



STATE OF NEW JERSEY
DEPARTMENT OF CHILDREN AND FAMILIES

REQUEST FOR PROPOSALS
FOR
A Family Success Center located in Lodi, New Jersey
(Bergen County)

Funding up to \$240,000 Available

Bidders Conference: September 28, 2012

Time: 10:30 AM

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

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

Commissioner

Date: September 7, 2012

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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 Notices: Potential Bidders must attend a mandatory bidder's conference on **September 28, 2012, Time: 10:30 a.m.** Location: 30 Van Dyke Avenue, New Brunswick, New Jersey 08091. Questions will be accepted in advance of the Bidders Conference until September 26, 2012 via email to DCFASKRFP@dcf.state.nj.us .

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

The New Jersey Department of Children and Families' (DCF), Division of Family and Community Partnerships announces the availability of \$240,000 in funding for the purpose of developing a culturally competent, strength-based neighborhood Family Success Center in Lodi, NJ (Bergen County) that offers convenient access to the information, support and resources that families need. The goal of this Request for Proposal is to have 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 Center (also known as the "Center") must be flexible and responsive to the specific needs determined by the families and individuals who live in the neighborhood. The Center must provide some services directly and collaborate with other agencies to provide their services on site or, where necessary, help arrange access to off-site resources. Parent leadership at the Center is an essential component.

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 that can result in preventing child abuse and neglect and promoting 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.

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.

The Department of Children and Families requires that the contract agency embrace the conceptual, practice and administrative standards for prevention and family support programs outlined in the NJ Standards for Prevention Programs: Building Success through Family Support developed by the New Jersey Task Force on Child Abuse and Neglect.

The Standards are available on the Department of Children and Families' website:

<http://www.state.nj.us/dcf/documents/about/commissions/njtfc/StandardsPrevention.pdf>

The Standards for Prevention Programs are as follows:

Standards for Prevention Programs Building Success through Family Support		
Conceptual Standards	Practice Standards	Administrative Standards
1. Family centered 2. Community based 3. Culturally sensitive and culturally competent 4. Early Start 5. Developmentally Appropriate 6. Participants as partners with staff 7. Empowerment and strength based approaches	1. Flexible and responsive 2. Partnerships approaches 3. Links with informal and formal supports 4. Universally available and voluntary 5. Comprehensive and integrated 6. Easily accessible 7. Long term and adequate intensity	1. Sound program structure, design, and practices 2. Committed, caring staff 3. Data collection and documentation 4. Measures outcomes and conducts evaluation 5. Adequate funding and long range plan 6. Participants and community as collaborators

Protective Factors for Strengthening Families

The Department of Children and Families requires that the contract agency embrace the Protective Factors for Strengthening Families. Protective Factors are tools that families and communities draw upon to help increase the health and well-being of children and families. Protective factors guide parents and caregivers to find the assistance they need that will support

them while raising and providing care to their children, even when faced with difficulties that are stressful. For more information and to download a copy of the resource guide visit:

<http://www.childwelfare.gov/preventing/preventionmonth/guide2011/>

DCF expects that the grantee will integrate the eight protective factors into the Family Success Center's ten (10) core services summarized in the section entitled "Defining Family and Community."

New Jersey's Child Abuse & Neglect Prevention Plan 2010-2013 encourages a strengths-focused, asset-based approach to engage families by integrating the Protective Factors into all types of community and family services. The list below, provided by the Center for the Study of Social Policy, describes and defines the Protective Factors.

Protective Factors for Strengthening Families
Parental Resilience: A parent's ability to manage all types of challenges & find ways to solve problems, builds and sustains 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 health care 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 adult, and peers
Nurturing and Attachment: The importance of early bonding, as well as nurturing throughout childhood. Building a close bond helps parents better understand, respond to, and communicate with their children.
Effective Problem Solving and Communications Skills: A parent, caregiver or family's ability to identify their goals, consider challenges, set realistic approaches to overcome challenges, and communicate effectively with others to reach their goals.
Healthy (Marriages)¹ Relationships: Developing and sustaining relationships with diminished levels of conflict and other attributes such as affectionate parents, high self-esteem, or a role model that helps children and youth to achieve positive outcomes.

¹ Child Welfare Information Gateway, Children's Bureau/AYCF, USDHSS April 2006; The Federal Website lists "Healthy Marriages" as the protective factor. New Jersey chooses to expand this definition to be inclusive of all relationships such as parental, kinship, foster, adoptive, intimate partner/dating as well as spousal.

Family Success Centers

Family Success Centers are community-based, family-centered, neighborhood gathering places where any community resident can go for family support, information and services. Family Success Centers are defined by the following characteristics:

1. Center Environment: They are safe, warm and welcoming places in the community to which any family can come, not only in times of need, but as a regular part of day-to-day life. Center locations will vary by neighborhood. But what they all have in common is a welcoming, homelike setting that reflects the community, engages its residents and offers direct services, activities and resources that promote family well-being and empowerment.
2. Approach to Services and Supports: They work collaboratively with all community partners to bring together resources and activities into an integrated service system that is accessible and responsive. Community input and guidance from community residents influence program development and implementation. Staff helps families identify and use their strengths and skills to problem solve issues that could have a destabilizing effect on families and place their children at risk of harm.
3. Community Involvement and Shared Responsibility: The community and families take responsibility for the center along with the staff. They also participate in its design and governance.
4. Family Integrity and Functioning: The design and delivery of programs and centers affirm the rich ethnic and cultural diversity that characterize their community. Centers ensure that families receive the support and connections they need without the family experiencing it as an intrusion.²

C. Services to be Funded:

The grantee for this program is expected to provide, initiate and/or coordinate an array of services, including:

Family Success Center - Planning, Operation and Evaluation

In developing programs to support New Jersey families, DCF recognizes the body of research that has shaped the national ***“family support movement”*** for 25 years. Family Success Centers should be the creation of their own neighborhoods, designed to address the challenges and preferences of local individuals. The Family Success Center will incorporate in its planning, operation and evaluation, the nine Principles of Family Support Practice, the Standards for Prevention Programs: Building Success through Family Support developed by the New Jersey Task Force on Child Abuse and Neglect, and the Protective Factors for Strengthening Families.

² Adapted from California Family Resource Center Learning Circle, Family Resource Centers, Vehicles for Change, April 2000.

Defining Family Support

The family support approach focuses on helping parents identify and develop their strengths, rather than relying on services designed and delivered by professional problem-solvers.³ It is not a case management model.

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. Programs recognize the importance of parental nurturing and seek to enhance parents’ capacity for growth and development. Programs understand that support can strengthen family coping capacities and strive to foster independence and empowerment.”⁴

Principles of Family Support Practice

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.
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.

³ Guidelines for family support practice. (1996)

⁴ 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).

Program Design

Designed to serve all family members, Family Success Centers integrate professional services, voluntary supports and generic community resources by collaborating with local partners to coordinate services into an accessible, seamless network. Parents and other community residents serve as resources, mentors and decision-makers through the program's explicit efforts to engage families in mutual assistance opportunities. The Family Success Centers utilize a strength-based approach rather than a clinical and/or risk factor-based approach.

There are a number of other components which must be included if the overall development of a Family Success Center is to be inclusive and comprehensive. 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 existing DFCP funded programs. A comprehensive list can be located on the DFCP website: <http://www.state.nj.us/dcf/about/divisions/dfcp>

Defining Family and Community

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. The term "community" refers to a neighborhood, municipality, or region.

The grantee for this program is expected to provide, initiate and/or coordinate an array of services, including the following ten (10) core services:

1. Access to family health services;
2. Development of "Family Success" plans, which address strengths and challenges and goals to address challenges;
3. Economic self-reliance/employment related services;
4. Information & Referral Services (connection to off-site public and private resources);
5. Life Skills training;
6. Housing-related services;
7. Parent education;
8. Parent-child activities;
9. Advocacy (Individual, family, and community advocacy. 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; and
10. Home visiting (as a possible means of family engagement not a specific early childhood home visitation model).

No individuals and/or families will be turned away from services. ALL must be welcomed at the Center.

Expanded Services

Centers may provide additional services on or off-site to meet the needs of families. Expanded Services may be defined as any assistance that is not a Core Service that further meets the needs of the community. Applicants should describe what expanded services, if any, will be provided at the Center.

Parent/Community Advisory Board

The community and its families share responsibility for designing, operating and overseeing the center through an advisory board. This board will advise and recommend. They will not govern with legal accountability. The grantee agency and the Family Success Center Advisory Board must have written guidelines that details the roles and responsibilities of each. The agency will make a good faith effort to recruit at least one advisory board member who shares the FSC vision to be a member of the agency's board of trustees to reflect and ensure the advisory board's input into the decision-making authority of the selected agency. The grantee agency will recruit Advisory Board members to reflect the diverse make up 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.

Functions of the advisory board include, but not limited to:

- Provide specialized expertise that may be missing from staff.
- Serve as ambassadors building bridges into the community.
- Survey the need for enhancing existing activities.
- Bring in resources.
- Conduct evaluation and oversight of activities.
- Recommend programs/activities offered at the Center.

Studies indicate the most successful child abuse prevention initiatives are community-led and community-driven since area residents are better able to identify the challenges of neighboring families. Giving local residents a majority voice in decision-making will ensure that they are included in the process of guiding each center and ensuring that it operates effectively and offers services that are both meaningful and accessible to the people it serves.

Policies and programs must affirm and strengthen cultural identity and be culturally sensitive and culturally competent 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 Family Success Center staff will be required and the Advisory Board members are encouraged to attend training on the Standards for Prevention, the Principles of Family Support, the Protective Factors and all other trainings required by DFCP. All Advisory Board members will be encouraged to attend Board Development training.

The grantee is expected to provide and coordinate services that:

1. Offer a sound approach to preventing child abuse and neglect by utilizing “The Standards for Prevention Programs: Building Success through Family Support”. The applicant must complete and include with the submission of the application the Reaching Your Goals: A Guide for Using the Standards for Prevention Programs Checklist that can be found on page 71 to page 77 at the website listed below:
<http://www.state.nj.us/dcf/documents/about/commissions/njtfc/n/StandardsPrevention.pdf>
2. Integrate the eight (8) Protective Factors that are linked to a lower incidence of child abuse and neglect: Parental Resilience; Social Connections; Knowledge of Parenting and Child Development; Concrete Support in Times of Need; Healthy Social and Emotional Competence of Children; Nurturing and Attachment; Effective Problem Solving and Communications Skills; and Healthy (Marriages) Relationships.

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.

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.

1 proposal will be funded under this program.

The funding period for this program is: January 1, 2013 through December 31, 2013.

Matching funds are not required.

Operational start-up costs are permitted. Applicants must provide a justification and detailed summary of all expenses that must be met in order to begin program operations. No more than five percent (5%) 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. Applicants must be in good standing with all State and Federal agencies with which they have an existing grant or contractual relationship.
2. 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.
3. Applicants that are presently under contract with DCF must be in compliance with the terms and conditions of their contract.
4. Where appropriate, all applicants must hold current State licenses.

5. Applicants that are not governmental entities must have a governing body that provides oversight as is legally required.
6. Applicants must have the capability to uphold all administrative and operating standards as outlined in this document.
7. Applicants must have the ability to achieve full operational census within 60 days of contract execution.
8. 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.
9. 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.
10. 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. Related Documents and Forms:

The following documents may be obtained through the DCF website at www.nj.gov/dcf/providers/notices/ or by email request to DCFASKRFP@dcf.state.nj.us. The following application documents are either required or contain important information. (Note: All requests submitted to this email address must identify, in the Subject heading, the specific RFP for which information is being sought)

1. Bidders Frequently Asked Questions
2. Proposal Cover Sheet
3. General and Administrative Costs description
4. DCF Standard Language Document for Social Service Contracts
5. Standard Language Document Signature Pages
6. Annex B Excel Forms and Tutorial
7. Contractor Certification and Disclosure of Political Contributions **
8. Ownership Disclosure Form **
9. Statement of Assurances
10. Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion

* 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 www.nj.gov/dcf/providers/contracting/

** Ownership Disclosure and Chapter 51 forms are available on the Department of the Treasury website at www.state.nj.us/treasury/purchase (Note: non-profit entities are exempt from Chapter 51 disclosure requirements.)

G. RFP Schedule:

September 7, 2012	Notice of Availability of Funds/RFP publication
September 28, 2012	Mandatory Bidder's Conference and Technical Assistance at 10:30 AM. Questions may be sent in advance to DCFASKRFP@dcf.state.nj.us
September 26, 2012	Period for Email Questions sent to DCFASKRFP@dcf.state.nj.us
October 17, 2012	Deadline for Receipt of Proposals by 12:00PM

All proposals must be received by 12:00 PM on or before October 17, 2012. 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
101 South Broad Street, 7th 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
101 South Broad Street, 7th 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- <https://ftpw.dhs.state.nj.us>

DCF offers the alternative for our bidders to submit proposals electronically to the web address above. Online training is available at the bidder's conference and on our website at: www.nj.gov/dcf/providers/notices/

We recommend that you do not wait until the date of delivery in case there are technical difficulties during your submission. Only a registered Authorized Organization Representative (AOR) or the designated alternate is eligible to send in a submission. Registration forms are available on our website. Registered AOR forms must be received 5 business days prior to the date the bid is due. You need to register only if you are submitting a proposal online.

H. 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 100 possible points, based on the following criteria and the highest score will be recommended for approval as the winning bidder.

Applicant Organization	10 Points
Community-Based Initiative Justification	10 Points
Program Approach	35 Points
Outcome Evaluation	10 Points
Budget	15 Points
Completeness of Application	5 Points
Leveraging	10 Points
Program Implementation Schedule	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.

I. 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

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

J. 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 January 30, 2013.

K. 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:

- Proof of Insurance naming the Department of Children and Families as an additional insured
- Board Resolution Validation
- DCF Standard Language Document and Signature Pages
- Current agency by-laws
- Copy of lease or mortgage (if applicable)
- Certificate of Incorporation
- Conflict of Interest policy
- Affirmative Action policy and certificate
- A copy of all applicable professional licenses
- Current single audit report
- Current IRS Form 990
- Current Pension Form 5500
- Copy of the agency's annual report to the Secretary of State
- Public Law 2005, Chapter 51, Contractor Certification and Disclosure of Political Contributions (not required for non-profit entities)

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 15 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.

Describe the agency's background and experience in implementing the types of services.

Provide an indication of the organization's demonstrated commitment to cultural competency and diversity.

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

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.

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 statistics cited are no older than the past 2 years. If community statistics are not available, obtain advice and testimonies from organizations regarding specific data identified by professionals in the field, and prospective Center parents.

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 (35 Points)

The family support approach is not a case management model instead it focuses on helping parents identify and develop their strengths, rather than relying on services designed and delivered by professional problem-solvers.⁵

a) DCF expects that the grantee will integrate the eight (8) protective factors and the Standards for Prevention into all Family Success Center's services.

Describe how each of the ten (10) "Core" services will be provided, when and where they will be provided and by whom (i.e., by your agency, by community providers out posted at the Center or through linkages to off-site facilities).

Describe which, if any, of the "Expanded" services you plan to provide, when and where they will be provided and by whom i.e., by your agency, by community providers out posted at the Center or through linkages to off-site facilities). Why are the selected "Expanded" services appropriate for your community?

b) Describe how the Center will be publicized through a media campaign (to free outlets where possible) and wide distribution of information about Center services and resources. Explain how you will position the Center as a community resource and reduce the barriers of stigmatizing language and labeling families by risk factors. Show how families will be referred to support services and encouraged to visit and become active parents. 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. Explain how you will adapt services to meet the changing needs of the families and neighborhood. 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.

⁵ Guidelines for family support practice. (1996)

c) Describe the agency's outreach efforts and the ability to engage a minimum of 250 unduplicated families. For example, in the early days of the center, you may reach out to many families through community events and incentives to develop the center's reputation as a welcoming, respectful, fun place to be. Later, once relationships are better established, you may want to target harder to reach families. Describe how you will engage families/individuals with strengths in addition to families/individuals with challenges.

d) As part of the Standards for Prevention, program accessibility and location is critical.

- The Center must be a stand alone and not part of a larger agency. It is to be delineated separately from the main agency and is not just another "program". If the FSC is physically located in the same facility, there must be a separate entrance and a welcoming atmosphere where there is no stigma associated with entering the Center. We expect the lead agency to nurture the growth and development of the Family Success Center.
- FSCs are to be housed in home-like settings that embody the look and feel of their community at large.
- The name of the Center must include "Family Success Center" and should be selected by the Parents/Community Advisory Board or the families involved with the Center.
- All promotional materials must be apart from the stigmatization of the managing agency in its marketing. Brochures, posters and advertisements must include the name of the Family success Center.
- The Center must have a dedicated phone line, voice mail, and internet connection.

Be as specific as possible as to the proposed location. Inclusion of pictures of the proposed FSC stand-alone location is encouraged. Whenever feasible, the Evaluation Committee may visit the proposed site.

Describe how your Family Success Center will be accessible to your community and how the services will be provided in a non-threatening environment.

e) Specify how the Family Success Center will link families to formal and informal supports in the community and if necessary help develop new sources of support such as mutual assistance networks or block clubs. Applicants must create, complete, and/or expand a resource directory that inventories "primary" and "secondary" prevention resources for non-traditional service providers such as houses of worship and grassroots organizations. A resource directory of informal supports must be submitted with this application.

f) Describe how the Family Success Center will involve the community, its families and youth in designing, operating and overseeing the Center through its advisory board. Explain how a community-led Family Success Center will influence program development and implementation. Specify which decisions will be subject to community Advisory Board approval, i.e. location of site, hiring practices, days and hours of operation, etc. FSC hours of operation must meet the needs of the community including evening and/or weekend hours. 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. 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. Board members will be required to complete a conflict of interest questionnaire.

g) The provider shall identify and develop, as needed, accessible culturally responsive services and supports. These shall 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 determined to be appropriate. Describe how your Center will promote cross-cultural understanding and respect for differences and help families assimilate into U.S. society and culture. Describe how your Center will engage families who are not part of the culture in your targeted neighborhood. Provide a cultural competency plan that describes actions your agency will take to insure that policies, materials, environment, recruitment, hiring, promotion, training and Board membership reflect the community and promote the cultural competency of the organization and that resources and services will be provided in a way that is culturally sensitive and relevant.

h) Describe the service coordination process, and collaborative efforts or processes that will be used to provide the proposed services (attach any affiliation agreements or Memoranda of Understanding). The applicant must seek active collaboration with existing DFCP funded programs. A comprehensive list can be located on the DFCP website: <http://www.nj.gov/dcf/about/divisions/dfcp/>

i) 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.

j) Provide a description of data to be recorded, the intended use of that data and the means of maintaining confidentiality of family records.

The contracted level of service (LOS) for this grant is 250 unduplicated families.

k) Indicate the number, qualifications and skills of all staff, consultants, sub-grantees and/or volunteers who will perform the proposed service activities. Attach, in the Appendices section of the application, an organizational chart for the proposed program operation; job descriptions that include all educational and experiential requirements; salary ranges; and resumes of any existing staff who will perform the proposed services.

Indicate the number, qualifications and skills of all staff. The FSC is required to employ 4 staff. (1) Program Director, (2) Family Partners and (1) Volunteer and Community Partnership Coordinator. Among the Director and two Family Partner positions, two staff members must be full time (minimum 35 hrs/wk) and the remaining position may be full or part-time (minimum 25 hrs/wk). The Volunteer and Community Partnership Coordinator must work at least part time (minimum 25 hours/week).

Note: All FSC staff must be located at the Family Success Center.

Describe the management and supervision methods that will be utilized.

Describe how the proposed program will 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.).

4) Program Implementation Schedule (5 Points)

Provide a description of a feasible timeline for implementing the proposed services. Attach a separate Program Implementation Schedule in the Appendix.

5) Outcome Evaluation (10 Points)

Following, are the outcomes for the Family Success Centers:

- 70% of families improve their ability to provide for their children as evidenced in successful linkages to formal and informal supports.
- 70% of families are strengthened as evidenced in their ability to reach goals on their Family Success Plan.
- Parent/Community Advisory Boards (PCAB) operates with 70% of parent involvement as evidenced in parent and community members taking on leadership roles.

Complete the “Objectives” and “Activities” section for each goal and mandatory performance outcome in the Performance Outcome Chart provided in Appendix B. Additional goals and performance outcomes may be added.

6) Budget

(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 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 contain:

- General and Administrative costs cannot exceed 10%.
- The budget must allocate no less than \$1,500 for Participant/Parent Assistance for travel to events or meetings, child care to assist parents when attending events, and refreshments for Parent/Community Advisory Board meetings.
- No more than \$5,000 is to be allocated in the Special Assistance to Client's line on Annex B.
- No more than five percent (5%) of the \$240,000 budget may be allocated for start up costs.

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/>

7) Completeness of the Application (5 Points)

The Department will also consider the completeness of the application and the clarity of statements within the proposal, including the availability and accuracy of all supporting documentation. Applications will be disqualified if they do not meet the requirements of the Request for Proposal. **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.** If the deductions total 20 points or more, the proposal shall be rejected as non-responsive.

8) Leveraging

(10 Points)

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 a CD ROM containing all the documents in PDF or Word format. 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. Proposal Cover Sheet*
2. Table of Contents
3. Proposal Narrative (in following order)
 - 1) Applicant Organization
 - 2) Community-Based Initiative Justification
 - 3) Program Approach
 - 4) Program Implementation Schedule
 - 5) Outcome Evaluation
 - 6) Budget
 - 7) Completeness of Application
 - 8) Leveraging

Part II: Appendices

1. Job descriptions of key personnel, resumes and current salary ranges
2. Current and proposed agency organizational charts
3. Staffing patterns
4. Current/dated list of agency Board of Directors/Terms of Office
5. Copy of agency Code of Ethics and/or Conflict of Interest policy
6. Reaching Your Goals: A Guide for Using the Standards for Prevention Programs pg 71 – 77. Document can be found at the following DCF website at: <http://www.state.nj.us/dcf/about/divisions/dfcp/>
7. Local resource directory on informal support service providers electronically on CD-ROM or hard copy.
8. Letters of Commitment/Affiliation Agreements

9. Statement of Assurances*
10. Certification regarding Debarment*
11. Copy of IRS Determination Letter regarding applicant's charitable contribution or non-profit status (if appropriate)
12. All required Certification and Disclosure Forms in accordance with PL 2005, c.51 ("Chapter 51") and Executive Order 117 (2008), if appropriate**
 Note: non-profit entities are exempt from Chapter 51 disclosure requirements).
13. Copies of all applicable licenses/organization's licensure status (if appropriate)
14. DCF Annex B Budget Forms*
15. 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 <http://www.dnb.com>
16. List any additional information or materials requested in the RFP such as evaluation tools, curricula, etc.
17. Proposed Program Implementation Schedule (if appropriate)
18. Copies of any audits or reviews completed or in process by DCF or other State entities from 2009 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
19. Applicable Consulting Contracts, Memoranda of Agreement, Letters of Commitment and other supporting documents.
20. Current Form 990
21. Most recent Current Single Audit Report or Audited Financial Statements
22. Include one (1) electronic copy of the proposal on CD-ROM.
23. Copy of the Cultural Competency Plan

* 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/>

** Chapter 51 forms are available on the Department of the Treasury website at <http://www.state.nj.us/treasury/purchase/> (Note: non-profit entities are exempt from Chapter 51 disclosure requirements.). Click on Vendor Information and then on Forms.

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 A

FAMILY SUCCESS CENTER DIRECTOR

Responsible for the day-to-day operation of the Family Success Center 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:

A Bachelor's Degree from an accredited institution of higher learning and a valid New Jersey driver's license are required. Additional education and related experience is preferred.

Note: Applicants who do not possess a Bachelor's Degree may substitute and Associate Degree with two (2) years related experience.

Essential Duties:

- Supports and supervises Family Success Center staff
- Ensures a Parent/Community Advisory Board is developed and maintained
- Ensures DFCEP 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
- Performs other related duties

FAMILY PARTNER

Responsible for providing prevention programs to families by developing and maintaining a robust family engagement approach. One of the Family Partners must work full time (minimum 35 hours/wk) and the second Family Partner may work part time (minimum 25 hours per week).

Education and Experience:

An Associate's degree or 60 semester credit hours from an accredited institution of higher learning and a valid New Jersey driver's license are required. Additional education and related experience is preferred.

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 with the families
- 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/herself into the immediate community and building mutually beneficial relationships with parents, faith 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.

Education and Experience:

An Associate's Degree or 60 semester credit hours from an accredited institution of higher learning and a valid New Jersey driver's license are required. Additional education and previous experience in recruiting, training and coordinating volunteers for community-based organizations, charities, etc. is preferred.

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
- Supervises and provides direction to the volunteers
- 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 B

PERFORMANCE OUTCOMES

In the chart below please complete the “objectives” and “activities” for each goal and mandatory performance outcome. Additional goals and performance outcomes may be added.

GOALS:

Goals are statements detailing the long term, ongoing aims or intentions of each program component. Goals do not have a specific time limit but are designed to produce the desired results over an extended time period. Achievement of goals may reach beyond the contract period.

OBJECTIVES:

Objectives are statements detailing the desired results of day to day activities. These are short term milestones to be achieved during the contract period. Objectives are reflective of the long term goals of the program component and ideally lead to achievement of those goals. Objectives have defined time limits and measurable results.

ACTIVITIES:

Activities are tasks performed to achieve identified objectives. 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 be tied 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 “objectives” and “activities” for each goal. Additional goals and performance outcomes may be added.

GOALS		OBJECTIVES		ACTIVITIES		PERFORMANCE OUTCOMES	
1.	Families requesting information and referrals are appropriately connected to resources.	1.		1.		1.	70% of families improve their ability to provide for their children as evidenced in successful linkages to formal and informal supports.
		2.		2.			
		3.		3.			
		4.		4.			
		5.		5.			
2.	Families participating in the development of family plans will show improvement or reach stated goals.	1.		1.		2.	70% of families are strengthened as evidenced in their ability to reach goals on their family success plan.
		2.		2.			
		3.		3.			
		4.		4.			
		5.		5.			
3.	Advisory boards involve parents and the community in planning and governance.	1.		1.		3.	Parent Community Advisory Board (PCAB) operates with 70% of parent involvement as evidenced in parent and community members taking on leadership roles.
		2.		2.			
		3.		3.			
		4.		4.			
		5.		5.			