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**COUNTY OF OCEAN
ADMINISTRATION BUILDING
101 HOOPER AVENUE
TOMS RIVER, NEW JERSEY 08753**

COMPETITIVE CONTRACT

PROPOSAL

FOR

COMPREHENSIVE YOUTH DIVERSION SERVICES

***FOR THE OCEAN COUNTY DEPARTMENT OF JUVENILE
SERVICES***

YOUTH SERVICES COMMISSION

2026

NOTICE OF COMPETITIVE CONTRACTING PROPOSAL **COMPREHENSIVE YOUTH DIVERSION SERVICES**

The Ocean County Department of Juvenile Services is seeking sealed proposals for Comprehensive Youth Diversion Services.

The Ocean County Youth Services Commission announces the availability of funding for Comprehensive Youth Diversion Services for at-risk Ocean County youth. Funding is available for this program through an approved state grant proposal. The state grant proposal is available upon request.

A funding allocation of \$100,00.00 is available to provide Comprehensive Youth Diversion Services for at-risk youth in Ocean County, New Jersey. Services are to be billed monthly at fee per service rate, to be included in the budget section of this proposal.

FUNDING GUIDELINES

Contingent upon the adoption of the Youth Services Commission 2027-2029 Comprehensive Plan and Application by the Ocean County Board of Commissioners, the Ocean County Youth Services Commission is soliciting competitive contract proposals for Comprehensive Youth Diversion Services utilizing Family Court/State Community Partnership Funds for the periods 1/1/2027 through 12/31/2027. Contracts may be renewed on an annual basis based on performance and recommendations of the YSC Monitoring Committee (to the Full Council YSC) for a total contract period not to exceed five (5) years, or as otherwise directed by the New Jersey Youth Justice Commission. No legal liability on the part of the County for payment of any money shall arise and until funds are made available each year to the Director of the Department of Finance. The County reserves the right to award this contract in whole or in part to one or more agencies.

SCOPE OF SERVICES

Comprehensive Youth Diversion Services

Assessment • Service Matching • Accountability • Skill Development • Community Connection

I. PROGRAM DESCRIPTION

The Comprehensive Youth Diversion Services Program shall provide a strengths-based, youth-centered, family-engaged, culturally responsive, trauma-responsive, developmentally appropriate, and outcome-focused continuum of diversion services for youth referred through authorized law enforcement, school, Family Court, and community-based diversion pathways in Ocean County.

The program is intended to redirect youth from deeper or unnecessary involvement in the formal juvenile justice system by providing proportionate accountability, opportunities to repair harm, positive youth development, skill development, family engagement, and connection to appropriate community-based supports.

Diversion shall address the behavior or circumstances resulting in referral while recognizing that youth are developing individuals whose strengths, relationships, interests, goals, and protective factors can be leveraged to support positive change.

The program shall operate as a continuum of intervention rather than a collection of workshops. Service intensity shall be individualized and matched to the youth's developmental level, presenting concern, strengths, protective factors, needs, family circumstances, school/community functioning, and available resources.

**Referral → Assessment & Service Matching → Proportionate Accountability → Intervention
→ Skill/Protective-Factor Development → Service Connection → Successful Diversion**

The YSC is investing in an effective diversion ecosystem—not simply purchasing workshops or program completions. The Contractor shall provide the least intensive intervention reasonably capable of addressing the identified need, while maintaining access to more structured or enhanced diversion support when warranted.

II. STRATEGIC ROLE WITHIN THE YOUTH JUSTICE CONTINUUM

Comprehensive Youth Diversion Services shall function at the Diversion point of the Youth Justice Continuum and shall provide an alternative response when formal processing, deeper justice-system involvement, exclusionary school discipline, or a more intensive intervention is unnecessary or avoidable.

The service should help answer three questions for each referral: What happened? What does this youth need to learn, repair, or strengthen? What is the least intensive appropriate response capable of supporting successful diversion?

- Provide proportionate accountability without unnecessarily increasing system involvement;
- Address behavior while also strengthening skills and protective factors;
- Match youth to the appropriate type and intensity of intervention;
- Engage families when family participation can support successful diversion;
- Maintain school and community connection whenever possible;
- Connect youth to specialized or ongoing services when needs exceed the diversion intervention; and
- Support successful closure and transition without creating unnecessary service dependency.

The right youth → the right response → the right level of intervention → at the right time → supporting better outcomes

III. DIVERSION SERVICE PATHWAYS

A. Family Court / Community Diversion

The Contractor shall provide diversion services for youth referred through authorized Family Court, Family Court Intake, Juvenile Conference Committee, Probation, FCIU, law-enforcement diversion/Stationhouse Adjustment pathways when applicable, Multidisciplinary Team, NJ4S, and other authorized community or justice-system sources.

Services may be used for first-time or subsequent referrals when diversion remains an appropriate response. The Contractor shall coordinate with the referral source to clarify the purpose of the intervention, youth/family expectations, anticipated outcomes, completion criteria, and authorized follow-up.

B. School-Based Diversion

The Contractor shall maintain capacity for school-based diversion through authorized referrals from School Resource Officers, administrators, I&RS or other school intervention teams, NJ4S, FCIU, and other authorized school/community partners.

Where school/police protocols and applicable Memoranda of Agreement permit discretion, school-based diversion may be used as an alternative to suspension, continued disciplinary escalation, and/or referral for a delinquency complaint.

The Contractor shall work with participating schools to establish streamlined referral processes, appropriate service locations, timely scheduling, and interventions that minimize unnecessary removal from academic instruction.

School Concern → Alternative Response → Timely Intervention → Skill/Accountability Development → School Connection → Stabilization

IV. COMPREHENSIVE DIVERSION ASSESSMENT AND SERVICE MATCHING

Every referral shall receive an intake/service-matching review sufficient to identify the most appropriate diversion response. The purpose is not to diagnose every youth or increase intervention intensity; it is to determine what response is proportionate, developmentally appropriate, and reasonably capable of addressing the identified concern.

Service matching should consider, as appropriate:

- Age, developmental level, grade, school, and municipality/geographic area;
- Referral source and diversion pathway;
- Behavior or circumstances resulting in referral;
- Relevant school/community circumstances;

- Youth strengths, interests, goals, and protective factors;
- Behavioral, emotional, social, or skill-development needs relevant to diversion;
- Family/caregiver circumstances and supports;
- Prior diversion participation when relevant and available;
- Existing services and potential duplication;
- Barriers to participation or successful diversion; and
- The likely formal/system response in the absence of successful diversion, when known and appropriate.

The Contractor shall use the least intensive appropriate intervention, increase or decrease intensity when circumstances warrant, avoid unnecessary delays, and coordinate with the referral source when needs exceed the contracted diversion scope.

Appropriate service matching is itself an expected result: youth should not receive more intervention—or less intervention—than the circumstances reasonably require.

V. DIVERSION INTERVENTION CONTINUUM

The Contractor shall maintain flexible capacity across multiple levels of diversion intensity. The levels below are not rigid program tracks; they are service-matching options that may be individualized according to youth need and referral purpose.

Level 1 – Brief Diversion Intervention

- Theft/shoplifting intervention;
- Anger and emotional-regulation education;
- Conflict resolution and bullying intervention;
- Decision-making and problem-solving;
- Accountability/reflection;
- Substance use education and referral when appropriate;
- Digital/social-media conflict;
- Life skills and restorative education; and
- Other short-term skill-building interventions.

Level 2 – Structured Diversion Intervention

- Multi-session anger/emotional-regulation intervention;
- Gender-responsive programming;
- Positive youth development groups;
- Individual or small-group intervention;
- Family engagement/support;
- Restorative programming;
- School-engagement intervention;
- Mentoring or positive-adult connection when appropriate; and
- Behavioral health/service navigation.

Level 3 – Enhanced Diversion Support

- Individualized short-term intervention and service coordination;
- Enhanced family engagement;
- Behavioral health or substance use linkage;
- School re-engagement and educational support;
- Workforce/career readiness;
- Mentoring/positive adult support;
- Multi-agency coordination; and
- Other short-term enhanced supports necessary to achieve the diversion purpose.

Established interventions, including structured multi-session anger-management services, may remain available as tools within the broader diversion continuum. Existing program models shall not determine service intensity when a different response is more appropriate for the individual youth.

VI. CORE DIVERSION INTERVENTION FUNCTIONS

A. Behavioral and Social Skill Development

- Emotional regulation and self-management;
- Anger/impulse-control skills;
- Conflict resolution;
- Decision-making and problem-solving;
- Communication;
- Empathy/perspective-taking;
- Peer and relationship skills;
- Other developmentally appropriate social-emotional skills.

B. Accountability and Restorative Practices

Accountability shall be proportionate, developmentally appropriate, and focused on learning, responsibility, restoration, and future decision-making rather than punishment alone.

- Reflection on behavior and impact;
- Restorative conversations;
- Repairing harm when appropriate;
- Community service or restitution when authorized;
- Perspective-taking and responsibility;
- Other appropriate restorative/accountability activities.

C. Positive Youth Development

- Identification and development of strengths;
- Goal setting and future orientation;
- Leadership and contribution;
- Positive adult relationships;
- Prosocial activities and interests;
- Youth voice and choice;
- Development of protective factors and community connection.

D. Family Engagement

- Parent/caregiver engagement when appropriate;
- Family problem-solving and communication;
- Clear understanding of diversion purpose and expectations;
- Family resource connection;
- Support addressing barriers to participation;
- Family involvement in reinforcing youth goals and progress.

E. School Engagement

- Attendance and engagement;
- Behavioral/conflict support;
- Suspension-diversion intervention;
- Re-engagement and educational goal setting;
- Connection to school-based and NJ4S supports;
- Coordination with authorized school personnel.

VII. COMMUNITY SERVICE CONNECTION AND WARM HANDOFF

When youth needs extend beyond the diversion intervention, the Contractor shall actively facilitate connection to appropriate behavioral health, substance use, mentoring, education/GED, employment/workforce, vocational, recreational/prosocial, family-support, or other community resources.

A referral alone shall not be treated as a successful service connection. When appropriate and operationally feasible, the Contractor shall use warm handoffs and closed-loop practices to determine whether the youth/family reached the resource and whether the resource was appropriate.

Identify Need → Identify Appropriate Resource → Facilitate Contact → Address Barriers →

The Contractor shall not duplicate specialized services when another YSC-funded or community provider is better positioned to meet the identified need.

VIII. FAMILY COURT / COMMUNITY DIVERSION SERVICE REQUIREMENTS

For Family Court/community diversion, the Contractor shall maintain capacity to provide brief, structured, individualized, restorative, and enhanced interventions based on service matching.

- Maintain established core interventions responsive to theft/shoplifting, anger/emotional regulation, bullying/conflict, gender-responsive needs, positive youth development, and other priorities identified through County planning;
- Maintain capacity for a structured multi-session anger-management intervention comparable in intensity to the existing model when such intensity is appropriate;
- Provide an individual service-delivery option when a group model is inappropriate or would cause unnecessary delay;
- Use restorative/accountability strategies when appropriate;
- Engage families in supporting successful diversion;
- Coordinate with Family Court, Probation, FCIU, and other authorized referral partners; and
- Facilitate transition to additional community services when needs extend beyond diversion.

IX. SCHOOL-BASED DIVERSION SERVICE REQUIREMENTS

The Contractor shall provide school-based diversion in participating Ocean County middle and high schools and shall conduct outreach necessary to establish and maintain viable referral pathways.

- Collaborate with administrators, SROs, I&RS teams, NJ4S, and other authorized school partners;
- Provide interventions for behaviors that might otherwise result in suspension, continued disciplinary involvement, or a delinquency complaint when an alternative response is authorized;
- Maintain brief and multi-session options;
- Provide evidence-informed intervention addressing emotional regulation, bullying, conflict, decision-making, positive youth development, gender-responsive needs, digital/social-media conflict, and other identified concerns;
- Coordinate scheduling to minimize unnecessary removal from academic instruction;
- Use group interventions when appropriate and sufficient referrals exist; and
- Maintain an individual alternative when waiting for a group would unnecessarily delay diversion.

The Contractor shall complement—not replace—the responsibilities of schools, special education teams, school discipline processes, law enforcement, or other school-based systems.

X. TIMELY ACCESS, ENGAGEMENT, AND SERVICE COMPLETION

Timely access is central to diversion. The Contractor shall establish procedures that minimize delays between referral, contact, service matching, and intervention.

Unless a different requirement is established by the referral pathway or YSC:

- Initial contact with the youth/family should be attempted within 48 hours when reliable contact information is available;
- An initial service date should be offered within 10 business days when practicable;
- Assigned intervention should begin within a timeframe appropriate to the referral purpose and youth need;
- Insufficient group enrollment should not create unnecessary delay when an individual alternative can reasonably be provided; and
- The referral source should be informed, within authorized confidentiality parameters, when the youth cannot be reached, declines participation, experiences significant delay, or appears to need a different level/type of intervention.

Completion shall be tied to the purpose and goals of the diversion intervention rather than solely to attendance or passage of time. The Contractor shall clearly communicate completion criteria to the youth, family, and authorized referral source.

XI. YOUTH AND FAMILY VOICE

Youth and families shall be treated as partners in diversion rather than passive recipients of services.

- Engage youth and caregivers in identifying goals and appropriate interventions;
- Explain the purpose of diversion, expectations, responsibilities, supports, progress, and completion criteria in clear language;
- Use youth strengths, interests, goals, and protective factors to inform intervention;
- Provide reasonable accommodations and language access;
- Include community/prosocial opportunities when appropriate; and
- Obtain youth/family feedback regarding accessibility, relevance, fairness, respect, and helpfulness through the standardized YSC performance system.

XII. EQUITY, CULTURAL RESPONSIVENESS, AND GEOGRAPHIC ACCESS

Services shall be culturally responsive, developmentally appropriate, equitable, and reasonably accessible across Ocean County. The Contractor shall consider barriers related to race/ethnicity, language, geography, transportation, scheduling, disability/accessibility, family circumstances, socioeconomic barriers, and other factors affecting access or successful participation.

The standardized Provider Performance Plan may require examination of access, service matching, engagement, completion, successful service connection, and outcomes across relevant populations, referral pathways, and geographic areas to identify disparities and system gaps.

The Contractor shall collaborate with the YSC to address identified access barriers or inequities within the service model.

XIII. SYSTEM COORDINATION AND PROGRAM BOUNDARIES

Comprehensive Youth Diversion Services shall operate as one component of Ocean County's broader youth-serving ecosystem and shall complement—not duplicate—the roles of Family Court, Probation, law enforcement, schools, FCIU/Family Navigation, behavioral health/substance use treatment, mentoring, in-home/community counseling, NJ4S, and other community resources.

The Contractor shall not:

- Make decisions reserved to the Judiciary, Probation, schools, law enforcement, attorneys, or another authorized entity;
- Determine legal compliance when that responsibility belongs to the referral source or justice-system partner;
- Replace specialized clinical treatment when such treatment is indicated;
- Duplicate formal case-management/navigation functions already assigned to another provider;
- Increase intervention intensity solely because a youth is justice-involved; or
- Create parallel services when an appropriate existing resource can meet the identified need.

The purpose of coordination is to close gaps between systems—not create another parallel system.

XIV. TRANSITION, STEP-DOWN, AND CLOSURE

Diversion is intended to be purposeful and time-limited. Transition planning shall begin as part of the intervention rather than only at the point of closure.

A youth may transition or close when the diversion purpose has been achieved, individualized goals have been substantially addressed, the authorized completion criteria have been met, a different service is more appropriate, or ongoing community/natural supports can reasonably sustain progress.

When continuing needs remain, the Contractor shall facilitate connection to the appropriate next support rather than unnecessarily extending diversion.

Diversion Intervention → Goal Progress → Successful Completion → Community/Natural Supports → Continued Stability

XV. PERFORMANCE, OUTCOMES, REPORTING, AND CONTINUOUS

QUALITY IMPROVEMENT

This Scope of Services establishes the service model, diversion pathways, required functions, operational expectations, continuum role, and program boundaries for Comprehensive Youth Diversion Services. It does not establish a separate provider-specific outcome matrix, reporting system, data dashboard, or continuous quality improvement framework.

All YSC-funded services are subject to the Ocean County Youth Services Commission's standardized Provider Performance Plan, Required Outcomes Matrix, Monthly Service & Output Report, Quarterly Outcome & Performance Report, and Standardized Youth/Family Exit Survey, as applicable.

The Provider Performance Plan shall establish required outcomes, provider-specific performance measures, targets, data sources, reporting expectations, youth/family feedback requirements, and continuous quality improvement expectations applicable to the funded service.

For Comprehensive Youth Diversion Services, applicable performance domains are expected to include, as appropriate:

- Timely access and service initiation;
- Appropriate service matching and intervention intensity;
- Youth and family engagement;
- Completion/continuity consistent with the diversion purpose;
- Skill development, accountability, and individualized goal progress;
- Protective-factor and positive-youth-development change;
- Family engagement/support;
- School and community stability;
- Successful service connection and warm handoff;
- Successful diversion and avoided unnecessary escalation where applicable;
- Youth/family experience;
- Equity, access, and geographic reach; and
- Subsequent justice-system involvement where available and appropriate.

Providers shall not be required to create separate or duplicative outcome, reporting, dashboard, data-collection, or CQI systems where the standardized YSC Provider Performance Plan establishes the applicable requirement, unless specifically identified by the YSC.

XVI. YOUTH JUSTICE CONTINUUM ALIGNMENT

Family Court / Community Diversion

Referral → Assessment & Service Matching → Proportionate Accountability → Intervention → Skills/Protective Factors → Service Connection → Successful Diversion

School-Based Diversion

School Concern → Authorized Alternative Response → Timely Intervention → Skill/Accountability Development → School Connection → Stabilization

Enhanced Diversion

Identified Higher Need → Enhanced Short-Term Diversion Support → Family + Service Connection + Skill Development → Step-Down → Successful Diversion

Across all pathways, intervention should be proportionate to the behavior and need, developmentally appropriate, responsive to strengths, and no more intensive than reasonably necessary to accomplish the diversion purpose.

XVII. YSC INVESTMENT PHILOSOPHY AND CLOSING STATEMENT

The YSC is not simply purchasing workshops, groups, contacts, or program completions. It is investing in an adaptable diversion capacity that can match youth to the right response, provide proportionate accountability, build skills and protective factors, strengthen family and school/community connection, and prevent unnecessary deeper system involvement.

The central question is not whether the youth completed a diversion activity. It is whether the diversion response was appropriate to the circumstances and helped the youth make meaningful progress while remaining connected to family, school, and community.

Right Youth → Right Diversion Response → Right Intensity → Meaningful Change → Successful Diversion

The program shall preserve effective existing interventions while remaining flexible enough to respond to emerging needs, changing referral patterns, geographic or demographic disparities, and the evolving needs of Ocean County youth and families.

This service reflects the YSC's broader commitment to funding an ecosystem and investing in outcomes rather than activities. Program success is ultimately reflected in whether youth move forward—not simply move through a program or system.

YOUTH SERVICES COMMISSION REPORTING, PERFORMANCE & ACCOUNTABILITY REQUIREMENTS

All programs funded through the Ocean County Youth Services Commission (YSC) shall participate in the YSC's standardized performance management, reporting, monitoring, and continuous quality improvement process. These requirements are intended to ensure accountability for public funding while supporting the YSC's broader strategic approach of investing in a coordinated youth justice service ecosystem and measuring the outcomes achieved for youth and families.

1. Provider Performance Plan

The successful Proposer shall implement and maintain a **YSC Provider Performance Plan** for the funded program. The Provider Performance Plan shall serve as the primary framework through which program implementation, service delivery, required outcomes, performance measures, reporting, monitoring, and continuous quality improvement are reviewed.

The Provider Performance Plan shall incorporate the **Required Outcomes Matrix** established by the YSC for the applicable service area and shall identify, at minimum:

- Required program and Youth Justice Continuum outcomes;
- Performance indicators and measures;
- Data sources and methods of measurement;
- Reporting requirements and frequency;
- Provider-established performance targets, where applicable;
- Youth and family experience measures;
- Identified barriers or implementation challenges;
- Corrective or improvement strategies, when necessary; and
- Progress toward established program and YSC performance expectations.

The Provider Performance Plan shall be considered a working performance management document and may be reviewed and updated in collaboration with the YSC throughout the contract period.

2. Required Data Collection and Documentation

The successful Proposer shall maintain complete, accurate, timely, and auditable documentation sufficient to verify services delivered and evaluate program performance.

Documentation shall include, as applicable:

- Referral and intake information;
- Participant demographic information;
- Service initiation and service dates;
- Attendance and participation records;
- Case/contact notes or other documentation of service delivery;
- Verification of services;
- Program completion, discharge, or termination status;
- Referral and linkage information;
- Outcome and performance data required by the applicable Required Outcomes Matrix;
- Youth and family feedback and/or exit survey information;
- Documentation necessary to support invoices and expenditures; and
- Any additional documentation required by the County of Ocean, YSC, or the New Jersey Youth Justice Commission (YJC).

Providers shall maintain individual participant records and appropriate program-level records in accordance with applicable confidentiality, records retention, licensing, regulatory, and contractual requirements.

3. Performance and Outcome Reporting

The successful Proposer shall submit all reports and performance information required by the County, YSC, and/or YJC in the format and frequency established by the funding source.

Reporting may include monthly, quarterly, annual, or other required submissions and shall provide the information necessary to assess:

- Youth served and service utilization;
- Referral, enrollment, engagement, and completion patterns;
- Timeliness and accessibility of services;
- Program implementation;
- Achievement of required outcomes;
- Youth and family experience;
- Service linkages and continuity of care;
- Barriers affecting access, participation, or successful completion;
- Relevant demographic and equity information, when required; and

- Progress toward Provider Performance Plan expectations.

Required reporting systems, forms, spreadsheets, databases, or electronic platforms may be established or modified by the County, YSC, and/or YJC during the contract period. The successful Proposer shall comply with current reporting requirements and reasonable modifications necessary to meet County or State accountability requirements.

4. Youth and Family Experience

The successful Proposer shall participate in the YSC's standardized process for obtaining feedback from youth and/or families regarding their experience with funded services.

Providers shall administer and collect required **Youth/Family Exit Surveys or other YSC-approved feedback instruments** and submit or report resulting information in accordance with YSC procedures.

Youth and family feedback shall be incorporated into the Provider Performance Plan and continuous quality improvement process and considered alongside other program performance and outcome information.

5. Verification of Services

The successful Proposer shall maintain documentation sufficient to verify that reported services were delivered.

Verification may include, as applicable:

- Attendance or sign-in records;
- Service dates and duration;
- Case/contact documentation;
- Participant acknowledgement or verification;
- Electronic service records;
- Workshop or group attendance documentation; and
- Other YSC-approved methods appropriate to the service model.

Verification methods shall appropriately balance program accountability with participant confidentiality and the nature of the service being provided.

6. Fiscal Accountability and Billing

The successful Proposer shall operate the program within the approved contract budget and comply with all County fiscal and contractual requirements.

Monthly invoices and required supporting documentation shall be submitted in accordance with County-established deadlines and procedures. Expenditures shall be directly related to the approved program and allowable under applicable County, State, and funding-source requirements.

Providers shall maintain financial records sufficient to substantiate all expenditures charged to the YSC-funded contract and shall make such records available for fiscal review or monitoring.

7. Program Monitoring

All YSC-funded programs shall participate fully in monitoring conducted by the Ocean County Youth Services Commission, County of Ocean, and/or YJC.

Monitoring may include, but is not limited to:

- Review of the Provider Performance Plan;
- Review of Required Outcomes Matrix performance;
- Programmatic and fiscal record review;
- Participant file review;
- Verification of reported services and expenditures;
- Staff interviews;
- Youth and/or family interviews or feedback, when appropriate;
- Review of policies, procedures, credentials, and required licenses;
- Site visits, including announced or unannounced visits when permitted by contract or applicable requirements;
- Review of reporting accuracy and timeliness;
- Assessment of contract and Scope of Services compliance; and
- Review of corrective action or continuous quality improvement activities.

The County shall have the right to inspect program operations and records related to the implementation of the YSC-funded contract, subject to applicable confidentiality and legal requirements.

The successful Proposer shall cooperate fully with the YSC Administrator, authorized County representatives, YSC monitoring representatives, and YJC monitoring or oversight activities.

8. Continuous Quality Improvement

YSC reporting and monitoring are intended not only to demonstrate contractual compliance but also to support **continuous quality improvement (CQI)**.

When performance data, monitoring findings, youth/family feedback, referral patterns, utilization, or other information identifies an area requiring attention, the successful Proposer shall work collaboratively with the YSC to:

- Identify contributing factors or barriers;
- Develop reasonable improvement strategies;
- Establish measurable actions or benchmarks;
- Implement agreed-upon corrective or quality improvement activities; and
- Review subsequent performance data to determine whether improvement has occurred.

Where significant or persistent deficiencies are identified, the County and/or YSC may require a formal corrective action plan consistent with applicable contract requirements.

9. Data Quality and Reporting Accuracy

The successful Proposer shall be responsible for ensuring that information submitted to the County, YSC, and YJC is complete, accurate, consistent, and submitted within required timeframes.

Providers shall establish internal processes to review data prior to submission and shall promptly correct identified errors or discrepancies.

Reported program activity, participant counts, outcomes, and fiscal information shall be supported by provider records and shall be subject to verification during monitoring.

10. Regulatory and Contract Compliance

The successful Proposer shall maintain all licenses, certifications, credentials, insurance, approvals, and/or accreditations required for the services being provided and shall operate in compliance with applicable federal, State of New Jersey, County of Ocean, professional, and contractual requirements.

The Provider shall notify the County and YSC of any material change affecting its ability to meet these requirements or deliver contracted services.

11. Cooperation and Communication

The successful Proposer shall maintain timely communication with the YSC Administrator and appropriate referral/system partners regarding program implementation, service access, emerging barriers, significant operational concerns, and other matters affecting the successful delivery of contracted services.

Providers shall participate in meetings, monitoring activities, performance reviews, technical assistance, and other reasonable YSC activities necessary to support contract implementation and the broader Youth Justice Continuum.

12. YSC Performance Management Philosophy

The Ocean County YSC's accountability framework is designed to evaluate more than the volume of services delivered. While service utilization and contractual compliance remain important, the YSC seeks to understand **whether funded services are accessible, appropriate, effectively implemented, and contributing to the intended outcomes for youth and families.**

Accordingly, performance will be considered through multiple forms of evidence, including service data, required outcomes, youth and family experience, provider observations, monitoring findings, system-partner information, and other relevant quantitative and qualitative information.

Performance information will be used to strengthen services, identify gaps and barriers, support continuous improvement, and inform the YSC's ongoing investment decisions across the Youth Justice Continuum.

ELIGIBLE APPLICANTS

Eligible applicants are to be organizations or agencies with a minimum of two years of experience running these types of programs and providing these types of services to Ocean County youth and families.

Services must be provided by appropriately licensed professionals.

Proposer must meet all licensing requirements of the State of New Jersey.

YSC FISCAL REQUIREMENTS

All applicants shall submit a detailed budget and cost proposal sufficient to support the proposed fee-for-service rate(s) and demonstrate **cost reasonableness, transparency, cost effectiveness/value, fiscal accountability, and appropriate use of Youth Services Commission (YSC) funds.**

The Ocean County YSC Fee-for-Service Budget/Cost Proposal Reference Template is provided as an **optional reference tool**. Applicants are not required to use the YSC template and may submit their own budget/cost proposal format; however, **all fiscal requirements established within this solicitation apply regardless of the budget format submitted.**

At a minimum, the proposed budget/cost proposal shall comply with the following requirements:

- **General & Administrative (G&A) Costs:** General & Administrative costs shall not exceed **five percent (5%) of the applicable budget base**. Applicants shall separately identify direct program costs and G&A costs and clearly identify the budget base and methodology used to calculate the G&A allocation.
- **Fee-for-Service Rate Development:** Proposed fee-for-service rates shall be supported by sufficient cost detail to demonstrate how the rate was developed. Applicants shall identify the proposed billable unit(s), rate(s), and the personnel, fringe, direct operating costs, G&A, and other allowable costs incorporated into the proposed rate, as applicable. Costs included within an established fee-for-service rate may not be separately billed to YSC.
- **Reasonable, Necessary, and Allocable Costs:** All costs charged to YSC shall be reasonable, necessary, allowable, and appropriately allocable to the contracted service. Proposed costs shall be directly related to the applicant's ability to fulfill the applicable Scope of Services.
- **No Supplanting:** YSC funds shall not be used to supplant or replace existing funding that is otherwise available to support the proposed service.
- **Prohibited Capital Purchases:** YSC funds shall not be used for the purchase of buildings or vehicles. Any proposed equipment, technology, lease, rental, transportation, or other program-related expenditure shall remain subject to County/YSC approval, the awarded contract, and applicable funding requirements.
- **Substance Use Services – Payer of Last Resort:** For substance use treatment services, YSC funding shall serve as **dollars of last resort**. Applicants shall identify and utilize available Medicaid, private/commercial insurance, other public funding, or other appropriate payment sources before billing YSC, consistent with the applicable Scope of Services and contract requirements.
- **No Duplicate Billing:** Applicants shall maintain fiscal and program documentation sufficient to ensure that YSC is not billed for a service, unit, or cost that has also been billed to or reimbursed by Medicaid, insurance, another public funding source, another grant or contract, or another payer.
- **Shared Cost Allocation:** Where personnel, facilities, administrative expenses, equipment, or other costs are shared among multiple programs or funding sources, applicants shall identify a reasonable and supportable allocation methodology and charge YSC only for the portion appropriately attributable to the YSC-funded service.
- **In-Kind and Leveraged Resources:** In-kind contributions are **not required** as a condition of funding. Applicants may identify in-kind contributions, leveraged resources, other funding, or organizational resources supporting the proposed service. Such resources may be considered in evaluating organizational capacity, cost effectiveness, and overall value but are not reimbursable YSC costs.
- **Fiscal Documentation and Accountability:** Successful applicants shall maintain sufficient documentation to substantiate all services billed and expenditures charged to YSC and shall comply with

applicable County/YSC invoicing, supporting documentation, monitoring, audit, contract, and fiscal requirements.

- **Final Rate and Billing Requirements:** Proposed rates are subject to evaluation and contract award. Final authorized rates, billable service definitions, required supporting documentation, billing procedures, and other fiscal requirements shall be governed by the awarded contract and applicable annual YSC provider requirements.
- All submitted budgets and cost proposals must comply with the YSC Fiscal Requirements contained within this solicitation. Applicants may use the YSC Fee-for-Service Budget/Cost Proposal Reference Template or their own budget format; use of the YSC template is not mandatory.

PROPOSAL GUIDELINES

All proposals should include the following documents:

1. Certificate of Insurance
2. Current List of Board of Directors
3. Computed Budget Proposal and Project Description
4. Certified Audit
5. Copy of New Jersey Business Registration Certificate in compliance with N.J.S.A. 52:32-44 OR Copy of IRS letter granting tax exempt status under Sec. 501(c)3
6. Organizational Chart
7. Project Narrative
8. Cost Proposal/Computed Budget
9. Affirmative Action Regulations N.J.S.A. 10:5-31 et seq. and P.L. 1975 C. 127 (N.J.A.C. 17:27-1 et seq.) Compliance Statement
10. Disclosure of Investment Activities in Iran
11. Certification of Non-Involvement in Prohibited Activities in Russia/Belarus
12. Statement of Ownership in compliance with N.J.S.A. 52:25-24.2. (Mandatory Document)
13. Non-Collusion Certification
14. Signature Page

TECHNICAL ASSISTANCE

A Technical Assistance meeting will be held on Wednesday, October 14th, 2026 at 10:00AM via TEAMS. All applicants are strongly encouraged to attend although attendance is not mandatory.

Join from the meeting link

Microsoft Teams meeting

Join:

<https://teams.microsoft.com/meet/211782982976439?p=JImDQVIBMERxVb3Reb>

Meeting ID: 211 782 982 976 439

Passcode: 5Nt2PF3k

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Dial in by phone

[+1 848-200-0868,956505680#](#) United States, Metuchen

[Find a local number](#)

Phone conference ID: 956 505 680#

Proposal Submission Requirements

The county of Ocean is accepting **only** electronic proposals for this Competitive Contract proposal. Submitting your proposal manually is cause for rejection.

The Competitive Contract is available on the Ocean County Procurement Portal Website: <https://procurement.opengov.com/portal/oceancounty> or for viewing purposes only at the Ocean County Purchasing Department at 732-929-2101.

You may only provide one (1) final submission which shall consist of one (1) complete Competitive Contract proposal.

DO NOT submit a hard copy of your electronic submission.

Evaluation Criteria

A review committee will review and rank all responses. All proposals will be reviewed to determine if they conform to all the proposal requirements set forth and the following selection criteria will be used in award of a contract for the services described herein.

45% - Technical Criteria
30% - Management Criteria
25% - Cost Criteria

1. Technical Criteria – 45%

i. Understanding of Scope and Service Model

1. Does the proposal demonstrate a clear understanding of the Scope of Services, target population, service needs, and intended objectives?
2. Is the proposed service model complete, responsive to the requirements of the solicitation, and appropriate for the youth and families to be served?
3. Does the proposal clearly describe how services will be delivered, including referral, engagement, assessment/intake, service delivery, transition/discharge, and follow-up activities, as applicable to the Scope of Services?
4. Are the proposed practices, interventions, and approaches supported by relevant professional standards, evidence-informed practices, demonstrated experience, or other appropriate documentation?

ii. Youth and Family Engagement, Access and Responsiveness

1. Does the proposal demonstrate an ability to engage and retain youth and families in services?
2. Does the proposed approach identify and address potential barriers to service access and participation, including scheduling, transportation, language, location, communication, and other barriers relevant to the population served?

3. Does the proposal demonstrate culturally responsive, developmentally appropriate, trauma-informed, and family-engaged service delivery, as applicable?

iii. Coordination within the Youth Justice Continuum

1. Does the proposal demonstrate an understanding of the provider's role within the Ocean County youth justice continuum?
2. Does the proposal describe effective coordination and communication with referral sources, YSC, courts, Probation, schools, behavioral health providers, community partners, and other involved systems, as applicable?
3. Does the proposal demonstrate the ability to provide timely referrals, warm handoffs, service coordination, and continuity of care when additional or alternative services are needed?

iv. Outcomes and Performance

1. Does the proposal demonstrate a clear connection between proposed services and the outcomes identified in the Scope of Services?
2. Does the provider demonstrate the ability to collect, maintain, and report accurate service and outcome data required by the YSC?
3. Does the proposal describe how performance information, youth/family feedback, and other available data will be used to assess service quality and support continuous improvement?

2. Management Criteria: 30%

i. Program Management and Implementation

1. Does the proposal provide a clear and realistic plan for implementation and ongoing service delivery?
2. Does the provider demonstrate the administrative and operational capacity necessary to meet the requirements of the Scope of Services?
3. Are procedures identified for supervision, case oversight, documentation, communication, quality assurance, and contract compliance?
4. Does the provider demonstrate the ability to initiate and maintain services within required timelines?

ii. Organizational Experience and Past Performance

1. Does the provider demonstrate relevant experience delivering the proposed or comparable services to youth and families?
2. Does the provider demonstrate successful performance with similar populations, service environments, referral systems, or community-based programs?
3. Where the provider has previously contracted with Ocean County/YSC or similar governmental entities, does available information demonstrate satisfactory contract compliance, reporting, fiscal management, service delivery, and responsiveness?
4. Does the organization demonstrate professional and ethical practices appropriate to the services being proposed?

iii. Staffing and Organizational Resources

1. Are sufficient personnel, facilities, technology, transportation, equipment, and other resources available to successfully provide the proposed services?
2. Is the proposed staffing structure adequate for the anticipated service volume and requirements of the Scope?
3. Does the provider identify reasonable plans for maintaining service continuity during vacancies, staff turnover, leave, or other operational disruptions?
4. If subcontractors or contracted personnel will be used, are their roles, qualifications, oversight, and availability clearly identified?

iv. Qualifications, Supervision and Workforce Capacity

1. Do proposed staff possess the education, credentials, licenses, training, experience, and competencies required by the Scope of Services?
2. Does the proposal demonstrate appropriate supervision and ongoing staff development?
3. Does the provider demonstrate culturally responsive hiring, training, supervision, and service practices appropriate to Ocean County youth and families?
4. Does the provider demonstrate the capacity to serve youth and families with diverse needs, including appropriate language access or a reasonable plan for providing such access?

3. Cost Criteria – 25%

i. Reasonableness and Transparency of Proposed Cost

1. Is the proposed cost reasonable in relation to the services, staffing, qualifications, service intensity, and requirements described in the Scope of Services?
2. Is the proposed budget and/or **fee-for-service rate structure** complete, clearly explained, and adequately supported?
3. For services reimbursed on a **fee-for-service basis**, does the proposal clearly identify the proposed unit of service, rate per unit, and the services or activities included within that rate?
4. Are the proposed rates reasonable and appropriate considering the nature and intensity of the service, required staffing and credentials, service location, administrative requirements, and other expectations of the Scope?
5. How do the proposed costs and/or fee-for-service rates compare with other proposals offering a comparable level and quality of service?

ii. Fee-for-Service Cost Effectiveness and Value

1. Does the proposed fee-for-service structure demonstrate a reasonable relationship between the **amount YSC will reimburse, the service actually delivered, and the intended purpose and outcomes of the service**?
2. Does the provider demonstrate the capacity to accurately document, track, invoice, and report units of service eligible for YSC reimbursement?

3. Does the proposed rate structure clearly distinguish **billable services from activities or costs that are included within the established rate and may not be separately billed?**
4. Does the proposal demonstrate that YSC funding will be used only for **authorized, eligible services actually provided**, consistent with the Scope of Services and contract requirements?
5. Does the fee-for-service structure support appropriate access to services without creating unnecessary utilization, duplication of services, or costs that are not directly related to the delivery of the contracted service?

iii. Coordination of Funding and Payer Responsibilities

1. Where applicable, does the provider demonstrate appropriate coordination of YSC funding with Medicaid, insurance, other public funding, or other available payment sources?
2. Where the Scope establishes YSC as a **payer of last resort**, does the proposal demonstrate an appropriate process for identifying and utilizing other available funding before billing YSC?
3. Does the proposal provide reasonable safeguards against duplicate billing or reimbursement of the same service through multiple funding sources?
4. Where services are not reimbursable through another funding source, does the proposal clearly identify the circumstances under which YSC funding would be utilized?

iv. Fiscal Accountability and Quality Assurance

1. Does the provider demonstrate appropriate fiscal controls and accountability for YSC and County funds?
2. Does the provider maintain documentation sufficient to substantiate fee-for-service billing, including the youth served, date of service, type/unit of service, and other documentation required by the Scope or contract?
3. Does the proposal describe appropriate internal quality-control and billing-review practices to support accurate invoicing and contract compliance?
4. Where applicable, are required insurance, certifications, guarantees, or other assurances of performance provided?

**** ATTENTION**** Responses received pursuant to this solicitation are subject to complete disclosure pursuant to the Open Public Records Act. Please note that disclosure includes any and all attachments and addenda supplementing the solicitation response. Accordingly, please do not include personal identifying information in any supplementary documents submitted with the solicitation response.

Ranking - All proposals will be reviewed for completeness and qualifications. The County of Ocean shall award a contract to the vendor or vendors that best meet the needs and interest of Ocean County. The County reserves the right to negotiate the terms and conditions of a contract with the successful vendor or vendors to obtain the most cost advantageous services for the County.

Indemnity Clause - The proposer, if awarded a contract, agrees to protect, defend and save harmless the County against any damage for payment for the use of any patented material process, article or device that may enter into the manufacture, construction or form a part of the work covered by either order or contract, and he further agrees to indemnify and save harmless the County from suits or actions of every nature and description brought against

it, for, or on account of injuries or damages received or sustained by any party or parties by, or from any of the negligent acts of the contractor, his servants or agents.

Insurance Requirements

The contractor shall maintain primary insurance to protect against all claims under Worker's Compensation, Comprehensive General Liability and Automobile. Except for Worker's Compensation, all coverage shall apply as primary coverage with respect to any other insurance or self-insurance program afforded to the County. There shall be no endorsement or modification of this coverage to make it excess over other available insurance/coverage; alternatively, if the CGL and umbrella, excess of reinsurance states that it is pro rata, it shall be endorsed to be primary with respect to the County. Primary coverage shall be subject to approval for adequacy of protection as per the following limits:

Worker's Compensation

1. Limits according to Worker's compensation Laws of the State of New Jersey.
2. Contractor's Liability not less than \$100,000.

Comprehensive General Liability

1. Bodily Injury - \$500,000 per person; \$1,000,000 per occurrence.
2. Property Damage - \$1,000,000 per occurrence.

Comprehensive General Liability shall include the following:

1. Coverage for explosion, collapse or underground hazards.
2. Occurrence basis coverage.
3. Broad form property damage coverage.
4. Coverage for personal injury sustained by any person as a result of an offense directly or indirectly related to the employment of such person by the insured.

Comprehensive Automobile Liability, if applicable, shall include the following:

Business auto liability insurance or its equivalent with a minimum limit of \$1,000,000 per accident and including coverage for all of the following:

- a. Liability arising out of the ownership, maintenance or use of any auto;
- b. Auto non-ownership and hired car coverage.
- c. Contractor's Worker's Compensation, Comprehensive General Liability and Comprehensive Automobile Liability arising out of subcontractor's operations shall be identical as that listed above.

Copies of each insurance certificate shall be furnished to the County with Proposal (when requested).

Certificate of Insurance

Upon contract award, when a Certificate of Insurance is required, it shall be provided to Ocean County listing the County as an additional insured, as follows:

County of Ocean, 101 Hooper Avenue, P.O. Box 2191, Toms River, NJ 08754-2191

Pay to Play Requirements - Starting in January 2007, all business entities are advised of their responsibility to file an annual disclosure statement of political contributions with the New Jersey Election Law Enforcement Commission (ELEC) pursuant to N.J.S.A. 19:44A-20.27 if they receive contracts in excess of \$50,000 from public entities in a calendar year. Business entities are responsible for determining if filing is necessary. Additional information on this requirement is available from ELEC at 888-313-3532 or at www.elec.state.nj.us.

Certification of Disclosure of Investment Activities in Iran

Pursuant to Public Law 2012, c. 25, any person or entity that is a successful bidder or proposer, or otherwise proposes to enter into or renew a contract, must complete the certification below to attest, under penalty of perjury, that neither the person or entity, nor any parent entity, subsidiary, or affiliate is identified on the State Department of Treasury's Chapter 25 list as a person or entity engaging in investment activities in Iran. The list is found on Treasury's website at www.state.nj.us/treasury/purchase/pdf/Chapter25List.pdf.

The Chapter 25 list must be reviewed prior to completing the certification. If a vendor or contractor is found to be in violation of law, action may be taken as appropriate and as may provided by law, rule or contract, including but not limited to imposing sanctions, seeking compliance, recovering damages, declaring the party in default and seeking debarment or suspension of the party. Prior to contract award or authorization, the contractor shall provide the Contracting Agency with a completed Certification on Disclosure of Investment Activities in Iran.

Certification of Non-Involvement in Prohibited Activities in Russia or Belarus

Pursuant to N.J.S.A. 52:32-60.1, et seq. (L. 2022, c. 3) any person or entity (hereinafter "Vendor") that seeks to enter into or renew a contract with a State agency for the provision of goods or services, or the purchase of bonds or other obligations, must complete the certification below indicating whether or not the Vendor is identified on the Office of Foreign Assets Control (OFAC) Specially Designated Nationals and Blocked Persons list, available here: <https://sanctionssearch.ofac.treas.gov/>. If the Department of the Treasury finds that a Vendor has made a certification in violation of the law, it shall take any action as may be appropriate and provided by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and seeking debarment or suspension of the party. Certification form must be completed prior to contract award and is provided in the specification documents (DocuSign).

Transitional Period - In the event services are terminated by contract expiration or by voluntary termination by either the Contractor or the County of Ocean, the Contractor shall continue all terms and conditions of said contract for a period not to exceed one (1) month at the County's request.

Statement of Ownership - The provisions of N.J.S.A. 52:25-24.2 applies to all forms of corporations and partnerships, including, but not limited to, limited partnerships, limited liability corporations, limited liability partnerships, and Subchapter S corporations.

Business Registration Certificate –

Pursuant to N.J.S.A. 52:32-44, Ocean County ("Contracting Agency") is prohibited from entering into a contract with an entity unless the bidder/proposer/contractor, and each subcontractor that is required by law to be named in a bid/proposal/contract has a valid Business Registration Certificate on file with the Division of Revenue and Enterprise Services within the Department of the Treasury.

Prior to contract award or authorization, the contractor shall provide the Contracting Agency with its proof of business registration and that of any named subcontractor(s).

Subcontractors named in a bid or other proposal shall provide proof of business registration to the bidder, who in turn, shall provide it to the Contracting Agency prior to the time a contract, purchase order, or other contracting document is awarded or authorized.

During the course of contract performance:

- (1) the contractor shall not enter into a contract with a subcontractor unless the subcontractor first provides the contractor with a valid proof of business registration.
- (2) the contractor shall maintain and submit to the Contracting Agency a list of subcontractors and their addresses that may be updated from time to time.
- (3) the contractor and any subcontractor providing goods or performing services under the contract, and each of their affiliates, shall collect and remit to the Director of the Division of Taxation in the Department of the Treasury, the use tax due pursuant to the Sales and Use Tax Act, (N.J.S.A.

54:32B-1 et seq.) on all sales of tangible personal property delivered into the State. Any questions in this regard can be directed to the Division of Taxation at (609)292-6400. Form NJ-REG can be filed online at <http://www.state.nj.us/treasury/revenue/busregcert.shtml>.

Before final payment is made under the contract, the contractor shall submit to the Contracting Agency a complete and accurate list of all subcontractors used and their addresses.

Pursuant to N.J.S.A. 54:49-4.1, a business organization that fails to provide a copy of a business registration as required, or that provides false business registration information, shall be liable for a penalty of \$25 for each day of violation, not to exceed \$50,000, for each proof of business registration not properly provided under a contract with a contracting agency.