



*Edmonton & Area
Child & Family Services*

REQUEST FOR PROPOSALS

For

Outcomes Based Service Delivery

**Edmonton and Area
Child and Family Services
6th Floor, Oxbridge Place
9820 – 106 Street
Edmonton, Alberta T5K 2J6**

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REQUEST FOR PROPOSALS (RFP)

Outcomes Based Service Delivery

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Edmonton, Alberta T5K 2J6

RFP Issue Date:	March 17, 2014
Information Session:	March 24, 2014, 9:30 a.m. MDT Boardroom, 7th Floor, Oxbridge Building 9820-106 Street, Edmonton, Alberta
RFP Closing:	May 16, 2014, 2:00:00 p.m. MDT
RFP Administrator:	Lisa McDonald
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E-mail:	Contract.Resources@gov.ab.ca

Proponents may obtain this document directly from the RFP Administrator.

Eight (8) print copies of the Proposal Must be provided and electronic copy of proposal on USB

E-mail or faxed copies are not acceptable as official copies.

All materials and copies of the Proposal Must be received by the RFP closing prescribed above.

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1.0 General

Proponents are invited to submit Proposals for the provision of services and materials as specified in this Request for Proposal (RFP). The RFP will be conducted with the objective of maximizing the benefit to Her Majesty, while offering Proponents a fair and equitable opportunity to participate.

Proponents are advised to pay careful attention to the wording used throughout this RFP. Failure to satisfy any term or condition of this RFP may deem the Proposal ineligible for consideration by the Edmonton and Area Child and Family Services.

Proposals should be sealed and clearly addressed as follows:

Attention: OBSD
Lisa McDonald
Edmonton and Area Child and Family Services
6th Floor, Oxbridge Place
9820 - 106 Street
Edmonton, Alberta T5K 2J6

KEY DATES:

March 17, 2014	Public release of Request for Proposals package
March 24, 2014	RFP Information Session (9:30 a.m.) MDT
May 16, 2014	Last day for questions about the RFP (2:00 p.m.) MDT
May 23, 2014	Proposal Submission Deadline (2:00 p.m.) MDT
June 16-27, 2014	Interviews
August 01, 2014	Notification to Proponents Regarding RFP Award
April 01, 2015	New Contract Service Commencement Date

The dates set out in this section, are subject to change at the sole discretion of Edmonton and Area Child and Family Services.

Legislated Requirements

Proponents must know and abide by all relevant federal, provincial and municipal laws. The four pieces of legislation listed below, and their associated regulations, Must be complied with in the provision of Services:

- *The Child Youth and Family Enhancement Act,*
- *Protection of Sexually Exploited Children Act,*
- *Drug Endangered Children Act,* and
- *Families Support for Children with Disabilities Act.*

In Addition, Proponents must know and abide by the following:

- *Employment Standards Code,*
- *Occupational Health and Safety Act,*
- *The School Act,*
- *Freedom of Information and Protection of Privacy Act,*
- *The Indian Act,* and
- *The Health Professions Act.*

Copies are available through the Queen's Printer Bookstore, Main floor, 10611 – 98 Avenue, Edmonton. Phone: (780) 427-4952 or through the website at: www.qp.alberta.ca

2.0 RFP ADMINISTRATION TERMS AND DEFINITIONS

IMPORTANT: The “RFP Administration Terms and Conditions, Alberta Children and Youth Services, April 8, 2009” is attached to this RFP document as Appendix A, and forms an integral part of this RFP document.

All of the “RFP Administration Terms and Conditions, Alberta Children and Youth Services, April 8, 2009” are incorporated into this Contract by reference, including all definitions used in this RFP documents.

3.0 PROJECT/SERVICES INFORMATION

3.1 Introduction

Edmonton and Area Child and Family Services (EACFS) is seeking through the process of a Request for Proposals (RFP) to expand Outcomes Based Service Delivery (OBSD) to each of the Neighborhood Centre Child and Family Services Offices within the region.

Definitions for key terminology used throughout this RFP are provided in Appendix A.

The Alberta Department of Children and Youth Services (ACYS) of the Human Services Ministry decided to move its service provision context towards an Outcomes Based Service Delivery approach in 2008. Three significant factors were the impetus for this movement:

- the need for a common set of indicators to track outcomes and to facilitate the evaluation of the effectiveness of the Services offered to children and families,
- the need to ensure that all Services are outcomes-focused and have the intent of improving long term outcomes for children and youth, and
- the need to change the ministry's and agency's business relationship to allow for flexibility in the contracting process, the exploration of creative ways of working together, and the more effective use of resources.

In 2009, the EACFS piloted its first OBSD site at the North Central Neighbourhood Centre in partnership with The Family Centre. This implementation site has been successful in developing the foundation for a regional OBSD model and embarking on change to the current method of contracted service delivery.

In April 2012, the EACFS initiated its second OBSD site at the Central Neighbourhood Centre in partnership with Kahkiyaw (partnership between Bent Arrow Traditional Healing Society and Boyle Street Community Services). This partnership has contributed to the ongoing development of the model and has provided insight into how best to achieve positive outcomes with an Aboriginal client group by using an outcome focused approach.

In the spring of 2013, the EACFS conducted a Request for Information (RFI) with the purpose of obtaining feedback and guidance from the Service Provider community, partners, and stakeholders regarding the ongoing development of OBSD. This endeavour provided the region with a wealth of information that continues to contribute to the evolution of OBSD regionally.

The EACFS started its first site by testing a risk-reward financing model with an all-in services funding approach, but has since shifted away from this performance-based contracting approach. It was learned from this experience that this funding model was too complex, did not support the reality of the practice, and was not cost effective. The Region moved away from the risk-reward financing approach with the second site, but maintained the all-in services funding approach. Payment was based on a daily case rate and an average monthly caseload. This approach preserved the original intent of agency autonomy and room for innovation leading to the achievement of positive outcomes. However; it proved still too complex and difficult to track and monitor.

The feedback provided in the RFI indicated concerns with this funding approach. Specifically, concerns centred on the sustainability of agencies in a sub-contractual role that would need to rely on a fee for service payment structure and on the potential loss of niche services within the EACFS.

In order to reduce the complexity of the current funding model and to address the concerns of the community, the EACFS will implement OBSD regionally in two phases. The first phase rolls out OBSD regionally by identifying all Lead Agencies and their partnering Neighborhood Centre offices. Practice, policies and procedures will be developed in collaboration for an all-in OBSD environment. To support the development of the first phase, all direct placement costs, excluding Kinship Care, will be removed from the daily case rate for OBSD funding and contracts will be maintained with agencies that provide placements.

In the second phase, it is the intent of the EACFS to incorporate placement costs back into the overall funding formula for OBSD. The expectation is that the cohort of Lead Agencies will work with the EACFS and with the community sector in creating strategies that will be mutually beneficial to all stakeholders and which will result in the desired outcomes.

With OBSD, it is the intent of the EACFS to continue the transformation of the delivery of services in order to achieve positive outcomes for children, youth and families involved in the child intervention system. The EACFS is committed to the original principles of providing agencies with greater flexibility, autonomy and room for innovation while supporting collaboration. Lead Agencies will continue to provide a continuum of Services, while reducing the need for multiple service specific contracts.

OBSD **must** function within the existing Children and Youth Services legislation. The Director has the ultimate statutory and decision-making authority with respect to the care and maintenance of any child or youth with status under any of the *Acts* listed in Section 1.

The implementation of Outcomes Based Services is an ongoing learning experience, and, therefore, the successful Proponents should be willing to be flexible and adaptable as the EACFS and the successful Proponents learn from their on-going experiences and adapt the Outcome Based Services model accordingly. The successful Proponents must also be willing to share their experiences with OBSD implementation with the EACFS, the Ministry, as well as other agencies in the community.

3.2 Background

Edmonton and Area Child and Family Services works with children, youth and families within its geographical region on behalf on the Child and Family Services Division within the Human Services Ministry and in partnership with the communities it serves. The EACFS supports families to provide children with environments that are safe, nurturing and free from abuse and neglect. When circumstances require children and youth to be taken into care, the goal, if possible, is to reunify the families as soon as it is safe to do so. Keeping families together and maintaining family and cultural bonds are of the highest importance; however, the best interest of the child is paramount. When children and youth are in care, they must be placed in safe and stable environments to allow for the development of healthy relationships and connections to family, culture and community. The work of the EACFS, and the evolution of its OBSD model, is embedded within the Alberta Response Model, the Casework Practice Model, and the Child Intervention Practice Framework.

Alberta Response Model: The Alberta Response Model was designed to emphasize parental responsibility, early intervention and prevention and provide improved access to community resources to assist families prior to going into crisis and prevent children from coming into care. These family enhancement type services build on family strengths and help address family issues through a collaborative process.

Casework Practice Model: The Casework Practice Model (CWPM) was designed to align with and support the Child, Youth and Family Enhancement Act. It is a collaborative, decision-based model designed to achieve optimal outcomes for children and youth through consistent casework practice built on evidenced based leading practices. Differential response is the cornerstone of the CWPM. It ensures child safety and well-being through a range of interventions including family enhancement and protective services.

Child Intervention Practice Framework: The Child and Family Services Division is working with various community partners and professionals to develop a practice framework that will help support child intervention workers in their day-to-day interactions and decision making with children and families. The framework builds upon current leading approaches and research, and recognizes initiatives and projects that are paving the way to changing how child intervention staff work with children, youth and families. The framework is a natural and evolutionary next step that connects philosophy, legislation and practice with day-to-day practice.

3.3 The EACFS OBSD Model

A unique OBSD model, with a focus on joint accountability, has evolved for the EACFS and its partner Lead Agencies. The emphasis is on collaborative and relational shared practice and decision-making with family and community in the forefront. Together, with our current Lead Agencies, we are delivering child centered and family-focused services that are community based, culturally competent and needs based. Focus is on a comprehensive and holistic shared approach which is not organized around categorically defined problems but cuts across existing services to explore the potential and possibilities for children and families within communities to meet their underlying needs. Outcomes being achieved are: more children receiving services at home with their families; more children returning home if in care; shorter duration of intervention, increased parental capacity, and more children remaining in their schools and communities of origin.

The EACFS utilizes a lead agency concept for OBSD. A “Lead Agency”, for the purposes of this RFP and the OBSD model description is:

“A single agency service delivery model, with a contracting and funding structure that allows flexibility and adaptability in service provision with shared accountability for outcomes.”

A Lead Agency is responsible for ensuring the provision of a spectrum of services. This involves working with other Service Providers to provide some of the services, either through formal partnerships or sub-contractual arrangements.

Very close integration of the activities among all stakeholders is vital to ensuring a coherent, positive experience for families and is at the heart of true family-centered practice. Therefore, the EACFS expects all OBSD Service Providers to engage in family-centered practice approaches; adopt evidence informed practices; and to contribute to building new learning about what works.

OBSD Guiding Principles

The guiding principles of OBSD in the EACFS are:

- Practice that is respectful, ethical, strengths based, culturally appropriate and engages families through healthy relationships,
- Paramount goal is child safety with a focus on keeping families together and improving outcomes for children and families,
- Interventions are creative, flexible and collaborative, supported by clear and defined roles and transparent and honest communication, and
- Practice is community based and supports communities to collectively raise their children.

Shared Practice:

The focus of OBSD is on shared practice with an emphasis on collaborative and relational practice where family and community are in the forefront. The best decisions for children and families occur when all relevant parties participate in the decision making process and where all opinions are respected (please see OBSD Shared Practice Framework, Appendix B).

It is ultimately the responsibility of the EACFS to adhere to the Child, Youth and Family Enhancement Act legislation, regulation, policies and Intervention Standards; however, this responsibility is best met through collaboration and shared decision making. The OBSD experience to date is that shared practice is most successful when there is relationship and trust. OBSD partners meet on a regular basis, work on ensuring ongoing and frequent communication, and come together often in training and celebration.

Although the region's OBSD model is still evolving, the following are what is currently known to be critical elements of our shared practice model:

a. Collaboration:

Collaboration is at the heart of OBSD. Very close integration of the activities among all partners is vital to ensuring desired outcomes. To support collaboration, Lead Agencies are embedded within distinct communities and are partnered with Neighborhood Centre offices that serve a geographical area. Focus is on the creation of one service plan that is created collaboratively by the family, Lead Agency, the EACFS staff and others considered to be part of the team. Families are core members of the team; decisions, whenever possible, should be led by the family and made by the team.

Ongoing communication among team members is critical to ensure the delivery of Outcome based services. Collaboration is not a one-time event but rather an ongoing investment to achieve a broader goal: a system that supports the safety and well being of children, youth and families. Some shifts in practice are necessary to support more collaborative work with children, youth and families while at the same time maintaining adherence to the delegated functions as directors of the Child, Youth and Family Enhancement Act.

b. Family Centric Practice:

Family-centered practice is a way of working with families, both formally and informally, across service systems to enhance their capacity to care for and protect their children. It focuses on the needs and welfare of children within the context of their families and communities. Family-centered practice recognizes the strengths of family relationships and builds on these strengths to achieve optimal outcomes. It is grounded in the belief that the best place for children to grow up is in families and that providing services that engage, involve, strengthen, and support families is the most effective approach to ensuring children's safety, permanency, and well-being. Important elements of family-centered practice in the OBSD model are:

- Practice is family-centered, culturally appropriate, evidenced informed, and focused on well-being,
- To lessen the trauma children experience when they are separated from their families, focus will be on keeping children in their schools, their neighbourhoods and maintaining connection with family, friends and other informal supports,
- Interventions are to be creative and flexible in meeting the unique needs of children and families within their communities,
- Out of home placements are viewed as assessing or stabilizing resources. Placements are a strategy not an outcome and have a family reunification focus, and
- Focus is on building parental capacity and following the families lead. Families are the experts of their own situation and should, whenever possible, lead the decision-making process.

The importance of family-centered practice is essential to fostering children's safety, permanence and well-being. Ideally, OBSD services are to be provided to children and their families in their home and, if not, the expectation is that services be provided in the least intrusive way appropriate to meet the clients' needs. The ultimate goal is for successful family re-unification or, failing that, other permanent placement options.

c. Evidence Based Practice:

Evidence informed practices are critical to the OBSD model. Research that currently informs OBSD is: strengths based approach; ecological systems theory; theories on attachment and bonding; resiliency theory and Signs of Safety practice model. As we build and refine OBSD, it is the expectation of the EACFS that Service Providers participate in identified evidence based approaches and propose other practice approaches and treatment interventions that are evidence informed.

The aim is to increase overall accountability and transparency and to improve the quality and effectiveness of the shared work of the EACFS and Service Providers with research informed knowledge.

Service Delivery

OBSD is intended to provide an integrated “single point of entry” into the service delivery system. Lead Agencies provide an array of services and support options in order to accommodate and respond to changing individual and family needs within their community. The integrity, quality, and performance of OBSD depends on appropriate matching of the strengths and needs of children and their families to services that enhance strengths and address deficiencies.

Lead Agencies must have the capacity, either internally or through sub-contractual relationships, to deliver an array of traditional services normally utilized in Children Services. A list of these Services can be found in Appendix C. This list of Services is by no means exhaustive. Lead Agencies are encouraged to develop additional or different effective services as required to achieve the desired outcomes.

Service Provision

The intent of all Services delivered is to improve outcomes for children youth and families and are provided in a manner consistent with the above practice approaches and guiding principles. Lead Agencies ensure that all Services delivered are grounded in principle and that staff are trained and/or knowledgeable in evidence based practice approaches. Lead Agencies work closely with their partnering Neighborhood Centre offices and the community sector in collaboratively planning and delivering of services based on the unique needs of the families and the community and on the intended outcomes.

Referrals to OBSD occur mostly at the assessment stage with families newly involved (or re-involved) with child protective services. Lead Agencies coordinate and/or provide services to all files newly opened to legal status at their partnering Neighborhood Centre offices. Referrals for children who have existing legal status and are “in care” are considered on a case by case basis. Services are provided to the referred child, youth and/or family until the file has closed, permanency has been reached, or the file has been transferred to another office. Under special circumstances when a file is transferred or reopens at another office, a Lead Agency may continue their work with a child, youth and/or family if requested and when a relationship exists that would be beneficial and helpful to the client.

Focus is on the creation of one service plan that is created jointly by the family, EACFS, Lead Agency, and others considered to be part of the team.

The service plan is the map for the delivery of services. Service plans are to be developed openly, transparently and collaboratively by all team members. Plans are needs based, rather than service driven, resulting in safety, well-being, stability, and permanency. Services are to be uniquely tailored to the presenting needs and designed to result in the desired outcomes. For example, one family may require intensive family support and an OBSD Worker is assigned, whereas another family may require counselling to deal with past trauma and a referral to a counsellor is made. As per accreditation expectations for agencies, the first service plan is created within 10 working days of opening a file to OBSD.

Services are focussed on preserving and supporting family while ensuring child safety and well-being. If a child cannot remain in their family home focus shifts to reunification and permanency. Lead Agencies utilize a variety of tools such as family meetings, family group conferencing, and relative searches in order to support families to find their own solutions. These tools also assist families in identifying extended family and/or significant caregivers who can provide support, and if necessary, home based care, such as Kinship Care.

Lead Agencies are responsible for building and supporting Kinship Care placements as part of the continuum of Services provided. When Kinship or extended family placements are not available, and a child or youth requires a placement, the Lead Agency, EACFS staff, and providing placement agency work together to achieve positive child well-being outcomes and strive for reunification and/or a permanency solution.

Roles & Responsibilities

Attached is the region's OBSD Joint Casework Protocol (Appendix D) which provides a pictorial explanation of roles and responsibilities. With a shared practice approach, roles and responsibilities can be at times unclear. It is expected that decisions as to who does what is made as a team, is based on the needs of the children and families, and is clearly documented in service plans.

A key element to successful implementation of a collaborative approach is the ability to reach consensus on these activities where possible. As such, solid resolution processes provide the opportunity to bring opinions and expertise to bear as it relates to assessment and planning (please see the OBSD Resolution Process, Appendix E).

Co-Management

The EACFS is developing a co-management model for OBSD, where the site Managers of the Neighborhood Centre Offices and Managers of the Lead Agencies are jointly responsible in three domains: achieving outcomes; improving practice; and, managing the budget within their partnership.

Site Managers and Lead Agency Managers are jointly responsible to role model collaboration and partnership and to lead, challenge and engage their respective staff to implement and utilize evidenced based practices and the shared practice framework. Achieving desired outcomes is the responsibility of both the Neighborhood Centres and the Lead Agencies. Although, Lead Agencies are responsible for the measurement and collection of outcome data, both management streams are required to ensure all staff have a common understanding of outcomes, outcome tools, indicators of success, and processes for collecting data.

Financially, site Managers and Lead Agency Managers are jointly responsible for their OBSD budget. The budget for the fiscal year sits with the Lead Agency but responsibility for monitoring and spending rests with both. The contractual agreement incorporates funding flexibility for Lead Agencies to allocate resources in a way that is adaptive and is based on needs; however, it is expected a co-management approach will improve fiscal prudence and lead to better decisions for resource allocation.

Prevention, Early Intervention and Community Engagement

OBSD is informed by the Prevention and Early Intervention Framework of the EACFS. The framework aims to establish a continuum of evidence-based prevention and early intervention services that will effectively address the key drivers for crisis intervention services.

This vision corresponds with the recently implemented Community Based Service Delivery model and Front End Practice approach. The former is intended to support all professionals in the community to work together to provide a continuum of coordinated care. The latter uses a family-centered practice lens to better determine which children require services and support. It is anticipated that these changes will improve the ability to identify families in need, and to better connect families with the right services to address those needs.

Outcomes Based Service Delivery is designed to enable significant collaboration and integration among a variety of partners. It is therefore expected that Lead Agencies and Neighborhood Centre offices will act as service integrators by building and/or participating in networks of early intervention and intervention services and other community supports. It is also expected that Lead Agencies will play a role in the development of effective early intervention services and practices within the communities they work in.

Outcomes

The intent of OBSD is to create and sustain a collaborative approach to service delivery to facilitate the achievement of the five key provincial outcomes:

1. Supporting vulnerable children to live successfully in the community,
2. Children in temporary care will be reunited quickly with their family,
3. Children in permanent care will be placed in permanent homes as quickly as possible,
4. Youth will be transitioned to adulthood successfully, and
5. Aboriginal children will live in culturally appropriate placements.

The performance focus for OBSD includes both the achievement of outcomes and the processes that foster those outcomes. Programs must be innovative, responsive and adaptive to individual needs, changing environments, and the evolution of service delivery over time.

Through the measurement and focus on outcomes, it is the intent of OBSD to develop a quality improvement and learning environment that will continue to guide shared practice and identify opportunities for improvement. OBSD uses outcome data to align the work between the child intervention system, community agencies and caregivers with the intent to improve the effectiveness of services that children and families receive.

The OBSD model proposed in this RFP is founded on the premise that we can and should be measuring relevant client-centered outcomes in a more consistent and structured way. The achievement of these outcomes is not solely the responsibility of the Lead Agency and is shared with family, the EACFS and community.

Following are two examples of the collaborative teamwork that led to improved outcomes for children and their families under the OBSD model:

Example 1

An Aboriginal mother called EACFS seeking immediate supports as she was struggling with her two teenage children, both of whom had previously been in care with Permanent Guardianship Order Status. An OBSD Worker and the EACFS Assessor attended the home and met with the mother. She indicated feeling hopeless and wanting to give up. The Assessor empowered the mother by reminding her of her hard work and dedication in having her children returned to her care. The team, consisting of the mother, the step-father, the Assessor and the OBSD Worker, agreed on goals to work on together that would keep the youth at home and safe. One of the goals included connecting the family to Elders available through the OBSD program.

A "Healing Circle" for the family was arranged and facilitated by the Elders. Through this process, the two youth were able to express some of the root causes of their anger. The youth shared experiences of trauma while in foster care and in treatment centers. The experience of the circle for the family was emotional and a start to their healing journey.

The EACFS and OBSD are working with this family under a Family Enhancement Agreement. An OBSD Worker meets with them regularly to work on their identified goals and they continue to attend healing circles. The parents, with the guidance of the Elders, are learning about the role of traditional parenting and are working on strengthening the relationship with their children. The youth are receiving individualized support and have been referred to a community program for youth work that can continue to support them after involvement with EACFS ends.

Example 2

The EACFS became involved with a multicultural family with six children because of concerns with the hygiene/physical condition of the home and the mother's mental health issues. The initial agreement by the team, consisting of the family, the EACFS Caseworker and the OBSD Worker, was for the father to leave the family home with the children and stay elsewhere. The OBSD program worked with the ethnic community this family belongs to in supporting the father and finding a place for him and the children to stay temporarily.

The OBSD Worker then assisted the parents in developing healthier communication between them and on their goal of being reunited as a family. The Worker advocated to Capital Region Housing to assist with fixing some of the larger issues in the home as well as addressing the existing mice and bed bug concerns. The OBSD Worker also supported the Mom in addressing her mental health concerns through seeking medical attention.

The OBSD program utilized a community based program within their agency to assist the family with routine and structure and to provide emotional support to Mom and Dad. The community this family belongs to came together to assist with the organization and cleaning of the home. The condition improved, house was painted, doors replaced, and the basement organized.

When the EACFS and OBSD ended their involvement, the community program continued with the family to provide ongoing community support.

3.4 Description of Deliverables

The successful Proponents **MUST** ensure the provision of a continuum of culturally appropriate Services and supports for children, youth and families referred by the EACFS, who are involved under the applicable legislations as listed in Section 1.

Given that over 60% of the child intervention caseload is Aboriginal, it is critical that Services are culturally responsive to the unique needs of Aboriginal children, youth and families. Successful Proponents are expected to have knowledge of Aboriginal culture and programming and a commitment to delivering Services as such. It is as equally important that Services to culturally diverse children and families are delivered to meet their unique needs and with cultural competence.

Proponents should have an understanding of the Casework Practice Model, current CYS policy and EACFS practice. Proposals are expected to clearly demonstrate how the agency in conjunction with the EACFS can maximize the achievement of desirable outcomes for children, youth and families.

3.4.1 Service Provision

Successful Proponents provide responsive, timely and individualized service delivery. Minimally, Proponents **must** have the capacity to deliver all Services under the Family Enhancement Act listed below, either internally or through the purchase of Services, and **must have the ability to support these Services 24 hours a day, seven days a week:**

- 1) Family Intervention Services such as Intensive Family Stabilization and Preservation Services, Family Intervention and Support Services, Family Reunification, Youth Work, and Low Ratio Crisis Intervention Services as well as transitioning youth to adulthood;
- 2) Kinship Care;
- 3) Ancillary Services (which includes, but is not limited to such Services as, drug testing, counselling, neuropsychological assessments, psychological assessments, parenting assessments, drives, supported access, language interpretation, and respite care);
- 4) Placement related supports such as funding for Vacation and Camp Allowance, Sports Arts and Recreation Allowance, Infant Care Initial Expenses, Infant Care Costs, Initial Foster Care Placement Allowance;
- 5) Specific Cultural Services;
- 6) Family Group Conferencing and Relative Searches, and;

7) Home Assessment Report writing.

A listing and service description of current commonly purchased Services is attached as Appendix C.

Please note that this list of Services is by no means exhaustive and the Proponent is encouraged to develop additional or different effective Services as required to achieve the desired outcomes.

3.4.2 Collaboration and Evidenced Based Practice

Successful Proponents will need to demonstrate a commitment to collaborative and evidence based practices. To ensure consistency in performance, Lead Agencies are expected to participate with the EACFS in the evolution of the regional OBSD model that is built by collaboration and based on evidence based practices and family-centered approaches. An example of this is the Signs of Safety practice model that is currently being adopted by the EACFS and the current Lead Agencies.

Successful Proponents recognize that collaboration is not a one-time event but rather an ongoing investment in a new way of being and a relationship to achieve a broader goal: a system that supports the safety and well being of children, youth and families.

3.4.3 Referrals

The Proponent must provide Services to every Client referred by the EACFS during the term of the agreement. The Proponent, will accept all referrals and will work with the EACFS and Clients to develop appropriate Service Plans. No Client may be refused service by the Proponent.

3.4.4 Client Profile

Age appropriate services are provided to clients as follows:

- Children and youth, from infancy to 22 years of age, with status under the Child, Youth and Family Enhancement Act, provided the file is opened before age 17;
- Children, youth, and families in crisis or identified as at-risk of harm to/from self and/or others;
- Caregivers experiencing a lack of supports, and/or coping skills necessary to maintain the child in the home, and;
- Parent/Guardian with a child in care.

3.4.5 Outcomes Measures

The framework for the outcomes measures for children, youth and families is based upon the National Outcomes Matrix (NOM). Successful Proponents will be required to measure and report on the achievement of outcomes in the following four NOM domains: Safety, Well-being, Family and Community Supports and Permanence. Proponents must demonstrate a solid understanding of measurement and data collection processes. More information on the National Outcomes Matrix can be found at <http://cwrp.ca/publications/948>

DOMAIN	INDICATORS	MEASURE
Safety	Recurrence of Service	% of children returning to care within 12 months of closure
Well-Being	School Performance	% of children who are age and grade appropriate
	Child Development	% of children whose behaviour improved
Family and Community Supports	Parenting Capacity	% of parents whose capacity improved
	Community	% of children utilizing culturally appropriate placements
DOMAIN	INDICATORS	MEASURE
Permanence	Children remaining at home	% of children that remained at home
	Children returning home	% in temporary care that were returned to family care for at least 6 months
	Moves in Care	# of moves in care
	Children achieving permanency	% of children that reached service plan permanency goal
	Time to achieving permanency	Average days to reach permanency goal

The responsibility for gathering data and measuring outcomes is shared by the EACFS and the Lead Agencies and is intended to be complementary in nature. Outcome measures, measurement tools, formalized analysis and reporting cycles/processes are still a work in progress. To ensure consistency, Lead Agencies are expected to participate with the region in the evolution of collecting, measuring, and reporting on outcomes.

Common measurement tools that are currently being utilized are:

- Family Assessment Form (FAF),
- Ages & Stages Questionnaire, and
- A common self-report that is currently being developed.

Agencies can utilize supplementary tools to measure outcomes but at minimum must administer the tools as agreed upon.

3.5 Administration

As the expectation is that Services required to achieve child and family outcomes will be provided by Proponents, Proponents will need to either develop these Services internally or contract/partner with other service providers to deliver them.

The EACFS will only enter into two party Contracts, therefore any Proposals that imply a three or more way relationship with the EACFS will be rejected.

Agencies are encouraged to create the formal partnerships necessary to address all of our Clients' sociological, ethnic and cultural needs since formalized partnerships reduce risk to all organizations including the EACFS.

Criminal Record Checks and Child Intervention Record Checks are required for all Proponents' employees, subcontractors, agents and volunteers (including relief staff), prior to the start of Services.

The Proposal should define the roles and responsibilities of the Proponent as a Lead Agency in relation to its subcontractors, agents and volunteers and describe the proposed model of the collaborative relationship between itself, the EACFS and any community partners.

Please note for Proponents submitting a Proposal as a partnership, the Proposal **must** clearly identify the prime vendor / Lead Agency and define each partnering agency's responsibilities, financial commitments and obligations.

3.6 Reporting Requirements

The Proponent will be required to submit all standard financial and Client reports, as outlined in Appendix F. Other reports and OBSD-specific evaluation reports will be required by the EACFS during the term of the agreement.

The Proponent is required to provide data to the EACFS regarding Client outcomes, recognizing that reporting formats and requirements are under development and may change during the period of the agreement.

The EACFS will provide information, monitoring and evaluation of the Services on an ongoing basis and therefore may require further discussions or reports pertaining to these duties.

The Proponent is required to attend four quarterly financial meetings per fiscal year and provide a quarterly financial Statement of Operations and client data report prior to each meeting. The intent of these meetings is to monitor expenditures and determine resource allocation based on best practice.

3.7 Project/Service Scope

3.7.1 Project/Service Duration

The Contract will be for a term of **three years**, from April 01, 2015 to March 31, 2018. Amendments to the agreement are anticipated as the EACFS and the Lead Agencies refine the working relationship and terms.

The EACFS may extend this Contract for a further term of up to two years, based on the sole opinion of the EACFS on satisfactory outcomes achieved, and in alignment with the EACFS program and service priorities.

3.7.2 Geographic Worksite

For the purpose of this RFP, Proponents are to identify the Neighborhood Centre Office(s) they propose to implement OBSD with from the following list: North East Office; East Office; Energy Square Office; West Central Office; South East Office; South West Office; Spruce Grove Office; Leduc Office; Sherwood Park Office; Fort Saskatchewan Office; and, St. Albert Office. The geographic area and caseload information for each office can be found at Appendix G (NOTE: Map boundaries - Old Strathcona Office is with South East Office and Belmead is with West Central Office).

The EACFS is seeking to establish 8 to 12 new Lead Agency/ Neighborhood Centre partnerships. For the rural offices, the EACFS supports Proponents partnering with more than one office due to volume. However, the EACFS remains open to consider all suggestions for partnerships put forth in proposals.

Proponents submitting as a Lead Agency must clearly identify within their proposal which Neighborhood Centre office(s) they wish to partner with. Rationale as to the chosen office(s) to partner with is required in the proposal.

The EACFS cannot guarantee that Proponents will be partnered with the offices they identified within their proposals and will enter into negotiations prior to the awarding of contracts with the successful Proponents.

3.7.3 Project/Service Volume

The successful Proponents will be responsible to provide Services for all new uptakes at the identified Neighbourhood Centre Office(s). The projected number of Clients to be served as per Neighborhood Centre office under this RFP will be based on historical baseline data from April 1, 2013 to December 31, 2013 and will be provided to the Proponent.

In addition to new intakes, the successful Proponents will work with the EACFS in developing a plan and a timeline for converting existing files with the Neighborhood Centre offices to an Outcomes Based Services Delivery method.

3.7.4 Accreditation Requirements

The Proponent **must** be accredited by one of the accreditation bodies recognized by Alberta Children and Youth Services. Services provided by the Proponent and the Proponent's employees Must meet the standards set out by the following accrediting bodies:

Canadian Accreditation Council of Human Services (CAC)
Contact: 780-424-4498.

Commission on Accreditation of Rehabilitation Facilities (CARF)
Contact: 780-429-2538.

Council on Accreditation (COA)
Contact: 1-866-262-8088.

Staff providing the Services specified in Appendix C, Must meet the qualifications outlined in accreditation requirements and/or be qualified under the appropriate scope of practice of their professional associations, in order to provide Services to Clients.

3.8 Payment Method

The total contract value and quarterly in advance payments will be based on the estimated number of child intervention files multiplied by the Case Rate multiplied by the number of service delivery days. The Service day per diem excludes direct placement costs but includes Kinship Care placement costs.

The estimated Service day per diem for the 2014-15 year is \$58.57, based on calculations from April 1, 2013 to December 31, 2013. Per diem will be recalculated based on current data relevant to April 1, 2015.

Appendix H provides an example of how cost calculations would be done for a particular Neighborhood Centre.

The Service day per diem's are considered estimates and any recalculations will be based on the most current and accurate data available at any given point in the time.

4.0 TENDER PROCESS AND SUBMISSION GUIDE

4.1 RFP Information Session

The RFP Information Session will be held in the Boardroom, 7th Floor, 9820-106 Street, Edmonton, Alberta March 24, 2014 at 9:30 a.m., MDT. Attendance is **Optional**.

The purpose of the RFP Information Session is to respond to questions Proponents may have about the RFP content and process and to clarify information on the RFP to reduce the chance of misinterpretation.

Questions of a complex nature, or questions where the Proponent requires anonymity, should be forwarded in writing, prior to the meeting, to the RFP Administrator listed on the cover page of this RFP. Meeting notes, and all questions and answers will be posted on Alberta Purchasing Connection (APC) at www.purchasingconnection.ca.

All documents relating to this RFP, including any changes and answers to questions, will also be posted to this site.

Any additional questions will be accepted by email only. **All questions will be answered by email to all registered Proponents and posted on the Alberta Purchasing Connection. The last day for any questions will be 2:00 p.m., MDT, May 16, 2014.**

4.2 Proposal Submission Requirements

Following are requirements to be followed in order to provide consistency and to assist in the evaluation process:

- Proposals should use a minimum of 11 point font, on letter size paper with 1 inch margins. All pages of the Proposal and attached Appendices should be consecutively numbered.
- It is recommended that the RFP is accessed through Alberta Purchasing Connection (APC). This is where official documents related to this competition are posted, including modifications and updates. For more information visit www.purchasingconnection.ca
- **Proposals submitted after the closing time and date will not be accepted and will be returned unopened to the Proponent.**
- **Proposals must be in hard copy, and not sent by e-mail, facsimile, computer disk, or website link.**
- An electronic copy may be provided to the email address of the RFP Administrator, for reference purposes only. Electronic copies **will not** be accepted as an official Proposal submission.
- Electronic copy of the proposal must be provided on a USB flash drive

4.3 Mandatory Criteria

IMPORTANT: The following Mandatory requirements must be met for Proposals to be considered.

MANDATORY ADMINISTRATIVE CRITERIA

- Eight (8) copies of the complete Proposal **Must** be received by the date and time and at the location listed on the cover page of this RFP. Proposals **Must** be in English, received by the EACFS via courier, mail or hand delivered in a sealed envelope clearly marked with the APC identifier and/or RFP number, RFP Contact information and return address. Include an electronic copy of proposal on USB.
- Proponents **Must** accept the terms and conditions of this RFP document by signing and submitting the Proposal Submission Form (Appendix I).
- Proposal submission **Must** include a Bid Submission Cover Form, Proponent's Minimum Qualifications Statement and a Statement of Previous Experience containing three (3) References (Appendix J).
- Proposal **Must** declare any previous experience providing Services to an EACFS, DFNA or Human Services division, within the past 5 years. Failure to disclose will result in disqualification of the Proposal.

MANDATORY PROGRAM CRITERIA

- Proposal **Must** include a Proponent profile including Proponent history, philosophy, community involvement and partnerships, and current Services.
- Proposal **Must** identify which Neighbourhood Centre office(s) the Proponent intends to partner with and the rationale for the choice(s).
- Proposal **Must** include how the Proponent intends to deliver Outcomes Based services for the office(s) identified and how this connects to the OBSD model outlined in this RFP.

4.4 Desirable Criteria

Current Agency Capacity- Evaluation Criteria

Proponents will be evaluated on the areas of:

- Evidence of collaboration with EACFS and community
- Evidence of adaptability/flexibility
- Demonstrated experience providing Services to children, youth and families
- Demonstrated capacity to achieve the five key provincial outcomes:
 - Supporting vulnerable children to live successfully in the community
 - Children in temporary care will be re-united quickly with family
 - Children in permanent care will be placed in permanent homes more quickly
 - Youth transitioned to adulthood successfully
 - Aboriginal children will live in culturally appropriate homes

Proposed Service Delivery Model – Evaluation Criteria

Proponents' proposed service delivery model will be evaluated as follows:

- Demonstrated understanding of the region's model of Outcomes Based Services and how the Proponent intends to deliver Services based on that model
- Articulation of how the continuum of outcome focused Services will be provided and which Services will be offered internally and which will be subcontracted.
- Plan for how the Proponent, in conjunction with EACFS staff, intends to achieve the required outcomes for children, youth and families. This is to include the Proponent's philosophical approach and intended use of evidence based practices.
- Evidence of cross-cultural sensitivity/competency within the proposed service delivery model. Model must demonstrate how services to Aboriginal and culturally diverse children, youth and families will be delivered with a culturally appropriate context.

Organizational Capacity – Evaluation Criteria

Proponents will be evaluated on the following infrastructure and financial considerations:

- Proposed staffing model, HR plan and practices
- Organizational structure

- Anticipated annualized budget for year one is based on the information contained in Section 3.8 and Appendix G

5.0 EVALUATION

Proposals that meet all Mandatory criteria will then be assessed and scored against the following evaluation criteria:

5.1 Evaluation Criteria

Proponent Capacity	Weighting as % of Total
Evidence of collaboration with EACFS and community	
Evidence of adaptability and flexibility	
Demonstrated experience providing Services to children, youth and families	
Demonstrated capacity to achieve the five key provincial outcomes: <ul style="list-style-type: none"> • Supporting vulnerable children to live successfully in the community • Children in temporary care will be re-united quickly with family • Children in permanent care will be placed in permanent homes more quickly • Youth transitioned to adulthood successfully • Aboriginal children will live in culturally appropriate homes 	
Total Weighting =	40%

Proposed Outcomes Based Service Delivery Model	Weighting as % of Total
Demonstrated understanding of the region's model of Outcomes Based Services and how the Proponent intends to deliver Services based on that model	
Articulation of how the continuum of outcome focused Services will be provided and which Services will be offered internally and which will be subcontracted.	
Plan for how the Proponent, in conjunction with EACFS staff, intends to achieve the required outcomes for children, youth and families. This is to include the Proponent's philosophical approach and intended use of evidence based practices	
Evidence of cross-cultural sensitivity/competency within the proposed service delivery model. Model must demonstrate how services to Aboriginal and Multi-cultural children, youth and families will be delivered in a culturally appropriate context	
Total Weighting =	50%

Organizational Capacity	Weighting as % of Total
Proposed staffing model, HR plan and practices	
Organizational structure	
Anticipated annualized budget for year one	
Total Weighting =	10%

5.2 Evaluation Process

Proposals will be evaluated in an objective manner by an Evaluation Team, chosen by the EACFS.

Proposals **must** achieve a passing mark on each evaluation section (Agency Capacity, Service Delivery Model, and Organizational Capacity) to be considered further.

Based on the Proposal scores, the highest ranking Proponents may be invited for interviews. Interviews will be scheduled from June 16th to June 27th, 2014. **If invited to an interview and are unable to attend on the specified date, your Proposal may be disqualified.** The interview is time limited.

A maximum of three individuals who can best represent the program Services described in this Proposal should attend the interview.

Important: Interviews are only to clarify the information provided with the Proponent's written Proposal.

6.0 ADDITIONAL RFP ADMINISTRATION TERMS AND CONDITIONS

These RFP Administration terms and conditions are in addition to the RFP Administration Terms and Conditions referenced in section 2 of this RFP document and attached as Appendix A.

6.1 Additional Stipulations

The EACFS reserves the right to cancel this RFP at any time and to re-issue it for any reason whatsoever, without incurring any liability and no Proponent will have any claim against the EACFS as a consequence.

A Proposal submitted in response to the RFP constitutes an offer and will proceed to a Contract only if the EACFS accepts the Proposal.

The EACFS reserves the right to request further information from interested Proponents, as required, and at the Proponent's expense.

6.2 The Contract

The Contract to be entered into between the successful Proponents and the EACFS shall be negotiated by the EACFS. If, in the EACFS opinion, it appears that the negotiations will not result in a Contract with the preferred Proponent within thirty (30) days, negotiations with other Proponents submitting Proposals may be undertaken.

6.3 Subcontracting

The Contractor is required to provide the continuum of Services as outlined in Appendix C, to meet the identified needs of every referred Client, even if that means subcontracting to other service providers.

The Contractor shall ensure all subcontractors comply with the same terms and conditions as are contained in this agreement.

The Contractor shall be fully responsible for payment of all subcontractors for any Services performed by them in any subcontracting arrangement.

6.4 Contact Information

For further information contact:

Lisa McDonald
6th Floor, Oxbridge Place
9820-106 Street
Edmonton, Alberta T5K 2J6
Telephone: (780) 415-1488
Fax: (780) 422-4561
e-mail: lisa.mcdonald@gov.ab.ca

Appendix A
RFP Administration Terms and Conditions
Alberta Children and Youth Services

1.0 RFP Terminology

Throughout the RFP, terminology is used as follows:

“Alberta Purchasing Connection (“APC”)” means the Government of Alberta’s electronic tendering system.

“Baseline Referrals” means the estimated number of Clients to be referred to the Contractor during each year of this Agreement estimated from historical data collected by the EACFS on Clients served.

“Business Day” means 08:15 to 16:30, Alberta Time, Monday to Friday, excluding holidays observed by Her Majesty.

“Case Rate” means a method of payment for delivery of Services by the Contractor, determined by the formula set out by the EACFS.

“Intervention Record Check” means an intervention check of the Proponent on the ISIS system, or any other child intervention system which the Ministry uses.

“Client” means any child as defined under the *Enhancement Act* or *PSECA*, who is to be provided Services by the successful Proponents under this RFP.

“EACFS” means the Edmonton & Area Child and Family Service administering this RFP.

“Criminal Record Check” means a criminal record check including vulnerable sector check, of the Proponent, and all those acting on behalf of the Proponent in the provision of Services, by provincial or municipal law enforcement agencies for any history of convictions under the Criminal Code of Canada.

“Contract” means the written agreement, which includes the RFP and the Vendor’s Proposal, between the successful Vendor and Her Majesty to provide the Services and Materials contemplated by the RFP.

“DECA” means the *Drug Endangered Children Act*.

“Deliverables” means the functions, duties, tasks, Services, activities and reports as detailed in Schedule A of the Contract.

“DFNA” means Delegated First Nation Agency.

“Enhancement Act” means the *Child, Youth and Family Enhancement Act*, R.S.A. 2000, C. C-12, as amended from time to time.

“Evaluation Team” means individuals who will evaluate the Proposals on behalf of Her Majesty.

“Historical Baseline Data” means the data collected by the EACFS on the past numbers of Clients historically served within the Geographical Area, to be served by the successful Proponents.

“The Ministry”, “Children and Youth Services”, “EACFS” collectively mean, Her Majesty the Queen in right of Alberta, as represented by the Minister of Children and Youth Services.

“Must”, “Mandatory”, “Required”, “Shall” means a requirement that must be met in a substantially unaltered form in order for the Proposal to receive consideration.

“Optional” means a requirement not considered essential, but for which preference may be given.

“Personal Information” means recorded information about an identifiable individual, including:

- (i) the individual’s name, home or business address or home or business telephone number,
- (ii) the individual’s race, national or ethnic origin, colour or religious or political beliefs or associations,
- (iii) the individual’s age, sex, marital involvement or family involvement,
- (iv) an identifying number, symbol or other particular assigned to the individual,
- (v) the individual’s fingerprints, blood type or inheritable characteristics,
- (vi) information about the individual’s health and health care history including information about a physical or mental disability,
- (vii) information about the individual’s educational, financial, employment or criminal history, including criminal records where a pardon has been given,
- (viii) anyone else’s opinions about the individual, and
- (ix) the individual’s personal views or opinions, except if they are about someone else.

“Prime Vendor” means the Vendor that is responsible for the provision of all Services and Materials and is accountable for all terms and conditions of the Contract.

“Proponent” “Vendor” means an individual or organization responding to the RFP with a Proposal.

“Proposal” means the Vendor’s response to the RFP and includes all the Vendor’s attachments and presentation materials.

“Provincial Measurement Framework” means those indicators determined by the Minister of Children and Youth Services to measure outcomes based service delivery.

“PSECA” means the *Protection of Sexually Exploited Children Act*.

“Request for Proposals (RFP)” means the solicitation for the Services and Materials including attached appendices.

“RFP Administrator” means the person facilitating this RFP process, and designated as the contact for this RFP or his delegate, within this RFP document.

“Services” means the functions, duties, tasks and responsibilities to be provided by the Vendor as described in the Contract.

“Service Plan” means any plan, including a Concurrent Plan, contemplated under the *Enhancement Act* or *PSECA*, between the Director and a Client’s guardian, developed with the input of the Contractor, regarding the delivery of Services to the child.

“Should”, “Desirable” means a provision having a significant degree of importance to the objectives of the RFP.

Headings are used for convenience only, and they do not affect the meaning or interpretation of the clauses.

Words in the singular include the plural and vice versa.

2.0 General

2.1 Confidentiality and Security of Information

The Vendor, the Vendor’s employees, subcontractors, and agents shall:

- a. keep strictly confidential all information concerning Her Majesty or third parties, or any of the business or activities of Her Majesty or third parties acquired as a result of participation in the RFP, and
- b. only use, copy or disclose such information as necessary for the purpose of submitting a Proposal or upon written authorization of Her Majesty.

The Vendor shall maintain security standards, including control of access to data and other information, consistent with the highest standards of business practice in the industry.

2.2 Freedom of Information and Protection of Privacy

2.2.1 The Vendor acknowledges that:

- a. The *Freedom of Information and Protection of Privacy Act of Alberta (FOIP)* applies to all information and records relating to, or obtained, generated, created, collected or provided under, the RFP or the Contract and which are in the custody or control of Her Majesty. *FOIP* allows any person a right of access to records in Her Majesty’s custody or control, subject to limited and specific exceptions as set out in *FOIP*,

- b. *FOIP* imposes an obligation on Her Majesty, and through the RFP and Contract on the Vendor, to protect the privacy of individuals to whom information relates. The Vendor shall protect the confidentiality and privacy of any individual's Personal Information accessible to the Vendor or collected by the Vendor pursuant to the RFP or the Contract,
- c. The Vendor, if it considers portions of its Proposal to be confidential, shall identify those parts of its Proposal to Her Majesty considered to be confidential and what harm could reasonably be expected from disclosure. Her Majesty does not warrant that this identification will preclude disclosure under *FOIP*,
- d. Materials produced by the Vendor, in connection with or pursuant to the RFP or the Contract, which are the property of Her Majesty pursuant to the RFP or the Contract, could be considered records under the control of a public body and could therefore also be subject to the *FOIP* before delivery to Her Majesty. As such, the Vendor Must conduct itself to a standard consistent with *FOIP* in relation to such Materials, and
- e. For the records and information obtained or possessed by the Vendor in connection with or pursuant to the RFP or the Contract, and which are in the custody or control of Her Majesty, the Vendor Must conduct itself to a standard consistent with *FOIP* when providing the Services or carrying out the duties or other obligations of the Vendor under the RFP or the Contract.

2.3 Agreement on Internal Trade

The RFP is subject to Chapter 5 of the Agreement on Internal Trade.

2.4 Conflict of Interest

Vendors must fully disclose, in writing to the RFP Administrator on or before the closing date of the RFP, the circumstances of any possible conflict of interest or what could be perceived as a possible conflict of interest if the Vendor were to become a contracting party pursuant to the RFP. The EACFS shall review any submissions by Vendors under this provision and may reject any Proposals where, in the opinion of The EACFS, the Vendor could be in a conflict of interest or could be perceived to be in a possible conflict of interest position if the Vendor were to become a contracting party pursuant to the RFP.

2.5 Vendor Expenses

The Vendor is responsible for all costs of preparing and presenting its Proposal and, if applicable, Contract finalization.

2.6 Period of Commitment

Proposals shall be final and binding on the Vendor for 90 days from the RFP's closing date and time.

2.7 Multiple Proposals

A Proponent can only submit one proposal as a Lead Agency/Vendor, identifying one or more Neighbourhood Centre Offices to partner with. This will not preclude a Proponent from being listed as part of a consortium of partners in other Proposals as long as they are not identified as the Lead Agency/Vendor. The acceptability of each Proposal will be decided by the Evaluation Team.

2.8 Waiver

Vendors shall not have any claim for compensation of any kind as a result of participating in this RFP's process, and by submitting a Proposal each Vendor shall be deemed to have waived its right to make a claim.

2.9 Irrevocability of Proposals

Vendors may amend or rescind their Proposal prior to the RFP closing date and time by submitting a clear and detailed written notice to the EACFS. All Proposals become irrevocable after the RFP closing date and time.

In either of the following circumstances:

- a. the Vendor has rescinded a Proposal prior to the RFP closing date and time, or
- b. The EACFS has received the Proposal after the RFP closing date and time.

Such Proposal will, at the Vendor's choice, either be returned to the Vendor at the Vendor's expense after the RFP closing date and time, or destroyed by the EACFS after the RFP closing date and time.

2.10 Consent to Use of Information

The Vendor consents, and has obtained the written consent from any individuals identified in the Proposal, to the use of their Personal Information in the Proposal by Her Majesty, Her Majesty's employees, subcontractors and agents, to enable Her Majesty to evaluate the Proposal and for other program purposes of Her Majesty. This consent specifies to whom the Personal Information can be disclosed and how the information may be used. The Vendor shall provide such consents to Her Majesty for confirmation and review upon Her Majesty's request.

2.11 Recapitulation of Proposals

The EACFS reserves the right to publish the names of responding Vendors and any summary cost information deemed appropriate by the EACFS.

2.12 Proposal Return

Proposals and accompanying documentation, upon receipt by the EACFS, will become the property of, and will be retained by, Her Majesty.

2.13 Proposal Irregularity or Non-Compliance

Her Majesty reserves the right to waive an irregularity or non-compliance with the requirements of the RFP where the irregularity or non-compliance is minor or inconsequential. The determination of what is or is not a minor or inconsequential irregularity or non-compliance, and the determination of whether to waive or not waive the irregularity or non-compliance, shall be at Her Majesty's sole discretion.

2.14 Proposal Rejection

The EACFS may reject any or all Proposals.

2.15 Vendor Debriefing

The EACFS will, at the written request of an unsuccessful Vendor who responded to the RFP, conduct a debriefing for the purpose of informing the Vendor as to why their Proposal was not selected. The unsuccessful Vendor's written request for a debriefing must be received by The EACFS within ten (10) Business Days of notification to the Vendor that they are unsuccessful.

Appendix B
OBSD Shared Practice Framework

OBSD Shared Practice Framework

This framework is based on a shared, collaborative model that was developed to achieve better outcomes for children and families. The four areas of focus identified are critical components to joint case planning between clients, Agency staff and CFSA staff. When approached collaboratively, our shared practice is grounded in evidence and will result in more intentional, congruent, strengths based decisions.

Critical Decision Points	Permanency	Legal Status	Placement	Access
Principles	<ul style="list-style-type: none"> • Parents know what they need to change to get well; professionals are there to support the journey. Voice and choice of families is important to all decisions made. • Community connection and cultural identity are important to a child’s wellbeing. • Every child is entitled to a sense of belonging, stability, permanence and continuity of care and relationships. • There is a moral and professional responsibility, in partnership with the larger community, to find a permanent home for each child and youth in care. 	<ul style="list-style-type: none"> ▪ The intervention services needed by the child should be provided in a manner that ensures the least disruption to the child (CYFEA). ▪ The family is responsible for the care, supervision, and maintenance of its children and every child should have an opportunity to be a wanted and valued member of a family, and to that end: If intervention services are necessary to assist the child’s family in providing for the care of a child, those services should be provided to the family, insofar as it is reasonably practicable, in a manner that supports the family unit and prevents the need to remove the child from the family, and a child should only be removed from the child’s family only when other less disruptive measures are not sufficient to protect the survival, security or development of the child; (CYFEA). 	<ul style="list-style-type: none"> ▪ Children and youth should be safe, healthy and live with their families, therefore we focus on preserving and reuniting families and building on the capacity of extended family and communities to support children, youth and families. ▪ Children in temporary care are quickly reunited with their families; children in permanent care are quickly placed in permanent homes. ▪ Children and youth are supported to maintain relationships that are important to them, be connected to their own culture, practice their religious beliefs and, for those in care, have a plan for their care where they are involved in the decision-making process. 	<ul style="list-style-type: none"> ▪ Access to those important in a child’s life increases the circle of support during an increased time of need and maintains important attachments and bonds. ▪ Access is a tool to increase parental capacity through teaching, modeling, and active parenting and an opportunity for parents to retain as much parental responsibility as deemed safe. ▪ Access is not a stagnate decision, attachment theory suggest it is paramount to health and wellness of the both the child(ren) and the parents. Therefore access needs to be liberal and reviewed frequently.

<p>Child Centered and Safety questions</p>	<p>Are we thinking about the whole child's safety and wellbeing in the short and long term?</p> <p>Are people who have relationship with the child involved in decision making for the child?</p> <p>Are we clear what the danger is to the child and what the complicating factors are?</p> <p>Are youth moving towards independence connected and supported according to their needs and wishes?</p>	<p>What does the child(ren) want/say about their situation? (Good things/Worries/Dreams)</p> <p>Who do the child(ren) say are important people in their lives?</p>	<p>Has the child been asked if there is someone they could stay with?</p> <p>Can a child remain in their own community and their school?</p> <p>What are the specific cultural or spiritual needs of the child?</p> <p>Can children be placed together?</p> <p>What kind of supports does someone need in order to care for this child?</p>	<p>Who should have access to a child? Who does the child say they want to have access with?</p> <p>What needs to happen for access to important people in a child's life to be increased or altered?</p> <p>Should visits be supported or unsupported?</p>
<p>Family Focused questions</p>	<p>Is the family at the centre of decision making? Have their voices been heard?</p> <p>Are we aware of the family's strengths, protective factors, and the safety factors in the home? (What's working well?)</p> <p>Is all involved clear about their responsibility in ensuring the child(ren) safety and wellbeing?</p>	<p>What does the family need to keep their children safe in their home?</p> <p>Who does the family identify as their support? Are their ways to increase their circle of support?</p> <p>What are the protective factors in this home?</p> <p>Have there been previous experiences for the family with other services and what was helpful for them?</p>	<p>Does placement allow and support access to parents?</p> <p>Have the parents/ significant relatives been asked who the children could stay with?</p> <p>Could support be put into the home and the parents stay elsewhere?</p> <p>Anyone in the home who could care with supports?</p>	<p>What parental responsibilities can the parent maintain (driving kids to and from school for example)?</p> <p>Can visits occur safely in the family home?</p> <p>How can we maintain as much contact with the parents as possible?</p>
<p>Planning questions</p>	<p>Are decisions and plans supporting safety, stability, and belonging?</p> <p>Are services and plans being reviewed as agreed and in partnership with all involved?</p>	<p>What are our worries?</p> <p>What needs to happen next?</p> <p>What is going well?</p>	<p>Previous placements?</p> <p>Any siblings in care?</p> <p>Child specific info – needs, health, school, community?</p> <p>Permanency plan?</p> <p>Short term or long term placement required?</p>	<p>What do we need to know and do to ensure supported access visits are successful?</p> <p>Frequency, duration and location for visits?</p>

Appendix C

Commonly Required Services

- 1.0** As described in section 3.4, the successful Proponents **MUST** ensure the provision of a continuum of culturally appropriate Services and supports for children, youth and families referred by the EACFS, who are involved under the applicable legislations as listed in Section 1.

Successful Proponents provide responsive, timely and individualized service delivery. Minimally, Proponents **must** have the capacity to deliver all Services under the Family Enhancement Act listed below, either internally or through the purchase of Services, and **must have the ability to support these Services 24 hours a day, seven days a week:**

- 8) Family Intervention Services such as Intensive Family Stabilization and Preservation Services, Family Intervention and Support Services, Family Reunification, Youth Work, and Low Ratio Crisis Intervention Services as well as transitioning youth to adulthood;
- 9) Kinship Care;
- 10) Ancillary Services (which includes, but is not limited to such Services as, drug testing, counselling, neuropsychological assessments, psychological assessments, parenting assessments, drives, supported access, language interpretation, and respite care);
- 11) Placement related supports such as funding for Vacation and Camp Allowance, Sports Arts and Recreation Allowance, Infant Care Initial Expenses, Infant Care Costs, Initial Foster Care Placement Allowance;
- 12) Specific Cultural Services;
- 13) Family Group Conferencing and Relative Searches, and;
- 14) Home Assessment Report writing.

A listing and Service description of commonly purchased Services is provided below for the Proponents' information and guidance.

Please note that this list of Services is by no means exhaustive and the Proponent is encouraged to develop additional or different effective Services as required to achieve the desired outcomes.

2.0 Service Descriptions

In Home Family Support Services

Services and supports available to families on a 24 hour/7 day a week basis to help them stabilize after crisis, develop knowledge and skills required to meet the needs of their children and family units, or to promote safety and positive adaptation or development. The Services are generally provided in the family's home environment and community.

Kinship Care

Kinship Care Services to a child or youth by a relative or individual selected because of their relationship with the child.

Supplementary Services

Family Group Conferencing

Conference involving family in the development of the case plan for a child or youth.

Drug Testing

Testing which establishes scientific evidence of the uses of drugs or alcohol by the subject.

Neuropsychological assessments

Testing by a qualified professional that assesses the neurological basis of behaviors or disorders and provides recommendations on the appropriate course of action.

Psychological assessments

Testing by a qualified professional that assesses the cognitive capacity and functional ability of individual and associated mental health impairments.

Parenting assessments

Assessment on a variety of domains by a qualified professional that detail the capacity and ability of an individual to meet the instrumental and developmental needs of children and youth in their care.

Drives

Transportation for Clients to appointments or case related needs.

Visit Supervision

The observation, monitoring and supervision of visits between Clients, generally children and their parents by a trained individual. Intervention is sometimes required by the supervisor to ensure the safety and emotional well-being of the visit participants.

Supported Access Services

Providing children and youth with consistent, trained and qualified supports both prior to and after supported access with family. SAS provides a program with goals established through collaborative team meetings aimed at reunification.

Relative and Significant Other Search

Search and exploration of appropriate, temporary or long term caregivers, for children identified as in need of protection.

Home Studies

Using the SAFE Home Assessment approach and format to determine suitability, skill and ability of potential foster parents and kinship care providers for children with involvement under the *CYFE Act*.

Counseling

Professional support designed to assist an individual or family cope or develop healthy adaptations or solutions to issues or stressors in their lives.

Therapeutic Interventions

The purposeful and ethical intervention by a qualified professional to instigate change in an individual or family system, intended to strengthen healthy functioning or resolve dysfunction.

Aftercare

Follow up Services to support children, youth and families and sustain the growth and safety achieved by the primary intervention.

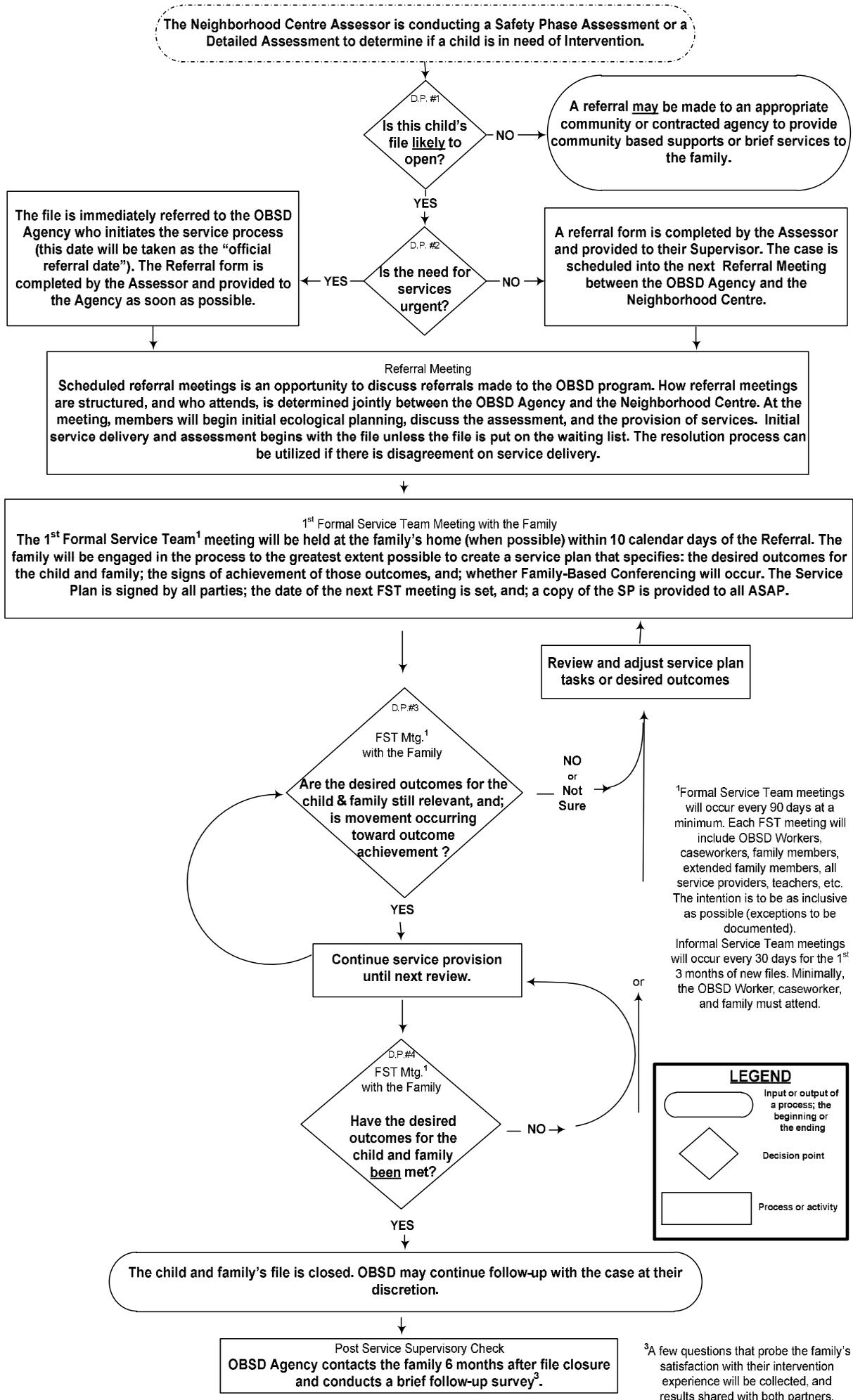
Respite Care

Temporary relief to caregivers.

Specific Cultural Services

Services that are specific to Clients cultural needs, i.e.; access to Elders, Sweat lodges, etc.

Appendix D
 OBSD Joint Casework Protocol
OBSD
 Joint Casework Protocol – New Referrals
 (The Mechanics of Working Together)



Appendix E
OBSD Resolution Process

Edmonton & Area Child & Family Services
Outcomes Based Service Delivery
Resolution Process

If any matter requires resolution under the Outcomes Based Service Delivery model in the Edmonton & Area Child & Family Services Region, both parties shall participate in the following formal resolution process:

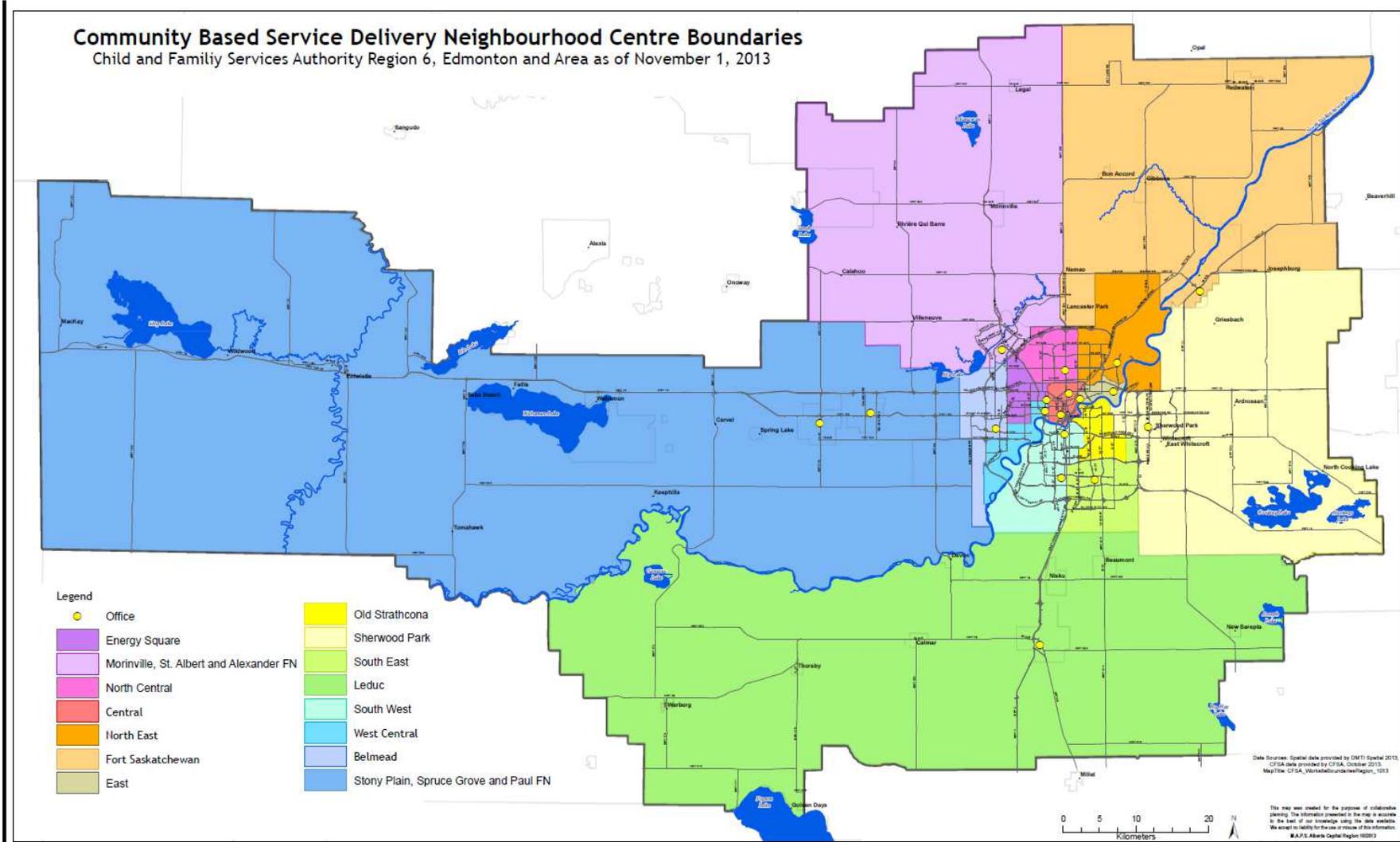
1. Attempts at resolution should first occur between frontline workers of the Region and Agency then between their respective Supervisors.
2. If resolution is not achieved, the matter is to be resolved within one business day by the Managers of the Neighborhood Centre Office and Agency.
3. If no resolution is achieved, a conference with the applicable Senior Managers of the Lead Agency and the Region will attempt resolution within the next business day;
4. If no resolution is achieved, the Region's Regional Manager of Community Partnerships, Services & Supports will make the final decision based on:
 - the presented practice issues;
 - contract terms and the intent of the contract
 - input from the Senior Operating Officer of the Lead Agency.
5. This process must be completed to resolution within 3 working days.

Appendix F
Reporting Requirements

At a minimum, the reports below are required. Other OBSD-specific reports will be requested, as required.

Report Name	Due Date	Recipient	Description Of Content
Quarterly Financial Statements	Required two working days prior to scheduled Quarterly Financial meeting	Contract Consultant	Quarterly revenue and expenditures in the prescribed format
Quarterly Financial Meetings	Three Quarterly Financial meetings scheduled one month after the fiscal quarter	Scheduled by the Contract Consultant	Submit quarterly financial statements and attend three quarterly financial meetings yearly with financial and program representatives from both the Region and the Lead Agency. Analyse the agency's financial statement and monitor and discuss budget pressures
Annual Audited Financial Report	90 days after the year end	Contract Consultant	Consolidated financial statements for the entire operation, including the Auditor's Report and Notes to the financial statements if required.
Annual Outcomes Report	90 days after year end	Contract Consultant	Report on the achievement of program goals and Outcomes
Nominal Rolls	Due on the 10 th of each month	Contract Consultant	List each Child and Youth in the program, their Children and Youth ID and dates of service in a format acceptable to the EACFS
Critical Incident Report Summary	Monthly	Contract Consultant	Summary of all Critical Incidents for the time period. Trends and actions taken should be reported.
Critical Incident Report	Within 24 hours	Caseworker or Program Manager	Description of critical incident, precipitating factors, action taken and result.

Appendix G
Geographic & Caseload Data
 (Boundaries are currently under consideration)

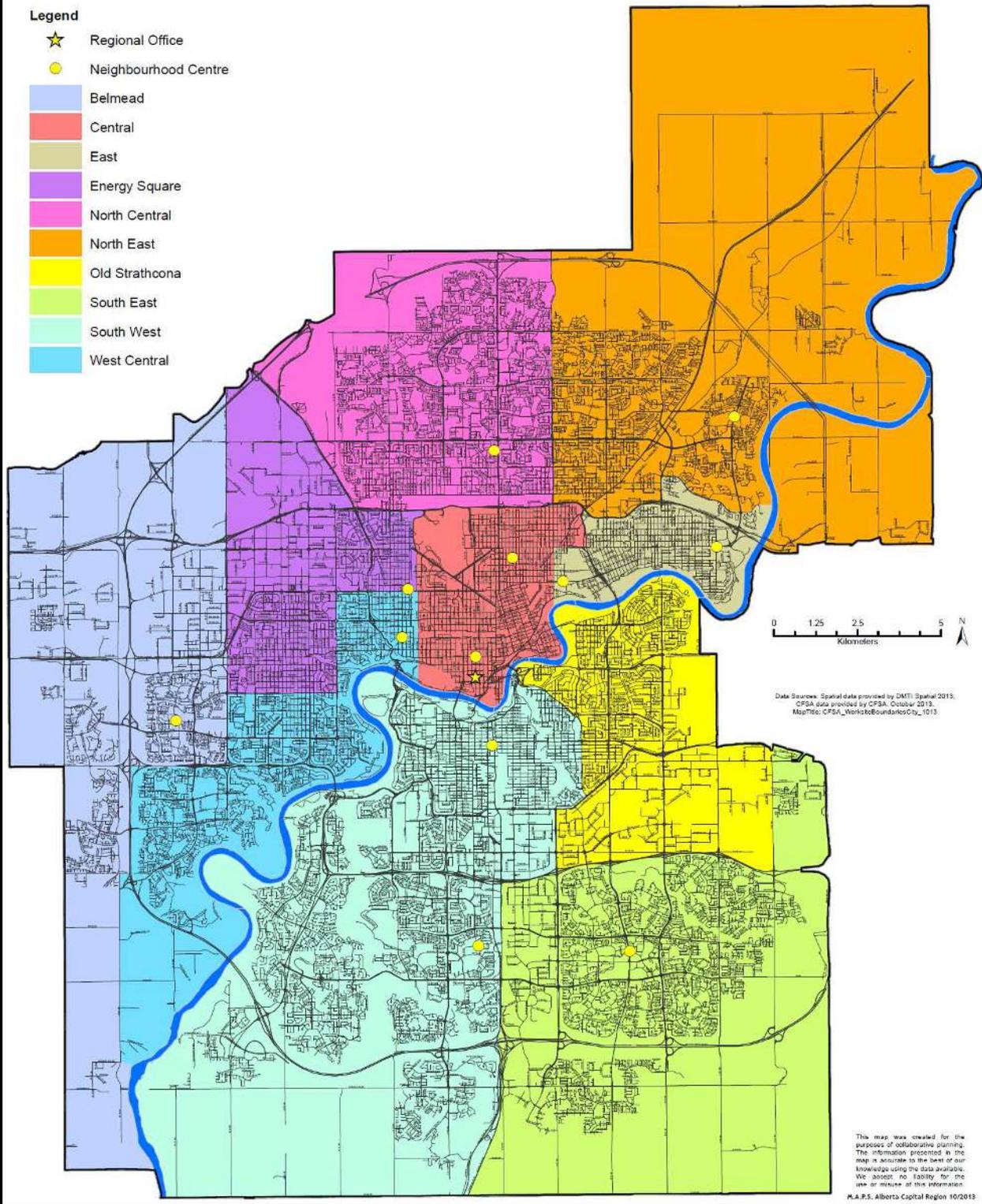


Community Based Service Delivery Neighbourhood Centre Boundaries

Child and Family Services Authority Region 6, Edmonton as of November 1, 2013

Legend

- ★ Regional Office
- Neighbourhood Centre
- Belmead
- Central
- East
- Energy Square
- North Central
- North East
- Old Strathcona
- South East
- South West
- West Central



Data Sources: Spatial data provided by DMIT, Spatial 2013.
 CFSA data provided by CFSA, October 2013.
 MapTitle: CFSA_WorksiteBoundariesCity_1013

This map was created for the purposes of collaborative planning. The information presented in the map is accurate to the best of our knowledge using the data available. We accept no liability for the use or misuse of this information.
 M.A.P.S. Alberta Capital Region 10/2013

Edmonton and Area Child and Family Services

Child Intervention Case Opens

COMMUNITY OFFICE	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Average 2013/2014
321 - EAST NCCYF	13	8	37	20	5	10	8	4	13
324 - WEST CENTRAL NCCYF	18	20	7	22	9	17	7	11	14
325 - SOUTHWEST NCCYF	12	9	12	3	10	8	21	6	10
326 - SOUTHEAST NCCYF	18	16	5	11	7	7	22	14	13
328 - NORTHEAST NCCYF	11	10	18	5	7	6	20	14	11
329 - ENERGY SQUARE NCCYF	25	25	18	16	12	28	10	7	18
340 - ST. ALBERT NCCYF	4	7	4	12	7	7	6	1	6
340 - SPRUCE GROVE NCCYF	5	3	3	5	7	8	5	5	5
356 - LEDUC NCCYF	3	2	0	1	1	10	7	4	4
356 - SHERWOOD PARK NCCYF	10	1	1	1	2	1	2	2	3
356 - FORT SASKATCHEWAN NCCYF	0	0	7	6	2	6	7	6	4
TOTAL	119	101	112	102	69	108	115	74	100

Edmonton and Area Child and Family Services

Child Intervention Case Closures

COMMUNITY OFFICE	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Average 2013/2014
321 - EAST NCCYF	17	21	16	13	21	30	11	10	17
324 - WEST CENTRAL NCCYF	10	27	10	19	8	10	8	2	12
325 - SOUTHWEST NCCYF	5	14	1	5	6	14	1	4	6
326 - SOUTHEAST NCCYF	20	14	12	7	8	12	17	8	12
328 - NORTHEAST NCCYF	4	26	17	14	5	22	7	3	12
329 - ENERGY SQUARE NCCYF	26	22	13	15	19	7	7	0	14
340 - ST. ALBERT NCCYF	5	35	11	7	12	5	1	1	10
340 - SPRUCE GROVE NCCYF	11	14	7	6	5	3	4	2	7
356 - LEDUC NCCYF	11	7	6	4	4	2	1	1	5
356 - SHERWOOD PARK NCCYF	6	6	2	7	4	5	2	2	4
356 - FORT SASKATCHEWAN NCCYF	3	6	1	2	10	4	4	5	4
TOTAL	118	192	96	99	102	114	63	38	103

**Edmonton and Area Child and Family Services
Child Protection Cases**

COMMUNITY OFFICE	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Average 2013/2014
321 - EAST NCCYF	161	149	143	135	146	136	119	114	100	134
324 - WEST CENTRAL NCCYF	185	179	180	182	178	177	118	144	143	165
325 - SOUTHWEST NCCYF	126	111	116	111	113	119	107	91	80	108
326 - SOUTHEAST NCCYF	152	134	121	125	119	122	169	175	162	142
328 - NORTHEAST NCCYF	116	107	105	90	83	78	73	54	36	82
329 - ENERGY SQUARE NCCYF	175	170	162	166	153	150	144	144	139	156
340 - ST. ALBERT NCCYF	33	28	26	26	32	36	27	25	28	29
340 - SPRUCE GROVE NCCYF	86	88	83	83	78	81	83	81	83	83
356 - LEDUC NCCYF	81	76	77	72	66	57	62	67	63	69
356 - SHERWOOD PARK NCCYF	24	15	13	12	16	14	8	5	4	12
356 - FORT SASKATCHEWAN NCCYF	22	20	18	15	19	18	20	23	25	20
TOTAL	1,161	1,077	1,044	1,017	1,003	988	930	923	863	1,001

**Edmonton and Area Child and Family Services
Family Enhancement Cases**

COMMUNITY OFFICE	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Average 2013/2014
321 - EAST NCCYF	99	88	77	86	81	83	82	71	68	82
324 - WEST CENTRAL NCCYF	101	84	84	78	94	90	83	114	111	93
325 - SOUTHWEST NCCYF	161	152	152	131	126	110	112	80	96	124
326 - SOUTHEAST NCCYF	94	88	89	94	98	98	128	127	137	106
328 - NORTHEAST NCCYF	67	69	78	67	63	58	74	86	102	74
329 - ENERGY SQUARE NCCYF	94	106	100	109	120	119	116	120	123	112
340 - ST. ALBERT NCCYF	60	53	57	29	24	24	19	12	13	32
340 - SPRUCE GROVE NCCYF	46	46	44	29	29	26	25	26	33	34
356 - LEDUC NCCYF	44	46	37	35	33	35	32	29	36	36
356 - SHERWOOD PARK NCCYF	26	26	26	23	24	18	20	18	21	22
356 - FORT SASKATCHEWAN NCCYF	29	31	32	29	28	31	28	24	28	29
TOTAL	821	789	776	710	720	692	719	707	768	745

**Edmonton and Area Child and Family
Services
Child Intervention Cases**

COMMUNITY OFFICE	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Average 2013/2014
321 - EAST NCCYF	260	237	220	221	227	219	201	185	168	215
324 - WEST CENTRAL NCCYF	286	263	264	260	272	267	201	258	254	258
325 - SOUTHWEST NCCYF	287	263	268	242	239	229	219	171	176	233
326 - SOUTHEAST NCCYF	246	222	210	219	217	220	297	302	299	248
328 - NORTHEAST NCCYF	183	176	183	157	146	136	147	140	138	156
329 - ENERGY SQUARE NCCYF	269	276	262	275	273	269	260	264	262	268
340 - ST. ALBERT NCCYF	93	81	83	55	56	60	46	37	41	61
340 - SPRUCE GROVE NCCYF	132	134	127	112	107	107	108	107	116	117
356 - LEDUC NCCYF	125	122	114	107	99	92	94	96	99	105
356 - SHERWOOD PARK NCCYF	50	41	39	35	40	32	28	23	25	35
356 - FORT SASKATCHEWAN NCCYF	51	51	50	44	47	49	48	47	53	49
TOTAL	1,982	1,866	1,820	1,727	1,723	1,680	1,649	1,630	1,631	1,745

Appendix H

Sample East NCCYF OBSD Estimated Budget April 1, 2015 to March 31, 2016

Funding Assumptions:

- On average, approximately 13 new child intervention files open each month at East NCCYF
- The estimated OBSD case rate is \$58.57 per day
- In our Region, the actual number of service placement days consumed expressed as a percentage of total available service days is 96%

	Total Funding
1st Quarter	
April: 13 child intervention cases x \$58.57 per x 30 days x 96%	21,929
May: 26 child intervention cases x \$58.57 per x 31 days x 96%	45,319
June: 39 child intervention cases x \$58.57 per x 30 days x 96%	<u>65,786</u>
1st Quarter Total	133,034
2nd Quarter	
July: 52 child intervention cases x \$58.57 per x 31 days x 96%	90,638
August: 65 child intervention cases x \$58.57 per x 31 days x 96%	113,298
September: 78 child intervention cases x \$58.57 per x 30 days x 96%	<u>131,572</u>
2nd Quarter Total	335,508
3rd Quarter	
October: 91 child intervention cases x \$58.57 per x 31 days x 96%	158,617
November: 104 child intervention cases x \$58.57 per x 30 days x 96%	175,429
December: 117 child intervention cases x \$58.57 per x 31 days x 96%	<u>203,936</u>
3rd Quarter Total	537,982
4th Quarter	
January: 130 child intervention cases x \$58.57 per x 31 days x 96%	226,596
February: 143 child intervention cases x \$58.57 per x 29 days x 96%	233,174
March: 156 child intervention cases x \$58.57 per x 31 days x 96%	<u>271,915</u>
4th Quarter Total	731,685
 Total Estimated Contract Funding 2015/2016	 <u><u>1,738,209</u></u>

Appendix I
Proposal Submission Form

Legal Name of Proponent: _____ Address: _____ _____ _____ _____ Proponent Contact: _____ Telephone: _____ Fax: _____ E-mail: _____	<p style="margin: 0;">Request For Proposal Outcomes Based Service Delivery</p> <p style="margin: 0;">Edmonton and Area Child and Family Services</p>
<p>Enclosed is my Proposal to this Request for Proposals (RFP). I consent, and I have obtained the written consent of any individuals identified in the Proposal, to the use of their Personal Information in this Proposal by Children and Youth Services' employees and agents.</p> <p>Proponents agree to accept the Administration Terms and Conditions of the Request for Proposals by signing in acknowledgment of the following statement.</p> <p>1. By signing this Bid Submission Form, I, _____ (print name), accept the RFP Administration Terms and Conditions as set out in section 3 of this Request for Proposals, and the terms and conditions of the sample Contract attached to this Request for Proposals.</p> <p>2. I have the authority to bind the Proponent to this Proposal.</p> <p>_____</p> <p>Signature</p> <p>_____</p> <p>Date</p>	

Appendix J
Proponents' Qualifications Statement/Statement of Previous Experience

PROPONENT'S QUALIFICATIONS STATEMENT

Submitted to: Edmonton and Area Child and Family Services

Attention: Lisa McDonald

By: _____

Address: _____

Contact Person: _____ **Telephone:** _____

Legally incorporated agency? Yes No

If so, year of incorporation: _____

Corporate Involvement: Profit Non-Profit

Worker's Compensation Board Account Number: _____

Certificate of \$2,000,000 general liability insurance: Yes No

Certificate of minimum \$1,000,000 minimum automobile vehicle insurance: Yes No

All other applicable types of insurance: Yes No

STATEMENT OF PREVIOUS EXPERIENCE

Submitted to: Edmonton and Area Child and Family Services

Attention: Lisa McDonald

A minimum of three contacts must be included from Category A. If your organization has not provided Service to a EACFS or DFNA, please proceed to Category B.

A. If the Proponent has provided any Services under contract to a EACFS/DFNA in the past five (5) years, please provide the information below on every EACFS/DFNA involved. Attach a separate sheet, if necessary.

IDENTIFY THE EACFS or DFNA	TYPE OF SERVICE PROVIDED	APPROXIMATE NUMBER OF CLIENTS SERVED	APPROXIMATE DATES	APPROXIMATE VALUE OF CONTRACT

The answers to the foregoing questions and all statements therein contained are true and complete.

The EACFS may contact the above with regard to details of the service provided. Please sign the consent to release of information below.

NAME OF ORGANIZATION:

I CONSENT TO THE CHILD AND FAMILY SERVICES CONTACTING THE ABOVE NOTED EACFS's or DFNA's FOR THE PURPOSE OF OBTAINING DETAILED REFERENCES.

AUTHORIZED SIGNATURE:

TITLE: _____

If your organization has not provided Service to a EACFS or DFNA, a minimum of three references must be included from Category B. If your organization has not provided service to any Government Ministry, please proceed to Category C. If you have provided three references under Category A you are NOT required to complete this section.

B. If the Proponent has provided any contracted Services to a Government of Alberta Ministry in the past five (5) years, please provide the information below on every Ministry involved. Attach a separate sheet, if necessary.

NAME OF MINISTRY	TYPE OF SERVICE PROVIDED	APPROXIMATE NUMBER OF CLIENTS SERVED	APPROXIMATE DATES	APPROXIMATE VALUE OF CONTRACT

The answers to the foregoing questions and all statements therein contained are true and complete.

The EACFS may contact the above with regard to details of the service provided. Please sign the consent to release of information below.

NAME OF ORGANIZATION:

I CONSENT TO THE CHILD AND FAMILY SERVICES CONTACTING THE ABOVE NOTED REFERENCES FOR THE PURPOSE OF OBTAINING DETAILED REFERENCES.

AUTHORIZED SIGNATURE:

TITLE: _____

A minimum of three references must be included from Category A or Category B if no Services have been provided under Category A. If your organization has not provided Service under either Category A or B, please attach three professional references of any similar work. Failure to disclose prior involvement under Category A or B may result in disqualification from the Tendering Process.

C. Proponent is unable to provide three references under Category A, and is unable to provide three references under Category B.

Letters of Reference are therefore attached.

NAME OF ORGANIZATION:

I CONSENT TO CHILD AND FAMILY SERVICES CONTACTING THE ABOVE NOTED FOR THE PURPOSE OF OBTAINING DETAILED INFORMATION.

AUTHORIZED SIGNATURE:

TITLE: _____