

August 28, 2015

Mr. Gregory A. Tatum,
Union Township School Superintendent
2369 Morris Avenue
Union, NJ 07083

Re: Changing the Odds for Children and Their Families

Dear Mr. Tatum:

On May 28, 2015, the Union County Board of Chosen Freeholders authorized funding for United Way of Greater Union County (UWGUC) to implement Union County's *Focus on Families Initiative* that will integrate economic development, workforce development and family services in a comprehensive effort to support families, particularly those in need. The initiative provides funds for the building of two (2) new Family Success Centers in Union Township and Rahway; and will create a partnership between private, non-profit and government sectors in Union County.

United Way of Greater Union County (UWGUC) has partnered with the Union County Board of Chosen Freeholders, Union Township Community Action Organization, Inc.(UTCAO) and the Township of Union and is requesting from the Union Township Board of Education(UTBOE) to support the at-risk and vulnerable residents of Union Township through the in-kind donation of approximately _____ square feet located at the Hamilton School Annex (two classrooms, an office, and bathroom on the main level.) located at 1231 Burnet Ave to house Union Township's very own Family Success Center. Along with use of off street parking in the back of the building, playground and use of the auditorium (on an as need and UTBOE approval based use)

With 15 % of Union Townships' residents living in poverty, United Way of Greater Union County is eager to establish Union Townships' Family Success Center (FSC). FSCs are multi-faceted community-based programs that offer families a "one-stop" shop that provides wrap-around resources and support for families before they find themselves in crisis. Every Family Success Center is its own entity and develops individual outcomes set by their respective lead agency and community.

Currently UWGUC submits programmatic and financial reports to the NJ Department of Children and Families for the Family Success Grant and oversees seven (7) other prosperous FSC's in Union County: Bayway Family Success Center (Elizabeth), Jefferson Park Family Success Center (Elizabeth), PROCEED, Inc.'s Multicultural Family Success Center (Elizabeth), Hillside Family Success Center (Hillside), The Linden Youth and Family Success Center (Linden), Homefirst Family Success Center (Plainfield) and Plainfield B.O.E Family Success Center (Plainfield).

33 West Grand Street
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Phone 908-353-7171
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www.uwguc.org



We appreciate and graciously thank the Union Township Board of Education taking an interest in enriching the lives of children by making families and neighborhoods stronger.

Sincerely,

James W. Horne, Jr.
President and CEO
United Way of Greater Union County

Executive Summary

The United Way of Greater Union County (UWGUC), with a focus on Family Strengthening, strives to ensure that each family in Union County has the necessary opportunities, relationships, networks, and support to raise their children successfully from birth to adulthood. UWGUC serves as the convener of the Union County Family Strengthening Network (UCFSN), a partnership of providers which includes resources, services and supports to meet the needs of families throughout the county.

United Way of Greater Union County's effort has built partnerships between, the Union County Department of Human Services, the State of New Jersey Department of Children and Families, and the Nicholson Foundation to create the Union County Family Strengthening Network UCFSN.

UCFSN is a unique public-private partnership designed to maximize and leverage all the available resources within the county on behalf of children and families. This includes the operation of 7 Family Success Centers, the Reconnections Program, Nurse Family Partnership, and the Community Resource Network. Family Success Centers are community-based neighborhood centers that provide housing-related services, life-skill training, family success plans, and self/sufficiency employment related services. The Reconnection is a prisoner re-entry initiative to support formerly incarcerated individuals with the process of transitioning back into the community. Reconnections assists clients in gaining access to services that help them develop meaningful skills that they can use for successful reintegration into the community such as education, employment assistance, mentoring, and community resource assistance.

The Community Resource Network engages over 80 nonprofit and government agencies throughout Union County to work towards the goal of helping families create long-term stability and self-sufficiency. The Community Resource Network offers over 200 human services programs to residents that are accessible to over 25,000 individuals in Union County.

These community based collaborations demonstrate our dedication to a mission of **Family Strengthening**. In order to help strengthen the family, we focus on creating a world where all individuals and families achieve their best human potential through education, income stability and healthy lives, the building blocks for a good life. The "Life Course/Life Domain Framework" entails active engagement of families, working on success-driven solutions that benefit them in the long-run.

Statement of Need

In 2012 UWGUC took the lead in a needs assessment process which was completed by the Rutgers University, School of Social Work, and Institute for Families, and funded by The Nicholson Foundation. This assessment identified Union Township as one of ten communities, where the very basics for family success is a challenge to attain, and where unemployment is a challenge and breaking the cycle of poverty seems hopeless.

UWGUC's Needs Assessment helped shed light and provided feedback on issues, residents of Union Township face day-to-day. Union Township has a population of 57,227 with a diverse racial and ethnic population made up of 51% white, 30% black or African American, 9% Asian and 16% Hispanic or Latino (of any race) (U.S. Census Bureau, *2011-2013 American Community Survey 3-Year Estimates: Union Township, NJ*) The unemployment rate in Union Township is 8.9%, compared to 9.6% in Union County as a whole (U.S. Census Bureau, *2011-2013 American Community Survey 5-Year Estimates: Union Township, NJ*) An undeniable 15% of Union Townships residents are living in poverty (defined as 200 percent of poverty level) (U.S. Census Bureau, *2011-2013 American Community Survey 3-Year Estimates: Union Township, NJ*) This report depicts low income households in Union Township concentrated in 5 of 11 Union Township's census tracts: 326, 327, 328, 329.01 and 329.02.

Currently residents of Union Township have very limited places where they can conformably go to develop the attributes and access resources that promote family success across all life domains in a manner that partners with the family in decision-making and respects their cultures, values and aspirations. The proposed Union Township Family Success Center would help fill that void.

Poverty in Union Township takes many forms and affects many faces. Poverty in Union Township is the child that is being asked to learn and succeed when he/she is hungry, when their teeth ache from cavities, or when their life situation forces them to move from school to school. Poverty is the parent that has to make the grueling decision of keeping the lights on in their homes or food in their children's belly.

Proposed Program Description

Family Success Centers are multi-faceted community-based centers that offer families and individuals convenient access to information, support, and resources that help develop and maximize their strengths and potential. UWGUC is requesting the Center be housed in Hamilton School Annex building, located on 1231 Burnet Ave, with use of

the playground, auditorium (on a request and approval based use) , off street parking in the back of the building, and Janitorial services for the Center. United Way of Greater Union County also requests UTBOE to provide ten (10) computer drop lines and three (3) phone lines (Floor plans and location of computer and phone lines detailed in Appendix A) The Hamilton school Annex will be provided free of charge by the Union Township Board of Education to house the Center for Union Township residents. This proposed collaboration between UWGUC and the Township of Union Board of Education will provide a much-needed critical support system to the residents of Township.

The main objective would be to provide the most vulnerable and at-risk families linkages to accessing services; a "One Stop" place in their community "founded" exclusively for the residents, empowering them to address challenges in their lives, while addressing the families' key strengths. The proposed Center in Union Township will provide tailored core services to meet the specific needs of each client. The Center will also provide individual help for families to identify and build on their strengths, as well as assist them in receiving additional but much needed health and human resources. The proposed FSC will bring together services and activities that educate, develop skills and increase the capacity of families to be healthy and involved members of Union Township's dynamic community.

Core Services include the following:

- Access to information for child/maternal/family health through enrollment in NJ Family Care, WIC
- Development of Family Plan
- Economic self-sufficiency through enrollment in Food Stamps, Social Security, EITC
- Informational and Referral services
- Participation in Life Skills
- Housing Services pertaining to Section 8 referrals
- Parent Education that generates interest in joining support groups
- Parent-child activities that are recreational, as well as educational
- Advocacy through information on hospital assistance, mental health information, referral to SPAN (Statewide Parent Advocacy Network), and
- Home Visits

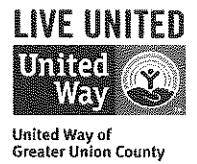
Expanded services include the following:

- Family literacy and educational through tutoring, GED
- Substance abuse treatment through referral of services and support groups
- Mental health services through referral for service
- Domestic violence services through referral and support groups
- Youth development through mentoring support, afterschool activities, gang prevention workshops
- Community development through organized activities
- Respite care through information and referral services, and
- Other services as needed

The proposed center is estimated to assist more than 100 families per year, especially, the most vulnerable and at-risk families in Union Township, to become more self sufficient, self reliant, and to achieve positive outcomes in critical areas of safety, health, education and income.

The proposed Union Township Family Success Center will adhere to UWGUC's Policy and Procedures Manual (Found in Appendix B)

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References

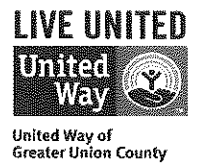
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Appendix B

United Way of Greater Union County Family Success Center



UNION WAY OF GREATER UNION COUNTY FAMILY SUCCESS CENTER

POLICY AND PROCEDURES MANUAL

Vision and Mission

Lead Agency: United Way of Greater Union County (UWGUC)

Vision: The United Way of Greater Union County will be recognized as a pre-eminent community-based leader, partner and investment choice to better the health and human condition of all who live in Greater Union County.

Mission: The Mission of United Way of Greater Union County is to ensure the health and human service needs of the community are identified and addressed in ways that create a better future for the residents of Greater Union County.

Family Success Centers

Mission:

- To create community-based, family-centered, neighborhood gathering places where any community resident can go for family support, information and services.
- To strengthen individual and family functioning and empower people to acquire the knowledge, skills and resources they need to succeed and to provide an optimal environment for their children's development.
- Promote interagency collaboration for the purpose of service integration.

Each center will develop and visibly display a Center mission and vision statement, which has been developed with the input of the Family Advisory Board.

United Way of Greater Union County

33 W. Grand Street
Elizabeth, NJ 07202

(908) 353-7171

Main Contact Person: Charlene Bathelus

Population Served:

All community residents are welcome and can find support, information, and services at the Family Success Center (FSC). The prime focus of the FSC is to provide:

- Primary prevention targeting the general population and offering services and activities before any signs of undesired behaviors may be present; and,
- Secondary prevention directing services to those "at risk" of possibly maltreating or neglecting children.

All services provided will demonstrate an integration of the Family Support Principles and Standards for Prevention. Staff members will all be trained on the Principles and Standards for Prevention, and Centers will integrate Family Support Principles into their practice at each Center.

Family Success Center Services

Family Empowerment Model and Shared Leadership:

It is well recognized that family support holds the promise of obtaining better outcomes for children and families. Carl Dunst, Carol Trivette and Angel Deal, in their 1988 book *Enabling and Empowering Families: Principles and Guidelines for Practice*, contended that enabling and empowering families is not simply a matter of whether needs are met but how they are met.¹

- Research has identified a number of evidence-based and evidence –informed programs and practices that strengthen families and reduce the risk of child abuse and neglect, including:
 - Family-centered interventions
 - Individualized community supports
 - In-home services
 - Family-centered community building
 - Parent education²

Each center will identify and implement processes to be put in place to enable families to assume leadership roles within each Center. One example is that family input will be sought in the development of policies, and approved by the Advisory Board.

¹ Standards for Prevention Programs: Building Success through Family Support, page iv

² Child Welfare Information Gateway http://www.childwelfare.gov/pubs/res_guide_2010/ch_one_evidence.cfm

All staff provides services using the following **Principles of Family Support Practices:**

- Staff and families work together in relationships based on equality and respect.
- Staff enhances families' capacity to support the growth and development of all family members- adults, youth, and children.
- Families are resources to their own members, to other families, to programs and to communities.
- Programs affirm and strengthen families' cultural, racial, and linguistic identities and enhance their ability to function in a multicultural society.
- Programs are embedded in their communities and contribute to the community-building process.
- Programs advocate with families for services for services and systems that are fair, responsive, and accountable to the families served.
- Practitioners work with families to mobilize formal and informal resources to support family development.
- Programs are flexible and continually responsive to emerging family and community issues.
- Principles of family support are modeled in all program activities, including planning, governance, and administration.

Parent/Community Advisory Board:

Each center will have a fully functioning Parent/Community Advisory Board, which will consist of at least 51% parent/community members and be representative of the diversity of the community. There will be an Advisory Board Plan and minutes from meetings of the Board.

Each center will also have a written statement outlining the purpose, role, and scope of the Advisory Board. Supports will be available at the FSC to support parent attendance at meetings (i.e., babysitting or activities for children).

Community Knowledge of, and Access To, Services:

Each FSC has hours of operation at night and on the weekends, and a schedule indicating hours that FSC is open will be posted and included in outreach material. Hours of operation will meet the needs of the community.

There is a person within the FSC designated to greet and orient families. The greeter will be assigned, trained, and available to serve families during all hours of operation.

Each FSC will develop and implement outreach strategies and procedures to support family engagement, including a community outreach plan that includes at least one activity per month. QA calendar of FSC activities will be developed and posted, and used as a part of the outreach activities for the Center. Union County Family Strengthening Network (UCFSN) brochures, pamphlets, and other appropriate outreach materials are used in the outreach activities. Each FSC will also have locally developed outreach material, which includes appropriate language, that reflects diversity of the community, is used in program brochures, newsletters, flyers and other outreach material.

Each FSC will have a warm and welcoming environment. The FSC will be decorated in a warm, family-like way, and have appropriate signage to enhance access and engagement of families. Space should include a welcoming reception area, play area, private space to talk with families, and kitchen and washroom facilities.

Services Provided at FSCs:

Services provided at each FSC emphasize Primary Prevention/Promotion. Each FSC will offer at least 3 programs that address primary prevention/promotion, related to community needs, on a monthly basis. Programs and services offered at the FSC demonstrate cultural competency for the population in Linden and the surrounding area. The FSC has a description of programs and activities with goals and objectives. A monthly calendar of events is developed, available, and used as a part of outreach

Supports will be available at the FSC to support family attendance at services (i.e., babysitting or activities for children).

There are written policies for the operation of the FSC, including a "Rights and Responsibilities" form, and policy for the use of Flex Funds.

Ten core services are provided at a Family Success Center:

1. Information on child, maternal and family health services, including linkage to publicly-funded programs and referrals to local health care services;
2. Development of "Family Success" plans, which address strengths and challenges and goals to address challenges which threaten to undermine family stability;
3. Economic self-sufficiency/employment related services/income security services;
4. Information & referral services;
5. Life skills training (budgeting, nutrition, etc.);

6. Housing-related services;
7. Parent education;
8. Parent-child activities;
9. Advocacy; and
10. Home visiting.

Family Success Center Core Service Definitions:

FSC CORE SERVICE DEFINITIONS	
Core Services	Service Definitions
1. Health Access	<p>Health Access - Linking individuals/families with health services (physical, mental, vision and dental) and providing information on health care issues.</p> <ul style="list-style-type: none"> • Linkage and/or enrollment in affordable health/prescription plans, both private insurance and publicly-funded, such as NJ Family Care • Assisting families in how to access and how to navigate family health service systems including assisting in the completion of paper work, when needed • Providing informational workshops on health issues • Providing screenings for lead, asthma, diabetes, etc. • Sponsoring health fairs • Health services such as, initial screenings to identify developmental delays in children • Providing testing, such as pregnancy tests. • Referrals for issues with substance abuse • Mobile health units/vans
2. Adult Education and Employment	<p>Adult Education/Employment - Assisting individuals/families to find employment as well as linking employers with individuals to fill job vacancies. Helping individuals/families identify educational goals.</p> <ul style="list-style-type: none"> • Job Skills • Language Skills/ESL • Literacy/adult and parent-child • Career Goals/Advancement • Adult Educational Development/Adult Basic Skills/GED/College • Training

	<ul style="list-style-type: none"> • Entrepreneurship
<p>3. Life Skills</p>	<p>3. Life Skills - Providing educational programs, e.g. classes, presentations, or workshops designed to enhance a family's ability to perform a skill, learn a new or different method, and apply their knowledge to improve the quality of life for self, child, or family.</p> <ul style="list-style-type: none"> • Financial Literacy (Budgeting, Savings) • Basic Needs (food, clothing, shelter) • Nutrition • Goal Setting • Positive Communication • Independent Living • Personal Hygiene (clean living habits) • Safe and Healthy Home Environment • Tax Literacy/EITC
<p>4. Housing services</p>	<p>4. Housing Services – Providing access to information about housing resources and technical assistance in navigating housing service systems including: completing applications; looking up housing information; gaining knowledge about owning, renting or leasing; navigating public utility systems or obtaining needed utilities, maintaining property, etc.</p> <ul style="list-style-type: none"> • Shelter • Utilities • Furniture • Housing Stability • Buying a Home/Mortgage Assistance • Tenant Rights • Foreclosures • Homelessness Prevention
<p>5. Parent Education</p>	<p>5. Parent Education – Offering evidenced based, evidenced informed, or evidence emerging evidence programs or connecting individuals/families with services that improve knowledge of parenting and child development. These may take the form of a class, mutual parent support group, mentoring, or one-on-one sessions designed to impart practical knowledge and skills about</p>



	<p>parenting.</p> <ul style="list-style-type: none"> • Confidence in Parenting Skills • Child Development • Interactive Parent-Child Activities • Family Rules & Discipline • Enrichment • Nurturing
<p>6. Social and Emotional Health Competency</p>	<p>6. Social and Emotional Health Competency – Providing services that assist individuals/ families to problem solve effectively, interact well with others, and improve social and family relationships.</p> <ul style="list-style-type: none"> • Mental health services to address level of functioning/coping Skills • On-on one sessions to address personal Skills • Reviewing family’s social support system • Assessing the quality of family well-being • Observing sense of personal responsibility • Educating about relationship skills
<p>7. Community Relationship and Engagement</p>	<p>7. Community Relationship/Engagement – Strengthening, improving, and/or increasing the connection between individuals/families with services and community resources.</p> <ul style="list-style-type: none"> • Outreach (Community/Individual/Family) • Parent/child activities (non-interactive) • Marketing • Legal Services • Immigration and Naturalization Services • Community Safety • Concrete Support for basic needs, i.e. food, clothing, etc. • Community Advocacy - When specific services do not exist in your community, you may be able to work with parents or community leaders to help establish them. (Lobbying and political activity is prohibited)
<p>8. Services for Children and Youth *</p>	<p>8. Services for Children and Youth – Services provided to the children and youth at the FSC or in collaboration with the FSC:</p> <ul style="list-style-type: none"> • Childcare during meetings • Summer youth programs • After school tutoring

- Mentoring with youth

Methods of providing these core services include:

- Family Support – one-on-one sessions with families to discuss, compare, examine, assess or plan for goals and/or behavior change Family Success Plans - A tool used to support families as they set goals, monitor their own progress when completing tasks, and implement behavior change, are developed within one-on-one sessions as needed or requested by the family.
- Family Team meetings – families assemble with center staff, other family members and providers to discuss current status of the family and set goals as needed
- Workshops and family events – workshops are classes or groups of sessions focused on the same subject. They may include a consecutive number of sessions providing education or support to parents, community members, youth, and or children. Family events also focus on specific subjects but may be broad and invite the entire community.
- Advocacy - Assisting families to seek help for themselves; offering visible support by being with the family at a meeting, appointment; or accompanying family on a visit to another service provider when requested to do so by the family.
- Information and Referral – Connecting and linking families to any service or resource as requested by the family.

A plan is completed by each FSC indicating that each of these services is available through either direct provision by FSC staff, co-location of other agency/program staff at the FSC, or formal referral (via MOU) by the FSC. The number of families referred and enrolled each month in these programs will be reported to UWGUC each month through the Business Access (BA) system for those families with Family Success Plans (at a minimum)

Staff works with families to develop advocacy skills as part of each service area

Staffing

Each FSC is staffed by at least two individuals who provide services and supports for residents accessing the FSC, and may also include student interns and/or volunteers.

There are job descriptions and a process for evaluating all staff, and staff supervision will take place at least monthly. There is a staff development plan for each staff member that is completed as part of the staff evaluation and development process.

FSC leadership and staff participate in meetings, conferences and trainings as required by UWGUC and the County.

FSC staff will also participate in each meeting of the Union County Family Strengthening Network, and FSC leadership attends bi-monthly FSC Directors' meetings sponsored by UWGUC.

UWGUC participates in the evaluation of the FSC Director

Cultural Competency

The Union County Family Success Centers will make every attempt to understand and be responsive to the culture, race and ethnicity of the community and population(s) we serve. Cultural competency will ensure an accurate assessment and ongoing family engagement by:

1. Incorporating culturally competent attitudes, services, and supports requires that all Union County FSC staff:
 - Respect the unique culturally defined needs of various populations.
 - Acknowledge culture as a predominant force in shaping behaviors and values.
 - View natural systems (family, community, faith groups, healers, etc.) as mechanisms of support for minority populations.
 - Start with the family, as defined by each culture, as the primary and referred point of intervention.
 - Acknowledge and accept that cultural differences exist and have an impact on service delivery.
 - Recognize that minority populations have to be at least bicultural, and this status creates a unique set of mental health issues to which the system must be equipped to respond.
 - Recognize that concepts like family and community have different meanings for different cultures and even for subgroups within the cultures.
 - Believe that diversity within cultures is as important as diversity between cultures.
 - Function with the awareness that the dignity of the person is not guaranteed unless the dignity of his or her people is preserved. For this reason, the system must incorporate cultural knowledge into practice—and into policy making.
 - Understand that minority families are usually best served by persons who are part of or in tune with their culture.
 - Treat families in the context of their minority status, which creates unique stressors related to self-esteem, identity, isolation, and role assumption.
 - Advocate for effective services on the basis, that the absence of cultural competence anywhere is a threat to competent services everywhere.
 - Respect the family as indispensable to understanding the individual, because the family provides the context within which the person functions and is the primary support network for its members, and
 - Understand when the values of minority groups conflict with the dominant values of the society in which the individual lives.

2. Board members, system partners, the leadership of the FSC's and all staff, will be involved in a learning process regarding the cultural diversity of Union County, either through formalized training or other appropriate means;

3. Families will be asked the culturally diverse services and supports they currently use, and what they would like to see made available for use in their neighborhood or community. This information will be used in the service provision process;
4. Interactions between the FSC staff and families will be conducted in the family's primary language, either by the staff, or through the use of a qualified, adult interpreter: this includes never using a child as an interpreter to communicate with an adult family member;
5. Culturally diverse services, resources, and supports, both formal and informal, will be catalogued and entered.
6. Relevant language regarding accessibility of culturally diverse services and supports, training, etc. will be incorporated into affiliation agreements and memoranda of understanding
7. The quality improvement plan will include a measurement for cultural competency in the areas of care management and community resource development

FSC Intake Process

Each FSC has an established centralized intake system which all families go through once they request our services. The intake is the first step of the relationship between the family and the FSC personnel and is conducted in a respectful and participative manner. Thus, the intake is seen as a process based on the fact that families need time to feel comfortable before sharing private and confidential information. Therefore, the process is on establishing rapport with families, meeting them where they are, rather than counting them as a unit of service.

All staff are try to get as much as information about the family as they are comfortable sharing, instead of focusing only on the presenting problem(s). However, in order to better serve families and to help them achieve their goals all families are helped to provide adequate information regarding their needs, their strengths, challenges. In addition, the intake should reflect on the family as a whole, rather than on the individual who comes to the center seeking services.

The intake process has to be conducted with empathy, unconditional regard to facilitate good rapport with the families.

A good intake is based on strong interviewing skills, awareness of cultural diversity and on the ability to focus on the potential family's concerns while helping that family identify strengths and mobilize their support system.

Family Engagement Process

Intake Procedures

Each FSC takes appropriate steps to respond to family identified needs, including providing information about services available at the FSC and making appropriate referrals to services not available through the FSC. Each family is offered the opportunity to develop a Family Success Plan, which will specify the objectives for achieving their specified goals.

Service Planning and Provision

It is important to note that not all families want or need a Family Success Plan. The decision on establishing a plan is based on several points, such as the nature of the challenges, the willingness of the family to structure the relationships with the center, and the frequency of utilization of Family Success Center services. It is not necessary to have a FSC plan with an individual unless that individual requests it. In such cases, the plan has to be an individualized one focusing on individual goals and objectives. Plans are developed in meaningful partnership with families

The Family Success Plan is an important tool that can be used by the FSC to help families to identify their strengths, challenges and goals. The Plan is also an educational tool that allows families to understand the nature of their challenges and to set up their own intervention plan in collaboration with the family worker. The plan needs to be revised every 3 months with the family to track progress or to make readjustment based on the family's strengths, needs or challenges.

Staff are trained and supported in Plan development.

Each FSC has an appropriate range and scope of services, supports and activities available at the FSC

The following services are available at the FSC:

- Child, maternal, and family health service information
- Supports for economic self-sufficiency
- Information and referral services (required)
- Life skills training (required, as a part of primary prevention)
- Housing-related services
- Parent education services (required, as a part of primary prevention)
- Parent-child activities (required)

Please see the sample format for Family Success Plans and reviews that follow these policies.

Confidentiality

The FSCs adhere to and respect the rights to confidentiality of all the families served by the program. FSC's will maintain the privacy and integrity of families receiving services. There is private space available within the FSC for the development of Family Success Plans, family meetings, etc. All families sign appropriate release forms for the sharing of information

Records are retained in accordance with all county, state, and federal laws and regulations. Following are procedures for the development and retention of all case records at the Family Success Center:

1. A hard copy of records should be kept on the premises of each partner agency in locked file cabinets.
2. Client records must not be left unattended and/or in the open on desks or other spaces.
3. All confidential information, and any document that contains a client's name, must be shredded prior to disposal. At the end of each workday, all confidential papers will be deposited in the designated container for the purpose of being shredded.
4. Confidential documents contain general information not available to the public, or are documentation in which specific client information is cited or has not been removed. In cases of doubt, documents should be deemed confidential.
5. A Release of Information form must include date, signatures and to whom the information can be released. Release of information forms must have an expiration date and must be renewed with the client/family every 90 days, allowing program staff to release or obtain information pertaining to the client.
6. Families will be informed of the limits and potential limits of confidentiality during orientation, reinforced during intake/assessment and as needed. Limits where confidentiality might be breached include:
 - The client is believed to be a danger to him/herself, (i.e., the client's mental state is such that he/she might deliberately or accidentally cause harm to him/herself).
 - The client is believed to be a danger to others; e.g., the client has made a direct threat to harm someone else and there is reasonable possibility that the client will carry out the threat.
 - The FSC staff person knows or believes that child abuse has occurred. (See Coordination with DYFS Policy)
7. FSC's will follow all federal and state guidelines pertaining to release of information to the criminal justice system.
8. Information mandated by law to local and/or state Health Department.

Families should be able to access their records, at no cost.

Program Evaluation

To monitor the program, several tools can be used, depending on the nature of the program component. In addition to the FS Plan, options include Pre and Post Test for the Strengthening Family Program/other programs, Client Satisfaction Surveys, FS Plans and reviews, Success Stories from families, Parent Advisory Board minutes, etc. Each FSC will complete a Logic Model for their services, and also determine a method for evaluating success and consumer satisfaction.

Performance Outcomes:

Outcome	Indicator	Measurement
70% of families improve their ability to provide for their children as evidenced in successful linkages to formal and informal supports.	Families requesting information and referrals are connected (enrolled, obtained and/or received) to supportive services.	<ul style="list-style-type: none"> • Dated logs which detail family request and service provided • Follow up notes in the family's file indicating: <ul style="list-style-type: none"> • FSC was able to determine that family received and was satisfied with the services. • Family did not receive services and FSC provided additional support or alternate referral. • Family was enrolled in workshop or program to meet their needs. • Family's self report is documented in file or folder.
70% of families are strengthened as evidenced in their ability to reach goals on their family success plan.	<p>Family plans document families having reached their goal(s).</p> <p>Families use new skills learned at FSC to address challenges, e.g., speak English after ESL, use a budget after financial literacy or budgeting classes,</p>	<ul style="list-style-type: none"> • Family plan lists family's goal(s), date set, sequence of actions to be taken, completed actions, and date reached. • FSC worker observes family using newly learned skill. • FSC worker documents behavior change in one-on-one session.

	families indicate less stress disciplining child, etc.	
Parent Community Advisory Boards (PCAB) operates with 70% of parent involvement as evidenced in parent and community members taking on leadership roles.	Parents are involved in various roles in the center.	<ul style="list-style-type: none"> • Activities planned and implemented reflect parent involvement in leadership roles. • Minutes from PCAB reflect input of parents and community residents.

Information will be reported monthly to UWGUC through the BA system, including family success stories. Quarterly financial reporting to UWGUC will be done, and the purpose and amount of Flex funds used each month will be reported to UWGUC.

The FSC will comply with the guidelines, timelines, terms/conditions of the Family Success Center RFP and with all other applicable requirements. Renewal packages for the funding of the FSC will be prepared and submitted to UWGUC on a timely basis. Each FSC will collect and use family feedback to improve the FSC, through the development of annual Performance Improvement Plans. The FSC works with the Advisory Board to incorporate family feedback into the annual Plan

Other potential areas for the P&P Manual:

- *Documentation*
- *Flex funds: eligibility and accessing*
- *Incident reporting*

33 West Grand Street
Elizabeth NJ, 07202
Phone 908-353-7171
Fax 908-353-6310
www.uwguc.org

LIVE UNITED



United Way of
Greater Union County

FAMILY SUCCESS PLAN

FAMILY:

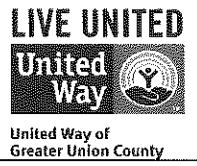
PRESENTING CONCERNS:

STRENGTHS:

CHALLENGES:

GOALS	SERVICES NEEDED	SERVICE STRATEGY	EXPECTED COMPLETION DATE

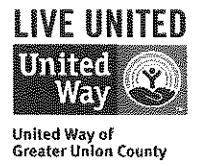
33 West Grand Street
Elizabeth NJ, 07202
Phone 908-353-7171
Fax 908-353-6310
www.uwguc.org



Signature of Family: _____ Date: _____

Signature of FSC Staff: _____ Date: _____

33 West Grand Street
Elizabeth NJ, 07202
Phone 908-353-7171
Fax 908-353-6310
www.uwguc.org



FAMILY SUCCESS PLAN REVIEW

Family: _____

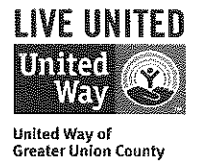
I- Services utilized

II- Objectives achieved

III- Remaining concerns

IV- Services recommended:

33 West Grand Street
Elizabeth NJ, 07202
Phone 908-353-7171
Fax 908-353-6310
www.uwguc.org



Signature of Family: _____

Date: _____

Signature of FSC Staff: _____

Date: _____

**Memorandum of Understanding
Between
United Way of Greater Union County
&
Union Township Community Action Organization, Inc.
&
Union Township
&
Union Board of Education**

THIS MEMORANDUM OF UNDERSTANDING herein referred to as the "Agreement" describes the understanding between the United Way of Greater Union County, 33 West Grand Street, Elizabeth, NJ 07202, herein referred to as "UWGUC", Union Township Community Action Organization, Inc. at 2410 Springfield Avenue, Vauxhall, NJ herein referred to as the "UTCAO", Union Township Board of Education, herein referred to as "UTBOE" and Union Township as it relates to the operating of a Family Success Center (FSC). This Agreement serves to set forth the roles and responsibilities of each party, as well as the procedures for payment by United Way of Greater Union County (UWGUC) for UTCAO to establish and operate the Union Township FSC to be located with in Hamilton School Annex, 1231 Burnet Avenue, Union, New Jersey 07083.

SECTION I. PURPOSE OF THE AGREEMENT

It is the intent of the UWGUC, the UTCAO, the UTBOE and Union Township to enter into a partnership for the operation of the FSC. The FSC space, Hamilton School Annex, 1231 Burnet Avenue, Union, New Jersey will be provided by UTBOE to UWGUC in-kind, supporting the operation of the FSC. UWGUC and UTCAO will manage the Family Success Center ("the Center") as defined below. The UWGUC and the UTCAO will partner in making the FSC a "One Stop" center that will provide wrap-around resources and supports for families before they find themselves in crisis.

The yearly budget for the sub-contract is attached in the MOU as Appendix A.

The MOU will be renewed annually between UWGUC, UTCAO, UTBOE, and Union Township.

SECTION II. OPERATIONS OF THE CENTER

The Center will become an essential partner in a unified system of family strengthening services led by the UTCAO and supported by the UWGUC. It is anticipated that the Center will serve at least **100** Families per year and will be a place for community residents to access family support, information and services that educate, develop skills and increase the capacity of families to be healthy and involved members of the community.

The following is a list of the core services intended to be provided by the Center over time and will be developed, altered, enhanced or amended as the needs of the Union community are determined:

- Adhere to the core values and relevant principles of the NJ Department of Children and Families and conceptual Standards for Family Success Centers (Found in Appendix B.)
- Offer primary and secondary child abuse prevention services to families and bring together concerned residents, leaders, and community agencies;
- Participate in the meetings related to the Union County Family Strengthening Network, as scheduled and chaired by UWGUC, and facilitate effective communication among partners;
- Address identified organizational and systemic barriers that impede effective service delivery for families;
- Utilize the designated case management system—Community Tech Knowledge (CTK)-for case/statistical reporting;
- Share information, communicate, cooperate, collaborate with all other network members;
- Add and maintain correct agency information on the NJ 211 system;
- Utilize an FSC brand logo developed by UTCAO and UWGUC and display prominently at the Center;
- Utilize a combined FSC and UWGUC logo stationary that contains an acknowledging statement of the partnership between UTCAO and UWGUC;
- Share client success stories and other information with UTCAO and UWGUC Marketing Departments;
- Participate in cross-training of staff about services available to meet identified needs of residents of Union Township; and,
- Identify gaps in resources and support in Union County in order to target grant funds for local capacity building for relevant services.
- Provide access to information on child, maternal, and family health services, including linkage to publicly-funded health insurance programs and referrals to local health care services; healthcare information through enrollment in NJ Family Care, Supplemental Nutrition Program for Women, Infants & Children (WIC), Statewide Parent Advocacy Network (SPAN) or other related entities and distribution of information on hospital assistance, mental health assistance;
- Develop and implement “Family Success” plans, which identify strengths and goals to address challenges which threaten to undermine family stability;
- Disseminate information on economic self-sufficiency/employment related services/income security services; family economic sufficiency information, referral services and direction for enrollment in programs such as Food Stamps, Social Security, Earned Income Tax Credit (EITC), life skill development programs and services;
- Serve as a source for Information and Referral linkages;
- Assist in Life Skills training (such as budgeting and proper nutrition);
- Adhere and demonstrate fidelity to the program model prescribed by the Department of Children and Families (DCF)
- Integrate the New Jersey Standards for Prevention Programs: Building Success through Family Support principles including the Protective Factors element into the service operations.
- Disseminate housing related services information from the Township, County and State;

- Disseminate Parent Education; Childcare and Aftercare program information within the area;
- Disseminate youth development and mentoring programs information;
- Provide family literacy and education information;
- Provide assistance with development of computer skills and resume construction;
- Support and disseminate local Group Services information;
- Disseminate Referral Services and information to off-site public and private resources;
- Disseminate parent-child recreational and educational activities and events;
- Provide advocacy, and related support for residents;
- Provide engagement activities for families/residents consistent with the model of engagement approved by the Division of Prevention and Community Partnerships;
- Participate in the Strengthening Families Event, an annual event conducted in April of each year to support Strengthening Families month

Parent Advisory Committee (PAC)

UTCAO will be responsible for establishing and maintaining a Union FSC Parent Advisory Committee (PAC). At least 51% the Center's PAC will be parents residing in the community served. Purpose of the PAC will be to assist in developing critical input on services, needs, preferences for the Center, as well as, issues relating to access/utilization of services and resource development at the Center.

Measurement and Outcomes

The requirements for measurements and outcomes will be consistent with those determined by the NJ DCF for all Family Success Centers, as well those determined for the Union County Family Strengthening Network by UWGUC in conjunction with the UTCAO. Programmatic reports are due monthly (on the 15th of the month for the preceding month) to be reported in CTK (the data management tool) and quarterly reports (on December 15, March 15, June 15 and September 15). All data is required to be entered and kept up to date on the CTK data system. Expected Levels of Service (LOS) and Performance Goals are Attachment B of this MOU.

SECTION III. RESPONSIBILITIES OF UTCAO

- UTCAO will be responsible for managing the Center on the established days and hours of operation as specified on the attached Listing of Hours of Operation;
- UTCAO will be responsible for hiring the Director of the Family Success Center (the Director) at the salary identified in the Budget (Appendix C.) And further warrants that this person will have the background, knowledge and experience to manage the Center. It is understood that the Director will be head-quartered at Hamilton School Annex, 1231 Burnet Avenue, Union, NJ, and the seat of Union Townships' FSC.
- The Director will be responsible for managing the operations of the Center and, among other things, will be responsible for hiring and supervising personnel, working with UWGUC representatives, Union Township and Union County community leaders and residents in establishing a PAC; establishing the initial and on-going services to be provided by the Center; establishing an operating plan and timeline of the initial and on-going services to be offered by

the Center; updating the operating plan on a periodic basis, establishing and maintaining the budget of the Center, generating reports to be submitted to the UTCAO's Board of Directors, UWGUC as to the operations, activities and financial condition of the Center;

- It is understood that personnel hired by UTCAO for the Center will be employees of the UTCAO and will be subject to the pre-employment hiring requirements and other policies and procedures as established by the UTCAO including having reference and background checks completed;
- UTCAO will maintain the physical condition and cleanliness of the interior of the Center;
- UTCAO will be responsible for ordering all supplies and materials and costs for promoting and operating the Center;
- UTCAO commits to operating the Center on a best efforts basis and further commits to do whatever is necessary within reason to make the Center a success within the budgeted amount provided through the Union County Board of Chosen Freeholders Focus on Families Initiative
- UTCAO commits that all expenditures approved and paid for the Center will be in accordance with the budget categories attached and will be supported by proper invoices and documentation;

SECTION IV. RESPONSIBILITIES OF UWGUC

In its role of facilitator and coordinator, UWGUC will:

- Establish a community resource network of formal and informal resources and services across all life domains that will be available to the Center;
- Raise awareness, promote and help coordinate services;
- Facilitate communication with partners on family strengthening issues and strategies;
- Promote and educate the Center leadership and staff members the family success framework;
- Convene the leadership/staff of each Family Success Center for learning, sharing of resources, experiences and mutual support;
- Provide data management/data input training and ensure data quality through administrative oversight functions;
- In conjunction with the UTCAO, UWGUC's Marketing and Communications Department will assist in determining the "branding" of the Center; actively provide marketing and website development assistance; assist with press release, outreach to multiple media markets;
- Report on program outcomes and accomplishments; assure service and data quality through tracking outcomes at individual client and aggregate program/community level;
- Provide technical assistance as and when needed on data support, Center core and expanded services;
- Provide training opportunities to leadership/staff on NJ Standards of Prevention.
- UWGUC commits to provide \$108,000 (excluding \$15,000 UWGUC administrative support and \$11,000 for Consulting and Training services. Following year one \$11,000 will return to the agency's direct service dollars) UTCAO that has been granted by the Union County

Board of Chosen Freeholders Focus on Families Initiative to UWGUC for the purpose of operating the Center. UWGUC further agrees to remit such funds to UTCAO in the following manner: *1/12th of \$82,000 or \$6,833 shall be paid one month prior to the full opening of the Family Success Center*

- UWGUC shall be responsible for providing or installing, or causing to be provided or installed, all improvements to the FSC that will be necessary to operate the Center including, but not limited to, all structural repairs, electrical, plumbing, HVAC, security system, painting, carpeting, partitioning, running of IT lines, installation of five (5) phone lines, installation of cable connection and signage expenditures;
- UWGUC will be responsible for obtaining or causing to be obtained any municipal approvals, licenses, etc. necessary to open, operate or improve the Center including a Certificate of Occupancy, if so required.

SECTION V. RESPONSIBILITIES OF UNION TOWNSHIP BOARD OF EDUCATION

- UTBOE will maintain property, casualty, flood and general liability insurance on 1231 Burnet Ave, Union, NJ. in amounts sufficient to cover the property and its contents and cause to have the UWGUC and the Union Township Board of Education added as an additionally named insured for purposes of operating the Center;
- Union Board of Education commits to providing Janitorial services
- Union Board of Education commits to providing the FSC space at Hamilton School Annex, 1231 Burnet Avenue. (two classrooms, an office, and bathroom on the main level) in-kind for the operations of the FSC;
- Use of off street parking in the back of the building
- Use of the auditorium (based on prior request and approval)
- Use of playground
- Union Township Board of Education commits to the installation of three (3) phone lines and ten (10) computer drop lines
- Union Township Board of Education will maintain the physical condition and cleanliness of the interior of the center along with being responsible for snow removal and ground keeping

SECTION VI. RESPONSIBILITIES OF UNION TOWNSHIP

- Union Township in partnership with UWGUC, UTBOE and UTCAO will be responsible for promoting the FSC to the Union Township community;
- Union Township commits to providing some structural repair expenditures for the build out of the Center.

Confidential Information

During the term of this agreement and thereafter, UTCAO and UWGUC agree to ensure that all staff involved with the treatment of children and families referred for services, hold confidential information in the strictest confidence and in accordance with State and Federal laws and regulations. UTCAO is responsible for remaining at all times compliant with Protected Health Information (PHI) requirements, as defined and regulated by the Health Insurance Portability and Accountability Act of 1996 (HIPPA), and the regulations adopted there under by the Secretary of the United States Department of Health and Human Services.

"Confidential Information" shall include, but not limited to, all information and records, whether oral, written or electronic, or disclosed prior to or subsequent to the extension of this Agreement, regarding the following: children, family members, guardians, individual names or listings of names or addresses of present or former children and families by UTCAO past and present financial, social, medical, psychological and educational information about the family, identification of services that UTCAO is providing to specific children and their families. It is understood that confidential information about the children and their families written in any report or publication by or for the Agency and not approved for public release must be kept confidential. UWGUC and UTCAO will ensure that all Consents/Release of Information Forms are properly documented and signed by parents/guardians and staff and are HIPPA compliant.

Indemnification of Parties

UWGUC agrees to hold harmless UTCAO, Union Township, and UTBOE, its partners, trustees, directors, officers, employees, and agents from and against any and all claims, losses, suits or liabilities, (including reasonable attorney's fees), of any nature, which may be asserted against them by third parties in connections with performance of UTCAO, Union Township, and UTBOE, its partners, directors, officers, employees or agents under this Agreement. UTCAO, Union Township, and UTBOE agrees to hold harmless UWGUC, its partners, trustees, directors, officers, employees, and agents from and against any and all claims, losses, suits or liabilities, (including reasonable attorney's fees), or any nature, which may be asserted against them by third parties in connections with performance of UWGUC, its partners, directors, officers, employees or agents under this Agreement.

Amendment

This Agreement and its attachments may not be amended or modified in any of their provisions except by a subsequent written agreement executed by duly authorized representatives of UTCAO, UWGUC, Union Township, and UTBOE.

Assignment

Except as otherwise provided in this Agreement, the parties hereto may not assign their rights, duties, or obligations under this Agreement, either in whole or in part, without receiving prior written consent of the other party. Any assignment made without consent of the other party shall be void and the non-assigning party shall not recognize any such assignment.

Complete Agreement

This agreement, including all Exhibits attached hereto, contained a full and complete expression of the rights and obligations of the parties and shall supersede all other agreements, written or oral, heretofore made by the parties.

Independent Parties

None of the provisions of the Agreement is intended to create nor shall be deemed or construed to create any relationship parties hereto other than that of independent entities contracting with each other solely for the purpose of effecting the provisions of this Agreement. Neither of the parties hereto, nor any of their respective officers, directors, or employees, shall be construed to be the agent, employee, or the representative of the other.

LAD Requirements

The parties to this Agreement do hereby agree that the provisions of N.J.S.A. 10:2-1 through 10:5-1 dealing with discrimination in employment in public Agreements, and the rules and regulations promulgated pursuant thereunto, as the same may be amended or modified, are hereby made a part of this Agreement and are binding upon them.

Notice

Notices, copies of notices, or other communications required or permitted hereunder shall be written and personally delivered or sent by certified mail, return receipt requested, postage prepaid, or by telecopy accompanied by simultaneous mailing by first-class mail, addressed to the parties at their registered addresses as stated in this Paragraph or to such other addresses as any party may specify in writing. Except as otherwise provided herein, all notices shall be effective as of the date of delivery of personal notice or on three days after deposit of such notice in the United States mail, whichever is applicable.

Venue/Governing Law

This Agreement shall be deemed to have been executed in the State of New Jersey, and shall be governed by and construed in accordance with the laws of the State of New Jersey without giving effect to the principles of conflict of laws. The parties further agree that any and all claims arising under this Agreement, or related thereto, shall be heard and determined either in the courts of the United States with the venue in New Jersey, or in the courts of the State of New Jersey.

SECTION VII. UNDERSTANDING BY ALL PARTIES TO THIS AGREEMENT

- Notwithstanding the conditions for termination stipulated in Section VI. below, it is understood by all parties - the UTCAO, UWGUC, UTBOE and the Township of Union, that the term of the Agreement to operate the Center at Hamilton School, 1231 Burnet Avenue will continue for so long as the lease agreement is in effect between UWGUC, UTCAO, Union Township and UTBOE or other arrangements have been made to move the location of the Center that are acceptable to both the UTCAO and UWGUC;
- Notwithstanding the conditions for termination stipulated in Section VI. Below, it is understood by the UTCAO, UWGUC, UTBOE and the Township of Union that this Agreement to manage the Center will remain in effect for so long as annual funding in the amount of no less than \$108,000 shall be granted to UWGUC by the Union County Board of Chosen Freeholders Focus on Families Initiative. If, for whatever reason, the Union County Board of Chosen Freeholders Focus on Families Initiative no longer agrees to provide annual grant funding to the UWGUC in the amount of no less than \$108,000, and for the purpose of operating the Center, the UWGUC agrees to immediately inform UTCAO, UTBOE and Township of Union; and UTCAO and the UTCAO's responsibilities under this Agreement will cease unless some other acceptable means of funding the Center has been determined and is acceptable to both parties;
- Unless caused by willful misconduct or gross negligence, each party to this Agreement shall indemnify the other from and against all claims, actions, litigation, damages, liability and expense in connection with the operating of the Center.

Financial Reports

Quarterly financial reports must be received and approved by the following dates:

Report due Date

15th of Month for the Proceeding Month

Quarter/Period Ending

Dec 15th, March 15th, June 15th, Sept 15th

All Flex Fund expenditures (if additional flex funds monies are provided to UTCAO) must be made in accordance with the Flex Fund Policy of UWGUC and the UTCAO.

SECTION VIII. CONDITIONS FOR TERMINATION

Except as otherwise provided herein, this Agreement shall continue unless cancelled by either parties by ninety (90) days written notice to the other party.

By signing below the representatives executing this Agreement acknowledge that each has the authority to enter into the Agreement and further agrees that this defines the full terms of the Agreement for the operating the Center.

All correspondence concerning this Agreement shall be addressed to the individuals listed below.

Signature

United Way of Greater Union County
33 West Grand St.
Elizabeth, NJ 07202-1499

Signature

Union Township Community Action Organization,
Inc.
240 Springfield Avenue
Vauxhall, NJ 07088

Signature

The Township of Union
1976 Morris Avenue
Union, NJ 07083

Signature

The Union Board of Education
369 Morris Avenue
Union, NJ 07083

DRAFT