

# **Operational Policies and Procedures Handbook 2024 - 2027**



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## Introduction

The **Operational Policy and Procedure Handbook** outlines the formal operational policies and procedures of the Edmonton and Area Fetal Alcohol Network Society (EFAN), also known as the Network. This guiding document establishes direction for the Society's Board of Directors (the Leadership Team), Executive Officers, Members, Volunteers, and contracted service providers working with the Network.

All parties are responsible for implementing the approved operational policies and procedures. The Network will operate in compliance with all applicable provincial and federal acts, regulations, policies, and processes that govern its programs and services.

In any case where a Network policy or procedure conflicts with a provincial or federal act, regulation, or policy, the external requirement will take precedence, and the Network's policy or procedure will be amended accordingly.

These operational policies and procedures have been developed to align with the expectations of the Government of Alberta and other relevant governing bodies, while reflecting the unique structure, values, and operations of EFAN.

The handbook is organized into five (5) key sections that address the major areas of Network operations:

1. Governance
2. Programs and Services
3. Financial
4. Contracts
5. Communication

Definitions and interpretations of key terms used throughout this document can be found in the Society's bylaws, included in the appendix.

## Governance

### Terms of Reference

**MISSION:** To provide community-driven services across the lifespan for FASD prevention, assessment and intervention, and supports for individuals and their caregivers.

**VISION:** Communities are supported with a comprehensive and coordinated response to Fetal Alcohol Spectrum Disorder.

### GOALS:

1. **Supports and Services:** To provide individuals, families and communities with a continuum of interventions from a developmental lifespan perspective that meet their needs at all ages and stages of life.
2. **Knowledge Sharing & Education:** To provide access to information and resources while developing and delivering evidence-based education and training to the community.
3. **Community Engagement & Strategic Partnerships:** To nurture and maintain connections and partnerships with communities, agencies, and all levels of government.
4. **Policy & Collaboration:** To help create a voice for and alongside people impacted by an FASD, including individuals with FASD, caregivers, families and communities.
5. **Research & Action:** To inform, participate, and disseminate research and contribute to the development of best-practice interventions.

### GUIDING PRINCIPLES

The Network's operational policies, procedures, and service delivery model are grounded in the guiding principles of Alberta's FASD Program, as established by the Government of Alberta.

**Accountability and Transparency:** The FASD Program will be managed in a fiscally responsible and transparent manner, including regular reporting of FASD activities and measurable results to stakeholders.

**Culturally Informed Supports:** FASD is a population-wide health and social issue that impacts every community. Collaboration with families and communities is essential to developing culturally informed FASD supports that respect diversity.

**Diagnosis is a Gateway to Intervention:** Individuals with FASD are provided access to diagnosis and services based on their initial assessment, with opportunities for reassessment at key transition points throughout their lives to ensure ongoing, appropriate support.

**Evidence Informed Decision-Making and Practice:** Decision-making and practice is informed by evidence

to ensure consistent and valid adoption of supports and services. FASD supports and services are developed and continuously improved based on research and evaluation.

**FASD Informed Workforce:** Professionals in every intersecting system in every community are trained to prevent alcohol-exposed pregnancies, to refer individuals who may have FASD for assessment and diagnosis, and to deliver FASD-informed supports.

**Individual and Family Centred:** This approach is grounded in the relational and collaborative approach between individuals, families, and service providers, and promotes the health and wellbeing of individuals and families.

**Integrated Delivery of FASD Supports Across the Lifespan:** FASD is a life-long disability, and individuals with FASD may require access to FASD-informed services across all intersecting systems to support them to reach their full potential at every stage.

**Leadership:** The Government of Alberta provides the oversight and effective strategic direction to ensure the successful implementation and evolution of the FASD Program.

**Non-Stigmatizing:** Putting individuals, families, and caregivers first and challenging harmful language, stereotypes, and discrimination.

**Prevention:** Alberta has adopted the Canadian FASD prevention model that focuses on providing a continuum of care and support for individuals, where all strategies are considered preventive. Individuals are supported to prevent future alcohol-exposed pregnancies, individuals with FASD are supported to reach their full potential, and caregivers are supported to safeguard their well-being.

**Strengths-Based:** Every individual has unique strengths and capabilities. Fostering capacity supports individuals with FASD to live meaningful and fulfilling lives.

**Trauma Informed:** FASD supports and services involve understanding, anticipating and responding to issues, expectations and unique needs that are often present in survivors of trauma. This includes reducing the risk of re-traumatization.

## **MEMBERSHIP**

Membership is open to groups and individuals who are committed to the mission, vision and goals of the Network and who declare an interest in FASD service provision or support the FASD community. The Network strives to recruit members from diverse communities who are representative of the Edmonton and surrounding area.

## **BOARD OF DIRECTORS**

The Network is governed by a Board of Directors that is accountable to the Government of Alberta.

## **LIABILITY INSURANCE**

The Network carries liability insurance to protect its Board of Directors.

## **FUNDING GUIDELINES**

As a condition of funding, the Network fulfills the requirements set out by its funder, the Government of Alberta.

The Network distributes funding by awarding contracts to applicants who are deemed the best-suited to provide the services specified in a Request for Proposal or Expression of Interest.

A contract between the Network and a service provider will be renewed if the service provider has demonstrated the ability to meet the contract deliverables as specified in the Letter of Agreement, the support and service remain essential to the community, and the Network is in receipt of funding.

## **NETWORK COORDINATOR**

A Network Coordinator is contracted to provide leadership, manage projects and contracts, and direct the ongoing development of the Network as specified in the Letter of Agreement.

## **FINANCIAL ACCOUNTABILITY**

An incorporated entity is contracted to serve as Banker and holds funds granted to the Network for specific initiatives. A financial audit is performed annually.

**NETWORK GOVERNANCE:** The organizational structure is characterized by a flat hierarchy that promotes transparency and member involvement in decision-making.

## **Governance**

### **Policy and Procedure Review and Revision**

#### **Policy:**

The Network maintains up-to-date operational policies and procedures that provide effective guidance for the Network.

#### **Procedure:**

1. The Network Leadership Team is responsible for the development, review, and revision of the operational policies and procedures.
2. The Network Coordinator, Co-Chairs, Leadership Team, and Executive Board may identify specific policies and procedures in need of review and/or revision, and will ask the Leadership Team to proceed with the review and/or revision.
3. The Leadership Team will undertake a comprehensive review of all operational policies and procedures every three years.
4. Any revisions to the operational policies and procedures have to be approved by the Leadership Team.
5. The Master Copy of the operational policies and procedures will be retained by the Network Coordinator on behalf of the Network.

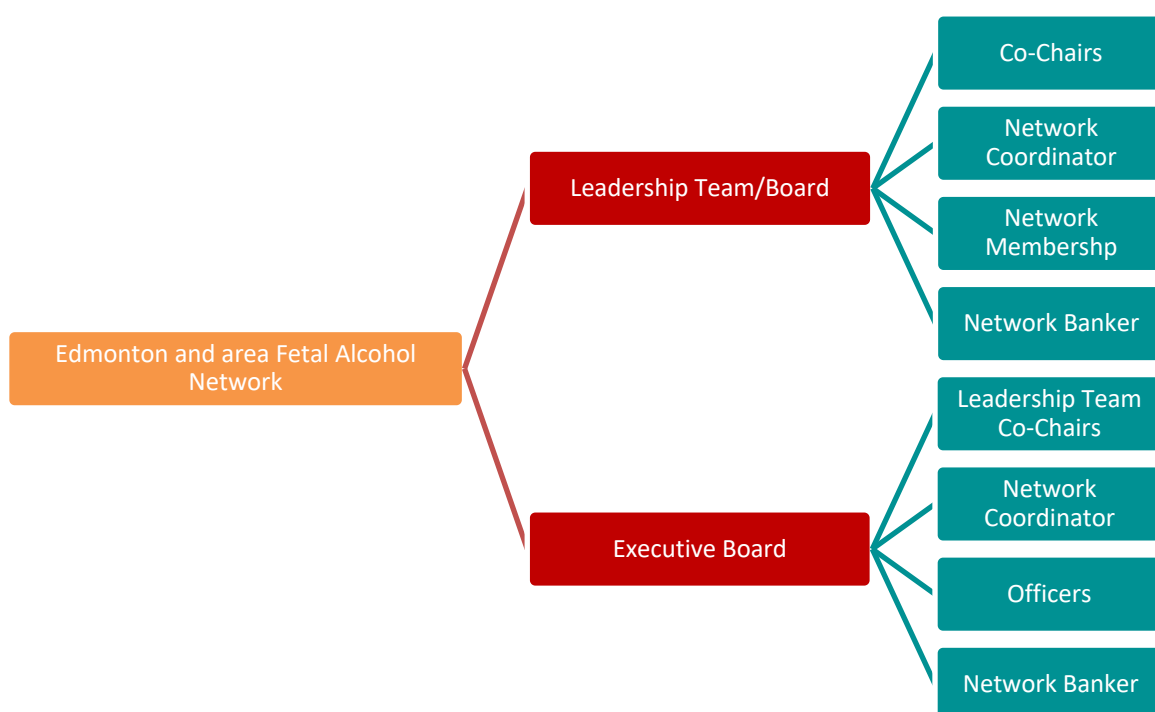


## Governance

### Statement of Governance

Ownership of the Edmonton and Area Fetal Alcohol Network Society belongs to its members. Members will delegate tasks as needed to ad hoc committees and individual persons. Members will focus on governance rather than management when working with each other. The main goal will be long-term, conceptual perspectives for the Network, rather than individual gain. Effectiveness will be reviewed yearly based on specific, observable outcomes outlined in the annual strategic plan. An external review of effectiveness may also be considered.

### The Edmonton and Area Fetal Alcohol Network Society Governance Model



## **Governance**

### **Constitution of Leadership Team (Board of Directors)**

#### **Policy:**

The Network has a defined composition and structure for the governance of the Network, which is representative of the area it serves.

#### **Procedure:**

1. The Leadership Team shall be open to any organizations, agencies, institutions, both public or private, and any individual resident in the Province of Alberta being the full age of 18 years, who wishes to participate in the Network and agrees to be bound by the bylaws of the Network and its operational policies and procedures.
2. In addition, the Leadership Team will seek representation from agencies, programs and departments providing supports and services from the community, and individuals with an interest in Fetal Alcohol Spectrum Disorder.
  - (a) Within this, the Board will strive to develop and maintain effective representation for rural areas, Indigenous and immigrant communities, as well as consideration given to fair representation from Edmonton and area.
  - (b) The Board will seek representation from members reflective of the Alberta FASD Service Network Program.
3. The Leadership Team will be comprised of two (2) Co-Chairs and a minimum of 10 members.
4. The Leadership Team members will serve for a three (3) year term, with no limit to the number of terms.
5. The Leadership Team members must attend a minimum of 75% of scheduled Leadership Team meetings in order to maintain membership.
6. Leadership Team Co-chairs terms shall be two (2) years unless a one (1) year term is needed for one Co-chair to accomplish a staggered term for the Co-chairs. Co-chairs may be elected for a second term.
7. Quorum is defined as a 25% of the Leadership Team. Majority is defined as 50% plus one of the Leadership Team.

## **Governance**

### **Leadership Team Roles and Responsibilities**

#### **Policy:**

The Leadership Team is the governing body that represents and directs the Network, and is responsible for conducting the affairs of the Society in accordance with the objectives set out in the Terms of Reference, and in accordance with the bylaws governing the Network.

#### **Procedure:**

1. The Leadership Team is accountable for:
  - Providing strategic direction to ensure the Network's operations are consistent with the Society's bylaws, reflect the Network's mission and community priorities, and align with the policies, expectations, and funding requirements of the Government of Alberta.
  - Directing and managing funds for the priorities outlined in the annual budget of the Society, and its approved grant and funding applications and/or business plans;
  - 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 funders on the Network's actions and results as per contractual agreements; and
  - Establish and maintain the Policy and Procedure Handbook for the Network.
2. Leadership of the Network includes the following responsibilities:
  - Engaging Network members to identify and assess community needs related to FASD supports and services within the Network's catchment area.
  - Developing and submitting business plans, grant applications, and addendums to the Government of Alberta and other funding partners, as required.
  - Building partnerships and fostering collaboration among service providers, community organizations, and other supports to strengthen coordination and enhance community capacity.
  - Clearly defining and documenting the roles and responsibilities of all parties involved in Network operations, including the Leadership Team, Network Coordinator, Banker, contracted service providers, and any additional operational staff.
  - Designing and maintaining an effective and transparent Network structure.
  - Securing and maintaining appropriate board and general liability insurance coverage.
3. Directing and Managing FASD Network Program Funds:
  - Establish and review Network funding criteria and decision-making processes that govern the distribution of funds received from the FASD Program with the Government of Alberta.
  - Establish and review contracting processes and written agreements for the procurement of services to ensure they are open, transparent, fair and demonstrate competencies in contract management;
  - Establish formal agreements with a Network Banker to receive, hold and disburse FASD Program funds and other funds as directed;

- Ensure contract management processes are in place for the Network to establish and maintain written agreements with service providers;
  - Oversee fund development initiatives of the Network; and
  - Ensure that contracted service providers, or those being considered for funding, do not participate directly in Network funding decisions.
4. Monitoring the performance of the Network:
- Ensure that written agreement processes are in place to monitor service providers and confirm compliance with all applicable Government of Alberta policies, standards, and funding requirements for the FASD Program;
  - Establish procedures for sharing information and dispute resolution;
  - Ensure that programs and services funded by the Network comply with appropriate privacy legislation (i.e., the *Freedom of Information and Protection of Privacy Act* and the *Health Information Act*);
  - Participate in Network program evaluation activities coordinated by the Government of Alberta;
  - 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; and
  - Ensure that contracted service providers or staff members employed by or accountable to a Network member who is receiving funds do not participate in the oversight of written agreements.
5. Financial Reporting:
- Comply with all financial and reporting requirements established by the Government of Alberta under the FASD Program, as well as any additional requirements set by other funding partners.
  - Set the budget.
6. Reporting to the FASD Program with the Government of Alberta:
- Assign a representative, typically the Network Coordinator, to liaise with the Government of Alberta and the FASD Program on matters related to reporting, communication, and coordination.
  - Participate in provincial FASD stakeholder gatherings, consultations, and other collaborative activities facilitated by the Government of Alberta to share regional perspectives and support system-wide learning.
  - Represent the Network in provincial FASD initiatives and partnerships, as appropriate, ensuring alignment with the direction and priorities of the Government of Alberta and the FASD Program.
  - Promote the goals and activities of the Network within the community and across provincial partners to enhance awareness and collaboration within Alberta's FASD Program.
7. Other details and duties:
- Establish and maintain a Terms of Reference for the Network.
  - Ensure procedures are established to implement policy.
  - Contract and counsel the Network Coordinator.
  - Authorize long and short-term plans.
  - Serve as a review panel, providing expertise, wisdom, and an objective viewpoint.

- Seek community support for the Network.
  - Maintain and build the Leadership Team.
  - Appoint an auditor.
8. The Leadership Team will determine meetings dates and times.
  9. All decisions reached by the Leadership Team will be publicly supported by all members. Individuals may sometimes disagree with the decisions reached as a Leadership Team; nevertheless, the decision of the Leadership Team will be supported and endorsed by all members regardless of individual views.
  10. Ad-Hoc Committees: Leadership Team members are expected to serve on ad-hoc committees on an as-needed basis.



## **Governance**

### **Leadership Team Meeting Frequency and Procedures**

#### **Policy:**

The business of the Network is handled in a timely manner.

#### **Procedures:**

##### *Leadership Team Meetings*

1. Meetings of the Leadership Team will be held at least nine (9) times per year and are prescheduled monthly.
2. As per the Society's bylaws, the Leadership Team may, by motion, decide to hold special meetings, including, but not limited to, annual strategic planning and operational policy and procedure review.
3. The Network Coordinator will send by email, or facsimile, a 'Notice of Leadership Team Meeting' at least five (5) business days before the meeting. The notice shall include the place, date, time and agenda of the meeting.
4. The Network Coordinator will send by email, or facsimile, a 'Notice of Special Meeting' at least twenty-one (21) days before the meeting. The notice shall include the place, date, time and agenda of the meeting.
5. All meeting proceedings will be recorded and up-to-date records accessible to Network members and other stakeholders.

##### *Annual General Meeting*

1. The Annual General Meeting will take place thirty (30) to one hundred and eighty (180) days from the close of the fiscal year.
2. Notice of the Annual General Meeting shall be given to the community and Network members not less than twenty-one (21) days before the scheduled meeting. The Leadership Team shall determine the date of the Annual General Meeting. Notice shall be deemed given as of the date of mailing, by ordinary mail, email, or facsimile, to the respective names in the Register of Members.

## **Governance**

### **Leadership Team Meeting Attendance**

#### **Policy:**

Leadership Team members actively participate in the governance of The Network.

#### **Procedures:**

1. Leadership Team Members will attend meetings and if unable to attend they will notify Coordinator and/or Chair with forty-eight (48) hours advance notice.
2. Normally, a Leadership Team Member requesting a leave of absence will put their request in writing to the Chair at least two (2) weeks prior to the next regularly scheduled Leadership Team meeting.
3. If a Leadership Team member misses three (3) consecutive meetings, the Chair will contact them to discuss the feasibility of continued involvement.
4. The Leadership Team may, by resolution, ask for the resignation of a Leadership Team member who fails to attend:
  - At least two-thirds of the scheduled Network meetings in any twelve-month period; or
  - More than two meetings in a row without notification to the Chair.

## **Governance**

### **Succession Plan: Leadership Team Co-Chair**

#### **Purpose:**

To ensure consistent, transparent, and inclusive leadership within the Network through a clear nomination and election process for Leadership Team Co-Chairs.

#### **Policy:**

The Network values shared leadership and continuity. A structured annual process supports the selection of Co-Chairs who reflect the diversity, values, and priorities of the Network community.

#### **Procedures:**

1. Nomination Period:
  - Nominations for Co-Chair positions are accepted from January to March each year.
  - Nominations may be submitted in person at a Network meeting or by email to the Network Coordinator during the nomination period.
  - The term for newly elected Co-Chairs begins April 1.
2. Eligibility:
  - Any active Network member in good standing may be nominated or self-nominate.
  - Co-Chairs may serve a two-year term and may be re-elected for one additional term.
3. Election Process:
  - The Executive Board reviews all nominations to confirm eligibility.
  - A slate of eligible candidates is presented to the membership for a vote at the March Network meeting.
  - Election results are announced following the meeting, with the transition taking effect April 1.
4. Continuity and Mentorship:
  - Terms are staggered so that at least one Co-Chair remains in place each year to maintain stability and leadership continuity.
  - Outgoing Co-Chairs are encouraged to mentor and support incoming Co-Chairs during the transition period.
5. Unexpected Vacancies:
  - If a Co-Chair position becomes vacant before the end of a term, the Emergency Succession Plan will be enacted to appoint an interim Co-Chair until the next election cycle.
6. Communications:
  - The call for nominations will be announced at Network meetings and recorded in the public-facing meeting minutes, which are posted on the Network blog.





- The announcement will clearly state the nomination period, eligibility criteria, and instructions for submitting a nomination.
- Additional reminders may be shared through the Network's email list or other communication channels as appropriate.

7. Oversight and Implementation:

- The Leadership Team and Network Coordinator are responsible for managing, communicating, and monitoring this policy to ensure fair and consistent application.
- This policy will be reviewed periodically to ensure it remains relevant and aligned with current Network governance practices.



## Governance

### Emergency Succession Plan: Leadership Team Co-Chair

#### Policy:

The Network Co-Chair positions are a central element to the leadership of the Network and its continuing success. Ensuring 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 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.

#### Procedures:

1. It is the responsibility of the Leadership Team Co-Chair positions to inform the Network membership of a planned temporary or short-term absence, and plan accordingly.
2. The Network Coordinator shall immediately inform the Network membership of an unplanned temporary or short-term absence of a Leadership Team Co-Chair position.
3. 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 if needed.
4. Among the duties listed in the Society bylaws, the following are considered to be key functions of the Leadership Team Co-Chair position and each has a corresponding temporary position strategy:

Key Leadership Team Co-Chair Functions	Temporary Position Strategy
Direct Society meetings.	Sitting Co-Chair and Network Coordinator
Coordinate all tasks in Network operations including: Network development, administration and reporting, strategic planning and public relations.	Sitting Co-Chair, Network Coordinator, and/or Network designate
Ensure Network policies and procedures are in practice.	Network membership and Network Coordinator
Orient prospective members to the Network.	Network Coordinator
Maintain communication and liaison with the FASD-CMC.	Sitting Co-Chair and Network Coordinator

Ensure Government of Alberta reporting requirements and guidelines are complete and met.	Sitting Co-Chair and Network Coordinator
Coordinate efforts to address issues of interest and concerns.	Sitting Co-Chair and Executive Board
Mediate and assist in the resolution of conflicts within the Network.	Sitting Co-Chair and Executive Board
Liaise with Network members regarding the delegation of tasks and duties.	Sitting Co-Chair

5. A temporary, planned or unplanned absence, short-term, is defined as a temporary absence ninety (90) days or less and where it is expected that the Co-Chair will return once the events precipitating the absence are resolved. For a temporary absence, short-term, the 'Temporary Position Strategy' will be enacted.
6. Based on the anticipated duration of the absence, the sitting Leadership Team Co-Chair may appoint an Acting Co-Chair to assist with position responsibilities.
7. In the event of a temporary long-term, planned or unplanned absence, defined as ninety (90) days or more, the procedures to be followed shall be the same as for a temporary, short-term absence, with the Network membership giving immediate consideration to filling the position left vacant through enacting the Succession Plan Policy under the recognition that it may not be reasonable to expect the Acting Co-Chair to carry out the duties for the duration of the absence.
8. In the event of a permanent, unplanned absence, defined as one in which it is firmly determined that the Leadership Team Co-Chair will not be returning to the position, the Network membership will enact the Succession Plan Policy.

## **Governance**

### **Constitution and Roles and Responsibilities of Executive Board**

#### **Policy:**

The Network has a defined composition and structure for the governance of the Network, which includes the Network Executive Board. The Executive Board is responsible for conducting the affairs of the Society in accordance with the objectives set out in the Terms of Reference, and in accordance with the bylaws governing the Network.

#### **Procedure:**

1. The Executive Board will be comprised of a Leadership Team Chair and two (2) to four (4) officers, to a maximum of five (5).
2. Vacant Officer positions will be elected annually from the Board Members at the Annual General Meeting.
3. Officers shall serve a term of two (2) years and may be re-elected to the same position for a second term.
4. Quorum is defined as a majority of Officers. Majority is defined as 50% plus 1.

#### **Roles and Responsibilities:**

1. Provide leadership and direction to all activities of the Board, including but not limited to the Network Dispute Resolution Process and Fund Distribution Policy;
2. Be an active participant in decisions made by the Board on behalf of the Members;
3. Recognize and uphold all fiduciary responsibility vested in the Board;
4. Responsible for grants and contracts management including: negotiating and finalizing agreement terms, fund distribution, monitoring progress of agreements, maintaining agreement documentation to ensure fulfillment of agreement terms, and signing agreements;
5. Exercise the powers of the full Board with respect to any matter that, in the opinion of the Board Chair, should not be postponed until the next scheduled General Meeting of the Board;
6. Appoint legal counsel as necessary;
7. Contract persons as required to support the efforts of the Network;
8. The Network Coordinator is an ex-officio Member of the Executive;

9. Provide supervision to the Network Coordinator, which includes an annual performance evaluation;
10. Work with the Network Coordinator to ensure all FASD CMC and other funders' reporting requirements are completed in a timely and accurate manner;
11. Be one of the signing Officers of the Network;
12. Perform such duties as may be specified by the Leadership Team; and
13. Review procedures for accountability at all levels of the Network.



## Governance

### Network Coordinator Roles and Responsibilities

#### Policy:

The Network Coordinator is accountable to the Network Leadership Team and Executive Board for implementing Network operational priorities, particularly the enhancement of FASD programs and services.

#### Procedures:

1. The Network Coordinator acts as a program coordinator and contract manager for implementing Network operational priorities.
2. The Network Coordinator reports to the Chair(s) of the Leadership Team.
3. The Network Coordinator's duties shall be outlined in the contractual letter of agreement, to be signed yearly.
4. Key program coordinator accountabilities of the Network Coordinator position include, but are not limited to:
  - Oversee the planning and coordination of the Network;
  - Facilitate the meetings of the Network, including the Annual General Meeting;
  - Liaise with the Government of Alberta, FASD Program and other funders on behalf of the Network;
  - Liaise with contracted agencies and the Network Banker on behalf of the Network;
  - Be the Network's primary contact for the Government of Alberta, the media, Network members, stakeholders, and the general public;
  - Prepare and maintain records and reports, such as financial reports, budgets, quarterly and annual reports, business plans, and strategic plans for the Network;
  - Facilitate and support the preparation of all reports and documentation for the Government of Alberta and other funders as required. Work with agencies to gather information as needed;
  - Coordinate evaluation requirements of the Network and funded agencies;
  - Coordinate Network communications;
  - Maintain current contact information for all Network members and potential members;
  - Help facilitate community development for the Network;
  - Participate in Provincial Network Committees as appropriate; and
  - Maintain the Society's archives.
5. Key contract management accountabilities of the Network Coordinator include, but are not limited to:
  - Draft and administer written Letters of Agreements for contracted service providers and the Network Banker under the direction of the Leadership Team;
  - Ensure the programs and services funded by the Network comply with appropriate privacy legislation;

- Provide oversight by ensuring that service providers are compliant with written Letters of Agreement and by directly enforcing agreement provision. This includes:
    - ✓ Identify and communicate compliance issues to the Leadership Team Co-Chairs and Executive Board.
    - ✓ As needed and when directed by the Executive Board, initiate legal or other action to ensure accountability of contracted service providers.
  - Demonstrate to the Leadership Team that service providers are compliant with written Letters of Agreement through consistent reporting to the Leadership Team;
  - Maintain up-to-date records that are accessible to the Leadership Team, the Government of Alberta, and FASD Program.
6. The Network Coordinator must remain independent and free from any conflict of interest. They cannot be employed by, accountable to, or a member of any organization that currently receives, or may receive in the future, FASD Program funding through the Government of Alberta or other related funding sources.
  7. In the event the Network Coordinator has a temporary, planned or unplanned, short-term or long-term absence, the Leadership Team Co-Chairs and Executive Board will put into place a temporary staffing strategy.

## Governance

### Network Coordinator: Performance Appraisal

Network Coordinator Name:

Reviewer Name:

Period of Review:

Rating Scale	
1 – Exceeding Expectations 2 – Achieving Expectations 3 – Partially Achieving Expectations 4 – Not Achieving Expectations	
The reviewer should add comments to each section.	
Accesses supports appropriately	
Applies professional / technical / safety knowledge and skills appropriately	
Demonstrates commitment to the Network	
Demonstrates knowledge of the Network (including policy, procedures, programs, etc.)	
Displays satisfactory verbal and written communication skills	
Exhibits appropriate professional boundaries	
Is reliable and punctual	
Resolves conflicts appropriately	
Shows a willingness to learn and improve	
Shows an organized approach to work	
Understands, interprets and follows instructions	
Uses appropriate judgment	
Works effectively as a team member	

Review's Comments:

Coordinator's Comments:

\_\_\_\_\_  
Coordinator Signature

\_\_\_\_\_  
Reviewer Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date



## Governance

### Network Coordinator Job Description

The Edmonton and area Fetal Alcohol Network Society is composed of agencies, organizations, and individual members who share a commitment to supporting individuals and families impacted by Fetal Alcohol Spectrum Disorder (FASD). The Network is guided by a Leadership Team and Executive Board made up of stakeholders from within the region.

The Leadership Team oversees the management, allocation, and administration of funds received through the Government of Alberta's FASD Program to strengthen and expand services for individuals affected by FASD within the region.

In addition to administering funding, the Network fosters collaboration among community partners and maintains a strong network of stakeholders who benefit from shared learning, information exchange, and coordinated approaches to service delivery.

The Network Coordinator acts as a program coordinator and contract manager, providing leadership and support to service providers, and works under minimal supervision for the Network.

Key program coordinator accountabilities of the Network Coordinator position include, but are not limited to:

- Oversee the planning and coordination of the Network;
- Facilitate the meetings of the Network, including the Annual General Meeting;
- Liaise with the Government of Alberta and other funders on behalf of the Network;
- Liaise with contracted agencies and the Network Banker on behalf of the Network;
- Be the Network's primary contact for the Government of Alberta, the media, Network members, stakeholders, and the general public;
- Prepare and maintain records and reports, such as financial reports, budgets, quarterly and annual reports, business plans, and strategic plans for the Network;
- Facilitate and support the preparation of all reports and documentation for the Government of Alberta and other funders as required. Work with agencies to gather information as needed.
- Coordinate evaluation requirements of the Network and funded agencies;
- Coordinate Network communications;
- Maintain current contact information for all Network members and potential members;
- Help facilitate community development for the Network.
- Participate in Provincial Network Committees as appropriate; and
- Maintain the Society's archives.

Key contract management accountabilities of the Network Coordinator include, but are not limited to:

- Draft and administer written Letters of Agreement for contracted service providers and the Network Banker under the direction of the Leadership Team;
- Ensure the programs and services funded by the Network comply with appropriate privacy legislation.
- Provide oversight by ensuring that contracted service providers are compliant with written Letters of Agreement and by directly enforcing agreement provisions. This includes:

- ✓ Identify and communicate compliance issues to the Network Co-Chairs and Executive Board.
- ✓ As needed and when directed by the Executive Board, initiate legal or other action to ensure accountability of contracted service providers.
- Demonstrate to the Leadership Team that contracted service providers are compliant with written Letters of Agreement through consistent reporting to the Leadership Team;
- Maintain up-to-date records that are accessible to the Leadership Team and Government of Alberta.

**Qualifications include:**

- Master's Degree in a relevant field (a Bachelor's Degree with extensive executive experience may be considered)
- Minimum 5-7 years of relevant experience within the human services field.
- Prior experience in an executive management-based position.
- Prior experience with strategic plans and related reporting.
- Knowledge of FASD / issues.
- Understand the community development process.

The Coordinator must have knowledge of the English language, clerical/computer/social media systems, administration and management, policy and procedures development, government funding systems, strategic planning, community development, leadership, and supervision.

A coordinator must be an active listener and learner, service-oriented, a critical thinker, a problem solver, able to speak clearly and effectively, and able to handle conflict. A coordinator must also have good time and organization management, the ability to monitor themselves and others, good interpersonal skills, and the ability to compile the Network information.

## Governance

### Conflict of Interest

#### Policy:

The Network is committed to fulfilling its mission with integrity, accountability, and the highest ethical standards. To uphold public trust and transparency, all members of the Network are expected to avoid situations where their personal, professional, or organizational interests conflict, or could be perceived to conflict, with the interests of the Network.

The Network will develop and implement its policies and procedures with openness, fairness, and transparency to ensure decisions are made in the best interest of the communities it serves.

#### Procedures:

Definition:	<p>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:</p> <ul style="list-style-type: none"><li>• 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</li><li>• 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.</li></ul>
Conditions:	<p>The rules and examples that follow do not exhaust the possibilities for conflict of interest, but they identify obvious situations covered by the policy.</p>
Special treatment:	<p>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.</p>
Outside activities:	<p>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.</p>

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.

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 Leadership Team Co-chairs or designates in writing.

Reporting a conflict: When a Network member reports a conflict of interest to the Leadership Team Co-Chairs in writing, a copy is forwarded to Executive Board. If a Network member reports wrongdoing on the part of a Leadership Team Co-Chair, they should report this in writing directly to the Executive Board.

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

Implementation: Leadership Team 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 Leadership Team 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.

## **Governance**

### **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.

#### **Procedure:**

1. Any complaints shall be taken up with the Leadership Team Co-Chairs 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.
2. The Network member shall within two working days after the discussion with the Leadership Team Co-chairs put the dispute in writing, stating all facts in detail and submit to the Leadership Team Co-Chairs.
3. Within one week, the Leadership Team 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.
4. If no satisfactory resolution is received within one week, the member has five days, the Network member shall contact the Executive Board 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 contacted the Network Coordinator.
5. The Network member shall submit to the Executive Board the Dispute Resolution Form. The Executive Board 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.
6. The decision shall be in writing and shall set forth the determination of the Executive Board on the issues presented for Dispute Resolution along with the resolution of the dispute and how the resolution is to be implemented.
7. If one or more of the Leadership Team Co-Chairs and/or Executive Board 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.

8. 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.
9. 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.



## Governance

### Dispute Resolution Form

<b>Name:</b>	
<b>Phone Number:</b>	
<b>Email Address:</b>	

1. Please provide a statement of the nature and subject(s) of the dispute.
2. Please provide a statement of the Party's position on each of the subjects at issue.
3. For each specific issue in dispute please identify the facts, data, and information that support the Party's position(s).
4. Please provide a statement(s) of the proposed resolution(s) of the dispute.

## **Governance**

### **Conduct**

#### **Policy:**

Leadership Team members and any other person doing business on behalf of the Network are accountable for their conduct as a representative of the Network. Any allegations of misconduct will be impartially investigated and dealt with in a professional and timely manner.

#### **Procedures:**

1. In the event that there is an allegation of misconduct against a member of the Network, the allegation will be directed to the Executive Board via the Leadership Team Co-Chairs.
2. The allegation must be in writing, dated and signed.
3. If the allegation is directed to a Leadership Team Co-Chair or Executive Board member, the allegation will not be directed to the member named in the allegation.
4. The Executive Board will make recommendations to the Leadership Team after due inquiry, adhering to the following principles:
  - The allegation will be dealt with as quickly as possible. The person making the allegation will be notified of the investigation within five (5) working days of the Executive Board receiving the allegation.
  - As few persons as possible will be privy to the details of the allegation.
  - It is expected that Executive Board members maintain their objectivity.
  - Careful notes of all of the proceedings, including dates, times of meetings, phone calls, letters, emails, etc. will be kept; keeping in mind that all such documents could be accessed by the Network member whose alleged misconduct is under investigation or inquiry; as per the FOIP Act.
  - Typically, the investigation of the allegation shall be completed within thirty (30) days from the time the Executive Board was given the original allegation notice.
  - If the Executive Board is unable to deal with the allegation it will be referred to the Leadership Team as a whole.
5. Misconduct is defined as any behavior that is not conforming to or in conflict with the goals, beliefs, and principles of the Network as outlined in the Network Terms of Reference.
6. The Executive Board may suspend or release a Network member for any misconduct or take alternate or additional action it deems appropriate.
7. Prior to any decision being made, the Executive Board may consult with independent legal counsel regarding the legalities of the situation and/or decision.



## **Governance**

### **Confidentiality**

#### **Policy:**

Confidentiality is the preservation of privileged information. By necessity personal and private information is disclosed in a professional working relationship. Part of what you learn is necessary to provide supports and services and build the community's capacity to address FASD; other information is shared within the development of a helping, trusting relationship. Therefore, most information gained about clients, programs and agencies, and the Network through Society membership is confidential.

It is the policy of the Edmonton and area Fetal Alcohol Network Society that board members, volunteers, and contractors of the Society will not disclose confidential information belonging to, or obtained through their affiliation with the Edmonton and area Fetal Alcohol Network Society to any person, including their relatives, friends, and business and professional associates, unless the Edmonton and area Fetal Alcohol Network has authorized disclosure. This policy is not intended to prevent disclosure where disclosure is required by law. Board members, volunteers and contractors are cautioned to demonstrate professionalism, good judgment, and care to avoid unauthorized or inadvertent disclosures of confidential information.

Failure to adhere to this policy will result in discipline, up to and including separation of membership with the Edmonton and area Fetal Alcohol Network Society.

#### **Certification**

I have read the Edmonton and area Fetal Alcohol Network policy on confidentiality presented above. I agree to abide by the requirements of the policy and inform the Society Co-Chairs if I believe any violation (unintentional or otherwise) of the policy has occurred. I understand that violation of this policy will lead to disciplinary action, up to and including termination of my membership with the Edmonton and area Fetal Alcohol Network Society.

Signature \_\_\_\_\_ Name \_\_\_\_\_ Date \_\_\_\_\_

## **Governance**

### **Network Evaluation**

#### **Policy:**

Reflection is a valuable part of evaluating the performance and goal achievement of the Network, while striving to constantly improve and grow.

#### **Procedure:**

1. To enhance governance performance and goal achievement, the Network will participate in yearly evaluation initiatives, including an annual stakeholder survey.
2. The Network Coordinator will formulate the results and develop recommendations for the Leadership Team.
3. The Leadership Team will review results and recommendation and make any adjustments to its practices as required.

## **Governance**

### **Annual Strategic Planning/Review**

#### **Policy:**

The purpose of annual strategic planning and review is to bring together Network members, contracted service providers, and other stakeholders to reflect on current policies, procedures, bylaws, funding directions, and operational approaches. This process ensures shared understanding, alignment with the Network's purpose, and the development of strategies and action plans for the year ahead.

Strategic planning may occur during a dedicated Annual Strategic Planning/Review meeting or be carried out throughout the year at regularly scheduled Network meetings to allow for continuous reflection and responsive planning.

#### **Procedures:**

1. The Annual Strategic Planning and Review process will follow the provisions listed under the Leadership Team Meeting Frequency and Procedures Policy. Planning may take place:
  - During a single, dedicated Annual Strategic Planning/Review meeting, or
  - Across multiple regularly scheduled Network meetings throughout the year, as determined by the Leadership Team.
2. The Network Coordinator will develop the agenda, which may include:
  - Review of Network nominations
  - Review of the Network's philosophy, purpose, and objectives (assessing ongoing relevance and identifying refinements)
  - Review of the Network Operational Policy and Procedure Handbook
  - Review of Society bylaws
  - Presentation of the Network's accomplishments and challenges from the previous year, highlighting successful strategies and lessons learned
  - Overview of FASD services and programs operational during the year
  - Review of the Community Needs Assessment, SWOT Analysis, and Environmental Scan
  - Determination of FASD service and program funding priorities and criteria (as related to the FASD Service Network Program)
  - Identification and assessment of opportunities and barriers that may affect Network planning
  - Development of strategies, priorities, and the annual Network Strategic Plan
3. Implementation of the Strategic Plan:
  - The Network Coordinator, in collaboration with the Leadership Team Co-Chairs, will develop detailed action plans for each identified strategy. Each action plan will include specific tasks, responsible parties, and timelines. Progress will be monitored by the Network Coordinator and reported to the membership at regularly scheduled Network meetings to ensure accountability and transparency.

## **Governance**

### **Gender-Based Analysis Plus Policy Statement**

#### **Policy:**

The Network is committed to integrating into its governance and management a gender-based analysis plus (GBA+) framework that informs both its policies and practices. It is essential that gender factors and gender equality issues be recognized and analyzed in order to be mitigated and/or resolved within the work of the Network.

#### **Procedures:**

1. To implement a GBA+, the Network commits to:
  - Develop and apply a GBA+ framework to the Network and its operations.
  - Ensure contracted service providers and their staff complete and provide documentation of GBA+ training.
  - Build the capacity of stakeholders to incorporate GBA+ into their services by developing and delivering tools that guide and support their efforts.
  - Develop indicators to assess and monitor progress of GBA+ implementation at Network and service level.
  - Collect and use gender-disaggregated data to inform and guide practices.
  - Evaluate the effectiveness of the gender-based analysis process.

## Programs and Services

### 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 Program revenues and other revenues received from funding sources and grant applications made on behalf of the Network.

#### Procedure:

##### 1. Principles of Fund Distribution:

- All agencies and organizations applying for funds are considered on an equal basis.
- Decisions made by the Executive Board will be informed, impartial, and representative of the diversity of the community, with members declaring and avoiding any conflict of interest.
- Funds will be distributed with fairness and impartiality, prioritizing the collective benefit of the community.
- Decisions will be guided by the funding priorities identified in the Network's Strategic and Business Plans and by the Government of Alberta.
- Agencies and organizations that receive funding will be held accountable for fiscal, management, and service-delivery standards.
- Allocated program and service funds must be used for programs serving the Network's catchment area.
- Previous funding levels for FASD service providers and the Network Coordinator may be maintained where Letters of Agreement and deliverables have been successfully met, services remain required, and funding is available, as approved annually by the Network Leadership Team.
- The funding process and decisions will be made in accordance with the Government of Alberta policies and directives governing FASD Network operations and grants.
- Evaluation results will inform, but not solely determine, final funding decisions. The highest evaluation score does not guarantee selection or the full award of funding. Final approval rests with the EFAN Executive Board, which may consider strategic priorities, service balance, and available resources in determining allocations.

##### 2. Performance and Membership Standards:

- If an organization fails to meet the Network's performance standards as outlined in its Letter of Agreement, or substantiated complaints are received from the community, EFAN reserves the right to deny or withdraw membership or funding at any time when continued participation is deemed not in the best interest of the Network.

##### 3. Eligibility for Funding:

- To be eligible for an allocation, an agency must complete and submit a Request for Proposal (RFP) or an Expression of Interest (EOI) as issued by the Network. Agencies must meet eligibility criteria established in each RFP or EOI, developed by the Leadership Team based on identified Network and community needs, and must:

- Maintain active membership with EFAN throughout the granting period, attending at least 75% of Network meetings;
- Be a legal entity;
- Operate within EFAN's catchment area;
- Deliver programs grounded in sound theory or proven practice, with measurable outcomes and respect for cultural diversity; and
- Sign a Letter of Agreement provided by EFAN.

4. Fund Distribution Overview:

- The allocation process aims to distribute funds to collaborating agencies and organizations in a manner that:
  - Maximizes benefits to individuals and families requiring FASD supports;
  - Demonstrates measurable improvement in identified community needs; and
  - Strengthens collaboration among Network members.
- Applications will only be accepted during open calls. EFAN reserves the right to suspend or terminate any current or future funding based on evidence affecting an agency's ability to fulfill contractual or performance obligations.

5. Proposal Review Process:

- The Executive Board will appoint an Evaluation Team of at least five members, which may include EFAN Officers, Directors, and external subject-matter experts as needed.
- The Evaluation Team will review and assess proposals, with authority to approve, deny, or request revisions, ensuring all members are free from conflicts of interest.
- Each proposal will first be screened for mandatory requirements. Proposals failing to meet these will not proceed to evaluation.
- Clarifications may be requested from applicants where needed.
- Evaluation Team members will complete evaluation worksheets independently before a group consensus review.
- Evaluation worksheets will include defined criteria and rating scales. A consensus score and ranking will be determined for each proposal, with results documented for transparency.
- The resulting scores will guide recommendations; however, final funding decisions will be made by the EFAN Executive Board in consideration of broader strategic, financial, and service-delivery factors.

6. Conflict of Interest Restrictions:

- Individuals under funding consideration, Government of Alberta employees, and any persons with an actual, potential, or perceived conflict of interest shall not participate in the review, evaluation, or decision-making process related to any Request for Proposal (RFP), Expression of Interest (EOI), or funding allocation under the FASD Service Network Program.
- All members of the Evaluation Team and Executive Board must declare any real or perceived conflicts of interest prior to participation in the review process. In such cases, the individual shall be recused from all related discussions, evaluations, and decisions to maintain transparency, impartiality, and the integrity of the Network's funding process.

## Programs and Services

### Overview of Services

#### Policy:

The Network coordinates and supports a comprehensive regional response to FASD across the life span and a continuum of services that is respectful of individual, family, culture and community diversity. Supports are dependent on funding and resources.

#### Procedure:

1. **Intent of Services:** The purpose of The Network is to increase regional capacity through the enhancement of existing FASD services and the development of new FASD services for a continuum of coordinated services in four services categories: awareness; prevention; assessment and diagnosis; and supports for individuals and caregivers.
2. **Target Population:** The Network identified the following primary target groups based on the Government of Alberta FASD Initiative:
  - Children and Youth Diagnosed with FASD – children and youth with a formal FASD diagnosis based on the Canadian Diagnostic Guideline.
  - Children and Youth possibly with FASD – children and youth without an FASD diagnosis but have strong indicators that have been identified.
  - Adults Diagnosed with FASD – adults with a formal FASD diagnosis based on the Canadian Diagnostic Guidelines
  - Adults possibly with FASD: adults without an FASD diagnosis but have strong indicators that have been identified.
  - Families and Caregivers – families and caregivers who provide support to an individual with, or possibly with, FASD.
  - At-Risk Population – individuals who are pregnant or up to six-months post-partum and use substances.
  - Alberta Communities – individuals and groups who may not generally be considered at-risk and community-based organizations who provide prevention and support services to individuals with, possibly with, or at-risk of having FASD.
3. **Service Area:** The Network catchment area include:
  - six cities: Edmonton, Fort Saskatchewan, Leduc, St. Albert, Beaumont and Spruce Grove;
  - one specialized municipality, Strathcona County, which includes Sherwood Park;
  - three municipal districts: Leduc County, Parkland County, and Sturgeon County;
  - nine towns: Bon Accord, Bruderheim, Calmar, Devon, Gibbons, Legal, Morinville, Redwater, and Stony Plain;
  - four villages: Spring Lake, Thorsby, Wabamun, and Warburg;
  - eight summer villages: Betula Beach, Golden Days, Itaska Beach, Kapasiwin, Lakeview, Point Alison, Seba Beach, and Sundance Beach; and

- the Alexander First Nation community, the Enoch Cree Nation community, and the Paul First Nation community;
4. Services Provided: Services provided through Network contracted agencies include:
- Awareness and prevention;
  - Assessment and diagnosis;
  - Supports for individuals;
  - Supports for caregivers; and
  - Parent – child assistance programming



## Programs and Services

### Principles of Best Practice

#### Policy:

The Network is committed to operating in and providing supports and services that honor, respect, and advocate for the human rights, fundamental freedoms, personal worth, and dignity of persons with or suspected to have FASD, their families and caregivers, and communities.

#### Procedure:

1. Principles of best practice: The Network operational policies and procedures are based on the following principles, which the Network strives to achieve:
  - Develop a collaborative and flexible approach: The Network promotes collaboration among stakeholders at the government, agency, and community levels, within an environment that is flexible and responsive to unique local needs.
  - Align with identified direction setting documents. These core documents include:
    - Year 5, Year 7 and Year 10 Evaluations of the FASD 10 Year Strategic Plan (Government of Alberta).
    - FASD Across the Lifespan, FASD Strategic and Operational Plan
    - FASD Service Network Program: Operating Grant Policies
    - Fetal alcohol spectrum disorder: a guideline for diagnosis across the lifespan (**Cook et al 2015**).
    - Best Practices for FASD Service Delivery: Guide and Evaluation Toolkit (Pei et al., 2015).
    - Towards Healthy Outcomes for Individuals With FASD (Pei et al., 2019).
    - Fetal Alcohol Spectrum Disorder (FASD) Prevention: Canadian Perspectives (Poole, 2008).
    - Gender-Based Analysis Plus (GBA+) (Government of Canada).
    - Truth and Reconciliation Commission of Canada: Calls to Action, especially Recommendation #33 (development of FASD preventive programs in collaboration with Aboriginal people and delivered in a culturally appropriate manner) and Recommendation #34 (reform of the criminal justice system to better address the needs of offenders with FASD).
    - United Nations Declaration on the Rights of Indigenous Peoples (United Nations).
    - OCAP<sup>®</sup> : Ownership, Control, Access and Possession (First Nations Information Governance Centre).
    - Convention on the Rights of Persons with Disabilities (United Nations).
    - FASD and Access to Justice: Final Report to Federal/Provincial/Territorial Ministers Responsible for Justice and Public Safety (Justice Canada).
    - Consensus Statement on FASD – Across the Lifespan, 2009 (Institute of Health Economics).
    - Consensus Statement on Legal Issues of FASD, 2013 (Institute of Health Economics).
  - Promote a strength-based approach: The Network will provide services to individuals, families, and communities that build on current strengths and capabilities.

- Address needs across the lifespan without age barriers: The Network will focus on a developmentally sensitive approach to FASD from pre- conception to death, as FASD is a disability that affects a person throughout their life.
  - Focus on accountability and transparency: The Network will be managed in a fiscally responsible and transparent manner, including regular reporting of FASD activities and measurable results to stakeholders.
  - Building on existing capacity to address identified needs: The Network will enhance and align with existing service offerings and facilitate development of new services where none currently exist.
  - Be respectful of a wide range of perspectives: Respect for cultural diversity, including First Nations, Metis, Inuit, and immigrant populations, will be a key driver of the Network design and operations.
  - Use the GBA+ lens to inform services and operations: The Network operations, programs, and services will be informed by a GBA+ lens to ensure they are equally accessible to individuals of all genders and other intersecting identity factors, such as age, education, language, geography, culture, and income.
2. The Network Coordinator, under the direction of the Leadership Team, will complete annually a self-assessment survey on the alignment of the values and practices of the listed core documents with the Network's practices, policies, procedures, governance, and service delivery.
  3. Recommendations from the identified strengths, weaknesses, opportunities and threats with alignment will be brought to the Leadership Team and adjustments made.
  4. All programs, agencies, and projects receiving funding from the Network must ensure they are in alignment with the values and practices of the listed core documents with their contracted service provisions.

## Programs and Services

### Principles of Best Practice: Self-Assessment Survey

#### Procedures:

Please fill out for each identified core document examples of the strengths, weaknesses, opportunities, and threats that may exist between the values and practices expressed in each versus the values and practices of the Network. Should a core document be deemed not applicable to the service provision, please provide a short reasoning.

Core Document	Strengths	Weaknesses	Opportunities	Threats
Year 5, 7, 10 Year Evaluations, FASD Service Network Program				
FASD Across the Lifespan, FASD Strategic and Operational Plan				
FASD Service Network Program: Operating Grant Policies				
A Guideline for Diagnosis Across the Lifespan				
Best Practices for FASD Service Delivery (2015)				
Towards healthy Outcomes for Individuals with FASD				
FASD Prevention: A Canadian Perspective				
GBA+				
Truth and Reconciliation: Call to Action				
UN: Rights of Indigenous Peoples				
OACAP				

UN: Rights of Persons with Disabilities				
FASD and Access to Justice				
Consensus Statement on FASD				
Consensus Statement on Legal Issues				

# Financial

## Financial Practices

### Policy:

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

### Procedures:

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 the monthly 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 Coordinator (on behalf of the Network), will sign a yearly 'Banker Agreement' which stipulates the services provided, payments, record keeping, and term/termination.
2. All FASD Program funds will be distributed via the Network Banker to funded agencies.
  - The Network Coordinator will remain the contact between the Network Banker, contracted service providers and the Network.
  - Contracted service providers must be legal entities.
  - Each agency will receive program funds based on the approved Schedule B submitted or program invoices.
  - The Network Banker will distribute funds as stipulated in the yearly Letter of Agreements.
  - Each contracted service provider will sign a yearly Letter of Agreement.
  - The Network Banker will produce a bi-annual financial report on behalf of the Network and submit it to the Network Coordinator.
  - The Network Banker will produce a year-end audited Schedule D on behalf of the Network and submit it to the Network Coordinator.
  - The Network Banker will produce a year-end audited financial statement meeting the requirements of the Alberta Corporate Registry and the Network's Society registration and annual return mandate.
  - Funded agencies will submit a bi-annual financial report in the form of a Schedule B, unless invoices for payment are provided.
  - Funded agencies will provide a year-end financial report in the form of a Schedule B no later than April 30<sup>th</sup> of the respective year, unless invoices for payment are provided.

- For contracts over \$500,000, the contracted service provider must provide either an audited Schedule B or an audited Financial Statement with the accompanying Auditor's Report, or equivalent audited financial documentation supporting the invoices submitted to EFAN. These must be provided within 90 days of the reporting date(s) specified in the Letter of Agreement, or 90 days after contract termination.
  - For contracts more than \$250,000 but less than \$500,000, the contracted service provider must provide either an un-audited Schedule B certified by two authorized signatories with a Review Engagement Report, or a summary of invoiced program expenditures verified by the agency's financial officer and supported by a Review Engagement Report, within 90 days of the reporting date(s) or contract termination.
  - For contracts less than \$250,000, the contracted service provider must provide either an unaudited Schedule B certified by two authorized signatories or a certified summary of invoiced program expenditures within 90 days of the reporting date(s) or contract termination.
- Timelines for reporting will follow the outlined expectations from FASD CMC.
  - Contracted service providers will identify a contact person, and cheques/electronic transfer information will be sent directly to the contact person at the contracted service provider.
3. Financial Appeals will be considered in the event that a contracted service provider 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.

# Financial

## Financial Reporting for Funded Service Providers

### Policy:

The Network maintains a transparent, accountable, and equitable approach to fiscal management. All financial activities under FASD service delivery agreements must follow defined processes for budgeting, expenditure, and reporting.

Contracted service providers may operate under one of two approved financial models:

**Invoice Method** – where the agency submits invoices for payment in accordance with the approved budget and payment schedule outlined in the signed Letter of Agreement; or

**Schedule B Method** – where the agency manages and reports expenditures through a detailed Schedule B financial reporting template.

Regardless of the method used, funding may not be used for capital assets.

### Procedures:

#### 1. Letter of Agreement Budget:

- By signing a Letter of Agreement, the contracted service provider confirms that they are a self-sustaining organization.
- The total funding amount and payment schedule are defined within the Letter of Agreement.
- For agencies using the **Schedule B Method**, the budget is itemized under the following categories:
  - Staffing Costs
  - Program Costs
  - Facility Costs
  - Vehicle Costs
  - Administrative Costs
- Capital Assets are not an eligible expenditure category under any EFAN-funded agreement.
- For agencies using the **Invoice Method**, invoices are based on the approved budget and payment schedule and must correspond to the agreed-upon program activities and deliverables identified in the Letter of Agreement.

#### 2. Expenditures Expectations:

- The contracted service provider will expend funds to provide the contracted program according to the Schedule B or budget provided. The Schedule B or budget provided is inclusive of all expenses/cost, including any applicable taxes and as such the Network will not pay any additional expenses incurred by the contracted service provider in the performance of the Letter of Agreement.

#### 3. Financial Reporting and Analysis:

- Agencies must comply with the financial reporting requirements outlined in the Letter of Agreement:
    - **Invoice Method:** Invoices must clearly describe the program activity, deliverable, or service provided, consistent with the Letter of Agreement and EFAN's approved budget. Supporting documentation may be requested for verification.
    - **Schedule B Method:** Agencies must submit the completed Schedule B prior to the start of the fiscal year and adhere to all interim and year-end financial reporting requirements.
  - The Network Coordinator will review and analyze all financial submissions to confirm alignment with EFAN standards and the approved Letter of Agreement.
4. Reallocation of Funds:
- Agencies using the **Schedule B Method** may reallocate expenditures within approved categories, provided the reallocation:
    - Does not involve transfers to or from the Capital Assets category; and
    - Does not exceed 20% of the original amount in any given category without prior written approval from EFAN.
  - Agencies using the **Invoice Method** may not shift funds toward unapproved activities or purchases and must ensure that all invoiced expenditures correspond to the approved program scope.
5. Year-end and/or Termination Financial Reporting:
- For contracts over \$500,000, the contracted service provider must provide either an audited Schedule B or audited Financial Statement with the accompanying Auditor's Report, or equivalent audited financial documentation supporting the invoices submitted to EFAN. These must be provided within 90 days of the reporting date(s) specified in the Letter of Agreement, or 90 days after contract termination.
  - For contracts more than \$250,000 but less than \$500,000, the contracted service provider must provide either an un-audited Schedule B certified by two authorized signatories with a Review Engagement Report, or a summary of invoiced program expenditures verified by the agency's financial officer and supported by a Review Engagement Report, within 90 days of the reporting date(s) or contract termination.
  - For contracts less than \$250,000, the contracted service provider must provide either an un-audited Schedule B certified by two authorized signatories, or a certified summary of invoiced program expenditures within 90 days of the reporting date(s) or contract termination.
6. Compliance and Record Keeping:
- All financial documentation, including budgets, invoices, supporting receipts, and reports, must be retained in accordance with EFAN's record retention policies and applicable legislative requirements. EFAN reserves the right to request supporting documentation for verification or audit purposes at any time during or after the contract term.



## Financial

### Network Banker Roles and Responsibilities

#### Policy:

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

#### Procedures:

1. Major duties and responsibilities include:
  - Comply with financial and other reporting requirements established by the FASD CMC and the Network.
  - If required, sign the Banker Accountability Statement provided by the Government of Alberta as the Administrative Lead.
  - Sign the Banker Agreement provided by the Network.
  - Maintain up-to-date records that are accessible to the FASD CMC and Network.
  - Provide monthly financial statements of the Network's operational funding.
  - Release funds according to funding decisions and timelines established by the Network and formalized through Letter of Agreements.
  - Ensure all funds received through the FASD Service Network Program are maintained in a separate bank account.
  - Review yearly a 6-month Expenditures Schedule D (April 1 – September 30<sup>th</sup>) for the FASD Service Network Program funds.
  - Produce yearly, no later than June 15<sup>th</sup>, an Audited Schedule D on the FASD Service Network Program funds. The annual audit shall be conducted by the Network Banker's auditor or auditor selected by the Network, who shall be an external Chartered Accountant.
  - Produce yearly, no later than June 15<sup>th</sup>, an Audited Financial Statement, meeting the requirements of the Network's Society status for Alberta Corporate Registry. The annual financial statement shall be conducted by the Network Banker's auditor or auditor selected by the Network, who shall be an external Chartered Accountant.

## **Financial**

### **Network Operational Expenses**

#### **Policy:**

Network operational expenses as listed on the approved Schedule D, will total a maximum of ten (10) percent of the total Network income in any given year.

#### **Procedures:**

1. Operational expenses are defined as the costs of administering the FASD Service Network Program.
2. Operational expenses may include, but are not limited to, facility costs, office expenditures, insurance, banker fee, audit fee, and vehicle costs.
3. Salary and benefits for operational contracted positions, such as the Network Coordinator, are not included in the Network operational expenses as they are considered necessary for program delivery.
4. The Network will abide by funder's policies and procedures regarding capital expenditures. For example, the Government of Alberta has a limit of \$5,000 in a given year for capital expenditures.

## **Financial**

### **Insurance**

#### **Policy:**

The Leadership Team shall ensure that the Network and funded agencies carry adequate insurance.

#### **Procedures:**

1. The Network will have the following insurance coverage:
  - General Liability Insurance
  - Board Liability Insurance
  - Errors and Omission Insurance
2. The Network Coordinator will ensure that contracted service providers have adequate insurance coverage (property, general liability, professional liability, and automotive), and are able to provide proof of insurance when requested.

## Financial

### Budgeted and Unbudgeted Expenditures

#### Policy:

The Network is committed to ensuring proper authority and approval for all budgeted and unbudgeted expenditures that arise during the fiscal year. This policy provides guidelines for managing and approving such expenditures to maintain financial accountability and transparency.

#### Procedure:

##### 1. Budget Management

- The Network will manage its funds according to the approved annual budget. This includes monitoring expenditures and ensuring they align with the allocated budget categories and amounts.

##### 2. Approval of Proposed Expenditures

- Any proposed expenditures, whether budgeted or unbudgeted, must be reviewed and approved by the Leadership Team and be documented in the monthly Leadership Team meeting minutes. This ensures that all spending decisions are made collectively and align with the Network's strategic goals and financial constraints.

##### 3. Authority for Unbudgeted Expenditures

- The Network Coordinator and the Leadership Team Co-Chair are granted the authority to approve unbudgeted expenditures up to a limit of \$2,000.00. This provision allows for flexibility in addressing unforeseen expenses that may arise during the year while maintaining a check on spending.

#### Detailed Guidelines:

##### 4. Budget Adherence

- All expenditures will be monitored against the approved budget. The Leadership Team will receive financial reports and track expenditures at the monthly Leadership Team meetings. This allows for timely adjustments and informed decision-making.

##### 5. Submission and Approval Process

- Any request for expenditures, whether budgeted or unbudgeted, must be submitted to the Network for approval at a monthly Leadership Team meeting. If the timing does not align, submission and approval can occur via email with the Executive Board.
- The request should include:
  - A detailed description of the expenditure, and
  - Estimated cost.

## **6. Emergency Expenditures**

- In cases of emergency where immediate spending is required to prevent harm or significant disruption to the Network's operations, the Leadership Team Co-Chairs may approve expenditures exceeding \$2,000.00. Such approvals must be reported to the full Leadership Team as soon as possible for ratification.

## **7. Documentation and Record-Keeping**

- All approved expenditures will be documented in the Network Leadership Team meeting minutes.
- A summary of all expenditures will be prepared and reviewed by the Leadership Team quarterly to ensure ongoing financial oversight.

## **8. Review and Amendments**

- This policy will be reviewed annually by the Leadership Team to ensure its relevance and effectiveness. Any amendments must be approved by the Leadership Team.

## Financial

### Expense Reimbursement

#### Policy:

The Network is dedicated to ensuring that all approved expenditures are reimbursed efficiently and transparently. This policy provides guidelines for submitting reimbursement requests for expenses incurred while performing duties on behalf of the Network.

#### Procedures:

1. **Eligibility:** Only approved expenditures are eligible for reimbursement. Expenses must be approved by an Officer of the Executive Board.
2. **Documentation:** All expenses must be accompanied by valid, itemized receipts and a completed Network Expense Reimbursement Form.
3. **Submission Process:** Expense Reimbursement Forms and receipts must be submitted to the Network Coordinator for an initial review within 45 days of incurring the expense. The Network Coordinator will submit Expense Reimbursement Forms and receipts directly to an Officer of the Executive Board for approval.
4. **Approval Process:** The Network Coordinator will forward the expense documents to an Officer of the Executive Board for approval and signature. Once approved and returned to the Network Coordinator, the Expense Reimbursement Form will be submitted to the Network Banker.
5. **Payment:** The Network Banker oversees all reimbursements. Once an approved Expense Reimbursement Form is received, reimbursements will be processed within 15 business days. Inquiries regarding reimbursements should be directed to the Network Coordinator.
6. **Emergency Reimbursements:** For urgent expenses, contact the Network Coordinator immediately to expedite the approval and reimbursement process.



## Financial

### Expense Reimbursement Form

Date:

#### Applicant Information:

- Name:
- Agency/Program:
- Email:

#### Expense Details:

Date	Description	Amount	Receipt Attached Yes/No

Total Amount:

Purpose of Expense:

Applicant's Signature:

Date:

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**Approval:** I have reviewed the above expenses and approve the reimbursement.

Officer of the Executive Board's Signature:

Date:

Name:

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Received by:

Date:

Processed by:

Date:

## **Contracts**

### **General Contractual Agreements**

#### **Policy:**

The Leadership Team may contract consultants to assist in the implementation of Network operational priorities.

#### **Procedures:**

1. The Network shall use contractual agreements for contracting projects, at the discretion of the Leadership Team.
2. The Network Coordinator shall manage general contractual agreements, except for the Letter of Agreement between the Network and the Network Coordinator, which shall be managed by the Leadership Team Co-Chair(s) or their designante.
3. The Leadership Team will have written documentation regarding the need for and the recruitment process for each contractual positions.
4. The Network will have proof of funding for the contractual position, prior to signing any contract.
5. A written Letter of Agreement with a position title, description, terms of agreement, including expected deliverables and outcomes, accountability mechanism, and financial/other compensation associated with the position will be signed by the contractor and Leadership Team Co-Chair(s) or designate.
6. Contracted consultants with the Network are independent professionals, not employees. They operate are responsible for their own schedules, resources, and methods.



## **Contracts**

### **FASD Service Delivery Contractual Agreements**

#### **Policy:**

The Network shall have a defined format and process for entering into agreements with FASD service delivery contractors, including the Network Coordinator, that clearly outlines the terms, conditions and expectations of the Network for the contractor.

#### **Procedures:**

1. For funding received through the Government of Alberta, the Network will follow all applicable Government of Alberta policies and processes and utilize the Letter of Agreement to establish contractual agreements with service providers.
2. For funding received through other funders, the Network will either use templates provided by such funders or utilize those provided by the Government of Alberta.
3. The Network Coordinator is responsible for the contract management of all Letters of Agreement and appendices for contractual agreements. This does not apply to the Network Coordinator Letter of Agreement, which is the responsibility of the Leadership Team Co-Chair(s).
4. Contract management is defined to include the coordination of the negotiation and development of the Letters of Agreement and associated financial schedules.
5. Contract management shall further include timely monitoring and reporting to the Leadership Team and Executive Board on contractor compliance with the Letter of Agreement.
6. Contracts shall be managed in a manner consistent with the Government of Alberta policies and processes, as well as the requirements of any other applicable funding sources.

## Contracts

### Sample Letter of Agreement with Network Banker



**This Banker Agreement is effective April 1, 20XX**

BETWEEN: Contracted Agency

AND: Edmonton and area Fetal Alcohol Network Society

The Edmonton and area Fetal Alcohol Network Society in order to properly conduct its business employs XXX, whom has the capacity and competency to receive, hold and disburse Network funds as directed by the Network for the period of April 1, 20XX to March 31, 20XX.

#### **1. SERVICES TO BE PROVIDED**

During the length of the contract the Banker shall:

- Release Network Service Network Program funds according to funding decisions and timelines established by the Network and communicated through the Network Coordinator.
- Receive, hold and disburse other sources of funding the Network may obtain.
- Comply with financial reporting requirements established by the FASD-CMC, Alberta Corporate Registry and the Network.
  - Financial expenditure report April 1 – September 30, 20XX in the form of a Schedule D.
  - Yearend audited financial statement (provided no later than June 15, 20XX).
  - Financial Statement that meets requirement of the Alberta Corporate Registry (provided no later than June 15, 20XX).
- Maintain up-to-date records that are accessible to the FASD-CMC, Network and Network Coordinator.

#### **2. PAYMENTS TO BANKER**

The Network agrees to pay the Network Banker the amount of \$XXX for services rendered during the term of this agreement. Any fees for services provided, such as financial audit and financial statement, will be paid from the Network Banker amount provided to the Contracted Agency for the specified services. Payment will be sent upon receipt of the FASD Service Network funds.

#### **3. RECORD KEEPING**



The Banker shall keep all financial records in a manner consistent with all generally accepted accounting principles. Documentation to support each action shall be filed in a manner allowing it to be readily located.

The Banker shall retain EFAN’s Information as confidential and shall make reasonable security arrangements against unauthorized access, use, disclosure, loss, destruction or alteration of EFAN’s Information. The Banker shall immediately advise EFAN of any unauthorized access, use, disclosure, loss or destruction of EFAN’s Information, and shall provide EFAN any assistance reasonably required to rectify such a situation.

**4. TERM AND TERMINATION**

- The term of this Agreement shall commence on the date indicated above and shall terminate upon completion of the year-end audited financial statement (Banker Agreements must be completed on a yearly basis).
- Either party may terminate this Agreement on thirty days written notice to the other party.
- In the event of termination, the Banker will furnish a written report describing the status of all work under this contract, complete a year-to-date financial report and return all held Network funds within thirty days of contract termination.

A copy of this agreement will be provided for your files.

FOR NETWORK BANKER

Date: \_\_\_\_\_

Agency Name: \_\_\_\_\_

By: \_\_\_\_\_  
Network Banker Representative (print name and provide signature)

FOR THE EDMONTON and area FETAL ALCOHOL NETWORK

Date: \_\_\_\_\_

By: \_\_\_\_\_  
Position: Network Coordinator



## Contracts

### Sample Letter of Agreement with Contracted Service Provider



**To Contracted Service Provider,**

THIS LETTER OF AGREEMENT MADE EFFECTIVE THE 1st DAY OF April 20XX.  
BETWEEN:

**Edmonton and area Fetal Alcohol Network Society,  
("EFAN")**

- and -  
**XXX**  
(the "**Contractor**")

The fiscal year will run from April 1, 20XX – March 31, 20XX.

All work for this project must be completed by March 31, 20XX.

EFAN wishes to obtain the Contractor's services on the terms and conditions set out in this Letter of Agreement; and

The Contractor is prepared to provide its services to EFAN on these terms and conditions;

Therefore, the parties agree as follows:

#### **1. TERM OF LETTER OF AGREEMENT**

- This Letter of Agreement shall be effective from the Effective Date until March 31, 202X unless terminated in accordance with this Letter of Agreement. If both parties sign this Letter of Agreement, it is treated like a legally binding contract.

#### **2. PERFORMANCE OF SERVICES**

- The Contractor agrees to perform the Services, as outlined in the attached Schedule A (strategy) and deliver the Program in accordance with the provisions of this Letter of Agreement and follow any



reasonable directions from EFAN regarding the performance of the Services. The Contractor warrants that it has the qualifications and expertise to perform the Services.

- The Contractor agrees to notify EFAN in writing, at least 90 days in advance of any proposed change to Service delivery.
- The Contractor shall take reasonable precautions to ensure that any person, including those persons who are not employees, subcontractors, agents or volunteers of the Contractor, who come into contact with any Client do not pose a risk to any Client.
- The Contractor shall:
  - a) ensure that all employees, subcontractors, agents and volunteers who provide direct Services to Clients complete an initial check and every three years after the initial check:
    - i. a child intervention record check
    - ii. a criminal record check, including a vulnerable sector check.
  - b) review the checks set out above and document these reviews in writing; and
  - c) where checks indicate potential risk to Client(s), include in the Contractor's review the reasonable precautions put in place by the Contractor to mitigate the risk to Client(s).
- Contractor acknowledges and agrees that EFAN may provide reasonable directions to the Contractor in order to address potential risk to Clients.

### **3. MINIMUM STANDARDS**

- The Contractor shall:
  - a) comply with Standards as set out by EFAN's Bylaws and Operational Policies and Procedures; and
- The Contractor acknowledges that if the Contractor does not comply with the Letter of Agreement, EFAN may do either or all of the following:
  - a) require the Contractor to develop and carry out an action plan approved by EFAN and Contractor to re-establish compliance with the Letter of Agreement; and
  - b) terminate this Contract in accordance with the Article 16 - Termination.

### **4. PROGRAM AND SERVICES AUDIT**

- In relation to the Services, if requested by EFAN, the Contractor shall:
  - a) permit EFAN or an agent of EFAN to review, evaluate or audit the Program and Services, and any Program and Services related Records;
  - b) provide copies of any Records that EFAN or an agent of EFAN requires in order to complete its review, evaluation or audit;
  - c) obtain any releases the Contractor needs to comply with the above Articles.

- In relation to the Services, if requested by EFAN, the Contractor shall:
  - a) implement any reasonable recommendations resulting from a review, evaluation or audit of the Program or Services or Program and Services related Records conducted by or for EFAN; and
  - b) provide reporting to EFAN regarding implementation of recommendations from the review, evaluation or audit in the form and within the timeframes required by EFAN.
- At EFAN's request, the Contractor shall provide EFAN with a copy of all Contractor policies and rules pertaining to the Program and Services provided under this Letter of Agreement and EFAN agrees not to release these policies and rules further without the Contractor's written consent unless obligated under the *FOIP Act* or other applicable laws.

## 5. PAYMENT & FINANCE

- EFAN agrees to pay, if in receipt of funds, the Contractor a maximum sum of \$XXXXX (Canadian funds), including all expenses and taxes, to perform the Services. The Contractor shall be paid in accordance with the following schedule:

Release Date
As soon as reasonably possible after full execution of this Agreement, April 1, 202X.
As soon as reasonably possible after XXXX

- Payments made under this Letter of Agreement shall be received and held by the Contractor on account and applied solely to the provision of Services and related expenditures as defined in this Agreement.
- EFAN supports two approved financial processes for payment:
  - **Invoice Method:** The Contractor submits invoices for payment based on deliverables, milestones, or timelines identified in the approved budget and payment schedule outlined in this Agreement.
  - **Schedule B Method:** The Contractor expends and reports funds in accordance with the approved Schedule B and its expenditure categories, as may be amended from time to time with EFAN's written approval.
- The Contractor shall not use EFAN funds for the purchase or lease of capital assets.
- If, annually during the Term or upon termination, EFAN determines that a surplus exists, the Contractor shall, within 30 days of EFAN's written request, repay the surplus as directed by EFAN.

- EFAN may withhold payment if the Contractor fails to provide financial reports, invoices, or other required documentation within the timelines set out in this Agreement.
- For Contractors using the **Schedule B Method**, any reallocation of expenditures must comply with EFAN's *Financial Reporting for FASD Service Delivery Contractual Agreements Policy*. Written approval from EFAN is required for reallocations exceeding approved thresholds.
- The Contractor shall provide EFAN with an updated Schedule B or budget, as applicable, to reflect any approved reallocations or amendments.

## 6. RECORDS AND REPORTING

- The Contractor shall:
  - a) keep and maintain in accordance with Canadian generally accepted accounting principles complete and accurate books, records and accounts relating to this Letter of Agreement and, on demand, provide to EFAN these documents to examine, audit and make copies and take extracts;
  - b) keep the documents referred to in Article 6 for ten years following the completion or termination of this Letter of Agreement;
  - c) provide EFAN with any reports required including but not limited to invoices for payment, bi-annual schedule B (no later than October 15 of the given year), year-end unaudited schedule B (no later than April 30 of the given year), quarterly narrative reports, quarterly submission of the Online Reporting System and Penelope;
  - d) for contracts over \$500,000, the contracted service provider must provide either an audited Schedule B or audited Financial Statement with the accompanying Auditor's Report, or equivalent audited financial documentation supporting the invoices submitted to EFAN. These must be provided within 90 days of the reporting date(s) specified in the Letter of Agreement, or 90 days after contract termination;
  - e) for contracts more than \$250,000 but less than \$500,000, the contracted service provider must provide either an un-audited Schedule B certified by two authorized signatories with a Review Engagement Report, or a summary of invoiced program expenditures verified by the agency's financial officer and supported by a Review Engagement Report, within 90 days of the reporting date(s) or contract termination;
  - f) for contracts less than \$250,000, the contracted service provider must provide either an un-audited Schedule B certified by two authorized signatories, or a certified summary of invoiced program expenditures within 90 days of the reporting date(s) or contract termination.
  - g) in addition, provide information about the Services, to EFAN, upon the request of EFAN.
- The Contractor acknowledges that EFAN is not liable for any deficit or any other financial loss incurred by the Contractor in the performance of this Letter of Agreement.

## **7. NON-ASSIGNABILITY AND SUBCONTRACTING**

- The Contractor shall not:
  - a) assign or otherwise dispose of any of its rights, obligations or interests in this Letter of Agreement;  
or
  - b) subcontract the Services (other than as specified in Schedule A)

without the prior written consent of EFAN, which shall not be unreasonably withheld.

- When the Contractor retains any subcontractor(s) in connection with performance of the Services, the Contractor shall:
  - a) be responsible for remunerating the subcontractor(s);
  - b) be responsible for the performance and activities of the subcontractor(s); and
  - c) contractually obligate the subcontractor(s) to take action, or refrain from taking action, as necessary to enable the Contractor to fulfill its obligations under this Letter of Agreement.

## **8. COMPLIANCE**

- The Contractor shall comply with the provisions of all laws, now in force or in force after the signing of this Letter of Agreement, that expressly or by implication apply to the Contractor in performing the Services.

## **9. MATERIAL OWNERSHIP**

- Ownership of all Materials including any Record, other than Original Notes, which are made, generated, produced, or acquired by the Contractor or its employees, subcontractors or agents in the course of performing the Services under this Letter of Agreement belong to EFAN. The Materials shall be delivered to EFAN upon completion or termination of this Letter of Agreement, or upon request of EFAN.
- The Contractor shall cooperate with EFAN in protecting EFAN's ownership or intellectual property rights in the Materials.

## **10. NON-DISCLOSURE OF INFORMATION**

- All information, regardless of form, including Personal Information, that is obtained, generated, provided or collected by the Contractor in the performance of the Services ("EFAN's Information"), shall not be disclosed or published by the Contractor without the prior written consent of EFAN. The Contractor may disclose EFAN's Information to employees, subcontractors or agents of the Contractor who have a need to know for the purpose of performing the Services, provided that the Contractor has



a confidentiality agreement with the agent or permitted subcontractor containing confidentiality provisions substantially similar to this Letter of Agreement.

- The Contractor's obligations do not apply to information or documents which:
  - a) are or become publicly available through no act or omission of the Contractor;
  - b) are independently developed without benefit of EFAN's Information; or
  - c) are received by or from a third party without restriction and without a breach of an obligation of confidentiality.
- The Contractor shall retain EFAN's Information as confidential and shall make reasonable security arrangements against unauthorized access, use, disclosure, loss, destruction or alteration of EFAN's Information. The Contractor shall immediately advise EFAN of any unauthorized access, use, disclosure, loss or destruction of EFAN's Information, and shall provide EFAN any assistance reasonably required to rectify such a situation.
- The Contractor shall return or deliver EFAN's Information to EFAN upon completion or termination of this Contract, or upon request of EFAN.
- EFAN's Information may be disclosed to the extent required by law or court order, provided that EFAN is given reasonable notice and opportunity to seek to prevent or limit its disclosure.

#### **11. FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY**

- The Contractor acknowledges that this Letter of Agreement, including without limitation the name of the Contractor, fees payable, the Term, and details of the Services may be subject to disclosure under the *FOIP Act*. The Contractor further acknowledges that the *FOIP Act* applies to EFAN's Information collected, used or disclosed in the performance of Services, and the Contractor shall adhere to the *FOIP Act* in its collection, use and disclosure of any Personal Information.
- The Contractor shall not collect, use or disclose any Personal Information under this Letter of Agreement except as reasonably required to fulfill its obligations under this Letter of Agreement, or as otherwise expressly authorized in writing by EFAN.
- In providing the Services the Contractor shall make every reasonable effort to ensure that Personal Information that is to be or is actually used to make a decision that directly affects an individual, is both complete and accurate. At EFAN's request, the Contractor must correct, within five Business Days of the request, Personal Information that the Contractor may have either collected or compiled about an individual pursuant to this Letter of Agreement.
- The Contractor shall:
  - a) protect Personal Information against any unauthorized access, use, disclosure, loss, destruction or alteration;

- b) advise EFAN within 24 hours of any actual or potential unauthorized access, use, disclosure, destruction or alteration of Personal Information and provide all reasonable assistance to EFAN to prevent or remedy the same;
- c) provide EFAN with any information regarding the Contractor's security measures that EFAN may require to verify compliance with the *FOIP Act*.
- The Contractor shall store all records of Personal Information which are disclosed to the Contractor under this Letter of Agreement, including records that are collected, used or stored on behalf of EFAN.
- The Contractor shall act on any direction that EFAN may provide with regard to the use, collection, access, security, disclosure, alteration, loss or destruction of the Personal Information.
- The Contractor shall ensure that any consent form used by the Contractor complies with all applicable municipal, provincial and federal laws.

## **12. INDEMNITY AND LIABILITY**

- Each party shall indemnify and hold harmless the other, its employees and agents against and from any and all third-party claims, demands, actions, or costs (including legal costs on a solicitor-client basis) to the extent arising from
  - a) that party's breach of this Letter of Agreement; or
  - b) the negligence, other tortious act or wilful misconduct of that party, or those for whom it is legally responsible, in relation to the performance of its obligations under this Letter of Agreement.
- The Contractor shall indemnify and hold harmless EFAN against and from any loss or damage to the real or personal property of EFAN to the extent arising from the Contractor's breach of this Letter of Agreement or from the negligence, other tortious act or wilful misconduct of the Contractor, or those for whom it is legally responsible.

## **13. INSURANCE**

- The Contractor shall, at its own expense, and without limiting its liabilities or obligations under this Letter of Agreement, insure its operations under a contract of general liability insurance in an amount not less than \$2,000,000 inclusive per occurrence, insuring against bodily injury, personal injury, and property damage including loss of use thereof.
- The Contractor shall maintain automobile liability insurance on all vehicles owned, operated or licensed in the name of the Contractor and used in the performance of the Services in an amount not less than \$1,000,000.
- The Contractor shall, without limiting its liability under this Letter of Agreement, maintain throughout the Term and for a period of 12 months following the completion or termination of this Contract,

Errors and Omissions insurance, in an amount not less than \$2,000,000 insuring its liability resulting from errors or omissions in the performance of its professional services under this Letter of Agreement.

- The Contractor will comply with the requirements of the *Workers' Compensation Act* and *Occupational Health and Safety Act* (including all regulations, orders and codes of practice established pursuant thereto) at all times during the Term and will, on request of EFAN, provide EFAN with reasonable evidence of either such compliance or its exemption from compliance.
- The Contractor shall provide EFAN with acceptable evidence of insurance, in the form of a detailed certificate of insurance, prior to commencing the Services and at any other time upon request of EFAN.

#### **14. RELATIONSHIP OF PARTIES**

- The relationship of the Contractor to EFAN in performing the Services under this Letter of Agreement is that of an independent contractor, and nothing in this Letter of Agreement is to be construed as creating agency, or employment relationship between the Contractor and EFAN.
- This Letter of Agreement is not a continuation of any other contractual relationship. This Letter of Agreement shall end on termination or expiry and the parties acknowledge and agree that this Letter of Agreement does not represent a commitment to any continuing relationship between the party beyond expiry or termination.

#### **15. NOTICES**

- Any notice to be made under this Letter of Agreement is to be made in writing, and is effective when delivered to the address or transmitted by email, as follows:

EFAN: Edmonton and area Fetal Alcohol Network Society  
Attention: Network Coordinator  
Email: [edmontonfetalalcoholnetwork@gmail.com](mailto:edmontonfetalalcoholnetwork@gmail.com)

The Contractor:  
Address:  
Attention:  
Email:

The parties respectively designate for the time being, the individuals identified in this Article as having the authority to give notice, and notice given by these individuals is binding on the party giving the notice.

- Any notice personally served or emailed shall be deemed received when actually delivered or received, if delivery or email is on a Business Day, or if not on a Business Day, on the following Business Day.

#### **16. TERMINATION**

- This Letter of Agreement may be terminated:
  - a) without cause or reason by either party giving 90 days written notice to the other; at any time, by mutual agreement of the parties; or with cause at any time without notice.
- If this Contract is terminated:
  - a) all Materials made, prepared, developed, generated, produced or acquired by the Contractor, or its employees, subcontractors or agents under this Letter of Agreement are the property of EFAN;
  - b) EFAN shall only have to pay the Contractor for the Services completed in accordance with this Letter of Agreement up to the effective date of termination;
  - c) Surplus is calculated as of the effective date of termination; and
  - d) The Contractor shall not be entitled to any loss of prospective profits, contribution to overhead or incidental, consequential or other damages because of termination.
- Notwithstanding the above, EFAN reserves the right to withhold payments and suspend the provision of Services by the Contractor if the Contractor:
  - a) in the reasonable opinion of EFAN, jeopardizes the care, safety or health of any Client; or
  - b) fails to comply with reporting requirements set out in the Letter of Agreement.
- If this Contract is terminated or expires:
  - a) the Contractor and EFAN shall develop a termination assistance plan for transition of the Program or Services from the Contractor to any alternate Contractor; and
  - b) the Contractor agrees to provide answers to questions from any alternate contractor regarding the Program or Services, systems and any other Records provided by the Contractor to EFAN on an “as needed” basis, for a period of three months or such other time period the parties agree to.

## **17. PARTIES’ REPRESENTATIVES**

- EFAN designates the Network Coordinator as the EFAN representative for communications and ongoing contact between EFAN and the Contractor in matters relating to this Letter of Agreement.
- The Contractor designates XXXX as the Contractor’s representative for communications and ongoing contact between EFAN and the Contractor in matters relating to this Letter of Agreement.
- Either party may change its designated representative above by sending written communication to the other party of such change.

## **18. CONFLICT OF INTEREST AND ETHICAL CONDUCT**

- The Contractor shall ensure that there is not a conflict of interest or an apparent conflict of interest on the part of the Contractor or its employees, subcontractors or agents in relation to the Services, and all Services shall be performed in accordance with high ethical standards, including without limitation the following:
  - a) the Contractor and its employees, subcontractors and agents shall not influence, or seek to influence, or otherwise take part in a decision of EFAN knowing that the decision might further their private interests;
  - b) where the Services involve providing advice, making recommendations to EFAN or exercising discretionary authority regarding a right, permission, privilege, status, contract or benefit, then such advice, recommendations or discretion must be provided, made or carried out impartially and without bias;
  - c) except for payment as set out in this Letter of Agreement, the Contractor and its employees subcontractors or agents shall not accept any collateral gift, payment, commission or other direct benefit arising from or connected to the performance of the Services;
  - d) the Contractor and its employees, subcontractors and agents shall not have any financial interest in the business of a third party that causes, or would appear to cause, a conflict of interest in connection with the performance of the Services;
  - e) the Contractor, upon request by EFAN, shall deliver copies of all written ethical standards, conflict of interest policies and codes of conduct established or observed by the Contractor in its business practices or in relation to its employees, subcontractors or agents; and
  - f) the Contractor shall comply with, and ensure that, its employees, subcontractors and agents comply with, the *Lobbyists Act* (Alberta), as amended from time to time.
- In the event the Contractor becomes aware of any matter that causes or is likely to cause a conflict of interest in relation to the performance of the Services, the Contractor shall immediately disclose such matter to EFAN in writing. Upon such disclosure, the Contractor shall not commence or continue performance of the Services without the prior written consent of EFAN. If EFAN is of the opinion the Contractor or its employees, subcontractors or agents are in a conflict of interest, EFAN may terminate this Letter of Agreement.
- In the event that a dispute or misunderstanding should occur between EFAN and the Contractor regarding this Letter of Agreement or either party's contractual obligations, both parties agree to resolve the difference of opinion through:
  - a) Informal discussion/problem solving - Parties work together informally to either reach a solution or agree to drop the matter;
  - b) Direct negotiation - Formal unassisted negotiations directly between the affected parties;
  - c) Mediation - A neutral third party helps parties develop a solution they can both agree on.

## 19. GENERAL

- This Letter of Agreement contains the entire agreement of the parties concerning the subject matter and except as expressed in this Letter of Agreement, there are no other understandings or agreements, verbal or otherwise, that exist between the parties.
- Any waiver by either party of the performance by the other of an obligation under this Letter of Agreement must be in writing, and such waiver does not constitute a continuing waiver of the performance of that obligation unless a contrary intention is expressed in writing.
- The rights and remedies of EFAN under this Letter of Agreement are cumulative and any one or more may be exercised.
- Unless otherwise provided for in this Letter of Agreement, the Parties may amend this Letter of Agreement only by mutual written agreement signed by the parties.
- This Letter of Agreement shall be governed by and interpreted in accordance with the laws in force in Alberta, and the parties irrevocably attorn to the exclusive jurisdiction of courts in Alberta.
- This Letter of Agreement shall be for the benefit of and binds the successors and assigns of the parties.
- The headings in this Contract are inserted for convenience of reference only and shall not affect the meaning or construction of this Letter of Agreement.

Notwithstanding the dates noted below this Contract is made effective as of the Effective Date.

Edmonton and area Fetal Alcohol Network  
Representative

(Name of Contractor)

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

## Communications

### Promotions and Branding

#### Policy:

The Network is committed to increase awareness in the Edmonton and surrounding area of FASD, including prevention, and to promote the services offered through the Network. The Network shall use consistent information to enhance recognition of FASD and the Network in its literature and documentation.

#### Procedure:

1. The Leadership Team is responsible for guiding and coordinating the Network's promotion and communication activities.
2. Network promotion and communication initiatives will be coordinated with provincial and national initiatives.
3. Logo: The Network shall establish a logo to be used on literature and documentation produced by the Network.
4. Tag line: A common phrase or "tag line" may be established and maintained for use by the Network in conjunction with the logo.
5. Branding:
  - The logo and tagline shall remain constant in its use and placement, not differing in placement in relation to each other, size relative to each other, nor colour, thus maintaining a constant "brand" for the Network.
  - The brand shall be depictive of the message the Network wishes to communicate regarding the services provided and align with the Vision, Mission and Goals of the Network and that of the Alberta Provincial Government.
6. Use of Brand: The brand shall be used as a part of the Network's letterhead and on all official Network documentation and literature.
7. Review of Brand:
  - The logo and tag line shall be reviewed by the Leadership Team on an annual basis.
  - The Leadership Team shall formally approve any brand to be used by the Network.

## Communications

### Media

#### Policy:

The Network will ensure all information provided to the media aligns with the Network mission, vision and goals and respects the privacy of the contractors and individuals.

#### Procedures:

1. Responsibility for media relations: the responsibility for formal media relations rests with the Leadership team Co-Chairs or designate. The Chair(s) may designate another Leadership team member or the Network Coordinator for contact with the media.
2. Informal public relations: All representatives of the Network play an important role in the informal day-to-day public relations of the Network. It is required that all representatives promote a positive and enhancing image of the Network and the individuals it serves.
3. Confidentiality of Network representatives: In all aspects of relations with the media, the confidential relationship of all persons connected with the Network shall be fully observed. Representatives of the Network may agree to release information regarding their involvement with the Network. If provided by another member of the Network, the representative must give written permission to release the information and specify the type and purpose that the information will be used for.
4. Confidentiality of individuals: In all aspects of relations with the media, the Network must respect the privacy and dignity of individuals being served by the Network. Prior to any information being given to the media, written permission must be obtained from the individual, specifying the type and purpose the information will be used for.
5. Request for information: In general, requests for information about the Network and its services should be directed to the Network Coordinator. Written or audio-visual material approved by the Leadership Team may be distributed as requested.
6. Interviews and presentations: Requests for interviews and presentations shall be referred to the Network Coordinator or Leadership Team Co-Chair(s) to decide on the appropriate person to provide the interview or presentation.





## **Communications**

### **Common Written Message**

#### **Policy:**

To provide consistent information to those who request it, the Network shall develop and maintain a consistent message regarding the Network and the services it is responsible for.

#### **Procedure:**

1. Information brochures: An information brochure shall be developed as a common message aid in delivering consistent information regarding the Network and the services it is responsible for.
2. Information content: The brochure(s) may include a brief history of the Network, the vision, mission, goals, funded services, catchment area, governance structure and the linkage between the Network, the other regional FASD Networks, and the provincial Network.
3. Review of information: At any time information is found to be out of date, the information brochure(s) shall be updated, with a review to be completed at least on an annual basis by the Leadership Team. The Leadership Team will formally approve edit and revisions.

## **Communications**

### **Privacy**

#### **Policy:**

All internal and external promotion and communication shall ensure the confidentiality of those involved, unless the release of private information is deemed necessary or advantageous. The information is to be only provided, pending the release of information by the individual.

#### **Procedures:**

1. Consent for release of photographs: The use of pictures of individuals for promotions and communication shall only be done pending the written consent of the individual for the photo to be used. Consents must be specific to the photographs to be used and the purpose of the picture.
2. Use of photographs: Photographs will only be used to portray the Network, and individuals in a positive light, respectful of both.
3. Consent for release of information: Information will only be released on the written consent from the individuals and organizations. All consents will be specific, time limited and housed with the Network official files.

# Communication

## Use of Artificial Intelligence (AI) Tools During Virtual Meetings

### Policy:

The Edmonton and area Fetal Alcohol Network Society (EFAN) is committed to ensuring that all Network communications, particularly during virtual meetings, uphold the Network's core principles of confidentiality, cultural safety, trauma-informed practice, and trust-based collaboration. To protect the privacy of all members, caregivers, service providers, and individuals with lived experience, the use of Artificial Intelligence (AI) tools during EFAN-hosted virtual meetings is strictly prohibited, unless explicitly authorized in advance by the Leadership Team Co-Chairs.

This includes, but is not limited to:

- AI-generated transcriptions or live captions not initiated by the meeting host
- AI meeting summaries, notes, or action item extraction
- AI chat assistants (e.g., "Ask AI about the meeting")
- AI voice or video analysis tools that record, interpret, or store participant content

EFAN recognizes that AI-enabled features may be automatically applied by third-party platforms (such as Zoom, Microsoft Teams, or Google Meet) at the discretion of individual users. To safeguard all participants, only the designated meeting host may enable or disable recording or transcription features, and no participant may activate AI tools independently.

### Procedures:

#### 1. Meeting Host Responsibilities

- The Network Coordinator or designated meeting host must: Disable all AI-driven functions (e.g., Smart Summary, AI Companion, Auto Generated Notes, Ask AI, Smart Recording).
- Clearly notify participants verbally at the beginning of each meeting: "For confidentiality and privacy, EFAN does not permit the use of AI tools such as automatic transcription, summaries, or smart recordings. Please ensure these tools are turned off on your device."

#### 2. Participant Responsibilities

- All attendees must: Refrain from enabling AI summaries, meeting assistants, or automated note-taking.
- Immediately notify the host if their platform displays AI-generated prompts or begins capturing meeting content.

#### 3. Request for Exception

- In rare cases where AI transcription or accessibility tools may support participation (e.g., for hearing accommodations), members may submit an exception request in writing to the Leadership Team Co-Chairs prior to the meeting.
- No AI feature may be enabled without explicit written consent from all participants.

#### 4. Breach of Policy

- Unapproved activation of AI recording or transcription will be treated as a breach of EFAN's Confidentiality and Conduct Policies and may result in:
  - Removal from the virtual meeting
  - Follow-up with the Leadership Team Co-Chairs
  - Further action under Dispute Resolution or Conduct procedures, as appropriate

#### **Rationale**

EFAN meetings and EFAN-facilitated gatherings often involve deeply personal stories, sensitive service updates, and culturally grounded teachings that are shared in trust, not for analysis, capture, or redistribution.

AI tools such as automated transcription, smart summaries, and meeting assistants can silently record, process, and store conversations on external servers without consent. These tools may extract statements out of context, misrepresent complex or emotional dialogue, or convert relational knowledge into data points, undermining OCAP®, GBA+, trauma-informed, and culturally respectful practices.

To protect participants and maintain EFAN's commitment to safety, privacy, and relational accountability, the use of AI during EFAN virtual meetings is strictly prohibited.