



MARYLAND
FAMILY
NETWORK

*Leading Maryland's
Family Support Centers*

Maryland Family Network, Inc.

Request for Proposals for Family Support Center

**Target areas:
Unserved and Underserved Communities in Maryland**

Issue Date: 9/20/2021

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

Section 1: Opportunity and Vision

Maryland Family Network, the state-wide intermediary overseeing the network of Family Support Centers, on behalf of its public and private funders, solicits proposals from public and private nonprofit organizations to develop and operate a Family Support Center. Maryland Family Network (MFN) will fund multiple lead agencies, each proposing to establish a Center in a Maryland community/region with families of children birth through three and/or expectant parents with an interest and need to participate in the services offered at a Family Support Center.

There will be a Two-Track approach in determining which lead agencies will be awarded a contract to operate a Family Support Center.

- Track I applicants will be comprised of lead agencies which upon self-designation or upon review of the application, are assessed as being immediately able to operate a Family Support Center. MFN funding supports will consist of a \$335,000 award, funded through pass through State Funds from the Maryland State Department of Education. Additional funds from the Federal Child Based Child Abuse Prevention (CBCAP) grant, may be additionally allocated, dependent on availability. For the purposes of a Track I application, applicants should presume a \$335,000 award and develop the budget accordingly.
- Track II applicants will be comprised of lead agencies, which through self-designation or upon review of their applications, require technical assistance and capacity building of their programmatic and fiscal infrastructure to successfully operate a Family Support Center (criteria of each track is listed in Section 3). Track II grantees will be awarded a planning grant to develop the foundational elements for Family Support Center full operations. The maximum funding level for a planning grant is \$50,000.00. As noted, applicants can self-select a track and the RFP review panel will concur or re-designate applicants to another track as appropriate.

Eligible jurisdictions and/or communities in the State of Maryland include those that are unserved or underserved. Unserved and underserved communities are defined as those communities who lack minimal supports, resources, and/or access to opportunities for young families. These are communities meeting the indicators as outlined on page 10 of this document. Priority will be given based on the following two indicators:

- Communities ranked as most in need
- Communities lacking adequate resources for families

Applicants will be selected through a competitive process. The process, coordinated by Maryland Family Network, will use a Request for Proposals (RFP) document and employ a review panel comprised of experts in fields related to community-based family support services. Documents and ranking tools to be used by the review panel are listed in Appendices 2 - 6. Proposals must demonstrate a high need for a Family Support Center in the targeted community and address plans for the creation and operation of a Family Support Center that will have broad community support, both from local agencies, individuals, and families who live and work in the community.

Section 2: Family Support Center Description

Also found on the Request for Proposal (RFP) website is reference guide consisting of the 'Family Support Center Manual' and a comprehensive array of tools and documents associated with the general operations of a center and MFN's expectations. A review of this document is essential to any applicant's understanding of the necessary elements of operating a Family Support and should serve as a helpful guide in proposal preparation.

Family Support Centers (FSCs) are community-based programs attended by expectant women, parents – mothers and fathers – and primary caregivers with children from ages birth through age three. FSCs create a family centered, hospitable and constructive environment which provides or links to services necessary to support and strengthen families. The Centers operate one program for two generations and provide services that promote nurturing and competent parenting, the physical and mental health of parents and children, family economic independence, and full growth and development of children. Specifically included are young parents, as they and their children are most vulnerable to the potentially negative consequences of early child bearing.

Family Support Centers are well-positioned within their communities to support local efforts that target early childhood, parents of young families, and neighborhood development. For instance, some existing Family Support Centers partner with DSS offices in the provision of education and employment services for parents with children, birth through three years of age. Some Centers work closely with area high schools, functioning as alternative education or external diploma sites. Centers may be part of Judith P. Hoyer Partnerships and must be connected with Infants and Toddlers (Part C) efforts. Programs may connect with Early Head Start, Head Start, or other early childhood settings. Centers may connect with their local community college for adult education and workforce development services. In addition, they may provide as part of their self-sufficiency programming, English Language classes to parents whose primary language is not English.

Centers offer structured services in warm, welcoming environments that provide parents with a place in their neighborhood to find the support of other parents and professionals, opportunities for learning and recreation, and assistance concerning family, education, career, and child rearing decisions. Centers must be large enough to accommodate the many activities, some of which are occurring concurrently, that are part of a 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 their life's direction. Prospective participants must be included in the proposal development process. They are to be involved in the creation, establishment and maintenance of the Center and serve on the Center's advisory board. The Center is accountable to both customers and funders.

Family Support Centers are sources of support, not just services. They attract participants with differing philosophies, values, and beliefs. It is imperative that Centers welcome and are prepared to welcome and 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 a variety of community resources through the center, 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.

Maryland's Family Support Centers strive to help:

- Parents fulfill their self-sufficiency goals related to education and employment;
- Parents meet or exceed their goals related to family life; and

- Very young children develop physically, socially, emotionally, and cognitively, preparing them to enter school ready to learn.

2A: 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. Some of these services may be provided at the Center or in the home and others may be arranged on a purchase or referral basis from other community agencies. Some currently operating Centers have co-located with other health and social service agencies in order to assure efficient service provision.

Maryland Family Network and the Family Support Centers have developed a set of required “Core Services,” which periodically change in response to family needs, public policy, and other conditions. The current core services are:

- ***Self-Sufficiency Programming***
This core service has three components: adult education, inclusive of English language classes, 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 should include: formal parent education classes using an MFN approved evidenced-based curriculum, parenting enhancement activities, informal interactions, role modeling, and peer education.
- ***Infant/Toddler Program***
This set of services includes developmentally appropriate, individualized, infant and toddler programming to foster positive parent/child relationships and maximize the child’s development to lay the foundation for success in future early childhood settings. Quality developmental child care supports the positive growth of children as parents attend activities at the Center.
- ***Service Coordination***
Parents involved in FSC programming will identify strengths, set goals and choose steps that result in positive change for their children and themselves. This core service provides coordination of services, linkage and referral to community resources and assistance with the follow through necessary for goal achievement.
- ***Health Education***
This core service encompasses primary and prenatal health care education, family planning counseling, substance abuse avoidance counseling, mental health consultation, 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 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. FSC staffing must include at least one full-time home visitor who works with pregnant women and participating families raising children from birth through three. In addition, the use of the *Parents as Teachers* curriculum, an evidenced-based approach and the requisite staff training is required.

- ***Participant (Parent) Support and Involvement***
Empowering young families means providing holistic programming, not only academic and parenting classes, but also other activities and opportunities that advance the development of personal support systems and the wide range of abilities and interests of participants, including basic life skills, recreation, and opportunities to enhance their leadership and advocacy skills.
- ***Outreach, Collaboration, and Resource Development***
Collaboration and resource development are necessary for a Family Support Center to grow and thrive. Outreach and other relationship-building activities are conducted with youth, families, local organizations, and others to ensure community awareness and inclusion of the Family Support Center, involvement in program planning, and participation in Center activities.

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

2B: Performance Indicators

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 and oversight 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 birth-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 these purposes, “intensively” is defined as an average of five or more visits per month.

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 supported by 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 included on a home visiting caseload are required 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 annually using the Ages and Stages

Questionnaire On-Line (ASQ-On Line) and Ages and Stages Questionnaire: Social Emotional On-Line, (ASQ: SE- On Line). Also required is the use of Teaching Strategies GOLD, an on-line tool requiring observations of children during center and home-based visits to assess for age appropriate developmental milestones. For children who have not reached age-appropriate developmental milestones, timely referrals are made to the local Infant and Toddlers program for children to receive services as appropriate.

- ***Health of children from birth through three years***
Required: evidence of each child’s immunizations, a consistent health care provider, and health insurance coverage
- ***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, progress toward the career exploration and job readiness goals identified by the participant.
- ***General, prenatal, and reproductive health care objectives, particularly for pregnant and parenting teens and young adults***
Required: parent centered reproductive goal setting, pregnancy outcomes for any additional pregnancies; evidence of a consistent health care provider and health insurance coverage
- ***Enhanced parenting attitudes and behaviors***
Required: evidence of specific activities, including usage of a formal evidenced-based parenting curriculum with clearly defined goals and objectives that support and encourage participants to become increasingly effective, nurturing parents. Examples of curricula include: **Nurturing Parenting® and Circle of Security™**
- ***Empowered families***
Required: active parent participation in Center governance (e.g. representation on the advisory board) and/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

2C: Alternate Proposals

Maryland Family Network places great value on creativity, innovation, and entrepreneurship that helps 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 specifically conform to the design as outlined in Sections 2A and 2B, 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 provide the specified Core Services achieve the specified outcomes, and satisfy the Maryland Family Network requirements outlined in this RFP.

Please contact Maryland Family Network for details if you are considering submission of a program variation by contacting Melanie Martin, Family Support Network Director, by email at mmartin@marylandfamilynetwork.org

or by telephone at 410-659-7701.

Section 3: Applicant Eligibility

There will be two tracks for determining the granting of awards to operate a Family Support Center. Track I will be those agencies who upon review are assessed as being immediately capable, programmatically and fiscally, to operate a Family Support Center. Track II will be comprised of agencies who require technical assistance to strengthen their programmatic and fiscal infrastructures. They will be awarded a planning grant to receive the necessary technical assistance in preparation to operate a Family Support Center and provide the required deliverables per their planning grant plan agreed upon by both MFN and the potential Contractor. The criteria are listed below:

Track I: Ready to Operate	Track II: Capacity Building & Technical Assistance Needed
Apply	Apply
Submission Review	Submission Review
Applicant meets all criteria	Applicant meets critical criteria but not all
Approval	Conditional Approval
Implementation planning <ul style="list-style-type: none"> - Light TA - Contract Signing - Some "Start Up" spending allowed out of Year I budget 	Technical Assistance <ul style="list-style-type: none"> - Individualized TA sessions - Individualized deliverables and timelines produced and tracked until achievement <p>End of TA period, update proposal to document that criteria for Full Operations have been met</p>
Opening of FSC	Implementation Planning <ul style="list-style-type: none"> - Continued TA - Contract Signing - Some "Start Up" spending allowed out of Year I budget
	Opening of FSC

How to determine your application Track?

Track I Applicants
Be a public or private nonprofit organization with 501(c) 3 status;
Have sound business management capacity and/or sound fiscal infrastructure in place, including an accounting system that can adequately track grants and related expenses separately and be able to receive funds from a variety of sources, such as corporate gifts, foundations, charitable donations, Federal government, and other public funds, and is neither suspended nor debarred from receiving federal awards.
Be in strong financial position for fiscal sustainability, based on analysis of the organization's financial statements.
Capacity to provide, with this grant application, copies of the last two certified, annual, entity-wide financial audits, including related management letters, and the most recent interim financial statement. Include

Compliance Single Audit, for each year, if applicable.
Agree to cooperate with Maryland Family Network in contract and program management, training, technical assistance, monitoring, peer review, and evaluation;
Have prior program experience that indicates the ability and capacity to operate a Family Support Center and to fulfill fiscal and programmatic reporting requirements; 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).
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;
Have identified space for your Family Support Center that meets the square footage requirements and can adequately house the envisioned program
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;

If all criteria outlined above under "Track I applicants" cannot be readily met, consider yourself a Track II applicant. Track II applicants should still provide the entire programmatic narrative (sections 5 & 6), but within it, describe the operational or fiscal infrastructure needed in order to meet the expectations of a program able to launch full operations.

The deadline for submission, including the due date for a Letter of Intent, is outlined in the Section 4 table below for all applicants.

Specify to what track you are applying; Track I or Track II.

MFN will conduct the review (see process for review in the appendices). The timeline for review and notification of decisions of submitted proposals is listed below in Section 4.

Track I applicants whose applications do not fulfill the outlined requirements will be moved to Track II or declined as appropriate, based on the review panel's recommendations..

MFN reserves the right to ask applicants for additional information.

Section 4: Key Dates and Timeline:

Based upon the availability of funding, the Center will be funded at a level of \$335,000 annually for core operations. Listed below is a tentative schedule of important dates pertaining to this Request for Proposals (RFP).

Issuance of RFP	September 20, 2021
Pre-proposal Meeting	October 8, 2021; 10 am – noon
Letter of Intent to Apply Due (see link below)	Oct 15, 2021; 5 pm
Proposals Due at MFN	November 5, 2021; 5 pm
Programmatic & Fiscal Review	November 12 – 19, 2021
Site Review of Selected Applications	November 22 – December 3, 2021
Awarded Proposals: Selections Announced	December 10, 2021
Contracts Signed and Finalized	January 2022
Awarded Proposals: Full Operations Begin	Spring 2022; Individualized, based on Program

Section 5: Required Proposal Elements and Pre-proposal information

To be considered for Track I all applicants must submit all items listed below, in the requested format

Otherwise, consideration will be given for placement in Tracks II or to proposal rejection.

Note: Track II applications must include

5A: Pre-proposal submission of a Letter of Intent

Agencies intending to submit a proposal are asked to complete simple online form which will serve as a Letter of Intent to Apply by 5:00 pm EST Friday, October 15, 2021. Complete Letter of Intent to Apply here:

<https://forms.gle/idewMnrKpkFXLzZg7>

5B. Title Page and Transmittal Letter

Exhibit A 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/Caregivers of children birth through 47 months of age;
- Of those parents, the number of teen and young adult parents 21 years of age or younger, particularly if began parenting as adolescents
- Children from birth through 47 months of age; and
- Pregnant women and/or expectant parents

5C. Technical Section

Executive Summary

This section should be clear, concise, and include a summary of other sections of the proposal. It should include a description of the applicant, a definition of the community assets/needs to be addressed, 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 is to be one page.

Project Narrative

This section includes the following: background/assets/needs 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 with attached Memoranda of Understanding (MOUs) and/or letters of support. 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. This section must not exceed 20 pages.

Background Statement/Barriers to Success or full realization of the Protective Factors

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 interests and needs 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 strengths, needs and barriers to success that they may 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).

Communities with a high need for family support are characterized by the following: high number of families with children birth through three years old, need for opportunities for socialization to prevent isolation, expressed interest among families of young children for family support services, ratio of births to adolescent females; high percent of children birth-3 years of age living below the poverty level; a low median household income; percentage of households receiving public assistance income or other financial assistance; percentage of persons 18-19 not in school and not high school graduates, and percentage of non-English speakers.

If proposing to operate a new Family Support Center in a jurisdiction with an existing FSC or Early Head Start

program, please include information about the existing program and demonstrate that there will be collaboration opportunities and no negative overlap or duplication of services to existing communities within the jurisdiction.

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 plans for how participants will go to and from the Center. Many of the existing centers purchased vans to transport families as a means to eliminate potential barriers to attendance. If plans are to purchase a van with this funding, the projected expenditure must be itemized in the budget with an attached narrative justifying the expenditure. Justification can be one paragraph in length. Vehicle purchases require an extra layer of approval from the Maryland State Department of Education. MFN will provide guidance accordingly.

Provide an assurance that participants 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 upon request, 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.

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 detailed in this section.

Floor plan

The required size of a Family Support Center is 5000 square feet with 2000 square feet of contiguous space dedicated to the interior child development room. Plan should include all programmatic spaces, inclusive of parent lounge, child development room, meeting rooms, kitchen, laundry room or space, staff offices, etc. In addition to the above, additional outdoor play space or a playground for outdoor play that is adjacent to the Center or in close proximity is required. If space is to be shared, a schedule of availability to the Family Support Center as well as a signed agreement for usage is to be included in your appendices.

Section 6: Funding Availability and Budget

The funding available to operate a Family Support Center related to this RFP is \$335,000.00 for one year of full operations. The maximum funding level available for a planning grant is \$50,000.00. The level to be awarded will be based on the planning needs as determined by the Proposal Review Team and through the Technical Assistance process. Financial information required to be submitted with the proposal is as follows:

- **For a Track I budget**, use attached **Exhibit B-1** for the first year of Center Start-up and Center Full Operations. 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. Identify specific sources, amounts or value, term of financial commitments, and allowable uses of matching funds available. **For a Track II Planning Grant budget**, use the attached **Exhibit B-2**. Include items and/or staff necessary to bring your proposal and application to a status such that it could be reviewed for Track I (Full Operations). Choose the appropriate Exhibit for your chosen Track and only submit one (1) Budget. Please note that if a proposal is funded, there are different (similar) budget documents which you will develop and submit which align with grant reporting. Exhibits B-1 & B-2 were created for RFP purposes only and with the goal of providing a helpful guide for budget creation
- For Track I proposals, any included construction costs may not exceed 20% of the overall budget
- Supporting narrative for each budget, related to the Proposed Approach and Personnel as detailed in the technical section of the proposal.
- For Track I proposals, 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, for each year, if applicable.
- Specific contractual agreements required by applicant, if any.
- Overhead or indirect costs may not exceed 10% of the budget.

Appendix 1

Background and Purpose

Maryland Family Network and Maryland's Network of Family Support Centers (FSCs) represent the pursuit of a vision to address some of the state's most pressing social problems by putting into place a front-end prevention mechanism to the state's crisis-oriented human services delivery system. The specific catalysts for the creation of FSCs nearly 35 years ago 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 a limited success in education and job attainment and negative outcomes for the children of teenagers.

Since their beginning, the goal of FSCs 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 Services, the Maryland State Department of Education, the Maryland Department of Health, 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 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, on behalf of its public and private funders, solicits proposals from public and private nonprofit organizations to develop and operate a Center. Maryland Family Network will fund multiple lead agencies, each proposing to establish a Center in a Maryland jurisdiction with a high need. Eligible communities in the State of Maryland include those that are unserved or underserved. Applicants will be 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 demonstrate a high need for a Center in the targeted community and address plans for the creation and operation of a 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 35 years, Maryland Family Network has found that the process of bringing people together in a community to discuss plans for a 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.

Exhibit A

PROPOSAL FOR A FAMILY SUPPORT CENTER

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

Address of Applicant: _____

Federal I.D. Number: _____

Phone: _____

Fax: _____

Email: _____

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: _____

[For MFN use and provided for informational purposes]

Appendix 2

Proposal Review Criteria Score Sheet

Center _____ Reviewer _____ Date _____

	<u>Maximum Points Available</u>	<u>Actual Score</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	_____

[For MFN use and provided for informational purposes]

Appendix 3

MARYLAND FAMILY NETWORK, Inc. FAMILY SUPPORT CENTER PROPOSAL REVIEW

Date: _____

PROPOSAL REVIEWER: _____

SUBMITTING SPONSORING AGENCY:

TARGET AREA (S):

SUMMARY (Please summarize issues of concern requiring follow up, clarification or further information.)

RECOMMENDATION: (Please check one)

- Fund Proposal as submitted _____
- Fund with Conditions (Please specify the conditions) _____

INFORMATION REQUIRED IN PROPOSALS

Inclusion of Exhibit A (Title Page and Transmittal Letter):

Completed in full

Yes _____ No _____ Follow up needed _____

Comment:

Executive Summary – One page

Completed in full – includes description of applicant, a definition of the community assets & needs, statement of what applicant hopes to accomplish, outline of activities and services to be provided and total project cost.

Yes _____ No _____ Follow up needed _____

Comment:

Project Narrative (not to exceed 20 pages) :

Background Statement/Community Description

Identifies the geographic, physical, economic, social, and other characteristics of the Center's target community? Yes ___ No ___ Follow up needed ___

Comment:

Describes targeted neighborhood or census tracts, community strengths and services?

Yes ___ No ___ Follow up needed ___

Comment:

Describes problems/barriers, what services are needed and connects the need with what Center is offering?

Yes ___ No ___ Follow up needed ___

Comment:

Proposal demonstrates how target community/jurisdiction fully supports the FSC?

Yes ___ No ___ Follow up needed ___

Cite examples of community support/comment:

Includes a general description of the FSC target population as specified in the RFP, providing statistics, and trends for the population with respect to barriers they face.

Yes ___ No ___ Follow up needed ___

Comment:

Proposed Approach/Core Services Programming

Addresses how all Core services will be provided

Yes ___ No ___ Follow up needed ___

Comment:

Includes description of community input obtained

Yes ___ No ___ Follow up needed ___

Comment:

Yes ___ No ___ Follow up needed ___

Comment:

Includes numbers to be served by the Center as required for FSCs?

Yes ___ No ___ Follow up needed ___

Comment:

Provides assurances that participants will be able to access community resources whether or not they are congruent with sponsoring agency values or beliefs ?

Yes _____ No _____ Follow up needed _____

Comment:

Experience of Applicant:

Applicant experience relevant to operations of a Family Support Center

Yes _____ No _____ Follow up needed _____

Comment:

Personnel planning:

Plan includes description of personnel to be used in development & operation of a center. Job descriptions included as relevant.

Yes _____ No _____ Follow up needed _____

Comment:

Space Analysis:

Plan includes programmatic space description which fully includes necessary elements

Yes _____ No _____ Follow up needed _____

Comment:

Financial Resources and Commitment

Has sponsoring agency demonstrated ability to leverage additional resources to support overall Center budget? Yes _____ No _____ Follow up needed _____

Comment:

Proposal demonstrates full community support through provision of financial resources and in-kind services that directly support Center programming? Yes _____ No _____

Follow up needed _____

Comment:

Proposal includes a full description of specific sources and amounts of income used to fund the Family Support Center (other than MFN funding). This information includes term of financial commitments, and allowable uses of matching funds available.

Yes _____ No _____ Follow up needed _____

Comment:

Sponsoring agency commitments cited in the proposal are presented in detail showing direct support to the FSC.

Yes ___ ___ No _____ Follow up needed _____

Comment:

In-kind contributions listed in the proposal are reasonable and relevant to FSC operations.

Yes ___ ___ No _____ Follow up needed _____

Comment:

The budget is presented clearly and represents a cost effective approach to FSC service delivery.

Yes _____ No ___ ___ Follow up needed _____

Comment:

No more than 10% of the total budget is allocated for general and administrative costs (overhead).

Yes ___ ___ No _____ Follow up needed _____

Additional Reviewer Comments:

[For MFN use and provided for informational purposes]

Appendix 4

MFN Fiscal Evaluation

Target Areas: Unserved and/or Underserved MD Jurisdictions

Name of Applicant: _____

Entity Type: _____

Review of Budgets

Start Up Budget	MFN	Other Sources
Personnel		
Non-Personnel Costs		
Capital Purchases		
TOTAL START UP BUDGET		

12- month Operating Budget	MFN	Other Sources
Personnel		
Non-Personnel Costs		
Capital Purchases		
TOTAL 12-month OPERATING BUDGET		

Review of Audited Financial Statements

Fiscal Year End _____

Two Audited Financial Statements submitted for the following fiscal years:	Change in Temporarily Restricted Net Assets	Change in Unrestricted Net Assets
FY _____		
FY _____		

Compliance Audits submitted for the following fiscal years:	Findings noted	Corrective Action Plan
FY _____		
FY _____		

Balance Sheet Analysis will include, but not limited to:

Financial Ratios (prior years)	FY ____	FY__
Current Ratio		
Change in Net Assets: <ul style="list-style-type: none"> • Restricted • Unrestricted 		
Days cash on hand		
Functional Expenditures Program Services Management/General Fundraising		

Financial Ratios (current year)	FY _____ through the period ending:_____
Current Ratio	
Change in Net Assets: <ul style="list-style-type: none"> • Restricted • Unrestricted 	
Days cash on hand	

[For MFN use and provided for informational purposes]

Appendix 5

MARYLAND FAMILY NETWORK INC.

ON-SITE REVIEW OF FACILITY/SPACE
FOR NEW FAMILY SUPPORT CENTERS

DATE: _____

Site size and location

1. Total square footage of facility:

2. Space is able to accommodate the following areas:
 - a. child care lounge:

 - b. parent lounge:

 - c. classroom(s):

 - d. offices:

 - e. private area for counseling:

 - f. kitchen:

 - g. entrance/reception area:

 - h. storage:

 - i. outdoor space:

j. bathroom/hallways:

- 3. Is proposed site located within the targeted community?**
- 4. Is location conducive to walk-in visits, bus routes, etc.**
- 5. Renovations needed/timeline for completion of renovations:**
- 6. List community resources located near proposed site.**

Appendix 6

Maryland Family Network's Role

Maryland Family Network's charge is to administer and coordinate the operation and expansion of Family Support Centers 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 Center's operation.

Once a year, the Center will participate in a peer-review process that brings a team of service providers from one Center 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 in the form of a Satisfaction Survey directly to participating parents. The tool (in development) will gather 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 MYHEADSTART. The successful applicant will be connected to MYHEADSTART and required to use the forms and process developed by Maryland Family Network as part of its quality assurance and evaluation effort.