



**REQUEST FOR PROPOSALS
FOR**

**Family Success Center,
Jersey City, Hudson County**

Funding up to \$ 240,000 Available

Mandatory Bidders Conference: June 20, 2017 Time: 10:00AM

**Place: DCF-Training Academy, 30 Van Dyke Avenue
New Brunswick, New Jersey 08091**

Bids are due: July 13, 2017 at 12:00PM

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

Commissioner

April 28, 2017

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Funding Agency

State of New Jersey
Department of Children and Families
50 East State Street, 5th Floor
Trenton, New Jersey 08625-0717

Special Notice:

Potential Bidders must attend a Mandatory Bidder's Conference at DCF- Training Academy, 30 Van Dyke Avenue, New Brunswick, New Jersey 08091 at 10AM.

Questions will be accepted in advance of the Bidder's Conference until June 19, 2017 12PM by providing them via email to DCFASKRFP@dcf.state.nj.us
Technical inquiries about forms and other documents may be requested anytime.

Section I – General Information**A. Purpose:**

The New Jersey Department of Children and Families' (DCF), Division of Family and Community Partnerships (FCP) announces the availability of \$240,000 in funding for the purpose of developing a culturally competent, strength-based neighborhood Family Success Center (FSC) in Hudson County, New Jersey that offers convenient access to the information, support, and resources that families need. The funding available by way of this Request for Proposals (RFP) seeks to establish a FSC in Hudson County that will serve communities of Jersey City while also complementing the work of the two existing FSCs in Hudson County. The awarded FSC will benefit the County by increasing Jersey City residents' access to local support groups and workshops within this community. It is important to note that the Center's location should be within close proximity to families, easily accessible for community members via walking and public transportation, and in, or nearby residential areas.

One funding award will be granted to develop a community-based initiative that will strengthen individual and family functioning and empower people to acquire the knowledge, skills, and resources they need to succeed and to provide an optimal environment for their children's development. The Family Success Centers (also known as the "Center") must be flexible and responsive to the specific needs determined by the families and individuals who live in the identified neighborhood. The Centers must provide some services directly and may also collaborate with other agencies to provide additional services on site or, where necessary, arrange access to off-site resources. Parent involvement is an essential component of the FSC model.

B. Background:

The Department is charged with serving and safeguarding the most vulnerable children and families in the State and ensuring that service delivery is directed towards their safety, protection, permanency and well-being.

To this end, DCF has funding to support the development of a Family Success Center in the southern part of Jersey City, in Hudson County, New Jersey. Family Success Centers are community-based, family-centered, neighborhood gathering places where any community resident can visit for family support, information, and services.

The purpose of the Family Success Center is to:

- Enrich the lives of children by strengthening families and neighborhoods;
- Develop networks of family strengthening services to prevent child abuse and neglect and promote optimal child, youth, family, and community development;
- Provide integrated, locally-based services that are family focused, and culturally responsive;
- Reduce isolation and strengthen connections within families, between families, and to the community; and
- Redefine public spaces within the community as family friendly, safe and non-stigmatizing.

Family Success Centers are expected to provide:

- Welcoming Environments: Centers are safe, warm, and welcoming places in the community where any family can come, not only in times of need, but as a part of day-to-day life. Center location will vary by neighborhood. What all Centers have in common is a welcoming homelike setting that reflects the local community.
- Meaningful Community Involvement and Shared Responsibility: Community residents and families take responsibility for the Center along with the Center's staff. The expectation is for parents, caregivers, and community members to provide input and participate in its Center design, governance, programming, facilitation of activities, and overall Center development.
- Integrated Supports and Services: Centers work collaboratively with community partners to bring together local resources and services for an accessible and responsive service system. In addition, each Center must collaborate with local agencies implementing evidence-based programs ensuring participants have access to services with a proven track record for positive outcomes.
- Respectful Participant Relationships: The Center design and service delivery affirm the rich ethnic and cultural diversity that characterize

the community. Centers ensure that families receive non-intrusive supports and connections respecting participant integrity and functioning.¹

C. Services to be Funded:

The FSC model is designed to serve communities and meet the needs of their families; it's important to note that family and community are broadly defined in this RFP. The term "family" includes the diversity of family structures, including birth families; foster, kinship and adoptive families; extended families; families with adults who are single, unmarried couples, married, divorced, remarried, in a civil union, or domestic partnership. The term "community" refers to a neighborhood, municipality, or region.

FSC Operating Procedures

The expectation is for the awarded provider to adhere to the following general operating procedures:

- All programs are encouraged to utilize evidence based, evidence informed, and/or evidence supported/promising practices whenever possible. Definitions for each are provided below:
 - Evidence-based is defined as a manualized program/practice/intervention, which is included in a national clearinghouse or registry of evidence-based interventions; has documented evidence of effectiveness based on at least two rigorous, external research studies; and has demonstrated sustained effects at least one year post treatment.
 - Evidence-informed is defined as having demonstrated effectiveness with one rigorous research study.
 - Evidence-supported or promising practice is defined as showing some evidence of effectiveness through less rigorous research studies.

(Note: Rigorous research designs include experimental or quasi-experimental designs. Experimental designs use random assignment, and quasi-experimental designs used matched control groups. Less rigorous designs that may be considered include pre-post and case studies.)

- The FSC has a welcoming, homelike setting with a defined FSC identity as prescribed by NJ DCF. The atmosphere and décor of the Center is expected to be professional, family friendly, warm, inviting and non-stigmatizing.

¹ Adapted from California Family Resource Center Learning Circle, Family Resource Centers, Vehicles for Change, April 2000

Overview of Service Model

Through collaboration with local partners, Family Success Centers are able to provide an accessible, seamless network of coordinated services including professional and para-professional services, voluntary supports, and community resources. Parents and other community residents also serve as resources, mentors, and decision-makers through the program's explicit efforts to engage families in mutual assistance opportunities. Throughout their work, the Family Success Centers utilize a non-clinical, strength-based approach.

Successful applicants to this RFP will develop a service model that aligns with the following:

Family Support Practice

Family Success Centers should be the creation of their own neighborhoods, designed to address the challenges and preferences of local individuals.

The family support approach focuses on helping parents identify and develop their own strengths, rather than relying exclusively on services designed and delivered by professional problem-solvers.² This is not a case management model but a model that supports families to become their own problem solvers.

The program approach, which reflects the family support principles and premises, defines family support as “normative - addressing issues faced by all families with young children; preventive - not designed to address specific problems or replace more intensive professional services; and a mutually respectful partnership between family and staff.”³

The Principles of Family Support Practice are as follows:

1. Staff and families work together in relationships based on equality and respect.
2. Staff enhances families' capacity to support growth and development of all family members.
3. Families are resources to their own members, other families, programs, and communities.
4. Programs affirm and strengthen families' cultural, racial, and linguistic identities and enhance their ability to function in a multicultural society.

² Guidelines for family support practice. (1996)

³ Kagan, S. L., and Weissbourd, B. (1994) Toward a new normative system of family support in S.L. Kagan and B. Weissbourd (Eds.), *Putting families first: America's family support movement and the challenge of change* (p.473-490).

5. Programs are embedded in their communities and contribute to the community building process.
6. Programs advocate with families for services and systems that are fair, responsive, and accountable to families.
7. Staff works with families to employ formal and informal resources to support family development.
8. Programs are flexible and continually responsive to emerging family and community issues.
9. Family support principles are modeled in all activities, including planning, governance, and administration.

NJ Standards for Prevention Programs: Building Success through Family Support

Developed in 2003 and revised in 2014 by the New Jersey Task Force on Child Abuse and Neglect in collaboration with DCF Division of Family and Community Partnerships, applicants are expected to embrace the practice and administrative standards set forth in this document.

The Standards can be found at:

<http://nj.gov/dcf/news/reportsnewsletters/taskforce/Standards.for.Prevention.Programs.pdf>

Strengthening Families Protective Factors

The Protective Factors, developed by the Center for the Study of Social Policy which are embedded in the New Jersey Child Abuse and Neglect Prevention Plan 2014-2017, should be incorporated into all community and family services. Protective Factors are tools that families and communities draw upon to help increase the health and well-being of children and families.

The New Jersey Child Abuse & Neglect Prevention Plan 2014-2017 can be found at:

<http://www.state.nj.us/dcf/news/reportsnewsletters/taskforce/SupportingStrongFamiliesandCommunitiesinNew%20Jersey.pdf>

Target Population

The awarded FSC must serve a minimum of 250 registered participants annually. It is expected that the FSC will welcome and serve ALL individuals and families who come to the Center. No individuals and/or families should be turned away from services.

Cultural Competency

Policies and programs must affirm and strengthen cultural identity, be culturally sensitivity and culturally responsive to the full diversity of New Jersey families in structure, cultural values or life stage. Policies and programs must be flexible and tailored to the unique needs of families and

must be provided with sufficient time and intensity to achieve and maintain positive outcomes over time for diverse families.

The provider shall identify and develop, as needed, accessible culturally responsive services and supports. These shall include, but are not limited to, employing staff who reflect the diversity of the community they serve and affiliations with informal or natural helping networks such as language services, neighborhood and civic associations, faith based organizations, and recreational programs determined to be appropriate.

Location & Accessibility

Program accessibility and location is critical. The Center should:

- Preferably is a stand-alone structure housed in a home-like setting that embodies the look and feel of the community at large. The Center cannot be located within the larger lead agency.
- Be separately delineated from the lead agency, and not referenced as a “program” of the agency. The lead agency must allow the FSC to create its own identity.
- Have a dedicated phone line, voice mail, dedicated website and wireless internet connection.
- Have hours of operation to meet the needs of the community including evening and/or weekend hours.

Contracted Services Expectations

The grantee for this program is expected to provide, initiate and/or coordinate an array of individual, group and community activities to include the following contracted services:

Individual Activities:

1. Engagement
2. Information and Referral
3. Advocacy

Group Activities:

These activities should be strengths-based and focus on building protective factors. **Evidence-based or evidence-informed services should be provided when possible.**

1. Parent Education (PE)/ Parent Child Activity (PCA) – provide at least 2 each month of which at least 4 PE/PCA per year focused on fathers.
2. Life Skills Activities – provide at least 2 each month
3. Family Health Activities – provide at least 2 each month
4. Housing-related Services Activities – provide at least 2 each month
5. Employment Related Activities – provide at least 2 each month
6. Strengthening Families Event - organize at least 1 child abuse prevention awareness event in the month of April.

7. Caregiver Outreach - collaborate and/or actively participate in at least 1 event hosted by their regional Kinship Navigator Provider.

Community Activities:

1. Outreach
2. Develop volunteers and sponsors/mentors
3. Networking
4. Family Success Center Advisory Board (FSCAB) Meetings
5. Leadership Development
6. Community Context

Promotional Materials

The name of the Center must include “Family Success Center” and must receive approval from FCP. All promotional materials must reinforce the services of the FSC not the managing agency. Promotional materials such as brochures, posters, and advertisements should feature the FSC name and logo prominently. The name, services or mission of the managing agency cannot overshadow the FSC.

Collaboration

The grantee must seek active collaboration and/or discussion with parents, youth, community partners, stakeholders, service providers, and county agencies to integrate with other services to minimize duplication and address gaps in existing services. The grantee must seek active collaboration with community and DCF FCP providers to incorporate evidence-based, evidence-informed or evidence-supported services programming into FSC regular calendars when possible. A comprehensive list of DCF providers can be located on the FCP website:

<http://www.nj.gov/dcf/families/dfcp/DFCPDirectory.pdf>

Family Success Center Advisory Board

Studies indicate the most successful child abuse prevention initiatives are community-led and community-driven. Giving local residents a majority voice ensures that the Center’s operations and programming are meaningful, accessible and effective for the community in which the Center resides.

The community and its families shared responsibility is accomplished through an Advisory Board, whose role is to advise and make recommendations to the FSC Director and staff. They will not govern with legal accountability. The grantee agency and the FSC Advisory Board must have written guidelines that detail the roles and responsibilities of each. The grantee agency will recruit Advisory Board members to reflect the diverse makeup of the community they serve. The Advisory Board members must be parents and/or community residents. Anyone affiliated with an agency that will serve families, on-site at the Center or by referral, is not eligible to serve

on the Advisory Board. Advisory Board members will be required to complete a conflict of interest questionnaire.

Family Success Center Parent Leaders

The Center will provide at least at least 4 opportunities per year for participants to take on leadership roles.

Functions of Advisory Board and Parent Leaders include but are not limited to:

- Mentoring other community members
- Meaningfully helping with Center activities, workshops, and events
- Engaging and providing outreach to new participants in the life of the Center
- Providing specialized expertise that may be missing from staff
- Serving as ambassadors building bridges into the community
- Surveying the need to enhance existing activities
- Bringing in additional resources
- Recommending programs and activities for the Center

Lobbying Activities and/or any Political Activity is prohibited.

Lobbying means any act, whether written, verbal, or non-verbal, that seeks to influence legislation, regulation or governmental processes, or any communication with or securing information from governmental officers. Please refer to Department Policy DCF.4.03-2007 at: http://www.state.nj.us/dcf/policy_manuals/CON-I-A-4-4.03.2007_issuance.shtml

Staffing

The FSC is required to employ 3 full time staff including (1) Program Director, (1) Family Partner, and (1) Volunteer and Community Partnership Coordinator. Full-time is defined as a minimum of 35 hours per week. All FSC staff must be located at the Family Success Center. See Appendix C for position descriptions.

The Family Success Center staff are required to attend training on the Standards for Prevention, the Principles of Family Support, the Protective Factors, and all other trainings deemed necessary by FCP. All Advisory Board members will be encouraged to attend Board Development training provided by the FSC and the trainings described above.

Outcome Evaluation

The Center will participate in an evaluation process led by DCF. It is expected that Center staff will participate in evaluation training and technical assistance sponsored by DCF. Two times each year, Center staff are expected to administer a survey to every individual who comes to the Center

within a one week time period. This survey will measure Protective Factors outcomes, among other indicators. Protective Factor outcomes include:

1. Participants are successfully linked to formal and informal concrete supports.
2. Participants increase social connections.
3. Participants demonstrate increased resilience.
4. Parents demonstrate improved parenting skills.
5. Parents report increased nurturing and attachment in relationships with their children.

The awarded Center is required to participate in other evaluation activities as requested. For example, this may include pre- and post-tests for group activities. Center staff is encouraged to collect additional outcome evaluation data as capacity permits.

Continuous Quality Improvement – Creating a Culture of Quality

DCF practices Continuous Quality Improvement (CQI) through ongoing evaluation of programs. The practice of CQI requires the use of both qualitative and quantitative implementation and outcome data to identify and analyze strengths and areas needing improvement. By engaging in CQI activities, we are able to reflect, learn, and develop targeted strategies designed to improve the quality of services.

It is expected that the awarded Center will engage in ongoing CQI to ensure programs are systematically and intentionally increasing the quality of implementation and positive outcomes for individuals and families they serve.

Center staff are required to submit monthly reports of demographic and service data as part of the Continuous Quality Improvement process.

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

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

Organ and Tissue Donation

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

D. Funding Information:

For the purpose of this initiative, the Department will make available \$240,000 in funding. It is anticipated that the resulting contract will contain \$240,000. This is ongoing funding. Continuation funding is contingent upon the availability of funds in future fiscal years and compliance with contracted obligations, achieving performance outcomes and contracted level of services.

One (1) proposal will be funded under this program.

The funding period for this program is from the date of contract until the end of the fiscal year, June 30.

Matching funds are not required. However, the proposal asks for a description of how the Center will develop volunteers and community contributions to augment staff and public funding of the Center.

Additional start-up funds are not available. All start-up costs must be funded with accruals. Applicants must provide a justification and detailed summary of all expenses that must be met in order to begin program operations. No more than ten percent (10%) of the \$ 240,000 budget may be allocated for start-up costs.

Proposals that demonstrate the leveraging of other (community) financial resources are encouraged and will receive additional consideration in the proposal review process.

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

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

E. Applicant Eligibility Requirements:

1. Applicants must be for profit or not for profit corporations that are duly registered to conduct business within the State of New Jersey.
2. Applicants must be in good standing with all State and Federal agencies with which they have an existing grant or contractual relationship.
3. If Applicant is under a corrective action plan with DCF, or any other New Jersey State agency or authority, the Applicant may not submit a proposal for this RFP. Responses shall not be reviewed and considered by DCF until all deficiencies listed in the corrective action plan have been eliminated to the satisfaction of DCF for a period of 6 months.

4. Applicants may not be suspended, terminated or barred for deficiencies in performance of any award, and if applicable, all past issues must be resolved as demonstrated by written documentation.
5. Applicants that are presently under contract with DCF must be in compliance with the terms and conditions of their contract.
6. Where appropriate, all applicants must hold current State licenses.
7. Applicants that are not governmental entities must have a governing body that provides oversight as is legally required.
8. Applicants must have the capability to uphold all administrative and operating standards as outlined in this document.
9. Applicants must have the ability to achieve full operational census within 60 days of contract execution.
10. Applicants must comply with the requirements of N.J.S.A. 10:5-31 et seq. and N.J.A.C. 17:27, the State Affirmative Action policy.
11. All applicants must have a Data Universal Numbering System (DUNS) number. To acquire a DUNS number, contact the dedicated toll-free DUNS number request line at 1-866-705-5711 or inquire on-line at www.dnb.com.
12. Any fiscally viable entity that meets the eligibility requirements, terms and conditions of the RFP, and the contracting rules and regulations set forth in the DCF Contract Policy and Information Manual (N.J.A.C. 10:3) may submit an application.

F. RFP Schedule:

June 20, 2017 At 10:00AM	Mandatory Bidder’s Conference at DCF- Training Academy, 30 Van Dyke Avenue New Brunswick, New Jersey 08091
June 19, 2017 at 12:00PM	Deadline for Email Questions sent to DCFASKRFP@dcf.state.nj.us by 12:00PM
July 13, 2017 at 12:00PM	Deadline for Receipt of Proposals by 12:00PM

All proposals must be received by 12:00 PM on July 13, 2017. Proposals received after 12:00 PM will **not** be considered. Applicants should submit **one (1) signed original** and **one CD ROM**, including a signed cover letter of transmittal as indicated below.

Proposals must be delivered either:

1) In person to:

Catherine Schafer, Director of Grants Management, Auditing, and Records
Department of Children and Families

50 E. State Street, 3rd Floor
Trenton, New Jersey 08625

Please allow time for the elevator and access through the security guard. Applicants submitting proposals in person or by commercial carrier should submit **one (1) signed original** and **one CD ROM** with all documents including a signed cover letter of transmittal.

2) Commercial Carrier (hand delivery, federal express or UPS) to:

Catherine Schafer, Director of Grants Management, Auditing, and Records
Department of Children and Families
50 E. State Street, 3rd Floor
Trenton, New Jersey 08625

Applicants submitting proposals in person or by commercial carrier should submit **one (1) signed original** and **one CD ROM** with all documents including a signed cover letter of transmittal.

3) Online:

DCF offers the alternative for our bidders to submit proposals electronically. Only a registered Authorized Organization Representative (AOR) or the designated alternate is eligible to send in a submission by submitting an AOR form.

AOR Registration forms and online training are available on our website at: www.nj.gov/dcf/providers/notices/

Forms are directly under the Notices section-See Standard Documents for RFPs

- [Submitting Requests for Proposal Electronically PowerPoint \(pdf\)](#)
- [Registration for the Authorized Organization Representative \(AOR\) Form](#)

We recommend that you do not wait until the date of delivery in case there are technical difficulties during your submission. Registered AOR forms may be received 5 business days prior to the date the bid is due.

G. Administration:

1. Screening for Eligibility, Conformity and Completeness

DCF will screen proposals for eligibility and conformity with the specifications set forth in this RFP. A preliminary review will be conducted to determine whether the application is eligible for evaluation or immediate rejection.

The following criteria will be considered, where applicable, as part of the preliminary screening process:

- a. The application was received prior to the stated deadline
- b. The application is signed and authorized by the applicant's Chief Executive Officer or equivalent
- c. The applicant attended the Bidders Conference (if required)
- d. The application is complete in its entirety, including all required attachments and appendices
- e. The application conforms to the specifications set forth in the RFP

Upon completion of the initial screening, proposals meeting the requirements of the RFP will be distributed to the Proposal Evaluation Committee for its review and recommendations. Failure to meet the criteria outlined above, or the submission of incomplete or non-responsive applications constitutes grounds for immediate rejection of the proposal if such absence affects the ability of the committee to fairly judge the application.

In order for a bid to be considered for award, at least one representative of the Bidder must have been present at the Bidders Conference commencing at the time and in the place specified below. Failure to attend the Bidders Conference will result in automatic bid rejection.

2. Proposal Review Process

DCF will convene a Proposal Evaluation Committee in accordance with existing regulation and policy. The Committee will review each application in accordance with the established criteria outlined in Section II of this document. All reviewers, voting, and advisory will complete a conflict of interest form. Those individuals with conflicts or the appearance of a conflict will be disqualified from participation in the review process. The voting members of the Proposal Evaluation Committee will review proposals, deliberate as a group, and then independently score applications to determine the final funding decisions.

The Department reserves the right to request that applicants present their proposal in person for final scoring. In the event of a tie in the scoring by the Committee, the bidders that are the subject of the tie will provide a presentation of their proposal to the evaluation

committee. The evaluation committee will request specific information and/or specific questions to be answered during a presentation by the provider and a brief time-constrained presentation. The presentation will be scored out of 50 possible points, based on the following criteria and the highest score will be recommended for approval as the winning bidder.

Requested information was covered-	10 Points
Approach to the contract and program design was thoroughly and clearly explained and was consistent with the RFP requirements-	20 Points
Background of organization and staffing explained-	10 Points
Speakers were knowledgeable about topic-	5 Points
Speakers responded well to questions -	5 Points

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

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

3. Special Requirements

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

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

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

H. Appeals:

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

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

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

I. Post Award Review:

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

Applicants may request a Post Award Review by contacting: dcfaskrfp@dcf.state.nj.us

Post Award Reviews will not be conducted after six months from the date of issuance of this RFP.

J. Post Award Requirements:

Selected applicants will be required to comply with the terms and conditions of the Department of Children and Families' contracting rules and regulations as set forth in the Standard Language Document, the Contract Reimbursement Manual and the Contract Policy and Information Manual. Applicants may review these items via the Internet at www.nj.gov/dcf/contract/manual. After accessing the DCF web page, click on Contract & RFP Info.

Selected applicants will also be required to comply with all applicable State and Federal laws and statutes, assurances, certifications and regulations regarding funding.

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

1. A copy of the Acknowledgement of Receipt of the NJ State Policy and Procedures returned to the DCF Office of the EEO/AA
2. DCF Third Party Contract Reforms Attestation
3. Proof of Insurance naming DCF as additionally insured from agencies
4. Bonding Certificate
5. Notification of Licensed Public Accountant (NLPA) with a copy of Accountant's Certification
6. ACH- Credit Authorization for automatic deposit (for new agencies only)

The actual award of funds is contingent upon a successful Contract negotiation. If, during the negotiations, it is found that the selected Applicant is incapable of providing the services or has misrepresented any material fact or its ability to manage the program, the notice of intent to award may be rescinded.

Section II – Application Instructions

A. Proposal Requirements and Review Criteria:

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

The narrative portion of the proposal should be double-spaced with margins of 1 inch on the top and bottom and 1½ inches on the left and right. The font may be no smaller than 12 points. There is a 25 page limitation for the narrative portion of the grant application. A one (1) point reduction per page will be administered to proposals exceeding the page limit requirements. Five (5) points will be deducted for each missing document. If the deductions total more than 20 points the proposal shall be rejected as non-responsive. The narrative must be organized appropriately and address the key concepts outlined in the RFP. Items included in the transmittal cover letter, Annex B budget pages, and attachments do not count towards the narrative page limit.

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

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

1) Applicant Organization (10 Points)

Describe the agency's history, mission and goals, and where appropriate, a record of accomplishments in working in collaboration with the Department of Children and Families and/or relevant projects with other state governmental entities.

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

Describe the agency's background and experience in providing this type of community-based service model and implementing the specific types of services required in this RFP.

Describe the agency's history of collaboration with formal and informal organizations and capacity to engage families and residents in co-designing services and assuming leadership positions in the agency.

Provide an indication of the organization's demonstrated commitment to cultural competency, diversity, and use of culturally appropriate programming to address community barriers to positive family functioning.

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

2) Community-Based Initiative Justification (10 Points)

Describe the "community" you intend to serve (i.e.: town, neighborhood, etc.). Describe local conditions and characteristics of the community. Provide supporting documentation, including input from families and residents, relevant local facts, statistics, study findings, etc. Be sure that community statistics cited are no older than the most recent Census Data.

Identify the strengths, assets, and challenges in your community. Note any gaps in services and any barriers to assisting families (i.e.: waiting lists, language, transportation, hours). Explain how you will partner and network with community leaders, businesses, faith-based entities, agencies, and families to work together to make the community more supportive of families.

3) Program Approach and Contracted Services

(40 Points)

a) Family Support Approach:

Describe the agency's capacity and commitment to integrate the family support approach in your service model. Explain how you will position the Center as a strengths-based community resource and prevent the use of stigmatizing language and/or labeling families by risk factors.

b) Site hours and location:

Describe the agency's criteria or process for identifying and selecting the FSC site location and include the proposed location. Be as specific as possible. Inclusion of pictures of the proposed FSC stand-alone location is encouraged. In addition, identify potential community partners you will collaborate with and the locations for additional space(s) where FSC services will be provided. How will the awarded FSC coordinate staffing, hours of operations and services with the additional community locations?

Describe how the Center location will be accessible to your community and how the services will be provided in a non-threatening environment. Provide information on the accessibility of services, including the hours and days that services will be available to families, and the geographic location(s) where services will be provided.

c) Cultural Competency:

Describe actions your agency will take to ensure that policies, materials, environment, recruitment, hiring, promotion, training, Board membership and staff reflect the community and promote the cultural competency of the organization. Include how resources and services will be provided in a way that is culturally sensitive and relevant.

Describe how your Center will promote cross-cultural understanding and respect for differences and, where applicable, help families assimilate into U.S. society and culture. Demonstrate how the agency will position itself to be responsive to the cultural and diverse needs of the community.

d) Staffing:

Indicate the number, qualifications and skills of all staff, consultants, sub-grantees and/or volunteers who will perform the proposed service activities. In the Appendices section of the application, attach an organizational chart for the proposed program operation and resumes, current salary ranges and job descriptions of key personnel who will perform the proposed services.

Describe the management and supervision methods that will be utilized.

Describe how the proposed program will recruit, support, and retain staff who reflect the community that the Center serves and meet the needs of various and diverse cultures within the target community based on the Law Against Discrimination (N.J.S.A. 10:51 et seq.).

e) Contracted Service Delivery:

Individual Contracted Services

Briefly describe the Center's process for:

1. Engagement: How will each Center engage a minimum of 250 participants annually? Discuss greeting processes for new participants - consider a description of a welcome packet, tour of the site, and how the greeting will include an invitation to contribute to the life of the Center. Discuss how incentives (meals, child care, transportation, etc.) will be used in an effort to engage parents and overcome barriers to the use of the Center and its resources.
2. Information and Referral: Describe how the Center will obtain information about new community resources and develop a user friendly system for individuals to access formal and informal resources and supports on their own. Also, provide a website address to your resource directory of informal supports or Table of Contents or a sample of the types of resources. Do not submit manual. Also, discuss how the Center will encourage participants to assist one another in becoming informed about resources
3. Advocacy: Describe how the Center will assist families in making connections to referred services and advocating with them or for them as needed

Group Contracted Services

Briefly describe at least 2 planned activities for each of the required group contracted service categories listed below. Describe how they will provide opportunities to build social connections and focus on protective factors.

1. Parent Education (PE)/ Parent Child Activity (PCA)
2. Life Skills Activities
3. Health Activities
4. Housing-related Services Activities
5. Employment Related Activities

Use the following format for your brief description of the planned activities:

- Group Contracted Service Category
- Name of activity and brief description Frequency and duration
- Where the activity will be provided (at the Center, off site at another community provider)
- By whom (i.e.: the Center, community provider, and FCP provider). Attach affiliation agreements or Memoranda of Understanding.

Child Abuse Prevention Awareness

Briefly describe a vision for a Strengthening Families child abuse prevention awareness event in the month of April.

Caregiver Outreach

Briefly describe how the Center will collaborate and/or actively participate in Caregiver Outreach through events hosted by the regional Kinship Navigator Provider.

Community Contracted Services

Briefly describe the Center's:

- Outreach Strategy: How will staff and Board Members establish a presence in the community? Describe how the Center will utilize assertive efforts to engage and establish relationships with formal and informal partners from the broader community. Discuss a media campaign (to free outlets where possible) and wide distribution of information about Center services and resources. Be as specific as possible about your outreach and promotional strategy. Include written commitments from local partners (business, agencies, faith-based groups, etc.) who will promote the center.

It is strongly encouraged to include letters of Commitment or MOUs for services that your agency intends to offer. Examples for services are agreements for space for large meetings, internships, financial literacy and workshops.

- Development of Volunteers and Sponsors/Mentors: How will volunteers be recruited? Describe the assessment process that will be used to match volunteers with their interests. Describe the initial training and ongoing coaching and mentoring that will be available for volunteers.
- Networking Strategy: Describe how the Center will work with other community services to improve access and coordination of services. Identify 2-3 formal community partners and how they will contribute to Center services. The applicant must seek active collaboration with existing FCP funded programs, including the other FSCs in Hudson County.

- Leadership Development: Describe the Center’s plan for participants to take on leadership roles.
- Family Success Center Advisory Board: Describe how the Advisory Board members will be recruited to reflect the diverse make-up of the community they serve. The Advisory Board must be made up of parents and/or community residents. Describe how the Family Success Center will involve the community and its families in designing programming through its Advisory Board. Explain how Advisory Board will influence program development and implementation.
- Community Context: How will the Center contribute to community efforts to study, plan, and implement strategies to improve and strengthen the community. Identify which existing collaborative efforts the Center will participate in.
- The New Jersey Department of Children and Families endorsed Prevent Child Abuse New Jersey’s (PCA-NJ) Safe-Child Standards in August 2013 (The “Standards”). The Standards are a preventative tool for implementing policies and procedures for organizations working with youth and children and through their implementation, an organization can minimize the risks of the occurrence of child sexual abuse.

The Standards are available at:

<http://www.state.nj.us/dcf/SafeChildStandards.pdf>

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

4) Program Implementation Schedule (10 Points)

Provide a one page narrative with a realistic timeline for implementing the proposed services. Attach a separate Program Implementation Schedule in the Appendix.

Identify any potential barriers to meeting the proposed timeline as well as solutions for overcoming them.

5) Outcome Evaluation & Continuous Quality Improvement (10 Points)

Describe the data management processes the Center will use to submit monthly demographic and service data. Describe how the Center intends to use demographic and service data to align and improve the Center. Describe how the Center maintains confidentiality of family records.

Describe how the Center will work with DCF to conduct a survey twice per year with participants of the Center, including strategies to ensure every participant who walks into the center during the administration period completes a survey. Discuss methods that could be put in place to collect pre- and post-test measurements of group activities, as well as any other potential outcome data.

The proposal should describe the agency's culture of quality, including what processes and practices are in place for CQI. This description should include how CQI will be used to inform or influence program and practice changes as well as how the individuals served at the FSC will have a meaningful role in the ongoing CQI process.

Using the Performance Outcomes Chart provided in Appendix D, complete the "Activities" section for each mandatory performance outcome. It should be clear how the proposed activities are intended to produce the performance outcomes.

6) Budget Narrative

(15 Points)

The Department will consider the cost efficiency of the proposed budget as it relates to the anticipated level of services (LOS). Therefore, applicants must clearly indicate how this funding will be used to meet the project goals and/or requirements. Provide a line item budget and narrative for the proposed project/program. The budget narrative must be included in the 25 page Narrative portion

The budget should be reasonable and reflect the scope of responsibilities required to accomplish the goals of this project. The budget should also reflect a 12 month operating schedule and must include, in separate columns, total funds needed for each line item, the funds requested in this grant, and funds secured from other sources. All costs associated with the completion of the project must be clearly delineated and the budget narrative must clearly articulate budget items, including a description of miscellaneous expenses or "other" items. The completed budget proposal must also include a detailed summary of and justification for any one-time operational start-up costs. These costs should be reflected on a separate schedule.

Budget must abide by the following:

- General and Administrative costs cannot exceed 12%.
- FSCs are authorized to allocate up to \$5,000 per year in financial assistance. This allotment is considered "Specific assistance to clients" and must be specified in the proposed Annex B.

- No more than five percent (10%) of the \$240,000 budget may be allocated for startup costs. All start-up costs must be funded with accruals and no additional funding for this purpose is available.

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

Standard forms for RFP’s are available at www.nj.gov/dcf/providers/notices/ Forms for RFP’s are directly under the Notices section. Forms for Budget are available at <http://www.state.nj.us/dcf/providers/contracting/forms/>

7) Leveraging (5 Points)

The Applicant shall be required to identify and engage additional resources (outside of the funding provided herein) for the provision of services to the community. Such resources must be identified and a community partnership agreement in place to provide services to the community outside of the family success center. Identify the total amount and source of any additional financial resources that will be committed to the proposed project as a leveraging mechanism. Cash and/or in-kind funds may be used. The applicant shall also submit a concrete plan as to how the applicant shall provide continued services after the funding ceases to be available in future years. This should include a statement regarding the applicant’s strategic plan for the future to continue the program beyond the contract period and any renewals.

B. Supporting Documents:

Applicants must submit a complete proposal signed and dated by the Chief Executive Officer or equivalent and should submit a CD ROM containing all the documents in PDF or Word format. There is a 25 page limitation for the narrative portion of the grant application. A one (1) point reduction per page will be administered to proposals exceeding the page limit requirements. Failure to submit any of the required documents requested in this RFP will result in a loss of five (5) points per item from the total points awarded for the proposal.

All supporting documents submitted in response to this RFP must be organized in the following manner:

Part I: Proposal		
1	<input type="checkbox"/>	Proposal Cover Sheet – (signed and dated) Use the RFP forms found directly under the Notices section on Website: www.nj.gov/dcf/providers/notices/ Form: http://www.nj.gov/dcf/providers/notices/Proposal.Cover.Sheet.doc
2	<input type="checkbox"/>	Table of Contents – Please number and label with page numbers if possible in the order as stated in Part I & Part II Appendices for paper copies, CD and electronic copies.

3	<input type="checkbox"/>	<p>Proposal Narrative in following order</p> <ul style="list-style-type: none"> a. Applicant Organization b. Community-Based Initiative Justification c. Program Approach and Contracted Services d. Program Implementation Schedule Narrative e. Outcome Evaluation & Continuous Quality Improvement f. Budget Narrative g. Leveraging
Part II: Appendices		
4	<input type="checkbox"/>	Job descriptions of key personnel- required. If available to support your application, resumes for key personnel may be included (please do not provide home addresses or personal phone numbers)
5	<input type="checkbox"/>	Staffing patterns
6	<input type="checkbox"/>	Current or Proposed Agency Organization Chart
7	<input type="checkbox"/>	Proposed Program Implementation Schedule
8	<input type="checkbox"/>	Safe-Child Standards Description of your agency's implementation of the standards (no more than 2 pages)
9	<input type="checkbox"/>	DCF Annex B Budget Forms*
10	<input type="checkbox"/>	Copy of agency's Conflict of Interest policy
11	<input type="checkbox"/>	Copies of any audits or reviews completed or in process by DCF or other State entities from 2014 to the present . If available, a corrective action plan should be provided and any other pertinent information that will explain or clarify the applicant's position. If not applicable, include a written statement.
12	<input type="checkbox"/>	3 Letters of Commitment and other supporting documents. Please include telephone numbers and e-mail for all references so they may be contacted directly
13	<input type="checkbox"/>	Dated List of Names of Board of Directors <ul style="list-style-type: none"> a. Titles, b. Address and c. Terms -or- Managing Partners , if an LLC or Partnership
14	<input type="checkbox"/>	Signed Standard Language Document (SLD) [Version: Rev. June 6, 2014] Form: http://www.nj.gov/dcf/documents/contract/forms/StandardLanguage.doc
15	<input type="checkbox"/>	Document showing Data Universal Numbering System (DUNS) Number [2006 Federal Accountability & Transparency Act (FFATA)] Website: http://www.dnb.com Helpline: 1-866-705-5711

16	<input type="checkbox"/>	System for Award Management (SAM) printout (or Renewal) showing " active " status (free of charge). Website: https://www.sam.gov/portal/public/SAM Helpline: 1-866-606-8220
17	<input type="checkbox"/>	Applicable Consulting Contracts , Affiliation Agreements/Memoranda of Understanding related to this RFP. If not applicable, include a written statement
18	<input type="checkbox"/>	Business Associate Agreement/HIPAA , with signature under Business Associate [Version: Rev. 9-2013] Form: http://www.nj.gov/dcf/providers/contracting/forms/HIPAA.doc
19	<input type="checkbox"/>	Professional Licenses related to job responsibilities for this RFP. If not applicable, include a written statement
20	<input type="checkbox"/>	Affirmative Action Certificate -or- Renewal Application [AA302] sent to Treasury Website: http://www.state.nj.us/treasury/purchase/forms.shtml Form: http://www.state.nj.us/treasury/purchase/forms/AA_%20Supplement.pdf
21	<input type="checkbox"/>	Certificate of Incorporation Website: http://www.nj.gov/treasury/revenue/filecerts.shtml
22	<input type="checkbox"/>	<u>For Profit</u> : NJ Business Registration Certificate with the Division of Revenue. See instructions for applicability to your organization. Website: http://www.nj.gov/njbusiness/registration/ If not applicable, include a written statement.
23	<input type="checkbox"/>	Agency By-laws or Management Operating Agreement if an LLC
24	<input type="checkbox"/>	Tax Exempt Certification Website: http://www.state.nj.us/treasury/taxation/exemption.shtml
25	<input type="checkbox"/>	Disclosure of Investigations & Other Actions Involving Bidder Form (PDF) (signed and dated) Form: http://www.state.nj.us/treasury/purchase/forms/DisclosureofInvestigations.pdf
26	<input type="checkbox"/>	Disclosure of Investment Activities in Iran (PDF) (signed and dated) Form: http://www.state.nj.us/treasury/purchase/forms/DisclosureofInvestmentActivitiesinIran.pdf
27	<input type="checkbox"/>	<u>For Profit</u> : Statement of Bidder/Vendor Ownership Form (PDF) (signed and dated) See instructions for applicability to your organization. Form: http://www.state.nj.us/treasury/purchase/forms/OwnershipFinal12-14.pdf If not applicable, include a written statement

28	<input type="checkbox"/>	Chapter 271** Signed and dated Website: http://www.state.nj.us/treasury/purchase/forms.shtml Form: http://www.state.nj.us/treasury/purchase/forms/CertandDisc2706.pdf
29	<input type="checkbox"/>	Source Disclosure Certification Form [P.L. 2005, c 92-formerly Executive Order 129] (signed and dated) Website: http://www.state.nj.us/treasury/purchase/forms.shtml Form: http://www.state.nj.us/treasury/purchase/forms/SourceDisclosureCertification.pdf
30	<input type="checkbox"/>	For Profit: Two-Year Chapter 51/Executive Order 117 Vendor Certification -and- Disclosure of Political Contributions (signed and dated) [Version: Rev 4/17/15]. See instructions for applicability to your organization. Website: http://www.state.nj.us/treasury/purchase/forms.shtml If not applicable, include a written statement.
31	<input type="checkbox"/>	Annual Report to Secretary of State Please provide a copy of your filing confirmation and/or report. Website: http://www.state.nj.us/treasury/revenue/dcr/programs/ann_rpt.shtml
32	<input type="checkbox"/>	Non Profit: Charitable Organizations Registration-Provide proof of your filing. Do not provide a corporate annual report. Website: http://www.njpublicsafety.org/ca/charity/charfrm.htm If you are a new agency, provide a written statement
33	<input type="checkbox"/>	Certification Regarding Debarment-(Signed and dated) Form: http://www.state.nj.us/dcf/providers/notices/Cert.Debarment.pdf
34	<input type="checkbox"/>	Statement of Assurances – (Signed and dated) Use the RFP forms found directly under the Notices section: Website: www.nj.gov/dcf/providers/notices/ Form: http://www.nj.gov/dcf/providers/notices/Statement.of.Assurance.doc
35	<input type="checkbox"/>	Tax Forms- Most recent: <u>Non Profit Form 990</u> Return of Organization Exempt from Income Tax - <u>or- For Profit Form 1120</u> US Corporation Income Tax Return -or- <u>LLC _____</u> Applicable Tax Form and may delete or redact any SSN or personal information
36	<input type="checkbox"/>	W-9 form (new agencies only) If not applicable include a written statement indicating not applicable (http://www.state.nj.us/treasury/omb/forms/pdf/W9.pdf) If not applicable, include a written statement

*Standard forms for RFP's are available at: www.nj.gov/dcf/providers/notices/ Forms for RFP's are directly under the Notices section.

Standard DCF Annex B (budget) forms are available at: <http://www.state.nj.us/dcf/providers/contracting/forms/>

** Treasury required forms are available on the Department of the Treasury website at <http://www.state.nj.us/treasury/purchase/forms.shtml>
Click on Vendor Information and then on Forms.

Standard Language Document, the Contract Reimbursement Manual and the Contract Policy and Information Manual. Applicants may review these items via the Internet at www.nj.gov/dcf/providers/contracting/manuals

C. Requests for Information and Clarification

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

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

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

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

APPENDIX C

FAMILY SUCCESS CENTER DIRECTOR

Responsible for the general oversight of location and day-to-day operation of the Family Success Center location ensuring that the Standards for Prevention, Principles of Family Support and the Protective Factors are incorporated into all aspects of the Family Success Center.

Education and Experience:

Bachelor's Degree or 120 semester credit hours from an accredited institution of higher learning. Additional education and related experience is preferred, such as a Master's degree in a Human Services related field, experience in the provision of prevention related programs, or a BA with 3+ years of related experience.>

- Note: Valid New Jersey driver's license, safe driving record, and vehicle availability are required.

Essential Duties:

- Provide leadership and coordination in establishing the Family Success Center
- Provide supervision of and leadership to all Family Success Center staff
- Ensures a Parent/Community Advisory Board is developed and maintained
- Ensures FCP contractual agreements are met, including Level of Service, and outcomes
- Establishes and maintains relationships with other agencies and organizations to collaborate on community needs and services
- Plans, organizes, administers, reviews, and evaluates the work of the Family Success Center
- Ensures all core services are implemented
- Creates a warm and welcoming gathering place where any community resident can go for family support, information and services
- Ensures all reporting guidelines put forth by OFSS are closely followed
- Ensures attendance by FSC staff in all meetings required by OFSS.
- Performs other related duties

FAMILY PARTNER

Responsible for interacting with families into taking part in the life of the center in various manners ranging from advisory board leadership to taking advantage of the programming being offered by the FSC by developing and maintaining a robust family engagement approach.

Education and Experience:

Bachelor's Degree or 120 semester credit hours from an accredited institution of higher learning. Note: Valid New Jersey driver's license, safe driving record, and vehicle availability are required.

Essential Duties:

- Facilitates parent involvement and parent leadership at the Center
- Develops Family Success Plans in partnership with families based on the goals of the family
- Incorporates and implements the Principles of Family Support and the Protective Factors into all aspects of their work
- Advocates for/with families, as needed
- Increases the family's ability to problem-solve and advocate for themselves and their children
- Establishes a trusting relationship between the families and the center
- Participates and assists in coordination of Center activities and events
- Other duties and special projects as assigned

VOLUNTEER AND COMMUNITY PARTNERSHIP COORDINATOR

Responsible for resource and volunteer development by integrating him or herself into the immediate community and building mutually beneficial relationships with parents, faith-based community, businesses, advocates, and key stakeholders (i.e. schools, service providers, local and county government and other agencies). Works with the community to highlight strengths and identify challenges where resources need to be leveraged and developed to better support and serve its children, youth and families.

Volunteer Coordinator must work a minimum of 35 hours.

Education and Experience:

Bachelor's Degree or 120 semester credit hours from an accredited institution of higher learning.

Note: Valid New Jersey driver's license, safe driving record, and vehicle availability are required. Essential Duties:

- Identifies the strengths, challenges, and service gaps in the community in collaboration with the community partners and parent leaders

- Leads and assists the community in the development of support, services and approach, to address challenges of its families
- Plans and coordinates strategies to involve parents, educators, retired professionals, and community leaders as volunteers at their local Family Success Center
- Manages the volunteers' schedule
- Reviews and implements new methods for attracting, training, and retaining volunteer staff
- Incorporates and implements the Principles of Family Support and the Protective Factors into all aspects of their work
- Performs all other related duties

APPENDIX D

PERFORMANCE OUTCOMES

In the chart below please complete the “activities” for each performance outcome. Additional performance outcomes may be added.

ACTIVITIES:

Activities are tasks performed to achieve identified outcomes. These should be observable and/or measurable.

PERFORMANCE OUTCOMES:

Performance outcomes are the identified, quantifiable impact results of the program component on the target population. They should relate to the program goals rather than to each objective or activity. Performance outcomes may be attainable during the contract period or it may be necessary to track their attainment over a longer period of time.

PERFORMANCE OUTCOMES

Complete the “activities” for each mid-term outcome. Additional performance outcomes may be added.

	ACTIVITIES	MID TERM PERFORMANCE OUTCOMES
1.		Participants are successfully linked to formal and informal concrete supports.
2.		Participants increase social connections.
3.		Participants demonstrate increased resilience.
4.		Parents demonstrate improved parenting skills.
5.		Parents report increased nurturing and attachment in relationships with their children.

Name of Initiative:			
Target Population:			
RESOURCES	ACTIVITIES/ OUTPUTS	MID TERM OUTCOMES	DCF LONG TERM OUTCOMES
Key resources of your program	Tangible activities done by program staff that reach participants or targeted people – including frequency, duration, etc.	Effects connected to activities, including changes in behavior, practice, decision making, policies, or social action.	Ultimate impact on social, economic, civic or environmental conditions; these are the last set of outcomes that might be observed.