrative data (e.g., on program participants and their participation or service receipt);
- 3) Facilitate and support on-site meetings and observations with and by DCF and project team staff and evaluators including interviews with program and partner agency managers/staff;
- 4) Facilitate and support interviews or meetings with program participants;

5) Facilitate and support case file reviews, among other activities. Grantees are responsible for ensuring that partnering organizations comply with this condition of award; and

6) Adjust program model and service delivery as determined by evaluation activities and rapid cycle testing of these intervention strategies.

Awarded programs will not be allowed to use funds to support independent evaluations.

5) Budget

(15 Points)

The Department will consider the cost efficiency of the proposed budget as it relates to the anticipated level of services (LOS). Therefore, applicants must clearly indicate how this funding will be used to meet the project goals and/or requirements. Provide a line item budget and narrative for the proposed project/program. The budget narrative must be part of the 20 page proposal. The Annex B Budget forms are to be attached as an Appendix.

The budget shall be reasonable and reflect the scope of responsibilities required to accomplish the goals of this project. The budget shall also reflect a 12 month operating schedule and must include, in separate columns, total funds needed for each line item, the funds requested in this grant, and funds secured from other sources. All costs associated with the completion of the project must be clearly delineated and the budget narrative must clearly articulate budget items, including a description of miscellaneous expenses or "other" items.

The completed budget proposal must also include a detailed summary of and justification for any one-time operational start-up costs in the narration section marked "Budget Narrative.". These costs should also be reflected on a separate schedule in the Annex B Budget form.

The grantee is expected to adhere to all applicable State cost principles.

Standard DCF Annex B (budget) forms are available at: <http://www.state.nj.us/dcf/providers/contracting/forms/> and a description of General and Administrative Costs are available at <http://www.state.nj.us/dcf/providers/notices/>

6) Completeness of the Application (5 Points)

The Department will also consider the completeness of the application and the clarity of statements within the proposal, including the availability and accuracy of all supporting documentation.

B. Supporting Documents:

Applicants must submit a complete proposal signed and dated by the Chief Executive Officer or equivalent and a CD ROM containing all the documents in PDF or Word format. There is a (20) 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. Proposal Cover Sheet*
2. Table of Contents-Please number and label with page numbers if possible in the order as stated in Part I & Part II Appendices
3. Proposal Narrative (in following order)
 - a. Applicant Organization
 - b. Needs Justification
 - c. Program Approach
 - d. Outcome Evaluation
 - e. Budget Narrative
 - f. Completeness

Part II: Appendices

1. A written plan for emergency/crisis situations and on-call staffing.
2. Descriptions of key personnel, resumes if available for key personnel (please do not provide home addresses or personal phone numbers)
3. Proposed organizational and staffing chart for program
4. Organizational chart for agency.
5. Proposed program implementation plan and schedule.
6. Safe-Child Standards Description of your agency's implementation of the standards (no more than 2 pages)
7. DCF Annex B Budget Forms*
8. Copy of agency's Conflict of Interest policy

9. Copies of any audits or reviews completed or in process by DCF or other State entities from 2013 to the present. If available, a corrective action plan should be provided and any other pertinent information that will explain or clarify the applicant's position
10. Letters of Commitment, MOUs, and Letters of Support (limit to 15 pages).
11. Dated List of Names, Titles, Address of Current Board of Directors
12. Signed DCF Standard Language Document
<http://www.nj.gov/dcf/documents/contract/forms/StandardLanguage.doc>
13. Documentation Demonstrating Compliance with Obtaining a DUNS Number. All applicants must have a Data Universal Numbering System (DUNS) number. To acquire a DUNS number, contact the dedicated toll-free DUNS number request line at 1-866-705-5711 or inquire on-line at: <http://www.dnb.com>
14. Renewal Printout from the System for Award Management (SAM) website (<https://www.sam.gov/portal/public/SAM/>)
15. Signed HIPAA Business Associate Agreement
(<http://www.nj.gov/dcf/providers/contracting/forms/HIPAA.doc>)
16. Copies of Applicable Licenses-Licenses are not required but if you have licensed individuals you may provide them or
17. Current Affirmative Action Certificate or Copy of Renewal Application Sent to Treasury
18. Certificate of Incorporation
19. New Jersey Business Registration Certificate with the Division of Revenue
20. Agency By-laws or Management Operating Agreement if an LLC
21. Tax Exempt Certification-IRS Determination Letter regarding applicant's charitable contribution or non-profit status, if a non-profit
22. Disclosure of Investigation and Other Actions Involving Bidder- Full Version** Signed and dated
23. Disclosure of Investment Activities in Iran** Signed and dated
24. MacBride Principles** Signed and dated
25. Statement of Bidder/Vendor Ownership Full Version** Signed and dated
26. Chapter 271** Signed and dated
27. Source Disclosure Certification** Signed and dated
28. Two-Year Chapter 51/Executive Order 117 Vendor Certification and Disclosure of Political Contributions (For-Profit only) **Signed and dated
29. Annual Report to the Secretary of State
(https://www1.state.nj.us/TYTR_COARS/JSP/page1.jsp)
30. Annual Report- Charitable Organizations (If applicable)
<http://www.njconsumeraffairs.gov/charity/charfrm.htm>
31. W-9 form (new agencies only) or
(<http://www.state.nj.us/treasury/omb/forms/pdf/W9.pdf>)

32. Certification regarding Debarment*
<http://www.state.nj.us/dcf/providers/notices/Cert.Debarment.pdf>
33. Statement of Assurances*
34. Form 990 for Non-Profits or Form 1120 intended for For-Profit entities.
LLC's shall provide an applicable tax form and may delete or redact any SSN or personal information
35. Copy of Most Recent Audit or financial statement certified by an accountant or accounting firm

* 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. Applicants may review these items via the Internet at www.nj.gov/dcf/providers/contracting/manuals

C. Requests for Information and Clarification

Applicants shall not contact the Department directly, in person, or by telephone, concerning this RFP. Applicants may request information and/or assistance from DCFASKRFP@dcf.state.nj.us until the Bidders Conference. Inquiries will not be accepted after the closing date of the Bidders Conference. Questions may be emailed in advance of the Bidders Conference to DCFASKRFP@dcf.state.nj.us.

DCF will provide eligible applicants additional and/or clarifying information about this initiative and application procedures at the technical assistance meeting indicated below. All prospective applicants must attend a Bidders Conference and participate in an onsite registration process in order to have their applications reviewed. Failure to attend the Bidders Conference will disqualify individuals, agencies, or organizations from the RFP process.

Inclement weather will not result in the cancellation of the Bidders Conference unless it is of a severity sufficient to cause the official closing or delayed opening of State offices on the above date.

In the event of the closure or delayed opening of State offices, the Bidders Conference will be cancelled and then held on an alternate date.

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

Questions may be submitted in writing in advance of the Bidders conference via email to: DCFASKRFP@dcf.state.nj.us.

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

Written questions must be directly tied to the RFP. Questions should be asked in consecutive order, from beginning to end, following the organization of the RFP. Each question should begin by referencing the RFP page number and section number to which it relates. Written inquiries will be answered and posted on the DCF website as a written addendum to the RFP.

All other types of inquiries will not be accepted. **Applicants may not contact the Department directly, in person, or by telephone, concerning this RFP.** . Inquiries will not be accepted after the closing date of the Question and Answer Period except that technical support through DCFASKRFP@dcf.state.nj.us regarding forms or technical issues can be made at any time.

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.*).