REQUEST FOR QUOTATION
FOR CONSULTING SERVICES
Predictive Analytics and Community Prevention
Funding Available in the amount up to $236,000
There will be no Bidders Conference for this RFQ.
Questions will be accepted in advance by providing them via email to
dcf.askrfp@dcf.nj.gov. until February 11, 2019 at 12PM.

Responses are due: February 14, 2019
Anticipated Start Date: February 20, 2019 for 18 Months

Christine Norbut Beyer, MSW
Commissioner

February 4, 2019
Exhibit A–The State Affirmative Action Policy
Exhibit B–Anti-Discrimination Provisions
Exhibit C–DCF Budget Worksheet
Exhibit D–Treasury Required Documents
Special Notice:
There will be no Bidders Conference for this Request for Quotation (RFQ). Questions will be accepted in advance by providing them via email to dcf.askrfp@DCF.nj.gov, until February 11, 2019 at 12PM. Technical inquiries about forms and other documents may be requested anytime.

Section I – General Information

A. Purpose:
The New Jersey Department of Children and Families (DCF) announces the availability of up to $236,000 for an eighteen (18) month contract to be awarded to one organization that will 1) use geospatial analysis to demonstrate the geographic locations within two New Jersey counties in which children are at highest risk of child maltreatment and/or maltreatment related fatalities (“hot spots”), and what variables are most closely associated with risk to children; and 2) support DCF in developing and implementing a community prevention planning for services and supports using the analysis developed and 3) provide the capacity to compare the New Jersey analysis to similar analyses from other jurisdictions in the United States. Only applicants with prior experience with at least three other jurisdictions may apply.

B. Background:
DCF is serving and safeguarding the most vulnerable children and families in the State and ensuring that service delivery is directed towards their safety, protection, permanency and well-being. To this end, DCF invests in a range of
primary, secondary and tertiary prevention and intervention services to meet the needs of New Jersey families. DCF is interested in more carefully targeting its prevention services and enhancing its ability to collaborate with other state and local stakeholders to more effectively strengthen families and prevent maltreatment before it occurs. DCF is interested in learning from other jurisdictions throughout the United States, who have similarly employed geospatial risk modeling. DCF seeks to build its internal capacity to utilize geospatial risk modeling for this and related efforts.

C. Scope of Work:

1. Predictive Analysis: Utilize geospatial risk analysis to predict high-risk and low-risk areas for child maltreatment and maltreatment related fatalities.

Project Deliverables:

- Data acquisition and cleaning: Assistance with data selection, acquisition and cleaning.
- Geospatial risk and protective factor analysis: Generation of predictive maps of where the risk of child maltreatment and related fatalities is elevated based on environmental protective and risk factors. Grid cells of the map should be, at largest, 500 feet by 500 feet. Evaluate and rank the risk and protective factors that contribute to the outcomes.
- Program management related to predictive analytics: This includes, but is not limited to, expert consultation services, meeting support, collateral development, coaching, mentoring, technical assistance and troubleshooting.

2. **Community**: Advise DCF in the development of community-based strategy to reduce child abuse and neglect through cross-sector coordination of services and initiatives.
   - Community research/Psychographics: Identification of dominant market segments in high-risk locations.
   - Asset mapping: Identification of assets near high-risk areas that provide or could provide prevention services.
   - Gap analysis: Comparison of estimated need for prevention services and actual availability of services in high risk areas. Recommendation for prevention program needs.
   - Collaborative strategy development: Support DCF identification of cross-sector community stakeholders and leaders and engagement of those identified to develop a collaborative prevention strategy.
   - Ongoing evaluation of outcome metrics: Generate baseline metrics and support DCF’s capacity to periodically track metrics.
   - Program management related to community-based collaborative strategic planning: This includes, but is not limited to, expert consultation services, meeting support, collateral development, coaching, mentoring, technical assistance and troubleshooting.
3. Additional Project Deliverables:

- Internal Capacity and Sustainability: Development of DCF’s internal capacity to continue geospatial risk modeling, monitoring of outcome metrics, and community-based strategic planning on an ongoing basis.

- Access to cross-national data: Access to same or similar data from other jurisdictions to allow DCF to compare high-risk and low-risk areas between cities and for a more comprehensive analysis of fatalities and related maltreatment.

- Within 60 days from contract start date: A mutually agreed upon project plan, outlining key roles, timelines and production schedule for the deliverables mentioned in the Scope of Work, above.

4. Other Project Requirements

Selected applicant will be required to submit an application to, and obtain approval from, the DCF Research Review Committee. A completed application must be submitted by the earliest submission date after the contract start date. The Research Review Committee Protocol, Application for Proposed Research Projects Involving Existing Client Records or Data, and list of submission dates can be found via the Internet at www.nj.gov/dcf/childdata/research/.

All applicants are advised that any software purchased in connection with the proposed project must receive prior approval by the New Jersey Office of Information Technology.
Applicants are also advised that any data collected or maintained through the implementation of the proposed program shall remain the property of DCF.

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

**D. Funding Information:**

All funding is subject to appropriation. For the purpose of this initiative, the Department will make available up to $236,000. Applicants will be required after award to register in NJSTART (the State of New Jersey’s eprocurement portal) in order to be paid. Registration information can be found at [https://www.state.nj.us/treasury/purchase/njstart/vendor.shtml](https://www.state.nj.us/treasury/purchase/njstart/vendor.shtml).

Matching funds are not required.

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

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

**E. Applicant Eligibility Requirements:**

1. Applicants must be for profit or not for profit corporations and/or Universities agree to be duly registered to conduct business within the State of New Jersey. Out of State Universities may apply and need to meet any requirements for performing these services in New Jersey.
2. Applicants must be in good standing with all State and Federal agencies with which they have an existing grant or contractual relationship.
3. If Applicant is under a corrective action plan with DCF (inclusive of its Divisions and Offices) or any other New Jersey State agency or authority, the Applicant may not submit a proposal for this RFQ if written notice of such limitation has been provided to the Agency or authority. Responses shall not be reviewed and considered by DCF until all deficiencies listed in the corrective action plan have been eliminated and progress maintained to the satisfaction of DCF for the period of time as required by the written notice.

4. Applicants shall not be suspended, terminated or barred for deficiencies in performance of any award, and if applicable, all past issues must be resolved as demonstrated by written documentation.

5. Applicants that are presently under contract with DCF must be in compliance with the terms and conditions of their contract.

6. Applicants must have the capability to uphold all administrative and operating standards as outlined in this document.

7. 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.

8. Any fiscally viable entity that meets the eligibility requirements, terms and conditions of the RFQ, 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. RFQ Schedule:

| February 14, 2019 | Deadline for Receipt of Proposals by 12:00PM |

Proposals received after 12:00 PM on February 14, 2019 will not be considered. Applicants shall submit one (1) signed original.

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.

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
3) Email:

Dcf.askRFP@DCF.nj.gov

G. Administration:

1. Screening for Eligibility, Conformity and Completeness

DCF will screen proposals for eligibility and conformity with the specifications set forth in this RFQ. 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 application is complete in its entirety, including all required attachments and appendices
d. The application conforms to the specifications set forth in the RFQ

Upon completion of the initial screening, proposals meeting the requirements of the RFQ 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.

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

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

3. Special Requirements

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

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

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

H. Appeals:

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

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

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

I. Post Award Review:

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

Applicants may request a Post Award Review by contacting: Dcf.askrfp@dfc.nj.gov
Post Award Reviews will not be conducted after six months from the date of issuance of this RFQ.

**J. Post Award Requirements:**

Selected applicants may 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.

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

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

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

1. A copy of the Acknowledgement of Receipt of the NJ State Policy and Procedures returned to the DCF Office of the EEO/AA
2. DCF Third Party Contract Reforms Attestation
3. Proof of Insurance naming DCF as additionally insured from certain 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 must be organized appropriately and address the key concepts outlined in the RFQ.

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) Organizational Capacity (20 Points)

a) Provide an overview of the organization’s vision and mission.

b) Describe the organization’s governance structure and its administrative, management and organizational capacity. Note the existence, if any, of professional advisory boards that support the operations. Attach a current organizational chart as an appendix.

c) Describe the organization’s experience working with at least three (3) other jurisdictions in a similar capacity.

d) Describe the organization’s expertise and experience with:
• Use of geospatial analysis to predict child maltreatment and maltreatment related fatalities.
• Project management, including, but not limited to, expert consultation services, meeting support, collateral development, coaching, mentoring, technical assistance and troubleshooting.
• Development of community-based strategy to reduce child abuse and neglect through cross-sector coordination of services and initiatives.
• Coaching jurisdictions to build the internal capacity to perform the analysis on an ongoing basis.

e) Indicate how this opportunity fits into the organization’s vision and overall programming.

2) Project Plan (40 Points)

a) Describe organization’s proposed approach to developing the work as described in Section C- Scope of Work.

b) Describe how the predictive analytics model is compliant with the DCF Research Review Committee requirements as outlined in the DCF Research Review Committee Protocol and Application for Proposed Research Projects Involving Existing Client Records and Data.

c) Describe how the organization shall secure data.

d) Describe how the organization shall manage personally identifiable information within a secure network in accordance with DCF Research Review
Committee requirements as outlined in the DCF Research Review Committee Protocol and Application for Proposed Research Projects Involving Existing Client Records and Data.

e) Provide a draft timeline for the project, indicating contingencies where appropriate (i.e., the timeline for launching one step may be contingent on how quickly DCF is able to provide a particular dataset)

f) Describe project staffing. Indicate the number and qualifications of all staff for this initiative. Indicate if staff are existing. Please provide resumes of any existing staff, in the appendices. Indicate if staff will need to be hired. For any currently vacant positions that would be filled by new hires, provide job descriptions that include all educational and experiential requirements, in the appendices.

g) Include an organizational chart for the proposed staffing model, in the appendices.

h) Provide a description of any partnerships, collaborative efforts or processes that will be used to provide the proposed services or provide creative, in-community locations for the services (attach any affiliation agreements or Memoranda of Understanding).

i) Outline how organization will monitor and report on progress and performance for plan outlined.

3) **Budget Narrative** (20 Points)

The budget form for this RFQ is provided and the Standard Annex B budget form is not required. The **Budget Worksheet** is provided as Exhibit C with the RFQ for
your reference. If you wish to complete a different form or format, that will be accepted.

4) References (20 points)

Include name, affiliation and contact information for three references. References should be able to address experience with your organization that is relevant to the proposed project.

B. Supporting Documents:

Applicants must submit a 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. If documents are not provided, the applicant will be asked to provide them within a reasonable period of time. All supporting documents submitted in response to this RFQ must be organized in the following manner:

<table>
<thead>
<tr>
<th>Part I: Proposal</th>
<th>Part II: Appendices</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Proposal Narrative in following order: Organizational Capacity  Project Plan  Budget Narrative  References</td>
</tr>
<tr>
<td>3</td>
<td>Job descriptions of key personnel, resumes if available for key personnel (please do not provide home addresses or personal phone numbers)</td>
</tr>
<tr>
<td>4</td>
<td>Applicable Consulting Contracts, Affiliation Agreements, Memoranda of Understanding related to this RFQ. If not applicable, include a written statement</td>
</tr>
</tbody>
</table>
7 □ **System for Award Management (SAM)** printout (or Renewal) showing "active" status (free of charge).
   Website: [https://www.sam.gov/portal/public/SAM](https://www.sam.gov/portal/public/SAM)
   Helpline: 1-866-606-8220


9 □ **See Posted Exhibit D for required Treasury Documents to be submitted prior to any purchase order being issued.**

* Standard forms for RFQ's are available at: [www.nj.gov/dcf/providers/notices/](http://www.nj.gov/dcf/providers/notices/)
  Forms for RFQ'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/](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](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**-

**Question and Answer:**

DCF will provide eligible applicants additional and/or clarifying information about this initiative.
Questions must be submitted in writing via email to: Dcf.askrfp@dcf.nj.gov.

Written questions must be directly tied to the RFQ. Questions should be asked in consecutive order, from beginning to end, following the organization of the RFQ. All inquiries submitted to Dcf.askrfp@dcf.nj.gov must identify, in the Subject heading, the specific RFQ for which the question/clarification is being sought. Each question should begin by referencing the RFQ 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 RFQ at: [http://www.state.nj.us/dcf/providers/notices/](http://www.state.nj.us/dcf/providers/notices/)

Technical inquiries about forms and other documents may be requested anytime through Dcf.askrfp@dcf.nj.gov.
All other types of inquiries will not be accepted. **Applicants may not contact the Department directly, in person, or by telephone, concerning this RFQ.**
EXHIBIT A

MANDATORY EQUAL EMPLOYMENT OPPORTUNITY LANGUAGE
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


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.
§ 10:2-1. Antidiscrimination provisions

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

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

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

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

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

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

**DCF Budget Worksheet**

<table>
<thead>
<tr>
<th>BUDGET CATEGORIES 18-Month Budget</th>
<th>TOTAL COSTS</th>
<th>DCF Funding request</th>
<th>Other Cash or In-Kind Funding Sources*</th>
<th>START-UP FUNDING REQUEST</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Personnel - Salary (FTEs/hours/week)</td>
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<tr>
<td>Fringe (% rate)</td>
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<tr>
<td>B. Consultants &amp; Professional Fees</td>
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<tr>
<td>C. Materials &amp; Supplies</td>
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<tr>
<td>D. Facility Costs</td>
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<td>E. Specific Assistance to Clients</td>
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<td>F. Other</td>
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<tr>
<td>G. Gen. &amp; Adm. (G&amp;A) Cost Allocation</td>
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<tr>
<td>H. Total Operating Costs</td>
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<tr>
<td>I. Equipment</td>
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<tr>
<td>J. Total Cost</td>
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<td></td>
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<tr>
<td>K. Revenue (deduct)*</td>
<td>(          )</td>
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<tr>
<td>L. Funding Request</td>
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The budget request shall indicate the Agency’s total proposed budget for delivery of the service(s) reduced by the other sources of funding (Line K). If applicable, indicate the sources of leveraged funding and the dollar amounts for each below:

<table>
<thead>
<tr>
<th>Other Sources of Funding for this Program: (Specify These)</th>
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<tbody>
<tr>
<td>Other Funding Amounts:</td>
<td>0</td>
<td>0</td>
<td>0</td>
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</tbody>
</table>

19
Exhibit D Treasury List of Required Documents Required before a Purchase Order can be issued

See the posting