



**STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF HEALTH AND HUMAN SERVICES**  
**OFFICE OF HUMAN SERVICES**  
***DIVISION FOR CHILDREN, YOUTH & FAMILIES***

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[www.dhhs.nh.gov/dcyf](http://www.dhhs.nh.gov/dcyf)

September 26, 2019

Dear Colleagues,

Children thrive when they are part of a strong and well-supported family that is connected within their community. Ensuring the safety and well-being of New Hampshire's children and improving the State's child protection and juvenile justice efforts rests, first and foremost, on strong families who are part of strong communities. It is critical that everyone who has a stake in a child or youth's health and development works together to strengthen the family and support those at risk of abuse and neglect.

The New Hampshire Division for Children, Youth and Families (DCYF), a critical part of the State's child and family-serving system, has an unprecedented opportunity to transform child protection and juvenile justice to meet the needs of our children and support and strengthen families so more kids can remain safely with their families. To take full advantage of this opportunity, DCYF seeks information from stakeholders on the future of child welfare services in New Hampshire.

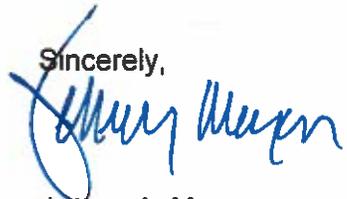
A key element of the NH Department of Health and Human Services' (DHHS) mission is "joining families and communities" to promote the health of all Granite Staters. With this in mind, on behalf of DCYF, we are excited to share this Request for Information (RFI) as a way to further enhance the Department's services that strengthen families, connect them within communities, and create greater capacity to keep kids safe. DHHS is already exploring ways to integrate services across all family-serving systems with a primary focus on prevention and community collaboration. At DCYF, we are now looking at more focused ways to ensure that children and families who come to our attention receive the right services, at the right time, and in the right place to increase protective factors and mitigate the risks associated with abuse or neglect. This shift will not only enhance the services DCYF provides to families during its open child protection and juvenile justice cases; it will also allow families to be supported directly through community-based providers, without being involved with the courts or DCYF in order to receive services. This system shift aims to keep children in their own homes by enhancing our community partners' ability to provide the necessary services for families, allowing families to reach their potential while ensuring the safety and well-being of their children.

We hope to receive responses from a host of partners, providers and interested stakeholders through this RFI to inform our next steps in system design and procurement. We certainly want to hear from our provider community, and we also encourage responses from less traditional respondents, such as youth, parents, relatives, foster parents, advocacy and philanthropic organizations, academic and research institutions, and anyone else with an interest in ensuring strong families and safe and healthy children in New Hampshire.

These advancements and opportunities in the system would not be possible without all the support DCYF has received from youth, parents, relatives, foster parents, stakeholders, providers, legislators, the Governor's office, and our colleagues at DHHS and across other Departments. The funding to make these enhancements possible received bi-partisan support during the last legislative session, and we are all excited to move forward now that a new budget has been adopted.

Success will require input from everyone with a stake in the child welfare system – including young people, parents, relatives and foster parents, policy makers, the courts, healthcare and mental health providers, advocates, businesses, and local leaders. And everyone should have a seat at the table. We appreciate your continued dedication to the children and families in New Hampshire and look forward to your collaboration on improving the child and family serving system.

Sincerely,



Jeffrey A. Meyers  
DHHS Commissioner



**State of New Hampshire**  
**Department of Health and Human Services**

REQUEST FOR INFORMATION RFI-2020-DCYF-01-REDES-01

FOR

DCYF Service Array Redesign

September 26, 2019

# 1. Overview and Purpose

## 1.1. Overview

1.1.1. This Request for Information (RFI) is issued by the New Hampshire Department of Health and Human Services (DHHS) to gain information to inform the development of a more comprehensive and coordinated child-and-family-serving system that helps ensure safe, stable, nurturing families and communities in New Hampshire. To support this effort, the Division for Children, Youth, and Families (DCYF) seeks to develop a system that enhances the Department's ability to keep children safe, preserve families, and enable them to thrive. To achieve this Department goal, DCYF intends to elevate and expand the range of services available to families who are working with DCYF, including those for whom a Court-substantiated finding of abuse or neglect has not been made. The objective of this service array redesign is to decrease repeat reports of maltreatment, the number of children removed from their families, and the time it takes for a child to be reunified or to achieve other permanency<sup>1</sup> goals where children have been removed from their parents' care.

1.1.2. To develop such a system, DCYF seeks to enhance the services it offers to ensure they are more effective, accessible, and aligned with national best practices. Services should better meet the physical, psychological, emotional, and basic needs of children and their families – and be accessible to families in their local community. In particular, children and families need interventions that increase the family's protective factors<sup>2</sup> at the right time to promote safety and well-being. Recent changes in funding and legislative requirements – which have made it possible for DCYF to redesign its service array in this way – will also shape the nature of services offered by placing greater emphasis on evidence-based practices<sup>3</sup> and contracted services.

## 1.2. Purpose

1.2.1. To support this initiative, DCYF will need to procure for services that can meet the needs for a variety of populations. To inform future procurements for those services, DCYF intends to gather information from as many providers, stakeholders, and experts as possible. Your insights on three topics will help DCYF better understand opportunities for building, designing, and administering these services:

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<sup>1</sup> **Permanency-** <https://www.childwelfare.gov/glossary/glossary/>

"A legally permanent, nurturing family for every child and youth. As defined in the Child and Family Services Reviews, a child in foster care is determined to have achieved permanency when any of the following occurs: (1) The child is discharged from foster care to reunification with his or her family, either a parent or other relative; (2) the child is discharged from foster care to a legally finalized adoption; or (3) the child is discharged from foster care to the care of a legal guardian."

<sup>2</sup> **Protective factors:** <https://www.childwelfare.gov/glossary/glossary/>

"Protective factors are conditions or attributes in individuals, families, communities, or the larger society that mitigate or eliminate risk in families and communities, thereby increasing the health and well-being of children and families. Protective factors help parents to find resources, supports, or coping strategies that allow them to parent effectively, even under stress."

<sup>3</sup> **Evidence-based practice:** <https://www.childwelfare.gov/glossary/glossary/>

"Involves approaches to prevention or treatment that are validated by some form of documented scientific evidence. This includes findings established through controlled clinical studies, but other methods of establishing evidence are valid as well."

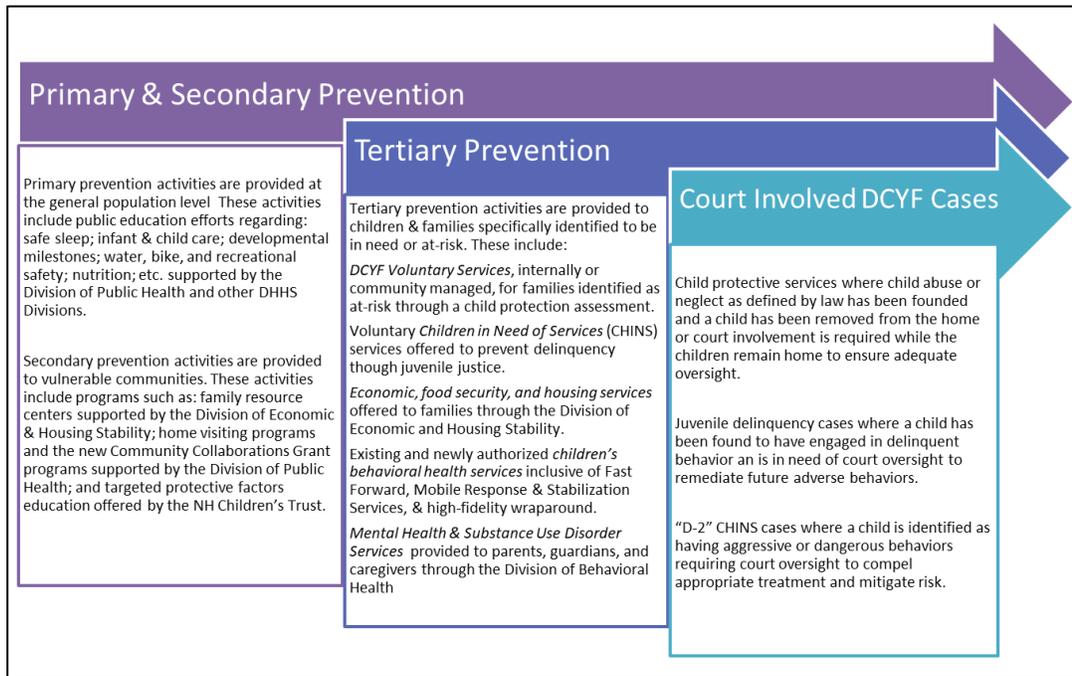
- To identify the evidence-based practices (EBPs) that would most effectively meet the needs of New Hampshire’s child protection and juvenile justice involved children, youth, and families.
- To better understand the capacity of provider organizations to provide EBPs to prevent the removal of children from their homes and associated costs of administering those EBPs.
- To inform the development of a Community-based voluntary service system for families to reduce maltreatment and future DCYF child protection referrals, assessments, cases, and removal of children from their homes.

## **2. Background Information**

### **2.1. The DHHS vision for a child-and-family-serving system:**

- 2.1.1. Through the support of the Governor and legislature, DHHS has a unique opportunity to strengthen New Hampshire’s child-and-family-serving system to better promote safe, stable, nurturing families and communities in New Hampshire. DHHS seeks to provide services that are proactive rather than reactive in order to more frequently help families prevent crises before they occur. While this goal applies to many policy areas it is particularly important for child protection, where the State has traditionally intervened only after a child has already experienced maltreatment rather than providing community-based supports to promote broader child well-being (not just safety) and strengthen at-risk families to prevent maltreatment from occurring (see Figure 1 below).
- 2.1.2. DHHS seeks to work with Granite Staters in a more preventive, proactive, and holistic way to ensure families and communities can thrive. DHHS’s vision is to ensure all children, families, and individuals receive the right service at the right time and right place, no matter where and when they present for assistance. This will require assessing needs more holistically, creating critical linkages across systems that touch vulnerable populations to more seamlessly connect them to supports, and enhancing available services at all levels of need. Achieving this vision also requires DHHS to change the way it does business – breaking down siloes across divisions and integrating service planning and delivery for populations served by multiple divisions. DCYF’s work with children and families is one piece of this broader puzzle.
- 2.1.3. This RFI seeks information critical to realizing this vision for families that come to DCYF’s attention, and it is likely to be followed by subsequent information-gathering efforts to inform other pieces of DHHS’s broader child-and-family-serving system. DHHS is excited to work collaboratively with families and communities to realize this vision

2.1.4. Figure 1, Child-and-family-serving system:



2.2. The DCYF current context and plans for the future:

2.2.1. The current DCYF service array faces several challenges to best meeting the needs of children and families in NH. First, the availability of services is limited both in terms of location and program slots. Second, the range and type of services available today are insufficient to meet all of the physical, psychological, emotional, and basic needs of NH families. In particular, the lack of concrete supports to address economic needs is notable given that roughly 80% of allegations reported to DCYF are for neglect (which is linked to and exacerbated by the effects of poverty). Third, elements of the service array do not align with national best practice or future federal expectations. Fourth, the existing service system does not enable DCYF to fully monitor outcomes of specific services for groups of clients. And, fifth, the existing service system does not sufficiently fund providers to operate and manage their programs.

2.2.2. Moreover, the State seeks to offer help to more families at-risk of future child welfare system involvement that are currently not served. Until recently, families had to be court-involved for child protective services or the juvenile justice system to provide intensive services. In child protection matters, NH's laws required DCYF to make a finding of abuse or neglect and file a petition in court to provide the family with intensive services.<sup>4</sup> The effect of this system is that families must venture deep within the child protective system before receiving services that strengthen families and allow children to remain, safely, at home.

<sup>4</sup> In State Fiscal Year 2018, less than 10% of DCYF child protective services assessments resulted in a finding of abuse or neglect, and fewer than 5% resulted in court action to provide intensive services. In State Fiscal Year 2019, 73,137 individuals (including 30,091 children) were involved in new DCYF assessments compared to the 9,005 individuals (including 3,086 children) who were involved in a new or ongoing open DCYF family service case.

2.2.3. DCYF envisions a child-and-family-serving system where families are supported in a variety of ways before they are in crisis and regardless of their legal involvement with DCYF. This shift in DCYF's service array should result in a more robust, comprehensive, system that improves safety, permanency, and well-being outcomes for children and families. We expect to see a decrease in repeat reports of maltreatment, a decrease in the number of children removed from their families, and a decrease in the time it takes for a child to be reunified (or to achieve other permanency goals) where the children have been removed from their parents.

| Division for Children Youth & Families<br>State Fiscal Year 2019<br>(July 1, 2018 – June 30, 2019) |
|--|
| # of calls to central intake hotline: 30,993   |
| # of child protection assessments: 12,361  |
| # of family service cases: 1,685   |
| # Juvenile Justice cases: 2,858  |

### 3. Funding and legislative change

#### 3.1. Overview of funding and legislative change

3.1.1. Recent developments in funding and legislation at both the federal and state level will support DCYF in expanding the set of services available to families at multiple stages, including:

- Before DCYF involvement (i.e., preventative services).
- Voluntarily without a legal finding of abuse or neglect.
- Through an open DCYF case in which the child remains at home with their family.

3.1.2. In addition to providing funding, federal changes will also shape the types of services that DCYF will offer to take advantage of reimbursement, precisely emphasizing evidence-based practices. Moreover, the SFY 20/21 DCYF budget includes a significant increase in resources to support multiple activities both at the State Office and in the field.

#### 3.2. Detailed listing of funding and legislative changes:

3.2.1. In State Fiscal Year 2019, New Hampshire DCYF began offering voluntary services by providing funding to serve families without court involvement to mitigate the risk and prevent future maltreatment. To date, DCYF has used these funds to provide both case management (provided internally by DCYF workers) and services to high-risk families known to DCYF.

3.2.2. The passage of the federal Family First Prevention Services Act (<https://campaignforchildren.org/resources/fact-sheet/fact-sheet-family-first-prevention-services-act/>) has created opportunities for New Hampshire to further enhance and expand services. The Act provides new options for states to use federal funds to support children who are at-risk of entering out-of-home placement by offering evidence-based practices for a period of 12 months to allow children to remain, safely, in their own homes. DCYF anticipates implementing the residential and prevention service aspects of the Federal Act in September 2021 and the service development and expansion during State Fiscal Years 2020 and 2021.

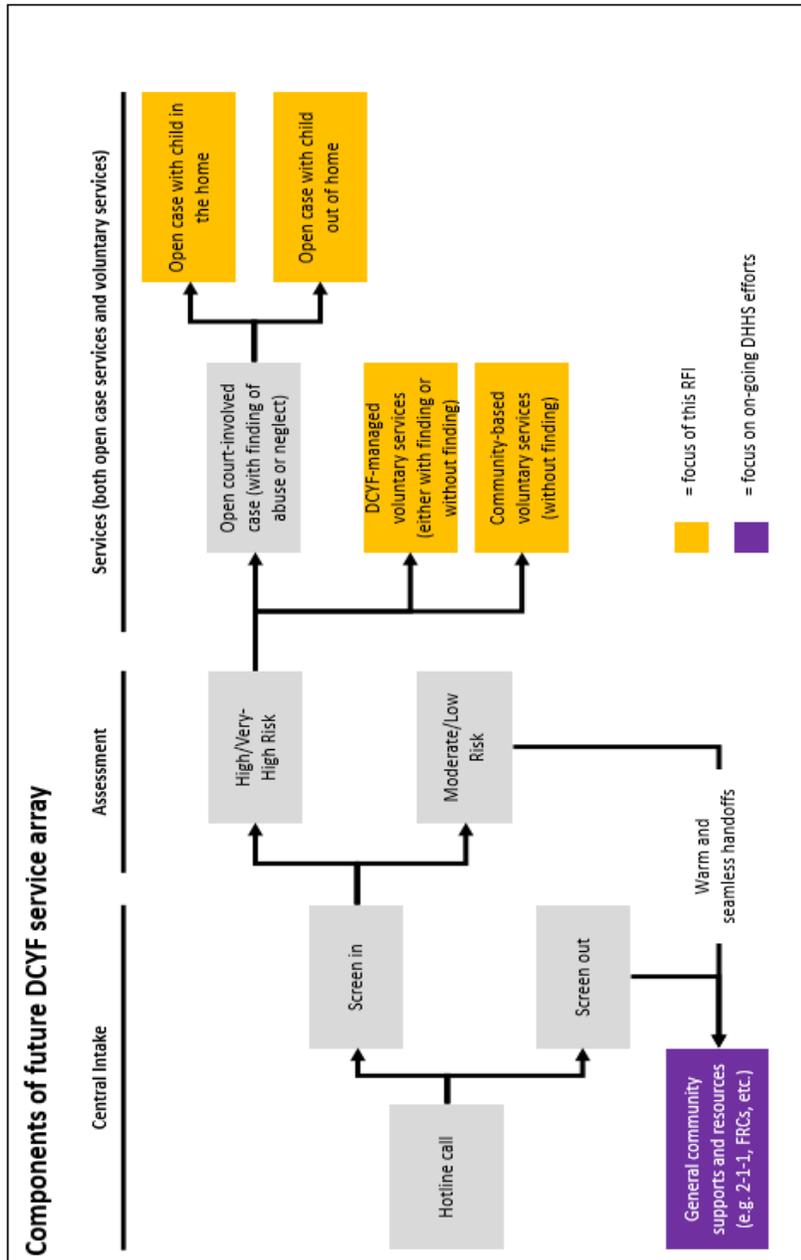
- 3.2.3. To strengthen families before they come to the attention of DCYF, the Department received \$500,000 in parental assistance funds for prevention services in 2018 and was also awarded the Community Collaborations grant from the Children’s Bureau to Strengthen and Preserve Families. The Department will use these two opportunities, and additional funds in the SFY 20/21 authorized budget to leverage existing and create new prevention services with an initial focus on three communities, Manchester, Winnepesaukee Public Health Network, and the North Country. While these projects are managed outside of DCYF by other DHHS Divisions, DCYF is very involved to ensure services are seamlessly delivered across this continuum of supports.
- 3.2.4. Though not the focus of this RFI, an appropriation of approximately \$9 million to enhance the children’s behavioral health System of Care (Senate Bill 14) is another way another way that these systems will be integrated to serve families when and where it makes the most sense, and prevent families from entering child protective services or the juvenile justice system. The System of Care is designed to ensure that behavioral health services will be available to children, youth, and young adults under the age of 21 based on their needs, rather than whether or not they are engaged in DCYF child protective or juvenile justice services. Senate Bill 14 requires the Bureau of Children’s Behavioral Health to establish the following during State Fiscal Years 2020 and 2021:
- State-wide mobile crisis and stabilization services;
  - Care management utilizing high-fidelity wraparound for an expanded population including all children and youth in residential care;
  - A universal needs assessment tool; and
  - And other significant system enhancements.
- 3.2.5. It is anticipated that the budget for State Fiscal Years 2020 and 2021 will also include additional new resources to support:
- Grants to assist residential providers in achieving accreditation;
    - Authorized budgetary amount of: \$302,075
  - Funding to modernize, increase clinical capacity, and expand the use of Evidence-Based Practices for the in-home and residential services;
    - Authorized budgetary amount of: \$13,008,678
  - Funding to develop a new “community-based voluntary services” program to strengthen and support families with children at-risk of entering out-of-home care;
    - Authorized budgetary amount of: \$7,500,000
  - Funding for risk, safety, and screening tools for child protection; and
  - Additional DCYF staffing, in addition to other fiscal enhancements.

## **4. Future service array components and goals**

## 4.1. Overview

4.1.1. This section provides high-level background on key components of the desired DCYF service array that this RFI will help inform. Figure 2 provides an overview of the future DCYF service array and the types of services the Division has identified as the most appropriate for different populations.

4.1.2. Figure 2, Components of the future DCYF service array



## 4.2. Home-based service array for families involved with Juvenile Justice and Child Protective Services

- 4.2.1. The Department anticipates that home-based services will be available to families through DCYF and community-based “Voluntary Services” and “Court Involved DCYF Cases.” As part the Division’s effort to improve its service system, DCYF intends to redesign and expand its current home-based service array to include EBPs that will strengthen the family unit, mitigate the risk of maltreatment, support children at home, or reduce the amount of time towards reunifying or finding a child a permanent home. In addition to EBPs, DCYF wants providers across all services to take the same rigorous approach to assessing needs to inform service provision. These services are part of an integrated service array provided to children, youth, and families involved with DCYF child protection and juvenile justice.
- 4.2.2. As mentioned in the “*Funding and legislative change*” section, The Families First Prevention Services Act provides new options for states to use federal funds to support children who are at-risk of entering out-of-home placement by offering evidence-based practices for a period of twelve (12) months. To be eligible for the federal funds the services must be approved as an EBP by the federal Administration for Children and Families. Federally approved EBP’s can be found on the Title IV-E Prevention Services Clearinghouse (<https://preventionservices.abtsites.com/>) and include:
- Mental Health
    - Parent-Child Interaction Therapy
    - Trauma Focused-Cognitive Behavioral Therapy
    - Multisystemic Therapy
    - Functional Family Therapy
  - Substance Abuse
    - Motivational Interviewing
    - Multisystemic Therapy
    - Families Facing the Future
    - Methadone Maintenance Therapy
  - In-Home Parenting Skill-Based
    - Nurse-Family Partnership
    - Healthy Families America
    - Parents as Teachers
- 4.2.3. The Title IV-E Prevention Services Clearinghouse was recently developed and continues to evaluate programs on a rolling basis. Consequently, it is essential that we continuously identify and consider other potential EBPs that NH could submit to the federal government for approval. Therefore, respondents are encouraged to propose EBPs that are not currently approved. Many additional EBPs can be located on the California Clearinghouse for Evidence-Based Practices in Child Welfare (<https://www.cebc4cw.org/>).

4.2.4. To support the transition to EBPs over the next two years, DCYF will begin to move from a vendor-based service model (e.g. vendors are certified by DCYF to deliver a service among a set of services on behalf of DCYF for a set rate) to a contracted service array with anticipated benefits and outcomes. It is expected that the current service array will continue to be supported and that new services will augment the existing system. The new services will be established through competitive procurement processes and will be an opportunity for DCYF to build on the success of existing services for children and families.

#### **4.3. Community-based voluntary services for families involved with the child protection system**

4.3.1. DCYF child protection assesses thousands of families per year utilizing a standardized risk assessment. Among those assessed, approximately 2,000 families per year are identified as at “high-risk” of future maltreatment. However, DCYF has been unable to serve all of these families through traditional court-ordered services, as discussed in Subsection 2.2.2.

4.3.2. DCYF envisions building a two-part system for voluntary services to serve these families. One component of voluntary services, DCYF-managed voluntary services, exists today following the passage of SB 592 in 2018. The DCYF-managed voluntary services component will serve families where the children still remain in the home with the goal of keeping children safe at home before court intervention is necessary. This component will serve both families who have a finding of abuse or neglect and families without a finding of abuse or neglect who may require more intensive case management and oversight from DCYF staff. These internal cases are also likely to have access to at least part of DCYF’s vendor provided and contracted home-based services. This component of voluntary services will continue but given limited staffing, high, caseloads, and the volume of high-risk families, this model is incapable of meeting the needs of all high-risk families. Therefore, DCYF seeks to add a second component, described below in Subsection 4.3.3.

4.3.3. It is anticipated that the second component will be a *community-based* voluntary service model that utilizes at least one EBP. This component will serve families identified as high-risk through a standardized risk assessment tool, but who were not found to have committed child abuse or neglect. The formal Child Protection Assessment will close without opening an official DCYF case or filing a court petition. Instead, families will be connected to a contracted community-based provider that will provide case management services to assess for and address basic needs, make community connections, and strengthen the family unit. Contracted providers will provide outcome data to DCYF to assess the success of the service, and anticipate that it will be paid using some form of per-child/family billing mechanism to support federal funding under the federal Family First Prevention Services Act.

- 4.3.4. A core value of this newly developed service model is that children, youth, and families should have access to the services and supports they need regardless of whether they are involved in a formal DCYF case or a community-based voluntary service. Accordingly, on occasion, families served through community-based voluntary services may require an additional EBP from the aforementioned in-home service array. In these instances, the community-based voluntary services provider may provide these additional EBPs directly, through MOU's or subcontracts with other providers, or by another means. This is necessary to ensure that families have their needs met without formally entering the DCYF system through additional child protection assessments and cases.
- 4.3.5. Finally, the high-acuity, court-involved families with a finding of abuse or neglect, including those with children who have been removed, will continue to be overseen by the staff at DCYF.

## **5. Program requirements:**

### **5.1. Note to respondents**

- 5.1.1. Services will be provided statewide, but we expect to do so through many providers. Therefore, program boundaries or service area may be any jurisdiction, collection of jurisdictions or existing population parameters of an organization within the State of New Hampshire, DCYF will be the referral source to the program. Referrals will be consistent with the family's needs and related to the program's evidence-based practices when a child is at-risk of out-of-home care.

## **6. Questions:**

### **6.1. Note to respondents**

- 6.1.1. You may respond to some or all the questions below. Responses to all questions are encouraged but not required. Your response can be brief (a few sentences) or longer (a few paragraphs).
- 6.1.2. Please be sure to label your responses appropriately to the question you are addressing.
- 6.1.3. This RFI is for information purposes only, and is not intended to result in a contract or vendor agreement with any respondent. This RFI is not a Request for Proposals, Bids, or Applications. The State is seeking community insight and information prior to finalizing business, functional, operational, and technical requirements before considering the publishing of a Request for Proposal (RFP).
- 6.1.4. This RFI does not commit the State to publish an RFP or award a contract. The issuance of an RFP, as a result of information gathered from these responses, is solely at the discretion of the State. Should an RFP be issued, it will be open to qualified vendors, whether those vendors choose to submit a response to this RFI. This RFI is not a pre-qualification process.
- 6.1.5. Once information from this RFI is fully evaluated, and depending on funding and other factors, a Request for Proposals (RFP) may be published by the Department to select a vendor for specific work to be performed which could potentially result in a contract after the completion of the RFP scoring process. Nevertheless, the issuance of any RFP in the future does not commit the Department to award a contract.

## 6.2. **Contract Information to include (full submission outlined in 9.2):**

- Organization(s) name
- Organization(s) address
- Contact person responsible for responding to this RFI
- Contact person's telephone number
- Contact person's email address

## 6.3. **Home-Based service program design and availability**

- 6.3.1. What are the most important EBPs that the Division for Children, Youth, and Family's needs to add to its service array to stabilize the family, strengthen protective factors, address basic and economic needs, and prevent further maltreatment or entry to out-of-home placement?
- Of those identified, which do you recommend DCYF prioritizes as it establishes new EBPs?
- 6.3.2. Of the EBPs approved in the Title IV-E Prevention Services Clearinghouse, do any of these EBPs currently operate today in New Hampshire? At what scale and where? By whom are these programs funded?
- 6.3.3. Of EBPs **not** currently approved in the Title IV-E Prevention Services Clearinghouse, do any of these programs currently operate today in New Hampshire? At what scale and where?
- 6.3.4. What EBP(s) is your organization currently capable of or capable of quickly implementing that would benefit children and families in NH?
- Are there additional anticipated start-up costs, and if so, what would they be?
  - What rate would be necessary to support the sustainable provision of the EBP?
  - What would be the anticipated time of implementation?
- 6.3.5. What could DCYF do to support service providers in New Hampshire incorporating EBPs into their existing programs to make them more effective and eligible for new resources?
- 6.3.6. What needs assessment tools, used for either service planning or outcomes assessments, would be most helpful to assess children and family's strengths and needs?
- 6.3.7. What other opportunities, challenges, issues, or factors should DCYF consider as we prepare to procure these new services?
- 6.3.8. What could DCYF provide to ensure service availability statewide, including the rural parts of New Hampshire?

## 6.4. **Community-Based Voluntary Services**

- 6.4.1. We envision case management and care coordination as the core components of *Community-based voluntary services*.

- What are the most effective case management and care coordination models we should consider for structuring this program?
  - What case management and care coordination models are most effective at addressing the basic and economic needs associated with a higher risk of entering the child protection system?
  - What are the EBPs (included in the Title IV-E Prevention Services Clearinghouse, the California Clearinghouse, or identified elsewhere) that could be utilized within the case management and care coordination aspects of a community-based voluntary services program?
- 6.4.2. How could the system be designed to ensure that children, youth, and families served through *Community-based voluntary services* have access to other available services, such as those anticipated in Subsection 4.2, as needed?
- In that circumstance, should the Community-based voluntary service provider offer those services directly? For example, through an agreement with another provider or through a referral to DCYF to authorize an additional service line?
- 6.4.3. Is your organization currently capable of establishing a *Community-based voluntary services program* as described in this RFI?
- What would be the anticipated time to start-up?
- 6.4.4. In your estimation, how much money will it cost to provide a *Community-based voluntary services* program and how many families would your organization be able to serve?
- You may provide estimated cost information in whatever format makes sense for you. If helpful, use the table below to consider the kinds of costs to include. Alternatively, you can share your anticipated cost in a “per family total” or “per family per day” rate.

| Type of cost  | Est. cost overall for program |
|---|-------------------------------|
| Start-up costs (e.g., planning, training or licensing fees for new program model)   |                               |
| Direct costs to serve families (e.g., staff, supplies, transportation)  |                               |
| Indirect costs to support an effective organization (e.g., facilities, leadership staff, functions shared across your org.) |                               |
|   |                               |
| Anticipated # of families served per year for this cost   |                               |

- 6.4.5. Should *Community-based voluntary services* be procured as one statewide contract or regionally? If regionally, how should the regions be structured?

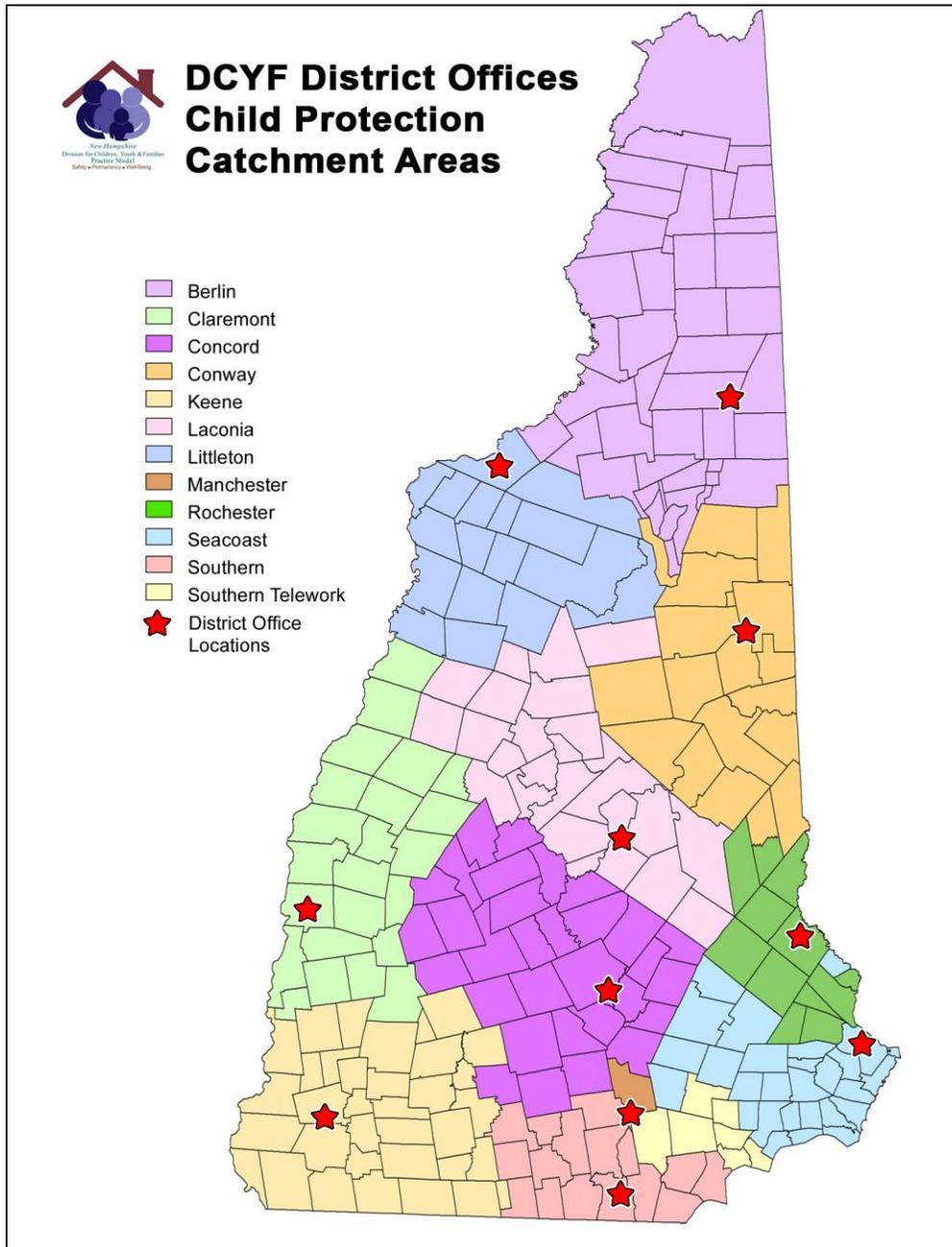
- 6.4.6. What could DCYF provide to ensure availability of *Community-based voluntary services* statewide, including the rural parts of New Hampshire?
- 6.4.7. It is anticipated that establishing *Community-based voluntary services* program will reduce the recurrence of child maltreatment, reduce the recurrence of referral for child protective assessments, and reduce the need for out-of-home placements. Given those outcome goals, what interim metrics should we consider to assess process in delivering this service and success of the service?
- 6.4.8. What other opportunities, challenges, issues, or factors should DCYF be considering as we prepare to procure these new services?

## **7. Websites for containing additional background information**

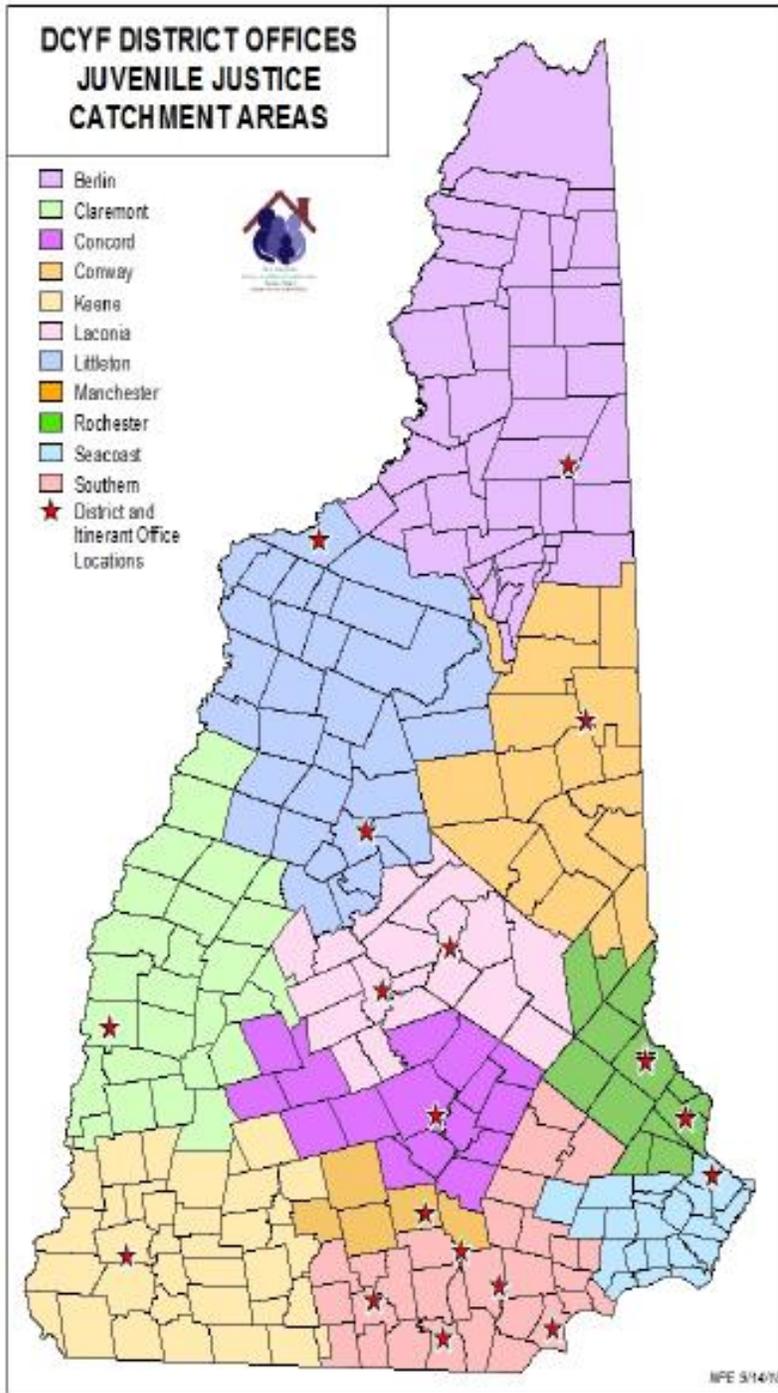
- 7.1.1. DCYF's independent review  
(<https://www.dhhs.nh.gov/media/pr/2016/12192016dcyfreport.htm>)
- 7.1.2. Adequacy and Enhancement Assessment  
(<https://www.dhhs.nh.gov/media/pr/2018/07092018-dcyf-report.htm>)
- 7.1.3. Child and Family Services Review  
(<https://www.dhhs.nh.gov/media/pr/2018/08172018-dcyf-acf-report.htm>)
- 7.1.4. DHHS 10-Year Mental Health Plan  
(<https://www.dhhs.nh.gov/dcbcs/bbh/documents/10-year-mh-plan.pdf>)

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## 7.2. Map of DCYF District Offices and CPS Catchment Areas



### 7.3. Map of DCYF District Offices and Juvenile Justice Catchment Areas



## 7.4. NH DHHS mission and practice model beliefs

### 7.4.1. **New Hampshire Division for Children, Youth and Families Mission:**

7.4.1.1. We partner with families and communities to provide resources and supports that lead to the safety and healthy development of children, youth and the communities in which they live.

### 7.4.2. **Practice Model Beliefs:**

7.4.2.1. **Everyone deserves to be safe.** Safety is paramount to DCYF. We recognize that true safety extends beyond the physical sense and must include emotional safety as well. The culture of safety extends beyond those children, youth and families that we serve to include victims, communities and employees.

7.4.2.2. **All children and youth need and deserve permanency.** DCYF is responsible for partnering with families and communities to promote a safe, stable, and permanent family or lasting connection for every child or youth in the timeliest way possible. A permanent, unconditional relationship with a nurturing caregiver is important to establish the foundation for a child's healthy development.

7.4.2.3. **Everyone needs and deserves a life of well-being.** DCYF believes that well-being includes a healthy mind, body and spirit, as well as life experiences that foster a sense of hopefulness for the future. In addition to offering an array of services that promote opportunities for families to meet their basic needs, DCYF helps to facilitate connections to family, communities and culture.

7.4.2.4. **Everyone deserves to be treated with courtesy and respect.** DCYF recognizes that families are knowledgeable about their own lives and support them within the context of their own family rules, traditions, values and culture when safe. We engage and work collaboratively with colleagues, children, youth, families and communities with honesty and professionalism. Confidentiality and professional boundaries are always maintained, and staff represent the division in a respectful and professional manner.

7.4.2.5. **Prevention reduces child abuse, neglect and delinquency and promotes safety for children, youth, families and communities.** DCYF develops, supports and engages in diverse prevention activities in partnership with families and communities to build protective factors.

7.4.2.6. **All children, youth and families have strengths.** DCYF recognizes that families and individuals can make positive changes in their lives. We help families identify and build their strengths. We utilize a team approach with children, youth, families and community partners to help families provide for their own safety, permanency and well-being.

7.4.2.7. **All children and youth belong with family.** DCYF engages with families and communities to safely maintain children and youth in their homes. We recognize that family extends beyond birth relatives and we support those relationships. We promote and facilitate family contact and communication when children and youth are living outside of their homes

## 8. Notices

### 8.1. Point of Contact or Designee

8.1.1. The point of contact for this RFI relative to the submission of requested information, from the RFI issue date is:

State of New Hampshire  
Department of Health and Human Services  
Jennifer Hackett, Procurement Coordinator  
Contracts & Procurement  
Brown Building  
129 Pleasant Street  
Concord, NH 03301  
Email: Jennifer.Hackett@dhhs.nh.gov  
Phone: (603) 271-9605

8.1.2. Other state personnel are NOT authorized to discuss this RFI before the submission deadline, other than a State-determined designee. The State will not be held responsible for oral responses to Respondents regardless of source.

### 8.2. RFI Timetable

| Request for Information Timetable |                                   |              |
|-----------------------------------|-----------------------------------|--------------|
| Item                              | Action                            | Date         |
| 1.                                | Release RFI                       | 9/26/19      |
| 2.                                | Question submission period opens  | From 10/7/19 |
| 3.                                | Respondent Meeting (non-required) | 10/14/19*    |
| 4.                                | Question period closes            | 10/14/19     |
| 5.                                | Response to questions published   | 10/21/19     |
| 6.                                | RFI submissions due               | 11/7/19      |

*The State reserves the right to modify these dates at its sole discretion.*

*\*The Respondent Meeting will be from 1:00 p.m. -4:00 p.m. at the Brown Building auditorium, located at 129 Pleasant Street, Concord NH 03301. If you plan to attend please RSVP to [Jennifer.hackett@dhhs.nh.gov](mailto:Jennifer.hackett@dhhs.nh.gov), please include your name and organization in the RSVP email.*

### 8.3. Respondent Questions and Answers

8.3.1. All questions about this RFI, including but not limited to requests for clarification, additional information or any changes to the RFI must be made in writing, citing the RFI page number and part or subpart, and submitted to the Procurement Coordinator identified in Subsection 8.1.

8.3.2. The Department may consolidate or paraphrase questions for efficiency and clarity. Questions that are not understood will not be answered. Statements that are not questions will not receive a response.

8.3.3. The Department will not acknowledge receipt of questions.

8.3.4. The questions may be submitted by e-mail; however, the Department assumes no liability for assuring accurate and complete e-mail transmissions.

8.3.5. Questions must be received by the deadline given in Subsection 8.2, RFI Timetable.

#### **8.4. Department Answers**

8.4.1. The Department intends to issue responses to properly submitted questions by the deadline specified in Subsection 8.2, RFI Timetable. Oral answers given are non-binding. Written answers to questions submitted will be posted online at (<http://www.dhhs.nh.gov/business/rfp/index.htm>). This date may be subject to change at DHHS' discretion.

#### **8.5. RFI Amendment**

8.5.1. The Department reserves the right to amend this RFI, as it deems appropriate prior to the submission deadline on its own initiative or in response to issues raised through Respondent questions. The amended language will be posted on the Department Internet site.

#### **8.6. Information Submissions**

8.6.1. Information submitted in response to this RFI must be received no later than the date specified in Subsection 8.2. RFI responses must be addressed for delivery to the Point of Contact listed in Subsection 8.1. Responses must be marked with RFI-2020-DCYF-01-REDES.

8.6.2. Delivery of the Respondent's submission shall be at the Respondent's expense. The time of receipt shall be considered when a Respondent's submission has been officially documented by the Department, as having been received at the e-mail address designated in Subsection 9.1.1.3. The State accepts no responsibility for mislabeled e-mail. Any and all damage that may occur due to shipping shall be the Respondent's responsibility.

#### **8.7. Property of Department**

8.7.1. All material property submitted and received in response to this RFI will become the property of DHHS and will not be returned to the Respondent. The Department reserves the right to use any information presented in any submission provided that its use does not violate any copyrights or other provisions of law.

#### **8.8. Public Disclosure**

8.8.1. Any information submitted as part of a response to this RFI may be subject to public disclosure under RSA 91-A.

8.8.2. Insofar as a Respondent seeks to maintain the confidentiality of its confidential commercial, financial or personnel information, the Respondent must clearly identify in writing the information it claims to be confidential and explain the reasons such information should be considered confidential. This must be done by separate letter identifying by page number and RFI section number the specific information the Respondent claims to be exempt from public disclosure pursuant to RSA 91-A:5.

8.8.3. Each Respondent acknowledges that the Department is subject to the Right-to-Know Law New Hampshire RSA Chapter 91-A. The Departments shall maintain the confidentiality of the identified confidential information insofar as it is consistent with applicable laws or regulations, including but not limited to New Hampshire RSA Chapter 91-A. In the event the Department receives a request for the information identified by a Respondent as confidential, the Department shall notify the Respondent and specify the date the Department intends to release the requested information. Any effort to prohibit or enjoin the release of the information shall be the Respondent's responsibility and at the Respondent's sole expense. If the Respondent fails to obtain a court order from a court of competent jurisdiction enjoining the disclosure, the Department may release the information on the date the Department specifies in their notice to the Respondent without incurring any liability to the Respondent.

### **8.9. Non-Commitment**

8.9.1. Notwithstanding any other provision of this RFI, this RFI does not commit the Department to publish an RFP or award a Contract. The Department reserves the right to, at any time, cancel this RFI and to solicit new or additional information under a new RFI process.

### **8.10. Liability**

8.10.1. Respondents agree that in no event shall the State be either responsible for or held liable for any costs incurred by a Respondent in the preparation or submittal of or otherwise in connection with their submission.

### **8.11. Request for Additional Information or Materials**

8.11.1. During the period from date of RFI Response submission to the date of RFP publication, if that should occur, the Department may request from any Respondent additional information or materials needed to clarify information presented as part of their submission. Such a request will be issued in writing.

## **9. RFI Response Submission Outline and Requirements**

### **9.1. Presentation and Identification**

#### **9.1.1. Overview**

9.1.1.1. Respondents are asked to examine all documentation and other requirements.

9.1.1.2. The Department requests that submissions conform to all instructions, conditions and requirements included in the RFI.

9.1.1.3. Submissions should be received by the date and time specified in the RFI Timetable, Subsection 8.2 Submissions must be addressed to the Point of Contact and marked with RFI-2020-DCYF-01-REDES for the RFI. Proposals must be emailed to the DHHS Contracts unit at the following email addresses:

9.1.1.3.1. To: [DHHS-contracts@dhhs.nh.gov](mailto:DHHS-contracts@dhhs.nh.gov)

9.1.1.3.2. Cc'd: [Jennifer.Hackett@dhhs.nh.gov](mailto:Jennifer.Hackett@dhhs.nh.gov)

#### **9.1.2. Presentation**

- 9.1.2.1. One (1) electronic copy sent to the email listed in 9.1.1.3.1 and 9.1.1.3.2.
- 9.1.2.2. Responses marked with the same number and format as the questions in Subsections 6.3 and 6.4.
- 9.1.2.3. Font size of 10 or larger.
- 9.1.2.4. Front cover labeled with:
  - 9.1.2.4.1. Name of company / organization
  - 9.1.2.4.2. RFI-2020-DCYF-01-REDES

## 9.2. **Outline and Detail**

- 9.2.1. **The Transmittal Cover Letter** – The Respondent shall submit a Transmittal Cover Letter in the following manner:
  - 9.2.1.1. On the Respondent's organization's letterhead;
  - 9.2.1.2. Identify the name, title, telephone number, and e-mail address of the person who will serve as the Respondent's representative for all matters relating to the RFI;
- 9.2.2. **Table of Contents** - The required elements of the Submission shall be numbered sequentially and represented in the Table of Contents.
- 9.2.3. **Executive Summary** – The Respondent shall submit an executive summary to:
  - 9.2.3.1. Provide DHHS with an overview of the Respondent's organization;
  - 9.2.3.2. Demonstrate the Respondent's understanding of the potential solutions described in this RFI and any anticipated problems associated with each;
  - 9.2.3.3. Show the Respondent's overall design of the potential solution(s); and
  - 9.2.3.4. Specifically demonstrate the Respondent's familiarity with the potential solutions' elements, and the Respondent's solutions to the problems presented.
- 9.2.4. **Answers to RFI Questions**
  - 9.2.4.1. The Respondent is asked to respond to only those questions for which they would like to provide an answer. All answers should include all the applicable items requested in Subsection 6.1., 6.2.
  - 9.2.4.2. Responses must be in the same sequence and format as listed in Subsections 6.3, and 6.4.

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