



REQUEST FOR PROPOSALS

FOR

Family Success Centers in Cumberland County

Publication Date: Wednesday, June 18, 2025

Questions Due: Thursday, June 26, 2025

AOR Registration Forms Due: Wednesday, July 9, 2025

Response Deadline: Wednesday, July 16, 2025 by 12:00 P.M.

Funding of \$627,788.00 Available in State funds

**Christine Norbut Beyer, MSW
Commissioner**

The Department of Children and Families (DCF) is the agency dedicated to ensuring all New Jersey residents are safe, healthy, and connected. To that end, DCF announces to potential respondents its intention to award a new contract.

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Section I - General Information

A. Summary Program Description:

The New Jersey Department of Children and Families (DCF) Division of Family and Community Partnerships (FCP), Office of Family Support Services (FSS), announces its intent to award contracts for 2 (two) Family Success Centers (FSCs) in Cumberland County. One FSC must be sited in Millville/Commercial Township and the second must be sited in Vineland. A respondent may apply for both locations but must submit a separate response for each site.

FSCs are safe, warm, and welcoming neighborhood gathering places where any community resident can go for support, information, programming, and resources as well as lend their skills and time to give back to the community. FSCs are “one-stop shops” that provide wrap-around resources and supports to equip families and communities with the tools they need to face and cope with life’s challenges before they find themselves in crisis. FSCs offer primary child abuse and neglect prevention by offering community residents, leaders, organizations, and agencies a central location to address community strengths and needs. Community members will find a safe, comfortable space to access resources as well as participate in culturally responsive programming designed to strengthen the family, individuals, and community.

Contracted agencies are required to adhere to the program requirements and standards within the DCF Family Success Center Program Manual¹.

B. Funding Information:

All funding is subject to appropriation. The continuation of funding is contingent upon the availability of funds and resources in future fiscal years.

Respondents are on notice that no annual increases will be considered as part of this contract to salaries, fringe, or benefits in future negotiations or contracts, unless approved by the State legislature for all contracting entities. Funds awarded under this program may not be used to supplant or duplicate existing funding.

DCF will make available \$627,788.00 in FY 2026 in State Funds. Available funding is for \$313,894.00 per award for up to two (2) awards DCF reserves the right to award all or a portion of these funds.

The funds support the first year or initial term of a contract subject to renewal.

¹ [Family Success Center Program Manual.pdf](#)

The intended funding period for the contract is: October 1, 2025, through June 30, 2026. The funds available are to be budgeted to cover the expenses incurred during the initial contract term. Contract renewal is contingent on the availability of funds.

The anticipated costs required for program operations must be entered for the initial term of this contract into a proposed budget for fiscal year 2026 and submitted with this response using the Proposed Budget Form found at: <https://www.nj.gov/dcf/providers/contracting/forms/> and a justification and detailed summary of the costs must be provided in the Proposed Budget Narrative. The Proposed Budget Form and the Proposed Budget Narrative must be submitted as documents included in PDF 3: Section III - *Additional Documents*.

The Proposed Budget Form will detail anticipated expenditures of up to \$313,894.00 from the date the contract is effective on October 1, 2025, through Tuesday, June 30, 2026.

Additional funding to pay for permitted start-up costs is not available.

DCF may approve for reimbursement the start-up costs respondents propose in their budgets using the funds available in the contract ceiling. The anticipated costs required to begin program operations must be entered into the appropriate Start-up funding column of the Proposed Budget Form found at: <https://www.nj.gov/dcf/providers/contracting/forms/> and a justification and summary of the costs must be included in the Proposed Budget Narrative.

The completed Proposed Budget Form and the Proposed Budget Narrative must be submitted as documents included in PDF 3: Section III - Additional Documents. Respondents may propose total start-up costs of up to \$50,000.00.

Examples of start-up costs may include materials and supplies, including computers, furniture, cell phones; hiring personnel, such as costs for job postings; or other one-time costs to launch the program. All start-up costs are subject to contract negotiations and DCF approval. Funds for approved start-up costs will be released upon the execution of a finalized contract and are paid via Scheduled Payments.

NOTE: The Proposed Budget submitted with a response is not the actual budget an awarded respondent will submit for DCF approval as part of the contract. If awarded a contract, the awarded respondent then shall submit their budget information again using the more detailed Annex B Budget Form found at: <https://www.nj.gov/dcf/documents/contract/forms/AnnexB.xls>.

The awarded respondent shall prepare and submit an annual budget each fiscal year. DCF will issue payments to the provider on a scheduled basis up to the contract's approved budget amount.

Each budget will require Reports of Expenditures and be subject to the DCF contract close out process following the end of the contract term in accordance with the DCF Contract Close Out policy at:

https://www.nj.gov/dcf/documents/contract/manuals/CPIM_p7_closeout.pdf DCF will compare the actual approved expenditures appearing on the final report of expenditures and the independent audit with the total contract revenue realized through the receipt of scheduled payments and may recoup as an overpayment the funds that exceeded the actual allowable contract expenditures of the approved budget.

Matching funds are not required.

Responses that demonstrate the leveraging of other financial resources are encouraged.

C. Pre-Response Submission Information:

Respondents may not contact DCF in person or by telephone concerning this RFP. Questions may be sent in advance of the response deadline via email to DCF.ASKRFP@dcf.nj.gov.

Technical inquiries about forms, documents, and format may be requested at any time prior to the response deadline, but **questions about the content of the RFP must be requested by 12 P.M. on Thursday, June 26, 2025.**

Questions should be asked in consecutive order, from beginning to end, following the organization of the RFP and each question should reference the page number and section number to which it relates. All inquiries submitted should reference the program name appearing on the first page of this RFP.

Written inquiries will be answered and posted on the DCF website as a written addendum to this RFP at: <https://nj.gov/dcf/providers/notices/requests/>

D. Response Submission Instructions:

All responses must be submitted **ONLINE by 12:00 P.M. on July 16, 2025.** Responses received after this deadline will not be considered.

To submit online, respondent must first complete an Authorized Organization Representative (AOR) registration form found at [AOR.pdf \(nj.gov\)](#) and send it to DCF.ASKRFP@dcf.nj.gov no later than five (5) business days before the response due date. **AOR registration forms received after close of business on July 9, 2025, may not be processed in time for the response due date.**

The completed AOR registration form must be signed and dated by the Chief Executive Officer or designated alternate and sent to DCF.ASKRFP@dcf.nj.gov. Only one (1) AOR registration form is required, even if the respondent intends to

file multiple responses. The respondent is required to enter each location to be served on the AOR registration form.

Upon receipt of the completed AOR registration form, DCF will grant the respondent permission to proceed and provide instructions for the submission of the response(s) electronically. DCF recommends emailing your AOR registration forms as soon as you know you will be filing a response to allow time to report to DCF any technical difficulties you may encounter and to timely resolve them.

E. Required PDF Content of the Response:

Submit in response to the four (4) separate PDF documents labeled as follows:

PDF 1-Statement of Acceptance

The entire content of *Section II - Required Performance and Staffing Deliverables* (ending with a Signed Statement of Acceptance)

PDF 2-Organizational Documents

All documents in *Section III – Subsection A. Documents Requested to be Submitted with This Response (Organizational Documents Prerequisite to a DCF Contract Award Requested to be Submitted with the Response)*

PDF 3-Additional Documents

All documents in *Section III – Subsection B. Documents Requested to be Submitted with This Response (Additional Documents Requested to be Submitted in Support of This Response)*

PDF 4-Narrative Response

Narrative answers to all questions in *Section IV – Subsections A, B, & C. Respondent's Narrative Responses* (A. Community and Organizational Fit; B. Organizational Capacity; and C. Organizational Supports)

F. Respondent Eligibility Requirements:

Respondents that have State or Federal grants or contracts must be compliant with all their terms and conditions and in good standing as grantees and contractors.

Respondents must not be suspended, terminated, or barred for deficiencies in the performance of any grant or contract award, and if applicable, all past issues must be resolved as demonstrated by written documentation.

DCF may disqualify and decline to forward for the review of the Evaluation Committee a response from those under a corrective action plan or performance improvement plan in process with DCF or any other New Jersey State agency or authority.

Respondents must be fiscally viable and be able to comply with the contracting rules and regulations set forth in the DCF Contract Policy and Information Manual (CPIM) found at: [DCF | Contracting Policy Manuals \(nj.gov\)](https://www.nj.gov/dcf/cpim/).

Where required, all respondents must hold current State licenses.

Respondents must have a governing body that provides oversight as is legally required in accordance with how the entity was formed, such as a board of directors for corporations, or the managing partners of a Limited Liability Corporation (LLC)/Partnership, or the members of the responsible governing body of a county or municipality.

Respondents must have the capability to uphold all administrative and operating standards as outlined in this RFP.

Respondents must be business entities that are duly registered to conduct business within the State of New Jersey, for profit or non-profit corporations, partnerships, limited liability companies, etc. or institutions of higher education located within the State of New Jersey.

Respondents awarded a contract should ensure their program is operational within ninety (90) days of contract award or the award may be rescinded. Extensions may be available by way of written request to DCF.

Respondents must submit with their response for review and approval the proposed sub-contracts/memorandum of agreements with vendors, consultants, or agencies they will execute if awarded a contract.

Section II - Required Performance and Staffing Deliverables

NOTE: After reviewing the required deliverables listed below, respondents must sign the statement at the bottom of this Section II to signify acceptance of all of them.

Submit a complete copy of the content of Section II – Required Performance and Staffing Deliverables, starting with this page and ending with your signed Statement of Acceptance, as a single PDF document. This will be the first PDF submission in your response packet and is to be labeled as: *PDF 1-Statement of Acceptance*.

- A. Subject Matter - The below describes the needs the awarded respondent must address in this program, the goals it must meet, and its prevention focus.**

1) The need for this program as indicated by data regarding the health and human services issues and parent and community perceptions is:

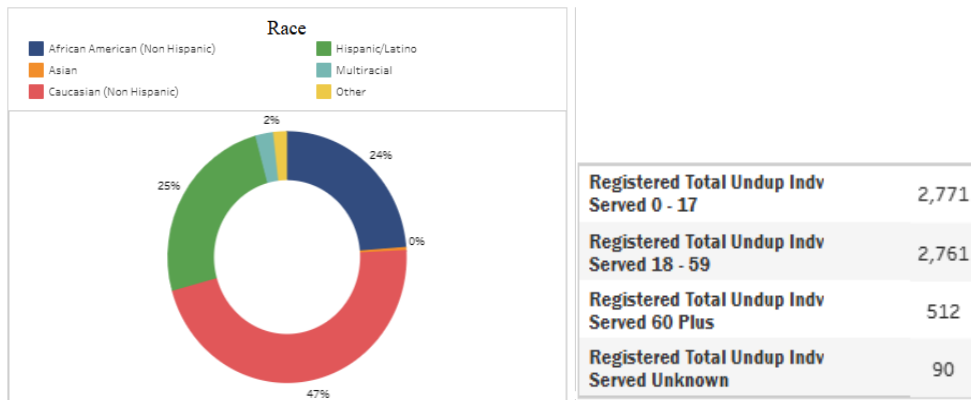
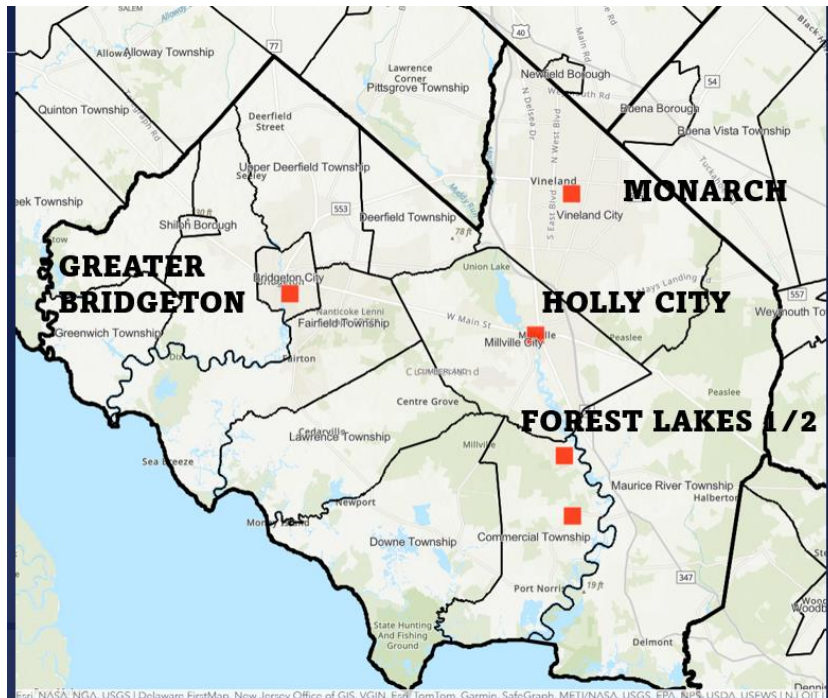
Family Success Centers (FSCs) are “one-stop shops” that provide wrap-around resources and supports to equip families and communities with the tools they need to face and cope with life’s challenges before they find themselves in crisis. FSCs offer primary prevention services to community residents, leaders, organizations, and agencies in a central location to bolster community strengths and needs. Community members will find a safe, comfortable space to access resources as well as participate in culturally responsive programming designed to strengthen the family, individuals, and community.

DCF contracts for two Family Success Center programs in Cumberland County and the contract for those two Centers is ending on or around September 30, 2025. Through this Request for Proposals, DCF is issuing funding to support two new Family Success Centers in Cumberland County.

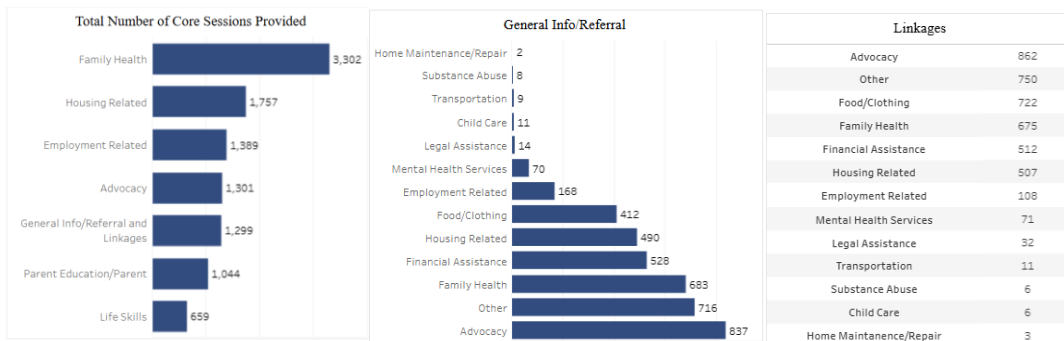
The FSC network is founded on the principle of universal prevention—providing comprehensive supports to families before they face crises. To select new FSC locations anywhere in New Jersey, DCF uses a data-driven approach that weaves together socioeconomic metrics, demographic profiles, transportation and accessibility maps, and direct community feedback. This robust, layered methodology ensures that every new facility is both accessible and tailored to local needs.

The DCF team begins by consulting the Municipal Revitalization Index (MRI) which ranks New Jersey’s municipalities according to separate indicators that measure diverse aspects of social, economic, physical, and fiscal conditions in each locality.

Per the 2023 MRI, Bridgeton City and Commercial Township are the most distressed municipalities in Cumberland County, with higher distress scores, distress ranks, poverty rates, median household incomes, and percentage of households receiving SNAP benefits.



Cumberland County FSCs offered families and individuals a variety of programming throughout the year. Almost 10,800 core services—through individual, family, and group sessions—were held, with most focused on family health, housing, and employment-related matters. Two important facets of FSC services are Information and Referral—providing information to an individual or family who needs a referral to a community partner—and Linkages—when an individual or family requires assistance with connecting to external resources. The most common areas in both categories were advocacy, family health, financial assistance, housing, and food/clothing:



Families, individuals, and community members attend FSC-sponsored events throughout the year. In collaboration with community partners including schools, law enforcement agencies, Family Support Organizations, law enforcement agencies, prevention programs, and other community partners, Cumberland County FSCs participated in 145 public events with over 10,000 individuals in attendance. Events included food bank distributions, community days, a Child Abuse Prevention Awareness Month fun run/walks, back to school activities, wellness and health expos, resource fairs, holiday celebrations, human trafficking programs, and informational sessions.

2) The goals to be met by this program are:

The Family Success Center services support the overarching goal to strengthen individual and family functioning, and empower community residents to acquire knowledge, skills, and resources they need to succeed and achieve optimal outcomes for children. The FSC model supports families by offering primary child abuse prevention services that reflect the individual and community culture and values by providing an environment that is safe, warm, and welcoming.

Programming promotes the five (5) Strengthening Families Protective Factors:

- Social and Emotional Competence – Children’s early experiences of being nurtured and developing a positive relationship with caring adult affects all aspects of behavior and development.
- Knowledge of Parenting & Child Development – Children thrive when parents provide not only affection, but also respectful communication and listening, consistent rules and expectations, and safe opportunities that promote independence.
- Resilience – Parents who can cope with the stresses of everyday life, as well an occasional crisis, have resilience; they have the flexibility and inner strength necessary to bounce back when things are not going well.
- Concrete Support – Families who can meet their own basic needs for food, clothing, housing, and transportation and who know how to access essential services such as childcare, health care and mental

health services to address family-specific needs are better able to ensure the safety and well-being of their children.

- Social Connections – Parents with a social network of emotionally supportive friends, family, and neighbors often find that it is easier to care for their children and themselves.

3) **The prevention focus of this program is:**

FSCs provide primary prevention services that target the general population and offer services and activities before they find themselves in crisis. FSCs are designed to enhance family and individual safety and well-being and prevent child abuse. They offer prevention services to community residents, leaders, organizations, and agencies in a central location to bolster community strengths and needs. Community members will find a safe, comfortable space to access resources as well as participate in culturally responsive programming designed to strengthen the family, individuals, and community.

B. Target Population - The below describes the characteristics and demographics the awarded respondent must ensure the program serves.

- 1) **Age:** N/A
- 2) **Grade:** N/A
- 3) **Gender:** N/A
- 4) **Marital Status:** N/A
- 5) **Parenting Status:** N/A
- 6) **Will the program also serve the children of the primary service recipient?** Yes
- 7) **DCF CP&P Status:** N/A
- 8) **Descriptors of the primary service recipient:** N/A
- 9) **Descriptors of the Family Members / Care Givers / Custodians of the primary service recipients also required to be served:** N/A
- 10) **Other populations/descriptors targeted and served by this program:** N/A
- 11) **Does the program have income eligibility requirements?** No

C. Activities - The below describes the activities this program initiative requires of awarded respondents, inclusive of how the target population will be identified and served, the direct services and service modalities that will be provided to the target population, and the professional development and training that will be required of, and provided to, those delivering the services.

- 1) **The level of service increments for this program initiative:** Unduplicated Registered Community Participants – An individual or family, which may include adults or emancipated youth, with whom FSC staff have had:
 - a) at least one contact for 15 minutes (in person, on the phone, or virtually); and
 - b) have completed a welcome package.
- 2) **The frequency of these increments to be tracked:** Monthly; Annually
- 3) **Estimated Unduplicated Service Recipients:** N/A
- 4) **Estimated Unduplicated Families:** 250-330 participants
- 5) **Is there a required referral process?** No. FSCs do not require referrals and are available and accessible to all community members who wish to participate in the life of the center.
- 6) **The referral process for enabling the target population to obtain the services of this program initiative:** N/A
- 7) **The rejection and termination parameters required for this program initiative:** FSCs do not discharge participants. If an FSC is facing a challenging or concerning situation with a participant, FSC staff are to immediately notify their managing agency leadership and FSS staff to discuss agency policy and potential solutions.
- 8) **The direct services and activities required for this program initiative:** The Family Success Center provides Core Services Programming (“Core Services”) that is designed to meet the needs of families with children and provide an array of culturally responsive and appropriate educational, enrichment, and support services to help strengthen families and improve the quality of life and well-being for all community residents. FSCs must ensure that activities specific to fathers/father figures are embedded into programming to promote the father-friendliness of the centers. Core Services are offered at the Family Success Center’s physical site, or “Anchor,” and through outreach efforts via mobile support services. Mobile Support Services enhance accessibility and engagement among families who reside in high distress areas that may face barriers to visiting the Family Success

Center's physical location. Through outreach and engagement, the FSC is required to partner with local organizations such as schools, law enforcement agencies, faith-based organizations, and community events to expand its reach; and conduct mobile outreach in targeted neighborhoods to promote awareness of FSC services.

The FSC's Mobile Support Services are deployed via pop-up services and events, established through partnerships with trusted stakeholders, like community-based organizations, libraries, recreation areas, health facilities, etcetera.

The Family Success Center's required baseline of Core Services includes but is not limited to the following:

- Access to Child, Maternal, and Family Health Services ("Health Services"): Preventative and primary health services are offered to all community residents either on-site or through linkages to other agencies. Related topics and activities include pre- and post-natal care; nutritional health; home-based life-saving skills; smoking cessation programs; immunizations; blood pressure screening; wellness checks; exams; etc. FSCs also assist families in navigating the various health and medical service systems and completing relevant paperwork when needed, including NJ Family Care applications.
- Parent Education: Parenting education is an essential component of FSC programs and offered to all residents via a combination of information, skill-building and supportive services. Emphasis is placed on healthy child development and the use of positive parenting techniques in consideration and understanding of the family's culture. Services are intended to help strengthen families by enhancing parental resilience and social connections. All FSC's are expected to establish partnerships and collaborate with county Home Visiting Programs, Community Health Workers, Kinship Navigator Programs, etc., as well as assist families with linkages to services. Related topics, services, and activities include but are not limited to mentoring programs, teen parenting, grandparent and kinship caregiver support groups, and information regarding relevant issues that impact family life. ▸ All FSCs are encouraged to use evidence based, evidence emerging, or evidence informed parent education programs, such as Strengthening Families and Positive Parenting Program ("Triple P").
- Parent/Child Activities: FSCs offer activities that have a focus on family togetherness and strengthening. They can be facilitated by FSC staff, volunteers, or community partners. 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.

- Strengthening Families Event – at least three (3) community engagement events per year, including but not limited to the Child Abuse Prevention Awareness (CAPA) event in April.
- Employment-Related Services: FSCs promote economic self-reliance by providing assistance with or access to services and supports, such as New Jersey Career Navigator, that lead to employment. Such services include job readiness skills, such as resume writing and interviewing techniques, employment counseling, training programs, and job development and placement services.
- Life Skills: All FSCs provide educational programs, workshops or individual instruction designed to enhance skills, overcome barriers to success, and improve the quality of life for children, families and individuals. Emphasis is placed on asset and skill development topics and activities including but not limited to education and literacy services (GED, ESL, tutoring, etc.), financial management, communication, daily living, and computer skills.
- Housing Related Services: Adequate housing is essential to establishing family stability, child safety and well-being, and community viability. FSCs provide information about the following: housing resources; leasing and tenant rights; assistance completing applications for various federal, state and local programs that assist with or provide affordable housing; emergency shelter; home energy; weatherization; and homelessness prevention programs; and access to tangible supports that address basic needs such as utilities, household furnishings, and home repair.
- Advocacy & Related Support: FSC staff advocate in coordination with all community residents as needed and appropriate by interceding for, empowering, supporting, or advancing the cause of individuals and families in navigating and connecting with public and private entities. Advocacy takes many forms including accompanying families/individuals to meetings, appointments, or visits with other service providers to assist them in navigating the system and facilitating direct linkages, communication, and/or problem solving.
- General Information and Referral/Linkages: FSC staff follow-up with residents on all referrals/linkages to ensure that services are accessible, appropriate and responsive to the needs of the community.
- Information and Referral (I&R): FSC staff may distribute general information pertaining to any of its Core Service areas, such as Access to Child, Maternal and Family Health or Employment-Related; or to services not offered by the FSC, such as mental health services or childcare services. The general information

meets the need, solves the problem, or helps achieve goals that have been identified by the individual or family.

- Linkage: Linkage refers to the process of successfully connecting an individual/family who has a need/ problem/desire with a service that will meet the need, solve the problem or help achieve the goal. FSC staff may link the individual/family with a Core Service or a service that the FSC does not offer.
 - Within seven (7) calendar days of linking an individual or family with a service, FSC staff must follow up with the individual/family to ensure a successful connection was made or assist with lifting barriers to reaching the provider.
 - Urgent matters, such as those pertaining to the safety or well-being of the adult or children, should be brought to the attention of the FSC director and followed up within two calendar days.

The FSC is required to make Core Services Available at its Family Success Center physical site(s) and through its Mobile Support Services.

Core Services are made available through one or more of the following approaches:

- Workshops: A subject matter expert(s) delivering information to participants through active participation and skill building exercises. Workshops feature hands-on approaches to learning and are to relate to one or more of the Core services.
- Presentations: A subject matter expert(s) delivering information to participants primarily via lecture and discussion. Presentations should relate to the core services in some way.
- Support groups: A professional in the subject matter being discussed facilitates a group of people with common experiences and concerns who provide emotional and moral support for one another.
- Parent Child Activities: An activity facilitated or sponsored by the FSC that is for parents and their children to participate in together.
- Individual Session: Consists of 1:1 engagement between an FSC staff member or a volunteer and an individual, to help the individual achieve goals, obtain, or link the individual to a desired or necessary service, or to utilize any of the FSC Contracted or Expanded Services.
- Family Session: Consists of direct engagement between an FSC staff member or a volunteer and a family to help the family achieve a goal, obtain or link the family to a desired or necessary service, or to utilize any of the FSC Core Services or Expanded Services. At a minimum, two members of a family must be present to qualify as a family session.
- Workshops or Group Sessions: Must be at least thirty (30) minutes in duration. These duration intervals cannot be split up and must take place in a single episode. Group sessions consist of engagement in a group setting that requires at least two unrelated participants present.

- Community Engagement Events: The FSC is required to participate in the following family/community engagement events, whether through providing, sponsoring, (co-) hosting, or participating in as follows:
 - During the month of February: A National Parent Leadership event
 - Strengthening Families Event: at least three (3) community engagement events per year, including but not limited to the Child Abuse Prevention Awareness (CAPA) event in April
 - During the month of April: a Child Abuse Prevention Awareness (CAPA) event – see associated policy in the FSC Programming Manual. FSCs must allocate \$350 towards this event on an annual basis.
 - During the month of May: a Mother's Day event
 - During the month of June: a Father's Day event
 - A father engagement event other than Father's Day
 - A Kinship Navigator Program collaborative event
 - An event celebrating/highlighting the diversity of populations in their communities, such as LGBTQI+, Juneteenth, or specific cultural groups.

FSC Core Service Programming Guidance

FSC's are required to offer a variety of programming that promote one or more of the above-mentioned Core Services. The following guidelines are to be used as a reference when planning and developing future programs and activities. FSC's are to balance offering fresh and new programming that is also reflective of community needs:

- at least 1-2 parent/child activities a week, or 4-6 a month
- at least one (1) workshop a month
- at least one (1) presentation a month; a second workshop may be substituted for the presentation

Core Services Programming is to be influenced and determined by a variety of sources:

- FSC staff
- FSC volunteers
- Parent Advisory Council members
- FSC participants
- Community partners, who can speak about themes and needs they see in the community
- Community data

The FSC is to establish and implement a formal internal feedback process to ensure that all participants have the opportunity to share resources and input to inform programmatic decisions.

FSC staff are to utilize a variety of data sources to identify needs and strengths of the community that translates to program planning. Some examples are outlined in the Programming Policy in the FSC Program Manual.

FSCs are to develop and utilize a formal structure to discuss the community data with FSC participants, volunteers, and PAC members to decipher its meaning through the community's lens.

- 9) **The service modalities required for this program initiative are:** The FSC model uses several frameworks to inform service delivery. Below are a list of frameworks and concepts that providers are expected to be familiar with. For more information about these principles, please see section F (page 19) for the FSC Program Manual.

Concept/Framework	Additional Resource(s)
<p>NJ DCF Core Values</p> <ul style="list-style-type: none"> • Children are, first and foremost, protected from abuse and neglect. • Children do best when they have strong families; preferably their own, and when that is not possible, a stable relative, foster or adoptive family. • Relevant services are offered to meet the identified needs of children and families and promote child development, education, physical and mental health. • Most families have the capability to change with the support of individualized services. • Partnerships with people and agencies involved in a child's life are essential to ensure child safety, permanency, well-being, which results in stronger bonds between families. 	
New Jersey Standards for Prevention Programs: Building Success through Family Support.	http://nj.gov/dcf/news/reportsnewsletters/taskforce/Standards.for.Prevention.Programs.pdf .
<p>Strengthening Families Protective Factors:</p> <ul style="list-style-type: none"> • Parental Resilience • Social Connections 	2022-2025.NJ.Statewide.Prevention.Plan.pdf

<ul style="list-style-type: none"> • Knowledge of Parenting & Child Development • Concrete Support in Times of Need • Social & Emotional Competence of Children 	Protective Factors Framework - Center for the Study of Social Policy
New Jersey Family Success Center Practice Profile	Family Success Center Program Manual.pdf
Two-generation approach	Two-Generation Approaches to Supporting Family Well-Being: cwig-prodprod-drupal-s3fs-us-east-1.s3.amazonaws.com)
Healing-centered practices	Trauma-Informed-Approach-Continuum-Definitions.pdf (nj.gov) .

a) Evidence Based Practice (EBP) modalities: All FSCs are encouraged to use evidence based, evidence emerging, or evidence informed parent education programs, such as Strengthening Families and Positive Parenting Program (“Triple P”).

b) DCF Program Service Names: Family Success Center

c) Other/Non-evidence-based practice service modalities: N/A

10) **The type of treatment sessions required for this program initiative are:** N/A

11) **The frequency of the treatment sessions required for this program initiative are:** Daily program activities listed on monthly calendars.

12) **Awarded respondents are required to communicate with Parent/Family/Youth Advisory Councils, or to incorporate the participation of the communities the providers serve in some other manner:** Prior to launching the Family Success Center(s), the awarded respondent is to co-design the FSC, including mobile support services, with the community. Efforts are to include interacting with families, individuals, stakeholders, and community resources through listening tours, focus groups, and surveys, among other strategies. These efforts are to be advertised, accessible, and offered in languages spoken by the community.

NJ DCF will facilitate introductions between the awarded respondent and organizations in other jurisdictions who have implemented Family

Success Centers consisting of physical sites and mobile services, also referred to as 'Anchor and Outreach/mobile service models,' so that the awarded respondent can apply best practices learned from these connections to its launch and implementation of the Family Success Center programming at its physical sites and mobile services.

The awarded respondent shall be required to submit its Co-Designed "FSC Anchor and Outreach/mobile service model" plan to DCF's OFSS for review and approval.

Every FSC is required to have a Parent Advisory Council (PAC), also known as a Community Advisory Council. Membership must include family members/caregivers, including fathers and father-figures, and community members. The council is a collection of diverse individuals' representative of the community who bring unique knowledge and skills to enhance the life of the FSC. For more information about PACs, see the Parent Advisory Council policy in the FSC Program Manual.

- 13) **The professional development through training, supervision, technical assistance meetings, continuing education, professional board participation, and site visits, required for this program initiative are:** All FSC staff are expected to complete the asynchronous online training and be well versed in the FSC practice profile and its guiding principles and essential functions as they relate to the activities proscribed in the FSC logic model. In addition, FSC Directors must:
- stay up to date on Principles of Family Support, protective factors, family engagement, parent leadership, cultural sensitivity, trauma-informed approaches, and other best practice trainings.
 - attend trainings identified by the parent agency.
 - attend trainings identified by DCF and/or OFSS.
 - encourage all Parent Advisory Council members to attend council development training deemed appropriate by the parent agency and provided by the FSC.

The Office of Family Support Services staff conduct site visits with FSCs at a minimum of once a year to tour the space, discuss FSC program and performance data, provide technical assistance and feedback, observe the fidelity of the program to the FSC model using the FSC Essential Functions Observation Tool (EFOT), and address concerns. Directors must attend and participate in these visits.

- 14) **The court testimony activities, which may address an individual's compliance with treatment plan(s); attendance at program(s), participation in counseling sessions, required for this program initiative are:** N/A

- 15) **The student educational program planning required to serve youth in this program: N/A**

D. Resources - The below describes the resources required of awarded respondents to ensure the service delivery area, management, and assessment of this program.

- 1) **The program initiative's service site is required to be located in: Cumberland County.**

Program accessibility and location is critical. FSCs should be within proximity to families, easily accessible for all community members, and in or nearby residential areas. The FSCs location may not change from what is written in the RFP, unless data supports a change of the original location. If the FSC must change locations or sites, it must receive pre-approval from the OFSS.

One site shall be located in Millville/Commercial Township and mobile support services shall be made available to the communities/areas identified by the Respondent as most in need of support based on the Respondent's knowledge of the county and areas within, their community partnerships, and community data sources. The Respondent should identify a minimum of three communities/areas to which they will target their mobile outreach services and programming.

One site shall be located in Vineland and mobile support services shall be made available to the communities/areas identified by the Respondent as most in need of support based on the Respondent's knowledge of the county and areas within, their community partnerships, and community data resources. The Respondent should identify a minimum of three communities/areas to which they will target their mobile outreach services and programming.

- 2) **The geographic area the program initiative is required to serve is:**

The awarded respondent in Cumberland County shall serve anyone from the target population described above who elects to receive services in their county. No individual shall be refused services if their last known physical address was not within their county.

- 3) **The program initiative's required service delivery setting is:**

The Physical Space policy of the FSC Program Manual establishes standard expectations. FSCs have a clearly identifiable dedicated space and welcoming atmosphere for all individuals and families in the community, regardless of race, ethnicity, gender identity, sexual orientation, age, physical ability, language, immigration status, and

socioeconomic status, including fathers/father-figures, and older generations. FSC sites must be non-stigmatizing and culturally appropriate for the diverse families in its community. All sites have a clearly defined FSC identity and are reflective of the communities in which they are located. All sites must provide sufficient space to accommodate the provision of FSC services.

4) The hours, days of week, and months of year this program initiative is required to operate:

Families need to be able to access the FSC at times that are convenient for them and should have quick access to information about its operational hours. The FSC hours of operation should be posted and available in clear, visible areas, including the front door, FSC website, social media platforms, and the monthly calendar.

- All FSCs must be in operation at least five (5) days a week, with a minimum of five (5) hours per day, whether staff is hosting within the FSC itself or within their community. The FSC can close to the community for the remaining hours of the work week for staff to prepare for FSC activities, attend meetings offsite, complete administrative tasks, etc.
- All FSC staff workstations must be located at the FSC and follow parent agency's telework policy, however FSC staff must be available in person during all hours of operation at the FSC physical site.
- FSCs must be open a minimum of one evening a week until at least 7pm and two weekend days per month (Friday nights through Sundays) to engage community members who work traditional hours. This includes on- and off-site programming, such as tabling events and collaborative activities with community partners.
- In determining evening and weekend programming, FSCs should consider the availability of their community members such as their work schedules, transportation availability, and location safety.
- FSCs should be mindful of providing opportunities to promote the father-friendliness of their centers, such as consideration of their availability, working hours, etc.

5) Additional procedures for on call staff to meet the needs of those served twenty-four (24) hours a day, seven (7) days a week? N/A

6) Additional flexible hours, inclusive of non-traditional and weekend hours, to meet the needs of those served? Yes, see #4 above.

7) **The language services (if other than English) this program initiative is required to provide:**

Policies and programs must affirm and strengthen cultural identity and be culturally sensitive and responsive to the full diversity of New Jersey families in structure, cultural values, or life stage. Policies and programs must be flexible and tailored to the unique needs of families and must be provided with enough time and intensity to achieve and maintain positive outcomes over time for diverse families. The provider shall identify and develop, as needed, accessible culturally responsive services and supports. These shall include, but are not limited to, employing bilingual staff, hiring staff that reflects the diversity of the community they serve to establish collaborations with formal and informal partners, neighborhood and civic associations, faith-based organizations, and recreational programs determined to be appropriate. If the FSC is serving a community where more than 30% of the population are non-English speaking, bilingual staff shall be hired. FSC's may use program funds to cover the cost for translation services.

8) **The transportation this program initiative is required to provide:**
None

9) **The staffing requirements for this program initiative, including the number of any required FTEs, ratio of worker to youth, shift requirements, supervision requirements, education, content knowledge, credentials, and certifications:**

FSC Staffing Structure

FSCs are required to employ at the minimum three (3) full-time positions which include (1) Program Director/Site Supervisor, (1) Family Partner, and (1) Volunteer and Community Partnership Coordinator (VCPC). The FSC may consider two part time staff to equate to a full-time Family Partner or VCPC, however it is recommended that full-time staff fill these positions to establish and maintain strong relationships with the families and community. Full-time is defined as a minimum of 35 hours per week. Each of the three positions must be 100% dedicated to the FSC. Exceptions must be approved by OFSS.

Agencies that hold contracts with the Department of Children and Families to implement more than one FSC can choose to have the FSC director provide oversight of all program sites or have a director of each program site. All FSC directors are required to be 100% dedicated and responsible for FSC work, this is inclusive of outreach efforts, training program staff, attending required funder meetings, etc.

In situations where a FSC director is providing oversight to multiple program sites, the managing agency must then identify a FSC staff member to function as a site supervisor at each FSC as part of the staff member's responsibilities as a Family Partner or Volunteer and Community Partnerships Coordinator.

Position	Education/ Experience/Skills/Certifications & Trainings
FSC Director	<ul style="list-style-type: none"> • 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 bachelor's degree with 3+ years of related experience. • Note: Valid New Jersey driver's license, safe driving record, and vehicle availability are required. • If the FSC has a candidate that does not meet the above qualifications, the FSC's may request special consideration on a case-by-case basis for review and approval/non-approval. Contact your OFSS coordinator in writing to request further information.
*Site Supervisor	This job functionality is only required if DCF contracts with the provider agency for more than one Family Success Center (FSC) and the contracted provider assigns one FSC Director to multiple FSCs. The Site Supervisor is an existing Family Partner or Volunteer and Community Partnerships Coordinator.
Family Partner	<ul style="list-style-type: none"> • Associate 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. • Respondents 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.

Volunteer and Community Partnership Coordinator (VCPC)	<ul style="list-style-type: none"> • Associate 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. • Respondents 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.
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The managing agency and/or FSC are required to notify OFSS and the Contract Administrator of all personnel changes, including vacancies, within five business days and must submit an updated Annex A 2.4 that reflects the change, along with a detailed plan that includes a timeline for and efforts to fill the position. All new hires must meet staffing requirements listed above.

See [FSC Program Manual](#) for job descriptions and responsibilities.

10) **The legislation and regulations relevant to this specific program, including any licensing regulations:** N/A

11) **The availability for electronic, telephone, or in-person conferencing this program initiative requires:**

FSC directors or their designee are expected to make themselves available for virtual and in-person site visits and other meetings with OFSS staff and are expected to respond to email communication from such in a timely manner.

12) **The required partnerships/collaborations with stakeholders that will contribute to the success of this initiative:**

FSCs establish and nurture collaborative partnerships with other Department of Children and Families (DCF) initiatives, including the Kinship Navigator Program (KNP), New Jersey Statewide Student Support Services (NJ4S), Parents Inc, Family Connects NJ, and Connecting NJ. FSC staff are required to know who the point of contact is for each of the key partners listed above; providing/accepting

referrals from partners and working together to plan and host program activities.

In addition, FSCs should consult their designated local Traumatic Loss Coalition (TLC) coordinator when their community is impacted by a death/traumatic event, caused by weather-related events, illness, crime, or suicide. Contact information for coordinators can be found on the websites below.

KNP	DCF Kinship Navigator Program
NJ4S	Home
Parents Inc.	Homepage - Parents Inc of New Jersey
Family Connects NJ	DCF Family Connects NJ Universal Home Visiting
Connecting NJ	Connecting NJ
TLC	Traumatic Loss Coalitions for Youth Program (TLC)
NJ211	Need Help? Start Here

FSCs must ensure that their information with NJ211 is kept up to date.

13) The data collection systems this program initiative requires:

Survey Monkey and Excel.

FSCs record the number of community participants registered and the total of all Core Services provided during each month at the FSC physical site and through mobile services. All programmatic reports are submitted electronically to DCF in accordance with the guidelines specified in section E #4 below.

14) The assessment and evaluation tools this program initiative requires: N/A

E. Outcomes - The below describes the evaluations, outcomes, information technology, data collection, and reporting required of respondents for this program.

1) The evaluations required for this program initiative: N/A

2) The outcomes required of this program:

a) Short Term Outcomes:

- Participants report that the FSC is warm and welcoming.
- Staff report feeling competent and well trained.
- Individuals and families report feeling safe and comfortable when at the FSC and engaging with FSC staff members.

- Participants become active in the life of the center through volunteering and PAC activities.
- FSC activities are aligned with community needs through continuous quality improvement processes.

b) Mid Term Outcomes:

- Participants are successfully linked to formal and informal concrete supports.
- Participants report an increase in their protective factors: parental resilience, social connections, knowledge of parenting and child development, concrete support in times of need, and social and emotional competence of children.
- The FSC is driven by transformational parent leadership with the PAC, parents, caregivers, and other community participants responsible for the identification and execution of FSC programming and activities.
- The FSC maintains a broad network of community services for a seamless system of care and nurtures these connections to ensure the most impactful collaborative delivery of services.
- Formal partners contribute services throughout the contracted year.
- FSCs organize efforts to address structural and parenting norms in their communities.

c) Long Term Outcomes:

- NJ's families are strengthened and experience greater safety, permanency, and well-being.
- There are demonstrable structural and parenting norms in NJ's communities.
- Community surveys show high level of awareness of about the FSC and available supports it offers.
- The FSC network demonstrates impact and uses data to continually improve.
- Parent leaders drive community activation within their communities.

3) Required use of databases: N/A

4) Reporting requirements:

- FSCs are responsible for submitting copies of monthly reports to the DCF Business Office and to the Office of Family Support Services.
- FSCs shall submit the "FSC Strategic Plan" to the OFSS by May 15th. The FSC Strategic Plan includes a snapshot of program

activities in the current contract period and snapshot of program activities planned for the following contract period.

- FSCs are required to submit Reports on Expenditures (ROE) to the DCF Business Office and the Office of Family Support Services. Reports are due on the 15th of the month following the end of the reporting period. Frequency of ROE submission is identified on the Scheduled of Estimated Claims.
- All programmatic reports are submitted electronically (in Survey Monkey), and a copy of the Excel spreadsheet is submitted via email to OFSS and the DCF Business Office no later than the 15th day of each month for the previous month in which services were provided. If the 15th of the month falls on a weekend/holiday, the report must be submitted the next business day.
- All data must be submitted in the format prescribed specified by DCF.
- For assistance with completing the report, please see the Monthly Reporting Guide located within the FSC Program Manual.
- In addition to submitting the monthly reports via Survey Monkey and Excel, FSCs must provide a copy of their calendar for the following month to OFSS via email no later than the 15th day of each month.

F. Signature Statement of Acceptance:

By my signature below, I hereby certify that I have read, understand, accept, and will comply with all the terms and conditions of providing services described above as *Required Performance and Staffing Deliverables* and any referenced documents. I understand that the failure to abide by the terms of this statement is a basis for DCF's termination of my contract to provide these services. I have the necessary authority to execute this agreement between my organization and DCF.

County to be Served: Cumberland

Site:

☐ Millville/Commercial Township

Minimum of three communities/areas for mobile outreach services and programming _____

OR

☐ Vineland

Minimum of three communities/areas for mobile outreach services and programming_____

Name:

Signature:

Title:

Date:

Organization:

Federal ID No.:

Charitable Registration No.:

Unique Entity ID #:

Contact Person:

Title:

Phone:

Email:

Mailing Address:

Section III - Documents Requested to be Submitted with This Response

In addition to the Signature Statement of Acceptance of the Required Performance and Staffing Deliverables, DCF requests respondents to submit the following documents with each response. Respondents must organize the documents submitted in the same order as presented below under one (1) of the two (2) corresponding title headings: A. *Organizational Documents Prerequisite to a DCF Contract Award Requested to be Submitted with This Response* and B. *Additional Documents Requested to be Submitted in Support of This Response*. **Each of these two (2) sections must be submitted as a separate PDF, which would be the second and third PDF submission in your response packet.**

A. Organizational Documents Prerequisite to a DCF Contract Award Requested to be Submitted with this Response:

Submit all the documents described in this Section III – Subsection A. (Organizational Documents Prerequisite to a DCF Contract Award Requested to be Submitted with this Response). This will be the second PDF submission in your response and is to be labeled as: PDF 2-Organizational Documents.

- 1) A description of how your **Accounting System** has the capability to record financial transactions by funding source, to produce funding source documentation, authorization to support all expenditures, and timesheets which detail by funding source how the employee spent their time, invoices, etc.
- 2) **Affirmative Action Certificate**: Issued after the renewal form [AA302] is sent to Treasury with payment.
Note: The AA302 is only applicable to new startup agencies and may only be submitted during Year One (1). Agencies previously contracted through DCF are required to submit an Affirmative Action Certificate.
Website: https://www.state.nj.us/treasury/contract_compliance/
- 3) **Agency By-Laws -or- Management Operating Agreement** if a Limited Liability Corporation (LLC) or Partnership
- 4) **Statement of Assurances** signed and dated.
Website: <https://www.nj.gov/dcf/providers/notices/requests/#2>
Form: <https://www.nj.gov/dcf/providers/notices/Statement.of.Assurance.doc>
- 5) Dated List of Names, Titles, Emails, Phone Numbers, Addresses and Terms of either the Board of Trustees of a nonprofit organization, **Board of Directors** of a corporation, the **Managing Partners** of a Limited Liability Corporation (LLC)/Partnership, or the **members** of the responsible governing body of a county or municipality. This is not applicable for sole proprietors.
- 6) For Profit: **NJ Business Registration Certificate** with the Division of Revenue (see instructions for applicability to your organization).
Website: <https://www.nj.gov/treasury/revenue/busregcert.shtml>
- 7) **Business Associate Agreement/HIPAA** - Sign and date as the Business Associate.
Form: [HIPAA Form 200-B](#)
- 8) **Your Organization's Conflict of Interest Policy** (not the DCF Conflict of Interest Policy).

- 9) **Corrective action plans, performance improvement plans, or reviews** in process or completed by DCF (inclusive of DCF Licensing, Divisions and Offices) or other State entities within the last two (2) years.

If applicable, a copy of the corrective action plan or performance improvement plan should be provided and any other pertinent information that will explain or clarify the respondent's current position under the corrective action plan and remedial measures implemented.

If not applicable, the respondent should complete, sign, date, and submit the Statement of Non-Applicability Regarding Corrective Action or Performance Improvement Plan. Form:

<https://www.nj.gov/dcf/providers/notices/requests/Statement-of-Non-Applicability-Regarding-Corrective-Action.pdf>

Note: DCF may consider all materials in our records concerning audits, reviews, performance improvement, or corrective active plans as part of the review process. DCF may disqualify and decline to forward for the review of the Evaluation Committee responses from those under corrective action plans in process with DCF or any other New Jersey state agency or authority.

- 10) **Certification Regarding Debarment**

Form: <https://www.nj.gov/dcf/documents/contract/forms/Cert.Debarment.pdf>

- 11) **Disclosure of Investigations & Other Actions Involving Respondent**

Form:

<https://www.nj.gov/treasury/purchase/forms/DisclosureofInvestigations.pdf>

- 12) **Disclosure of Investment Activities in Iran**

Form:

<https://www.nj.gov/treasury/purchase/forms/DisclosureofInvestmentActivitiesinIran.pdf>

- 13) **Ownership Disclosure Form**

* THIS FORM MUST BE SUBMITTED WITH THE RESPONSE. A RESPONSE SHALL BE DEEMED NON-RESPONSIVE UNLESS THIS FORM IS SUBMITTED WITH IT.

Form:

<https://www.nj.gov/treasury/purchase/forms/OwnershipDisclosure.pdf>

The Ownership Disclosure form must be completed and returned by non-profit and for-profit corporations, partnerships, and limited liability companies. The failure of a for-profit corporation, partnership, or limited liability company to complete the form prior to submitting it with the response shall result in rejection of the response.

- 14) **Disclosure of Prohibited Activities in Russia and Belarus**
Form:
<https://www.state.nj.us/treasury/administration/pdf/DisclosureofProhibitedActivitesinRussiaBelarus.pdf>
- 15) **Source Disclosure Form** (Disclosure of Source Location of Services Performed Outside the United States)
Form:
<http://www.state.nj.us/treasury/purchase/forms/SourceDisclosureCertification.pdf>
- 16) **System for Award Management (SAM)** - Submit a printout showing the Unique Entity Identification Number, active status, and the expiration date. Available free of charge.
Website: <https://sam.gov/content/home>
Helpline: 1-866-606-8220
- 17) **Certificate of Incorporation**
Website: <https://www.nj.gov/treasury/revenue>
- 18) **Notice of Standard Contract Requirements, Processes, and Policies**
- Sign and date as the provider
Form: [Notice.of.Standard.Contract.Requirements.pdf \(nj.gov\)](#)
- 19) **Organizational Chart of Respondent** - Ensure chart includes the agency name, current date, and the allocation of personnel among each of the agency's DCF programs with their position titles and names.
- 20) **Chapter 271/Vendor Certification and Political Contribution Disclosure**
[2006 Federal Accountability & Transparency Act (FFATA)]
Form: <https://www.nj.gov/treasury/purchase/forms/CertandDisc2706.pdf>
- 21) **Prevent Child Abuse New Jersey's (PCA-NJ) Safe-Child standards** - A brief description (no more than two (2) pages double spaced) of the ways in which respondent's operations (policies and/or practices) mirror these standards. The document should include the agency name & current date. The Standards are available at: ["Sexual Abuse Safe-Child Standards" \(state.nj.us\)](#)
- 22) **Standard Language Document (SLD)** (or Individual Provider Agreement or Department Agreement with another State Entity as designated by DCF.)
Sign and date as the provider
SLD Form:
<https://www.nj.gov/dcf/documents/contract/forms/StandardLanguage.doc>
Individual Provider Agreement:

<https://www.nj.gov/dcf/providers/contracting/forms/Individual.Provider.Agreement.pdf>

State Entity Agreement:

<https://www.nj.gov/dcf/providers/contracting/forms/DCF.Departmental.Agreement.with.Another.State.Entity.pdf>

23) Tax Exempt Organization Certificate (ST-5) -or- IRS Determination Letter 501(c)(3)

Website: <https://www.nj.gov/treasury/taxation/exemptintro.shtml>

24) Tax Forms: Submit a copy of the most recent full tax return.

- **Non-Profit:** Form 990 Return of Organization Exempt from Income Tax -or-
- **For Profit:** Form 1120 US Corporation Income Tax Return -or-
- **LLCs:** Applicable Tax Form and must delete/redact any SSN or personal identifying information

Note: Store subsequent tax returns on site for submission to DCF upon request.

25) Trauma Informed and Cultural Inclusivity Practices - Submit written policies describing the incorporation of these practices into your provision of services.

B. Additional Documents Requested to be Submitted in Support of This Response

Submit all the documents described in this Section III – Subsection B. (*Additional Documents Requested To Be Submitted In Support Of This Response*). This will be the third PDF submission in your response and is to be labeled as: PDF 3-Additional Documents.

- 1) A completed **Proposed Budget Form** documenting all costs associated with operating the program. If DCF is allowing funding requests for **start-up costs**, document these separately in the appropriate column of the Proposed Budget Form. This form is found at:
<https://www.nj.gov/dcf/providers/contracting/forms/>
- 2) A completed **Budget Narrative** is required for the proposed program that:
a) clearly articulates budget items, including a description of miscellaneous expenses or “other” items; b) describes how funding will be used to meet the project goals, responsibilities, and requirements; and c) references the costs associated with the completion of the project as entered in the Proposed Budget Form found at:
<https://www.nj.gov/dcf/providers/contracting/forms/>. When DCF allows funding requests for start-up costs, include in the Budget Narrative a

detailed summary of, and justification for, any one-time program implementation costs documented in the final column of the Proposed Budget Form.

- 3) An **Implementation Plan** for the program that includes a detailed timeline for implementing the proposed services, or some other detailed weekly description of your action steps in preparing to provide the services and to become fully operational.
- 4) (1-3) **Letter(s) of Collaboration** disclosing informal partnerships or cooperative agreements relevant to your provision of contract services.
- 5) (1-3) **Letter(s) of Support** from community organizations with which you already partner. Letters from any New Jersey State employees are prohibited.
- 6) **Proposed Respondent Organizational Chart** for the program services required by this response that includes the respondent's name and the date created.
- 7) (optional) **Proposed Subcontracts/ Consultant Agreements/ Memorandum of Understanding**, or a **Letter of Commitment** to demonstrate the intent to enter into a Subcontract/ Consultant Agreement/ Memorandum of Understanding upon award, for the provision of contract services.

Section IV - Respondent's Narrative Responses

Respondents who sign the above Statement of Acceptance to provide services in accordance with the *Required Performance and Staffing Deliverables* additionally must submit a narrative response to every question below. A response will be evaluated and scored as indicated on each of the following three Narrative Sections: A. Community and Organizational Fit; B. Organizational Capacity; and C. Organizational Supports. Respondents must organize the Narrative Response sections submitted in the same order as presented below and under each of the three corresponding title headings.

The combined three (3) narrative sections of the response shall be a minimum of 12 pages and a maximum of 18 pages. The narrative should be double-spaced with margins of one (1) inch on the top and bottom and one (1) inch on the left and right. Narrative Sections of the responses should be double-spaced with margins of one (1) inch on the top and bottom and one (1) inch on the left and right. The font shall be no smaller than twelve (12) points in Arial or Times New Roman.

Submit responses to all the questions described in this Section IV – Subsections A., B., and C. (Respondent's Narrative Responses: Community

and Organizational Fit, Organizational Capacity, and Organizational Supports) as a single PDF, within the prescribed page limit. This will be the fourth PDF submission in your response and is to be labeled as: PDF 4-Narrative Response.

A. Community and Organizational Fit (40 Points)

Community and Organizational fit refers to respondent's alignment with the specified community and state priorities, family and community values, culture and history, and other interventions and initiatives.

- 1) Describe how this initiative is consistent with your organization's mission, vision, and priorities.
- 2) Describe how this initiative fits with existing initiatives/programming in your organization.
- 3) Describe any existing services and programs that are categorized as well supported, supported, or promising as per the California Evidence-Based Clearinghouse for Child Welfare definition(s) (CEBC).
<https://www.cebc4cw.org/>
- 4) Describe how this initiative is consistent with your organization's experience working with the target (or similar) populations required to be served by this initiative.
- 5) Describe how you will meet the geographic area requirements of this program initiative.
- 6) Describe the process by which you determined the physical location of the FSC (anchor), the areas/municipalities where you will target your outreach, and the community partnerships you intend to utilize for pop-up/satellite sites. This explanation should include the needs identified in the outreach areas and how those needs were identified through your knowledge of the areas/communities, your relationships with those communities, your partnerships in those communities, and data resources you used.
- 7) Provide an overview of the existing family support service landscape in those areas and identify gaps. Describe how you will integrate into the existing service network and how your presence will strengthen the family support network.
- 8) Describe how you will enhance accessibility and engagement among families who reside in high distress areas that may face barriers to visiting the physical location of the center.

- 9) Describe how you will capitalize on your existing relationships with community partners, including DCF school- and community-based prevention programs such as NJ4S, Connecting NJ, and Kinship Navigator Program, to satisfy this Anchor and Outreach model.
- 10) Identify the demographics in the selected outreach areas such as primary language spoken and how you will deliver culturally responsive services and programming.
- 11) Detail your strategies to co-design the program with families and community members representative of all demographics present in the communities you identified. This should include strategies to build parent and community leaders into the foundation of the FSC operations.
- 12) Describe your day, evening, and weekend operating hours to accommodate working families.

B. Organizational Capacity (30 Points)

Organizational Capacity refers to the respondent's ability to meet and sustain the specified minimum requirements financially and structurally.

- 1) Describe how the organization's leadership is knowledgeable about and in support of this initiative. Include how the requirements of this initiative will be met through your governance and management structure, including the roles of senior executives and governing body (Board of Directors, Managing Partners, or the members of the responsible governing body of a county or municipality). Do leaders have the diverse skills and perspectives representative of the community being served?
- 2) Does the organization currently employ or have access to staff that meet the staffing requirements for this initiative as described and certified to in the Resources/Staff Requirements section of the *Required Performance and Staffing Deliverables* of this RFP. If so, describe.
- 3) Does staff have a cultural and language match with the population they serve, as well as relationships in the community? If so, describe.
- 4) Describe how your Agency plans to fulfill staffing requirements not currently in place by hiring staff, consultants, sub-grantees and/or volunteers who will perform the proposed service activities.
- 5) Are there designated staff with capacity to collect and use data to inform ongoing monitoring and improvement of the program or practice? If so, describe.

- 6) What administrative practices must be developed and/or refined to support the initiative/program/practice? What administrative policies and procedures must be adjusted to support the work of the staff and others to implement the program or practice?
- 7) Describe how the requirements of this initiative will be met through your existing collaborations, partnerships and collaborative efforts with other communities and systems.
- 8) Describe how the requirements of this initiative will be met through your membership in professional advisory boards.
- 9) Describe how the requirements of this initiative will be implemented through the existing or anticipated community partners listed and certified to in the resources section and the collaborative activities listed and certified to in the activities section of the *Required Performance and Staffing Deliverables* of this RFP.
- 10) Describe how the requirements of this initiative will be met through your plans for program accessibility that include, at a minimum, the following details: site description, safety considerations, and transportation options for those served.
- 11) Describe how the requirements of this initiative will be met through your strategies for identifying and engaging the target population and for maintaining their participation in services in accordance with service recipients' need(s).

C. Organizational Supports (30 Points)

Organizational Supports refers to the respondent's access to Expert Assistance, Staffing, Training, Coaching & Supervision.

- 1) Describe how your organization will support this initiative with required/ necessary training, coaching, supervision. Describe your organization's process to evaluate staff performance.
- 2) Describe how your organization will support the staff implementing this initiative by leveraging the resources of providers; communities; and other stake holders.
- 3) Describe how your organization will support the requirements of this initiative for collection, maintenance, and analysis of data. Will this require use of or changes to existing monitoring and reporting systems?

- 4) Describe how this initiative will be supported by your use of the data after it is analyzed and reported to evaluate program performance.
- 5) Describe how this initiative will be supported by your quality assurance and performance improvement processes, including the meaningful role of those to be served.
- 6) Describe how this initiative will be supported by your willingness to engage in participatory, collaborative evaluation planning with DCF to improve and finalize outcome indicators.

Section V - Response Screening and Review Process

A. Response Screening for Eligibility, Conformity, and Completeness:

DCF will conduct a preliminary review of each response to determine whether it is eligible for evaluation or immediate rejection in accordance with the following criteria:

- 1) The response was received prior to the stated deadline.
- 2) The Statement of Acceptance is signed by the person with the necessary authority to execute the agreement.
- 3) The response is complete in its entirety, including all documents requested to be submitted in support of the response listed in Section III. A. and the organizational documents prerequisite to a contract award listed in Section III. B. If any of these documents are missing from the response, DCF may provide an email notice to the respondent after the response is submitted. Respondents will have up to five (5) business days after notice from DCF to provide the missing documentation, except those documents, such as the Ownership Disclosure Form, required by the applicable law to be submitted with the response. If the documents are not then timely submitted in response to that notice, the response may be rejected as non-responsive.
- 4) The response conforms to the specifications set forth in the RFP/RFQ.

Failure to meet the criteria outlined above, constitutes grounds for rejection of the response.

Responses meeting the initial screening requirements of the RFP will be distributed to the Evaluation Committee for its review and recommendations.

B. Response Review Process

DCF convenes an Evaluation Committee in accordance with existing policy to review all responses. All voting and advisory reviewers complete a conflict-of-interest form. Those individuals with conflicts or with the appearance of a conflict are disqualified from participation in the review process. The voting members of the Evaluation Committee will review responses, deliberate as a group, and recommend final funding decisions.

DCF reserves the right to reject any response when circumstances indicate that it is in its best interest to do so. DCF's best interests in this context include, but are not limited to, the State's loss of funding, inability of the respondent to provide adequate services, respondent's lack of good standing with a State Department, and an indication or allegation of misrepresentation of information or non-compliance with any State contracts, policies and procedures, or State or Federal laws and regulations.

A response to an RFP may result in a contract award if the Evaluation Committee concludes the respondent will comply with all requirements as demonstrated by submitting the specified documentation and signing the Statement of Acceptance. All respondents are required to provide all the requested documentation, to confirm their ability to meet or exceed all the compulsory requirements, to provide services consistent with the scope of services delineated, and to comply with the service implementation and payment processes described. In addition, a response to an RFP will be evaluated and scored by the Evaluation Committee based on the quality, completeness, and accuracy of each of the three Narrative Sections: A. Community and Organizational Fit; B. Organizational Capacity; and C. Organizational Supports. A response earning the highest score may result in a contract award. The narrative must be organized appropriately and address the key concepts outlined in the RFP. The quality and completeness of the required documents may impact the score of the Narrative Sections to which they relate.

All respondents will be notified in writing of DCF's intent to award a contract.

C. Appeals

An appeal of a determination to reject a response as incomplete or unresponsive may be considered only to dispute whether the facts of a particular case are sufficient to meet the requirements for rejection and not to dispute the existence of any of the requirements.

An appeal of a determination not to award contract funding may be considered only if it is alleged that DCF has violated a statutory or regulatory provision in its review and evaluation process.

Pursuant to DCF policy P1.08, such appeals must be submitted in writing within ten (10) business days following the date on the Notice of Disqualification or Notice of Regret letter by emailing it to DCF.AHUAppeals@dcf.nj.gov and/or mailing it to:

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

Section VI - Post Award Requirements

A. General Conditions of Contract Execution:

Respondents who receive notice of DCF's intent to award them a contract will be referred to the DCF Office of Contract Administration (OCA). As a condition of executing a contract, awarded respondents must resolve with OCA any issues raised in the award letter or otherwise found to be need of clarification. If DCF finds after sending a notice of intent to award that the awarded respondent is incapable of providing the services or has misrepresented any material fact or its ability to manage the program, the award may not proceed to contract execution. DCF determines the effective date of any contract, which is the date compensable services may begin.

An awarded respondent shall be required to comply with the terms and conditions of DCFs' contracting rules, regulations, and policies as set forth in the Standard Language Document, the Notice of Standard DCF Contract Requirements, the Contract Reimbursement Manual, and the Contract Policy and Information Manual. Awarded respondents may review these items via the Internet at: www.nj.gov/dcf/providers/contracting/manuals
<https://www.state.nj.us/dcf/providers/contracting/forms/>.

Awarded respondents also shall comply with all applicable State and Federal laws and statutes, assurances, certifications, and regulations regarding funding.

B. Organizational Documents Prerequisite to Contract Execution to be Submitted After Notice of Award:

The contract administrator assigned to initiate and administer an awarded respondent's contract will require the awarded respondent to submit the following documents prior to finalizing the contract for funding:

Post-Award Documents Prerequisite to the Execution of All Contracts

- 1) **Acknowledgement of Receipt** of NJ State Policy and Procedures:
Return the receipt to DCF Office of EEO/AA.

Form: <https://www.nj.gov/dcf/documents/contract/forms/DiscriminationAcknowReceipt.pdf>

Policy: <https://www.nj.gov/dcf/documents/contract/forms/AntiDiscriminationPolicy.pdf>

- 2) **Annual Report to Secretary of State** proof of filing.

Website: <https://www.njportal.com/dor/annualreports>

- 3) **Attestation Form for N.J.S.A. 30:1-1.2b** - Complete, sign and date as the provider.

Form: <https://www.nj.gov/dcf/providers/contracting/forms/Attestation-of-DCF-Contractors-Required-by-N.J.S.A.-301-1.2b.pdf>

Note: Read each statement carefully and do not check all options. Pay attention to the 'or-either-and' statements. A signature and date are required.

- 4) **Employee Fidelity Bond Certificate** (commercial blanket bond - crime/theft/dishonest acts)

Bond must be at least 15% of the full dollar amount of all NJ State contracts for the current year when the combined dollar amount exceeds \$50,000. The \$50,000 threshold includes fee-for-service reimbursements made via NJ FamilyCare/Medicaid. If not applicable, respondent must submit a signed/dated written statement on agency letterhead stating they will not exceed \$50,000 in combined NJ State contracts for the current year.

Email To: OfficeOfContractAdministration@dcf.nj.gov and copy your contract administrator

Policy: https://www.nj.gov/dcf/documents/contract/manuals/CPIM_p8_insurance.pdf

- 5) **Liability Insurance** (Declaration Page/Malpractice Insurance/Automobile Liability Insurance)

Important: Policy must show:

- a. DCF as the certificate holder – NJDCF 50 E State Street, Floor 3, P.O. Box 717, Trenton, NJ 08625
- b. Language Stating DCF is “an additional insured”
- c. Commercial Liability Minimum Limits of \$1,000,000 an occurrence, \$3,000,000 aggregate
- d. Commercial Automobile Liability Insurance written to cover cars, vans or trucks, limits of liability for bodily injury and property damage should not be less than \$2,000,000/occurrence.

Email To: OfficeOfContractAdministration@dcf.nj.gov and copy your contract administrator

Policy: https://www.nj.gov/dcf/documents/contract/manuals/CPIM_p8_insurance.pdf

[rance.pdf](#)

- 6) Document showing **NJSTART Vendor ID Number** (NJ's eProcurement System) Website: <https://www.njstart.gov/> Helpline: 609-341-3500 or - njstart@treas.nj.gov
- 7) **Standardized Board Resolution Form**
Form: https://www.nj.gov/dcf/documents/contract/manuals/CPIM_p1_board.pdf
- 8) **Program Organizational Chart**
Should include agency name & current date

Post-Award Documents Prerequisite to the Execution of This Specific Contract

- 1) FSC Anchor and Outreach/mobile service model. Prior to launching the Family Success Center(s), the awarded respondent is to co-design the FSC, including mobile support services, with the community.
- 2) **Annex A** – Sections 1.1, 1.3 (& 2.4 if not a CSOC OOH Contract).
Note: Contract Administrators will provide any Annex A forms customized for programs when they are not available on the DCF public website. Website: <https://www.nj.gov/dcf/providers/contracting/forms>
- 3) **Annex B Budget Form** – Include Signed Cover Sheet
Form: <https://www.nj.gov/dcf/documents/contract/forms/AnnexB.xls>
Note: The Annex B Expense Summary Form is auto populated. Begin data input on Personnel Detail Tab.
Website: <https://www.nj.gov/dcf/providers/contracting/forms>
- 4) **Certification Regarding Exemptions**
Website: <https://www.nj.gov/dcf/providers/contracting/forms>
- 5) **Certification Regarding Reporting**
Website: <https://www.nj.gov/dcf/providers/contracting/forms>
- 6) **Schedule of Estimated Claims (SEC)** - signed
Form: Provided by contract administrator when applicable.
- 7) **Professional Licenses and/or Certificates** currently effective related to job responsibilities.
- 8) **Subcontracts/Consultant Agreements/ Memorandum of Understanding** related to this contract for DCF review and approval.

C. Reporting Requirements for Awarded Respondents

Awarded respondents are required to produce the following reports in accordance with the criteria set forth below, in addition to the reporting requirements specified above in this RFP related to the delivery and success of the program services.

- 1) **Audit or Financial Statement** (Certified by accountant or accounting firm.)
A copy of the Audit must be submitted to DCF by all agencies expending over \$100,000 in combined federal/state awards/contracts if cognizant with any department of the State of NJ. As noted in the Audit DCF Policy CON -I-A-7-7.6.2007 Audit Requirements, section 3.13 of the Standard Language Document, DCF also may request at any time in its sole discretion an audit/financial statement from agencies expending under \$100,000 that are not cognizant with any department of the State of NJ. Note: Document should include copies of worksheets used to reconcile the department's Report of Expenditures (ROE) to the audited financial statements. (DCF Policy CON -I-A-7-7.6.2007 Audit Requirements)

Awarded respondents are to submit the most recent audit or financial statement with the initial contract and then each subsequent one within 9 months of the end of each fiscal year.

Policy:

https://www.nj.gov/dcf/documents/contract/manuals/CPIM_p7_audit.pdf

- 2) **Reports of Expenditures (ROE):**

A. Scheduled Payments Contract Component: A quarterly ROE is to be submitted during the contract year 15 calendar days after the end of each fiscal quarter, and a Final ROE is to be submitted 120 calendar days after the end of the fiscal year. Alternatively, an ROE is to be submitted in accordance with any separate DCF directive to file ROEs at other intervals for specific contracted programs.

The format for the ROE must match that of the Annex B budget form.

Form: <https://nj.gov/dcf/providers/contracting/forms/>

Note: An ROE must be prepared in accordance with the governing cost principles set forth in the DCF Contract Reimbursement Manual (CRM Section 6). [Microsoft Word - SECTION 6 - Expenditure Reporting.doc \(nj.gov\)](#)

B. Fee for Service Contract Component: Not Required.

- 3) **Level of Service (LOS) Reports**

Enter the cited DCF Standard Template Form for each month the number of youth, adults, and families served and ages of those receiving services, and the hours/days, county locations, etc. of those services, or record this data

into another form, survey, or database that DCF agrees can serve to track LOS for the contracted program.

Website: <https://www.nj.gov/dcf/providers/contracting/forms/>

4) Significant Events Reporting:

Timely reports as events occur to include, but not be limited to, changes to: (1) Organizational Structure or Name [DCF.P1.09-2007]; (2) Executive and/or Program Leadership; (3) Names, titles, terms and addresses, of the Board of Directors; (4) Clinical Staff; (5) Subcontract/consultant agreements and the development or execution of new ones; (6) a FEIN; (7) Corporate Address; (8) Program Closures; (9) Program Site locations; (10) Site Accreditations (TJC,COA,CARF); (11) the contents of the submitted Standard Board Resolution Form; (12) Debarment and SAM status; and (13) the existence and status of Corrective Action Plans, Audits or Reviews by DCF (inclusive of DCF Licensing, Divisions and Offices) or other State entities.

Note: Awarded respondents are under a continuing obligation, through the completion of any contract with the State of NJ, to renew expired forms filed with the NJ Department of the Treasury and to notify Treasury in writing of any changes to the information initially entered on these forms regarding: Investment Activities in Iran as per P.L. 2012, C.25; Investment Activities in Russia or Belarus as per P.L. P.L.2022, c.3; Disclosures of Investigations of the Vendor; Ownership Disclosure if for profit; Service Location Source Disclosure as per P. L. 2005, C.92; Political Contribution Disclosure as per P.L. 2005, C.271; and Report of Charitable Organizations.

Policy:

https://nj.gov/dcf/documents/contract/manuals/CPIM_p1_events.pdf

Website:

<https://www.state.nj.us/treasury/purchase/forms.shtml>

D. Requirements for Awarded Respondents to Store Their Own Organizational Documents on Site to be Submitted to DCF Only Upon Request

- 1) Affirmative Action Policy/Plan
- 2) Copy of Most Recently Approved Board Minutes
- 3) Books, documents, papers, and records which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions, and to be produced for DCF upon request.
- 4) Personnel Manual & Employee Handbook (include staff job descriptions)
- 5) Awarded Respondent's Procurement Policy