



MARYLAND
FAMILY
NETWORK

*Leading Maryland's
Family Support Centers*

Maryland Family Network, Inc.

Request for Proposals for a Family Support Center

Target area: Montgomery County, Maryland

Issue Date: March 5, 2014

Funding Partners: Maryland State Department of Education
U.S. Department of Health and Human Services

I. GENERAL INFORMATION FOR APPLICANTS

1.1 Background and Purpose

Maryland Family Network and Maryland's Family Support Centers (FSC) represent the pursuit of a vision: to address some of the State's most pressing social problems and to put into place a prevention mechanism, a front end, to the State's crisis-oriented human services delivery system. The specific catalysts for the effort were the State's skyrocketing reports of child abuse and neglect and resulting foster care placements, its high teenage pregnancy rate and growing recognition of the relationships between adolescent parenting and long-term welfare dependency. Additional catalysts were limited success in education and job attainment and negative outcomes for the children of teenagers.

Since its beginning, the FSC goal has been to provide comprehensive, culturally-sensitive, community-based, preventive services to families who live in neighborhoods that show high concentrations of a variety of risk factors known to be predictive of long-term welfare dependency and poverty.

Undergirding Maryland's Family Support initiative is the belief that responsibility for supporting families must be shared by families, their neighbors, and public and private institutions at the local, state, and federal levels. Since the opening of the first four Centers in 1986, many State agencies have contributed support to the initiative including the Department of Human Resources, the Department of Education, the Department of Health and Mental Hygiene, the Department of Juvenile Services, and the Governor's Office for Children. Federal funders, private foundations, corporations, and individual donors have given consistently and generously.

Authority for the Family Support Center budget and contract between the State of Maryland and the intermediary, Maryland Family Network, is held by the Maryland State Department of Education. This partnership honors the strong links among family support, early care and education, and adult education.

To implement the concept of the partnership and to ensure the coordinated expansion and enhancement of a network of high quality services, Maryland Family Network was established by the public and private partners. This intermediary organization provides contract management, resource development and management, network coordination, technical assistance, training, monitoring, and other quality assurance services for Maryland's Family Support Centers. Maryland Family Network is the recipient of the primary funding streams that flow into the Centers and is the entity that enters into the contractual arrangement with the selected applicant.

Maryland Family Network has funded a Family Support Center in Montgomery County since 1996 with the support of the State of Maryland, U.S. Department of Health and Human Services, and many community partners and leaders. Collaborative efforts among local County government and community partners led by the Mental Health Association of Montgomery County have worked well to operate and maintain a community-based Family Support Center serving thousands of families with infants and toddlers for the past 18 years. While continuing to support the mission and focus of

family support services in the County, the Mental Health Association of Montgomery County will no longer serve as the lead operating agency, effective July 1, 2014.

Maryland Family Network, on behalf of its public and private funders, solicits proposals from public and private nonprofit organizations to develop and operate a Family Support Center in Montgomery County, Maryland. Maryland Family Network will fund one lead agency selected through a competitive process coordinated by Maryland Family Network, using a Request for Proposals (RFP) document and employing a review panel comprised of experts in fields related to community-based family support services. Proposals must address plans for the creation and operation of a Family Support Center that will have broad community support, both from local agencies and from individuals and families who live and work in the community.

Over the last 25 years, Maryland Family Network has found that the process of bringing people together in a community to discuss plans for a Family Support Center and writing a proposal for funding are important steps in creating comprehensive supports for families of infants and toddlers. Maryland Family Network strongly recommends that prospective applicants begin this work as soon as possible.

Applicants may choose to submit a proposal assuming legal authority for the management and operation of the existing Family Support Center (Families Foremost) currently under the auspices of the Mental Health Association of Montgomery County; however a full proposal is required detailing a plan and scope of work for assuming legal, fiscal, and program operations of the existing Center as specified in this Request for Proposals. This proposal must specifically address how the applicant will transition full oversight of Families Foremost from the current lead agency with little or no disruption of services to families.

1.2 Funding Amount and Schedule

The Center will be funded at a level of \$267,420 annually for core operations. Listed below is a schedule of important dates that pertain to this Request for Proposals (RFP).

Availability of RFP	Wednesday, March 5, 2014
Pre-proposal Meeting	Wednesday, March 19, 2014
Proposals Due at MFN	Monday, May 5, 2014
Selections Announced	Monday, June 16, 2014
Contract Awarded	Tuesday, July 1, 2014
Start-up Period Begins	Tuesday, July 1, 2014
Full Operations Begin	Tuesday, September 2, 2014

1.3 Pre-proposal Meeting

A pre-proposal meeting will be held on **Wednesday, March 19, 2014**, at Maryland Family Network, 1001 Eastern Avenue, 2nd floor, from **2:00 p.m. until 4:00 p.m.** The purpose of the meeting is to provide answers to questions from potential applicants arising from their review of this RFP. Attendance at the meeting is not mandatory though all

interested parties are encouraged to attend in order to submit fully acceptable proposals. Please notify Maryland Family Network if you plan to participate in the conference by calling 410.659.7701 x134.

1.4 Questions about the RFP

This RFP contains procedural information concerning preparation and submittal of the proposal. Please direct inquiries that relate to the RFP to Linda Ramsey, Deputy Director Family Support, *lramsey@marylandfamilynetwork.org*, or Jean Mitchell, Program Director, *jmitchell@marylandfamilynetwork.org*, Maryland Family Network, 1001 Eastern Ave., 2nd Floor, Baltimore, MD 21202-4325. Questions subsequent to the conference must be submitted in writing and will not be accepted after the inquiry deadline established at the meeting.

1.5 Closing Submittal Date/Issuing Office

An original proposal and six copies must arrive at Maryland Family Network no later than 4:30 p.m. on Monday, May 5, 2014. Please deliver or mail applications to Maryland Family Network, 1001 Eastern Avenue, 2nd Floor, Baltimore, Maryland 21202-4325. Faxed and emailed proposals will not be accepted.

1.6 Addenda to the RFP

If it becomes necessary to revise any part of this RFP, addenda will be provided to all vendors who requested the initial RFP.

1.7 Cancellation of the Contracts

Under ordinary circumstances, the State will budget funds for the chosen Center from year to year. If the Administration and the Maryland General Assembly or federal government fail to appropriate funds in any future year for any contract resulting from this RFP, Maryland Family Network may terminate the contract at the beginning of the quarter for which no funds or reduced funds have been appropriated.

1.8 Proposal Description

Each proposal submitted will be judged on the quality of the proposal's required information described in this RFP.

1.9 Commitment to Cultural Diversity

Maryland Family Network in its work with individuals, families, and communities, respects and supports all people and celebrates diversity. We believe that it is essential for systems and services to be respectful, inclusive, and welcoming of individuals, families, and groups, and strive to include diverse points of view in our decision-making and service provision. An applicant should demonstrate in its proposal a respect for diversity through its systems, practices, and services.

1.10 Proposal Acceptance

Maryland Family Network reserves the right to accept or reject any and all proposals, in whole or in part, received in response to this RFP, to waive or permit cure of minor irregularities, and to conduct discussions with qualified applicants in order to serve the best interests of Maryland's family support initiative. Applicants may be required to make oral presentations to the Evaluation Committee and Maryland Family Network staff in order to clarify their proposals.

1.11 Financial Soundness

The selected contractor must be financially sound and well managed. Each applicant is required to submit with its proposal its last two certified entity-wide audited financial statements, including related management letters, the most recent interim financial statement, and A-133 Single Audit. The selected contractor must be audited annually in accordance with generally accepted auditing standards for financial audits contained in Government Auditing Standards issued by the U.S. Comptroller General and, if applicable, OMB Circular A-133, Audits of States, Local Governments, and Non Profit Organizations. Audit costs are allowable administrative costs.

1.12 Alternate Solution Proposals

Maryland Family Network places great value on creativity, innovation, and entrepreneurship that help a program efficiently and effectively meet a community's needs. Applicants may "color outside the lines" and propose program variations. If an applicant submits a proposal that does not conform to the design specified in Section II, it must be clearly identified as an Alternate Solution Proposal. To be considered responsive, Alternate Solution Proposals must clearly meet the intent of the program, offer a design intended to achieve the specified outcomes, and satisfy Maryland Family Network requirements stated in the RFP.

Please contact Maryland Family Network for details if you are considering submission of a program variation by contacting Linda Ramsey, Deputy Director, lramsey@marylandfamilynetwork.org, 410.659.7701 x122, or Jean Mitchell, Program Director, jmitchell@marylandfamilynetwork.org, 410.659.7701 x119, Maryland Family Network, 1001 Eastern Ave., 2nd Floor, Baltimore, MD 21202-4325.

1.13 Contractor's Responsibilities

Maryland Family Network will enter into a contractual agreement with the successful applicant only. The contractor will be responsible for all services required by this RFP. Joint proposals will be accepted only if one party assumes the responsibility of prime contractor. The applicant must identify subcontractors, if any, and explain their role in the work and the need to engage them.

1.14 Maryland Family Network's Role

Maryland Family Network's charge is to administer and coordinate the operation and

expansion of the Maryland Family Support Center network by providing technical assistance, training, monitoring, contract management and quality assurance services. Assistance in the development of the Center and specialized training are provided to ensure that the Centers reflect common goals, principles, and comparable service elements across the Maryland network.

Maryland Family Network's staff members have expertise in infant and early childhood development, adult education, employment readiness, adolescent pregnancy, parent education, home visiting, social work, counseling, health education, community organization, program management and administration. The staff's skills are made available to the Family Support Center through ongoing, regularly scheduled training and targeted on-site technical assistance. Center staff are required to participate in all training arranged by Maryland Family Network.

At least once each year, Family Support Centers' child development programs are monitored using the *Infant Toddler Environmental Rating Scale (ITERS)*.

Each Center is monitored at least annually using the On-Site Monitoring Report. This activity provides a snapshot of the Center and a summary of performance in approximately 100 aspects of a Family Support Center's operation.

Once a year the Center will participate in a peer review process that brings a team of service providers from other Centers in to review the operation. Reciprocally, several Center staff will be detailed to visit another Center for the same purpose.

Periodically, Maryland Family Network distributes a questionnaire directly to participating parents and to Centers for use in focus groups. This tool, "How Are We Doing?" gathers customer satisfaction data.

Maryland Family Network requires that all grantees participate in the ongoing evaluation of Maryland's Family Support Centers. The MFN Management Information System is a customized, web-based version of the Program Resources and Outcomes Management Information System (PROMIS). The successful applicant will be connected to PROMIS and required to use the forms and process developed by Maryland Family Network as part of its quality assurance and evaluation effort.

1.15 Document Ownership

In the event of contract award, all documentation produced as part of the contract will become the exclusive property of the funders of this project and may not be copied or removed by an employee of the selected contractor without the written permission of Maryland Family Network. All proposals received from applicants in response to this RFP will become the property of Maryland Family Network and will not be returned to the applicant. Maryland Family Network will have the right to use any or all ideas or adaptation of the ideas presented in any proposal received in response to this RFP. Selection or rejection of any proposal will not affect this right.

1.16 General Contractual Conditions

Any contract resulting from this RFP will be executed in conformance with the laws of the State of Maryland and will include, at a minimum, the contractual terms and conditions presented in Exhibit A, a copy of the contract form in use by Maryland Family Network. This document is subject to modification from time to time and contains the terms of the business relationship between Maryland Family Network and the public and private nonprofits that operate the Family Support Centers.

1.17 Contract Award and Terms

Award of contract, if any, will be made within ninety days of submission of proposals and will be subject to appropriate federal, State, and Maryland Family Network approvals. The contract will be awarded on a fixed price basis, supported by the required budgets.

The contract award is expected to be made as indicated in the schedule above, with Family Support Center operations – even if not full operations – to begin within ninety days of award. The Center should be fully operational by September 2, 2014. A contract for the start-up period, which may include limited operations, will be awarded July 1, 2014 through June 30, 2015.

1.18 Acceptance of Proposal Content

At the option of Maryland Family Network, the content of this RFP and the proposal of the successful applicant will be included by reference in any resulting contract. All prices, costs, terms, and conditions in the proposal will remain fixed and valid for ninety days after the proposal due date.

1.19 Compliance with Law

By submitting an offer in response to this RFP, the applicant, if selected for award, agrees that it will comply with all federal, State, and local laws applicable to its activities and obligations under the contract. The Proposal and Contract Affidavit, Exhibit A, must be signed and submitted with the applicant's proposal. Exhibit A contains other certifications that must be executed at the time of award.

1.20 Acceptance of Terms and Conditions

By submitting an offer in response to this RFP, the selected contractor will be deemed to have accepted all the terms, conditions, and requirements set forth in the RFP and its Exhibits unless otherwise clearly noted and explained in its proposal.

II. DESIGN SPECIFICATIONS

2.1 Background

Family Support Centers are child-centered, family-focused programs that serve young

parents together with their children aged birth through three years. These prevention oriented, early intervention programs are offered in welcoming, home-like settings. FSCs often are the first institution on the continuum of school readiness as they play a critical role in the educational development of both the child and parent.

Centers strive to:

- Promote the full development and general competence of children and reduce the occurrence of emotional, physical, or social handicaps through appropriate preventive services enabling them to arrive at school with the skills and competencies they need to succeed.
- Enhance the quality of parent-child and family interactions in order to improve the competence of parents in their role as caregivers and families as functioning units.
- Provide, or be a link to, services necessary for greater parental self-support and self-sufficiency.
- Serve as a community Center where parents with young children can experience support and establish wholesome connections with others.
- Reduce the incidence of additional pregnancies among young parents and first pregnancies among other adolescents in the community.
- Maryland Family Network and the Centers' underlying principles, the tenets of family support, are:
 - A respect for the strengths of families and their individual members and a desire to build on these strengths rather than focus on weaknesses;
 - A commitment to families and their individual members becoming empowered so they can help themselves to realize their own goals;
 - An acknowledgment of the universal need for family support services, leading to programs without eligibility or "needs-based" requirements;
 - A recognition of the necessity to actively involve program participants and community service providers as equal partners in the design and implementation of services; and
 - A commitment to understanding the individual parent and child within the context of the larger family, neighborhood, community, city, state, and nation, recognizing the need to affect all of these environments.

- A commitment to the Strengthening Families approach and to building on the five Protective Factors that all families need:
 1. Parental Resilience
 2. Social Connections
 3. Concrete Support in Times of Need
 4. Knowledge of Parenting and Child Development
 5. Social & Emotional Competence of Children

2.2 Purpose, Nature, and Philosophy of Family Support Centers

Family Support Centers are community-based programs where expectant women and parents – mothers and fathers – with children from birth through age three come together to experience a hospitable and constructive environment that provides or links to those services necessary to support and strengthen families as functioning units. The Centers operate one program for two generations and provide services that promote nurturing and competent parenting, physical and mental health of parents and children, family economic independence, and full growth and development of children. Special efforts are made to target young parents, as they and their children are most vulnerable to the negative consequences of early child bearing.

Family Support Centers are well-positioned within their communities to support many local efforts that target early childhood, young parents, and neighborhood development. For instance, Family Support Centers assist DSS offices with provision of education and employment services for parents of birth through three year olds. They work closely with area high schools, sometimes functioning as alternative education or external diploma sites. Centers may be part of Judith P. Hoyer Partnerships and Infant and Toddler (Part C) efforts. They may connect with Early Head Start, Head Start, or other early childhood settings.

Centers offer structured services in warm, welcoming environments that provide parents with a place in their neighborhood to find support of other parents and professionals, opportunities for learning and recreation, and direction concerning decisions about family, education, career, and child rearing. Centers must be large enough to accommodate the many activities, some of which are occurring concurrently, that are part of the Family Support Center program.

A basic tenet of the Family Support philosophy is that all people have strengths. Centers continually identify and acknowledge those strengths and establish a formal process of building upon them. Families are not referred to or viewed as "clients," "cases," or "recipients," but as "participants" – partners in deciding and implementing direction for their lives. Prospective participants are therefore to be included in the proposal development process. They are to be involved in the establishment of the Center and serve on the Center's advisory board. The Family Support Center is accountable to both customers and funders.

Family Support Centers are sources of support, not just services. They attract participants with differing lifestyles, philosophies, values, and beliefs. It is imperative

that Centers welcome and are prepared to serve the full range of people living in the community, meet their individual needs, and permit them to make decisions for themselves and their children that, although they may not conform to the sponsoring agency's philosophy, are legal and acceptable to the larger community.

Proposals must include assurances that participants will be able to access through the Centers a variety of community resources, despite the fact that some of these resources may be incongruent with the personal beliefs of either the sponsoring agency or any member of its staff. This includes providing or referring participants for health care, family planning, and other services and assuring that funds will not be used to teach or promote a particular philosophy or belief.

2.3 Program Goals, Service Components, and Indicators of Performance

Program Goals

Maryland's Family Support Centers strive to help:

- Parents fulfill their goals related to school and employment leading to self-sufficiency;
- Parents meet or exceed their goals related to family life; and
- Very young children develop fully, physically, socially, emotionally, and cognitively, preparing them to enter school ready to learn.

Service Components

In order to achieve positive outcomes for very young children and their parents and primary caregivers, Centers make available a wide range of services for both parents and children. Some of these services may be provided at the Center on in the home; others may be arranged on a purchase or referral basis from other community agencies. Some operating Centers have co-located with other health and social service agencies in order to assure efficient service provision.

Maryland Family Network and the network of Centers have developed a set of required "core services," which periodically changes in response to family needs, public policy, and other conditions. The current core services are:

- ***Self-Sufficiency Programming***
This core service has two components: adult education, family literacy and employment readiness activities that may include job related skill development and computer literacy.
- ***Parent Education***
This set of services is designed to enhance parenting skills for mothers and fathers and include: formal parent education classes, parenting enhancement activities, informal interactions, role modeling and peer education.

- ***Infant/Toddler Program***
This set of services includes infant and toddler developmentally appropriate and individualized programming to maximize the child's development and foster positive parent/child relationships that lay the foundation for success in future early childhood settings. Quality developmental care supports the positive growth of children as parents attend activities at the Center.
- ***Service Coordination***
This core service encompasses coordination of services and appropriate follow-through to help parents identify strengths, set goals, and choose steps that will result in positive change for their children and themselves.
- ***Health Education***
This core service encompasses primary and prenatal health care education, family planning counseling, substance abuse avoidance counseling, and other health education and screening services to assist participants to make informed, responsible choices related to their family's and their own general and reproductive health care.
- ***In-Home Intervention (Home Visiting)***
Home visiting is an integral component of a Family Support Center. The goal of the In-Home Intervention program is not only to support high-risk parents in their role as parents by influencing the quality of parent, child, and family interactions but also to recruit parents to participate actively in the Center, removing barriers to Center participation by offering services in the homes of hard-to-reach families. The selected contractor will be expected to hire at least one full-time home visitor who works with pregnant women and families raising children from birth through three or to secure a full-time position through other resources.
- ***Participant (Parent) Support and Involvement***
Participant support activities include recreational and other social events. Empowering young families means providing holistic programming, not only academic and parenting classes, but also other activities and opportunities that advance the development of their personal support systems and the wide range of abilities and interests of participants, including basic life skills, recreation and opportunities to develop leadership and advocacy skills.
- ***Outreach, Collaboration, and Resource Development***
Outreach and other relationship-building activities are conducted with youth, families, local organizations, and others to ensure community awareness and acceptance of the Center, involvement in program planning, and participation in Family Support Center activities. Collaboration and resource development are necessary for a Family Support Center to grow and thrive.

Centers operate special programs just for fathers and also incorporate services to fathers into regular programming. Applicants should address how offered services will be provided to fathers.

Indicators of Performance

Maryland Family Network has established standards for quality and performance-based outcome measures. These are monitored regularly through the use of a web-based computerized data collection system and on-site progress reviews. Further management assistance is achieved through regular consultation with the Maryland Family Network Program Consultants assigned to the Center. Below is a summary of some of the key data reported by Centers and monitored by Maryland Family Network.

- ***The number of people who can reasonably be served and the intensity of service***
Required: for Center-based participants, serve at least 32 families with children from birth through 47 months of age (0-3 years) intensively each month and at least one hundred (100) families with children 0-3 years intensively during the year. In addition, the program will be required to serve at least thirty-two (32) children from birth through 47 months of age (0-3 years) intensively each month and at least one hundred (100) children ages 0-3 years intensively during the year. For this purpose, “intensively” is defined as five or more visits per month.

In addition, a Family Support Center is expected to recruit new participants, at a minimum, on an average of four to five per month.

For home-based participants through the In-Home Intervention program, the Family Support Center is required to serve 35 additional families a year, maintaining a caseload of 15 at any given time. Families counted on a home visiting caseload are expected to receive at least three (3) face to face home visits a month.

- ***Development of children from birth through three years***
Required: evidence that each child is screened using the Ages and Stages Questionnaire (ASQ-3 and ASQ:SE), or other suitable tool already in use by the proposing lead agency, approximately once every three months; evidence that children who are not at age-appropriate developmental milestones have timely referrals made to the local Infant and Toddler program and are in remediation.
- ***Health of children from birth through three years***
Required: evidence of each child’s immunizations, a regular health care provider, and health insurance
- ***Education and employment of parents***
Required: for those who seek education assistance, evidence of grade level gains or other academic improvement; for those who seek employment assistance, evidence of career exploration and job readiness that results in progress toward that goal
- ***General, prenatal, and reproductive health care objectives, particularly for pregnant and parenting teens***
Required: report of additional pregnancies, if any, and of pregnancy outcomes; evidence of a regular health care provider and health insurance
- ***Improved parenting attitudes and behaviors***
Required: evidence of specific activities, including a formal parenting curriculum

with clearly defined goals and objectives that support and encourage participants to become effective, nurturing parents

- *Empowered families*
Required: active parent participation in Center governance (e.g. on the advisory board) or evidence of parents' other community involvement activities; parent participation in leadership skill building activities
- *Interaction with and support from individuals, groups, and agencies within the community*
Required: evidence of partnerships and collaborations, e.g. written service agreements, MOUs, or shared staff

2.4 Collaborative Agreements

A Family Support Center's ties to other agencies are extensive. Applicants are expected to collaborate with other agencies and groups who will provide services and programming on site or through linkages to ensure that the Family Support Center can deliver services adequately.

Formal agreements, collaborations, and commitments with agencies that provide resources for programming should be included. These agreements should detail scope of work to be performed (i.e. how and to what extent services will be provided), work schedules, remuneration, and other terms and conditions that structure or define the relationship.

Proposals should provide evidence of linkages or address the absence of linkages with the following:

- Providers of local adult education services, family literacy, and adult education programming;
- Providers of employment readiness services;
- School-based or school-linked programs, such as the Judith P. Hoyer Partnership;
- The local Infants and Toddlers Program. The relationship between the Center and efforts to carry out Public Law 99-457 (the Maryland Infants and Toddlers Program) must be described and documented. Part C of the Individuals with Disabilities Education Act (IDEA) refers to services designed to meet the developmental needs of infants and toddlers with disabilities from birth through two years of age. Part C policies are based on the principles of family-centered and community-based service delivery and require that services to infants and toddlers with disabilities and their families be provided through a coordinated, interagency system rather than a single agency;
- Home visiting initiatives operating in the geographic area of the proposed Family Support Center; and
- Local Early Childhood Advisory Council.

2.5 Community Support and Referral

Letters of support from groups representing community residents and/or potential participants, schools, health care providers, the Department of Social Services, employability development programs, services for children with special needs, and so forth demonstrate the importance of community support and should be included with the application. These stakeholders should provide letters that describe as specifically as possible the role that the organization played in the development of the proposal and the nature of referral or other arrangements between them and the Family Support Center.

2.6 Financial Resources

The award funded through this Request for Proposals is considered core funding for the program and must be supplemented with financial and in-kind resources. Maryland Family Network is particularly interested in proposals that innovatively weave funding streams into a web of support for young parents with infants and toddlers. Historical information shows that successful FSCs require substantial revenue to support the mission and program of a Family Support Center.

Proposals must demonstrate full community support through the provision of financial resources, and in-kind services that directly support Center programming. MFN will review the extent to which the proposed applicant has succeeded in garnering cash or in-kind resources, from local, State, Federal or private funding sources for the FSC. Please list and describe other sources and amounts of income that will be used to fund the proposed Family Support Center (other than the MFN award). Identify specific sources, amounts, term of financial commitments, and allowable uses of matching funds available. Applicants must present their own agency commitments in detail showing direct cash or in-kind support to the proposed FSC. Examples of in-kind commitments supporting Center operations include: space and other facility costs, vehicle, staff costs, and delivery of program services through collaborative agreements.

Formal agreements, detailing how and to what extent services or funding will be provided, should be attached to support financial resources listed in this proposal.

2.7 Site and Space

Location is key to the success of a Family Support Center. As all services are voluntary, and because participation numbers and intensity and duration of service are measurements of success, winning applicants will make sure that prospective participants feel comfortable at the chosen site and can easily be transported to and from the site by the Center vehicle, if necessary. Applicants must provide the address of their proposed site, and Maryland Family Network staff will visit it as part of the proposal selection process.

A Family Support Center cannot function effectively in less than 4,000 square feet. The space must be able to accommodate at least one child care/development area, a parent lounge/multi-purpose room, classroom(s), kitchen/dining area, offices, private spaces for conversations, interviews, bathrooms, reception/waiting area, storage of confidential

materials, and other areas as needed to support the applicant's program design. A detailed description and a floor plan of the space are required as part of the application.

A minimum of 1000 sq. ft. of contiguous space (usable floor space) or 25% of total Center space should be dedicated to the child development program. Running water, natural light, child size plumbing, refrigeration and telephone service are required in the children's area. A washer and dryer and a defined storage area for coats, diaper bags and strollers should be located in or adjacent to the child development room. It is preferable to have a separate room or alcove for infants. The child care space should be able to accommodate the infant/toddler's need for mobility, security, rest, and social interaction. Infants need to be protected from toddlers in the room through use of dividers, half doors, half walls, crawling, and a quiet space for rocking and sleeping. Toddlers need a housekeeping area, sand and water tables, a large indoor area for gross motor activities, small cozy corners, and a 16" to 18" table. Easy access to outdoor play space for children of all ages is highly recommended.

2.8 Staffing

Applicants should propose staffing arrangements that are appropriate to their plan of services. At a minimum, each Center should have a full-time Center Director, Child Development Specialist, Child Development Assistant, Service Coordinator, and In-Home Interventionist. The selection of individuals to fill these positions is a joint decision by Maryland Family Network and the applicant agency.

MFN will provide a Family Support Center manual with specifications for job qualifications and responsibilities of staff positions, at the time a contract agreement is offered. Family Support Center staffing patterns vary. Below are some of the positions typically found at FSCs.

- Director
- Child development specialist and other child development staff (required ratios are one adult for every three infants; one adult for every four toddlers)
- Home Visitor
- Service coordinator; counselor; social worker; parent educator
- Administrative staff such as receptionist and secretary
- Van driver
- Other support staff such as cook and custodian
- Adult education instructors
- Employability instructors
- Data entry staff
- Volunteers

2.9 Hours of Operation

A Center's hours should reflect the needs of the parents who are served, including those who are in school or working. Evening and weekend hours are encouraged. It is expected that the Center will be open a minimum of 35 hours per week for programming. In order to provide weekend and/or evening programming, facilitate staff planning and training, and perform cleaning and outreach activities, many Family Support Centers are not open for center-based activities on Fridays.

2.10 Local Governance

Many policies that affect operations across the network of Centers are made by Maryland Family Network in consultation with representatives from the Centers, funders, public and private partners, and advisors to Maryland Family Network. Each Center is expected to establish an advisory board comprised of parenting participants, community leaders, and representatives of local public and private organizations and businesses. Parenting participants are to be involved in planning, fund raising, daily Center activities, and policy development.

It is expected that all Centers and their sponsoring agencies understand that the success of Maryland's Family Support Center initiative has, in large part, been due to the program's warmth and flexibility. To establish effective methods of serving families in communities, the programs have been responsive to changing needs. They have also acknowledged the need for an egalitarian relationship between staff and parents that sometimes blurs traditional roles.

A successful applicant will demonstrate that it can effectively and efficiently administer a project of this size, complexity, and scope, and that it has program experience and knowledge related to prenatal care, infants and toddlers, adolescents, parenting, and family services.

As the name implies, Family Support Centers embody management practices that are family-friendly. Maryland Family Network is interested in the applicant's employment practices, especially those that evidence flexibility and support when it comes to its own staff.

2.11 Mandatory Applicant Requirements

Applicants must meet these minimum requirements:

- Be a public or private nonprofit organization;
- Be able to receive funds from a variety of sources, such as corporate gifts, foundations, United Way, Federal government, and other public funds; and not debarred from receiving federal awards;
- Have sound business management capacity; including an accounting system that can adequately track grants and related expenses separately;

- Have or secure Workers' Compensation and liability insurance and enforce policies that limit liability exposure;
- Have written personnel policies that conform to the family support philosophy, support regular staff training, and include any required background checks;
- Agree to cooperate with Maryland Family Network in contract and program management, training, technical assistance, monitoring, peer review, and evaluation;
- Have secured and incorporated input from and acceptance by County government, organizations, community groups, and potential participants who reside in the community to be served;
- Have prior program experience that indicates the ability and capacity to operate a Family Support Center; and
- Have established a board or an advisory committee to assist in the development of the proposal and the program (not the board of the sponsoring agency).

2.12 Deliverables after Contract Award

- A detailed implementation plan submitted within one month of the contract award for Maryland Family Network's approval. This plan must include the steps that will be taken to open the Center, the specific time at which each step will occur, and the date the Center will begin serving the community. The selected contractor is expected to have its Family Support Center fully operational – space ready and furnished, supplies in place, staff hired, trained, and on the job – by September 2, 2014.
- Monthly program and statistical reports providing program process data, including participant demographic information and information about families contacted, and frequency and type of services received. This is collected through the use of Maryland Family Network's required Management Information System. Additional narrative summaries may be required to explain implementation progress, any barriers to progress, and any changes in the implementation plan.
- Monthly report of expenditures in a form satisfactory to Maryland Family Network within fifteen days of the last day of the month.
- Three copies of an annual financial audit in accordance with generally accepted auditing standards for financial audits contained in GOVERNMENT AUDITING STANDARDS issued by the Comptroller of the United States. The audit, including A-133 if required, is due within nine months of the Contractor's fiscal year end.
- A cumulative list of all equipment or property acquired from or with funding through Maryland Family Network annually by July 15.

2.13 Cost of Project

Each proposal should contain two line-item budgets with supporting schedules and narratives. Proposals will be rated for their cost effectiveness, based on how comprehensive and effective a program can be delivered at \$267,420 for a full year of operations plus demonstrated ability to leverage additional resources to support the overall budget for the Center.

All budgets should include additional sources of income and in-kind commitments that will be used to support the Center's operations. Credit will be given for budgets that reflect the following in-kind contributions: space and other facility costs, van, staff costs, and delivery of services through collaborative agreements. Other sources of in-kind contributions are expected but may not merit additional credit.

No more than 8% of the total budget may be used for general and administrative costs (overhead).

- ***Budget 1, Center Start-Up (Exhibit B-1)***

Each applicant must submit a budget for Center start-up by line item and with a narrative for a start-up period (7/1/14 – 8/30/14). Start-up costs may not exceed \$75,000, and must be incurred by September 30, 2014. These costs may cover the following if necessary and appropriate: facility renovation costs, child development furnishings, hardware for a four-station education laboratory, new 12- to 15-passenger van, computer system for data collection purposes, and office equipment.

- ***Budget 2, Center Core Operations for a Year (Exhibit B-2)***

Each applicant must submit a budget and narrative for a 10 month period of Center operations for the period 9/1/14-6/30/15 at an amount not to exceed \$19,242 per month or \$192,420 for the 10-month period. This budget and narrative should coincide with the applicant's Proposed Approach and Personnel sections presented in the technical section of the proposal. A full year operational budget will total \$267,420.

III. PROPOSAL EVALUATION PROCEDURE

3.1 General

All applicants' proposals received by the closing deadline will be evaluated in a process established by Maryland Family Network. Maryland Family Network or its reviewers may request additional technical assistance from any source.

Proposals will be opened in the presence of two Maryland Family Network employees. The proposals and modifications will be held in a safe place until the established due date. Proposals and modifications will be shown only to Maryland Family Network staff, its selected proposal reviewers, and State or federal employees and agents having a legitimate interest in them.

3.2 Mandatory Requirements – Qualifying Proposals

Maryland Family Network will review each proposal for compliance with the mandatory requirements (II, 2.11). Failure to comply with any mandatory requirements will normally disqualify an applicant's proposal. Maryland Family Network retains the right to waive a mandatory requirement when it is in its best interest to do so. Proposals that meet all mandatory requirements are forwarded to a Review Committee for further evaluation.

3.3 Review Committee – Technical and Financial Evaluation

The Review Committee will conduct its evaluation of the technical and financial merits of the proposals and MFN staff will visit proposed sites. The Review Committee's findings will be considered during the last phase of the evaluation process by the Evaluation Committee and scored in accordance with the evaluation criteria.

3.4 Evaluation Committee – Proposal Review Criteria

A panel of experts will be assembled by Maryland Family Network to review all proposals that contain the mandatory requirements. The proposal review process will result in the selection of the proposal with the highest score. The following criteria will be used to score proposals:

	<u>Maximum Points Available</u>
• Budget/financial resources, use of funds	25
• Management/knowledge of community need	20
• Collaborative agreements & referral systems	15
• Site and space	15
• Feasibility of work plan for delivery of services, especially core services	15
• Staffing	10
Total points	100

IV. INFORMATION REQUIRED IN PROPOSALS

4.1 Title Page and Transmittal Letter

Exhibit C is the Title Page that must be included with each submission.

A brief transmittal letter must be prepared on the applicant's business stationery and signed by an individual authorized to bind the organization to all statements, including services and prices contained in the proposal. Please include the name and contact information for both the project manager and fiscal contact. The letter should clearly state the address of proposed FSC site and the neighborhood in which the Center will be located, the amount of funding requested, and the numbers to be served broken down into the following:

- Parents of children birth through 47 months of age;
- Of those parents, the number of teen parents, being defined as parents 19 years of age or under;
- Children from birth through 47 months of age; and
- Pregnant women and/or expectant parents.

4.2 **Technical Section**

1. *Executive Summary*

This section should be clear and concise, a summary of other sections of the proposal. It should include a description of the applicant, a definition of the problem, a statement of what the applicant hopes to accomplish, an outline of the activities and services to be provided, and total project cost. The Executive Summary must not exceed one page.

2. *Project Narrative*

This section includes the following: background/problem statement, proposed approach, experience of the applicant, and staffing. Collaborative partnerships may be described in this section; however collaborative agreements demonstrating partnerships should be submitted as part of the appendices. All pages of the project narrative must use one-inch margins and be numbered according to prescribed numbering in a Table of Contents. Narrative must use line spacing of at least 1.5, and a type size of 12-point font. Charts may use single spacing and a type size of 10-point font, as applicable to proposal.

- ***Background/Problem Statement***

This section should describe the targeted neighborhood or community to be served by the Center identifying the geographic, physical, economic, social, institutional, and other characteristics of the Center's target area relevant to family support. Describe community strengths and services, problems and/or barriers, what services are needed, connect the need with what you're offering, and affirm community support. Provide a general description of the target population specified in this proposal that clearly demonstrates an understanding to people's needs and barriers to success that they face. Include numbers to be served by the Center; provide statistics and trends for the target population. Be sure to include complete references for all statistics cited (source, title, date).

Include in this section information about the existing Center in Montgomery County that will close and how participating families will be transitioned into programming at the proposed Family Support Center.

- ***Proposed Approach***

Describe how the proposal was developed. Include a discussion of the input from the local ECAC, prospective participating families, and other community partners.

Describe the core services, how they will be delivered, and any program variation. Identify subcontractors and other collaborators and describe the services they will provide. Provide details of the site and space, including square footage. Provide a work plan with timeline. Detail the personnel expected to be hired. Address the ways that outreach and recruitment will be accomplished. Describe what kinds of and how many participants will receive which services and how often. Describe how fathers and other adult males will be involved in the Center.

Provide an assurance that participants (new and existing from the Families Foremost Center) will be able to access community resources whether or not they are congruent with the personal beliefs of either the sponsoring agency or any member of its staff; that the Center will provide or refer participants for health care, family planning, and other services; and that funds will not be used to teach or promote a particular philosophy or belief.

- ***Experience of Applicant***

Describe the applicant's prior program experience, areas of expertise, awards it has received, personnel policies that reflect compatibility with family support principles, fiscal management capability, and relationship to the community. Provide evidence that the applicant is culturally competent with a respect for diversity and otherwise capable of delivering a high quality, highly desired service.

Provide in this section other agreements and evidence related to the mandatory applicant requirements (II. 2.11).

- ***Personnel***

Indicate the type of personnel (qualifications and job functions) to be used in the development and operation of the Center. A job description for each proposed staff position must be included. Please indicate whether staff will be full- or part time. If part time, indicate the number of hours per week. Also indicate whether positions will be in-kind from a collaborating agency, including the applicant's own agency. Any proposed use of subcontractors' staff should be identified in this section.

All copies of the proposal should be presented on standard size (8.5" by 11") paper of regular weight. Copies may be bound or stapled.

4.3 Financial Section

Submit the following:

- Two budgets, using the forms in Exhibits B-1 and B-2, for Center Start-up and Center Core Operations for a 10-month period. Each budget should include any additional sources of income and in-kind commitments supporting the Center's operations, especially those for space and other facility costs, initial renovations, van, staffing, and delivery of services through collaborative agreements.
- Supporting budget schedules for contributions (amount, source, and use), personnel, consultant/contract fees, van, equipment, and other categories asterisked on the budget forms.
- Supporting narrative for each budget, related to the Proposed Approach and Personnel as detailed in the technical section of the proposal.
- Other sources and amounts of income (cash and in-kind) used to fund the proposed Family Support Center (other than MFN funding). Identify specific sources, amounts or value, term of financial commitments, and allowable uses of matching funds available.
- Copies of the last two certified, annual, entity-wide financial audits, including related management letters, and the most recent interim financial statement. Include A-133 Single Audit, if completed.
- Specific contractual agreements required by applicant, if any.

MARYLAND FAMILY NETWORK, INC.
1001 EASTERN AVENUE, 2ND FLOOR
BALTIMORE, MARYLAND 21202-4325

PROPOSAL AND CONTRACT AFFIDAVIT

The representations in this affidavit are material representations of fact relied upon by Maryland Family Network, Inc. in the selection of proposals and the award of contracts and agreements for services. The representations are incorporated as an integral part of any contract or award agreement, and, where the award is funded in whole or in part by governmental funds, misrepresentation may subject the Affiant to penalties beyond those applicable to most private contracts.

A. AUTHORIZED REPRESENTATIVE, ENTITY TYPE, REGISTRATION AND TAXES

I hereby affirm that I am the **(title)**
_____ and the duly

authorized representative of _____
which is a(n)

CIRCLE ONE (individual/sole proprietor) (corporation) (partnership) (government) and is a

CIRCLE ONE (for profit) (not-for-profit) entity whose

federal tax identification number is _____ (REQUIRED), and that I possess the legal authority to make this Affidavit on behalf of myself and the organization, if any, for which I am acting.

I further affirm that the organization is registered, as applicable, in accordance with the Corporations and Associations Article, Annotated Code of Maryland, and that it is in good standing and has filed all of its annual reports, together with filing fees, if required, with the Maryland State Department of Assessments and Taxation and the Maryland Secretary of State, and that the name and address of its resident agent filed with the State Department of Assessments and Taxation is as follows:

Name: _____

Address: _____

I further affirm that, except as validly contested or exempted, the organization has paid, or has arranged for payment of, all taxes due the U.S. government, the State of Maryland, and any applicable local jurisdiction and has filed all required returns and reports with the U.S. government, the Maryland Comptroller of the Treasury, the State Department of Assessments and Taxation, the Maryland Employment Security Administration, and any applicable local jurisdiction, and has paid all employer payroll taxes and withholding taxes currently due the U.S. government or the State of Maryland.

B. ANTIBRIBERY

I further affirm that neither I, nor to the best of my knowledge, information, and belief, the above organization or any of its officers, directors, or any of its employees directly involved in obtaining or performing contracts or fundraising has been convicted of, or has had probation before judgment imposed, or has pleaded nolo contendere to a charge of, bribery, attempted bribery, or conspiracy to bribe in violation of federal law, of Maryland law, or of the law of any other state.

C. MEDICARE, MEDICAID PATIENT AND PROGRAM PROTECTION ACT

I further affirm that in reference to the Medicare and Medicaid Patient and Program Protection Act of 1987, Public Law 100-93, at 42USC §1397(d)(a)(9), neither I, nor to the best of my knowledge, information, and belief, the above organization, or any of its officers, directors, or employees has been convicted of or has pleaded nolo contendere to Medicare fraud, or Medicaid fraud, or patient abuse, or has been excluded by the U.S. Secretary of Health and Human Services from participation in the Medicare Program or excluded from any state health program.

D. OTHER CONVICTIONS

I further affirm that neither I, nor, to the best of my knowledge, information, and belief, the above organization, or any of its officers, directors, or any of its employees directly involved in obtaining or performing contracts or fundraising, has

- a) incident to obtaining,, attempting to obtain, or performing a public or private contract; been convicted under state or federal statute of a criminal offense, fraud, embezzlement, theft, forgery, falsification or destruction of records, or receiving stolen property;
- b) been convicted of any criminal violation of a state or federal antitrust statute;
- c) been convicted under the provisions of Title 18 of the United States Code for violation of the Racketeer Influenced and Corrupt Organization Act, 18 U.S.C. §1961, or the Mail Fraud Act, 18 U.S.C. §1341, for acts arising out of the submission of bids or proposals for a public or private contract;
- d) been convicted of a violation of the State Minority Business Enterprise Law, Section 14-308 of the State Finance and Procurement Article of the Annotated Code of Maryland;
- e) been convicted of conspiracy to commit any act or omission that would constitute grounds for conviction or liability under any law or statute described in subsection (a), (b), (c) , or (d) above;
- f) been found civilly liable under a state or federal antitrust statute for acts or omissions in connection with the submission of bids or proposals for a public or private contract;
- g) or admitted in writing or under oath, during the course of an official investigation or other proceeding, acts or omissions that would constitute grounds for conviction or liability under any law or statute described above.

E. DEBARMENT AND SUSPENSION – I further affirm that

- a) neither I, nor to the best of my knowledge, information, and belief, the above organization, or any of its officers, directors, or any of its employees directly involved in obtaining or performing contracts with public bodies or in fundraising, has ever been suspended or

- debarred (including being issued a limited denial of participation) by any public entity: local, state, or federal;
- b) the organization was not established and it does not operate in a manner designed to evade the application of or defeat the purpose of debarment pursuant to the Annotated Code of Maryland or 45CFR Part 76;
 - c) the organization is not a successor, assignee, subsidiary, or affiliate of a suspended or debarred entity;
 - d) neither I, nor to the best of my knowledge, information, and belief, the above organization, has knowingly entered into a contract under which a person debarred or suspended under the Annotated Code of Maryland or 45CFR Part 76 will provide, directly or indirectly, supplies, services, architectural services, construction related services, leases of real property, or construction.

F. COLLUSION

I further affirm that neither I, nor to the best of my knowledge, information, and belief, the above organization or any of its officers, directors, or any of its employees directly involved in obtaining this contract has:

- a) Agreed, conspired, connived, or colluded to produce a deceptive show of competition in the compilation of the offer that is being submitted;
- b) In any manner, directly or indirectly, entered into any agreement of any kind to fix the price proposal of the offeror or of any competitor;
- c) Otherwise taken any action in restraint of free competitive bidding and cost effectiveness in connection with the contract for which the accompanying offer is submitted.

G. CONTINGENT FEES

I further affirm that the organization has not employed or retained any person, partnership, organization, or other entity, other than a bona fide employee or agent working for the organization, to solicit or secure this award, and that the organization has not paid or agreed to pay any person, partnership, organization, or other entity, other than a bona fide employee or agent, any fee or any other consideration contingent on the making of the award.

H. LOBBYING - I further affirm that

- a) No money has been paid to or promised to be paid to any legislative agent, attorney, or lobbyist for any services rendered in securing the passage of any legislation establishing or appropriating funds supporting this contract or award;
- b) No part of any contract or award resulting from this offering shall be used to pay the salary or expenses of the award recipient or any agent acting for such recipient to engage in any activity designed to influence legislation or appropriations pending before the United States Congress or the Maryland State Legislature; and
- c) No costs of attempting to influence any legislation pending before Congress or the Maryland State Legislature shall be charged either as direct or indirect costs to the award.

I. PARTISAN POLITICAL ACTIVITY - I further affirm that

- a) The above organization does not engage in partisan political activities;
- b) None of its employees whose principal employment activities are funded in whole or in part, directly or indirectly, with federal, state, or local government funds will engage in political activities prohibited by laws such as the Hatch Act or similar state and local laws and regulations.

J. NONDISCRIMINATION

I further affirm that the above organization does and will comply with all federal, state, and local laws and regulations relating to nondiscrimination and has written policies to that effect which are distributed to all officers, directors, and employees and which are publicly posted for the information of all program participants.

K. CONFLICT OF INTEREST

I further affirm that the above organization has or will establish safeguards to prohibit all officers, directors, and employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest or of personal gain.

L. DRUG AND ALCOHOL FREE WORKPLACE

I further affirm that the above organization does and will comply with all federal, state, and local laws and regulations relating to a drug and alcohol free workplace and has written policies to that effect which are distributed to all officers, directors, and employees and which are publicly posted. Such laws and regulations include, but are not limited to, the regulations implementing the Drug-Free Workplace Act of 1988 at 45CFR(76)(F).

M. ENVIRONMENTAL TOBACCO SMOKE

I further affirm that the above organization does not and will not permit smoking in any portion of any indoor facility owned or leased or contracted for and used routinely or regularly for the provision of health, day care, early childhood development services, education or library services to children under the age of 18 and that certification of compliance with PL103-227, the Pro-Children Act of 1994, will be included as a condition of any subcontracts or subawards for children's services issued by the organization and funded in whole or in part by funds from Maryland Family Network, Inc.

N. ACKNOWLEDGMENT

I ACKNOWLEDGE THAT this Affidavit is to be included as part of any proposal submitted to Maryland Family Network, Inc., and if the proposal is selected will become part of any contract or agreement between the organization and Maryland Family Network, Inc. I further acknowledge that this Affidavit is subject to the applicable laws of the United States and the State of Maryland, both criminal and civil, and that it has been relied upon as a material representation of fact in the process of proposal selection and award determination.

I DO SOLEMNLY DECLARE AND AFFIRM UNDER THE PENALTIES OF PERJURY THAT THE CONTENTS OF THIS AFFIDAVIT ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE, INFORMATION, AND BELIEF.

By: _____ Date: _____
(Signature of Authorized Representative and Affiant identified in Section A)

Printed Name of Signer: _____

Witness: _____ Date: _____

PROPOSAL FOR A FAMILY SUPPORT CENTER

Offered By: _____
Legal Name of Applicant Agency for Contract (if awarded)

Address of Applicant: _____

Federal I.D. Number: _____

DUNS Number: _____

Phone: _____

Fax: _____

Proposed Name of
Family Support Center _____

Address of Proposed Center: _____

Square footage of Proposed Center: _____

Total Start-Up Funding Requested: _____

Total Operations Funding Requested: _____

Application prepared by: _____
(Name) (Title) (Phone #)

Authorized Signatory of Contract:

(Name) (Title)

Date: _____