Alberta
Government

Family Resource Network (FRN)

Expression of Interest (EOI)

Children's Services

Family and Community Resiliency Division

EOI Issue Date: November 7, 2019

EOI Closing Date and Time: January 16, 2020 no later than 2:00 pm MT

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SECTION 1: INTRODUCTION

1.1   Preamble

'Albertans recognize that children are the future of the province and that ensuring that every child has the opportunity to become a successful adult will benefit society as a whole' *(Children First Act, Preamble, pg.1).* Children's Services envisions an environment where family strengths are recognized and where all children, youth and families are respected, valued and supported within the communities in which they live. The Ministry works with families, caregivers and communities to support the safety and resiliency of infants, children and youth within nurturing and supportive environments. The Government of Alberta oversees activities related to the promotion of healthy families and the prevention and early intervention of child maltreatment by decreasing risk factors while enhancing protective factors and building resiliency.

Positive experiences in the early years create the foundation for strong and healthy children. Additionally, children who have a healthy start in life are more likely to thrive in adulthood. Children's Services' approach to well-being and resiliency is focused on offering prevention and early intervention supports that are aimed at reducing the impacts of early adversity by promoting the development of well-being and resiliency. Children's Services is committed to strengthening and building purposeful practice based on strong foundations, cultural responsive service delivery, evidence-based/ informed/ supported practices, effective collaborations, and well researched tools, policies, programs and training in order to support the achievement of optimal outcomes for all Alberta's children, youth, and families.

The Ministry of Children's Services places an emphasis on service excellence. To achieve this excellence, Children's Services engages in granting and contracting activities that ensure the acquisition of services is completed through a fair and transparent process guided by the Alberta Government's Procurement and Sole-Sourcing Directive *(in effect on April 1, 2015)* and with trade agreement obligations. The Procurement Accountability Framework reinforces fairness, transparency and integrity in the Expression of Interest (EOI) process; adds rigour and accountability to Ministry processes; drives consistency; and reinforces a shared set of values and ethics. To ensure alignment with the Treasury Board Procurement and Sole Sourcing Directive, Children's Services will issue grants for Family Resource Network services through an EOI process.

Proponents are invited to submit Proposals for the provision of Family Resource Network (FRN) services in accordance with the specifications and terms and conditions set out in this EOI. This EOI activity will be conducted in accordance with two fundamental objectives: to ensure quality supports and services for children, youth, and families in Alberta; and, to maximize rigour relating to the granting processes while offering proponents a fair and equitable opportunity to participate.

Proponents are advised to pay careful attention to the wording used throughout this EOI. Failure to satisfy any term, condition or mandatory requirement of this EOI may result in rejection of the Proposal.

1.2   Purpose of Expression of Interest (EOI)

This Expression of Interest (EOI) is being issued by Alberta's Ministry of Children's Services, Family and Community Resiliency Division as a competitive process to identify qualified vendors and/or vendor teams that are interested and capable of the provision of Family Resource Networks throughout Alberta. This EOI will provide an opportunity for interested proponents to compete to be selected as a recipient for Family and Community Resiliency Division grant funding.   The EOI is a transparent process that the Family and Community Resiliency Division will use to assess interested proponents' qualifications, organizational capacity, partnerships and collaborations, delivery plan and budget, and alignment to essential frameworks.

1.3   Definitions

Terminology used throughout this EOI is defined as follows:

"**Alberta Purchasing Connection**" or "**APC**" means the Government of Alberta's electronic tendering system.

"**Alberta Time**" means Mountain Standard Time or Daylight Saving Time as provided for in the *Daylight Saving Time Act* (Alberta).

"**Business Day**" means 08:15 to 16:30, Alberta Time, Monday to Friday, excluding holidays observed by the Province.

"**Child**" is an inclusive term for infants, children, and youth and refers to young people between the ages of 0-18 years.

"**Evaluation Teams**" means the individuals who will evaluate the Proposals on behalf of the Province.

"**Expression of Interest**" is a transaction document and does not in itself constitute a legally binding agreement. It is being used as a competitive tool to establish a negotiation process with the aim of executing a legally binding grant agreement.

"**Facilities**" means adequate office space and equipment including desk and chair, personal computer, telephone and office supplies and access to printer and facsimile, as are determined to be necessary by the Province for the performance of the Services by the Grant Recipient.

"**Grant Agreement"** means the eventual agreement between the winning Proponents and the Province for the provision of Family Resource Networks.

"**Grant Recipient**" means the legal entity that will enter into the Grant Agreement with the Province.

"Indigenous" is a term used throughout this EOI which is importantly inclusive of First Nations, Inuit and Métis peoples; 'Canada's three distinct groups of Indigenous peoples with unique histories, languages, cultural practices, and spiritual beliefs that are woven into the fabric of our country.'
https://www.canada.ca/en/services/culture/canadian-identity-society/indigenous-peoplescultures.html

"**Materials**" means any work, information, records or materials, regardless of form, which are made, generated, produced or acquired by the Grant Recipient or its employees, subcontractors or agents in the course of performing the Services;

"**Must**" or "**mandatory**" or "**shall**" means that the requirement so described must be met in a substantially unaltered form in order for the Proposal to be compliant.

"**Personal Information**" means "**personal information**" as defined in the *Freedom of Information and Protection of Privacy Act* (Alberta) *(FOIP)*

"**Prime Proponent**" means the lead proponent responsible for all terms and conditions of the Grant awarded for a successful Proponent Team proposal in this EOI.

"**Program grant**" means a grant that supports an agency who has been approved to provide recurring specific services that are endorsed by the Ministry.

"**Project**" means the project (service specifications) outlined in section 2 and 3 of this EOI.

"**Proponent**" means an individual, business entity, organization or Proponent Team responding to this EOI with a Proposal.

"**Proponent Team**" means a consortium or other arrangement among two or more individuals, business entities, or organizations that respond to this EOI with one Proposal.

"**Proposal**" means the Proponent's response to this EOI, specifically the Proponent Response Form and includes all required Proponent attachments.

"**Province**" means Her Majesty the Queen in right of Alberta as represented by the Minister of Children's Services.

"**EOI Closing Date and Time**" means the date and time as stated on the cover page of this EOI.

"**Services**" means the work, duties, functions and deliverables to be provided by the Grant Recipient as specified Section 3: Service Specifications of this EOI.

"**Service Delivery Approach**" means the Proponent's Proposal in relation to service specifications requirements and provisions.

"**Should**" or "**desirable**" means that a provision so described has a significant degree of importance to the Province and will be evaluated.

1.4   Interpretation

a) Headings are used for convenience only, and they do not affect the meaning or interpretation of the clauses.
b) Words in the singular include the plural and vice versa.

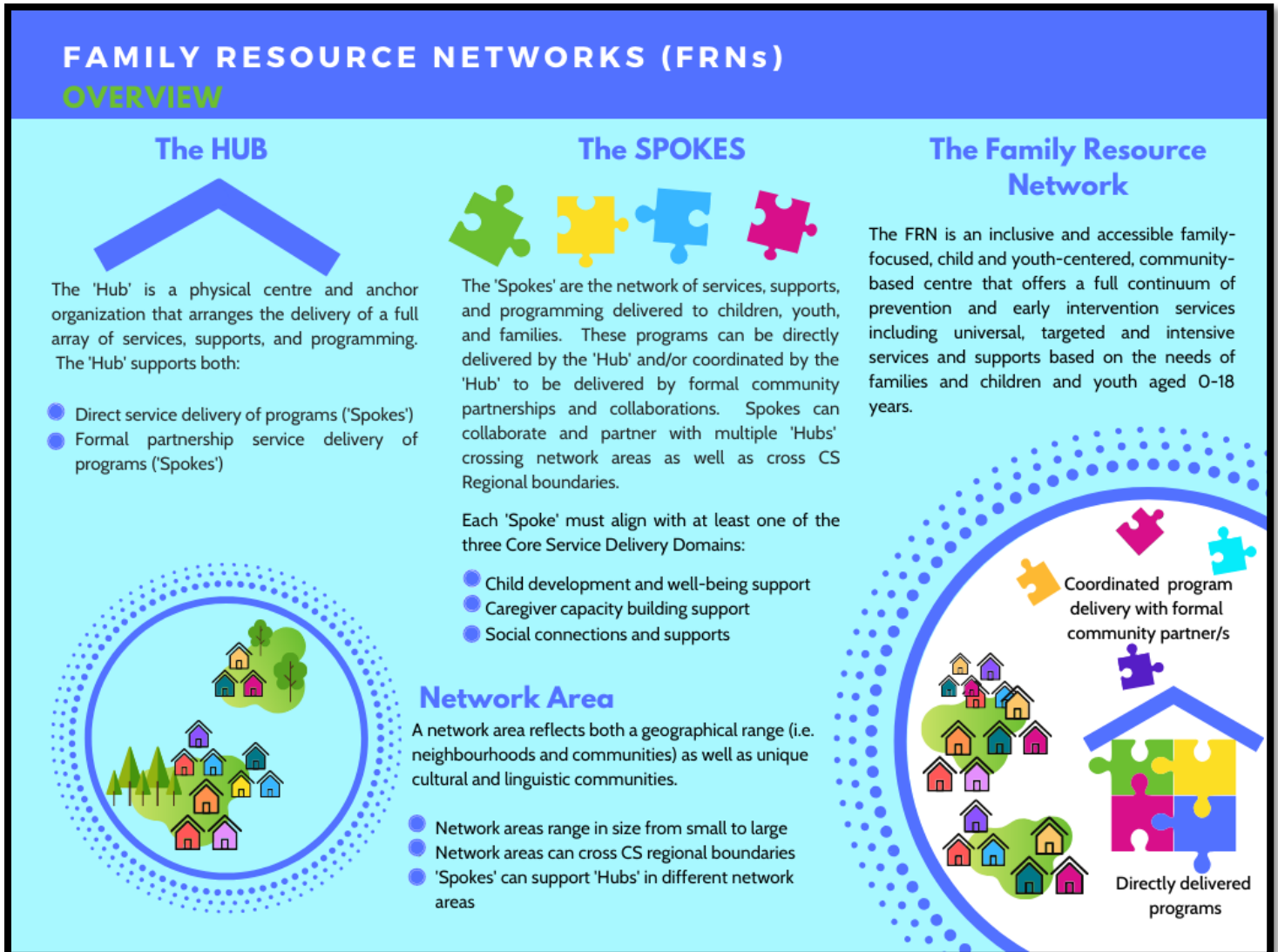|	SECTION 2: PROJECT INFORMATION	

2.1   Overview

In March 2019, Children's Services released *Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families* (and other supporting documents). This framework builds upon the previous Prevention and Early Intervention Framework for Children, Youth and Families (2012) by reflecting current research, leading practices, cultural diversity, and an Indigenous worldview.   The framework will guide Children's Services in enhancing, strengthening, and promoting a consistent province-wide approach to prevention and early intervention services and supports for Alberta's children, youth and families.   'Investing in programs and services that promote healthy environments and positive experiences at critical stages in development (infancy, the early years of childhood and adolescence) offers the greatest benefit to individuals, families and communities' (Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families).

Currently, Children's Services' Family and Community Resiliency Division funds and supports a diverse array of early intervention, prevention, early childhood development, community-based prevention, and community capacity building services throughout Alberta, including (but are not limited to) Parent Link Centres, mentorship initiatives, Community Resource Centres, Early Childhood Coalitions, community-based parent and family support, outreach services, and Home Visitation programs.   These services and supports have varied approaches, theoretical underpinnings, service delivery models, data collection approaches, performance measurements, and outcome achievements.

The provincial EOI process for Family Resource Networks (FRNs) will help ensure that, though a 'Hub-and-Spoke' network design approach, Alberta children and youth aged 0-18 years and their families have equitable access to a range of evidence-based/informed universal, targeted and intensive services that support child safety, well-being and development, and caregiver capacity and support. The anchor organization, the 'Hub', will coordinate and facilitate the delivery of all services and programs (the 'Spokes'), which align with the three core service delivery domains of: child development and well-being supports, caregiver capacity building supports, and social connections and supports. These 'Spoke' programs and services can be directly delivered by the 'Hub' or delivered through formal collaborations and partnerships.   To support provincial consistency and quality programming, the FRNs will embed FRN Standards of Practice that will be developed in conjunction with the successful proponents of the EOI. Furthermore, output and outcome measures and reporting processes that ensure optimal outcome achievement will also be developed, implemented and evaluated collaboratively with successful proponents and the province. *(Please see Figure 1: FRN Overview)*

Figure 1: FRN Overview

FAMILY RESOURCE NETWORKS (FRNs)
OVERVIEW

The HUB

The 'Hub' is a physical centre and anchor organization that arranges the delivery of a full array of services, supports, and programming. The 'Hub' supports both:

- Direct service delivery of programs ('Spokes')
- Formal partnership service delivery of programs ('Spokes')

The SPOKES

The 'Spokes' are the network of services, supports, and programming delivered to children, youth, and families. These programs can be directly delivered by the 'Hub' and/or coordinated by the 'Hub' to be delivered by formal community partnerships and collaborations. Spokes can collaborate and partner with multiple 'Hubs' crossing network areas as well as cross CS Regional boundaries.

Each 'Spoke' must align with at least one of the three Core Service Delivery Domains:

- Child development and well-being support
- Caregiver capacity building support
- Social connections and supports

Network Area

A network area reflects both a geographical range (i.e. neighbourhoods and communities) as well as unique cultural and linguistic communities.

- Network areas range in size from small to large
- Network areas can cross CS regional boundaries
- 'Spokes' can support 'Hubs' in different network areas

The Family Resource Network

The FRN is an inclusive and accessible family-focused, child and youth-centered, community-based centre that offers a full continuum of prevention and early intervention services including universal, targeted and intensive services and supports based on the needs of families and children and youth aged 0-18 years.

Coordinated program delivery with formal community partner/s

Directly delivered programs

2.2   EOI Objectives

Through this EOI, Family and Community Resiliency Division will achieve 9 key objectives:

1. Establish a consistent province-wide Family Resource Network (FRN) approach that embeds a flexible and responsive 'Hub-and-Spoke' design model with services and programming for families, children, and youth aged 0-18 years that are nested within a three-layered umbrella of support (core service delivery domains):

    i.   Child development and well-being
    ii.   Caregiver capacity building support
    iii. Social connections and support

2. Establish a Family Resource Network approach that respects and reflects the culture, language and spirituality of the people they serve. Indigenous children, youth, and families have access to culturally rooted promotion, prevention and early intervention programs and services that reflect the unique experiences of Indigenous people within the context of their families and communities.

3. Establish a Family Resource Network approach that reflects, recognizes, and respects the unique experiences and the perspectives of diverse cultural identities, linguistic and religious groups. Services and programs promote inclusive practice, responsive to the needs of all users; where diversity is acknowledged, promoted, and respected.

4. Ensure that the Family Resource Network approach offers a continuum of prevention and early intervention services including universal, targeted and intensive programs. While supports and services are available to all children, youth, and families, the intensity of services is proportionate and responsive to the degree and level of presenting needs and focus on Alberta's most vulnerable infants, children, youth, and families.

5. Formalize commitment to the development and embedding of output and outcome monitoring and reporting processes as a post EOI activity promoting ongoing evaluation that supports quality assurance and program improvement;

6. Ensure that Family Resource Network services are equitably distributed geographically throughout Alberta with multi-factor considerations including geographic area and communities served, population size and age distribution, cultural and linguistic needs, population vulnerabilities with services contextualized to the unique needs of the local community.

7. Formalize commitment to the development and embedding of Standards of Practice as a post EOI activity that establish the foundation and guide service delivery of Family Resource Networks and promote quality practice for families, children, and youth.

8. Develop collaborative and cooperative referral pathways with the Child Intervention (CI) system as a mechanism to prevent the need for CI services by reducing the impact of risk factors and supporting the promotion of protective factors, and by supporting families with CI status who are transitioning from intervention and linking them with the most appropriate community support services.

9. Award program grants to successful proponents at the completion of the EOI.

2.3   EOI Approach

Family and Community Resiliency Division is using a multi-phased EOI approach for the development and implementation of Family Resource Network services.

Phase 1 — **EOI Release** - Alberta's Family and Community Resiliency Division will release the EOI provincially to interested proponents using the APC website.

Phase 2 — **Proposal Submission** - Interested proponents will submit the required proposal submission documents (*please see Appendix F – Proponent Response Form*). Proponents may apply to provide all-inclusive 'Hub-and-Spoke' services, distinct 'Hub' service/s, or separate and distinct 'Spoke' service/s.

Phase 3

Proposal Evaluation - The Family Resource Network EOI Evaluation Teams will initially evaluate proposals based on criteria identified in Section 10: EOI Evaluation. As each FRN requires a 'Hub' and a comprehensive continuum of 'Spoke' services, proposals will be reviewed in the following order:

1. First evaluate 'all-inclusive' FRN proposals, where a proponent is proposing to deliver both 'Hub' and a full range of 'Spoke' services, then

2. Evaluate distinct 'Hub' service proposals, and finally,

3. Evaluation separate and distinct 'Spoke' services that may enhance and optimize the continuum of FRN services/programming and/or address FRN service delivery gaps.

Phase 4

Identify Qualified Proponents - Qualified proponents will be identified based on a proposal achieving a minimum requirement as identified in the evaluation section of this EOI. During this phase, collaborative and partnership opportunities will be identified and provincial coverage will be assessed.

Phase 5

Service and Program Development & Negotiation - Family and Community Resiliency Division, Regional personnel, Regional Contract Teams, and qualified proponents will negotiate and formalize partnerships and collaborations, funding allocation, program components, responsibilities and expectations for the successful implementation of FRNs. Negotiations will involve determining formal collaborations and partnerships to ensure that FRNs have the capacity to deliver a full continuum of prevention and early intervention services for families and children and youth aged 0-18 years.

Phase 6

Recommendations - Family Resource Network EOI Evaluation Teams will make formal recommendations to the province for grant awarding.

Phase 7

Grant Awarding - Successful proponents of the EOI will be awarded a program grant by the Minister of Children's Services.

2.4   Relevant Documents

Important EOI related documents include:

- *Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families*
  https://open.alberta.ca/dataset/520981c4-c499-4794-af55-bc932811cb1e/resource/7fda0ae8-8d97-49e7-b94b-7f0088cd767d/download/well-being-resiliency-framework-march2019.pdf

- *Well-being and Resiliency: Evaluation Framework*

https://open.alberta.ca/dataset/7d64cad5-f400-4cd3-b7d7-76c3a38ff548/resource/9d3ebd8c-e52f-4964-971e-828d4c3bf21c/download/well-being-resiliency-fmwk-evaluation-march2019.pdf

- *Well-being and Resiliency: the miyo resource kâ-nâkatohkêhk miyo-ohpikinawâwasowin*
https://open.alberta.ca/dataset/a0afeba2-e180-4f1c-8aa0-68bb1327ff71/resource/acc8ecfd-00dd-40c2-8c31-36d01656daad/download/well-being-resiliency-miyoresource-march2019.pdf

- *Child Intervention Practice Framework*
https://www.alberta.ca/child-intervention-practice-framework.aspx#toc-1

- *Foundations of Caregiver Support*
https://www.alignab.ca/wp-content/uploads/2016/10/Foundations-of-Caregiver-Support-June-2015-Final.pdf

2.5   EOI Timelines

EOI Activity	Date
1. EOI Release	Thursday November 7, 2019
2. Live Q&A Session	Thursday November 14, 2019 10:00 am MT
3. Live Q&A Session	Thursday December 12, 2019 10:00 am MT
4. EOI Closure	Thursday January 16, 2020 by 2:00 pm MT
5. EOI Evaluation	January 27 - February 14, 2020
6. Service & Program Development and Negotiation	February 17 - March 20, 2020
7. Grant start date and opening of FRNs	April 1, 2020

SECTION 3: SERVICE SPECIFICATIONS

3.1   Family Resource Network Services

Family Resource Networks (FRNs) are an inclusive and accessible family-focused, child and youth-centered, community-based centres that offer a full continuum of prevention and early intervention services. The FRN will provide universal, targeted and intensive programs, services and supports based on the needs of families and children and youth aged 0-18 years.

A community is both a geographic area and a social unit with shared norms, values, customs, language, and identity. Each community is unique, with support, service, and program needs that must be tailored to its strengths and challenges. All FRNs must respect the perspectives of diverse cultural identities. In Alberta, there are also distinct cultural communities whose support needs must be distinctly addressed. Indigenous supporting FRNs will reflect the culture, language and spirituality of the people they serve and support their unique cultural needs. Additional distinct cultural communities include Francophone and new Canadians/immigrant/ ethnocultural.

FRNs establish inclusive and comprehensive service delivery through direct service delivery and formal community collaborations and partnerships. The services will be complementary, coordinated and flexible to meet the changing needs of communities and families. Services and supports will focus on strengthening parenting and caregiving knowledge and practices, strengthening protective factors, reducing the impact of risk factors, social support, coping and problem-solving skills, access to community supports and resources, improving child and youth development, building resiliency, and fostering well-being to promote healthy infants, children, youth and families.

FRNs use a 'hub-and-spoke' design model of coordinated service integration and program delivery *(please see Figure 2: Family Resource Network Hub-and-Spoke Model).* All FRN services, supports and programming must:

- Align with the three core service delivery domains: child development and well-being, caregiver capacity building support, and social connections and support (*please see Section 3.4 Core Service Delivery Domains*),

- Offer a continuum of prevention and early intervention services including universal, targeted and intensive services *(please see Section 3.5 Prevention and Early Intervention Continuum*),

- Embed FRN principle-based practices *(please see Section 3.6 Family Resource Network Principle-based Practices),*

- Commit to the post-granting development and embedding of FRN Standards of Practice *(please see Section 3.7 Family Resource Network Standards of Practice),* and

- Commit to the post-granting development and embedding of output and outcome monitoring and reporting processes *(please see Section 3.8 Outcome & Performance Measurement and Section 3.9 Reporting Requirements*).

3.2 'Hub-and-Spoke' Service Delivery Components

A. **The 'Hub'** - The 'Hub' is the anchor organization within the FRN, offering a physical presence ('brick and mortar' location) within the community. The 'Hub' coordinates the delivery of <u>all</u> FRN services, supports and programming either directly or through formal collaborative partnerships (please note: 'formal collaborative partnership' refers specifically to a proponent who is successful in this EOI and holds a grant agreement for a specified 'Spoke' service). The anchor organization ('Hub') may deliver one or more services ('Spokes') of the FRN. Where needed, formal partnerships will deliver additional services and supports ('Spokes'). Partnerships and collaborations minimize the duplication of services and resources; provide a continuum of all FRN services; promote optimal matching of family needs and services, and increase effectiveness.

The 'Hub' coordinates all FRN services, supports, and programming through two service delivery approaches:

➢ **_Direct service delivery_** - The 'Hub' (anchor organization) directly delivers services, programming, and supports to children, youth, and families (clients).

➢ **_Formal partnership service delivery_** – The 'Hub' coordinates and integrates service delivery through formal partnerships. A number of service agencies can work together with the 'Hub' organization to collaborate and coordinate their support, services, and interventions to children, youth, and families. Partnerships and collaborations are essential components of FRNs.

Formal partnership service delivery refers specifically to an agency that is a grant recipient and is delivering a 'Spoke' service connected to the 'Hub'. The 'Hub' has both formal partnerships that provide core services and informal partnerships that may provide supplemental supports to families, children, and youth in their network area.

**10 Key FRN 'Hub' responsibilities include:**

1. Establish a physical presence ('brick and mortar') location in the community.
2. Coordinate the direct service delivery of Referral and Coordination services ('Spoke'), supporting families to navigate service systems and partner with parents and caregivers in identifying and accessing community resources.
3. Ensure that either through direct service delivery or formal partnership service delivery, the FRN provides Home Visitation services (see definition of Home Visitation under 'Family Support Services').
4. Establish a streamlined FRN program referral process for children, youth, and families accessing FRN supports and services.
5. Ensure that direct service delivery and formal partnership service delivery establishes a full continuum of universal, targeted and intensive services for families, children, and youth aged 0-18 years.
6. Ensure service delivery is flexible, responsive, and contextualized to the unique needs of the community and individual users.
7. Establish effective collaborations with clear roles and responsibilities.
8. Monitor and report all 'Hub-and-Spoke' activities to Family and Community Resiliency Division. Annual outcome reporting of all FRN activities, including those delivered by the 'Hub' organization (direct service delivery) and all supporting organizations providing 'Spoke' services in the FRN (formal partnership service delivery).
9. Ensuring that FRN Standards of Practice are implemented, including specific standards relating to Home Visitation programs.
10. Ongoing assessment, quality improvement, and addressing barriers to FRN access.

B. **The 'Spokes'** - The 'Spokes' are the network of services, supports, and programming that children, youth, and families can access through the 'Hub,' the FRN. FRN programming is offered in a variety of service settings including:

➢ Home-based, in the family/caregiver home
➢ Community-based, delivered at a community location

➢ Centre-based, delivered at the FRN (the 'Hub')
➢ 'Other', may include unique delivery options such video conferencing, telephone, or online

Important overall FRN 'Spoke' service components:
➢ Ensure that programs, services, and supports embed a full continuum of universal, targeted and intensive services for families, children, and youth aged 0-18 years
➢ Ensure all services, supports and programming align with the 3 core service delivery domains (*see Section 3.4 Core Service Delivery Domains*)
➢ Ensure that programs, services, and supports monitor and report output and outcome data as required by the 'Hub'
➢ Ensure that FRN Standards of Practice are being implemented

Figure 2: FRN Hub-and-Spoke Model
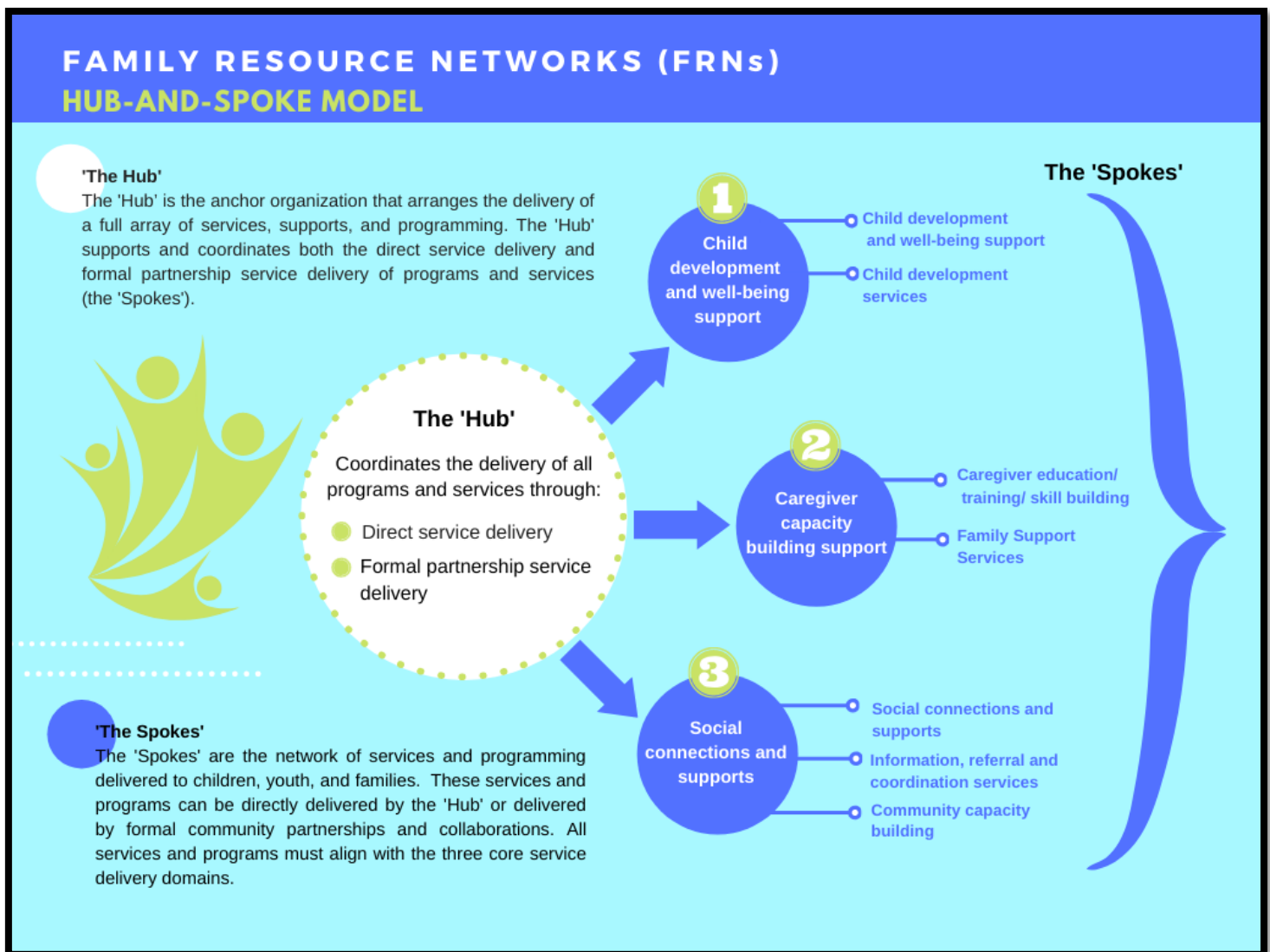
3.3   Age Cohort Program & Service Distribution

FRN programming, supports, and services should maximize developmental windows of opportunity, recognize the vulnerability and disproportionate risk of maltreatment, neglect, and/or abuse for infants and young children, and be appropriately distributed between age cohorts. Family and Community Resiliency Division has identified proposed program distribution as:

- *0-6 years* 50-60% programming

- *7-13 years* 20-30% programming

- *14+ years* 20-30% programming

> **IMPORTANT!**
> *Please note that 'actual' distribution of programming based on age-cohorts will depend upon Proponent's identification of community/ population needs within their submission.*

All FRN programming, supports, and services must align with the three core service delivery domains (*please see Section 3.4 Core Service Delivery Domains*) within a continuum of universal, targeted and intensive prevention and early intervention services for families, children, and youth (*please see Section 3.5 Prevention and Early Intervention Continuum*).

3.4   Core Service Delivery Domains (three-layered umbrella of support)

All services, supports and programming (the 'Spokes') must align with the three core service delivery domains (three-layered umbrella of support) and sub-domains which include:

I.   ***Child development and well-being supports*** - programming promotes growth and development and is provided to actively engage infants, children and youth through a broad range of activities that strengthen, build, or support the mastery of skills in all developmental domains. Services focus on social and emotional development of children and youth and assist them in reaching their developmental potential.

   For example, parent & child development programs, parent & child play classes, regulation skill building programs, youth leadership programs, youth social and emotional skill building programs etc.

II.   ***Caregiver capacity-building support*** - supports and services promote the development and strengthening of caregivers' parenting skills and knowledge to enhance their capacity to create safe, responsive and nurturing environments and support healthy child development.   Services include:

   ➢ ***Caregiver education/training/skill building*** - programming is empirically supported, structured intervention that incorporates evidence-based and informed models that promote the parent-child relationship, safe nurturing home

environments and encourage positive parenting practices. Programming supports parents and caregivers to understand what children and youth need most in order to thrive and succeed, as well as increasing parental confidence and competence in their caregiver role.

For example, Triple P Parenting Program, Parenting Plus, Incredible Years Program, SafeCare, Parents as Teachers, Circle of Security, Pre-teen and Teen Parenting Groups, Peer Parenting Groups, Standard and Group Teen Triple P, Triple P Level 5, etc.

- ➢ **Family Support Services** - programming is intended to build parental/caregiver resiliency. Services and supports focus on the family unit and are intended to promote familial wellness. They are responsive, flexible, individualized, goal-oriented and focused on family well-being and resilience, strengthening protective factors and reducing risk factors. The FRN enhances the family's capacity to support the growth and development of all members of the family and provides an opportunity for whole family involvement and personalized support.

Home Visitation is a required FRN program that provides in-home parenting education and family support services to expectant parents and those with children newborn to age six, with optimal entry into the program within a child's first three months. Home Visitation programs are centered in the family home with trained Home Visitors providing families with information and support that helps them improve their parenting skills and provide a safe, nurturing environment for their children. Home Visitation programs often serve families who face challenges that may place their children at risk and keep them from developing to their full potential. A large meta-analysis of 126 studies found that parents and children participating in home visiting programs achieved positive outcomes relating to child cognitive outcomes and parent behaviours and skills (Filene et al., 2013).

III. **Social connections and supports** - programming promotes positive connections between infants, children, youth, parents, families, caregivers, and communities. FRN services and programs are based on the needs of families and comprehensive programming is delivered in the context of families, neighbours, and communities building on these natural supports. FRNs are located in the community that they serve and each FRN understands the unique needs of families within the communities in which they are located.

- ➢ **Social connections and supports** - These FRNs reduce isolation by providing opportunities for social support, connectivity, and development of natural supports.

- ➢ **Information, referral, and coordination services** - FRNs support families in navigating service systems and partner with parents and caregivers in identifying and accessing community resources in times of need and in times of celebration.

➢ ***Community capacity building*** - FRNs support community and civil society capacity to understand and promote family well-being and resiliency by providing formal engagement, collaborations, and partnerships with a diverse array of community stakeholders, including early childhood coalitions. Efforts are made to develop awareness, and offer supports and resources that impact the root cause of risk factors that may lead to poor lifelong outcomes for children, youth, and families.

The FRN 'Hub-and-Spoke' network model approach enhances service delivery flexibility of 'Spoke' services which align to the three core service delivery domains. Flexible options include an all-inclusive approach where the 'Hub' delivers all 'Spoke' services; a combined approach where both the 'Hub' and formal collaborative partners deliver 'Spoke' services; as well as the ability for 'Spoke' services to support more than one 'Hub'. *(Please see Figure 3: Hub-and-Spoke Model Examples)*

Figure 3: Hub-and-Spoke Model Examples
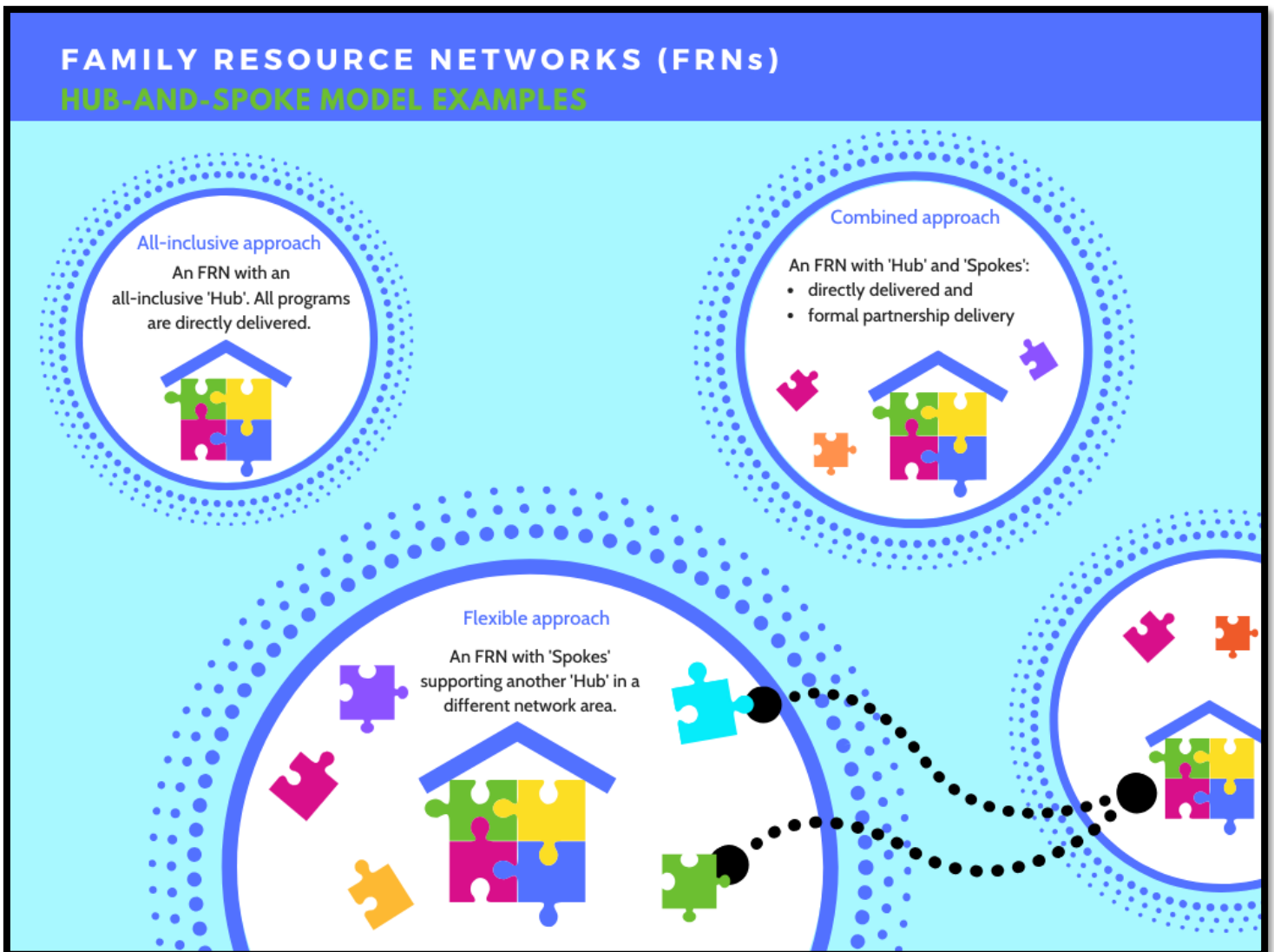
3.5 Prevention and Early Intervention Continuum

The prevention and early intervention continuum is intended to support stronger outcomes by providing universal, targeted, and intensive programming that is responsive to the needs of all Albertans. FRNs will deliver a continuum of prevention and early intervention services and programs while ensuring that the needs of Alberta's most vulnerable infants, children, youth, and families are addressed.

- **Universal programs** are available to all infants, children, youth and families. Programs focus on building protective factors and prevent the development of risk factors and vulnerabilities.

- **Targeted programs** are designed to meet the needs of vulnerable infants, youth, and families who have risk factors associated with increased risk of child maltreatment. Programs strengthen protective factors and reduce the impact of risk factors.

- **Intensive programs** are specific to the needs of infants, children, youth and families who are experiencing significant adversity. Programs address multiple risk factors.

(Please see 'Well-being and Resiliency: A Framework for Supporting Safe and Healthy Children and Families')

3.6 Family Resource Network Principle-based Practices

Principle-based practices inform how FRNs engage with infants, children, youth and families. All directly delivered and coordinated FRN services must embed the following principle-based practices:

Indigenous experience

Indigenous peoples have always had their own ways of ensuring that vulnerable members, including children and youth, are safe, protected and nurtured. We honour this by recognizing their expertise in matters concerning their children, youth and families. Indigenous perspectives on well-being and resiliency, healing practices, and Indigenous ways of knowing guide service delivery for Indigenous communities, families, children, and youth.

FRNs offer culturally-rooted programming. The ability to be culturally responsive requires attention and awareness to attitude, approach, knowledge and skills (Diller, 2004; Lum, 2003). 'It requires a willingness to engage with culture, understanding community dynamics and the historical interventions that have impacted on children and families, particularly Indigenous peoples' (Connolly et al., 2017). It includes working in partnership with local communities to strengthen access to cultural networks of support, identifying traditional sources of knowledge, and thinking beyond the formality of professional care in ways that enable the nurturing of cultural knowledge (Fulcher, 2012). Culturally rooted services and supports are delivered to individuals with care and consideration to their unique family, community, and cultural context.

Preserve family

We believe 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.

In the context of prevention and early intervention programming, this means that FRNs have a focus on parent/caregiver-child interaction quality and building caregiver capacity. Young children's healthy development is facilitated within the context of supportive nurturing parent-child interactions. These supportive and nurturing parent-child interactions are characterized by exchanges that are warm, sensitive, responsive, and adaptive to the needs of the child (Mortensen & Mastergeorge, 2014). A parent-child relationship has a pervasive influence on the psychological, physical, social and emotional well-being of children from birth onwards. Emphasis on the quality of early parent-child interactions is the foundation of healthy child and youth development, and is guided by the theory that we must build the capabilities of adults in order to achieve significant outcomes for the children in their care (Harvard University-Center on the Developing Child).

Strength-based
Our approach is reflective, culturally responsive and strength-based. Because all families have strengths and resources, we recognize and support the right and responsibility of parents to share in the decision-making process for them and their children. Family strengths and resources can be drawn on to grow resiliency. FRNs embed a strength-based approach by implementing family-centered practices.

FRNs use family-centered practices - an approach to working with families that honors and respects their values and choices and which includes the provision of supports necessary to strengthen family functioning. A family-centered approach is characterized by practices that treat families with dignity and respect; information sharing so families can make informed decisions; family choice regarding involvement in and provision of services; and parent/professional collaborations and partnerships as the context for family-program relations (Dunst et al., 2007). Service delivery methods include ensuring a location in close proximity to participants, accessibility without physical, psychological, social, cultural, linguistic barriers, promotion of competence and self-sufficiency, full participation and partnership with the family, sensitivity to cultural, gender, and socio-economic issues and development driven by the need of children and families (Illbak, 1994). Family-centered service delivery supports and promotes familial wellness by focusing on the family unit and providing services and supports that build parental/caregiver/ familial resiliency.

Connection
Children and youth are supported to maintain relationships that are important to them, to be connected to their own culture, to practice their religious or spiritual beliefs and, for those with involvement, to have a plan for their care where they are included in the decision making process. For FRNs, this means:

- Emphasis on early brain development and brain architecture - Brains are built over time and the foundations of brain architecture are built early in life. During the early years there is extremely rapid development of the brain and other key biological systems. The quality of

development in these early years has lifelong effects. Brain research shows that nurturing responsive and stable relationships are essential for healthy brain development. FRN services focus on promoting healthy caregiver interactions and experiences (serve and return interactions) as they shape the developing brain in positive ways.

- Positive Youth Development Approach (PYD) - A Positive Youth Development Approach (PYD) recognizes that infancy and early childhood are periods of profound neural development and that disruptions in a child's formative years and exposure to adverse childhood experiences has a significant negative impact on the developmental trajectory and well-being of a child. However, adolescence is another major developmental window of accelerated growth, changing capacities, with significant potential for social, emotional, neurological, cognitive, and psychological change. It also recognizes the vulnerability of this age group, the tendency to focus on a youth's 'presenting behaviours' without fully recognizing the impact of trauma and the risk of interpreting their age as a protective factor without recognizing that their brains are not fully developed. A youth should be treated as 'a still-forming individual with purpose and potential and ensure all young people have an equitable chance to reach that potential' (The Annie E. Casey Foundation, 2017). Young people need brain-building opportunities; 'opportunities to build relationships, exercise autonomy, take risks and grow in a supportive environment' (The Annie E. Casey Foundation, 2017).

Collaboration
We are child-focused and family-centred. We collaborate with families, community agencies and other stakeholders in building positive, respectful partnerships across integrated multidisciplinary teams and provide individualized, flexible and timely services to support these efforts.

FRNs participate in informal and formal community partnerships, collaborations and coalitions with community agencies and other stakeholders to help create synergy around a family and provide responsive, flexible, and individualized services promoting resiliency and well-being. This includes efforts to develop community and civil society's role in supporting the well-being of children, youth and families.

Continuous Improvement
Our practice is transparent and we share information appropriately. Our approach is outcome-oriented and evidence-based; therefore, we support innovative practice, evaluate our performance and strive for continuous improvement.

FRNs employ evidence-based practices, evidence-informed practices, and Indigenous methods and practices of wisdom seeking (*please see Well-being and resiliency: the miyo resource kâ-nâkatohkêhk miyo-ohpikinawâwasowin*) that contribute to intervention effectiveness and promote optimal outcome achievement.

- Evidence-based practices are 'approaches to prevention or treatment that are validated by some form of documented scientific evidence. This includes findings established through

controlled clinical studies, but other methods of establishing evidence are valid as well. Evidence-based programs use a defined curriculum or set of services that, when implemented with fidelity as a whole, has been validated by some form of scientific evidence.' (Child Welfare Information Gateway)

- Evidence-informed practices 'use the best available research and practice knowledge to guide program design and implementation.' (Child Welfare Information Gateway) Practices are guided by diverse sources of information and 'evidence' which includes, the client, clinical expertise, best practice standards, legislation, regulations etc. Interventions involve the transparent and reflective use of sound assessments, identifying specific measurable intervention goals, monitoring progress toward the attainment of these goals, using critical thinking to select the most effective intervention, assessing whether or not positive outcomes have been achieved and ensuring that program delivery personnel have the skills and knowledge to meet all of these goals.

- Practice-based evidence model of program development, assessment, and evaluation focuses on Indigenous meaning, rather than Western 'measurement'. Outcomes and performance measures are framed within Indigenous ways of knowing and living; focuses on the mental, emotional, physical and spiritual dimensions of well-being.

3.7   Family Resource Network Standards of Practice

FRN Standards of Practice will lay the foundation for how FRNs deliver quality services consistently throughout Alberta. The Family and Community Resiliency Division will develop the FRN Standards of Practice with collaborative input from successful proponents as a key post-grant awarding activity. These standards will:

- Promote provincial consistency in the delivery of FRNs while still enabling flexibility and creativity
- Clarify expectations and responsibilities
- Establish a common language to promote quality practice
- Promote a consistent outcome framework

3.8   Outcome & Performance Measurement

Family and Community Resiliency Division is committed to the achievement of optimal outcomes for infants, children, youth, and families. FRNs promote four program outcomes at the individual and family level:

I. Infants, children, youth and families are more socially connected and linked to culturally relevant supports.
II. Parents and caregivers have knowledge about parenting and child development.
III. Parents and caregivers are resilient.
IV. Infants, children and youth experience healthy social and emotional development.

Relevant indicators of outcome achievement under the three core service delivery domains

include (but are not limited to):

Core Service Delivery Domain	Indicators
Child development and well-being: Supports and services promote a child's social, physical, emotional, cognitive and spiritual well-being in order to assist the child to reach their developmental potential.	• Children and youth meet developmentally appropriate milestones • Children and youth experience increased executive functioning through social and emotional development
Caregiver capacity building support: Supports and services aimed at developing and strengthening caregivers and/or parenting skills and knowledge and building resiliency to enable them to create safe, responsive and nurturing environments and support healthy child development.	• Parents and caregivers have knowledge about child and youth development and parenting skills • Parents and caregivers have positive and nurturing parenting skills • Parents and caregivers are resilient and know how to problem solve
Social connections and support: Supports and services that promote positive connections between infants, children, youth, parent, families, caregivers and communities. Programs may be universal, targeted or intensive but are intended to build protective factors primarily by developing natural, culturally relevant supports and creating responsive nurturing environments.	• Parents and caregivers have increased connection to family, community, and natural supports • Children and youth have increased connection to family, community, and natural supports • Parents and caregivers know about and have access to relevant community supports and services and resources • Families experience strong, supportive and responsive relationships

FRNs must demonstrate specific, relevant, timely, tangible, measurable results and outcomes. FRNs will identify standardized performance measurement/assessment tools to measure and demonstrate outcome achievement in the four individual and family level outcome areas. For more information relating to the evaluation framework including indicators, please view the *Well-being and Resiliency: Evaluation Framework.*

• A standardized performance measurement/assessment tool is an 'an in-depth questionnaire or procedure used to understand a child's/youth's and/or family's strengths and needs, such as functioning, family and individual history, symptoms, and the impact of trauma.' These tools do not require a clinical license to be used and interpreted and have established psychometrics relating to specificity, sensitivity, reliability and validity (https://www.cebc4cw.org/assessment-

tools/). A standardized performance measurement/assessment tool has been assessed for reliability (the degree to which the measurement is free from measurement error and the extent to which the same result will be achieved when repeating the same measure) and validity (the degree to which an instrument measures the construct(s) it purports to measure) and are sensitive enough to measure change.

FRN programs supporting Indigenous communities, families, children, and youth should implement culturally-based practices and assess outcomes and program effectiveness in culturally meaningful ways. Western-based evaluation is not often effective when working with Indigenous communities. Indigenous organizations and Indigenous-serving programs should use Indigenous methods and practises of wisdom-seeking which embeds diverse knowledge and perspectives including client-based evidence, Elders, participatory research, ceremonies, Indigenous expert opinion, interviews etc. *(Please see Well-being and resiliency: the miyo resource kâ-nâkatohkêhk miyo-ohpikinawâwasowin.)*

3.9   Reporting Requirements

The Grant Recipients will be required to submit:
- Monthly nominal roll - monthly nominal rolls will capture the direct deliverables of program activities (for example, # of program participants, # of education sessions provided, # of family support hours etc.)
- Annual Outcome Report - annual outcome report will demonstrate program alignment to the *Well-being and Resiliency: Evaluation Framework* and identify program impacts and outcomes achieved during the fiscal year
- 6-Month Interim Financial Report - reports actual program expenditures from April 1-September 30
- Annual Financial Reporting - reports actual program expenditures from April 1-March 31 prepared in accordance with Canadian generally accepted accounting principles; financial reporting requirement determined by grant value
- Other - other reporting requirements as determined during the term of the grant

3.10   Output & Outcome Reporting Process

Monitoring and evaluation are critical FRN processes that will be used to understand program outcomes, demonstrate program impact and areas of program design improvements. Measuring and reporting of outputs and outcomes based on the *Well-being and Resiliency: Evaluation Framework* and the *Well-being and resiliency: the miyo resource kâ-nâkatohkêhk miyo-ohpikinawâwasowin* will be a Grant Agreement requirement. Following this EOI activity, the Family and Community Resiliency Division and successful proponents will develop, embed and implement the FRN output and outcome reporting processes that outline:

- 'Hub' and 'Spoke' responsibilities relating to reporting requirements
- FRN monthly output reporting process and expectations

- FRN annual outcome reporting completed by 'Hub' agencies for all direct and coordinated/integrated service delivery of programs, services, and supports ('Spokes')
- Quality assurance processes
- FRN conflict resolution processes

	SECTION 4: LOCATION OF FRN NETWORKS	

4.1 Network Areas

Family and Community Resiliency Division has identified **53-64** potential provincial network areas. Network areas reflect both geographical ranges as well as unique cultural and linguistic communities. The distribution of FRNs throughout Alberta will ensure that:

- FRN services will be accessible and reasonably distributed across the province,
- The needs of unique cultural communities, specifically Indigenous peoples, Francophone, and new Canadians/immigrant/ethnocultural are addressed through distinct FRNs
- Services reflect the needs of their communities.

Methodological considerations for network areas include:

- Child/youth population statistics
- Acknowledgment of the higher proportion of children and youth in the 0-18 age range in the Indigenous population (26.7%) than the overall population of Alberta (17.3%)
- Large proportion of Indigenous peoples in Calgary and Edmonton (together these cities account for almost half 45.6% of the Indigenous population in the province)
- Recognition of the Government of Alberta's French Policy (June 14, 2017) which states,

  'The Government of Alberta acknowledges the past, present and continued social, cultural and economic contributions of the province's significant and diverse French-speaking population. Through meaningful engagement, dialogue, and collaboration, the government is committed to enhancing services in French to support the vitality of the Francophonie in Alberta in a targeted and sustainable manner as resources allow.'

- Size of the proposed geographical network area and travel distance between furthest points in the network area
- Unique cultural and linguistic communities
- Distinctive urban and rural community needs

> ***IMPORTANT!***
> *Two current established on-reserve centres (Siksika First Nation and Stoney Nakoda), and potential future state on-reserve FRNs are not included in this EOI activity as a future opportunity is being developed.*

4.2 Regional Distribution

Family and Community Resiliency Division has identified **53-64** potential provincial network areas. The following table outlines the estimated # of network areas in each Children's Services (CS) Region *(please see Appendix A: Map of Alberta Children's Services Regions and Appendix B: Network Area Size Considerations within CS Regions)*:

Estimated Number of Geographic Network Areas:

CS Region	Proposed # of Network Areas
Calgary Region	13 -15
Central Region	10 -12
Edmonton Region	13 -15
North Central Region	4 -5
Northeast Region	1 – 2
Northwest Region	4 – 5
South Region	4 – 6
Metis Settlements	3
Francophonie	1
Indigenous	Embedded within CS Regional #s
New Canadian & Immigrant	Embedded within CS Regional #s
Totals	**53-64**

These estimates are inclusive of one Francophonie network that is not geographically based as well as Indigenous serving and new Canadian/immigrant/ethnocultural serving FRNs that are embedded within CS Regional numbers.

The geographic network areas vary in size from small to large based on the methodological considerations mention above in Section 4.1. The Family and Community Resiliency Division recognizes that agencies in the community have more intimate knowledge of families' needs and travel patterns within their communities and may wish to propose alternate network areas. We are receptive to these proposals with the caveat that the end result of this EOI must be that FRN services have provincial coverage and are accessible to all Albertans. Funding will be allocated based on the considerations noted in Section 4.1 above and smaller network areas will receive less funding than larger network areas.

> ***IMPORTANT!***
> *The geographic distribution of 53-64 potential geographic network areas provides a draft demarcation of potential FRN locations; actual distribution may change based on proposal submissions and opportunities to promote greater efficiency (i.e. service delivery may cross CS Regional boundaries).*

Size range definitions for geographic network areas were determined based on the child population within each area. The Indigenous child population was given double weighting to acknowledge the exceptional needs of Indigenous children and families. Finally, large geographic areas with driving distances of more than 149 kilometres were increased to acknowledge the additional operational costs in rural and remote areas. *(Please see Appendix B: Network Area Size Considerations Within CS Regions.)*

	SECTION 5: BUDGET & FUNDING FRAMEWORK	

5.1   Total Provincial Budget

Total provincial budget for this FRN EOI activity is **$57,000,000.00** <u>annually</u>. Grant agreement annual funding will be pro-rated for any partial years of the term of the grants.

5.2   Regional Budget Allocation

Family and Community Resiliency Division has identified small to large network areas with proposed funding allocation ranges and estimated budgets to ensure that each FRN supporting the network area has the resources and viability to sustain service delivery.   FRN funding ranges below reflect total program costs of FRN 'Hub-and-Spoke' service delivery model (inclusive of 'Hub' services and 'Spoke' services). Estimated FRN service funding:

- **Small - $350,000.00 - $499,999.00**
- **Medium - $500,000.00 - $749,999.00**
- **Large - $750,000.00 - $1,000,000.00**

> ***IMPORTANT!***
>
> *As the identified FRN funding ranges reflect total costs of FRN service delivery, grant awarding will appropriately apportion funding to 'Hub' services and 'Spoke' services.*
>
> *Proposed Regional CS funding allocations identified below are estimates of total FRN costs; this regional allocation may change based on proposal submissions and opportunities to promote greater efficiency.*

Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.

Estimated # of FRNs and Estimated Total Funding in CS Regions:

CS Region	Proposed Network Areas	Estimated Total Proposed Funding

Calgary Region	13-15	$16,000,000
Central Region	10-12	$9,100,000
Edmonton Region	13-15	$15,400,000
North Central Region	4-5	$3,600,000
Northeast Region	1-2	$1,200,000
Northwest Region	4-5	$4,600,000
South Region	4-6	$5,100,000
Metis Settlements	3	$1,500,000
Francophonie	1	$500,000 -$1,000,000

SECTION 6: GRANT INFORMATION

6.1 Grant Information

The Province requires the services as set out in Section 3: Service Specifications. The anticipated duration of Services is from **April 1, 2020 – March 31, 2023**. The Province, in its discretion, will confirm actual start and end dates for the services upon finalizing the Grant. The Grant Recipient shall be paid in accordance to a quarterly pay schedule and based on fulfillment of reporting requirements. Release of payments is made as soon as reasonably possible after April 1, July 1, October 1, and January 1 within each fiscal year. Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.

The Province may extend the Grant under the same terms and conditions, for up to three single year extensions to perform the services.

SECTION 7: MANDATORY REQUIREMENTS

7.1 Mandatory Requirements

The Proponent must demonstrate that it meets the mandatory requirements for their proposal to move forward to the evaluation phase of this EOI.

Mandatory requirements include:

☑ Proposals must be received by the date and time listed on the cover page of this EOI. Proposals should be delivered to the appropriate CS Regional Office identified in Section 8.3 CS Regional Office Locations. Late Proposals will not be accepted and will be returned, unopened, to the Proponent,

☑ Proponents must send three (3) hard copies of their proposal and also include a USB disk with an electronic version of their proposal in their submission package. Proposals cannot be sent by email, fax, or website link. Submitted Proposals will not be returned,

☑ Proposals must be submitted in a sealed envelope and be clearly marked with the name of the EOI and closing date,

☑ Submission must include completed <u>Proposal Cover Page</u> *(please see Appendix D - Proposal Submission Cover Page)* and include signature from appropriate signing authority.

☑ Proposal submission must be completed on <u>Proponent Response Form</u> *(please see Appendix F - Proponent Response Form).*

☑ Submission must include signed <u>Proponent Commitment Statement</u> *(please see Appendix E– Proponent Commitment Statement)*

☑ Proponent has indicated 'Yes' on all Commitment Statements identified on the Proponent Commitment Statement form.

☑ Proponent's submission must be accompanied by <u>3 formal letters of support</u> from collaborative partners that help to establish the organizational capacity of the proponent.

	SECTION 8: PROPOSAL SUBMISSION	

8.1   Proposal Response Form

Proponents must submit their proposal/s using the Proponent Response Form *(please see Appendix F - Proponent Response Form).* Proponents <u>may not alter</u> the Proponent Response Form or submit an alternative form.   There are three parts to the Proponent Response Form:

- ***Part A Scope Information*** - must be completed by <u>all</u> Proponents
- ***Part B 'Hub' Services*** - must be completed by Proponents interested in delivering 'Hub' Services
- ***Part C 'Spoke' Services*** - must be completed by Proponents interested in delivering 'Spoke' Services

> ***IMPORTANT!***
> *Proponents may submit proposals to deliver:*
>
> ☑ *A combination of 'Hub-and-Spoke' Services*
> ☑ *'Hub' Services or,*
> ☑ *'Spoke' Services*

8.2   Proposal Submission Instructions

Please complete your submission by:

1. Completing and signing the Proposal Cover Page (3 copies)
2. Completing and signing the Proponent Commitment Statement (3 copies)

3. Completing the Proponent Response Form, and all required sections (3 copies)

4. Including 3 formal letters of support (3 copies) from collaborative partners that help to establish the organizational capacity of the proponent. Relevant content includes, description of relationship with Proponent, Proponent's suitability for FRN service delivery, identified strengths and formal and informal collaborations with Proponent.

5. Proponents may include an Appendix to their Proponent Response Form. The suggested length is 2 single-sided pages.

6. Saving all above documentation on a USB disk.

7. Including in submission package all above documentation (3 hard copies) and USB disk

8. Submitting the EOI package to the appropriate CS Regional Office

---

IMPORTANT!

! *If your organization is proposing to deliver FRN services ('Hub' services, 'Spoke' services, or a combination of both) in multiple CS Regions, you will need to complete a separate Proponent Response Form (and distinct package) for each CS Region and submit each proposal in distinct packages to the appropriate CS Region.*

! *If your organization is proposing to deliver multiple 'Hub' locations in a single CS Region, you will need to complete a separate Proponent Response Form for each unique 'Hub' location and submit as distinct/separate packages.*

! *If your organization is proposing to deliver a 'Hub' only service, you will be required to submit Part A Scope Information and Part B FRN "Hub" Services of the Proponent Response Form.*

! *If your organization is proposing to deliver a combination of a 'Hub' and 'Spoke' services in a single Region, you will be required to submit Part A Scope Information, Part B FRN 'Hub' Services, and Part C 'Spoke' Services of the Proponent Response Form and submit as a single package.*

! *If your organization is proposing to deliver only 'Spoke' services you will be required to submit both Part A Scope Information and Part C 'Spoke' Services*

! *Multiple 'Spoke' services within a single CS Region can be identified on a single Proponent Response Form in Part C FRN 'Spoke' Services and submitted in one proposal/package. Please note that each distinct 'Spoke' service needs a distinct budget.*

8.3   CS Regional Office Locations

Completed EOI packages should be submitted to the appropriate CS Regional Office. Proponents

should submit completed packages to the CS Regional Office where their proposed network area is located.

Calgary Region Address:
Children's Services
Attn: Lana Rogozinsky
300, 1240 Kensington Road NW
Calgary, Alberta T2N 3P7

Central Region Address:
Children's Services
Attn: Joleen Losness
3rd Floor Bishops Place, 4826 Ross Street
Red Deer, Alberta T4N 1X4

Edmonton Region Address:
Contracts and Program Supports
Children's Services – Edmonton Region
Attn: Fayanne Perry
7th Floor, Park Plaza
10611 – 98 Avenue NW
Edmonton, Alberta T5K 2P7

Metis Settlements Address:
Metis Settlements Children's Services
Attn: Angie Pinder
210, 10335 172 Street
Edmonton, Alberta T5S 1K9

South Region Address:
Children's Services
Attn: Shelley Orr
Lethbridge Centre, 709, 400 4 Avenue South
Lethbridge, Alberta T1J 4E1

Northeast Region Address:
Children's Services
Attn: Robert Andrews
Provincial Building, 8th Floor, 9915 Franklin Avenue
Fort McMurray, Alberta T9H 2K4

Northwest Region Address:
Children's Services
Attn: Sabrina McConnell
214 Place South, 4th floor, 10130 99 Avenue
Grande Prairie, Alberta T8V 2V4

North Central Region Address:
Children's Services
Attn: Robert Andrews
Admin Building, 2nd Floor, 5143 50St
Barrhead, Alberta T7N 1A6

	SECTION 9: PRICING	

9.1 Pricing

The Proponent's budget for FRN services including 'Hub' and 'Spoke' services must be included as part of the Proponent Response Form (Part B Section 5 for 'Hub' services, Part C Section 4 for 'Spoke' services of the Proponent Response Form). Budget charts (Part B Section 5 for 'Hub' services, Part C Section 4 for 'Spoke' services of the Proponent Response Form) must be completed separately for 'Hub' services as well as each unique 'Spoke' service (i.e. individual programs such as Home Visitation, Youth Mentorship etc.).

The content and value of the budget is driven by the program and service expectations being purchased. The Budget Chart identifies 6 expenditure categories; see below for descriptions of each category.

EXPENDITURE CATEGORY		DESCRIPTION
I.	SERVICE DELIVERY STAFFING COSTS	Costs associated with direct client programming. Client Development staffing salaries including salaries/wages and benefits (EI, CPP, vacation pay, WCB etc.) of staff participating in direct client programming.
II.	'OTHER' SERVICE DELIVERY COSTS	Supplies and services associated directly with services, supports, and programming provided to clients including: • supplies and materials • program staff training • program staff travel/mileage etc.
III.	PROGRAM COSTS	Costs associated with program operations. Program costs are inclusive of insurance costs (general liability, errors and omissions, automobile insurance, board liability, employer liability, and property insurance) and licensing costs.
IV.	FACILITY COSTS	Facility costs are associated with the operation of the facility and are inclusive of rent/mortgage/loan payment/lease costs, property taxes, utilities, maintenance /repairs, supplies, janitorial services, 'other'.
V.	ADMINISTRATION STAFFING COSTS	Salaries and benefits of positions that are not directly participating in direct program services. (i.e. Executive functions, financial support, human resources, communications, fund raising)
VI.	'OTHER' ADMINISTRATIVE COSTS	Administrative costs (office materials) that are required by the program as well as to perform role of administrative staff (i.e. office supplies, telecommunications, IT support, staff recruitment, advertising, legal fees, accounting/ audit fees, bank charges, consultant fees, organizational memberships, 'other'

	SECTION 10: EOI EVALUATION	

10.1   Screening

After receiving the Proposals, the Evaluation Teams will screen each proposal to determine if the Proponent meets the mandatory requirements of this EOI (*please see Section 7.1 Mandatory Requirements*). The Evaluation Teams will then evaluate Proposals that have passed the initial mandatory requirement screening.

10.2   Evaluation

Each submission will be evaluated for the minimum requirement. The evaluation process is a 3-

step review process which will enable the Evaluation Teams to assess the continuum of services being proposed and capacity to promote collaborations and partnerships:

1. Evaluation of proposals that propose a combination of 'Hub' and 'Spoke' services
2. Evaluation of proposals that propose distinct/separate 'Hub' services
3. Evaluation of proposals that propose distinct/separate 'Spoke' services

The following sections of the Proponent Response Form (*please see Appendix F – Proponent Response Form*) will be evaluated:

- **Part A – Sections 3, 4, 5**
- **Part B – Sections 1, 2, 3, 4, 5, 6**
- **Part C – Sections 1, 2, 3, 4, 5**
- **3 Formal Letters of Support from collaborative partners**

Each Section will be evaluated separately using a 6-Point Likert Scale.

10.3   Proposal Evaluation Criteria

a)   Likert Scale:

A Likert Scale has an inherent positive and negative dimension. A 6-Point Likert Scale will enable the Evaluation Teams to measure not only *direction* (positive and negative) but also the *strength* of that direction (i.e. 'fair' versus 'very good'). The Scale starts at '1' rather than '0' to mitigate a response bias of not wanting to rate a proposal too critically. Half points can be awarded.

EOI Proposal Evaluation Likert Scale		
SCORE	**DESCRIPTOR**	**ADDITIONAL GUIDANCE**
1	**Very poor**	Does not meet basic requirements, significant gaps in content, details, and quality. Demonstrates little understanding of the requirements.
2	**Poor/marginal**	All content areas may be addressed however significant gaps in content, details, understanding and quality.
3	**Fair**	Basic understanding of requirements, moderate challenges in content, content meets basic expectations.
4	**Good**	All content areas addressed. Includes strengths and some minor challenges in content, quality, and details.
5	**Very Good**	Strong content; essentially no challenges.
6	**Exceptional**	Exceptionally strong content. Content exceeds expectations and requirements, clearly demonstrates an understanding of service requirements. Incorporates innovative and new ideas.

Proponent Response Form Section	Score	
Part A- Scope Information	**3**.	/6 points
	4.	/6 points
	5.	/6 points
Part B- 'Hub' Services	**1**.	/6 points
	2.	/6 points
	3.	/6 points
	4.	/6 points
	5.	/6 points
	6.	/6 points
Part C- 'Spoke' Services	**1**.	/6 points
	2.	/6 points
	3.	/6 points
	4.	/6 points
	5.	/6 points
Formal Letters - 3 formal letters of support from collaborative partners that help to establish the organizational capacity of the proponent		/6 points

10.4   Qualified Proponent Identification and Selection

Proponents must achieve a minimum score of <u>3.5 points</u> out of 6 points on each of the relevant sections to be considered for grant awarding.   For Proponents applying to provide a combination 'Hub' and 'Spoke' services relevant sections include:

- **Part A – Sections 3, 4, 5**
- **Part B – Sections 1, 2, 3, 4, 5, 6**
- **Part C – Sections 1, 2, 3, 4, 5**

For Proponents applying to provide 'Hub' only service relevant sections include:

- **Part A – Sections 3, 4, 5**
- **Part B – Sections 1, 2, 3, 4, 5, 6**

For Proponents applying to provide 'Spoke' only service/s relevant sections include:
- **Part A – Sections 3, 4, 5**
- **Part C – Sections 1, 2, 3, 4, 5**

Grant awarding is not based on achieving the highest score. Grant awarding will be determined based on Proponent achieving a minimum score of 3.5 on each relevant section, quality of responses, as well as other key considerations including:

- Appropriate distribution of FRNs that address the needs of Indigenous children, youth, and families as well as other distinct cultural identities and communities within Alberta

- Capacity of FRN to provide a comprehensive continuum of prevention and early intervention programming and services for families and children and youth aged 0-18 years either directly or through coordinated service delivery
- Accessible and reasonably distributed FRN services across the province
- Services are adequately resourced to meet the need of their communities
- Addressing the urban and rural community needs
- Matching of FRN services and programs to the communities unique needs
- Proponent submitted budgets

10.5   Resource Replacement

This EOI is an iterative multi-phased process that involves service delivery development and negotiation. There could be circumstances following the EOI Closing Date and Time and during the negotiation phase where proposed resources may be replaced. The Province reserves the right to deny any request for replacement and reject any proposed resource replacement requested by a proponent.

10.6   Proposal Clarifications

At any time during the evaluation process, the Province may ask the Proponent to clarify statements made in its Proposal.

SECTION 11: EOI TERMS & CONDITIONS

11.1   EOI Schedule of Events

EOI Activity	Date
1. EOI Release	Thursday November 7, 2019
2. Live Q&A Session	Thursday November 14, 2019 10:00 am MT
3. Live Q&A Session	Thursday December 12, 2019 10:00 am MT
4. EOI Closure	Thursday January 16, 2020 by 2:00 pm MT
5. EOI Evaluation	January 27 - February 14, 2020
6. Service & Program Development and Negotiation	February 17 - March 20, 2020
7. Grant start date and opening of FRNs	April 1, 2020

The above dates are provided for information only and are subject to change at the sole discretion of the Province.

11.2   Question & Answer Session

Two **Proponent Question & Answer Sessions** have been scheduled to provide an opportunity for questions or clarification regarding EOI requirements. Interested proponents can join the

Question & Answer Sessions either through teleconference or Zoom Webinar (proponents cannot attend in person). Information regarding teleconference coordinates and Zoom login will be uploaded on the APC website soon.

Save the Date!
Session 1 - Thursday November 14, 2019
Session 2 - Thursday December 12, 2019
Time: 10:00 am

Please submit written questions to the EOI Facilitators, Lana Rogozinsky & Robert Andrews, at **CSprocurement@gov.ab.ca** so that comprehensive answers can be given during the Q&A sessions. Participation in the session is not mandatory, but is highly recommended.

Verbal responses to questions are not binding on any party. Written confirmation of statements made at the Proponent Question & Answer Session will be uploaded on the APC website with the weekly Q&A Updates.

11.3   Proposal Submission

Proposals must be delivered to the Province in hardcopy format (paper). To assist the Evaluation Teams to perform searches within the Proposal, however, Proponents must also provide an electronic copy of the Proposal in Microsoft Word or Adobe Acrobat format on a USB disk (flash drive). This electronic copy, when provided, will not be accepted in place of the hardcopy version. If there are any conflicts, discrepancies, errors or omissions between the electronic and hardcopy versions of the Proposal, the hardcopy version will take precedence and govern.

Proposals may be delivered by hand, courier or mail.

Canada Post only delivers Government of Alberta mail with Edmonton addresses to the main Canada Post depot in Edmonton. The Government of Alberta then picks up the mail and distributes it in accordance with the address label. It is the Proponent's responsibility when choosing the method of delivery for their Proposal, to ensure that its Proposal is received before the EOI Closing Date and Time at the location specified in this EOI.

In responding to this EOI, the Proponent's attention is drawn to the following:

a)   Proposals received after the EOI's Closing Date and Time will be rejected.
b)   Ambiguous, unclear or unreadable Proposals may be rejected.
c)   Proposals should be delivered in a sealed, self-addressed package clearly marked with the Proponent's name, EOI's title and Closing Date and Time.
d)   Proposals should be delivered to the appropriate CS Region:

Calgary Region Address:
Children's Services
Attn: Lana Rogozinsky
300, 1240 Kensington Road NW
Calgary, Alberta T2N 3P7

Central Region Address:
Children's Services
Attn: Joleen Losness
3rd Floor Bishops Place, 4826 Ross Street
Red Deer, Alberta T4N 1X4

Edmonton Region Address:
Contracts and Program Supports
Children's Services – Edmonton Region
Attn: Fayanne Perry
7th Floor, Park Plaza
10611 – 98 Avenue NW
Edmonton, AB T5K 2P7

South Region Address:
Children's Services
Attn: Shelley Orr
Lethbridge Centre, 709, 400 4 Avenue South
Lethbridge, Alberta T1J 4E1

Northeast Region Address:
Children's Services
Attn: Robert Andrews
Provincial Building, 8th Floor, 9915 Franklin Avenue
Fort McMurray, Alberta T9H 2K4

North Central Region Address:
Children's Services
Attn: Robert Andrews
Admin Building, 2nd Floor, 5143 50St
Barrhead, Alberta T7N 1A6

Northwest Region Address:
Children's Services
Attn: Sabrina McConnell
214 Place South, 4th floor, 10130 99 Avenue
Grande Prairie, Alberta T8V 2V4

Metis Settlements Address:
Metis Settlements Children's Services
Attn: Angie Pinder
210, 10335 172 Street
Edmonton, Alberta T5S 1K9

e) The time and date of receipt of Proposals will be recorded on the Proposals upon delivery to the above address. Proposals must be received prior to the EOI's Closing Date and Time.

f) Submit three (3) paper copies (bound in such a manner that the pages lie and remain flat when opened) and one (1) electronic copy of the Proposal on a USB disk.

11.4   Multiple Proposals

A Proponent must submit individualized proposals in the following instances:

● If your organization is proposing to deliver FRN services ('Hub' services, 'Spoke' services, or a combination of both) in multiple CS Regions, you will need to complete a separate Proponent Response Form for each CS Region.

● If your organization is proposing to deliver multiple 'Hub' locations (multiple FRNs) in a single CS Region, you will need to complete a separate Proponent Response Form for each unique 'Hub' location.

- If your organization is proposing to deliver a combination of a 'Hub' and 'Spoke' services, you will be required to submit <u>Part A</u> Scope Information, <u>Part B</u> FRN Hub Services, and <u>Part C</u> FRN Spoke Services of the Proponent Response Form.

If a Proponent submits more than one Proposal, the Proponent must submit each Proposal separately in the same format as outlined in this EOI. Each Proposal submitted by the same Proponent must meet the mandatory requirements of this EOI. The Evaluation Teams will decide the acceptability of each Proposal separately.

11.5   Proponent Team Proposals

In the case of a Proponent Team Proposal, the Province requires that the Prime Proponent has responsibility for all terms and conditions of the Grant. If a Proponent Team is selected as the successful Proponent, only the Prime Proponent will be identified as the Grant Recipient in the Grant.

11.6   Price

Prices proposed shall be in **Canadian funds** and exclusive of the Goods and Services Tax and the Harmonized Sales Tax.

In the event of any inconsistency between words and numbers, words shall govern.

11.7   Proponent Questions

Unless otherwise advised by the EOI Facilitator, all questions and any form of communication between the Proponents and the Province in relation to this EOI must be submitted in writing via email to the EOI Facilitator (as identified on the front page of this EOI). All questions and responses will be documented.

The Province intends to disseminate all questions and their corresponding responses to all Proponents. No question or answer will be confidential.

Weekly Q&A Updates - the Province intends to post Q&A updates weekly. These updates will be made every Friday and posted on APC (Alberta Purchasing Connections) website.

Link: http://www.purchasingconnection.ca/

The Proponent has the responsibility to notify the Province, in writing, of any ambiguity, divergence, error, omission, oversight, contradiction, or item subject to more than one interpretation in this EOI, as it is discovered, and to request any instruction, decision, or direction necessary to prepare the Proposal.

Q&A Updates will be posted on APC on the following days:

November 15, 2019	December 20, 2019
November 22, 2019	January 3, 2020
November 29, 2019	January 10, 2020
December 6, 2019	January 15, 2020
December 13, 2019	

Questions or concerns must be communicated in writing to the EOI Facilitator at least three Business Days prior to the EOI's Closing Date and Time (by Monday, January 13, 2020). Questions received after this time will be answered if, in the opinion of the Province, time permits.

Verbal responses to enquiries are not binding on any party.

11.8   Proposal Alterations and Irrevocability

Proponents may only amend or rescind their Proposal before the EOI Closing Date and Time by submitting a clear and detailed written notice to the Province via the EOI Facilitator.

All Proposals become irrevocable after the EOI Closing Date and Time.

In either of the following circumstances:

• the Proponent has rescinded a Proposal before the EOI Closing Date and Time; or
• the Province has received the Proposal after the EOI Closing Date and Time;

such a Proposal will, at the Proponent's choice, either be returned to the Proponent at the Proponent's expense after the EOI Closing Date and Time, or destroyed by the Province after the EOI Closing Date and Time.

11.9   Period of Commitment

Proposals shall be final and binding on the Proponent for ninety (90) days from the EOI's Closing Date and Time and may not be altered by subsequent offerings, discussions, or commitments unless the Proponent is asked to do so by the Province.

11.10 Proposal Irregularity or Non-compliance

The Province reserves the right to waive an irregularity or non-compliance with the requirements of this EOI 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 the Province's sole discretion.

11.11 Proposal Return

Proposals and accompanying documentation, upon receipt by the Province, will become the

property of and will be retained by the Province.

11.12 Confidentiality and Security of Information

The Proponent, the Proponent's employees, subcontractors, and agents shall:

- keep strictly confidential all information concerning the Province or third parties, or any of the business or activities of the Province or third parties acquired as a result of participation in the EOI; and

- only use, copy or disclose such information as necessary for the purpose of submitting a Proposal or upon written authorization from the Province.

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

No press release or other public announcement relating to this EOI shall be issued without the prior written consent of the Province.

11.13 Freedom of Information and Protection of Privacy ACT (Alberta) (FOIP)

The Proponent acknowledges that:

FOIP applies to all information and records relating to, or obtained, generated, created, collected or provided under, the EOI or the Grant and which are in the custody or under the control of the Province. FOIP allows any person a right of access to records in the Province's custody or control, subject to limited and specific exceptions as set out in FOIP; and

The Proponent, if it considers portions of its Proposal to be confidential, shall identify those parts of its Proposal to the Province considered to be confidential and what harm could reasonably be expected from disclosure. The Province does not warrant that this identification will preclude disclosure under FOIP.

11.14 Consent to the use of Personal Information

The purpose of collecting Personal Information for this EOI is to enable the Province to ensure the accuracy and reliability of the information, to evaluate the Proposal, and for other related program purposes of the Province. Authority for this collection is the *Government Organization Act* (Alberta), as amended from time to time and section 33 (c) of FOIP. The Proponent may contact the EOI Facilitator identified in the EOI regarding any questions about collection of Personal Information pursuant to this EOI.

The Proponent 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 the Province, the Province's employees, subcontractors and agents, to enable the Province to evaluate the Proposal

and for other program purposes of the Province. The Proponent must provide those written consents within two Business Days of a request by the Province to do so.

11.15 Conflict of Interest

On or before the Closing Date and Time of this EOI, Proponents must fully disclose to the EOI Facilitator, in writing, the circumstances of any actual, possible or perceived conflict of interest in relation to the Proponent, all Proponent Team members or any employee, sub-contractor or agent, if the Proponent were to become the Contractor pursuant to this EOI. The Province shall review any submissions by Proponents under this provision and may reject any Proposal where, in the opinion of the Province, the Proponent, any Proponent Team member, employee, sub-contractor or agent is, could be, or could be perceived to be in a conflict of interest if the Proponent were to become the Contractor pursuant to this EOI.

11.16 *Lobbyists Act*

The Proponent acknowledges that:

    a)   the *Lobbyists Act* (Alberta), as amended from time to time, establishes certain obligations and prohibitions with respect to lobbying and contracts for paid advice, as those terms are defined in the *Lobbyists Act*; and

    b)   it is responsible for complying with the *Lobbyists Act* (Alberta) during the EOI process, and if the successful Proponent, during the Grant.

11.17 Modified EOI Process

If no compliant Proposals are submitted in response to this EOI, the Province reserves the right to undertake a modified EOI process in order to select a successful Proponent. The modified EOI process, if used, will be conducted as follows:

All Proponents submitting non-compliant Proposals, other than those who submitted Proposals after the EOI Closing Date and Time, will be asked to prepare a "Modified Proposal". The necessity, scope and the timing of such a modified EOI process will be solely at the Province's discretion;

Details regarding the manner and form of the modified EOI process and the expected deliverables to be included therein will be provided in advance to all Proponents who submitted a non-compliant Proposal;

Modified Proposals and accompanying documentation, upon receipt by the Province, will become the property of and be retained by the Province; Proponents submitting Modified Proposals must meet the mandatory requirements identified in the modified EOI process; and

At the conclusion of the modified EOI process, following the Proponents' submission of the Modified Proposals, the Evaluation Teams will evaluate Modified Proposals in accordance with an

evaluation plan developed for the modified EOI process.

11.18 EOI Terms and Conditions

By submitting a Proposal, the "EOI Terms and Conditions" contained in this Section 11 of this EOI are deemed to be accepted by the Proponent in their entirety and without any changes.

11.19 Extension, Amendment to or Cancellation of EOI

The Province may extend the EOI Closing Date and Time, or the Province may amend, suspend, postpone or cancel this EOI.

11.20 Costs of the Proposal

The Proponent is responsible for all costs of preparing and presenting its Proposal and, if applicable, entering into the Grant Agreement.

11.21 Grant Agreement Awarding

Following the final selection, if any, the Province and the successful Proponent will enter into the Grant Agreement. If, in the opinion of the Province, it appears that a Grant Agreement will not be entered into with the successful Proponent within 30 days, the Province may negotiate with other Proponents who met the mandatory requirements and minimum scoring requirements.

11.22 Representations and Warranties

Statements made in a Proposal may be incorporated into, attached to, or otherwise included in Schedule A to the Grant Agreement, and shall constitute representations and warranties of the successful Proponent and shall form part of the Grant Agreement.

11.23 Release of Proposal Information

The Province reserves the right to disclose the names of responding Proponents and any summary cost information deemed appropriate by the Province.

11.24 Proponent Debriefing

At the written request of an unsuccessful Proponent, the Province will conduct a debriefing to tell the Proponent why its Proposal was not selected. The unsuccessful Proponent's written request for a debriefing must be received by the Province within 10 Business Days of notification to the Proponent that it was unsuccessful.

11.25 Claims for Damages or Compensation

Notwithstanding any other provision in this EOI, a Proponent who responds to this EOI agrees that any claim for damages or compensation of any kind related directly or indirectly to a breach of grant or other cause of action arising from:

- the EOI process;
- the evaluation of Proposals;
- the awarding of the Grant Agreement; or
- a decision by the Province not to award the Grant Agreement

shall be limited to the Proponent's actual Proposal preparation costs. "Proposal preparation costs" are the actual costs borne by a Proponent to prepare and submit its Proposal. By submitting a Proposal a Proponent acknowledges and accepts this limitation.

11.26 Proposal Acceptance/Rejection

The Province is not required to accept the lowest cost Proposal, and may reject any or all Proposals.

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APPENDIX A – Map of Alberta Children's Services Regions

APPENDIX B – Network Area Size Considerations Within CS Regions

Proposed Network Area	Region	0-18 Population	Adjusted child Population Weighted for Indigenous Children 0-18 Population	FRN Size Based on Adjusted Child Population <11,000 S; 11-21,000 M; 21-35,000 L	Distance (kms)	FRN Sized Adjusted for Geographic Area: Size increased if Distance is >149 km
Calgary NW and West, and West Central	Calgary	32,968	34,310	Large	< 149	Large
Calgary - Deep South and South Central and SW	Calgary	32,968	34,310	Large	< 149	Large
Calgary Downtown	Calgary	32,968	34,310	Large	< 149	Large
Calgary East and North East (including North of McKnight)	Calgary	32,968	34,310	Large	< 149	Large
Calgary North Central	Calgary	32,968	34,310	Large	< 149	Large
Calgary - Indigenous	Calgary	32,968	34,310	Large	< 149	Large
Calgary- Indigenous	Calgary	32,968	34,310	Large	< 149	Large
Calgary Additional	Calgary	32,968	34,310	Large	< 149	Large
Calgary Additional	Calgary	32,968	34,310	Large	< 149	Large
Airdrie and North Rocky View (Crossfield, Beiseker, Irricana, Keoma) Distance: Beiseker to Airdrie	Calgary	20,235	21,053	Large	< 149	Large
Chestermere and Langdon, Strathmore and Wheatland County (Rockyford, Standard, Hussar) Distance: Carseland to Dorothy	Calgary	10,205	10,592	Small	< 149	Small
Okotoks	Calgary	9,105	9,408	Small	< 149	Small
Cochrane, Bragg Creek	Calgary	6,770	7,060	Small	< 149	Small
Canmore and Banff	Calgary	3,920	4,021	Small	< 149	Small
High River, MD of Foothills (Black Diamond, Blackie, Turner Valley, Longview, Cayley); Nanton; Vulcan	Calgary	5,450	5,714	Small	< 149	Small
Red Deer (city)	Central	24,715	26,099	Large	< 149	Large
Lloydminster, County of Vermilion River (Kitscoty, Marwayne, Blackfoot, Paradise Valley), Vermilion and area (Mannville, Clandonald, Dewberry)	Central	7,425	7,962	Small	< 149	Small

Proposed Network Area	Region	0-18 Population	Adjusted child Population Weighted for Indigenous Children 0-18 Population	FRN Size Based on Adjusted Child Population <11,000 S; 11-21,000 M; 21-35,000 L	Distance (kms)	FRN Sized Adjusted for Geographic Area: Size increased if Distance is >149 km
Camrose and Area (Hay Lakes, Kingman, Round Hill, Armena, Bittern Lake, Ohaton, Bawlf, Edberg, Bashaw); Flagstaff County (Bruce, Daysland, Strome, Killam, Sedgewick, Lougheed, Hardisty Forestburg, Galahad, Heisler, Alliance); Beaver County (Tofield, Ryley, Viking, Holden)	Central	7,101	7,503	Small	> 149	Medium
Sylvan Lake, Eckville, Benalto	Central	4,670	4,924	Small	< 149	Small
Lacombe, Blackfalds and Lacombe County (Alix, Clive, Blackfalds, Bentley)	Central	7,135	7,531	Small	< 149	Small
Wetaskiwin and County (Alder Flats, Winfield, Gwynn) Ponoka and Rimbey	Central	5,549	6,190	Small	< 149	Small
Drumheller, Morrin, Munson, East Coulee, Delia, Rosebud, and Hanna; Three Hills, Huxley, Torrington, Linden, Acme, Swalwell, Carbon (Kneehill and Area)	Central	3,665	3,833	Small	< 149	Small
Innisfail and Red Deer County (Delburne, Elnora, Lousana, Bowden, Springbrook, Penhold, Markerville) Distance: Raven to Ardley	Central	3,950	4,188	Small	< 149	Small
Drayton Valley and Brazeau County (Breton, Lodgepole), Rocky Mountian House and Clearwater County (Leslieville, Caroline)	Central	3,925	4,247	Small	> 149	Medium
Wainwright, Chauvin, Irma, Edgerton, Provost, Hayter, Cadogan, Czar, Hughenden, Amisk,Hardisty	Central	2,705	2,826	Small	< 149	Small
Stettler and County of Stettler (Donalda, Erskine, Botha, Gadsby, Big Valley) ; Castor, Coronation, Consort	Central	2,190	2,302	Small	> 149	Medium
Olds, Didsbury, Carstairs, Cremona, and Sundre	Central	5,165	5,413	Small	< 149	Small
Edmonton- Central/City Centre	Edmonton	30,767	32,685	Large	< 149	Large
Edmonton SE (including Mill Woods)	Edmonton	30,767	32,685	Large	< 149	Large
Edmonton - North Central-	Edmonton	30,767	32,685	Large	< 149	Large

Proposed Network Area	Region	0-18 Population	Adjusted child Population Weighted for Indigenous Children 0-18 Population	FRN Size Based on Adjusted Child Population <11,000 S; 11-21,000 M; 21-35,000 L	Distance (kms)	FRN Sized Adjusted for Geographic Area: Size increased if Distance is >149 km
Edmonton North East	Edmonton	30,767	32,685	Large	< 149	Large
Edmonton South West and West	Edmonton	30,767	32,685	Large	< 149	Large
Edmonton Indigenous	Edmonton	30,767	32,685	Large	< 149	Large
Edmonton Indigenous	Edmonton	30,767	32,685	Large	< 149	Large
Sherwood Park and Strathcona County	Edmonton	25,205	26,241	Large	< 149	Large
St. Albert	Edmonton	16,570	17,326	Medium	< 149	Medium
Stony Plain and Parkland County	Edmonton	12,460	13,328	Medium	< 149	Medium
Leduc County (Thorsby, Warburg, Calmar, New Sarepta) , Devon and Beaumont	Edmonton	12,160	12,845	Medium	< 149	Medium
Fort Saskatchewan, Morinville and Sturgeon County (Red Water, Gibbons, Bon Accord, Legal)	Edmonton	11,335	12,140	Medium	< 149	Medium
Spruce Grove	Edmonton	9,690	10,390	Small	< 149	Small
Leduc	Edmonton	8,050	8,481	Small	< 149	Small
Hinton, Jasper and Grande Cache , and Edson including Yellowhead County (Evansburg, Wildwood, Marlboro, Peers)	North Central	6,650	7,407	Small	> 149	Medium
Cold Lake, Athabasca County (Boyle, Athabasca) and Lac La Biche and Plamondon	North Central	5,920	6,625	Small	> 149	Medium
Bonnyville and District MD (and Ardmore, and Fort Kent, and Glendon), St. Paul, Elk Point, Vilna, Ashmont	North Central	3,690	4,241	Small	< 149	Small
Vegreville, Lamont County (Lamont, Mundare, Chipman, Andrew); County of Two Hills (Two Hills, Willingdon, Myrnam, Derwent), Innisfree, Mannville	North Central	2,900	3,090	Small	< 149	Small
Westlock and Westlock County (Busby, Vimy, Pibroch, Fawcett); Barrhead, Thorhild, Smoky Lake, Waskatenau	North Central	2,545	2,801	Small	< 149	Small

Proposed Network Area	Region	0-18 Population	Adjusted child Population Weighted for Indigenous Children 0-18 Population	FRN Size Based on Adjusted Child Population <11,000 S; 11-21,000 M; 21-35,000 L	Distance (kms)	FRN Sized Adjusted for Geographic Area: Size increased if Distance is >149 km
Fort McMurray, Anzac, Sapre Creek, Gregoire Lake Estates, Conklin	Northeast	18,380	19,854	Medium	> 149	Large
Grande Prairie and Grande Prairie County No. 1	Northwest	24,005	25,754	Large	22	Large
Whitecourt, Mayerthorpe, Onoway, Swan Hills, Fox Creek, Valleyview	Northwest	4,840	5,406	Small	> 149	Medium
Peace River,Red Earth Creek , St. Isidore, Nampa, Manning, Grimshaw and Fairview, Bluesky, Whitelaw	Northwest	3,835	4,484	Small	< 149	Small
Slave Lake, Canyon Creek, Widewater, Big Lakes County (Includes High Prairie, Kinuso, Faust, Joussard, Enilda) MD of Smoky River (McLennan, Donnelly, Falher, Girouxville), Wabasca-Desmarais	Northwest	4,855	6,397	Small	> 149	Medium
McKenzie County (High Level, Rainbow Lake, Fort Vermilion, La Crete)	Northwest	1,615	1,933	Small	> 149	Medium
Lethbridge	South	21,435	22,847	Large	< 149	Large
Medicine Hat and Bow Island, Redcliff, and Oyen	South	17,205	18,107	Medium	> 149	Large
Coaldale, Lethbridge County (Barons, Nobleford, Shaughnessy, Diamond City, Iron Springs, Turin, Coalhurst, Picture Butte), Stirling, Raymond, Magrath (Cardston county but not Cardston)	South	7,195	7,493	Small	< 149	Small
Brooks, County of Newell (Rosemary, Duchess, Patricia, Tilley, Scandia, Rolling Hills)	South	6,570	6,762	Small	< 149	Small
Taber, Vauxhall, Grassy Lake and County of Forty mile No. 8 (Foremost and Bow Island)	South	4,180	4,249	Small	< 149	Small
Pincher Creek, Crowsnest Pass (Hillcrest Mines, Frank, Blairmore), MD Pincher Creek (Cowley, Lundbreck, Beaver Mines), Fort Macleod,	South	3,945	4,331	Small	< 149	Small

Proposed Network Area	Region	0-18 Population	Adjusted child Population Weighted for Indigenous Children 0-18 Population	FRN Size Based on Adjusted Child Population <11,000 S; 11-21,000 M; 21-35,000 L	Distance (kms)	FRN Sized Adjusted for Geographic Area: Size increased if Distance is >149 km
Porcupine-Willow Creek (Claresholm, Stavely, Granum), Cardston						
Metis Settlements area #1	Metis Settlements	Data Not Available	Data Not Available	Small	> 149	Medium
Metis Settlements area #2	Metis Settlements	Data Not Available	Data Not Available	Small	> 149	Medium
Metis Settlements area #3	Metis Settlements	Data Not Available	Data Not Available	Small	> 149	Medium
Total Child Population		**881,195**	**930,986**			
Average Per Network Area		**15,193**	**16,051**			
# SMALL				34		23
# MEDIUM				6		15
# LARGE				21		23
TOTAL GEOGRAPHIC NETWORK AREAS				**61**		**61**

APPENDIX C – Mandatory Requirements

Mandatory Requirements

Mandatory requirements for this EOI include:

☑ Proposals <u>must</u> be received by the date and time identified on the cover page of this EOI. Proposals should be delivered to the appropriate CS Regional office. Late Proposals will not be accepted and will be returned, unopened, to the Proponent,

☑ Proponents must send three (3) hard copies of their proposal and also include a USB disk (flash drive) with an electronic version of their proposal in their submission package. Proposals cannot be sent by email, fax, or website link. Submitted Proposals will not be returned,

☑ Proposals must be submitted in a sealed envelope and be clearly marked with the name of the EOI and closing date,

☑ Submission must include completed <u>Proposal Cover Page</u> *(please see Appendix D - Proposal Submission Cover Page)* and include signature from appropriate signing authority,

☑ Submission must be completed on <u>Proponent Response Form</u> *(please see Appendix F - Proponent Response Form)*,

☑ Submission must include signed <u>Proponent Commitment Statement</u> *(please see Appendix E - Proponent Commitment Statement)*,

☑ Proponent has indicated 'Yes' on all Commitment Statements identified on the Proponent Commitment Statement form,

☑ Proponent's submission must be accompanied by three (3) formal letters from collaborative partners that establish the organizational capacity of the proponent.

APPENDIX D - Proposal Submission Cover Page

(Date   , 2020)

Name of EOI:	**Family Resource Network EOI (2019)**
Proponent's Legal Name:	
Mailing Address:	
Name of Chief Executive Officer/Executive Director:	
Contact Person and Position for current EOI:	
Telephone:	
E-mail Address:	
Are you a sole proprietor?	**Yes** ☐ **No** ☐
Are you a legally incorporated organization?	**Yes** ☐ **No** ☐
If so, what year was your organization incorporated?	
How many years have you or your organization provided services in Alberta?	
Is your organization not-for-profit or for-profit?	☐ **not-for-profit** ☐ **for-profit**
Name and Position of Authorized Signing Officer:	

I am authorized to sign on behalf of the proponent to bind the proponent to statements made in response to this EOI.

_____   _____
Name of Authorized Signing Officer   *Signature*

APPENDIX E - Proponent Commitment Statement

Declaration	
1. The grant recipient commits to FRN service delivery starting without delay on April 1, 2020.	**Yes** ☐ **No** ☐
2. The grant recipient commits to EOI development and embedding of FRN Standards of Practice.	**Yes** ☐ **No** ☐
3. The grant recipient commits to EOI development and embedding of output and outcome monitoring and reporting processes.	**Yes** ☐ **No** ☐
4. The Grant Recipient will maintain the following insurance requirements for the full term of the grant: 'general liability insurance, in accordance with Alberta's *Insurance Act*, in an amount not less than $2,000,000.00 inclusive per occurrence, insuring against bodily injury, personal injury and property damage, including loss of use thereof.'	**Yes** ☐ **No** ☐

Certification

I hereby certify that the responses I have made to all of the 'Proponent Commitment Statement' on this declaration are true to the best of my knowledge. I understand that if this declaration is not completed in its entirety, if any of the information I provide in inaccurate, or if I have indicated 'No' to any of the above statements I will not have met all of the mandatory requirements for this EOI and I will be automatically disqualified. I understand that I am responsible for the correctness of this declaration. I hereby acknowledge that I have the authority to make this certification on behalf of the organization referenced below.

_____   _____

Signature   Date

_____

Print Name

APPENDIX F

Proponent Response Form

PART A.   SCOPE INFORMATION

Instructions: All proponents are required to complete Part A of the Proponent Response Form.

Section 1: Location Identification

Instructions: Part A Section 1 must be completed by <u>all</u> Proponents. Please identify the Children's Services (CS) Region for your proposed service delivery.

CS Region	Identify 1 CS Region
Calgary Region	☐
Central Region	☐
Edmonton Region	☐
North Central Region	☐
Northeast Region	☐
Northwest Region	☐
South Region	☐
Metis Settlements	☐

Section 2: Service Identification

Instructions: Part A Section 2 must be completed by <u>all</u> Proponents. Please clarify your proposed service delivery (select one option):

Proposed Service	Option
My organization is proposing to deliver a combination of FRN 'Hub-and-Spoke' services.	☐
My organization is proposing to deliver FRN 'Hub' services only.	☐
My organization is proposing to deliver FRN 'Spoke' services only.	☐

Section 3: Organizational Profile

Instructions: Part A Section 3 must be completed by all Proponents.

Please describe your understanding of the scope, objectives, and priorities of this EOI. Provide a brief organization profile that elucidates your strengths, organizational capacity, innovative practices, experience in delivering similar services, specializations etc.

Click or tap here to enter text.

Section 4: Community Needs Assessment

Instructions: Part A Section 4 must be completed by <u>all</u> Proponents. Please respond to the following Community Needs Assessment questions. Clarify and provide details relating to:

> A. **Describe the targeted/benefitting community, neighborhood, area (community being defined both as a geographic area and also as a social unit with shared norms, religion, values, customs, and/or identity). Include any relevant statistics, demographic information, identified vulnerabilities.**

Click or tap here to enter text.

> B. **Describe the community assets (factors within the community that improve the quality of community life for families, children, and youth) that currently exist within your proposed service delivery network area. What is already being done to address the needs?**

Click or tap here to enter text.

> C. **What support needs, risk factors, challenges have you identified relating to the families, infants, children, and youth within the proposed community?**

Click or tap here to enter text.

Section 5: Collaborative Partnerships

Instructions: Part A Section 5 must be completed by <u>all</u> Proponents.

> **Describe your formal and informal collaborations and partnerships and how they would contribute and support successful service delivery. Describe any complementary efforts, including other multisector collaborations in your community or region that could potentially enhance or align with the proposed work.**

Click or tap here to enter text.

PART B.   'HUB' SERVICES

Instructions: Only proponents interested in delivering 'Hub' services are required to complete Part B of the Proponent Response Form.   If a proponent is proposing to deliver multiple 'Hub' locations, Part B must be completed for each individual 'Hub'.

Section 1: FRN 'Hub' Services

Please specify address of proposed FRN 'Hub'. If currently unknown, please identify community.
Click or tap here to enter text.

Section 2: FRN 'Hub' Responsibilities

Section 3.2 'Hub-and-Spoke Service Delivery Components' of this EOI outlines 10 FRN 'Hub' responsibilities. Please describe how your proposed service delivery of 'Hub' services will accomplish, fulfill, and exceed these outlined responsibilities.
Click or tap here to enter text.

Section 3: FRN 'Hub' Approach

Please describe how your proposed FRN 'Hub' will implement, embed, and accomplish: **Appropriate program distribution relating to age cohorts (Section 3.3)**   **Core Service Delivery Domains (Section 3.4)**   **Appropriate distribution of Prevention and Early Intervention Continuum (section 3.5)**   **Family Resource Network Principle-based Practices (Section 3.6)**
Click or tap here to enter text.

Section 4: FRN 'Hub' Performance/Outcome Measurement

Relating to FRN 'Hub' Services, please describe your outcome and performance measurement approach and how it is aligned to the Well-being and Resiliency Framework.
Click or tap here to enter text.

Section 5: FRN 'Hub' Budget

For 'Hub' services (not including 'Spoke'-related programs and supports) please complete the below budget outline. Please note: if the Proponent is proposing both 'Hub' and 'Spoke' services, 'Spoke' programming budgets will be identified in a separate section.

> *Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.*

EXPENDITURE CATEGORY	<u>ANNUALIZED</u> EXPENDITURE
Service/program (please specify program): 'Hub' Services	
A. SERVICE DELIVERY STAFFING COSTS	
Client Development Staffing Salaries (include benefits and relief)	$Click or tap here to enter text.
B. 'OTHER' SERVICE DELIVERY COSTS	
Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.	$Click or tap here to enter text.
C. PROGRAM COSTS	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)	$Click or tap here to enter text.
D. FACILITY COSTS	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'	$Click or tap here to enter text.
E. ADMINISTRATION STAFFING COSTS	
Administrative Staffing Salaries (include benefits)	$Click or tap here to enter text.
F. 'OTHER' ADMINISTRATIVE COSTS	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other'	$Click or tap here to enter text.
G. 'OTHER' COSTS NOT IDENTIFIED (please specify)	
	$Click or tap here to enter text.
	$Click or tap here to enter text.
	$Click or tap here to enter text.
	$Click or tap here to enter text.

	$Click or tap here to enter text.
	$Click or tap here to enter text.
	$Click or tap here to enter text.
	$Click or tap here to enter text.
TOTAL ANNUALIZED 'HUB' BUDGET	$Click or tap here to enter text.

Section 6: FRN 'Hub' Additional Information

Please provide any additional information you deem relevant to the delivery of FRN 'Hub' Services.
Click or tap here to enter text.

PART C. 'SPOKE' SERVICES

Instructions: Only proponents interested in delivering 'Spoke' services are required to complete Part C of the Proponent Response Form. If a proponent is proposing to deliver multiple 'Spoke' services, please identify all separately in the chart below.

Section 1: FRN 'Spoke' Services

Please provide a description and details relating to your proposed FRN 'Spoke' services and programming:

Identify Key Activity/Program	Core Service Delivery Domain *(Identify primary domain)*	Universal/ Targeted/ Intensive	Specify Age Cohort *(please specify)*
Click or tap here to enter text.	☐ Child Development and well-being ☐ Caregiver capacity building support ☐ Social connections and supports	☐ U ☐ T ☐ I	☐ 0-6 years ☐ 7-13 years ☐ 14 + years ☐ Other *(explain below)* Click or tap here to enter text.
Please provide description of activity/program *(include information relating to evidence-informed/supported and best practice approaches):* Click or tap here to enter text.			
Click or tap here to enter text.	☐ Child Development and well-being ☐ Caregiver capacity building support ☐ Social connections and supports	☐ U ☐ T ☐ I	☐ 0-6 years ☐ 7-13 years ☐ 14 + years ☐ Other *(explain below)* Click or tap here to enter text.
Please provide description of activity/program *(include information relating to evidence-informed/supported and best practice approaches):* Click or tap here to enter text.			
Click or tap here to enter text.	☐ Child Development and well-being ☐ Caregiver capacity building support ☐ Social connections and supports	☐ U ☐ T ☐ I	☐ 0-6 years ☐ 7-13 years ☐ 14 + years ☐ Other *(explain below)* Click or tap here to enter text.

Please provide description of activity/program *(include information relating to evidence informed/supported and best practice approaches):* Click or tap here to enter text.			
Click or tap here to enter text.	☐ Child Development and well-being ☐ Caregiver capacity building support ☐ Social connections and supports	☐ U ☐ T ☐ I	☐ 0-6 years ☐ 7-13 years ☐ 14 + years ☐ Other *(explain below)* Click or tap here to enter text.

Please provide description of activity/program *(include information relating to evidence-informed/supported and best practice approaches):* Click or tap here to enter text.			
Click or tap here to enter text.	☐ Child Development and well-being ☐ Caregiver capacity building support ☐ Social connections and supports	☐ U ☐ T ☐ I	☐ 0-6 years ☐ 7-13 years ☐ 14 + years ☐ Other *(explain below)* Click or tap here to enter text.

Please provide description of activity/program *(include information relating to evidence-informed/supported and best practice approaches):* Click or tap here to enter text.			
Click or tap here to enter text.	☐ Child Development and well-being ☐ Caregiver capacity building support ☐ Social connections and supports	☐ U ☐ T ☐ I	☐ 0-6 years ☐ 7-13 years ☐ 14 + years ☐ Other *(explain below)* Click or tap here to enter text.

Please provide description of activity/program *(include information relating to evidence-informed/supported and best practice approaches):* Click or tap here to enter text.			
Click or tap here to enter text.	☐ Child Development and well-being ☐ Caregiver capacity building support ☐ Social connections and supports	☐ U ☐ T ☐ I	☐ 0-6 years ☐ 7-13 years ☐ 14 + years ☐ Other *(explain below)* Click or tap here to enter text.

Please provide description of activity/program *(include information relating to evidence-informed/supported and best practice approaches):*   Click or tap here to enter text.

Section 2: FRN 'Spoke' Services Implementation

Please describe how your proposed FRN 'Spoke' service/s will implement, embed, and contribute to the following:
- **Appropriate program distribution relating to age cohorts (Section 3.3)**
- **Core Service Delivery Domains (Section 3.4)**
- **Appropriate distribution of Prevention and Early Intervention Continuum (Section 3.5)**
- **Family Resource Network Principle-based Practices (Section 3.6)**

Click or tap here to enter text.

Section 3: FRN 'Spoke' Performance/Outcome Measurement

Relating to FRN 'Spoke' Services, please describe your outcome and performance measurement approach and how it is aligned to outcome areas identified in Section 3.8 'Outcome & Performance Measurement' and the Well-being and Resiliency Framework.

Click or tap here to enter text.

Section 4: FRN 'Spoke' Budget

For 'Spoke' services (not including 'Hub'-related services and supports) please complete the below budget outline. Please note: if the Proponent is proposing multiple 'Spoke' services and programs (i.e. Home Visitation, Youth Mentorship, Literacy Program etc.) the budget chart must be completed for each unique program/service. Add additional charts as needed.

Please note: the exact amount to be released is to be determined at the sole discretion of the Minister.

EXPENDITURE CATEGORY	ANNUALIZED EXPENDITURE
Service/program (please specify 'Spoke' program): Click or tap here to enter text.	
A. SERVICE DELIVERY STAFFING COSTS	
Client Development Staffing Salaries (include benefits and relief)	$Click or tap here to enter text.
B. 'OTHER' SERVICE DELIVERY COSTS	
Supplies and services associated directly with services, supports, and programming provided to clients	$Click or tap here to enter text.

including supplies and materials, program staff training, program staff travel etc.	
C. PROGRAM COSTS	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)	$Click or tap here to enter text.
D. FACILITY COSTS	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'	$Click or tap here to enter text.
E. ADMINISTRATION STAFFING COSTS	
Administrative Staffing Salaries (include benefits)	$Click or tap here to enter text.
F. 'OTHER' ADMINISTRATIVE COSTS	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other'	$Click or tap here to enter text.
G. 'OTHER' COSTS NOT IDENTIFIED (please specify)	
	$Click or tap here to enter text.
	$Click or tap here to enter text.
	$Click or tap here to enter text.
	$Click or tap here to enter text.
	$Click or tap here to enter text.
	$Click or tap here to enter text.
	$Click or tap here to enter text.
	$Click or tap here to enter text.
TOTAL ANNUALIZED 'HUB' BUDGET	$Click or tap here to enter text.

EXPENDITURE CATEGORY	ANNUALIZED EXPENDITURE
Service/program (please specify 'Spoke' program): Click or tap here to enter text.	
A. SERVICE DELIVERY STAFFING COSTS	
Client Development Staffing Salaries (include benefits and relief)	$Click or tap here to enter text.
B. 'OTHER' SERVICE DELIVERY COSTS	

Supplies and services associated directly with services, supports, and programming provided to clients including supplies and materials, program staff training, program staff travel etc.	$Click or tap here to enter text.
C. PROGRAM COSTS	
Insurance (i.e. general liability, errors and omissions, automotive, board liability, employer liability, property)	$Click or tap here to enter text.
D. FACILITY COSTS	
Rental/lease, mortgage/loan payment, utilities, maintenance/repairs, supplies, janitorial services, 'other'	$Click or tap here to enter text.
E. ADMINISTRATION STAFFING COSTS	
Administrative Staffing Salaries (include benefits)	$Click or tap here to enter text.
F. 'OTHER' ADMINISTRATIVE COSTS	
Including office expenditures (supplies, telecommunications, IT support), legal fees, advertising, staff recruitment, accounting/ audit fees, bank charges, consultant fees, organizational memberships, shared support service costs, 'other'	$Click or tap here to enter text.
G. 'OTHER' COSTS NOT IDENTIFIED (please specify)	
	$Click or tap here to enter text.
	$Click or tap here to enter text.
	$Click or tap here to enter text.
	$Click or tap here to enter text.
	$Click or tap here to enter text.
	$Click or tap here to enter text.
	$Click or tap here to enter text.
	$Click or tap here to enter text.
TOTAL ANNUALIZED 'HUB' BUDGET	$Click or tap here to enter text.

Section 5: FRN 'Spoke' Additional Information

Please provide any additional information you deem relevant to the delivery of FRN 'Spoke' Services.
Click or tap here to enter text.