



Manual

New Jersey Family Success Center

April 1, 2022

The New Jersey Family Success Center Network - Operational Procedures

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Welcome to the Program Manual

- The NJ DCF is charged with serving and safeguarding the most vulnerable children and families; ensuring that service delivery is directed towards their safety, protection, permanency, and well-being.
- The Division of Family and Community Partnership (FCP) Office of Family Support Services (OFSS) is responsible for the long-term development of the FSCs. OFSS partners with Community Based agencies in developing a statewide network of primary prevention support systems for children and families.
- OFSS is responsible for oversight of program operation, providing support, and technical assistance to FSCs.
- NJDCF provides funding to support the development of a statewide network of state funded FSC. FSCs are safe, warm, and welcoming neighborhood gathering places where any community resident can go for support, information, and resources.

Purpose of the Family Success Center Program Manual

- The purpose of the FSC Program Manual is to serve as a comprehensive resource that incorporates guidelines, procedures, operations, and resources that are necessary for implementing and maintaining model fidelity. Provider agencies under contract with the NJ DCF are expected to follow the processes and procedures described in the FSC Program Manual. Adherence to the FSC program model is essential for children and families in NJ being supported by the FSC's.

History of Family Success Center Movement

- In 2007, New Jersey Department of Children and Families (NJDCF) allocated a 4-million-dollar grant award to create 20 Family Success Centers (FSCs). What first started as a vision to create Community Resource Centers turned into a statewide network of neighborhood gathering places which offer free and voluntary primary prevention services to families with children. There is at least one FSC in each county in New Jersey.

FSC Purpose

- New Jersey FSC are “one-stop” shops that provide wrap-around resources and supports for families before they find themselves in crisis. FSCs offer primary child abuse prevention services to families and bring together concerned community residents, leaders, and community agencies to address the problems that threaten the safety and stability of families and the community. There is no cost to access services provided by FSCs (FSCs).
- FSCs help enrich the lives of children by empowering parents and neighborhoods with tools to strengthen their families and communities. FSCs aim to keep families safe by addressing the impact of poverty and family violence, which can help prevent families from falling into crisis.
- These supports and services are available to the community, families, youth and children at no cost.

FSCs expectations

- **Welcoming Environments:** FSCs 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.

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- **Meaningful Community Involvement:** FSCs create a sense of community among the individuals and families by helping them be an active part of their FSC and community through volunteer work. FSCs coordinate the recruitment of individuals, families, partners, and volunteers in the community to provide skill-building programs, services, and activities. The FSC staff encourage families in taking responsibility for the FSC in partnership with the FSC's staff.
- **Integrated Supports and Services:** FSCs work collaboratively with community partners to bring together local resources and services for an accessible and responsive service system.
- **Respectful Relationships:** The FSC design and service delivery affirm the rich ethnic and cultural diversity that characterize the community. FSCs ensure that families receive non-intrusive supports and connections respecting participant integrity and functioning.

FSC Target Population

- FSCs are designed to meet the needs of families with children; it's important to note that family and community are broadly defined, 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.

FSC's Outcomes

- Enrich the lives of children by strengthening families and neighborhoods.
- Develop networks of family strengthening services to prevent child abuse and neglect.
- Provide integrated, locally based services that are family focused and culturally responsive.
- Strengthen connections with families, between families, and to the community.

FSC Core Services

- Economic Self-Sufficiency
- Parent & Child Activities
- Advocacy
- Access to Health
- Life Skills
- Parent education
- Housing related
- Information & Referral

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Procedure: New Jersey Family Success Center Model

Purpose: To give an overview of the FSC model

Effective date: April 1, 2022

Revision date:

Overview

- The DCF funds a statewide network of FSCs as “one-stop” shops that provide wrap-around resources and supports for families before they find themselves in crisis. FSCs offer primary child abuse prevention services to families and bring together concerned community residents, leaders, and community agencies to address the problems that threaten the safety and stability of families and the community. There is no cost to access services provided by FSCs (FSCs).

Procedure

- **NJ FSC Practice Profile**

Guiding Principles

- **Collaborative** FSCs work in partnership with community and families.
- **Community-Based** The FSCs are driven by the community and situated in an accessible place within the community.
- **Culturally Responsive** FSCs provide an atmosphere, approach, and services that are non-stigmatizing and culturally appropriate for the community, and diverse families.
- **Family-Focused** Programs, activities, and services are centered on family needs and are family driven. Family reflects all members of a family, whether they participate in the FSC as a family unit, or individually.
- **Flexible** Programs, activities, and services should be based on evolving family and community needs and enhanced or refined as needed.
- **Strengths-Based** Staff and the FSC environment are focused on empowering and strengthening families, relationships, and self-sufficiency.
- **Voluntary** All services, functions, and programs are voluntary. Volunteerism is encouraged within the FSC and community.
- **Welcoming** FSCs are safe, warm, and welcoming neighborhood gathering places.
- **Holistic** FSC’s view, understand, and approach the work taking into account all aspects of the lives of individuals and families we partner with and within the context of the community.

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Essential Functions

- **Engagement** FSCs engage with families, individual family members, community partners and stakeholders to build relationships in the FSC and the community that are substantive and meaningful. Strong relationships within the community can facilitate community cohesion and social capital (McDonnel, Behn-Arieh, & Melton, 2015).
- **Active Listening** FSCs actively listen for families and individual family members interests, goals and needs; recognize that some families don't know how to ask for support or don't know what supports are available.
- **Connecting** FSCs provide referrals and linkages to external community resources that are identified with families and or individual family members. Social supports must be integrated into a broad network of family services in order to meet the varying needs of families (Thompson, 2015). There is increased evidence that adequate social and material supports are necessary for children's safety (Pelton, 2015; Thompson, 2015).
- **Advocacy** FSCs work on behalf of, in coordination with, and empower families and individual family members to support the development of skills to advocate on their own behalf.
- **Coordination** FSCs create a sense of community among the families and individual family members by helping them be an active part of their FSC and community through volunteer work. FSCs coordinate the recruitment of individuals, families, partners and volunteers in the community to provide skill building programs, services, and activities. Opportunities for families and individual family members to connect with a community can increase the community's social capital.
- **Leadership** FSCs engage families, individual family members, and community partners in leadership activities within FSCs. Community strategies that promote child protection focus on creating a shared belief and collective responsibility to protect children from harm and expand the range of services and supports available to families and individual family members (Daro & Dodge, 2009).
- **Skill Building** FSCs organize and oversee programs, services, activities, and resources within the FSC that focus on strengthening child, family and individual family members' skills and protective factors. Family-centered programs that focus on positive parenting and family interactions, child cognitive development, and reducing family level and community level poverty showed the most benefits for children and families (Ruffolo, Evans & Lukens, 2003; Yoshikawa, 1995). Additionally, strategies to improve economic wellbeing of families and individual family members within a community can improve community health and wellness. (Pinderhughes, Davis, & Williams, 2016).

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- **Strengthening Families Protective Factors**

Protective factors are individual or environmental characteristics, conditions, or behaviors that reduce the effects of stressful life events. These factors also increase an individual's ability to avoid risks or hazards, and promote social and emotional competence to thrive in all aspects of life, now and in the future

The 5 Protective Factors:

- **Parental Resilience:** A parent's ability to manage all types of challenges & find ways to solve problems, build and sustain trusting relationships including relationships with their children.
- **Social Connections:** Friends, family & community provide emotional support, help solve problems, offer parenting advice, and give concrete assistance to parents.
- **Knowledge of Parenting & Child Development:** Information about child development and appropriate expectations for children's behavior help parents see children in a positive light and promotes healthy development.
- **Concrete Support in Times of Need:** Meeting basic needs like food, shelter, clothing, and healthcare is essential. Adequate services & supports must be in place to provide stability, treatment and help for families in crisis.
- **Healthy Social & Emotional Competence of Children:** A child's ability to interact positively with others, self-regulate behavior and effectively communicate feelings has a positive impact on their relationships with family, other adults, and peers.

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Procedure: Standards for Physical Space

Purpose: To have consistent procedures throughout the network

Effective date: April 1, 2022

Revision date:

Overview

- All sites have a clearly defined FSC identity, are non-stigmatizing and reflective of the communities. Signs in or around the neighborhood are readily visible to assist residents in locating and accessing the program.

Procedure

- The FSC space is designed and organized with the input of residents and families. The atmosphere and décor are professional, community appropriate, welcoming, and non-stigmatizing.
- All sites provide enough space to accommodate the provision of FSC services.
Such accommodations minimally include:
 - Designated area for confidential or private communications
 - Public access to informational materials and relevant resources
 - Recreational/Communal gathering space
 - Workspace for program staff
 - Dedicated phone lines, voice mail, email, internet capabilities, and essential office automation equipment including computer, copier, and fax machines
- FSCs are flexible and responsive to the unique circumstances, characteristics and needs of families and their communities.
- Services are provided at no cost and with sufficient time and intensity to achieve and maintain positive outcomes for diverse populations.
- FSCs affirm and strengthen cultural identity, are culturally sensitive, culturally responsive, and culturally fluent in the diverse nature of New Jersey families, their structure, cultural values, and life stages.
- All programs develop sustainable collaborative relationships with diverse community groups, organizations, and public and private agencies to provide relevant services to families. These include but are not limited to affiliations with informal or natural helping networks such as language services, neighborhood and civic associations, faith-based organizations, and recreational programs as appropriate.

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Procedure: FSC Physical Space

Purpose: To create a safe, warm, and welcoming homelike setting that reflects the FSC model

Effective date: April 1, 2022

Revision date:

Overview

- FSCs have a clearly identifiable dedicated space and welcoming atmosphere.
- FSCs should be within proximity to families, easily accessible for community members, and in, or nearby residential areas.
- All sites must provide sufficient space to accommodate the provision of FSC services.
- FSC sites must be non-stigmatizing and culturally appropriate for the community and diverse families.

Procedure

Designated Area Recommendations:

- Welcome Lounge: This includes a warm, welcoming area that includes comfortable seating for families.
- A Hospitality Area that includes complimentary snacks and beverages
- Business Area should consist of internet, computer, printer, copier, fax, and phone that is available to families.
- Kitchen area that has space to prep and cook food. At a minimum, it should include a sink with running water.
- Private area that can serve multiple purposes such as coaching, confidential conversations and director's workspace.
- Activity room that has age-appropriate toys, games, and books for families.
- Meeting space that can be used for meetings, conferences, and workshops.
- Staff workspace that is identified space for FSC staff to conduct day-to-day operations.

Signage:

- All FSC's must have visible signage to assist residents in location and accessing programs. FSC Logo must adhere to the guidelines as prescribed below.

How to use the FSC Network Logo:

- Always position the logo for maximum impact. The FSC Network logo should not be used with any other FSC logos. This will help to ensure our logo's visibility and legibility.
- Make sure the logo is proportionately enlarged or reduced in size.
- When reproducing our logo, be conscious of its size and legibility; a logo that is too small ceases to serve any useful communication function.
- **Proper Use**
 - Always use the approved New Jersey FSC logo
 - Enter FSC name in designated space.
 - Do not change font type and size, you can use one of the primary colors used in the logo.
- **Improper Use**
 - The FSC logo has been carefully designed and should never be altered in any way. These examples illustrate how NOT to use the logo, but do not include all instances of misuse.
 - **Do Not** Alter the logo in any way.

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- **Do Not** use any part of logo, including the FSC family symbol as part of another logo.
- **Do Not** redesign, redraw, animate, modify, distort, or alter the proportions of the logo.
- **Do Not** surround the logo with—or place in the foreground over—a pattern or design.
- **Do Not** rotate or render the logo three-dimensionally.
- **Do Not** add words, images, or any other new elements to the logo.
- **Do Not** enclose the logo in a shape or combine it with other design elements or effects.
- **Do Not** modify the size or position relationship of any element within the logo.
- **Do Not** alter colors or add shadows.
- **Do Not** stretch or distort.

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Procedure: FSC Naming Procedure

Purpose: To select a name that is non-stigmatizing and connected to the community.

Effective date: April 1, 2022

Revision date:

Overview

- The FSC name is how the FSC will be known in the community and may not have the managing agency, city/town, or county in its name. The FSC name should reflect the community and be chosen in collaboration with its community.

Procedure for changing the FSC name

- FSC Director will engage community in discussion (i.e. focus groups, polls, etc.) to identify three (3) new FSC names and submit those names OFSS Coordinator for review and approval.
- The OFSS will review the submitted names to ensure there is no duplication or stigma associated with the name. The names must be approved by the OFFS before any FSC may start to use that name or purchase marketing materials.
- Once approved OFSS will contact FSC with the approved name.
- FSC staff start new marketing campaign to inform the community of its new name
- Managing Agency updates all signage associated with the FSC.
- FSCs must use the FSC network logo on all signage and marketing materials (*Refer to **FSC Physical Space** procedure for more guidelines on Logo use*).

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Procedure: **Program Site Location/ Relocation**

Purpose: To provide guidance to the OFSS team members on FSC site location change procedures.

Effective date: April 1, 2022

Revision date:

Overview

- The FSCs location may not change from what is written in the RFP. If the FSC must change locations or sites, it must receive pre-approval from the OFSS.

Procedure for Relocation

- The FSC must notify the OFSS of and temporary or permanent site relocation plans.
- The OFSS will provide guidance to the FSC throughout site search process.
- Once a potential site has been identified, the FSC must contact the OFSS for approval of the site prior to any contract commitment. Program accessibility and location is critical.
- **The FSC must have the following criteria to be considered for FSC location:**
 - A stand-alone (dedicated site) home-like setting that embodies the look and feel of the community at large.
 - The FSC cannot be located within lead agency.
 - Must adopt the FSC model as prescribed by NJDCF- OFSS.
 - Have a dedicated phone line and website, voicemail, and wireless internet connection.
 - Have hours of operation to meet the needs of the community including evening and/or weekend hours.
 - Once the move is approved the FSC Director must notify OFSS coordinator and the contract administrator of new site address and date when final move occurred.

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Procedure: **Center hours of operation/emergency closing**

Purpose: The expectation is to adhere to the following general operating procedures.

Effective date: April 1, 2022

Revision date:

Overview

- The FSC must complete the Annex A Section 2.1 that indicates the center's hours of operation and list the FSC planned closings for the contract year

Procedure

- **Hours of operation:**
 - The FSC hours of operation should be posted in clear, visible areas, preferably on the front door as well as, on the FSC website and social media platforms.
 - FSC hours operation should reflect the needs of the community with the input of their voice.
 - FSCs must have hours of operation with that fit the community needs that include nights and weekends.
- **Emergency Closing**
 - If the FSC must list all FSC closing in the Annex A 2.1 renewal annually. If there are any closings outside of what is identified in the Annex A 2.1, the FSC must notify the OFSS and their Contract Administrator within **24 hours**.
 - The FSC Director must notify families via website, email and/or contacting the FSC families directly via phone call.
 - A note must be placed on the FSC door on the day of closing.
 - FSCs must maintain an answering machine/service to communicate important information regarding emergency closings or event cancellations in languages appropriate to the community.

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Procedure: Phone Accessibilities

Purpose: Provide any after-hours telephone numbers, emergency contacts, and special instructions.

Effective date: April 1, 2022

Revision date:

Overview

Procedure

- All FSC must have a dedicated phone line that connects directly and is answered by the FSC staff and volunteers. This line shall include an answering machine/service to communicate important information regarding programming on upcoming closings.

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Procedure: Staff Requirements

Purpose: To create consistent hiring practices

Effective date: April 1, 2022

Revision date:

Overview Staff Requirements

- FSCs are required to employ at the minimum three (3) fulltime staff. That staff will include a 100% dedicated (1) Program director, (1) Family Partner and (1) Volunteer and community Partnership Coordinator. Any FSCs with different configurations of employees prior to April 1, 2022, will be grandfathered at their current staffing levels and must be reflected in the DCF Annex A and B.

Procedure

- The Office of Family Support Services and NJDCF Contract Administrator are notified of all personnel changes within two weeks.
- Full-time is defined as a minimum of 35 hours per week.
- All FSC staff workstations must be located at the FSC.
- The FSC staff are required to attend training on FSC Practice Profile, NJ Standards for Prevention, the Principles of Family Support, the Protective Factors, and all other trainings deemed necessary by DCF/OFSS.

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Procedure: FSC Job Descriptions

Purpose: To create consistent hiring duties and responsibilities

Effective date: April 1, 2022

Revision date:

Title: FSC Director

Full Time (*minimum of 35 hours per week*)

Overview:

- Responsible for managing day-to-day operations of the FSC ensuring that the Standards for Prevention, Principles of Family Support, Protective Factors and the FSC Practice Profile are incorporated into all aspects of the FSC.
- FSC Director must be 100% dedicated to the operation of the FSC.

Education and Experience:

- Bachelor's Degree. Additional education and related experience are 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.
- If FSC has a candidate that does not meet the above qualifications, the FSC's may request special consideration on a case-by-case basis. Contact your OFSS coordinator in writing to request further information.

Required Knowledge, Skills, and Abilities:

- Organizational skills with the ability to manage numerous projects and people simultaneously.
- Outstanding human relations and leadership skills, and the ability to function in a team environment.
- Effective oral and written communication skills.
- Computer literate with proficiency and working knowledge of database and reporting tools such as Microsoft Word, Excel, Access, and PowerPoint.

Essential Duties:

- Engagement
 - Designs and maintains the FSC location, ensures that furniture, decorations, and food to foster a homelike culture/environment that reflects the community.
 - Actively seeks opportunities to work with community partners and stakeholders.
 - Actively participates in networking opportunities with community partners and stakeholders.
- Active Listening
 - Creates a culture of inquiry, so interested families and individual family members share ongoing and evolving goals, needs, and desired involvement with the FSC and the community.
- Connecting:
 - Regularly identifies and updates relevant resources within the community that align with the FSC mission and vision and can meet families' and individual family members' interests, goals, and needs.
- Advocacy:
 - Works with community partners to address barriers to accessing services and resources (e.g. transportation).
- Coordination

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- Recruits' partners and sector leaders from within the community to volunteer and matches them to internal FSC activities based on the FSC needs.
- Leadership
 - Involves individuals, families, and community partners through a formal process in making recommendations about the FSC's programs/services.
 - Ensures that families, individual family members, and community partners lead efforts within the FSC (i.e., co-leader of an advisory Council, co-leader in community outreach efforts, leader of a program within the FSC).
 - Ensures a FSC Advisory Council is developed and maintained
- Skill Building
 - Identifies programs, services, and activities that promote skill and protective factor development based on community's needs and interests.
 - Coordinates and delivers programming to the community that is based on their needs and interests.
 - Develops internal resources based on the community's needs and interests.
- Continuous Improvement
 - Identifies relevant data and information that will help the FSC understand the needs of their community and develop relevant skill building programming, engagement activities and community connections.
 - Gathers data and information from families and individual family members on a regular basis (at least monthly) to assess key aspects of program functioning (such as skill-building programming, outreach, or engagement efforts).
 - Examines data as a team to identify opportunities and create a plan to improve practice and programming.

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Title: FSC Family Partner

Full Time (*minimum of 35 hours per week*)

Overview

- Responsible for partnering with individuals, families, community partners and stakeholders to build relationships in the FSC and community.
- Responsible for problem solving and providing general guidance to help individuals, families, and communities achieve success.
- Must be 100% dedicated to the operation the FSC.

Education and Experience

- Associates Degree with two years' experience in development or implementation of community-based services, prevention programs, or any other human service programs. *Additional education and related experience are preferred, such as a bachelor's degree in a Human Services related field, experience in the provision of prevention related programs.*
- Applicants who do not possess the required education may substitute additional experience as indicated on a year-for-year basis with thirty (30) semester hour credits being equal to one (1) year of experience.
- *Note:* Valid New Jersey driver's license, safe driving record, and vehicle availability are required.

Required Knowledge, Skills, and Abilities

- Organizational skills with the ability to plan, develop, implement social service programs.
- Outstanding human relations and the ability to function in a team environment.
- Effective oral and written communication skills.
- Computer literate with proficiency and working knowledge of database and reporting tools.

Essential Duties

- Engagement:
 - Uses a process that is welcoming and inviting in order to orient and introduce families and individual family members to the FSC.
 - Creates opportunities for and encourages families and individual family members to connect with each other.
 - Creates opportunities for engaged families and individual family members to bring all their family members to FSC activities.
 - Assists the Director in designing and maintaining furniture, decorations, and food to make the FSC homelike, reflecting the culture of the FSC and community.
 - Attends and responds to families' needs in a helpful, supportive and timely manner.
 - Provides families within depth information about the service programs available.
- Active Listening:
 - Creates a space for families to share their goals and/or identify their needs. Uses meaningful inquiry strategies to understand families' interests, goals, and needs.
 - Uses a process to debrief with families and individual family members about their stated interests, goals, and needs to match them with available FSC and community resources.
 - Facilitates parent involvement and parent leadership at the FSC.
 - Assist Director in identifying community resources.
- Connecting:

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- Identifies and provides information regarding resources, services and activities offered within the community that meet families' and individual family members' interests, goals, and needs.
- Checks in with families and individual family members on their experience in connecting with resources. Asks if they were useful and, if not, helps the member locate another resource.
- Keeps abreast of services and resources available to families, especially in the areas of health, parent education, employment opportunities, training, and housing.
- Collaborates with families and community partners to identify the strengths, challenges and service gaps in the community.
- Identifies opportunities to participate in community events such as health fairs, volunteer expos, parent liaison meetings, parent breakfasts, and community advisory Council meetings.
- Advocacy:
 - Assists families with making appointments and navigating the social service system, and by providing initial introductions to providers, as needed.
 - Partners with families to support the development of skills to advocate on their own behalf.
 - Coaches' families and individual family members on how to access resources or services based on their interests, goals, and needs.
 - Connects with external resources on behalf of the member in order to access the needed resources.
- Coordination:
 - Leads or assists in the implementation of FSC activities and events as assigned by Site Director by facilitating groups, hosting events, running meetings, collaborating with community residents and service providers.
 - Encourages families and individual family members to participate in volunteer activities at the FSC.
- Leadership:
 - Incorporates the Standards for Prevention Programs, Principles of Family Support, Protective Factors and the FSC Practice Profile into all aspects of the FSC.
- Skill Building:
 - Recognizes the strengths, skills, and talents of participants in order to facilitate parent involvement and parent leadership at the FSC.
- Continuous Improvement:
 - Ensures excellence in program implementation by analyzing assigned projects, setting goals, developing plans, and utilizing time effectively and efficiently.
 - Utilizes data to guide decision- making, refine practice and improve services.

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Title: FSC Volunteer and Community Partnership Coordinator

Full Time (*minimum of 35 hours per week*)

Overview:

- Responsible for coordinating the recruitment of individuals, families, partners and volunteers to develop programs, activities and services.
- 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.
- Must be 100% dedicated to the operation the FSC.

Education and Experience:

- Associates Degree with two years' experience in development or implementation of community-based services, prevention programs, or any other human service programs. *Additional education and related experience are preferred, such as a bachelor's degree in a Human Services related field, experience in the provision of prevention related programs.*
- Applicants who do not possess the required education may substitute additional experience as indicated on a year-for-year basis with thirty (30) semester hour credits being equal to one (1) year of experience.
- *Note:* Valid New Jersey driver's license, safe driving record, and vehicle availability are required.

Required Knowledge, Skills, and Abilities:

- Organizational skills with the ability to plan, develop and implement social service programs.
- Outstanding human relations and leadership skills, and the ability to function in a team environment.
- Effective oral and written communication skills.
- Computer literate with proficiency and working knowledge of database and reporting tools.

Essential Duties:

- Coordination
 - Recruits' partners and sector leaders from within the community to volunteer and matching them to internal FSC activities based on the FSC needs.
 - Reviews and implements new methods for recruiting, training, and retaining volunteer staff.
 - Creates a sense of community among the families and individuals by helping them be an active part of their FSC and community through volunteer work.
 - Plans and coordinates strategies to involve parents, educators, professionals, and community leaders as volunteers at their local FSC.
- Connecting
 - Collaborates with families and community partners to identify the strengths, challenges and service gaps in the community.
 - Develops and maintains community partnerships, for the purpose of marketing the FSC, recruiting volunteers, and collaborating on events and workshops.
 - Identifies opportunities to participate in community events such as health fairs, volunteer expos, parent liaison meetings, parent breakfasts, community advisory council meetings, etc.
- Leadership
 - Works collaboratively with coworkers and agency staff to effectively communicate and problem solve.
 - Incorporates the Standards for Prevention Programs, Principles of Family Support, Protective Factors and the FSC Practice Profile into all aspects of the FSC.

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- Assists with developing and maintaining FSC Advisory Council.
- Advocacy
 - Understands the service delivery systems that impact families and advocate for/with families, as needed.
- Engagement
 - Works with FSC director and family partners to develop strategies for marketing FSC, including specific workshops and services.
 - Creates and maintains a clean, warm, and welcoming environment which encourages families to engage in FSC activities and services.
- Active Listening
 - Facilitates parent involvement and parent leadership at the FSC.
 - Assist director in identifying community resources.
 - Creates a culture of inquiry so interested families and individuals share ongoing and evolving goals, needs and desired involvement with the FSC.
- Continuous Improvement
 - Ensures excellence in program implementation by analyzing assigned projects, setting goals, developing plans, and utilizing time effectively and efficiently.
 - Utilizes data to guide decision- making, refine practice and improve services.
- Skill Building
 - Recognizes the strengths, skills, and talents of participants in order to facilitate parent involvement and parent leadership at the FSC

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Procedure: Staff Vacancies

Purpose: To provide protocol and procedures for staff vacancies.

Effective date: April 1, 2022

Revision date:

Overview

- All FSCs must have at a minimum three (3) fulltime employees at the FSC. That consist of an FSC Director, FSC Family Partner and FSC Volunteer and Community Partnership Coordinator.
- **Procedures for Staff Vacancies:**
 - FSC director/lead agency must notify the OFSS immediately of any FSC vacancies with a detailed plan that includes a timeline for replacing the position(s).
 - Vacancies must be filled immediately and the FSC must be actively trying to fill all positions.
 - Once the position has been filled, FSC director must update all contract documents (Annex A & B) and must notify the OFSS by email of the applicant's name and start date.

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Procedure: **Staff Training**
Purpose: Providing a uniform staff training
Effective date: April 1, 2022
Revision date:

Overview

- The purpose of training is to ensure best practices and alignment with the statewide model as prescribed by NJDCF, strengthening the skills of employees, standardizing operations of all FSCs, while, providing a uniform approach to family and community engagement

Procedures

• **Practice Profile Orientation Modules**

- The purpose of the FSC Practice Profile Orientation modules is to increase your awareness of the components of the practice profile, allowing you to better integrate the new knowledge into your practice with families and communities. The Orientation is a web-based training made up of 4 modules that outline the features of the New Jersey FSC Practice Profile.
- All FSC Directors are expected to ensure that all FSC staff view each module during the orientation process.
- The Practice Profile Orientation modules can be found at:
- <https://video.ssw.rutgers.edu/nj-family-success-center/story.html>

• **Practice Profile Training Series**

- The purpose of the FSC Practice Profile Training is to describe the essential functions of the Practice Profile so that they are teachable, learnable, and doable.
- All FSC directors have been trained and are required to provide the Practice Profile training to all new FSC staff and that all FSC staff have a high level of understanding the Practice Profile.
- New FSC Directors are expected to connect with their OFSS Coordinator for information on future trainings.
- The Practice Profile Orientation modules can be found at
- https://www.nj.gov/dcf/providers/fcp/fsc/fsc_ppts.html

• **Additional FSC Trainings**

- FSC Director must stay up to date best practices and family engagement trainings.
- Attend trainings identified by the lead agency.
- Attend any training identified by DCF and/or OFSS.
- All Advisory Council members will be encouraged to review the Practice Profile and attend council development training deemed appropriate and provided by the FSC.

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Procedure: **Volunteer registration sheet**

Purpose: To keep an updated record of volunteers used

Effective date: April 1, 2022

Revision date:

Overview

- FSC volunteers are the lifeline of the model. It is important that community members are enthusiastic about giving back and getting involved in their community.
- Volunteer opportunities at the FSC could range from assisting FSC staff prepare for a large community event to facilitating a workshop.
- FSC are a safe space where community members could give back, acquire skills, and take part in making a difference in their community.

Procedures for volunteers

- All volunteers must sign in when they report to the FSC. FSCs must create and maintain a volunteer roster. All volunteers must be interviewed and vetted.
- All FSC's are encouraged to adapt procedures put in place by their managing agency when identifying Advisory council members and volunteers.
- All FSC volunteers are expected to be knowledgeable of FSC model, mission, vision and FSC Practice Profile.

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Procedure: **Family and Community Engagement**

Purpose: Use a variety of strategies to facilitate meaningful engagement with the community and families.

Effective date: April 1, 2022

Revision date:

Overview:

- The purpose of engagement is to provide information about FSC to families and other service providers who are likely to be in contact with the FSC. This can serve as an effective way of communicating with families who are currently not aware of FSC services.

Procedures:

- **Welcoming Tours:**

- Welcoming tours are conducted to introduce families and community partners to the FSC.

- **Outreach:**

- Outreach events may be coordinated with community organizations and held in public spaces to provide resource information.
- Grassroots outreach may be conducted by FSC Staff, wherever feasible.
- Tools such as leaflets, newsletters, social media, marketing materials, and events may be used for outreach.
- All advertisements must feature the FSC name and approved network logo.

- **Marketing:**

- All FSCs have a dedicated website that lists the FSC purpose, location, phone number, fax number, hours of operation, upcoming programs/events, emergency contact information.
- Social Media can be used as an outlet to market information to the public and registration for large events.
- FSC staff should identify and attend local events within the community to provide information about the FSC, its workshops, activities, groups, and volunteerism i.e. tabling events.
- Marketing tools such as brochures, posters, post cards can be used to engage families and establish partnerships with other service providers.
- All advertisement must reinforce the resources of the FSC, not the managing agency. Materials such as brochures, posters, and social media must feature FSC name and approved network logo prominently.
- Please refer to physical space for guidance on the FSC signage. Material should be developed in languages (other than English) that reflect the culture of the community.

- **Collaborations/Partnerships:**

- Collaborate and/or discuss with parents, youth, community partners, stakeholders, and service providers to integrate with other services to address gaps in existing services.
- Seek active collaboration with community and NJDCF-FCP providers to incorporate programming into FSC calendars when possible.

- **Wellness Check-ins:**

- Why complete a wellness check in:
- Wellness check ins could be used to accomplish many things such as:
- Staying connected to existing families within your program.

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- A form of outreach to new families that were referred to you by an existing family/individual.
- A way to promote upcoming activities, programs, webinars.
- Share and connect families to resources.
- To stay aware of community resources and the status of partners.
- **How to start:**
 - Divide your programs LOS among program staff and make calls throughout the month.
 - Community leaders can assist with making wellness calls to assist staff in reaching out and keeping the community connected.
- **What to say:**
 - Conversations during a wellness check in could vary; here are some suggestions to get you started:
 - Existing families
 - Let them know you are calling to see how they are doing.
 - See if there is a need (possibly Link/I & R)
 - Share any recent program resources, activities, events that are happening.
 - This could be a good space to get feedback from families on activities they have attended or new ideas for new programming.
 - Ask if there is anyone, they know that could benefit from the support of the program.
 - Ask if the family is looking for ways to give back.
 - **New families**
 - Let them know where you are calling from and how you got their contact info.
 - Talk about the program, what is offered and how the family could take advantage.
 - Possible Link/I&R if identified by family.
 - Ask if the family is looking for ways to give back.
 - **Program partners**
 - Some of our program partners are either deeply embedded within the communities we serve or live in the community.
 - Let them know where you are calling from and to see how they are doing.
 - See if there are any changes/updates with the services they are providing to the community.
 - Identify any trends they might be seeing with the community regarding emerging needs.
 - Promote upcoming activities the program is offering/learn about resources and/or programming that the partner has going on.

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Procedure:	Family Success Center Advisory Council
Purpose:	To provide guidance related to structure of Family Success Center Advisory Council (FSCAC)
Effective date:	April 1, 2022
Revision date:	

Overview Role of Family Success Center Advisory Council

- The FSC Advisory Council (FSCAC) is a collection of individuals who bring unique knowledge and skills which augment the knowledge and skills of the FSC staff to operate the FSC more effectively. The FSCAC does not have formal authority to govern the organization, that is, the council cannot issue directives which must be followed. Rather, the council serves to make recommendations and/or provide key information and materials to the FSC staff.
- FSCAC can provide resources that will help create sustainability within the FSC by serving in the following capacities: providing guidance and mentorship to parents and FSC participants, introducing FSC staff to other families, partners, and community leaders, suggesting community programs and events, providing access to needed resources and funding opportunities, giving feedback on programs and outreach efforts, etc.
- The council can play an important public relations role as well as providing program staff with a fresh perspective on programmatic issues. A properly composed and structured advisory council can be a tremendous complement to the effectiveness of the FSC staff as it works to carry out a specific initiative.

FSC Advisory Council Responsibilities

- FSCAC does not have any legal authority; therefore, all their responsibilities are assigned at the discretion of the FSC Director or designated staff. Responsibilities assigned to an advisory committee may include.
- Program planning and creation. It can be beneficial to create a small committee during the early stages of developing programs so that committee members can provide advice concerning the design and plans for the program. It is easiest to begin with a small committee and later engage committee leaders in joining the council, for example, four to seven FSC members and/or partners, during the planning process.
- Support in the development of program policy. While the council cannot create legally binding policies for the FSC, they can help create policies which provide direction and support for the FSC.
- Planning and implementing of public relations. The council members can be effective ambassadors for the FSC as they can spread the word about programs, services, and purpose of the FSC in their neighborhood and community.
- Subcommittees. The council subcommittees are not autonomous and do not work independently, subcommittees work under the direction and leadership of the FSC Director or designated staff. The advisory committee may develop subcommittees which have assigned tasks in specific areas. For example, an outreach awareness subcommittee composed of some members may be responsible for making recommendations about connecting with new families and neighborhoods, they can become FSC ambassadors and facilitate connection with families bridging gaps of language and cultural barriers, support the planning and development of community events such

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as: Child Abuse Prevention Month (CAPA), Mother's Day, Father's Day, etc. Subcommittees may be short-lived according to a specific assignment or ongoing.

- Advocacy. Council members can be effective advocates for the FSC to the community it serves, gather input from/serve as a liaison with families and community, provide feedback to the FSC from the community, provide technical expertise, provide an independent/unbiased sounding board and assist staff in determining important activities/events.
- Other tasks. The FSC Director or designee can assign council members tasks to address a specific FSC needs.

FSC Advisory Council Best Practice Guide

- Effective FSCAC have enough range of expertise to accomplish the FSC's mission, the council have terms of service where members are appointed to a specific term and oftentimes there are also term limits. It is also important to ensure the council has a clear purpose and guidelines for membership.
- How the council contributes knowledge/skills to the FSC Director, or designated staff should also be formalized as well as how it interacts with the FSC staff, families, and community.
- FSC Director or designee is responsible for having written description of the purpose, guidelines, role, and responsibility of the council.
- FSC site Director or designated staff provide leadership, guidance and work collaboratively with council members to ensure specific task assigned to FSCAC is accomplished.
- FSC site Director or designated staff co-chairs the meeting and prepares meeting agenda, maintains meeting attendance and meeting minutes.
- FSCAC meets at least quarterly.
- FSCAC members are vetted and appointed by FSC Director or designated staff for an initial 2-year term limit. FSC Director or designated staff is responsible for implementing the term limit, providing leadership, training, and closing the membership at the designated time. A member of the FSCAC can serve up to 2 terms.
- The FSC Director or designee has the authority to terminate membership at will.
- FSCAC must have a minimum of four approved council members and a maximum of fifteen members.
- All meetings should have a sign in sheet, meeting agenda and meeting minutes kept on file. During the annual FSC assessment visit the Regional Coordinator will review this information

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Procedure: FSC Workshop/Calendar development

Purpose: To provide, initiate and/or coordinate an array of individual, group and community activities

Effective date: April 1, 2022

Revision date:

Overview

- The overall goal of the FSC is to strengthen families by increasing protective factors and ultimately preventing child abuse and neglect. In order to achieve these goals FSC programming is designed to meet the needs of families with children and must be reflected on the monthly calendar.
- Every FSC must create a monthly calendar to inform families and the community of their programming. FSC programming should consist of a variety of activities, workshops, seminars and support groups that are flexible, responsive and designed with the input of the FSC Community. All programming must connect to the Protective Factors and, practice profile and core FSC services.
- **Workshops** - feature subject matter experts delivering information through active participation and skill-building exercises. Workshops feature hands-on approaches to learning. Workshops should relate to the core services in some way. Workshop effectiveness should also be measured using pre and post-tests when appropriate.
- **Parent/Child Activities** - should have a focus on family togetherness and strengthening. Activities can be facilitated by FSC staff or volunteers. Examples of activities include arts and crafts, family picnics, movie nights, game nights, pot-luck dinners, story time for children, community service projects, gardening, Zumba, holiday parties, family dances, and live music performances.
- **Presentations** - feature a subject matter expert delivering information primarily via lecture and discussion. Presentations should relate to the core services in some way.
- **Support groups** - are groups of people with common experiences and concerns who provide emotional and moral support for one another. Support groups should be facilitated by a professional in the subject matter being discussed.
- The FSC calendar should list a variety of workshops, presentations, activities, support groups. The calendars must also list the FSC address, all contact information, hours of operation, address of the FSC on social media (if applicable)

Procedure

- **Programming Requirements:**
 - Programming is designed to meet the needs of families with children and must be reflected on the monthly calendar.
 - Each FSC must provide the following programming during the calendar month.
 - At least two (2) activities per week, or eight (8) per month.
 - At least one (1) workshop per month,

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- At least one (1) presentation per month. A second workshop may be substituted for the presentation.
- At least three (3) family/community engagement events per year, this category consist of all public events that the FSC provides, sponsors, (co-) hosts or participates in, including but not limited to the September Strengthening Families Event, Mother's Day, Father's Day, and any other celebratory occasions reflective of participants served.
- *Note: All programming does not have to be facilitated by the FSC staff. Programming conducted by community partners or volunteers on behalf of the FSC and can be counted toward the requirements.*
- **Family Success Center Calendars**
 - Purpose of the Monthly Calendar
 - Provide community with information about FSC services
 - Provide contact information for FSC
 - Calendar format
 - Utilize a grid
 - Grids available free at Microsoft Office Online Homepage or at <http://office.microsoft.com/en-us/default.aspx>
 - Under *Free templates* click on calendars and scroll through the selection
 - Utilizing Publisher will require that you fax your calendar as we do not have access to the software.
 - Calendars can also be saved as a PDF.
 - Every calendar's identifying information
 - Name of FSC
 - Address
 - Phone #
 - Hours of operation including weekends and evenings
 - Activities on calendar
 - Should Reflect FSC programs, workshops, times program will run or start, location if other than FSC
 - Include FSC Advisory Council meetings
 - Include legend on separate page describing all activities
 - Calendar visibility
 - Posted in FSC, used as marketing materials, visible to families, and available for families when requested.
 - Calendars should be written in English and any other relevant language of the FSC community.
 - Calendars must be posted to all FSC media platforms.

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Procedure: Monthly Reporting

Purpose: To track and record the data collected from standardized forms utilized by the FSC.

Effective date: April 1, 2022

Revision date:

Overview

- Programs record the number of community participants served and aggregate utilization rates to a broad view of service delivery across the (annual) contract term.
- Level of Service (LOS) are defined per the FSC contracted Annex A 2.5.

Procedure

- **Reporting Requirements**
 - All programmatic reports are submitted electronically to NJDCF in accordance with the guidelines below.
- **Monthly Reports**
 - Monthly Reports are completed and submitted electronically to the OFSS no later than 15th day of each month for the previous month in which services were provided. All data must be submitted in the format prescribed by the Department.

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Procedure: **FSC Registered Participant Process**

Purpose: The process in which families are enrolled, to keep them connected to the FSC programming

Effective date: April 1, 2022

Revision date:

Overview:

- The FSCs are required to utilize the prescribed forms to understand the needs of the families they serve and increase the quality of programming provided to the community.

Procedure for Registration:

- Welcome Package: Each individual/or family will be given a welcome packet that includes information and resources offered at the FSC and a calendar that lists programs/classes that will be presented for the month.
- FSCs use registration forms to capture demographic information about the families they serve.
- A voluntary registration process is instituted in lieu of a formal social services intake. All community participants with whom the program has a **15-minute face to face or 5-minute virtual/phone** conversation that captures the participant profile information below:
 - Name
 - Address
 - Age
 - Family size (total number of children/parents/guardians in household)
 - Race
 - Ethnicity
 - Primary language
 - Phone number and/or email address (if attainable)
 - Interests/needs of the family
- Registration data is retained on file for one year and must be completed annually as prescribed above. The data is compiled for contracted Level of Service (LOS) reporting purposes.
- Non-registered participants are individuals/families who participate in activities but have not completed the registration process.

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Procedure:	Documentation
Purpose:	To create and maintain documentation
Effective date:	April 1, 2022
Revision date:	

Overview

- The FSC must keep on file all pre-registration, registration, marketing materials and program overviews for review by the OFSS staff.

Procedure

• **FSC Assessments**

- The purpose of assessments is to ascertain the level of performance and the FSC's adherence to the FSC Model and Practice Profile.
- The FSC will complete and submit the FSC Self-Assessment tool as prescribed by the OFSS coordinator.

• **Incident reports**

- The purpose of the incident reports is to document any unusual incident that occurs at the FSC or through a FSC sponsored event.
- The FSC Director must speak to OFSS staff member within 24 hours to report the incident.
- Within 72 hours of the incident, the FSC director must submit a written statement to an OFSS staff member. The report should include the date, time, individuals present and/or involved, a clear written description of the incident and any steps that have been taken to remedy the situation, if needed.

• **Activity and Walk-in / Virtual Sign-In Sheets**

- FSCs are required to keep on file signatures of all individual/families that participate in the programs/activities that are being offered at the FSC. This information will help shape the programming and provide feedback and keep track of walk-ins. During the annual FSC assessment visit the Regional Coordinator will review this information. Sign-In sheets can be archived after one year.

• **Photo Release Consent**

- A photo release form is a contract between the photographer and the client or subject. Before creating any marketing materials, or posting pictures via social media, a consent form must be signed by FSC participant. If a minor's (individual under the age of 18 years old) picture is being used, a parent or guardian must sign the release form.

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Procedure: FSC Meetings

Purpose: To establish protocol for attendance to mandatory FSC meetings.

Effective date: April 1, 2022

Revision date:

Overview

- All FSC directors must be available for scheduled meetings hosted by the DCF/OFSS. The these include but are not limited to:
 - Regional FSC meetings
 - Statewide OFSS meetings
 - DCF/OFSS Monitoring Visits
 - OFSS Regional check in calls/Virtual visits

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Procedure: OFSS Coordinator Visits
Purpose: To establish protocol for site visits
Effective date: April 1, 2022
Revision date:

FSC Directors will attend the following visits

- **Site visits**

- Purpose of the site visit is for the OFSS staff to
 - Tour the physical space of the FSC.
 - Discuss FSC program and performance data.
 - Measure the fidelity of the programming to the FSC program model.
 - Provide technical assistance, feedback, and/or address concerns if necessary.
 - May occur more than once a year.

- **Annual Assessments visits**

- Purpose of annual assessment is to review FSC self-assessment to be completed by the FSC director prior to the visit.
- The OFSS coordinator will contact FSCs to schedule assessment visit and to review the self-administered tool.
- Self-Assessment form must be completed and returned OFSS at least 3 days prior to scheduled meeting with the OFSS.
- Discuss FSC performance and compliance with contract.
- OFSS will review the following documents during the assessment visit.
- FSC calendar of activities, to ensure core services and other programmatic operations.
- All FSC registration and pre-registration.
- Marketing materials and Program overviews.
- FSC Council minutes and attendance.
- Tour the facility.
- Discuss upcoming events, staffing levels, or budget concerns.

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Procedure: **Child Abuse Prevention Awareness (CAPA) Event**

Purpose: To provide guidelines in the planning of CAPA events

Effective date: April 1, 2022

Revision date:

Overview:

- An annual Strengthening Families/Child Abuse Prevention and Awareness (CAPA) event occurs during the month of April.
- The event is to promote community education and public awareness regarding the importance of positive child development, child health, parenting, safety, and the prevention of child abuse and neglect.
- Forums vary in scope and topic and include but are not limited to activities as resource fairs, workshops, focus groups.

Procedure:

- All FSC's must plan or participate in larger CAPA events annually.
- FSC must allocate \$350 towards CAPA event annually in the budget.

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Procedure: FSC Fundraising

Purpose: To provide guidelines for Fundraising events

Effective date: April 1, 2022

Revision date:

Overview:

Procedures:

- FSCs are prohibited from conducting on and off-site fundraising events, since all events and activities are offered free of charge to the community.
- The managing agency and/or other agencies are permitted to conduct fundraising events to support the FSCs.

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Procedure: DCF Contract/Renewal Contract

Purpose: To create and maintain documentation as per contractual requirements.

Effective date: April 1, 2022

Revision date:

Overview

- FSC must renew their contract with the DCF annually in a timely manner.

Procedures

- All contracts must follow the state fiscal calendar July 1st to June 30th
- Contract modifications must include a detailed narrative describing the change in the way you would like to use the funding with a detailed itemized budget.
- All programming has a maximum expenditure of \$350. If the FSC has a program that requires additional funding, the FSC must receive written approval by the OFSS. FSC must submit a written narrative that includes a detailed itemized budget for requests over \$350.
- All FSC directors must have a copy of the Annex A and understand the program requirements as well as the contracted outcomes as described in the Annex A.