

# Policies and Procedures

2013



**EFAN**

Edmonton and area  
Fetal Alcohol Network



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Fetal Alcohol Network

**EFAN**

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## GLOSSARY OF TERMS

1. **Active Membership:** Individuals and agency staff, who are in good standing with the annual membership fee (\$25/individual, agency program or service department) and attend 75% of the meetings left within the membership year.
2. **Consensus:** 50% + 1 of the Active Membership
3. **EFAN:** Edmonton and area Fetal Alcohol Network
4. **FASD:** Fetal Alcohol Spectrum Disorder
5. **FASD-CMC:** The Fetal Alcohol Spectrum Disorder Cross-Ministry Committee
6. **FASD Service Network Program:** Provincial initiative that consists of 12 Networks across the province (the Edmonton and area Fetal Alcohol Network being one) who are tasked to improve supports and services to address the impact of FASD on individuals, families and communities. The Networks are community-based partnerships that receive and distribute funding in compliance with the Program Guidelines.
7. **FASD Service Network Program Funds:** Funds received through the Alberta FASD Service Network Program whereby the Network distributes and monitors.
8. **Funded Agency:** Any agency that receives funds directly from the Network through the FASD Service Network Program.
9. **Network Banker:** The Network Banker is a community partner who has the capacity and competency to receive, hold and disburse FASD Program Network funds, Network operational funds and other funding sources as directed by the Network and the Leadership Team.
10. **Network Coordinator:** Network operational staff that is accountable to the Network and Leadership Team for implementing Network operational priorities.
11. **Non-Voting Members:** Representatives that are active members who are not identified to have voting rights.
12. **Operational Funds:** Funds used to support Network activities that do not include the FASD Service Network Program funds (includes membership fees).
13. **Proposal Review Committee:** The proposal review committee is an ad-hoc group comprised of three Network members who do not have a conflict of interest with the particular Request For Proposals to be processed. The Proposal Review Committee makes funding decisions on behalf of the Network based upon the evaluation worksheets completed for each RFP submitted.
14. **Quorum:** 2/3 of the Active Membership must be available to hold the vote.
15. **Supports and Services Team:** Comprised of the Co-chairs of the Network, Co-chairs of each Working Group and representative from each FASD Service Network Program funded agency. The Supports and Services Team is a governing body that represents and directs the Edmonton and area Fetal Alcohol Network activities as they relate to the Alberta FASD Service Network Program.
16. **Voting Members:** Representatives chosen by an agency program, service department (as defined by a specialized division of a large organization), or an individual who are active members (each agency program and service department receives only one vote).

## TERMS OF REFERENCE

**MISSION:** The Edmonton and area Fetal Alcohol Network (EFAN) works to enhance the capacity of our community to prevent Fetal Alcohol Spectrum Disorder (FASD) and support those impacted by FASD through coordinated planning, collaboration, education, service delivery and advocacy.

**GOALS:**

Encourage the development of a wide range of community information and resources related to FASD.

Encourage the participation of the community and organizations in order to expand and strengthen the membership of the Network.

Build sustainability through ongoing funding, a strong and effective membership and operational and financial accountability.

Promote community connections and collaborations between organizations and community members municipally, provincially, nationally and internationally.

Coordinate the efforts of the Working Groups by providing feedback, support and guidance in the development of their yearly strategic plans and establish appropriate linkages among the Working Groups.

Identify service and support related strengths and gaps within the region and use that information in decision making related to delivery of service, development and integration of services, allocation of funding resources.

Provide feedback and input to the region, FASD Cross Ministry Committee and Alberta FASD Service Network Program regarding regional issues as required.

Advocate for the creation or enhancement of supports for the effective prevention and management of FASD.

The Network operates according to the following values:

**COLLABORATION:** The Network provides a forum for agencies and members to work together in an intersection of common objectives as defined by the membership. The collaborative relationships between Network members allow for the accomplishment and revision of the objectives and mission stated in the Terms of Reference.

**RESPONSIVENESS:** The Network membership, inspired by the unique needs within the community, aims to provide lifelong, strength-based supports and services to individuals and families impacted by FASD and inspired by the unique needs within the community.

**DIVERSITY:** The Network promotes culturally sensitive services.

**ACCOUNTABILITY:** The Network operates with a maximum level of responsibility and transparency for its actions, decisions, and policies that include administration, governance and the implementation of service delivery.

**Working Groups:**

**Child & Youth  
Adults with FASD  
Prevention**

Each Working Group will define in writing the roles and responsibilities of that group. This will be attached as an appendix of the Terms of Reference document.

**Leadership:**

The Network and each Working Group have two Co-chairs that serve two-year terms (staggered so that only one term expires each year). Terms will expire in January (whereby nominations will be received from the membership and voted upon). Resignation from a co-chair prior to the end of the term must be in writing and allow for one months notice.

**Membership:**

All agencies and community members who have an interest in Fetal Alcohol Spectrum Disorder and its related issues. Members will agree to follow the Network’s ‘Policies and Procedures’ and will receive an orientation package upon receipt of the membership fee.

**Meetings:**

Meetings will be held the first Tuesday of each month, 9am – 12pm. The Network meeting and Working Group break out session will occur at each meeting. The Network Coordinator or designate will send out the meeting agenda one week prior to the Network meeting. The strategic planning session will occur annually.

**Voting:**

Where possible decisions will be made by consensus (quorum required). Active members will hold voting rights only. Each agency/department/or individual will be entitled to one vote. It will be up to the discretion of the agency to choose who will represent the voting member and identify to the Network Co-chairs. Decisions that require voting will be made public two weeks in advance via the agenda (if possible). In the event advance notice cannot be provided, in the interest of time, the Network Co-chairs may choose to hold a vote through alternative means (i.e., phone contact, email, etc.). It will be the responsibility of the voting member to at all times make every effort to cast a vote. If a voting member is not available a proxy vote can be cast by: someone else from the representative agency or a proxy vote communicated to the Network Co-chairs. In the event that an individual member/agency is involved in the ultimate decision they will be asked to abstain from voting. If quorum cannot be achieved the Network Co-chairs may choose to hold a vote at the Supports & Services Team, where quorum will still apply. If there is strong disagreement to a decision the disagreeing Network member may apply the Dispute Resolution Policy.

**Operating Finances:**

The Network must approve all financial transactions. Financial statements will be provided on a quarterly basis and updates supplied monthly.

**Amendments:**

The Terms of Reference or policies may be altered or added to by a Special Resolution at any monthly meeting. The meeting agenda must include details of the proposed resolution and the Network will vote on the proposed revisions. Yearly, a formal review of both will be held one month prior to the Strategic Planning Session.

**AGENCY:**

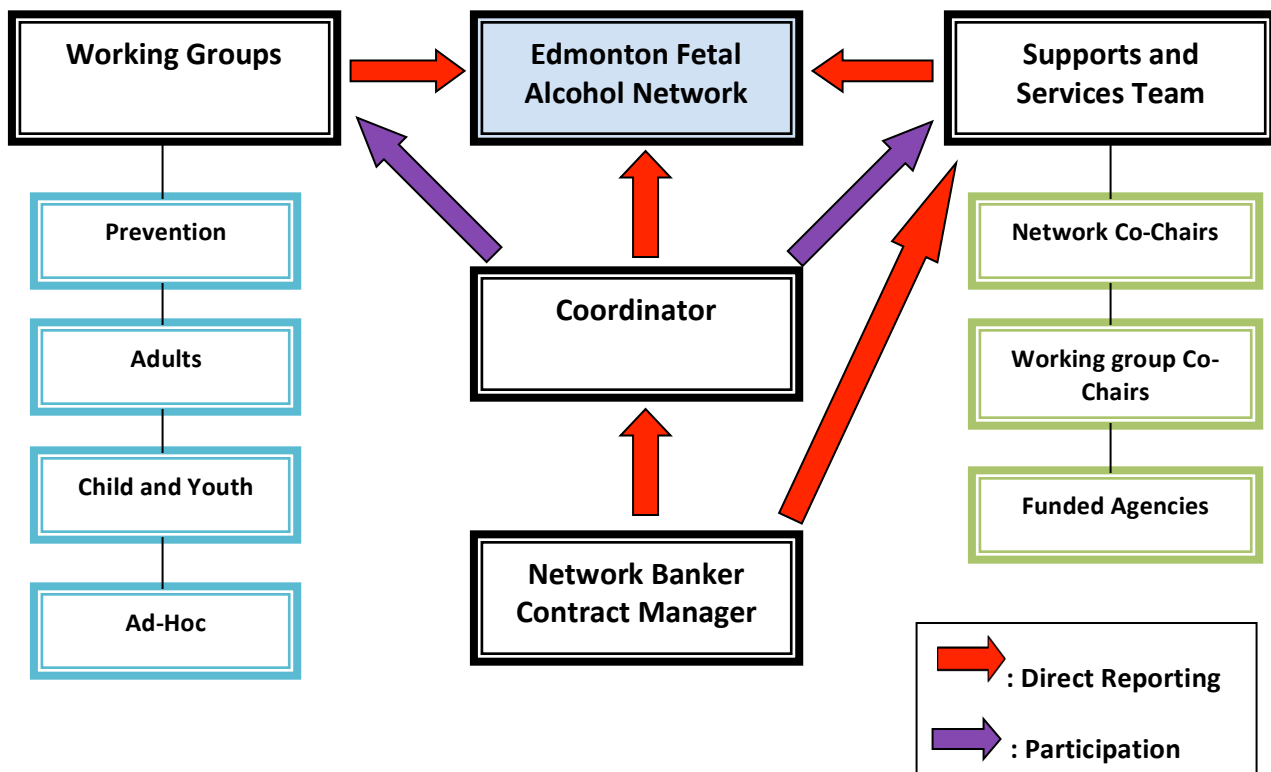
**NAME:**

**SIGNATURE**

## STATEMENT OF GOVERNANCE

**GOVERNANCE:** Ownership of the Edmonton and area Fetal Alcohol Network belongs to the membership. Members will delegate when necessary to Working Groups, ad hoc committees and individual persons to complete specific tasks. Members will retain a governance output versus a management role with each other. Conceptual long-term perspectives for the Network will be the primary objective, versus individual gain. Monitoring reviews of effectiveness will be measured yearly against specific and observable outcomes as determined in the yearly strategic plan. An external review of effectiveness may also be considered.

The EFAN Governance Model is illustrated below:



## **MEMBERSHIP POLICY**

The Network is an inclusive, growing, coordinated, community based entity endeavoring to support all interests in FASD.

### **1. Membership in the Network will be open to all interested community members or agencies that have an interest in Fetal Alcohol Spectrum Disorder.**

- Open invitations will be extended to any persons or agency that has an interest in participating on the Network.
- Prospective membership will be identified throughout the year (as a standing agenda item), and formally at the yearly strategic planning session.
- Working Groups will identify prospective members and distribute Network invitations as required.
- Reporting on how interested stakeholders were identified and contacted will be submitted in the Annual report to FASD-CMC.

### **2. Prospective Members will receive an Orientation package.**

- The orientation package will include a historical summary of the Network, the Network Policies and Procedures, membership contact information and annual strategic plan.
- Prospective members will have an opportunity to partake in a Network meeting and observe the proceedings.
- A Co-chair of the Network or a designated other will orient the prospective member to the Network operations.
- The prospective member will be added to the group email list and receive Network updates, meeting dates, agendas and minutes.
- Prospective members will become Active Members upon signing of the orientation package and upon receipt of the annual membership fee.

### **3. Active Membership will pay an annual fee.**

- Upon a prospective member becoming permanent member an annual fee of \$25.00 will be required.
- The \$25.00 fee will be collected regardless of the time of year an Active Member joins the Network. Fees are due January of each year.
- The Network Coordinator or designate will collect the fee and provide a receipt to the individual.
- This fee will be collected to subsidize the administrative costs of the Network including but not limited to, photocopying, meeting supplies, renting space, printing costs, etc. and is not part of or related to the FASD Service Network Program or Network Program funds.

### **4. Members will at all times represent the larger interest of the Network.**

- The membership will represent the Networks core values, goals and mission at all times, versus their individual interests.

### **5. Network members will abstain from participating in Network decisions if there is a conflict of interest.**

- FASD Service Network Program funded agencies, those being considered for funding, any staff member employed by or in any way accountable to a funded Network member and Human Services employees will abstain from directly

participating in FASD Service Network Program funding decisions and in the oversight of written agreements.

**6. The Network will support formal Working Groups.**

- The intent of the Working Groups is to address and complete project based efforts in regards to special interest areas of the Network.
- At any time, ad hoc groups may be created for a period of time to complete a specific task. These may include but are not limited to the following; the creation of the annual business plan, RFP evaluation working group, Network evaluation working group, research support, etc.
- Ad hoc members may be asked by the Co-chairs of the Network to assist or volunteer their time.
- The Network's intent with the Working Groups is to support, manage and provide feedback to the groups.

**7. Co-chairs will be nominated and elected to lead the Network and the Working Groups.**

- Co-chair terms will be staggered and last for a maximum of two-years.
- In the event a Co-chair term ends prior to this term the Succession Plan Policy will be enacted.
- The sitting Co-chair reserves the right to designate an acting Co-chair until such time as the position is filled.

**8. All governing policies will be reviewed at yearly minimum basis.**

- All policies and procedures, structural and governance documents will be reviewed by the Network yearly.
- Decisions made to change documents will require a consensus from the Network.
- Any member can suggest additions or revisions to the policies, procedures and other Network documents, which will be reviewed and considered at the monthly Network meetings.



## **FINANCIAL POLICY**

The Network shall at all times strive to provide a transparent, fairly governed model of fiscal responsibility.

**1. The Network shall identify a Network Banker to handle all financial transactions for the Network.**

- The Banker must be a legal entity.
- The Banker must identify a contact person who is responsible for quarterly financial statements to the Network.
- The Banker's representative is to have no direct conflict of interest with program management or program administration of funds.
- The Network will determine yearly the administration fee available to the Banker for services rendered.
- The Banker will exempt themselves from the Network's decisions regarding current or forecasted spending except to monitor available or accessible fund amounts.
- The Network Banker and Network Contract Manager (on behalf of the Network), will sign a yearly 'Banker Agreement' which stipulates the services provided, payments, record keeping, and term/termination.
- The Network will hold an Expression of Interest for the role of Network Banker every 3 years.

**2. All FASD Service Network Program funds will be distributed via the Network Banker to Funded Agencies.**

- The Network Coordinator will remain the contact between the Network Banker, Funded Agencies and Supports & Services Team.
- Funded Agencies must be legal entities with non-profit or society status.
- Each agency will receive program funds based upon approved Schedule B's submitted.
- The Network Banker will distribute funds as stipulated in yearly the Service Level Agreement.
- Funded agencies and the Network Contract Manager (on behalf of the Network) will sign a yearly Service Level Agreement.
- The Network Banker will produce a bi-annual financial report on behalf of the Network and submit to the FASD-CMC as required.
- The Network Banker will produce a year-end audited financial statement on behalf of the Network and submit to the FASD-CMC as required.
- Funded Agencies will submit a bi-annual financial report in the form of a schedule B. Funded agencies who receive an annual fund amount of over \$50,000.00 will provide a yearend audited financial statement to the Network Banker and Network Coordinator no later than 60 days after the end of the fiscal year. All funded agencies will provide a yearend financial report in the form of a Schedule B no later than April 30<sup>th</sup> of the respective year.
- Timelines for reporting will follow the outlined expectations from FASD-CMC.
- Funded Agencies will identify a contact person and cheques will be sent directly to the contact person at the funded agency.

**3. Membership Fees will be collected on an annual basis.**

- The Network Coordinator or designate will be the contact with the Banker for the purposes of the membership fees.
- Yearly financial statements will be given to the membership regarding membership fee spending.

- **Membership fees are separate funds from all other Network funds specific to the FASD Service Network Program.**

**4. Financial Appeals will be considered in the event a funded agency or Network member requires a review of a decision.**

- **The appeal process will be open to all funded agencies and Network members in the event that representatives require a review of a Network decision.**
- **Appeals related to the FASD Service Network Program funds or operational spending will follow the appeals process outlined in the Dispute Resolution policy.**

## FUND DISTRIBUTION POLICY

The Network shall at all times strive to provide a transparent, fairly governed model of fiscal responsibility. The purpose of this policy is to specify the practices of distributing FASD Service Network Program revenues and other revenues received from funding sources and grant applications made on behalf of the Network.

The fund distribution process is based upon the following set of principles:

- All agencies and organizations applying for funds are considered on the same bases.
- Recommendations made by the Proposal Review Committee will be made by informed Network members who reflect the diversity of the community and have no conflicting interests in the funds being distributed.
- Funds will be distributed with fairness and impartiality, with the betterment of the broad community in mind.
- Decisions will be guided by the funding priorities identified in the Network's strategic and business plans.
- Agencies and organizations that receive funding will be held accountable in terms of fiscal, management and service delivery standards.
- Allocated program and service funds must be spent on programs and services within the Network catchment area.
- Previous funding levels for FASD Service Network Programs will be maintained whenever possible and appropriate.
- The funding process and decisions will comply with the FASD Service Network Program Guidelines.

If an organization fails to meet the Network's performance standards as outlined within each agency Service Level Agreement, and/or substantiated complaints about the organization are received from the community, the Network reserves the right to deny membership, or to withdraw the membership at any time, of any organization whose membership the Network, in its sole discretion, determines to be not in the best interest of the Network.

To be eligible for an allocation, an agency must complete and submit a Request For Proposal (RFP) as the requests become available through the Network. Requesting agencies must meet the eligibility requirements documented within the specific RFP and meet the following criteria:

- Funded agency must maintain active membership with the Network for the duration of the granting period.
- Funded agency must have society and/or non-profit status.
- Funded agency must operate within the catchment area of the Network.
- Funded services, programs and/or projects must be grounded in relevant theory or based on a service delivery approach which has proven successful, have an outcomes based focus and be respectful of cultural diversity.
- Funded agency must sign the Service Level Agreement provided by the Network.

### **FUND DISTRIBUTION OVERVIEW:**

The purpose of the allocation process is to distribute Network funds to collaborating agencies and organizations in a manner that maximizes benefits to those requiring supports and services, makes measurable improvements to an identified community need and encourages the effectiveness of Network members. Fund applications and Request For Proposals will only be accepted when the request for submissions are made. The Network reserves the right to suspend or terminate any/all current or future funding based upon information that is received that would call into question an agency's ability to fulfill any of the provisions as referred in the Request For Proposal criteria, Service Level Agreement and Membership Policy.

## **PROPOSAL REVIEW COMMITTEE:**

The Proposal Review Committee is an ad-hoc group comprised of a minimum two active Network members who are in good standing with the Network. A Network wide call for committee members' announcement is made for each call for submissions. When a call for proposals is issued, those Network members eligible to serve on the ad-hoc review committee will be invited to advise the coordinator of their interest in serving on the committee. The coordinator will appoint the first two (minimally) eligible interested parties to the committee. The Proposal Review Committee is tasked with reviewing and evaluating submitted request for proposals. They act to grant approval, deny approval or request revisions to submissions.

## **EVALUATION PROCESS:**

1. Ad-hoc Proposal Review Committee of minimally 2 Network members will be established.
2. Each proposal will be reviewed to ensure all mandatory requirements have been met. Proposals failing to meet at least one mandatory requirement will be eliminated from further consideration.
3. Each proposal will be reviewed to determine if any clarifications are needed.
4. The Proposal Review Committee members will complete evaluation worksheets independently.
5. Evaluation worksheets will be used to guide the review and evaluation of proposals. The evaluation worksheet provides a listing of individual evaluation criteria and the rating scale to be used. An evaluation score will be determined for each proposal received.
6. Based on the scores, a shortlist of those proposals deemed capable of providing services will be developed. Scores between committee members will be compared to ensure consistent and unbiased scoring, to remove individual scoring subjectivity and to achieve a consensus score for each proposal. The resulting consensus scores, subsequent submission ranking and results will be documented and the final funding decision presented to the Network.

## **FASD SERVICE NETWORK PROGRAM FUND EXEMPTION:**

1. Agencies currently receiving FASD Service Network Program funds are required to apply for renewal of the funding by submitting a one-page descriptor of their progress on deliverables, the need or gap the service or support continues to fill within the community, and evidence that all previous year reporting requirements have been met. Each renewal application will be reviewed and approved by the Network Contract Manager.
2. FASD Service Network Program funded agencies, operational staff employed by a funded agency, those being considered for funding and Human Services employees will not participate on the Proposal Review Committee for FASD Service Network Program Request For Proposals.

## **CONFLICT OF INTEREST POLICY**

The Edmonton and area Fetal Alcohol Network shall ensure that it fulfills its mission with integrity and to a high ethical standard. This requires that, as a general rule, members of the Network avoid situations in which their interests are, or are perceived to be, in conflict with the interests of the Network. The Network and its members seek to develop and implement its policies and procedures with optimal openness and transparency.

### **DEFINITION:**

A conflict of interest refers to a situation in which private interests, personal considerations, or agency oriented interests may affect a member's judgment in acting in the best interest of the Network. This includes situations that result in or may be reasonably perceived to result in:

- An interference with the objectivity with which the member is expected to exercise responsibilities and duties to and on behalf of the Network; and/or
- An advantage or material gain to the member, and/or to other persons with whom the member does not deal at arm's length, by virtue of the relationship of the member to the Network.

### **CONDITIONS:**

The rules and examples that follow do not exhaust the possibilities for conflict of interest, but they identify obvious situations covered by the policy.

### **SPECIAL TREATMENT:**

Members of the Network are not allowed to use their positions within the Network to give anyone special treatment that would advance their own interests or that of any agency associates.

### **OUTSIDE ACTIVITIES:**

Members of the Network may not engage in any outside work or business activities that conflict with their roles and responsibilities as a Network member, which use their knowledge of confidential plans, projects or information about Network holdings and that will or is likely to negatively influence or affect them in carrying out their roles and responsibilities as Network members.

### **CONFIDENTIAL INFORMATION:**

Network members may not disclose confidential or privileged information about the affairs of the Network or member agencies, or use confidential information to advance personal or others' interests. Network members may not divulge confidential or privileged information about Network members without those members' written authorization.

### **Note on confidential information:**

The rule against giving out confidential information does not apply to a member who alleges wrongdoing on the part of the Network or Network member – as long as the disclosure of such information is not frivolous, vexatious or slanderous – and making the disclosure serves the Network interest and is made in accordance with the provisions of this policy.

### **FINANCIAL INTEREST:**

Network members who have financial interests in a Network contract must not represent or advise the Network in such transactions.

- FASD Service Network Program funded service providers; those being considered for funding, any staff member employed by or in any way accountable to a Network member who is receiving funds

- from the Service Network Program and Human Services employees cannot participate directly in Network funding decision-making.
- FASD Service Network Program funded service providers, any staff member employed by or in any way accountable to a Network member who is receiving funds from the Service Network Program and Human Services Employees cannot participate in the oversight of written agreements.

## **REQUIREMENT TO REPORT**

If Network members or agency associates have a personal or financial interest that might present a conflict or bias in connection with their Network roles and responsibilities they must report this conflict to the Network Co-chairs or designates in writing.

## **REPORTING A CONFLICT**

When a Network member reports a conflict of interest to the Network Co-chairs in writing, a copy is forwarded to the Supports & Services Team. If a Network member reports wrongdoing on the part of a Network Co-chair they should report this in writing directly to the Supports & Services Team.

## **FAILURE TO COMPLY**

Network members who fail to comply with this policy may be asked to resign their membership with the Network.

## **IMPLEMENTATION**

Network Co-Chairs must make the policy available to all members of the Network. Members who need assistance interpreting the rules and how they apply to specific situations may discuss with the Network Co-Chairs and/or Network Coordinator.

Conflict of interests should be resolved in a manner that most fully gives effect to the proceeding policy. This may require that a Network member desist from certain actions or activities through which the conflict of interest arose or may arise. Resolutions that impair the ability of Network members to fulfill their roles and responsibilities to the Network must be avoided.

## **DISPUTE RESOLUTION POLICY**

The Network shall have a transparent dispute resolution process available to all members. The dispute resolution policy shall be implemented by a fair, simple, and reasonably prompt procedure as set forth below.

A dispute is a written claim or complaint filed by a Network member. Disputes are limited to matters of interpretation or application of express provisions of the Network policies related to membership. This policy is the exclusive remedy through which to address complaints.

Any complaints shall be taken up with the Network Co-chairs, Working Group Co-chairs (if complaint is within the Working Group), or designated representative within five working days after occurrence of the circumstances giving rise to the dispute or five days from when the Network member should reasonably have known of the occurrence, otherwise the right to file a dispute is forfeit. If no satisfactory resolution is received within one week, the member has five days to file a formal dispute resolution request to the Supports and Services Team by using the Dispute Resolution Form.

1. The Network member shall within two working days after the discussion with the Network Co-chairs put the dispute in writing stating all facts in detail and submits to the Network Co-Chairs. Within one week the Network Co-chairs will provide a written 'Response to the Dispute', which will include the deliberation and decision reached through the application of the Network mission, goals and values. If no satisfactory resolution is received within one week, the Network member has five working days to proceed to Step 2.
2. The Network member shall contact the Supports and Services Team via the Network Coordinator to arrange a meeting between the above-mentioned parties. This meeting shall be scheduled at a mutually agreeable time, which shall not exceed five working days from the time the Network member contacts the Network Coordinator. The Network member shall submit to the Supports and Services Team the Dispute Resolution Form. The Supports and Services Team will have five days to deliberate among itself, make such inquiries as necessary to determine the circumstances of the complaint and reach a decision through consensus and the application of the Networks mission, goals and values. The decision shall be in writing and shall set forth the determination of the Supports and Services Team on the issues presented for Dispute Resolution along with the resolution of the dispute and how the resolution is to be implemented.

If one or more of the Network Co-Chairs and/or Supports and Services Team is directly involved in the dispute they will step away from the dispute process and may request (with agreement from the Network member filing the dispute), a third party member involvement.

Any and all disputes resolved at any step of the policy shall be final and binding on the Network and Network member involved in the particular dispute.

Disputes shall be processed from one step to the next within the time limit prescribed in each of the steps unless a time limit is mutually extended. Any disputes upon which the Co-chairs within the time limit do not make a disposition may be referred to the next step in the dispute policy. Any dispute not carried to the next step by the Network member within the prescribed time limits shall be automatically closed upon the basis of the last disposition.

## **NETWORK ROLES AND RESPONSIBILITIES**

The Network is a collaborative venture made up of individuals from community agencies, nongovernmental/governmental organizations and concerned citizens, which recognize the significant opportunities to achieve valuable social impacts through a grassroots partnership.

### **Time:**

The Network meetings are held monthly on the first Tuesday of every month from 9:00 am to 12:00 pm at McDaniel Manor (12840-67St), unless otherwise posted. Other meetings may be arranged by the Network or Working Groups as required.

### **Attendance:**

Network meetings should be attended by all Network members and the Network Coordinator. Guests are welcome to attend. In line with the Network's Membership Policy, an active member must be in good standing with the yearly membership fee and attend 75% of meetings within the membership year.

### **Agenda:**

Meetings will be conducted in accordance to the standing agenda. Agenda items include:

- Open meeting and attendance.
- Regrets.
- Review of agenda and additions.
- Acceptance of minutes from previous meeting.
- Reports: Coordinator report, financial report, agency report, external committee report
- Working Group breakout session, updates
- FASD Service Network Program update.
- Membership Update
- Close meeting

The agenda will be drawn up by the Network Coordinator or designate in consultation with the Network Co-Chairs and circulated to all Network members at least one week before the Network meeting.

### **Quorum:**

The quorum for the Network meetings is 75% of the active membership.

### **Role of the Coordinator at Network Meetings:**

The Coordinator attends Network meetings to provide advice and information (as it relates to the FASD Service Network Program and larger Network initiatives) to the Network in order to assist in its deliberations and will provide reports on the operations of the Network including outcomes achieved, future plans, and any issues which need to be considered by the Network. All reports developed by the Coordinator, including but not limited to; Quarterly Reports, Annual Report, Business Plan, will be approved by the Network on an as required basis.



## **NETWORK CO-CHAIR ROLES AND RESPONSIBILITIES**

Two Co-chairs chair the Network, each serving a two-year term. Terms are staggered to promote continuity of leadership from one year to the next. The term of office expires in January. Co-chairs will submit a written notice of resignation one month prior to their term expiring. Nominations are accepted in November and voted upon by the Network membership at the December Network meeting.

The goal of the Co-chair(s) position is to provide leadership and direction for the Network.

### **Major Duties and Responsibilities:**

- Work together to direct Network and Supports and Services Team meetings to the satisfaction of the membership.
- Oversee the coordination of all tasks to be accomplished for a successful Network including: Network development, administration and reporting, strategic planning and public relations.
- Ensure the Network policies and procedures are in practice.
- Orient prospective members to the Network.
- Maintain communication and liaison with the FASD Alberta Cross-Ministry-Committee (ensuring at least one Co-chair attends the scheduled monthly FASD Service Network Team Meetings).
- Work with the Network Coordinator to ensure all FASD-CMC reporting requirements are completed.
- Coordinate efforts to address issues of interest and concerns.
- Mediate and assist in the resolution of conflicts or misunderstandings within the Network as per the Dispute Resolution Policy.
- Liaise with Working Group Co-chairs and Network members regarding the delegation of tasks, ad-hoc group participation and regular duties.

### **Estimated Time Commitment:**

- Two-year commitment to serve.
- One scheduled Network meeting per month (approximately 3 hours/meeting).
- One scheduled Supports and Services Team meeting per month (approximately 1 hour/meeting).
- One scheduled FASD Service Network Team meeting per month (approximately 3 hours/meeting).
- One scheduled Annual Strategic Planning Day (approximately 7 hours).
- Occasional unscheduled meeting where the Network should be represented.

## **WORKING GROUP CO-CHAIR ROLES AND RESPONSIBILITIES**

Each Working Group is comprised of two Co-chairs, each serving a two-year term. Terms will be staggered ensuring only one term expires each year. Terms will expire in January and nominations will be accepted from the previous November and voted upon by the Network membership at the December Network meeting. Resignation from a Co-chair prior to their term expiration must be in writing and allow for one months notice.

The goal of the Co-chair(s) position is to provide leadership and direction to their respective Working Group.

### **Major Duties and Responsibilities:**

- Prepare an agenda for each Working Group session within the Network meeting.
- Stimulate discussion of agenda items and encourage action.
- Organize working projects and delegate tasks as required.
- Ensure minutes are recorded and forwarded to each Working Group member and Network Coordinator.
- Serve as the official spokesperson for the group.
- Orient prospective members to the Working Group.
- Define and review annually the roles and responsibilities of the Working Group.
- Ensure the strategic goals are accomplished.
- Act as the liaison with the Network Coordinator, Community Worker and Network Co-Chairs.
- Mediate and assist in the resolution of conflicts or misunderstandings within the Working Group as per the Dispute Resolution Policy.

### **Estimated Time Commitment:**

- Two-year commitment to serve.
- Preparation for and the attendance of one scheduled Network meeting per month (approximately 3 hours/meeting).
- One scheduled Supports and Services Team meeting per month (approximately 1 hour/meeting).
- One scheduled Annual Strategic Planning Day (approximately 7 hours).

## **SUCCESSION PLAN POLICY**

### **Purpose**

The purpose of this procedure is to establish the processes for succession planning. The targeted leadership positions include: Working Group Co-chairs and Network Co-chairs.

### **Principles**

The succession planning processes:

- Provides a systematic process to ensure continuity for key leadership positions within the Network.
- Identifies a plan to nurture the development of high potential successors.

The succession planning process is inclusive to all Network members. The process considers the aspirations, values and preferences of Network members pursuing leadership roles as well as the strategic needs of the Network.

### **Policy**

As per the Network Membership Policy and Terms of Reference, Co-chairs will be nominated and elected to lead the Network and Working Groups. Co-chair terms are staggered to promote continuity of leadership from one year to the next. Terms may last for a maximum of two years, with each term of office expiring in January. Nominations will be accepted in November and voted upon by the Network or Working Group memberships at the December Network meeting. In the event a Co-chair term ends prior to this the Succession Plan or Emergency Succession Plan Policy will be enacted.

- A succession plan shall be developed, maintained and implemented, for all identified leadership positions on an annual basis.
- Succession candidates shall be identified using the 'Leadership Framework'. The leadership domains define the knowledge, skills and attitudes a leader needs to be effective and efficient.
- The Network shall provide leadership development options to succession candidates. This is a collaborative process and shall be actively managed by all parties involved.

### **Policy Management**

The management of this policy including policy education, monitoring, implementation and amendment is the responsibility of the Network, Network Co-chairs and Network Coordinator.

### **Procedure**

#### **Analysis of Potential Successors**

Review and amend the required knowledge, skills, and abilities for all levels of leadership using the 'Leadership Framework'.

Identify potential candidates through a variety of sources including: Leadership Framework and personal career interests.

Complete the 'High Potential Nomination Summary' an on annual basis.

#### **Succession Candidate Selection and Development**

All succession candidates must be nominated for a vacant leadership role with a completed Leadership Framework.

Selection of the successful candidate will be made by the Network membership for Network Co-chair positions and the Working Group membership for Working Group Co-chair positions as per the Network Terms of Reference and Membership Policy.

#### **Leadership Learning and Development**

**The Network supports the membership in the development of personal leadership plans. All Co-chairs are encouraged to support individual learning and leadership development by offering interested members assignments that build their capacity in alignment with both their career aspirations and opportunities in Network management.**

## EMERGENCY SUCCESSION PLAN POLICY

### Rationale

The Network Co-chair and Working Group Co-chair positions are a central element to the leadership of the Network and it's continuing success. Insuring that the functions of these positions are well understood and shared among the Network membership is important for safeguarding the Network against unplanned and unexpected change. The Emergency Succession Plan Policy reflects the Networks commitment to sustaining a healthy functioning organization in the event that current position holders are unable to fulfill their duties.

### Plan Implementation

The Network membership authorizes the implementation of the terms within the emergency succession plan in the event of a planned or unplanned temporary or short-term absence.

- It is the responsibility of the Network Co-chair and Working Group Co-chair positions to inform the Network membership of a planned temporary or short-term absence, and to plan accordingly.
- It is the responsibility of the Network Coordinator to immediately inform the Network membership of an unplanned temporary or short-term absence of a Network/Working Group Co-chair position.
- Following notification of an unplanned temporary or short-term absence of the above mentioned positions the Network membership will convene at the next scheduled Network meeting to affirm the procedures prescribed in this plan, or to modify them if needed.

### Priority Functions of the Network/Working Group Co-chair Positions

Among the duties listed in the position descriptions, the following are considered to be the key functions of the Network/Working Group Co-chair positions and have a corresponding temporary staffing strategy.

### Network Co-chair Major Duties and Responsibilities:

Key Network Co-chair Functions	Temporary Staffing Strategy
Direct Network and Supports and Services Team meeting.	Sitting Network Co-chair and Network Coordinator
Coordinate all tasks in Network operations including: Network development, administration and reporting, strategic planning and public relations.	Sitting Network Co-chair, Network Coordinator, Network Community Worker and/or Network designate
Ensure Network policies and procedures are in practice.	Network membership under Network Coordinator facilitation
Orient prospective members to the Network	Network Community Worker
Maintain communication and liaison with the FASD-CMC.	Sitting Network Co-chair, Network Coordinator and Network Community Worker
Ensure FASD-CMC reporting requirements and guidelines are complete and met.	Sitting Network Co-chair and Network Coordinator
Coordinate efforts to address issues of interest and concerns.	Sitting Network Co-chair and Working Group Co-chairs
Mediate and assist in the resolution of conflicts within the Network.	Sitting Network Co-chair and Working Group Co-chairs
Liaise with Working Group Co-chairs and	Sitting Network Co-chair

Network members regarding the delegation of tasks and duties.	
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**Working Group Co-chair Major Duties and Responsibilities:**

<b>Key Working Group Co-chair Functions</b>	<b>Temporary Staffing Strategy</b>
Prepare agenda for each Working Group session.	Sitting Working Group Co-chair and Network Coordinator
Stimulate discussion of agenda items and encourage action.	Sitting Working Group Co-chair and Working Group membership
Organize working projects and delegate tasks as required.	Sitting Working Group Co-chair
Ensure minutes are recorded and forwarded to each Working Group member and Network Coordinator.	Sitting Working Group Co-chair or designate
Serve as the official spokesperson for the group.	Sitting Working Group Co-chair or designate
Orient prospective members to the Working Group.	Sitting Working Group Co-chair, Network Coordinator and Network Community Worker
Define and review annually the roles and responsibilities of the Working Group.	Sitting Working Group Co-chair, Network Co-chairs and Network Coordinator
Act as the liaison with the Network Coordinator, Network Community Worker and Network Co-chairs.	Sitting Working Group Co-chair or designate
Mediate and assist in the resolution of conflicts.	Sitting Working Group Co-chair, Network Co-chairs and Network Coordinator

The positions assigned in the Temporary Staffing Strategy are based upon the Network’s organizational structure. In the event this plan is implemented and assigned positions are vacant or no longer available, the sitting Network /Working Group Co-chair shall select other Network members to support each of the key Network/Working Group Co-chair functions.

**Succession plan in the event of a temporary, planned or unplanned absence – Short-Term**

**Definitions**

- A temporary absence is one in which it is expected that the Co-chair will return once the events precipitating the absence are resolved.
- An unplanned absence is one that arises unexpectedly, in contrast to a planned leave such as vacation.
- A temporary absence is 30 days or less.
- A temporary short-term absence is between 30 and 90 days.

### **Temporary Staffing Strategy**

- For temporary planned or unplanned absence of 30 days or fewer, the Temporary Staffing Strategy described above may be effected.

### **Appointing an Acting Network/Working Group Co-chair**

- Based on the anticipated duration of the absence, anticipated return date and Membership Policy, the sitting Network/Working Group Co-chair may appoint an Acting Co-chair as well as continue to implement the Temporary Staffing Strategy.

### **Succession plan in the event of a temporary, unplanned or planned absence – Long-Term Definition**

- A long-term absence is 90 days or more.

#### **Procedures**

- Procedures and conditions to be followed shall be the same as for temporary short-term absence with the following addition:

*The Network membership shall give immediate consideration, in consultation with the sitting Network/Working Group Co-chair, to filling the position left vacant through enacting the Network Succession Planning Policy under the recognition that it may not be reasonable to expect the Acting Network/Working Group Co-chair to carry out the duties for the duration of the absence.*

### **Succession plan in the event of a permanent unplanned absence**

#### **Definition**

- A permanent absence is one in which it is firmly determined that the Network/Working Group Co-chair will not be returning to the position.

#### **Procedures**

- Procedures and conditions to be followed shall be the same as for a temporary short-term absence with the following additions:

*The Network membership shall give immediate consideration, in consultation with the sitting Network/Working Group Co-chair, to filling the position left vacant through enacting the Network Succession Planning Policy under the recognition that it may not be reasonable to expect the Acting Network/Working Group Co-chair to carry out the duties until such time as the regular nominations and elections take place.*

## **SUPPORTS AND SERVICES TEAM ROLES AND RESPONSIBILITIES**

The Supports and Services Team is a governing body that represents and directs the Network activities as they relate to the Alberta FASD Service Network Program and directly supports the Network's Dispute Resolution Process.

The Supports and Services Team is comprised of both Network and Working Group Co-chairs in addition to representatives from each of the Alberta FASD Service Network Program funded agencies and any interested Network members.

**The Supports and Services Team is accountable to the Network and FASD-CMC for:**

- Ensuring that the strategic direction of the Network is consistent with the Operating Grant Policies and ensuring that the operation of the Network is effective in achieving its goals.
- Directing and appropriately managing funds provided by Human Services for the priorities outlined in the approved business plan and additional supplementary funding from other Ministries.
- Monitoring the performance of the Network by acquiring and reviewing measures of performance, and by holding operational staff and service providers accountable for success.
- Reporting to the Provincial Coordinator on the Network actions and results.

### **Major Duties and Responsibilities:**

#### **Leadership of the Network**

- Engage the members of the Network to assess community needs for FASD supports and services within the Network catchment area.
- Develop and submit an annual business plan, grant application and business plan addendum to the FASD-CMC.
- Engage partners and connect with other supports to enhance collaboration, coordinate service delivery and build community capacity.
- Hire staff as required to support the efforts of the Network.
- Clearly define and document the roles and responsibilities of the Network, including the Supports and Services Team, Network Coordinator, Network Banker, Network Contract Manager, Service Providers and any additional operational staff.
- Design a Network structure.
- Ensure Network maintains board and general liability insurance.

#### **Directing and Managing FASD Service Network Program Funds**

- Establish Network funding criteria and decision-making processes to govern the distribution of funds received from Human Services.
- Establish and maintain formal agreement with a Network Banker to receive and disburse FASD Service Network Program funds.
- Ensure that there are contract management processes in place for the Network to establish and maintain written agreements with service providers.

#### **Financial Reporting**

- Comply with financial and other reporting requirements of the Ministry of Human Services who provide funding under the leadership of the FASD-CMC, in their role as administrative lead for the FASD Service Network Program.

#### **Reporting to the FASD-CMC**

- Liaise with the Provincial Coordinator by assigning one or more members of the Supports and Services Team to participate in the Provincial Network Leadership Team and to represent the Network in communication with the Provincial Coordinator.



### **Monitoring the performance of the Network**

- **Ensure that there are written agreement processes in place to monitor service providers and ensure compliance with the Operating Grant Policies.**
- **Establish procedures for sharing information and dispute resolution.**
- **Ensure that programs and services funded by the Network comply with appropriate privacy legislation.**
- **Participate in Network Program evaluation activities undertaken by the FASD-CMC**
- **Ensure there are processes in place to monitor the success of Network operations, the performance of operational staff and the provision of a continuum of services.**

### **Estimated Time Commitment:**

- **Preparation for and the attendance of one scheduled Supports and Services Team meeting per month (approximately 1 hour/meeting).**
- **One scheduled Annual Strategic Planning Day (approximately 7 hours)**

### **Limitations:**

**Members of the Network Supports and Services Team who receive funds for service provision, or any staff member employed by or in any way accountable to a Network member who is receiving funds from the Network to provide FASD programs and services cannot participate in the oversight of written agreements. This includes employees of Human Services.**

**All decisions and developments through the Supports and Services Team must be approved by the larger Network membership.**

## **NETWORK BANKER ROLES AND RESPONSIBILITIES**

The Network Banker is a community partner who has the capacity and competency to receive, hold and disburse FASD Program Network funds, Network operational funds and other funding sources as directed by the Network and the Supports & Services Team.

### **Major Duties and Responsibilities:**

- Comply with financial and other reporting requirements established by the FASD-CMC and the Network.
- Sign the Banker Accountability Statement provided by Human Services as the Administrative Lead.
- Sign the Banker Agreement provided by the Network.
- Maintain up-to-date records that are accessible to the FASD-CMC, Network and Supports and Services Team.
- Provide monthly financial statements of the Network's operational funding.
- Release funds according to funding decisions and timelines established by the Network and Supports and Services Team and formalized through written agreements.
- Ensure all funds received through the FASD Service Network Program are maintained in a separate bank account.
- Attend quarterly the Supports and Services Team meeting and provide an accounting of banking actions that have occurred during the quarter while addressing any questions or concerns that have arisen during the timeframe.
- Review bi-annually with the Network Coordinator (September and March) the Network Banker Service Quality and Compliance Review completed by the Network and address any questions or concerns.

## **CONTRACT MANAGER ROLES AND RESPONSIBILITIES**

The Contract Manager is accountable to the Supports and Services Team to administer and enforce written agreements that govern funded service delivery as directed by the Supports and Services Team and Network.

The Contract Manager must possess the necessary competency and capacity to ensure and demonstrate accountability of service providers to Network Service Level Agreements.

**The Contract manager cannot be:**

- A Network member receiving FASD-CMC funds to provide program or services.
- Employed by or in any way accountable to a Network member who is receiving FASD-CMC funds to provide FASD program or services.

**Major Duties and Responsibilities:**

- Administer written Service Level Agreements for funded FASD services under the direction of the Network.
- Administer written Banker Agreement for the Network Banker under the direction of the Network.
- Review and approve FASD Service Network Program renewal applications.
- Ensure that programs and services funded by the Network comply with appropriate privacy legislation (Freedom of Information and Protection of Privacy Act and Health Information Act) and have non-profit or society status.
- Provide oversight by ensuring that service providers are compliant with written Service Level Agreements and by directly enforcing agreement provisions (service, financial and other reporting). This includes:
  1. Identify and communicate compliance issues to the Supports and Services Team and Network Coordinator.
  2. As needed and when directed by the Network, initiate legal or other action to ensure accountability of funded service providers.
- Demonstrate to the Network that service providers are compliant with written Service Level Agreements through consistent reporting to the Network and Network Coordinator.
- Maintain up-to-date records that are accessible to the Network, Network Coordinator, the FASD-CMC and Provincial Coordinator.
- Complete with each of the funded service providers the 'Service Quality Review and Compliance' document and 'Site-Visit Interview' document for the following periods:
  - April 1- September 30, 20xx: Documents completed by October 31, 20xx
  - October 1 - February 28, 20xx: Documents completed by March 31, 20xx

## NETWORK COORDINATOR ROLES AND RESPONSIBILITIES

The Network Coordinator is accountable to the Network, Supports and Services Team and the contracting agency (Catholic Social Services) for implementing Network operational priorities.

### Major Duties and Responsibilities:

- Oversees the planning and coordination of the Network.
- Provides guidance and directs oversight of the Network’s budgets (operational funds, Service Network Program funds, and other fund sources), activities, programs and projects.
- Attends the following meetings:
  - Monthly Network meeting
  - Monthly Supports and Services Team meeting
  - Monthly Alberta Service Network Team meeting
  - Annual Strategic Planning meeting
- Works with the Network membership to identify and recruit representative candidates to participate on the Network.
- Maintains membership records.
- Develops monthly Network agendas.
- Provide professional support to the Network membership.
- Establishes and maintains accurate financial accounting systems, prepares Network budgets for consideration and approval by the Network.
- Maintains Network archives including: minutes, Network reports, grant applications, business plans, and other publications.
- Responsible for conducting a yearly Network Needs Assessment, ‘Strength, Weaknesses, Opportunities, Threats Assessment’, Environmental Scan and Network Survey.
- Coordinates communication channels for the Network and Network membership.
- Maintains Network website.
- Liaison with the FASD Cross Ministry Committee and other Provincial Service Networks, Network Banker and Network Contract Manager.
- Participates in resource development for the Network.
- Partners with the Network membership and FASD Service Network Program in achieving the Network’s mission and goals.
- Assists in evaluating the Network’s mission and goals achievement.
- Leads the development and review of the Network’s Policies and Procedures.

It is the primary responsibility of the Network Coordinator contracting agency (Catholic Social Services) to ensure the roles and responsibilities of the Coordinator are met to the satisfaction of the Network. Any questions or concerns with the Coordinator should follow the contracting agency process of communication.

In the event the Coordinator has a temporary, planned or unplanned, short-term or long-term absence the contracting agency with support from the Network will ensure the roles and responsibilities are fulfilled.

Key functions of the Network Coordinator position have corresponding temporary staffing strategy to ensure the functioning of the Network continues regardless of absences.

Key Network Coordinator Functions	Temporary Staffing Strategy
Planning and coordination of the Network.	Network Co-chairs, contracting agency
Provides guidance and directs oversight of the Network’s budgets, activities, programs and projects.	Network Co-chairs, Working Group Co-chairs and Network Banker
Identifies and recruits Network members while maintaining records.	Network Community Worker and Network membership

<p><b>Develops monthly meetings agendas and corresponding minutes.</b></p>	<p><b>Network Community Worker</b></p>
<p><b>Establishes and maintains accurate financial accounting systems, prepares Network budgets for consideration and approval by the Network.</b></p>	<p><b>Network Banker under the direction of the Network Co-chairs</b></p>
<p><b>Maintains Network archives including: minutes, Network reports, grant applications, business plans, and other publications.</b></p>	<p><b>Network Community Worker under the direction from Network Co-chairs and contracting agency</b></p>
<p><b>Responsible for conducting a yearly Network Needs Assessment, 'Strength, Weaknesses, Opportunities, Threats Assessment', Environmental Scan and Network Survey.</b></p>	<p><b>Network Community Worker with assistance from the Network membership</b></p>
<p><b>Coordinates communication channels for the Network and Network membership.</b></p>	<p><b>Network Community Worker</b></p>
<p><b>Liaison with the FASD Cross Ministry Committee and other Provincial Service Networks, Network Banker and Network Contract Manager.</b></p>	<p><b>Network Co-chairs and Network Community Worker</b></p>
<p><b>Leads the development and review of the Network's Policies and Procedures.</b></p>	<p><b>Network Co-chairs and Network Community Worker</b></p>

## **ANNUAL STRATEGIC PLANNING DAY**

The purpose of the annual strategic planning day is to bring the Network, Working Groups, staff and other stakeholders together to review the current policies and procedures, future funding directions, operational approaches and to develop strategies and action plans for the upcoming year.

### **Agenda:**

1. Review Network and Working Group Co-Chair nominations. Elect Co-Chair positions that are vacant.
1. Revisit philosophy, purpose and objectives. Are they still relevant? Can they be improved/refined?
2. Revisit policies and procedures and revise as needed.
3. Present a brief overview of the Networks and Working Groups past year accomplishments and difficulties. Identify any strategies that were particularly successful during the previous year and any that were not.
4. Present a brief overview of the FASD services and programs operational in the previous year.
5. Review the FASD Needs Assessment and refine as needed.
6. Determine FASD service and program funding priorities (as related to the FASD Service Network Program).
7. Identify and assess opportunities and barriers that may affect the Network and Working Groups plans, and identify strategies and priorities for the year ahead.
8. Develop Network and Working Group strategy plan.

### **Implementing the Plans:**

The Network Coordinator in collaboration with the Network and Working Group Co-Chairs will develop detailed actions plans for each strategy identified. The action plans will include the tasks to be completed, who will complete them and by when. Progress of tasks will be monitored by the Coordinator and reported to the Network at the montly Network meetings.

## LETTER OF SUPPORT POLICY

The Network has established the following policy for agencies and organizations seeking a letter of support of a proposed project and/or program. In the instances where the Network provides a letter of support, it must be recognized that the Network is neither a partner nor a required assuring entity for the grant.

The following process should serve as a minimal guideline for all applicants seeking a letter of support.

### **Procedure:**

1. The applicant must submit a formal request for a letter of support to the Network.
2. Requests for letters of support should be submitted to the Network ten (10) business days prior to the application deadline. An exception to the submission deadline can be made if the applicant demonstrates good cause for a reduced time frame.
3. Written submissions can be sent to:  
Edmonton and area Fetal Alcohol Network  
#2, 9137 Jasper Avenue  
Edmonton Alberta  
T5H 3T2  
Or email to the Network Coordinator: [Lisa.Rogozinsky@catholicsocialservices.ab.ca](mailto:Lisa.Rogozinsky@catholicsocialservices.ab.ca)
4. Requests should, at a minimum, include:
  - Brief overview of the organization requesting a letter of support.
  - Name and funding opportunity.
  - Brief description of the program proposal including target population, geographic area to be served and measurable outcomes expected.
  - Total dollars being requested, including in-kind commitment to the program.
  - Whether an evaluation of the program will be prepared and a report issued and if not, how the effectiveness of the program model will be determined.
  - Name and address of the organization the letter of support should be directed to.
  - Authorized contact person and telephone number of the requesting organization.
5. The request will be reviewed by the Network membership (at a Network meeting or via email), and a decision made as to the appropriateness of providing a letter of support through the Network voting process.
6. For those requests that are approved, the Network Coordinator or designate, will prepare the letter and forward it to the appropriate organization with a copy to the requesting organization.