



## **REQUEST FOR PROPOSALS**

### **FOR**

### **Keeping Families Together**

**Programs in the following 7 Areas:**

**1) Bergen County; 2) Burlington County; 3) Hunterdon, Mercer, Somerset, and Warren Counties; 4) Monmouth County; 5) Ocean County; 6) Morris and Sussex Counties; and 7) Union County**

**Funding of up to \$5,493,250 and up to 215 KFT Rental Assistance Program Vouchers Available**

**Bidders Conference:** October 2, 2017

**Time:** 10:00 AM

**Place:** DCF Professional Center  
30 Van Dyke Avenue, New Brunswick, NJ 08901

**Bids are due:** November 15, 2017 at 12:00 PM

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

Commissioner

September 25, 2017

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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 Bidders Conference on October 2, 2017 at 10:00 AM at the DCF Professional Center, 30 Van Dyke Avenue, New Brunswick, NJ 08901. Questions will be accepted in advance of the Bidders Conference. They may be submitted via email to DCFASKRFP@dcf.state.nj.us on or before September 29, 2017 at 12PM. Technical inquiries about forms and other documents may be requested anytime.*

## **Section I – General Information**

### **A. Purpose:**

The Department of Children and Families' (DCF) Division of Child Protection and Permanency (CP&P) announces the availability of housing vouchers and funding to establish supportive housing programs for child welfare involved families who are confronting homelessness or inadequate housing, and other co-occurring needs such as substance use disorders in the following areas: 1) Bergen; 2) Burlington; 3) Hunterdon, Mercer, Somerset, and Warren; 4) Monmouth; 5) Ocean; 6) Morris and Sussex; and 7) Union.

Keeping Families Together (KFT) is an initiative designed to strengthen and keep together families who are experiencing homelessness/housing instability and are involved in the child welfare system. This program model is informed by a three-year KFT pilot funded by the Robert Wood Johnson Foundation and managed by the Corporation for Supportive Housing<sup>1</sup> (CSH), a national non-profit organization that helps communities develop supportive housing to prevent and end homelessness.

Seven funding awards will be granted for the purpose of developing and implementing KFT supportive housing programs to serve families in each of the identified areas. The grantees will blend subsidized housing with services for CP&P-involved families. This request for proposals requires the development of innovative supportive housing services including case management and other services based on family preservation principles with the goal of supporting family reunification and preventing family separation and homelessness, while also promoting recovery and positive

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<sup>1</sup> With permission from CSH, this RFP includes language, in whole or in part, from a number of CSH publications and reports related to Keeping Families Together and supportive housing.

family functioning and self-sufficiency. Evidence-informed and trauma-informed services must be integral components of the service model.

This RFP invites eligible providers to submit proposals for the purpose of awarding funds through an open, competitive process to non-profit providers and universities (state and private). Joint proposals may be submitted, but a lead agency must be identified; if selected, DCF’s contract will be with the lead agency. One award will be granted to serve families with open child welfare cases in each of the following areas:

Area	KFT Rental Assistant Program Vouchers Available	Funding Available
Bergen	Up to 20	Up to \$511,000
Burlington	Up to 25	Up to \$638,750
Hunterdon, Mercer, Somerset, and Warren	Up to 50	Up to \$1,277,500
Monmouth	Up to 35	Up to \$894,250
Ocean	Up to 40	Up to \$1,022,000
Morris and Sussex	Up to 25	Up to \$638,750
Union	Up to 20	Up to \$511,000

DCF will provide vouchers as well as funding to support the development and implementation of case management and supportive housing services and provide client assistance to furnish and lease up housing units for the targeted population. For each area, the number of vouchers available represents the minimum number of families grantees must serve at one time with the available funds. To be eligible, applicants must demonstrate partnerships with property owners willing to lease available units to the target population.

**B. Background:**

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

Among other challenges, a significant proportion of families involved in the child welfare system are affected by substance use disorders. In a report to Congress, the U.S. Department of Health and Human Services (DHHS)

stated that between one-third and two-thirds of children in the child welfare system were affected by substance use disorders. Other estimates range from 40% to 80%, although no established methods are available to measure this nationally. An even higher percentage of parental substance use disorders are reported in cases with children in out-of-home placement. In New Jersey, more than 20,000 child welfare-involved parents or caregivers were referred for a substance abuse evaluation in calendar year 2016.

Parental substance use disorders have devastating effects on child development. Children of substance abusing parents are more likely to experience sexual, physical, or emotional abuse and/or neglect than children in non-substance abusing households. Furthermore, a child's safety and risk for long term neglect is greater for younger children. Data also indicates that abused or neglected children from substance abusing families are more likely to be placed in foster care and are more likely to remain there longer than maltreated children from non-substance abusing families. For many of these families, a substance use disorder isn't the only challenge they're facing; many also struggle to secure safe, stable housing.

Chronic homelessness is strongly correlated with substance use disorders, and persons with addictions are over-represented among the chronically homeless population.<sup>2</sup> In 2017, an estimated 8,532 individuals were homeless on a given night in New Jersey, and over 21% of these individuals reported having a substance use disorder.<sup>3</sup> Substance use can be both a cause and consequence of homelessness, and a significant barrier to exiting homelessness. Research has documented the chronic difficulties of improving treatment outcomes when basic needs such as housing are not addressed.<sup>4</sup>

In addition to the impact of parental substance use disorders, family homelessness also has devastating effects on children, including high rates of family dissolution in the short-term. In the long-term, research shows that these challenges and poor outcomes tend to occur across generations. National research shows that, absent comprehensive interventions, these families often confront out-of-home placements for their children, family dissolution, ongoing substance use and mental health disorders, intergenerational poverty, and long-term homelessness.

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<sup>2</sup> CSH and National Council for Behavioral Health, *Substance Use and Housing National Leadership Forum Framing Paper*, October 6, 2014

<sup>3</sup> Monarch Housing Associates, *NJ Counts 2017: New Jersey's 2017 Point-In-Time Count of the Homeless*, January 24, 2017. <https://monarchhousing.org/wp-content/uploads/njcounts17/2017PITReportStatewide.pdf>

<sup>4</sup> Haracopos, A. et al. (2003). *On the rocks: A follow-up study of crack users in London*. Criminal Policy Research Unit, South Bank University.

In order to fully address the complex needs of families with recurring child welfare involvement, homelessness/housing instability, substance use disorders, and other co-occurring challenges such as mental illness, chronic medical conditions, and domestic violence, a longer-term comprehensive model (i.e. supportive housing) is needed. Supportive housing affords parents the ability to enhance their capacity to provide a safe and stable home for their children, and stable, affordable housing is also a crucial component of recovery for individuals with substance use disorders. Moreover, a growing body of research suggests that stabilizing individuals in supportive housing can reduce their use of expensive public crisis services such as emergency rooms, psychiatric hospitals, and jails.

KFT is a model of permanent supportive housing designed specifically for a subset of child welfare involved families who typically present with an array of co-occurring challenges including substance use disorders. To date, KFT has proven to be a promising practice in improving child well-being and decreasing child welfare involvement amongst the most vulnerable families. The goal of KFT is to improve outcomes for children by providing a secure place for families to live in an affordable, caring, supportive setting. Families are provided with the necessary support and guidance to manage their lives and improve well-being. Children benefit from supportive and stable communities, positive adult role models, and stronger family units.

The first KFT pilot was implemented in New York City from 2007-2010 and placed families with extensive histories of child welfare and homelessness into permanent supportive housing. The goal of the pilot was to determine whether supportive housing could prevent family separation, homelessness, and foster care placement among high-risk families. Families in the pilot received a number of supportive services, including a case manager to help them navigate the multiple services and systems in which they were involved. In addition, families participated in wellness self-management and parenting/family support groups. Keeping Families Together service providers also offered employment assistance, clinical assistance, and linkage to substance use disorder treatment.

KFT was evaluated by an independent research firm that measured indicators of family stability and child well-being. Almost all of the families in the pilot had either a past or current history of substance use. Half had a mental health diagnosis. All families had long and complex trauma histories. Despite their challenges, the KFT evaluation found that with supportive housing and dedicated case management, 90% of the pilot families remained in their homes, 61% of child welfare cases were closed in an average of 10 months after move-in, 100% of children returned to their families from foster care and remained with their families for at least 12 months or until the end of the pilot, abuse and neglect reports

decreased dramatically, and roughly 63% had no further involvement with the child welfare system.<sup>5</sup>

KFT's results offer evidence that supportive housing can be an effective alternative to recurring child welfare system involvement and foster care placements among unstably housed families with high service needs. These positive outcomes, amongst families with complex challenges, suggest that supportive housing is a promising way of preventing abuse and ending traumatic foster care placements for families experiencing extreme poverty, disabling conditions, and instability. Moreover, five sites across the country are participating in a five year federal demonstration project to support the development of and increase the evidence base for supportive housing models for child welfare-involved families.

More information on the New York KFT pilot and national child welfare supportive housing efforts can be found at: <http://www.csh.org/csh-solutions/serving-vulnerable-populations/families/>.

DCF currently has KFT programs in Atlantic, Camden, Cumberland, Essex, Gloucester, Hudson, Middlesex, Monmouth, and Passaic Counties. New Jersey's KFT program provides supportive housing and services for families who are facing homelessness or housing instability, whose children are at risk of out-of-home placement or are in out-of-home placement with a case goal of reunification, and who may be facing a number of other co-occurring challenges including but not limited to substance abuse, medical and/or mental health challenges, and domestic violence. This RFP seeks to expand DCF's KFT program to serve additional CP&P-involved families who are experiencing homelessness/housing instability and other co-occurring challenges, including substance use disorders in the following areas: 1) Bergen; 2) Burlington; 3) Hunterdon, Mercer, Somerset, and Warren; 4) Monmouth; 5) Ocean; 6) Morris and Sussex; and 7) Union.

## **C. Services to be Funded:**

### Housing Expectations

DCF will provide funds for case management and enhanced services, as well as tenant-based housing vouchers. Applicants must have access to or a plan to gain access to appropriate housing units.

Because of the emergent need for this service, applicants must demonstrate their experience and/or ability to secure appropriate housing and assist families with moving into housing quickly. Applicants must also

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<sup>5</sup> [http://www.csh.org/wp-content/uploads/2011/12/Report\\_KFTFindingsreport.pdf](http://www.csh.org/wp-content/uploads/2011/12/Report_KFTFindingsreport.pdf)

present a clear plan for engaging landlords and provide a letter(s) of interest from property owners and/or landlords, who have rental properties in the applicable area, to demonstrate their ability to identify and secure housing units for the target population.

These funds may not be used to supplement or supplant existing services attached to a supportive housing project unless the current supportive housing provider is able to demonstrate its ability to expand its capacity in order to serve the proposed number of families by receiving the award or by partnering with the grantee.

Successful respondents to this RFP will develop programs that reflect values and practices consistent with the Housing First model and that demonstrate a holistic approach to supporting individuals in their recovery and well-being.

Housing First principles include the following:

- Consumer-driven and client-centered – establishing fully collaborative partnerships with the housing consumer that encourage growth towards independence and recovery by both recognizing consumer strengths and resources and addressing jointly identified consumer needs and priorities.
- Flexible in response to individual service preferences – providing a mix of assistance, support services, and on-call crisis response in the family's home 24 hours a day and 7 days per week as needed, as well as coordinating the timing of in-home service delivery with the hours of operation of other service programs outside the home.
- Team-based – recruiting and retaining team members comprised of both strong peer role models and specialists experienced in providing motivational counseling, vocational rehabilitation, education, and housing counseling to persons with co-occurring challenges.
- Culturally Competent – agency staff will reflect the populations whom they will be serving and will provide services that are respectful of the culture, ethnicity, and language(s) of the families being served.
- Recovery-oriented – integrating services that encourage support and sustain client-driven recovery by developing the client's awareness of referral resources for any needed services.

Under the Housing First model, consumers do not have to be clean or sober or participate in programming in order to be housed. Though services are voluntary, the expectation is that case managers and provider staff will be successful at engaging clients and supporting their participation in recommended programs, and applicants shall outline what practices and strategies will be employed to engage and motivate clients.

**This section defines project requirements in the following core areas:**



- Targeted Identification of Families
- Housing Intervention
- Case Management and Supportive Services
- Impact, Evaluation and Quality Improvement

## **TARGETED IDENTIFICATION OF FAMILIES**

CP&P Local Offices in consultation with the grantee and DCF program lead(s) for KFT will identify families who are eligible for the KFT program. The target population for this program is a subset of high needs CP&P-involved families whose challenges with homelessness or housing instability have put their children at risk of out-of-home placement or have delayed reunification with children currently in out-of-home placement. Families appropriate for these KFT programs will also have other co-occurring needs such as a substance use disorder, medical and/or mental illness, or domestic violence.

The following indicators of need will be used to identify families eligible to participate in this KFT pilot program:

### Child Welfare Involvement

1. One or more children at risk of out of home placement;  
OR
2. One or more children in out of home placement with a case goal of reunification; and,
3. Family deemed ready for reunification (indicators used to deem readiness may include: frequent, regular and high quality parent-child visitation; completion and/or active participation in recommended services; safety issues resolved; etc.) with housing as the only remaining barrier to reunification.

### Homelessness and/or Housing Instability (must meet at least 1 of the following)

1. Family is sleeping on the street, in cars, or in other places not meant for human habitation
2. Family has been homeless three or more times in the last 2 years
3. Family is currently staying in a homeless shelter, transitional housing, or a residential treatment facility and will be homeless upon discharge
4. Family has moved two or more times in the last 12 months
5. Family is doubled up living with family/friends because they are unable to find suitable housing
6. Family is unstably housed and imminently losing housing within five to seven days (e.g., eviction, discharge from hospital/institution, living in condemned housing, etc.)

### High Service Needs

KFT is designed to serve families with multiple needs and risk factors compromising their capacity to parent and remain housed. In addition to meeting the criteria above, families must meet at least two of the following:

- Primary caregiver has current or recent documented substance use disorder
- Primary caregiver has mental health diagnosis/disorder
- Child has mental or behavioral health challenges
- Child has developmental, learning, or physical disability
- Primary caregiver and/or child has a chronic medical condition
- History of or ongoing domestic violence
- Age of youngest child is under 6
- Primary caregiver has history of involvement with the child welfare system as a child/youth or other trauma history

In consultation with the DCF KFT program lead(s), CP&P and the grantee will jointly conference identified families to determine which are eligible and appropriate for this program. The provider will then conduct individual enrollment meetings with each approved family to educate them on the program and housing vouchers.

## **HOUSING INTERVENTION**

Applicants must demonstrate their experience and/or ability to secure appropriate housing and assist families with moving into housing quickly and shall provide a concrete plan for securing housing for this program. Housing units must meet HUD Housing Quality Standards as set forth in 24 CFR 982.401 and must comply with Housing Choice Voucher rules as set forth in 24 CFR and the DCA Administrative Plan.

All affordable housing provided in conjunction with these services must meet the following requirements:

- Families have leases and rights and responsibilities of tenancy. Tenure in housing is not contingent upon families' participation in services.
- Gross tenant housing cost (rent plus estimated cost of tenant paid utilities) must be no greater than the Payment Standard indicated by the New Jersey Department of Community Affairs Housing Choice Voucher Program.
- The grantee will assist families in searching for and securing housing units.
- Housing units will be leased directly to the head of household and a copy of each lease must be maintained as part of their file. The lease must include the names of all members living in the household, including significant others.

- The design, construction, appearance, physical integrity, and maintenance of the housing units provide an environment that is attractive, safe, sustainable, functional, appropriate for the surrounding community, and conducive to tenants' stability and community integration. Housing units must pass an initial and annual HUD Housing Quality Standards inspection conducted by DCA staff.

DCF will make available tenant-based KFT Rental Assistance Program (RAP) vouchers for these KFT programs. The New Jersey Department of Community Affairs (DCA) will administer these housing vouchers.

- For families who receive a tenant-based KFT-RAP voucher, the voucher will be available for a maximum of five years<sup>6</sup> as long as the family is in compliance with the rules of the rental assistance program.
- All management and administration of the tenant-based KFT-RAP vouchers will be handled by local DCA field office(s).
- Once eligible families are identified, they will be required to submit an application to DCA for review and approval to ensure they meet income and program eligibility criteria. All income verification documents must be dated and current (not more than 60 days old). If approved for a housing voucher, DCA also verifies the birth certificate(s) and custody status of each of the occupant's children, and determines the appropriate rental unit size for the family at the time of application.
- Consumers will be required to contribute 30% of their adjusted gross income towards the rent. Income may include employment, public assistance or SSI/SSDI, pension, child support/alimony, workers' compensation and/or other public benefits such as unemployment or temporary disability.
- The household is required to pay their required rent contribution directly to the landlord on a monthly basis.
- Likewise, DCA will provide the appropriate housing assistance payment for each family directly to the landlord on a monthly basis.

Following enrollment in the KFT program, the grantee will work with families to identify their housing goals and preferences and support them in searching for and selecting a housing unit that meets their needs, including safety and security as well as proximity to schools, services, transportation, opportunities for employment, shopping, recreation, etc. Tenant-based housing vouchers allow for consumer choice, and families should be given an opportunity to view and choose among multiple housing units and locations.

Once the family selects a housing unit, the provider will assist families in completing all housing-related applications, which may include income verification, criminal background and/or credit checks, and the provision of

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<sup>6</sup> Funding is subject to approval of the Appropriations Act.

any other documentation as required. KFT staff shall attend all housing-related meetings with families.

Applicants are expected to develop relationships with property owners/landlords who are willing to approve tenants who have poor or no credit history, prior evictions, and/or criminal backgrounds. Outreach to property owners/landlords shall be completed prior to visiting the leasing office with a family.

Additional housing case management responsibilities will include:

- Assistance with lease signing
- Move-in logistics
- Utility start-up
- Attainment of furnishings through purchase and donation
- Ongoing housing stability support to increase the families' ability to maintain their household and finances and uphold the terms of the lease

Examples of ongoing housing support services include life skills and financial literacy training, understanding of tenant rights and responsibilities, prevention of lease violations, active communication and mediation of conflicts with landlords, etc.

Once families are housed, the grantee will ensure that families maintain stability and maximize tenure in their living arrangement. Because the target population includes families facing a number of challenges, they may experience crises and setbacks during their housing tenure. The grantee must have the capacity to appropriately realign services and supports to ensure the clients' ongoing permanency in their housing.

For those families with no income, KFT staff will assist the consumer in obtaining employment and/or benefits for which they are eligible. KFT staff shall have capacity to engage families in employment and career planning/goals.

Applicants must allocate funding for specific assistance to clients, as listed for each area in the chart on page 10 under Funding Information. The total amount allocated towards specific assistance for clients for each area is based on the following "per family" formula, multiplied by the number of vouchers available: \$3,000 for furnishings, \$300 for utility start-up costs, and a security deposit (typically equal to one or one and a half months' rent, estimated value of \$2,250).

## **CASE MANAGEMENT AND SUPPORTIVE SERVICES**

The grantee shall provide holistic planning and support services, and incorporate evidence-informed, trauma-informed treatment and programming as appropriate to support the families' needs. In addition to services focused on helping tenants maximize housing stability, services in supportive housing help tenants connect to, navigate, and coordinate needed health and social services as well as substance use disorder treatment and recovery supports.

The grantee will work with each family to identify and define their service goals and needs and then assist with obtaining and coordinating services. Services will aim at achieving greater family functioning, child well-being, community integration, work readiness and employment, peer support, physical/mental health, recovery, socialization, access to concrete supports and public benefits/entitlements, and skills and opportunities that foster increased self-sufficiency and personal responsibility for one's life. The grantee shall be well-versed in community based services for families and ensure that families have access to those services and are actively engaged in their treatment and improving the health and well-being of their families.

Opportunities to connect to other families both in the program and in the community shall be provided on an ongoing basis.

The program shall also ensure that program staff, services, and supports are readily available and accessible to families and shall include a plan for emergency/crisis situations and on-call staffing.

### Staffing

The primary role of KFT staff is to:

- Establish a trusting relationship with families to promote child well-being and family stability, while improving the capacity of caregivers to provide a safe and permanent home for their children.
- Work with the family to develop an integrated case plan that includes housing needs as well as other services needed by the family.
- Ensure housing retention and improve housing stability among families as a platform for ongoing engagement and family stability.
- Work with families to devise and implement a comprehensive, family-based service plan that focuses on child safety, positive family functioning and wellness.
- Build a network of support within the program and among tenants that focuses on trust, well-being and social/community integration.
- Advocate on behalf of parents and children to ensure they understand the requirements of the social services in which they are engaged and facilitate access to public benefits available to them.

- Act as a liaison between parent and service provider(s) when necessary while building the capacity of the caregiver and child to communicate effectively and advocate for themselves.
- Motivate clients to seek licensed substance use disorder treatment and/or participate in recovery supports, as appropriate.

A key factor in the success of this project is the development of a KFT staffing team to support families placed into housing. Ensuring the safety, stability, and well-being of vulnerable children and families is complicated, requiring a wide range of information and practice knowledge. One worker practicing alone with an individual caseload cannot know and do everything that needs to be done. Thus it is suggested that applicants develop and utilize interdisciplinary teams to work with families. The team is a source for information, understanding, consultation, joint practice, and accountability. Each member of the team should bring a variety of skills, life experiences, and perspectives.

Staffing needs to be reflective of the individuals to be served in the proposed program and must include both clinical and case management staff to provide the services outlined above. Specifically, the proposal must identify that staff have the credentials and/or competencies to serve individuals who may be facing a range of co-occurring challenges including but not limited to substance use disorders, mental health, and domestic violence and who are able to effectively engage families with histories of trauma. Peer supports or peer-based services may also be built into the team.

Because these KFT programs will specifically target families who are experiencing substance use disorders, staff is expected to assist tenants in anticipating, preventing, and managing the negative consequences of substance use or relapse. Supportive services staff shall also work to reduce the harm caused by tenant's substance abuse, including actively working to prevent evictions and planning for child safety.

KFT staff must be viewed by families as a source of support and assistance for routine services and in moments of crisis. Program staff must encourage open communication and cultivate trusting relationships with families. Every interaction with families shall be seen as an opportunity to engage families and strengthen the alliance with them. Program staff must have training and competence around non-judgmental communication and engagement skills that can help cultivate strong alliances and relationships with families. Services shall not be offered in a coercive manner or through mandates.

KFT staff must adopt a "whatever it takes" approach to be seen as a true source of support for the families. Program staff must be prepared to work

beyond the purview of an ordinary 9-5 work day, providing a wide range of assistance and “troubleshooting” around issues not typically viewed as part of the social services system.

### Multisystem Collaboration and Service Coordination

The needs of vulnerable families cannot be met by one public service system. Successful applicants shall take into account the holistic needs of families and collaborate with multiple services, professionals, and systems to knit together services that are flexible and responsive. Providers with established partnerships and experience working collaboratively to serve families will be well-positioned to take on the KFT approach.

KFT and CP&P staff shall work collaboratively and communicate regularly to ensure the safety, permanency, and well-being of the child(ren) and the overall success of families enrolled in KFT. While it is anticipated that a family’s case will not close immediately upon enrollment into the KFT program, the CP&P case does not need to remain open for families to continue their participation in KFT. The grantee must ensure that families and individuals in the program continue treatment and aftercare, as recommended by the system partners, that would help lead to self-sufficiency and independence.

The grantee shall demonstrate partnerships and/or develop collaborative relationships with local service systems and provider networks to effectively advocate for and access much needed community resources and supports for these families such as substance use disorder treatment and recovery supports. The successful applicant will demonstrate experience and success in routine consultation and interaction with other agencies, shared outcomes, and processes for communication and information sharing. Applicants shall propose a plan that includes collaboration with critical service providers.

The grantee shall conduct and participate in ongoing case conferences with CP&P and other community providers to ensure coordinated planning for the family and an integration of services and resources.

Lastly, the grantee shall work collaboratively and communicate regularly with housing-related stakeholders such as property owners/landlords, DCF, and DCA to discuss roles, coordinate efforts, and address any current issues to ensure families maintain stability and maximize tenure in their living arrangement.

### **IMPACT, EVALUATION AND QUALITY IMPROVEMENT**

Although evidence exists to demonstrate the effectiveness of this model, DCF is interested in understanding the quality and impact of the KFT program in New Jersey. DCF is also interested in engaging in program development cycles and working with grantees to document their specific program models (e.g., resources, activities, etc.).

The purpose of the KFT program evaluation is to conduct a combined implementation and outcome study to provide information about implementation across sites and to determine factors that support and/or deter the program from achieving its set goals. As part of the data collection process, grantees will be responsible for completing baseline family surveys, participating in the development of a logic model with DCF, and submitting quarterly program reports using a DCF template. A state level logic model for KFT is attached (see Exhibit C) and outlines the intermediate and long term outcomes that DCF is interested in measuring.

DCF practices continuous quality improvement (CQI) to identify and analyze strengths and areas needing improvement and is committed to the process of ongoing evaluation as a vehicle to learn and develop solutions to improve the quality of services. The successful applicant must agree to participate in all technical assistance, teaming, and evaluation-related activities for the program and collaborate with DCF and any additional third-party evaluators and/or consultants. Therefore, grantees must:

- Have capacity to measure and report on outcome indicators identified by DCF and any other outcomes proposed in their application;
- Develop and maintain clear and organized systems of data collection to seamlessly distribute reports to DCF;
- Agree to participate on implementation teams with DCF and existing and/or future KFT grantees to support model development; and,
- Meet with DCF staff and/or external evaluators/consultants at regular intervals to ensure implementation, evaluation and data reporting requirements are met. It is anticipated that there will be monthly individual and group calls with KFT program managers and at least 4 annual grantee meetings held in person, by phone, or through webinar. At least two staff from each grantee shall participate in these grantee meetings.

#### Other 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:**

For the purpose of this initiative, the Department will make available up to the following vouchers and annual funding amounts:

Area	Vouchers Available	Funding Available		
		Operational Costs	Specific Assistance to Client	TOTAL Funding
Bergen	20	\$400,000	\$111,000	\$511,000
Burlington	25	\$500,000	\$138,750	\$638,750
Hunterdon, Mercer, Somerset, and Warren	50	\$1,000,000	\$277,500	\$1,277,500
Monmouth	35	\$700,000	\$194,250	\$894,250
Ocean	40	\$800,000	\$222,000	\$1,022,000
Morris and Sussex	25	\$500,000	\$138,750	\$638,750
Union	20	\$400,000	\$111,000	\$511,000

Annual operational funding will be available to support the development and implementation of case management and supportive housing services for the target population. These funds may be used for costs such as personnel, fringe, consultant/professional fees, general and administrative costs (G&A), transportation, and other than personnel costs.

The Department will also make available funding for specific client assistance to assist each family with furnishing and leasing units. The following “client assistance” line items are to be calculated as one-time costs for each family using the following “per family” formula multiplied by the number of vouchers available: \$3,000 for furnishings; \$300 for utility

start-up costs; and a security deposit, which is typically equal to one or one and a half months' rent (should be based on identified rental rates and/or an amount as specified by the property owner). Include all other client assistance allocations as separate line items and include a detailed description in the budget narrative.

Applicants are to submit a detailed spending plan which demonstrates how the applicant will budget the available dollars, in accordance with the RFP requirements, to serve the proposed minimum of unduplicated families based on the number of vouchers available.

The housing vouchers dedicated to this project are solely for rent; they do not cover utilities outside of the rental rate and funds shall not be allocated to pay for consumer utilities outside of the rental rate, apart from the \$300 that the provider may use to assist a client with establishing utility accounts in his or her name.

Funding is subject to approval of the Appropriations Act, and continuation funding is contingent upon the availability of funds in future fiscal years and the grantee's performance under the provisions of this RFP and the resulting Contract. However, it is anticipated that the funding available for specific client assistance will adjust from year to year based on program need.

Seven proposals will be funded under this program.

Matching funds are not required.

Additional start-up funds are not available. However, reasonable operational start-up costs (one-time) are permitted, and all start-up costs (one-time) must be funded with anticipated contract accruals. Applicants must provide a justification and detailed summary of anticipated start-up costs in order to begin program operations, including the budget line item(s) from which accruals are anticipated.

Funds awarded under this program may not be used to supplant or duplicate existing funding.

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

## **E. Applicant Eligibility Requirements:**

1. Applicants must provide at least one letter of commitment from a property owners and/or landlord indicating their intent to lease available units to KFT families.
2. Applicants must have the ability to achieve full operational census within 60 days of contract execution.
3. Applicants must be universities (State or private) or not-for-profit corporations that are duly registered to conduct business within the State of New Jersey.
4. Applicants must be in good standing with all State and Federal agencies with which they have an existing grant or contractual relationship.
5. 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.
6. 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.
7. Applicants that are presently under contract with DCF must be in compliance with the terms and conditions of their contract.
8. Where required, all applicants must hold current State licenses.
9. Applicants that are not governmental entities must have a governing body that provides oversight as is legally required.
10. Applicants must have the capability to uphold all administrative and operating standards as outlined in this document.
11. 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](http://www.dnb.com)
12. 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:**

<b>September 25, 2017</b>	<b>Notice of Availability of Funds/RFP publication</b>
<b>September 29, 2017 by 12:00 PM</b>	<b>Deadline for Email Questions sent to <a href="mailto:DCFASKRFP@dcf.state.nj.us">DCFASKRFP@dcf.state.nj.us</a></b>

<b>October 2, 2017</b>	<b>Mandatory Bidders Conference 10:00AM Professional Center</b>
<b>November 15, 2017</b>	<b>Deadline for Receipt of Proposals by 12:00PM</b>

Proposals received after 12:00 PM on November 15, 2017 at 12:00 PM 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/](http://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 4<sup>th</sup> 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](mailto: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](http://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)

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 should 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 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. 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, folders, or staples.

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

**1) Applicant Organization (10 Points)**

Please provide a description of each of the following:

- The agency's history, mission and goals.
- Current programs managed by the agency and the funding sources. Discuss the agency's experience in providing specific evidence-supported and/or trauma-informed practices.
- 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.
- The agency's experience working with complex and highly vulnerable child welfare involved families, including those who may be experiencing co-occurring challenges such as substance use disorders, mental illness, and domestic violence. Discuss the strategies you have used to engage and work with these families.
- The agency's experience working with the Division of Child Protection and Permanency (CP&P). Discuss prior or current experiences where you've partnered or participated in case conferences/Family Team Meetings with CP&P.

- The agency's background and experience in implementing supportive housing services. Discuss existing or previous partnerships with housing providers/landlords and other housing-related stakeholders. Describe any outcomes you are monitoring and if available, provide recent outcome/evaluation data for your supportive housing and/or related programming as an appendix.
- The agency's existing relationships and partnerships within the community including service providers, public service systems, local businesses, etc.
- 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 organization's demonstrated commitment to cultural competency and diversity. 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 you provide and promote the cultural competency of the organization and that resources and services will be provided in a way that is culturally sensitive and relevant.

**2) Demonstration of Ability to Be Operational (20 Points)**

Applicants must have access to or a plan to gain access to appropriate housing units, in order to support families in searching for and selecting housing within the applicable area.

Applicants must demonstrate their experience and/or ability to secure appropriate housing and assist families with moving into housing quickly. More specifically, applicants shall describe, if available, their previous experience with assisting families to locate and move into housing including:

- The number of families they have helped to locate permanent housing in the past 3 years;
- How many of those families are still housed;
- Where the housing was located;
- What their average time from first contact to lease-up was; and,

- How many families with poor credit, previous evictions, and criminal histories were successfully housed.

Applicants must also submit a letter(s) of interest from property owners and/or landlords, who have rental properties in the applicable area, to demonstrate their ability to identify and secure housing units for the target population. The letter(s) should be included in the appendix. In addition to this letter(s), describe your strategies for recruiting property owners/landlords for this project that are willing to accept tenant-based KFT-RAP vouchers and lease available units to the target population described in Section C, including families with poor credit, prior evictions, and criminal histories. Discuss any outreach or marketing materials that will be used. Discuss how you will maintain ongoing positive relationships with partnering property owners/landlords once families are housed.

Applicants must provide a reasonable and detailed timeline for implementing the proposed project. Attach a Program Implementation Schedule as an appendix. The Program Implementation Schedule must detail how and when the proposed work will be accomplished as well as the responsible parties. It shall include the process and timeframe for establishing a KFT staffing team (i.e., recruiting, hiring, training, etc.), for enrolling and placing families into housing, for housing and services to become operational, etc. Include a description of factors that could delay or be a barrier to implementation as well as how these factors would be managed.

### **3) Program Design Approach**

**(40 Points)**

Applicants should design program services that aim at achieving housing stability, greater family functioning, child well-being, community integration, work readiness and employment, peer support, physical/mental health, recovery, socialization, access to concrete supports and public benefits/entitlements, and skills and opportunities that foster increased self-sufficiency and personal responsibility for one's life.

In this section, outline and describe services/activities that will be provided, including:

#### Housing and Clinical Case Management and Supportive Services:

- The enrollment and ongoing intake process and how it will be used to create an individualized plan, including housing needs and supportive services, for participating families.
  - Describe how your intake process will utilize a Housing First approach (i.e., initial focus on housing)

- Describe how you will work with families to identify their housing goals and preferences and support them in searching for and selecting a housing unit that meets their needs, including safety and security and proximity to schools, services, transportation, opportunities for employment, shopping, recreation, etc. Discuss how you will assist families in identifying potential units and support consumer choice for families. Identify which staff will be responsible for this work and attending housing-related meetings with families.
  - Describe how you'll create an ongoing individualized service plan for families, how often the plan will be reviewed and updated, and how clients will be included in this process.
  - Describe and attach any intake, assessment, or data collection tools that will be used in the appendices. Discuss when they will be completed. PLEASE NOTE: DCF reserves the right to determine the standard screening and/or assessment tool that will be utilized in pilot counties. Describe your agency's flexibility and willingness to use a tool that was not proposed in your application.
- Housing case management and ongoing housing support services.
  - Clinical services, including in-home therapeutic services.
  - Treatment and/or recovery supports for substance use disorders.
  - Any specific evidence-based, evidence-supported and/or trauma-informed programs, practices, and/or curriculums that will be incorporated into the proposed program or available through targeted community referral.
    - Applicants shall cite how the program or intervention is ranked on a reputable clearing house of evidence-supported programs such as the California Evidence Based Clearinghouse or National Registry of Evidence-Based Programs and Practices.
    - Discuss how appropriateness or eligibility determinations will be made when referring individuals or families to these services.
    - If an individual or family is referred for multiple interventions, describe how the services and specific, measurable goals will be integrated to ensure they are not working at cross purposes.

- The accessibility of services, including the hours and days that on-site and other services will be available on a regular basis, and the geographic location(s) where services will be provided. Proposals shall include at least some evening and weekend availability. As an appendix, provide staffing patterns including a proposed staffing schedule. Indicate how the organization will be responsive and available on-site 24/7 as needed. Briefly discuss your plan for responding to client emergencies/crises, and attach a written plan for emergency/crisis situations and on-call staffing as part of the Appendices.
- Transportation options available to clients. If the unit does not provide easy access to public transportation, please describe your plan to assist families in accessing community resources.
- Measures or activities that will be taken to ensure that services will be provided in a culturally competent and sensitive manner.

Peer-Based Support/Groups:

Describe the proposed peer-based supports and opportunities to connect to other participants in the program and/or community. If groups are proposed, please describe the types and frequency of groups that will be offered as well as the locations where they may be held.

Systems Collaboration:

Provide a description of all service coordination, collaborative efforts or processes that will be used to provide the proposed services:

- Describe how you will communicate and work collaboratively with CP&P initially during the family identification process and ongoing once families are enrolled in the program.
- Describe your plan to develop and maintain effective relationships with housing providers (property owners/landlords/etc.) and other housing-related stakeholders (e.g., DCF, DCA).
- Describe any existing partnerships you have that can be leveraged to expand the services available to enrolled families. For services provided by other agencies, discuss your existing relationship, the role of the partner in this program, the available services, locations, hours, and transportation available for these services. Such partners may include but are not limited to community social service agencies, family support programs, TANF, employment or subsidized employment agencies, developmental disability

agencies, health care entities, NJ licensed substance use disorder treatment facilities and licensed mental health programs, domestic violence prevention entities, and schools.

- Attach any applicable consulting contracts, affiliation agreements, memoranda of understanding, etc. in the appendices.

### Staffing:

Describe your staffing model and the responsibilities assigned to each position, as well as the following:

- Indicate the number, qualifications and skills of all staff, consultants, sub-grantees and/or volunteers who will perform the proposed service activities.
- Discuss the process for recruiting, hiring, and training new staff. This program targets high needs families who require a hands-on comprehensive approach. Describe how you will hire staff best suited for these roles and prepare them to work with the target population.
- Describe your agency's ongoing staff development and training policy/plan. Describe any specific training(s) that will be provided for staff involved in this initiative.
- Describe the management and supervision methods that will be utilized and the frequency of staff supervision.
- Services shall be provided on a voluntary basis. Describe how your proposed staff will engage and establish a trusting relationship with families to encourage their participation in recommended services. Outline specific engagement techniques and strategies to be used.
- Describe how your organization and proposed staff will adopt and utilize a "whatever it takes" approach to support KFT participants.
- Describe the average ongoing contact that you anticipate each KFT staff member will have with the families including frequency and modality (e.g., in person, telephonic, etc.). Describe how you will determine the ongoing frequency of contact based on each family's level of need.
- In the appendices, attach an organizational chart for the proposed program operation and job descriptions that include all educational

and experiential requirements, salary ranges, and resumes of any existing staff who will perform the proposed services.

Other:

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, Reporting, and Quality Improvement (15 Points)**

DCF seeks to understand the applicant's willingness, existing capacity and experience with data collection, reporting, evaluation, and quality improvement practices.

Willingness to Participate:

Attach an attestation statement (no more than one page) in the appendices stating the agency's commitment to collaborate with DCF and any additional third-party evaluators and/or consultants and willingness to participate in technical assistance, teaming, and evaluation activities that may include but are not limited to:

- Measuring and reporting on outcome indicators identified by DCF and any other outcomes proposed in the agency's application;
- Developing and maintaining clear and organized systems of data collection to seamlessly distribute reports to DCF;
- Participating on implementation teams with DCF and existing and/or future KFT grantees to support model development; and,
- Meeting with DCF staff and/or external evaluators/consultants at regular intervals to ensure implementation, evaluation and data reporting requirements are met. At least two KFT program staff

from each agency shall participate in these meetings, calls, webinars and/or site visits. Annually, it is anticipated there will be:

- Monthly individual and group calls with KFT program managers;
- Four (4) quarterly KFT grantee meetings, half to full day, convened in person, by phone, and/or through webinar; and
- Additional program design and/or evaluation calls and/or site visits as indicated.

#### Data Collection and Reporting Capacity:

Describe how the organization collects, maintains, and uses data. Include responses to the following questions in the narrative:

- Does the agency have a database system?
- If there is no existing database, how do you track data (i.e. excel spreadsheets)?
- Who is responsible for collecting data?
- Who is responsible for data input?
- Who analyzes and reports the data?
- How is the data used once analyzed?

Describe what outcomes you are monitoring and how you are currently measuring them for relevant programming (i.e., supportive housing programs, programs serving child welfare involved families, etc.). Please provide recent outcome data and information within the narrative or in the appendices.

#### Evaluation:

Briefly describe and attach in the appendices any assessment, evaluation, or data collection tools that will be used including those used to gather information on families and whether they are making progress towards their goals. Discuss the frequency with which the tool(s) will be completed and identify the staff member(s) responsible for administering or completing the tool.

Provide a brief description of client data to be recorded, the intended use of that data and the means of maintaining confidentiality of client records.

#### Quality Improvement:

Describe the agency's quality assurance and performance improvement processes, and discuss how individuals served will have a meaningful role.



## 5) Budget Narrative (15 Points)

Applicants must clearly indicate how this funding will be used to meet the project goals and/or requirements. Provide a line item budget and a detailed narrative for the proposed project/program. The budget narrative must be included in the 25 page proposal.

The budget shall be reasonable and reflect the scope of responsibilities required to accomplish the goals of this project. The budget must 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. Reasonable operational start-up costs (one-time) are permitted, and all start-up costs (one-time) must be funded with anticipated accruals. These costs must be reflected on a separate schedule but cannot exceed the funding amount listed in this RFP.

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/>

## 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:

<b>Part I: Proposal</b>	
1	<input type="checkbox"/> <b>Proposal Cover Sheet</b> (signed and dated) – Use the RFP forms found directly under the Notices section on Website: <a href="http://www.nj.gov/dcf/providers/notices/">www.nj.gov/dcf/providers/notices/</a> Form: <a href="http://www.nj.gov/dcf/providers/notices/Proposal.Cover.Sheet.doc">http://www.nj.gov/dcf/providers/notices/Proposal.Cover.Sheet.doc</a>
2	<input type="checkbox"/> <b>Table of Contents</b> – 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"/> <b>Proposal Narrative</b> in following order: <b>(25 page limitation)</b> <ol style="list-style-type: none"> <li>a. Applicant Organization</li> <li>b. Demonstration of Ability To Be Operational</li> <li>c. Program Design Approach</li> <li>d. Evaluation, Reporting, and Quality Improvement</li> <li>e. Budget Narrative</li> </ol>
<b>Part II: Appendices</b>	
4	<input type="checkbox"/> <b>Letter(s) of interest</b> from property owners and/or landlords, who have rental properties in the applicable area
5	<input type="checkbox"/> Proposed <b>Program Implementation Schedule</b>
6	<input type="checkbox"/> <b>Staffing patterns</b> including proposed staffing schedule.
7	<input type="checkbox"/> A <b>written plan</b> for emergency/crisis situations and on-call staffing.
8	<input type="checkbox"/> <b>Job descriptions</b> of key personnel, <b>resumes</b> if available for key personnel (please do not provide home addresses or personal phone numbers)
9	<input type="checkbox"/> <b>Current Agency Organization Chart</b>
10	<input type="checkbox"/> <b>Proposed Agency Organization Chart</b>
11	<input type="checkbox"/> <b>Attestation Statement</b> regarding collaboration and participation in evaluation activities
12	<input type="checkbox"/> <b>Intake, assessment, evaluation, and/or other data collection tools</b>
13	<input type="checkbox"/> <b>Outcome/evaluation data</b> for existing supportive housing or other programming, if applicable
14	<input type="checkbox"/> DCF <b>Annex B</b> Budget Forms*

15	<input type="checkbox"/>	Applicable Consulting <b>Contracts, Affiliation Agreements, Memoranda of Understanding</b> related to this RFP. If not applicable, include a written statement
16	<input type="checkbox"/>	<b>Safe-Child Standards Description</b> of your agency's implementation of the standards (no more than 2 pages)
17	<input type="checkbox"/>	Copy of agency's <b>Conflict of Interest policy</b>
18	<input type="checkbox"/>	<b>Copies of any audits or reviews</b> (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.
19	<input type="checkbox"/>	Dated List of Names of <b>Board of Directors</b> a. Titles, b. Address and c. Terms -or- <b>Managing Partners</b> , if an LLC or Partnership
20	<input type="checkbox"/>	<b>DCF Signed Standard Language Document (SLD)</b> [Version: Rev. June 6, 2014] Form: <a href="http://www.nj.gov/dcf/documents/contract/forms/StandardLanguage.doc">http://www.nj.gov/dcf/documents/contract/forms/StandardLanguage.doc</a>
21	<input type="checkbox"/>	Document showing <b>Data Universal Numbering System (DUNS)</b> Number [2006 Federal Accountability & Transparency Act (FFATA)] Website: <a href="http://www.dnb.com">http://www.dnb.com</a> Helpline: 1-866-705-5711
22	<input type="checkbox"/>	<b>System for Award Management (SAM)</b> printout (or <b>Renewal</b> ) showing " <b>active</b> " status (free of charge). Website: <a href="https://www.sam.gov/portal/public/SAM">https://www.sam.gov/portal/public/SAM</a> Helpline: 1-866-606-8220
23	<input type="checkbox"/>	<b>Business Associate Agreement/HIPAA</b> , with signature under Business Associate [Version: Rev. 9-2013] Form: <a href="http://www.nj.gov/dcf/providers/contracting/forms/HIPAA.doc">http://www.nj.gov/dcf/providers/contracting/forms/HIPAA.doc</a>
24	<input type="checkbox"/>	<b>Professional Licenses</b> related to job responsibilities for this RFP. If not applicable, include a written statement
25	<input type="checkbox"/>	<b>Affirmative Action Certificate -or- Renewal Application [AA302]</b> sent to Treasury Website: <a href="http://www.state.nj.us/treasury/purchase/forms.shtml">http://www.state.nj.us/treasury/purchase/forms.shtml</a> Form: <a href="http://www.state.nj.us/treasury/purchase/forms/AA_%20Supplement.pdf">http://www.state.nj.us/treasury/purchase/forms/AA_%20Supplement.pdf</a>

26	<input type="checkbox"/>	<b>Certificate of Incorporation</b> Website: <a href="http://www.nj.gov/treasury/revenue/filecerts.shtml">http://www.nj.gov/treasury/revenue/filecerts.shtml</a>
27	<input type="checkbox"/>	<b>For Profit: NJ Business Registration</b> Certificate with the Division of Revenue. See instructions for applicability to your organization. Website: <a href="http://www.nj.gov/njbusiness/registration/">http://www.nj.gov/njbusiness/registration/</a> If not applicable, include a written statement.
28	<input type="checkbox"/>	<b>Agency By-laws or Management Operating Agreement if an LLC</b>
29	<input type="checkbox"/>	<b>Tax Exempt Certification</b> Website: <a href="http://www.state.nj.us/treasury/taxation/exemption.shtml">http://www.state.nj.us/treasury/taxation/exemption.shtml</a>
30	<input type="checkbox"/>	<b>Disclosure of Investigations &amp; Other Actions Involving Bidder Form</b> (PDF) (signed and dated) Form: <a href="http://www.state.nj.us/treasury/purchase/forms/DisclosureofInvestigations.pdf">http://www.state.nj.us/treasury/purchase/forms/DisclosureofInvestigations.pdf</a>
31	<input type="checkbox"/>	<b>Disclosure of Investment Activities in Iran</b> (PDF) (signed and dated) Form: <a href="http://www.state.nj.us/treasury/purchase/forms/DisclosureofInvestmentActivitiesinIran.pdf">http://www.state.nj.us/treasury/purchase/forms/DisclosureofInvestmentActivitiesinIran.pdf</a>
32	<input type="checkbox"/>	<b>For Profit: Statement of Bidder/Vendor Ownership Form</b> (PDF) (signed and dated) See instructions for applicability to your organization. Form: <a href="http://www.state.nj.us/treasury/purchase/forms/OwnershipFinal12-14.pdf">http://www.state.nj.us/treasury/purchase/forms/OwnershipFinal12-14.pdf</a> If not applicable, include a written statement
33	<input type="checkbox"/>	<b>For Profit: Two-Year Chapter 51/Executive Order 117 Vendor Certification -and- Disclosure of Political Contributions</b> (signed and dated) [Version: Rev 4/17/15]. See instructions for applicability to your organization. Website: <a href="http://www.state.nj.us/treasury/purchase/forms.shtml">http://www.state.nj.us/treasury/purchase/forms.shtml</a> If not applicable, include a written statement
34	<input type="checkbox"/>	<b>Certification Regarding Debarment</b> (signed and dated) Form: <a href="http://www.state.nj.us/dcf/providers/notices/Cert.Debarment.pdf">http://www.state.nj.us/dcf/providers/notices/Cert.Debarment.pdf</a>
35	<input type="checkbox"/>	<b>Statement of Assurances</b> (signed and dated) - Use the RFP forms found directly under the Notices section: Website: <a href="http://www.nj.gov/dcf/providers/notices/">www.nj.gov/dcf/providers/notices/</a> Form: <a href="http://www.nj.gov/dcf/providers/notices/Statement.of.Assurance.doc">http://www.nj.gov/dcf/providers/notices/Statement.of.Assurance.doc</a>
36	<input type="checkbox"/>	<b>Tax Forms:</b>

	<p><b>Non Profit Form 990</b> Return of Organization Exempt from Income Tax  <b>or- For Profit Form 1120</b> US Corporation Income Tax Return  <b>or- LLC Applicable Tax Form</b> and may delete or redact any SSN or personal information</p>
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\* Standard forms for RFP's are available at:  
[www.nj.gov/dcf/providers/notices/](http://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](http://www.nj.gov/dcf/providers/contracting/manuals)

### **C. Requests for Information and Clarification**

DCF will provide eligible applicants additional and/or clarifying information about this initiative and application procedures at the technical assistance meeting indicated in this RFP. 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.

Questions may be emailed in advance of the Bidders Conference to DCFASKRFP@dcf.state.nj.us. Applicants may also 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.

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.

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

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.

**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](http://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**

**Keeping Families Together – State Level Logic Model**

<p><b>Vision:</b> To keep families together by providing safe, permanent housing and evidence-based, trauma-informed support services to CP&amp;P-involved families using a Housing First model.</p>			
<p><b>Name of Initiative:</b> Keeping Families Together</p>			
<p><b>Target Population:</b> Subset of high needs CP&amp;P involved families whose challenges with homelessness or housing instability have put their children at risk of out-of-home placement or have delayed reunification with children currently in out-of-home placement. Though specific requirements vary across demonstration sites, “high needs” is generally defined as having 2 additional risk factors which may include substance use disorders, medical/mental health disorders, domestic violence, developmental disability (child), trauma history etc.</p>			
<p><b>Assumptions:</b></p> <ul style="list-style-type: none"> <li>• Per the Housing First approach, individuals and/or families are more likely to consistently meet their other needs when they are first provided with stable housing.</li> <li>• Reducing fragmentation of services, including CPS, increases the likelihood that families will participate consistently in support services.</li> <li>• KFT staff will develop trusting relationships with families and adopt a “whatever-it-takes” approach to working with families.</li> </ul>			
INPUTS	ACTIVITIES	INTERMEDIATE OUTCOMES	LONG TERM OUTCOMES
<p>Resources</p> <ul style="list-style-type: none"> <li>• Overarching Philosophy</li> <li>• Funding</li> <li>• Location</li> <li>• Staffing</li> <li>• Curriculum/Training Tools</li> <li>• Collaboration/Partnerships</li> <li>• Data Collection/ Documentation</li> <li>• Standardized Assessment Tools</li> <li>• Data System</li> </ul> <p>Partnerships</p> <ul style="list-style-type: none"> <li>• CP&amp;P</li> <li>• DCF/DHS/DCA</li> <li>• Housing providers</li> <li>• Local and Community Resources</li> </ul>	<p>Systems</p> <ul style="list-style-type: none"> <li>• Collaboration and coordination with CP&amp;P &amp; Housing Providers</li> </ul> <p>Staff Competency Development</p> <ul style="list-style-type: none"> <li>• Hiring</li> <li>• Training</li> <li>• Supervision</li> </ul> <p>Housing/Concrete Case Management</p> <p>Clinical Case Management – In home individual, family and /or child therapy</p> <p>Groups</p> <p>*Employment/Education and Professional Development</p>	<p>Improve housing stability for child welfare involvement families</p> <p>Improve caregiver reported well-being (parenting)</p> <p>Improve family stability (i.e. income, employment)</p> <p>Integration of housing services as part of the continuum within the child welfare service system</p> <p>Improve child reported well-being</p>	<p>Reduce recidivism within child welfare system</p>