

South Alberta FASD Network

Policy & Procedure Handbook

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Introduction

Purpose of the Policy and Procedure Handbook

The purpose of the Handbook is to set forth the formal policies and procedures of the South Alberta FASD Society, also known as “The South Alberta (SA) Fetal Alcohol Spectrum Disorder (FASD) Service Network” for the guidance of the services and supports to individuals, their families, and the communities in which they live, by the Board of Directors of the Society, known as “The Leadership Team”, the Members of the Society, other volunteers and those contracted to The Network.

All parties shall be responsible for the implementation of the approved policies and procedures. The Network shall comply with all applicable federal and provincial acts and regulations concerning the operation of its programs and services.

In cases where a policy or procedure of The Network contravenes any of the above acts & regulations, the disputed act or regulation shall take precedence and the policy or procedure shall be amended to comply.

The manual is divided up into five (5) policy sections to address the different policy areas within The Network and two (2) appendices. They are:

- 1. Governance (100’s)
- 2. Programs & Services (200’s)
- 3. Financial (300’s)
- 4. Contracts (400’s)
- 5. Promotions & Communication (500’s)
- 6. Terms of References (600’s)
- 7. Appendices (700’s)
- 8. Appendix B – Society’s By-Laws

The templates and documents in Appendix A noted in this document are for information purposes only. They are not a formal part of this handbook and therefore do not require formal Leadership Team approval for changes. It is The Network Coordinator’s responsibility to update the appendices as needed.

The Policies and Procedures developed in this handbook were written to comply with the Alberta FASD Cross-Ministry guidelines, but are reflective of The Network as a whole.

Use of Language

Article 2 of the Society’s by-laws offers definitions and interpretations of key words used in the governance section of this document. A copy of the Society’s by-laws can be found in Appendix B of this Policy and Procedure Handbook.

Mission, Vision and Values

Vision

The Community served by the SA FASD Network has a comprehensive and coordinated regional response to FASD across the lifespan and a continuum of services that is respectful of individual, family, culture, and community diversity.

Mission

The SA FASD Network is committed to increasing regional capacity through the enhancement of existing and the development of new FASD services in four primary areas of focus:

- Awareness,
- Prevention,
- Assessment and Diagnosis, and
- Supports for Individuals and Caregivers.

Goals

The goals of the SA FASD Network are:

- To provide leadership, co-ordinate service delivery and build community capacity to support individuals affected by FASD across the lifespan.
- To demonstrate and foster collaboration and coordination among all services relating to the FASD community.
- To develop opportunities for interaction and networking within the FASD community.
- To identify community needs and service gaps.
- To develop mechanisms to broadly share relevant information, thereby increasing awareness of services and activities within the FASD community.
- To provide opportunities to share and celebrate success.
- To direct and appropriately manage funds provided by Community and Social services and other funders.

Beliefs

Members of the SA FASD Network believe the following:

- FASD has wide-ranging impacts on society as a whole.
- FASD is a preventable disability.
- Supports to mothers and families during pregnancy can lead to better birth outcomes.
- Timely and proper diagnosis, planning and support are critical to improving the lives of those affected by FASD.
- Diagnosis and assessment is the cornerstone of effective individualized support planning and will facilitate the prevention of other adverse outcomes.
- Support plans must take into consideration the changing needs of those affected by FASD across the lifespan.
- A strength-based approach to individuals affected by FASD and their supports will lead to improved outcomes.

- Community response must focus on prevention, intervention and support across the lifespan.

Principles

The SA FASD Network will strive to:

- 1.1. Develop a collaborative and flexible approach;
- 1.2. Align with provincial strategic directions and identified direction-setting documents;
- 1.3. Promote a strength-based approach;
- 1.4. Address needs across the life span without barriers;
- 1.5. Focus on accountability and transparency;
- 1.6. Build on existing capacity to address identified needs;
- 1.7. Be respectful of a wide range of perspectives; and
- 1.8. Use a Gender Based Analysis + (GBA+) lens to inform services
- 1.9. A commitment to evaluation and continuous improvement

1. Governance 100

101 – Policy and Procedure Reviews and Updates

Policy Type	Governance	Creation Date:	January 2013
Policy Title	101 – Policy and Procedure Reviews and Updates	Approval Date:	June, 2013
Date of Review:	February 6, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

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

Procedures:

01. The Governance, Policy and Procedure Committee, is responsible for the development and review of policies and procedures, according to a standard policy development template (See Appendix 6, Section 601).
02. The Leadership Team Executive is acting as the Governance, Policy & Procedure Committee. They may appoint other members to the Committee as needed.
03. The Network Coordinator, Committee Chairs and the Leadership Team may identify specific policies and procedures in need of review or revision and will ask the Leadership Team to proceed with the review and/or revision.
04. In addition, the Governance, Policy and Procedure Committee will undertake a comprehensive review of all policies and procedures every three years.
05. Any revisions to Policies and Procedures have to be approved by the Leadership Team, with the exception of the appendices.
06. The Network Coordinator will retain the Master Copy of the Policy and Procedure Handbook.

102 - Constitution of Leadership Team

Policy Type	Governance	Creation Date:	January 2013
Policy Title	102 – Constitution of Leadership Team	Approval Date:	June, 2013
Date of Review:	February 6, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The SA FASD Network has a defined composition and structure for the governance of The Network, which is representative of the area it serves. The Leadership Team is the Board of Directors of the SA FASD Network.

Procedures:

- 01. The Network Leadership Team shall be comprised of members reflective of the the FASD Cross-Ministry Committee. As such, the Leadership Team will see active representation from the following sectors: human services, health, education, Indigenous relations, and justice.
- 02. In addition, The Network Leadership Team and Network members will seek representation from agencies providing services, from the community, and one caregiver of an individual diagnosed or suspected of FASD. Within this the Leadership Team will strive to develop and maintain an effective representation for the rural areas as well as consideration given to fair representation from across the entire region.
- 03. At the Annual General Meeting, Network members can suggest names for consideration for the Leadership Team.
- 04. The Leadership Team will be comprised of a Chair and a minimum of 7 members and a maximum of 15 members.
- 05. The Leadership Team members will serve for a three (3) year term to a maximum of two (2) consecutive terms.
- 06. The Leadership Team Executive shall be comprised of the Chair and 2 to 4 members to a maximum of 5 with Cross Ministerial and community representation. The Executive will be elected annually from the Leadership Team members at the first meeting following the AGM. The Network Coordinator is an ex-officio member of the Executive.

07. If the Leadership Team uses Co-chairs, their term shall be 2 years unless a one-year term is needed for one Co-chair to accomplish a staggered term for the Co-chairs. Chairs and Co-chairs may be elected for a second term.
08. Quorum is defined as a majority of Leadership Team members. Majority is defined as more than half the current Leadership Team members.

103 - Leadership Team Members' Roles & Responsibilities

Policy Type	Governance	Creation Date:	January 2013
Policy Title	103 – Constitution of Leadership Team	Approval Date:	June, 2013
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Policy:

The Leadership Team is the governing body that represents and directs the South Alberta FASD Network, and is responsible for conducting the affairs of the Society in accordance with the objectives set out in the mission statement, and in accordance with the bylaws governing The Network.

Procedures:

- 01. The Leadership Team is deemed responsible for:
 - Leadership of The Network: ensuring the strategic direction of The Network is consistent with the Society’s by-laws and Funders’ operating grant policies, and ensuring that the operation of The Network is effective in achieving its goals;
 - Directing and appropriately managing funds for the priorities outlined in the annual budget of the Society, and its approved grant & funding applications and/or business plans;
 - Monitor the performance of The Network, by acquiring and reviewing measures of performance, and by holding operational staff and funded service providers accountable for success; and
 - Reporting to Funders on The Network’s actions and results as per contractual agreements.
 - Establish and maintain a Policy & Procedures Handbook for The Network;

- 02. Leadership of The Network includes the following specific responsibilities:
 - Engage the members of the FASD Network to assess community needs for FASD supports and services within The Network catchment area, at least every third year;
 - Maintain and build the Leadership Team
 - Establish and maintain a structure to carry out the Leadership Team’s work.

- Develop and submit Business Plans, Grant Applications and Addendum as per Funder's Requirements.
- Authorize long-and short-term plans;
- Engage partners and connect with other supports to enhance collaboration, co-ordinate service delivery and build community capacity;
- Interpret the community needs and/or capacities for The Network;
- Hire or contract a Network Coordinator, a Contract Manager and other staff / contractors as required to support the efforts of The Network;
- In the event The Network Coordinator or the Contract Manager have a temporary, planned or unplanned, short term or long term absence, develop and implement a temporary leadership strategy.
- Clearly define and document the roles and responsibilities of the FASD Network, including The Network Leadership Team, Network Coordinators, Network Banker, service providers and any additional operational staff;
- Design a Network structure; and
- Ensure that The Network has board and general liability insurance as well as automobile coverage for staff travelling.

03. Directing and Managing FASD Network Program Funds includes the following responsibilities:

- Establish Network funding criteria and decision-making processes to govern the distribution of funds received the Ministry of Community and Social Services and other Funders.
- Develop contracting processes for the procurement of services that are open, transparent and fair, and demonstrate competencies in contract management
- Establish and maintain formal agreements with a Network Banker to receive, hold and disburse FASD Network Program funds and other funds as directed;
- Ensure that there are contract management processes in place for The Network to establish and maintain written agreements with service providers;
- Contracting processes will be open, transparent and fair, as outlined in the Government of Alberta Contract Management Competencies (Appendix E of Operating Grant Policies)
- Overseeing the fund development initiatives of The Network; and
- Ensure that funded service providers, or those who are being considered for funding, do not participate directly in Network funding decision-making.

04. Monitoring the performance of The Network includes the following responsibilities:

- Ensure that there are written agreement processes in place to monitor service providers and ensure compliance with Funders' Operating Grant Policies;
- Establish procedures for sharing information and dispute resolution;
- Ensure that programs and services funded by The Network comply with appropriate privacy legislation (i.e., the Freedom of Information and Protection of Privacy Act and the Health Information Act);
- Participate in Network Program evaluation activities undertaken by the FASD-CMC and other Funders, as appropriate;
- Ensure there are processes in place to monitor the success of network operations, the performance of operational staff and the provision of a continuum of services; and
- Ensure that funded service providers or staff members employed by or accountable to a Network member who are receiving funds do not participate in the oversight of the written agreements.

05. Financial Reporting includes the following specific responsibilities:

- Comply with financial and other reporting requirements of the Ministry of Community and Social Services (who provides funding under the leadership of the FASD-CMC funding, in their role as administrative lead for the FASD Network program) and/or other Funders.
- Set the budget.

06. Reporting and Advisory roles

- For FASD-CMC initiatives and funding, liaise with the Provincial Coordinator by assigning one or more members of the Leadership Team to participate in the Provincial Network Leadership Team and to represent The Network in communication with the Provincial Coordinator; and
- Represent The Network in other provincial FASD initiatives, as appropriate.
- Promote The Network and its beliefs to the community;

07. The Leadership Team Chair will determine the date and time frame of Leadership Team Meetings.

08. All decisions reached by the Leadership Team will be publicly supported by all members. Individuals may sometimes disagree with the decisions reached as a

Leadership Team; nevertheless, the decision of the Leadership Team will be supported and endorsed by all members regardless of individual views.

09. Standing Committees - Leadership Team members are expected to serve on a Standing Committee for the duration of their term as a Leadership Team member.
10. Approval of documents: The Leadership Team is responsible for approving the following documents:
 - Minutes of Leadership Team meetings
 - Contract with Banker
 - Quarterly Financial report

104 – Executive Roles and Responsibilities

Policy Type	Governance	Creation Date:	January 2013
Policy Title	104 – Executive Roles and Responsibilities	Approval Date:	June, 2013
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Policy:

The Leadership Team consists of an Executive that have defined roles and responsibilities.

Procedure:

01. The Leadership Team Executive shall be comprised of the Chair or two Co-Chairs and 2 to 4 members to a maximum of 5.

02. The Executive will be elected annually from the Leadership Team members at the first meeting following the AGM. The Network Coordinator is an ex-officio member of the executive.

03. Roles/Responsibilities of the Chair: the Chair will provide leadership, and will support the Leadership Team in successfully fulfilling its governance role. In particular, the Chair will:
 - Call meetings of the Leadership Team at times and in a manner consistent with The Network’s Policy and Procedure Handbook;
 - Preside at all meetings of the Leadership Team;
 - Appoint ad-hoc committees and provide details of duties of such committees with the sanction of the Leadership Team;
 - Provide supervision to The Network Coordinator and The Network Contract Manager;
 - Work with The Network Coordinator to ensure that all FASD-CMC and other Funders’ reporting requirements are completed in a timely and accurate way;
 - Be one of the signing officers of The Network;
 - Be and ex-officio member of all committees; and
 - Perform such duties as may be specified by the Leadership Team.
 - Approval of documents:
 - i. Agreements with Funders

- ii. Contracts with funded agencies (together with Network Coordinator)
- iii. Letters of agreement with Banker, admin support and other contracted parties (together with Banker)
- iv. Letters of agreement with Network Coordinator and Contract Manager
- v. General and Liability insurance documents

04. Roles and Responsibilities of all Executive Team members include but are not limited to:

- Coordinating the mentoring of new Leadership Team members;
- Representing The Network in the community;
- Initiating Leadership Team consideration of emerging issues;
- Ensuring prescheduled quarterly meetings are organized and the membership is informed of meeting time and location at least 21 (twenty-one) days in advance;
- Ensuring the notice of meetings includes minutes from the prior meeting and an agenda for the upcoming meeting;
- Ensuring that decision-making processes are organized and understood;
- Ensuring that all meeting proceedings are recorded properly;
- Providing direction to, monitor and evaluate The Network Coordinator and Contract Manager;
- Chairing Leadership Team meetings and facilitating Leadership Team deliberations;
- Ensuring an annual performance evaluation of the Coordinator and the Contract Manager occurs (see Appendix 7, section 708 for an evaluation template);
- Ensuring all service delivery Network initiatives are implemented as approved by Network funders;
- Facilitation of dispute resolution as required; and appoint legal counsel as necessary;
- Maintenance of up-to-date records that are accessible to the FASD Cross-Ministry Committee; and
- Being a member of the Governance, Policy and Procedures committee.

05. Financial Responsibilities

- Direct and appropriately manage Network funds;
- Recognize and uphold all fiduciary responsibilities vested to the Board of Director/Leadership Team;
- Prepare an annual budget;
- Appoint an auditor;

- Solicit funding proposals or other expressions of interest from the community and communicate clearly the expectations and criteria for these proposals;
- Develop and implement a transparent process for making funding decisions according to funding criteria;
- Review funding decisions and contracts annually;
- Establish and review Network funding criteria and decision-making processes to govern the distribution of funds received through the FASD-CMC and other potential funders;
- Ensure that there are contract management processes in place for The Network to establish and maintain written agreements with service providers, employees and contractors;
- Be a member of the Finance Review committee;
- Review procedures for accountability at all levels of The Network; and
- Ensure that The Network complies with financial and other reporting requirements of the FASD-CMC and other potential funders.

06. Standing Committees - Leadership Team/Executive members are expected to serve on a Standing Committee and on ad-hoc committees for the duration of their term as a Leadership Team member.

105 - Network Coordinator’s Roles and Responsibilities

Policy Type	Governance	Creation Date:	January 2013
Policy Title	105- Network Coordinator’s Roles & Responsibilities	Approval Date:	June, 2013
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Date of Review:		If policy was revised, date of approval:	

Policy:

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

Procedures:

01. The Network Coordinator acts as a facilitator and administrative coordinator for implementing Network operational priorities.
02. The Network Coordinator reports to the Chair of the Leadership Team.
03. The terms and conditions of the position, including but not limited to, expected hours of work, financial compensation, and expenses shall be approved on a yearly basis.
04. The Network Coordinator’s duties are outlined in the contractual letter of agreement, to be signed yearly (found in Appendix 7, section 702). The letter will include clear agreements regarding supervision, direction and accountability for performance.
05. Key accountabilities of The Network Coordinator’s position include, but are not limited to:
 - Oversee the planning and coordination of The Network;
 - Facilitate the meetings of The Network, including the Annual General Meeting;
 - Facilitate and support Network Strategic Planning meetings on a regular basis, at least every 3 years;
 - Liaise with the Alberta FASD CMC and other Funders on behalf of The Network;

- Liaise with contracted agencies and Network banker on behalf of The Network;
- Be The Network's primary contact for the FASD CMC, the media, Network members, stakeholders, and the general public;
- Prepare and maintain records and reports, such as financial reports, budgets, interim and annual reports; business plans, strategic plans... for the Society;
- Facilitate and support the preparation of all reports and documentation for the FASD-CMC and other Funders, as required. Work with agencies to gather information as needed;
- Coordinate evaluation requirements of The Network and funded agencies;
- Coordinate Network communications and social media sites;
- Maintain current contact information for all Network members and potential members;
- Research information and report training and development opportunities for all persons working with individuals affected by FASD;
- Help to facilitate community development for The Network;
- Participate in Provincial Network Committees as appropriate;
- Maintain the Society's archives;
- Coordinate an annual Network Banker service quality and compliance review;
- Complete and submit all program reports required by funders and submit copies of all reports to the Banker.
- Approval of documents:
 - i. Contracts with funded agencies (together with Network Chair)
 - ii. Letters of agreement with Banker, admin support and other contracted parties (together with Banker)
- Other duties as identified by the Leadership Team.

11. The Network may appoint one person to be The Network Coordinator as well as the Contract Manager.

12. The Network Coordinator's role may be shared by two individuals.

Qualifications of The Network Coordinator:

- Master's Degree in a relevant field (a Bachelor's Degree with extensive experience may be considered).
- Minimum 5-7 years of relevant experience within the human services field.
- Prior experience in a management-based position.

- Prior experience with strategic plans and related reporting.
- Knowledge of FASD issues.
- Understand community development process.

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

The Coordinator must be an active listener and learner, service oriented, a critical thinker, a problem solver, able to speak clearly and effectively, and able to handle conflict.

The Coordinator must also have good time and organization management, the ability to monitor self and others, good interpersonal skills, and the ability to compile the Network information.

106 - Contract Manager’s Roles & Responsibilities

Policy Type	Governance	Creation Date:	January 2013
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Date of Review:		If policy was revised, date of approval:	

Policy:

The Contract Manager is accountable to the Chair of the Leadership Team to create, administer and enforce written agreements that govern funded service delivery as directed by The Network Leadership Team.

Procedures:

01. The Contract Manager reports to the Chair of the Leadership Team.
02. The contract manager must possess the necessary competency and capacity to ensure and to demonstrate accountability of service providers to Network contracts.
03. The terms and conditions of the position, including but not limited to, expected hours of work, financial compensation, and expenses shall be approved on a yearly basis.
04. The Contract Manager’s duties are outlined in the sample letter of agreement, found in Appendix 7, section 703.
05. During the length of the agreement, the Contract Manager shall:
 - Draft and administer written Service Level Agreements for funded service providers under the direction of The Network Leadership Team;
 - Ensure that programs and services funded by The Network comply with appropriate privacy legislation (Freedom of Information and Protection of Privacy Act and Health Information Act);
 - Ensure that programs and services funded by The Network are provided by accredited service providers.
 - Provide oversight by ensuring that service providers are compliant with written Service Level Agreements and by directly enforcing agreement provisions (service, financial and other reporting). This includes:

- i. - Identify and communicate compliance issues to The Network Leadership Team;
 - ii. - As needed and when directed by The Network Leadership Team, initiate legal or other action to ensure accountability of funded service providers;
- Demonstrate to The Network Leadership Team that service providers are compliant with written Letter of Agreement through consistent reporting to The Network Leadership Team;
 - Complete and document with funded service providers “Service Quality Review and Compliance Interviews” biannually;
 - Maintain up-to-date records that are accessible to The Network Leadership Team, the FASD CMC and Provincial Coordinator.

05. The Contract Manager cannot be a Network member receiving FASD-CMC or other program funds to provide FASD programs or services. To play both of these roles would create an unacceptable conflict of interest situation.

06. The Contract Manager cannot be employed by or in any way accountable to a Network member who is receiving FASD-CMC or other program funds.

07. The Network may appoint one person to be The Network Coordinator as well as the Contract Manager.

Qualifications of The Network Contract Manager:

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

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

The Contract Manager must be an active listener and learner, service oriented, a critical thinker, a problem solver, able to speak clearly and effectively, and able to handle

conflict. The Contract Manager must also have good time and organization management, ability to monitor self and others, good interpersonal skills, and the ability to compile the Network information.

107 - Constitution of Standing Committees

Policy Type	Governance	Creation Date:	January 2013
Policy Title	107- Constitution of Standing Committees	Approval Date:	June, 2013
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Policy:

The Leadership Team will have designated Standing Committees, responsible and accountable to the Leadership Team for specific areas of work.

Procedures:

01. The following standing committees will be developed in the SA Network:

- a) Communications & Promotions
 - i. Leadership Team Chair, Ex-officio
 - ii. Coordinator, Ex-officio
 - iii. Minimum one member from the Leadership Team.
 - iv. Minimum of two other members

Terms of reference for the communication & promotion committee are found in Appendix 6, section 602.

- b) Professional Development Committee
 - i. Leadership Team Chair, Ex-officio
 - ii. Coordinator, Ex-officio
 - iii. Minimum one member from the Leadership Team.
 - iv. Minimum of two other members

Terms of reference for the Professional Development Committee are found in Appendix 6, section 603.

- c) Governance, Policy & Procedure
 - i. Leadership Team Chair, Ex-officio
 - ii. Coordinator, Ex-officio
 - iii. Minimum one member from the Leadership Team.
 - iv. Minimum of two other members

Terms of reference for the governance, policy and procedure committee are found in Appendix A, section 601.

The Executive is acting as the Governance, Policy & Procedure Committee. They may appoint other members to the Committee as needed.

02. Standing Committees will function according to their respective terms of reference, approved by the Leadership Team. Copies of the terms of reference for each committee will be included in Appendix 6 of the Policy and Procedure Handbook.
03. Terms of reference shall, at a minimum, consist of:
 - a) Purpose
 - b) Goals
 - c) Membership
 - d) Structure
 - e) Meeting frequency
 - f) Meeting calling and notice procedures
 - g) Scope of Leadership Team delegated decision-making authority
 - h) Record keeping and reporting procedures
04. Standing Committees will review their Terms of Reference annually.
05. Standing Committees have an indefinite term.
06. The Leadership Team will appoint the Chair of each Standing Committee.
07. The Standing Committee Chair will ensure that information for Leadership Team discussion and decision-making is provided to the Coordinator for distribution to each Leadership Team member, prior to each Leadership Team meeting. Information brought to a Leadership Team meeting without prior distribution will be deferred to the next Leadership Team meeting for a decision.
08. Leadership Team members are expected to serve on a Standing Committee for the duration of their term as a Leadership Team member.
09. Standing Committees are responsible and accountable to the Leadership Team.

108 - Ad-Hoc Network Committees

Policy Type	Governance	Creation Date:	January 2013
Policy Title	108- Ad-Hoc Network Committees	Approval Date:	June, 2013
Date of Review:	February 6, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Leadership Team may utilize Ad-Hoc Committees to assist in the carrying out of specific work of the Leadership Team for a specified period of time.

Procedures:

- 01. The Leadership Team may create Ad-Hoc Committees as required to support the Leadership Team in its governing role.
- 02. Ad-Hoc Committees of the Leadership Team:
 - a) Members may include members of the Leadership team, The Network or non-members at the discretion of the Leadership Team.
 - b) The Leadership Team will appoint the Chair of each Ad-Hoc Committee.
 - c) Ad-Hoc Committees will operate according to a Terms of Reference and a budget approved by the Leadership Team.
 - d) Ad-Hoc Committees will be time and task specific.
- 03. The Ad-Hoc Committee Chair will determine the date and time frame of Committee Meetings.

109 – Meeting Frequency and Procedures

Policy Type	Governance	Creation Date:	January 2013
Policy Title	109 – Meeting Frequency and Procedures	Approval Date:	June, 2013
Date of Review:	February 6, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The business of The Network is dealt with in a timely manner.

Procedures:

Leadership Team Meetings

- 01. Meetings of the Leadership Team will be held at least six times per year, or more often as required.
- 02. The Leadership Team may, by motion, decide to hold additional meeting at any time and place it deems fit.
- 03. The Chair will ensure that each member of the Leadership Team receives a notice of the meeting indicating the date, time, place, and business to be dealt with at least twenty-four (24) hours prior to the time of any special meeting.
- 04. The Leadership Team Chair may call a special meeting of the Leadership Team upon shorter notice than twenty-four (24) hours, either oral or written, as long as the notice outlines the time and place of the meeting, and outlines the business to be transacted, and a majority of the Leadership Team are present and give written consent to the holding of the meeting.

Membership Meetings

- 05. General membership meetings are prescheduled quarterly.
- 06. The Annual General Meeting will take place thirty days to one hundred days from the close of the fiscal year.
- 07. The Leadership Team or the Chair of the Leadership Team have the authority to call Special Meetings of The Network.
- 08. The leadership team will follow the Procedures outlined in the Society’s bylaws to call Network meetings and will ensure that the required quorum for each type of meeting is met before calling the meeting to order.

09. All meeting proceedings will be recorded.
10. Members are responsible to approve the following documents:
- a. Minutes of Membership meeting
 - b. Annual report
 - c. Annual financial report
 - d. Annual Budget
11. Timely and accurate reporting of meetings will be completed as required by the Society's bylaws.
12. Up to date records will be maintained and are accessible to Network Members and others, such as the Society's or a Funder's auditor, or the Funders' auditors.
13. The Chair may cancel meetings at their discretion.

Strategic planning meetings

14. Strategic planning meetings will be scheduled at least every three years.

110 – Leadership Team Meeting Attendance

Policy Type	Governance	Creation Date:	January 2013
Policy Title	110 – Leadership Team Meeting Attendance	Approval Date:	June, 2013
Date of Review:	February 6, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

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

Procedures:

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

111 – Leadership Team Development

Policy Type	Governance	Creation Date:	January 2013
Policy Title	111- Leadership Team Development	Approval Date:	June, 2013
Date of Review:	February 6, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

Leadership Team members receive the professional development they require to fulfill the expectations of their positions and of the team.

Procedures:

- 01. The SA FASD Network believes that Leadership Team development is critical to the strength and wellbeing of the Leadership Team as a whole.

- 02. Leadership Team development priorities are to be identified:
 - a) Annually prior to budget development as part of business planning.
 - b) With the intention to support the actualization of The Network vision, mission and objectives.

- 03. An annual budget line for Leadership Team development will be included as part of the Leadership Team operational budget.

- 04. According to Volunteer Alberta Resource Centre, in order to minimize liability, each Leadership Team member is encouraged to:
 - a. Know and support the organization’s beliefs, vision, mission, target, and aims statements;
 - b. Attend leadership team meetings and assigned committee meetings;
 - c. Read pre-meeting material before each meeting;
 - d. Be familiar with the policies and procedures;
 - e. Be familiar with the minutes of the leadership team meetings, Network meetings and assigned committees meetings;
 - f. Know the responsibilities and functions of the leadership team and its committees;
 - g. Know who is authorized to sign cheques, and for what amounts;
 - h. Monitor the community’s response to the organization’s programs and services; and
 - i. Participate in approving the annual budget, audit, annual financial report, and periodic financial statements.

112 – Public Involvement at Leadership Team Meetings

Policy Type	Governance	Creation Date:	January 2013
Policy Title	112 – Public Involvement at Leadership Team Meetings	Approval Date:	June, 2013
Date of Review:	February 6, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Leadership Team values transparency and community involvement. As such, Leadership Team meetings are typically open to the public. In-camera sessions should be limited in occurrence and time.

Procedures:

- 01. The Leadership Team will communicate the dates of its meetings to all Members in advance of the meeting.
- 02. In-camera sessions may only be held in the absence of the public and/or contracted individuals (at the discretion of the Leadership Team) when the subject matter being considered concerns:
 - a) Personal information of an individual, including a contracted party.
 - b) Contract relations or negotiations.
 - c) A law enforcement matter, litigation or potential litigation, including matters before administrative tribunals.
 - d) The consideration of a request for access for information under the Freedom of Information and Protection of Privacy Act when this request comes to the Leadership Team as an appeal.
 - e) Inconclusive issues which may adversely affect the public interest by premature public disclosure.
- 03. No other subject matter is to be considered in the absence of the public.
- 04. Members of the public may be invited to make presentations to the Leadership Team for information. Invitations should be made by consensus of the Leadership Team or executive at a meeting prior to the invitation being extended.

113 – Leadership Team Orientation

Policy Type	Governance	Creation Date:	January 2013
Policy Title	113 – Leadership Team Orientation	Approval Date:	June, 2013
Date of Review:	February 6, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

Leadership Team members are supported by the Leadership Team to fully participate in the governance of The Network.

Procedures:

- 01. When joining the SA FASD Network, new Leadership Team Members will receive orientation in the following areas:
 - a) Society Bylaws and Policy & Procedures Handbook
 - b) Leadership Team governance
 - c) Individual Leadership Team member responsibilities
 - d) Services and supports provided by The Network
 - e) Coordinator responsibilities
 - f) Leadership Team Organizational Chart
 - g) FASD and the FASD Network model
- 02. Leadership Team orientation sessions will be developed and implemented by the Coordinator
- 03. Leadership Team members will be provided with copies of the Bylaws, the Policy & Procedures Handbook, background information and other relevant resources.
- 04. Leadership Team members will be given a set of criteria by which they can conduct an annual Leadership Team evaluation – see Policy #119.

114 - Expense Reimbursement

Policy Type	Governance	Creation Date:	January 2013
Policy Title	214 -Expense Reimbursement	Approval Date:	June, 2013
Date of Review:	February 6, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

Leadership Team members, and others on official duty on behalf of The Network, are volunteers, however they are supported to attend and participate in Leadership Team related duties.

Procedures:

- 01. Leadership Team Members, and others on official duty on behalf of The Network, attending development events and meetings will be compensated based on rates approved by the Finance Committee. Registration, accommodation, meals and travel will be paid as determined by the Leadership Team in accordance with the Finance Travel and Subsistence Rates Policy #303.
- 02. In the event of special considerations regarding expenses the Leadership Team is the final arbiter.
- 03. Pre-approval is required for all reimbursable expenses incurred by Leadership Team members, or others on official duty on behalf of The Network.
- 04. Pre-approval is required for all reimbursable expenses incurred by the Coordinator that are over \$1,000.00.

115 – Conflict of Interest

Policy Type	Governance	Creation Date:	January 2013
Policy Title	115 – Conflict of Interest	Approval Date:	June, 2013
Date of Review:	February 6, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

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

Procedures:

- 01. Definition: A conflict of interest refers to a situation in which private interests, personal considerations, or agency oriented interests may affect a member’s judgment in acting in the best interest of the Network. This includes situations that result in or may be reasonably perceived to result in:
 - a) An interference with the objectivity with which the member is expected to exercise responsibilities and duties to and on behalf of the Network; and/or
 - b) An advantage or material gain to the member, and/or to other persons with whom the member does not deal at arm’s length, by virtue of the relationship of the member to the Network.
- 02. Conditions: The rules and examples that follow do not exhaust the possibilities for conflict of interest, but they identify obvious situations covered by the policy.
- 03. Special treatment: Members of The Network are not allowed to use their positions within the Network to give anyone special treatment that would advance their own interests or that of any agency associates.
- 04. Outside activities: Members of The Network may not engage in any outside work or business activities that conflict with their roles and responsibilities as a Network member, which use their knowledge of confidential plans, projects or information about Network holdings and that will or is likely to negatively influence or affect them in carrying out their roles and responsibilities as Network members.
- 05. Confidential Information: Network members may not disclose confidential or privileged information about the affairs of the Network or member agencies, or

use confidential information to advance personal or others' interests. Network members may not divulge confidential or privileged information about Network members without those members' written authorization.

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

06. Financial interests: Network members who have financial interests in a Network contract must not represent or advise the Network in such transactions.
 - a) Network Program funded service providers; those being considered for funding, any staff member employed by or in any way accountable to a Network member who is receiving funds from the Service Network Program and Human Services employees cannot participate directly in Network funding decision-making.
 - b) Network Program funded service providers, any staff member employed by or in any way accountable to a Network member who is receiving funds from the Service Network Program and Human Services Employees cannot participate in the oversight of written agreements.
07. Requirement to report: If Network members or agency associates have a personal or financial interest that might present a conflict or bias in connection with their Network roles and responsibilities they must report this conflict to the Leadership Team chair or designate in writing.
08. Reporting a conflict: When a Network member reports a conflict of interest to the Leadership Team Chair in writing, a copy is forwarded to Executive. If a Network member reports wrongdoing on the part of a Leadership Team Chair they should report this in writing directly to the Executive.
09. Failure to comply: Network members who fail to comply with this policy may be asked to resign their membership with the Network.
10. Implementation: The Leadership Team Chair must make the policy available to all members of the Network. Members who need assistance interpreting the rules and how they apply to specific situations may discuss with the Leadership Team Chair and/or Network Coordinator. Conflict of interests should be resolved in a manner that most fully gives effect to the proceeding policy. This may require that a Network member desist from certain actions or activities through which the conflict of interest arose or may arise. Resolutions that impair the ability of Network members to fulfill their roles and responsibilities to the Network must be avoided.

11. Financial Interests

- a) Leadership team members who have financial interest in a Network contract must not represent or advise The Network in such transactions.

- b) Those being considered for funding and any staff member employed by or in any way accountable to a Network member who is receiving funds from The Network cannot participate directly in Network funding decision-making.
- c) FASD Service Providers or any staff member employed by, or in any way accountable to a Network member who is receiving funds from The Network cannot participate in the oversight of written agreements.

12. Implementation

- a) Conflict of interests should be resolved in a manner that most fully gives effect to the policy. This may require that a person desist from certain actions or activities through which the conflict of interest arose or may arise. Resolutions that impair the ability of the persons declaring a conflict of interest to fulfill their roles and responsibilities to The Network must be avoided.
- b) Leadership Team members, and anyone acting on behalf of The Network, who fails to comply with this policy may be asked by the Leadership Team, and/or the Chair of the Leadership team to resign from their position within The Network.

116 - Dispute Resolution

Policy Type	Governance	Creation Date:	January 2013
Policy Title	116 – Dispute Resolution	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

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

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

Procedures:

01. If there is a disagreement or conflict between Network members who are from the same agency, the matter shall be handled by the agency, according to their own dispute resolution policy.
02. Any other complaints shall be taken up with the Leadership Team Co-Chairs within five working days after occurrence of the circumstances giving rise to the dispute or five days from when the Network member should reasonably have known of the occurrence, otherwise the right to file a dispute is forfeit.
03. The Network member shall within two working days after the discussion with the Leadership Team Chair put the dispute in writing, stating all facts in detail and submit to the Leadership Team Chair. The written description will include the following details:
 - a. Name and contact information of Network member
 - b. A statement of the nature and subject(s) of the dispute
 - c. A statement of the party’s position on each of the subjects at issue
 - d. For each specific issue in dispute, the facts, data, and information that supports the party’s position
 - e. A statement of the proposed resolution(s) of the dispute.
04. Within one week, the Leadership Team Chair will provide a written ‘Response to the Dispute’, which will include the deliberation and decision reached through the application of the Network mission, goals and values. The Executive will have five days to deliberate among itself, make such inquiries as necessary to

determine the circumstances of the complaint, and reach a decision through consensus and the application of the Networks mission, goals and values.

05. The decision shall be in writing and shall set forth the determination of the Executive on the issues presented for Dispute Resolution along with the resolution of the dispute and how the resolution is to be implemented.
06. If no satisfactory resolution is received within one week, the Network member shall contact the Executive via the Network Coordinator to arrange a meeting between the above-mentioned parties. This meeting shall be scheduled at a mutually agreeable time, which shall not exceed five working days from the time the Network member contacted the Network Coordinator. If the conflict is not resolved at the meeting, the Leadership Team may request an Ad-Hoc Grievance Committee of three Network members appointed by the Leadership Team with agreement to mediate the conflict resolution. The Leadership Team has the final authority for resolution of the dispute and how the resolution is to be implemented
07. If one or more of the Leadership Team Chair and/or Executive is directly involved in the dispute they will step away from the dispute process and may request (with agreement from the Network member filing the dispute), a third-party member involvement.
08. Any and all disputes resolved at any step of the policy shall be final and binding on the Network and Network member involved in the particular dispute.
09. Disputes shall be processed from one step to the next within the time limit prescribed in each of the steps unless a time limit is mutually extended. Any disputes upon which the Chair within the time limit do not make a disposition may be referred to the next step in the dispute policy. Any dispute not carried to the next step by the Network member within the prescribed time limits shall be automatically closed upon the basis of the last disposition.

117 - Conduct

Policy Type	Governance	Creation Date:	January 2013
Policy Title	117 – Code of Conduct	Approval Date:	June, 2013
Date of Review:	February 8, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

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

Procedures:

01. Meeting Preparation

Prior to all scheduled meetings, all members of the Leadership Team will review all materials received and be prepared to contribute to the meeting.

02. Allegation of Misconduct

- a) In the event that there is an allegation of misconduct against a member of the organization that allegation will be directed to the Chair of the Leadership Team. The allegation must be in writing and signed. If the allegation is directed against the Chair, the allegation will be directed to a Leadership Team Executive member excluding any members named in the allegation.
- b) The Chair of the Leadership Team will refer the allegation to an Ad-Hoc Committee of Inquiry. The Ad-Hoc Committee of Inquiry shall consist of 3 members from the Leadership Team.
- c) The Ad-Hoc Committee of Inquiry will make recommendations to the Leadership Team after due inquiry, ensuring the following principles:
 - i. The allegations will be dealt with as quickly as possible. The person making the allegation will be notified of the investigation within 5 working days of the Ad-Hoc Committee of Inquiry receiving the allegation.
 - ii. As few persons as possible will be privy to the details of the allegation.

- iii. Persons selected to hear the allegations will be chosen for their objectivity.
- iv. Careful notes of all of the proceedings including dates, times of meetings, phone calls, letters, emails, etc. will be kept; keeping in mind that all such documents could be accessed by the Leadership Team member whose alleged misconduct is under investigation or inquiry; under the FOIP Act.
- v. Typically, the investigation of the allegation shall be completed within 30 days from the time the committee receives the original allegation notice.
- vi. If the Ad-Hoc Committee of Inquiry is unable to deal with the allegation then it will be referred to the Leadership Team as a whole.

03. Misconduct is defined as any behavior that is not conforming to or in conflict with the goals, beliefs and principles of The Network as outlined in The Network Terms of Reference.

04. The Leadership Team may suspend or release any Leadership Team member for any misconduct or take any alternate or additional action it deems appropriate.

05. Prior to any decision being made, the Leadership Team may consult with independent legal counsel regarding the legalities of the situation and/or decision.

118 – Leadership Team Resignation / Retirement Recognition

Policy Type	Governance	Creation Date:	January 2013
Policy Title	118 – Leadership Team Resignation/ Retirement Recognition	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Network has a process for proper notification and recognition of members who leave the Leadership Team.

Procedures:

01. All resignations will be in writing, preferably with two months’ notice (where possible) and directed to the Leadership Team Chair.
02. Members leaving the Leadership Team through resignation or completion of term will be recognized at the AGM following their resignation, or at a mutually agreed upon time by the member and team.

119 – Network Evaluation

Policy Type	Governance	Creation Date:	January 2013
Policy Title	119 – Network Evaluation	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

Reflection is a valuable part of evaluating the performance and goal achievement of The Network.

Procedures:

01. To enhance governance performance and goal achievement, the South Alberta FASD Network will participate in yearly evaluation initiatives, including an annual stakeholder survey. The stakeholder survey questions will be reviewed on a yearly basis, based on The Network’s Logic Model and business plan and Funders’ requirements.
02. The Leadership will review the results of the Annual Stakeholder Survey against the outcomes identified in The Network’s Logic Model and Evaluation Framework, and share results with The Network membership.
03. The Leadership Team may from time to time engage in additional governance evaluation activities. The Volunteer Alberta Resource Centre (www.volunteeralberta.ab.ca) is a good source of information for board governance information.
04. The Network will develop facilitate the development of program logic models and evaluation plans for The Network and each of the funded programs, and embed evaluation practices in all programs.
05. The Network and all funded programs will participate in yearly evaluation activities to determine if local and provincial program outcomes are being met
06. The Network will support data collection for the provincial FASD-ORS system and the PCAP Penelope case management database, and engage in additional regional evaluation activities.

120 – Leadership Team Recruitment

Policy Type	Governance	Creation Date:	January 2013
Policy Title	120- Leadership Team Recruitment	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Leadership Team will proactively recruit members to the Leadership Team to maintain a fully represented team as outlined in Policy #102.

Procedures:

An Ad-Hoc Recruitment Committee comprised of the Coordinator and the Chair may meet two months prior to the Annual General Meeting (AGM) each year to develop a slate of candidates to replace outgoing Leadership Team members.

- 01. Prospective candidates should:
 - a) Be of the age of majority in the Province of Alberta;
 - b) Subscribe to the goals of The Network;
 - c) Represent a diverse range of interests, skills and knowledge in the community, as outlined in the by-laws and policy #102; and
 - d) Represent a community that leads to overall representation from across the entire network area.
- 02. Recruitment can occur through various methods such as word of mouth and media advertising.
- 03. Each new member must be a member in good standing with The Network.

121 – Administrative Supports and Other Contractual Arrangements

Policy Type	Governance	Creation Date:	January 2013
Policy Title	121 Administrative Support and Other Contractual Arrangements	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Leadership Team may contract administrative support and/or other consultants to assist in the implementation of Network operational priorities.

Procedure:

01. The Leadership Team will have written documentation regarding the need for and the recruitment process for each contractual position.
02. The Network will have proof of funding for the contractual position, prior to signing any new contract.
03. A written Memorandum of Understanding with a position title and description, terms of agreement, accountability mechanisms, and financial / other compensation associated with the position will be signed by the contractor and the Chair of the Leadership Team.
04. Consultants will be paid only after submission and approval of written invoices.
05. A sample of the contractual agreement for the administrative support person is found in Appendix 7, section 704.
06. A sample of other contractual agreements in found in Appendix 7, section 705.

122 – Gender Based Analysis

Policy Type	Governance	Creation Date:	March 2019
Policy Title	122 – Gender Based Analysis	Approval Date:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

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

Procedure:

- 01. GBA+ is an internationally used policy and research tool that helps to identify who benefits and who is excluded from an organization’s decision. GBA+ enhances decision making, improves data and information, improves effectiveness and equality of outcomes.
- 02. With appropriate direction and support from the Government of Alberta, the Leadership Team will develop and apply a GBA+ framework to the Network and its operation.
- 03. With appropriate direction and support from the Government of Alberta, the Network will ensure that funded service providers develop and apply a GBA+ framework to services funded by the Network.
- 04. The frameworks will include indicators to assess, monitor, and evaluate progress of GBA+ implementation at Network and service level. This will include gender-disaggregated data to inform and guide practice.
- 05. Network members, funded service providers, and persons contracted by the Network are strongly encouraged to take the Status of Women Introduction to GBA+ online training found on the Status of Women Canada website.

123 – Strategic Planning

Policy Type	Governance	Creation Date:	March 2019
Policy Title	123 – Strategic Planning	Approval Date:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The purpose of annual strategic planning is to bring The Network membership, funded service providers and other stakeholders together to review the current policies and procedures, bylaws, future funding directions and operational approaches, and to develop strategies and action plans at least every three years.

Procedure:

01. The Strategic Planning meeting will follow the provisions listed under the Leadership Team Meeting Frequency and Procedures Policy.

02. The Network Coordinitor will develop the agenda, which may include:
 - Review Network nominations.
 - Review philosophy, purpose and objectives. Are they still relevant? Can they be improved/refined?
 - Review Network Operational Policy and Procedure Handbook.
 - Review Society bylaws.
 - Present a brief overview of the Networks past year accomplishments and difficulties. Identify successful strategies during the previous year and any that were not.
 - Present a brief overview of the FASD services and programs operational in the previous year.
 - Review the Community Needs Assessment, SWOT Analysis, and Environmental Scan.
 - Determine FASD service and program funding priorities (as related to the FASD Service Network Program).
 - Identify and assess opportunities and barriers that may affect the Network plans, and identify strategies and priorities for the year ahead.
 - Formulate Network Strategic Plan

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

2. Programs & Services 200

201 – Overview of Services

Policy Type	Programs and Services	Creation Date:	January 2013
Policy Title	201 – Overview of Services	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

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

Procedures:

01. Intent of Services

The purpose of The Network is to increase regional capacity through the enhancement of existing FASD services and the development of new FASD services for a continuum of coordinated services in four services categories: awareness; prevention; assessment and diagnosis; and supports for individuals and caregivers.

02. Target Population

The South Alberta Network identified the following primary target groups, based on the Government of Alberta FASD Initiative.

- **Children and Youth Diagnosed with FASD**
Children and youth with a formal FASD diagnosis, based on Canadian Diagnostic Guidelines.
- **Adults Diagnosed with FASD**
Adults with a formal FASD diagnosis based on Canadian diagnostic guidelines
- **Children and Youth with Suspected FASD**
Children and youth, who do not have an FASD diagnosis, but have symptoms/indicators that have been identified by a medical doctor and multi-disciplinary diagnostic team, while they are waiting for an assessment.
- **Adults with Suspected FASD**
Adults, who do not have a formal FASD diagnosis, but have symptoms/indicators as identified by a medical doctor and multi-disciplinary diagnostic team.

- Families and Caregivers

Families and individuals who provide an informal support network for people with FASD such as family members, volunteers, or friends.

- At-Risk Population

A sub-group of individuals within a community who participate in activities that are known to contribute to increased incidence of FASD.

- Alberta Communities

Individuals and groups who may not generally be considered at risk, and . community-based organizations who provide prevention and support services to individuals impacted at risk of FASD or impacted by FASD.

03. Service Area

The SA FASD Network service area extends from Crowsnest Pass on the West, Bow Island on the East, Vauxhall and Claresholm on the North and the US Border on the south.

04. Services Provided

Due to the complex nature of FASD, a spectrum of programs and services are required. The services are grouped into the following three service categories:

- Awareness and Prevention;
- Assessment and Diagnosis; and
- Supports for Individuals and Caregivers.

202 – Principles of Support

Policy Type	Programs and Services	Creation Date:	January 2013
Policy Title	202 – Principles of Support	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Network is committed to honouring, respecting and advocating for the human rights, privacy and personal information, fundamental freedoms, personal worth, and dignity of individuals with or suspected to have FASD, their families and caregivers, and communities.

Procedures:

01. Principles of best practice: The Network operational policies and procedures are based on the following principles, which the Network strives to achieve:
 - a. Develop a collaborative and flexible approach: The Network promotes collaboration among stakeholders at the government, agency, and community levels, within an environment that is flexible and responsive to unique local needs.
 - b. Align with identified direction setting documents: Development, implementation, and ongoing improvement of the Network and its operations is informed by provincial strategic directions established by the FASD Cross Ministry Committee (FASD CMC) and Alberta's FASD community at the national, regional, and local levels, and with Canada's Indigenous Peoples.
 - c. Promote a strength-based approach: The Network will provide services to individuals, families, and communities that build on current strengths and capabilities.
 - d. Address needs across the lifespan without age barriers: The Network will focus on a developmentally sensitive approach to FASD from pre-conception to death, as FASD is a disability that affects a person throughout their life.
 - e. Focus on accountability and transparency: The Network will be managed in a fiscally responsible and transparent manner, including regular reporting of FASD activities and measurable results to stakeholders.
 - f. Building on existing capacity to address identified needs: The Network will enhance and align with existing service offerings and facilitate development of new services where none currently exist.

- g. Be respectful of a wide range of perspectives: Respect for cultural diversity, including First Nations, Metis, Inuit, and immigrant populations, will be a key driver of the Network design and operations.
 - h. Use the GBA+ lens to inform services and operations: The Network operations, programs, and services will be informed by a GBA+ lens to ensure they are equally accessible to individuals of all genders and other intersecting identity factors, such as age, education, language, geography, culture, and income.
02. With appropriate direction and support from the Government of Alberta, the Leadership Team will review alignment between key direction setting documents and Network's practices, policies, procedures, governance, and service delivery.
03. Recommendations from the review will be discussed by the Membership for recommendations and adjustments or revision to policies and procedures, governance and service delivery.
04. With appropriate direction and support from the Government of Alberta, all programs, agencies and projects receiving funding from The Network, will review alignment between key direction setting documents and Network's practices, policies, procedures, governance, and service delivery and make adjustments based on findings.

203 – Privacy Policy

Policy Type	Programs and Services	Creation Date:	January 2013
Policy Title	203 – Privacy Policy	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Network is committed to safeguarding the personal information entrusted to us by our volunteers, members, contractors and other stakeholders.

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

Procedures:

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

Consent forms:

- Appendix 7, section 709: Authorization to South Alberta FASD Network to request/release information
- Appendix 7, section 710: Consent for client participation in photographs, audio, video, digital recordings

204 – Case Management / Collective Wisdom

Policy Type	Programs and Services	Creation Date:	March 2019
Policy Title	204 – Case Management	Approval Date:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

Individuals supported through the Network have coordinated and collaborative support plans

Procedures:

01. The SA Network has a has a key role in facilitating case management.
02. Individuals with FASD require support plans and optimal case management involves multiple agencies. Supports need to be coordinated and managed appropriately. All service agencies involved in the support plan need appropriate FASD training, understanding and commitment.
03. The South Alberta FASD Network has a responsibility to enhance community capacity for collaborative support plans, and coordinated access to support services.
04. The Network supports the concept of cross training and shared work by facilitating Collective Wisdom. Collective Wisdom is a process for agencies to review challenges of individuals according to terms of reference found in Appendix 6, section 604.

Confidentiality agreement template:

- Appendix 7, section 711: Collective Wisdom Group, participant confidentiality agreement.

205 – Network Grant Distribution

Policy Type	Programs and Services	Creation Date:	March 2019
Policy Title	205- Network Grant Distribution	Approval Date:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

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

Procedures:

01. The business priorities and activities of the Network are continuous, rather than new each year. As long as the programs are compliant with their contracts and outcomes are met, and there is no major change in the environment, programs are continued.

02. The fund distribution process is based upon the following set of principles:
 - All agencies and organizations applying for funds are considered on the same bases.
 - Decision made by Executive Board will be made by informed Network members who reflect the diversity of the community and have no conflicting interests in the funds being distributed.
 - Funds will be distributed with fairness and impartiality, with the betterment of the broad community in mind.
 - Decisions will be guided by the funding priorities identified in the Network’s strategic and business plans and by the FASD CMC.
 - Agencies and organizations that receive funding will be held accountable in terms of fiscal, management and service delivery standards.
 - Allocated program and service funds must be spent on programs and services within the Network catchment area.
 - Previous funding levels for FASD service providers and the Network Coordinator will be maintained if Letter of Agreements and deliverables have been reached, the services and supports are required, and funding is available.
 - The funding process and decisions will comply with the FASD CMC Operating Grant Policies (November 2017).

03. If an organization fails to meet the Network's performance standards as outlined within each agency Service Level Agreement, and/or substantiated complaints about the organization are received from the community, the Network reserves the right to deny membership, or to withdraw the membership at any time, of any organization whose membership the Network, in its sole discretion, determines to be not in the best interest of the Network.
04. To be eligible for an allocation, an agency must complete and submit a Request for Proposal (RFP) as the requests become available through the Network. Requesting agencies must meet the eligibility requirements documented within the specific RFP and meet the following criteria:
 - Funded agency must maintain active membership with the Network for the duration of the granting period.
 - Funded agency must be a legal entity.
 - Funded agency must operate within the catchment area of the Network.
 - Funded services, programs and/or projects must be grounded in relevant theory or based on a service delivery approach which has proven successful, have an outcome based focus and be respectful of cultural diversity.
 - Funded agency must sign the Letter of Agreement provided by the Network.
05. Fund distribution overview: The purpose of the allocation process is to distribute Network funds to collaborating agencies and organizations in a manner that maximizes benefits to those requiring supports and services, makes measurable improvements to an identified community need and encourages the effectiveness of Network members. Fund applications and Request for Proposals will only be accepted when the request for submissions are made. The Network reserves the right to suspend or terminate any/all current or future funding based upon information that is received that would call into question an agency's ability to fulfill any of the provisions as referred in the Request for Proposal criteria and Letter of Agreement.
06. Proposal review: The Leadership Team will appoint a minimum of two individuals tasked with reviewing and evaluating submitted requests of proposals. They act to grant approval, deny approval or request revisions to submissions.
07. Each proposal will be reviewed to ensure all mandatory requirements have been met. Proposals failing to meet the mandatory requirements will be eliminated from further consideration.
08. Each proposal will be reviewed to determine if any clarifications are needed.
09. The appointed Officers will complete evaluation worksheets independently.
10. Evaluation worksheets will be used to guide the review and evaluation of proposals. The evaluation worksheet provides a listing of individual

evaluation criteria and the rating scale to be used. An evaluation score will be determined for each proposal received.

11. Based on the scores, a shortlist of those proposals deemed capable of providing services will be developed. Scores between Officers will be compared to ensure consistency and unbiased scoring, to remove individual scoring subjectivity and to achieve a consensus score for each proposal. The resulting consensus scores, subsequent submission ranking and results will be documented and the final funding decision presented to the Network.
12. Agencies currently receiving FASD Service Network Program funds may be required to apply for renewal of the funding by submitting a one-page descriptor of their progress on deliverables, the need or gap the service or support continues to fill within the community, and evidence that all previous year reporting requirements have been met. Each renewal application will be reviewed and approved by the Network Coordinator.
13. FASD Service Network Program funded agencies, operational staff employed by a funded agency, those being considered for funding and Human Services employees will not participate in proposal reviews for FASD Service Network Program Request for Proposals.

206 - Individual Training Support

Policy Type	Governance	Creation Date:	June 2017
Policy Title	206 – Individual Training Support	Approval Date:	June 2017
Date of Review:	February 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Network is committed to supporting the training of individuals within the Network that will contribute to work abilities, job satisfaction and continue readiness and abilities to contribute to the vision, mission and goals of the Network.

Funding:

01. The Network will establish an annual budget specifically directed toward the support and training of individuals within the Network.
02. Additional funding beyond the initial budgeted amount may be allocated based on annual expenditures, reallocated funds and the determined priority of individual training as compare to other Network needs.
03. All Network training support will be undertaken only as funding allows.

Support Criteria:

01. Training will be supported based on the general consideration of cost: benefit to facilitate the most effective expenditure of training funding.
02. Training support may be offered to a maximum of 100% of costs or on a percentage of total cost.
03. The following criteria will be used in determining both the level of funding offered and in the allocation of funding where requests exceed the amount of funding available.
 - a) The level of benefit to:
 - i. The individual and their work in FASD
 - ii. The organization the individual represents
 - iii. The Network directly
 - b) Will the individual be “officially” representing the Network?
 - c) Will the individual be presenting at the training function?

- d) What recent support has the Network provided to this individual with priority given to “new” applicants?
- e) How involved is the individual in the Network and at what level?
 - Executive
 - Leadership Team
 - Committees
 - General Member
 - Attendance and Volunteering
- f) Who else is attending this training and how many people are needed/optimum?

Application Procedure:

04. A written request, using the “individual training support template” (Section 7, appendix 712) must be submitted to the Network Coordinator with enough time for the Leadership Team to make a determination as to whether support will be provided and the level of that support.

3. Financial 300

301 – Banker

Policy Type	Financial	Creation Date:	January 2013
Policy Title	301 - Banker	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Network shall maintain a Banker who has the competency and capacity to receive, hold and disburse Network funds as directed by the Leadership Team, using generally accepted accounting procedures and protocol.

Procedures:

01. The Banker is accountable to The Network Leadership Team.
02. The Banker will comply with financial and other reporting requirements established by The Network Leadership Team and its Funders, including Alberta Community and Support Services (FASD-CMC Funds).
03. The Banker shall be responsible for maintaining separate bank accounts for The Network and shall prepare regular financial reports, as required by The Network.
04. The Banker shall be provided with copies of all contracts and other financial responsibilities.
05. The Banker will maintain up-to-date records that are accessible to The Network Leadership Team and The Network Funders.
06. The Banker shall release funds according to funding decisions and timelines established by The Network Leadership Team and formalized through written agreements.
07. The Banker shall have adequate insurance coverage for all activities they are undertaking for The Network.
08. The annual audit shall be conducted by the Banker’s auditor, who shall be an external Chartered Accountant.

09. The Banker is responsible to complete and submit all financial reports required by funders.
10. The Network Coordinator shall complete and submit all program reports required by funders with a copy to the Banker.
11. The Banker will identify a primary contact person who is responsible for communications with The Network.
12. The Banker will be a legally incorporated entity with a declared interest in the purpose of The Network and prior experience fulfilling this role. The Banker is accountable to the funder and the Leadership Team for required expenditure reports. A written Banker's Agreement will be developed with the Banker and the Leadership Team and signed on a year basis. A process will be determined for release of funds to agencies.
13. A sample for the Banker's Agreement Format is found in Appendix 7, section 706.

302 - Operational Expenses

Policy Type	Financial	Creation Date:	January 2013
Policy Title	302 Operational Expenses	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

Network Operational Expenses will total a maximum of 20 percent of the total Network Income in any given year.

Procedure:

1. Operational expenses are defined as the costs of administering The Network Program.
2. Operational expenses may include, but are not limited to: facility costs, office expenditures, administrative support, insurance, banker fee, audit fee, vehicle costs, staff and leadership expenditures, travel and subsistence costs, professional development costs, conferences and workshops delivered.
3. Salary and benefit costs for operational staff, such as Network Coordinator and Contract Manager positions are not included in Network Operational expenses, unless duties of operational staff are considered to be direct service delivery.
4. The Network will abide by Funder's policies and procedures, regarding capital expenditures. For example, FASD-CMC funding has a limit of \$5,000 in a given year for capital expenditures.

303 - Travel and Subsistence Rates

Policy Type	Financial	Creation Date:	January 2013
Policy Title	303 Travel and Subsistence Rates	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Network shall ensure travel and subsistence rates are fair and fall within The Network’s financial abilities.

Procedures:

01. The Leadership Team will establish all rates for Travel & Subsistence annually and at least one (1) month before the fiscal year-end
02. Annual rate changes will be effective for the following fiscal year.
03. Generally, annual rates will reflect rates set out for Government of Alberta employees, subject to availability of funds within the budget.
04. For Information only: Alberta Government rates as of January 1, 2015 are:

Business Kilometer Rate (private vehicle) \$ 0.505
 Parking Expenses (per day) Claimable by Receipt
 Meal Allowance (per day):

- Without Receipts: Breakfast \$ 9.20, Lunch \$11.60, Dinner \$20.75;
- Or actual expense, based on receipt submitted with invoice, excluding alcohol, including a gratuity up to 20 percent.

05. Expense claims shall be submitted to The Network Coordinator or the Chair of the Leadership Team for approval. A copy of the expense / remuneration claim is found in Appendix A, section 608. An electronic copy of the form is available from The Network Banker.
06. Whenever possible, reimbursements will be made based on the approved receipts submitted with the expense claim. If receipts are missing, the government rates are used as guidelines for the maximum allowable reimbursements.

304 - Cheque Signing Authority

Policy Type	Financial	Creation Date:	January 2013
Policy Title	304 Cheque Signing Authority	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

A process shall be in place that regulates who may sign cheques on behalf of The Network to ensure accountability.

Procedures:

01. The following individuals have cheque signing authority:
 - a) Leadership Team Executive, and
 - b) Network Coordinator
02. Each cheque will have the following signatures:
 - a) One Leadership Team Executive and the Coordinator (preferred), or
 - b) Two Leadership Team Executives

305 - Unbudgeted Expenditures

Policy Type	Financial	Creation Date:	January 2013
Policy Title	305 – Unbudgeted Expenditures	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Network shall ensure authority for approval of unbudgeted expenditures that may arise during the year.

Procedures:

01. The Network will manage funds according to its approved budget.
02. The Network Coordinator and/or the Executive have authority to approve unbudgeted expenditures under \$1,000.00.
03. The Executive has authority to approve unbudgeted expenditures under \$5,000.00.
04. The Leadership Team must approve unbudgeted expenditures over \$5,000.00.

306 - Financial Audit

Policy Type	Financial	Creation Date:	January 2013
Policy Title	306 - Financial Audit	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Banker shall ensure that a process exists for an independent financial auditor that follows the funding body's guidelines and Generalized Accounting principles.

Procedures:

01. The Network will accept the independent auditor used by the Banker unless there is an apparent reason not to.
02. Audits will include separate financial reports for each funding body that requires it, and Network's unrestricted funds, within the format required.
03. All contracted service providers must submit an audited statement for the funds the service providers received from the Network to The Network.

307 – Management of Unrestricted Funds

Policy Type	Financial	Creation Date:	December 2018
Policy Title	307 – Management of Unrestricted Funds	Approval Date:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Network shall ensure authority for the management, approval and expenditure of unrestricted funds such as: GICs, Charity/Society donations.

Procedures:

01. The Network will manage unrestricted funds accordingly.
02. The Network GICs are regulated by the requirements of Revenue Canada.
03. Charity and Society donations must be appropriately documented and managed.
04. The Network Coordinator and/or the Executive have authority to approve expenditures from unrestricted funds. The examples for these expenditures could be but are not limited to the: September Awareness activities, Christmas Campaign.
05. If there is a request for unrestricted funds for a special project, a Network Request form must be submitted to the Network Coordinator for review and approved by the Leadership Team.
06. The Network Coordinator will maintain a ledger of all receipts and expenditures and will review monthly with the Network Chair.
07. The ledger will be approved on an annual basis by the Finance Review committee.

308 - Letters of Intent and Contracts

Policy Type	Financial	Creation Date:	January 2013
Policy Title	308 – Letters of Intent and Contracts	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Network shall designate who has the authority to sign letters of intent, proposals and contracts on behalf of The Network.

Procedures:

01. All requests for Letters of intent, proposals and contracts shall originate from the Leadership Team.
02. All Letters of Intent, proposals and contracts will have the signature of The Network Coordinator and The Network Chair before submission. A signed copy of all letters of intent, proposals and contracts will be housed in The Network files and a copy provided to the funding agent.
03. All new Letters of Intent, proposals and contracts between the South Alberta FASD Network and FASD Service Providers shall have Leadership Team approval prior to submission.
04. Funded service providers and those being considered for funding cannot participate directly in Network funding decision making, and cannot sign on behalf of the South Alberta FASD Network.
05. The Network will use the templates provided by respective funders for letters of intent, proposals and contracts.

309 – Insurance

Policy Type	Financial	Creation Date:	January 2013
Policy Title	309 -Insurance	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Leadership Team shall ensure that the Society and funded agencies carries adequate insurance.

Procedure:

01. The Society will have the following insurance coverage, with a coverage of \$2 Million Dollars:
 - a. General Liability Insurance, including bodily injury, personal injury and property damage
 - b. Board Liability Insurance / professional liability insurance.
 - c. Automobile coverage for persons travelling on Network business.

02. The Coordinator will ensure that Funded Service Providers have adequate insurance coverage (general liability insurance, and automotive liability insurance), as well as per the Funders' requirements, and are able to provide proof of insurance.

03. The Leadership Team will ensure that long-term Network contracted personnel (coordinator, administrative support, contract manager, and other contracted positions) are able to provide proof of general liability and automotive liability insurance.

4. Contracts 400

401- General Contractual agreements

Policy Type	Contracts	Creation Date:	January 2013
Policy Title	401 –General Contractual agreements	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Leadership Team may contract administrative support and/or other consultants to assist in the implementation of Network operational priorities.

Procedures:

01. The Network shall use a contractual agreement for contracting the consultants for smaller scope, short-term projects at the discretion of the Leadership Team.
01. The Network Coordinator shall manage general contractual agreements, except for the Letter of Agreement between The Network and The Network Coordinator, which shall be managed by the Chair or their designate.
02. The Leadership Team will have written documentation regarding the need for and the recruitment process for each contractual position.
03. The Network will have proof of funding for the contractual position, prior to signing any new contract.
04. A written Memorandum of Understanding with a position title and description, terms of agreement including expected deliverables and outcomes, accountability mechanisms, and financial / other compensation associated with the position will be signed by the contractor and the Chair of the Leadership Team.
05. Consultants will be paid only after submission and approval of written invoices.
06. A sample of the contractual agreement for general contractual agreements is found in Appendix 7, section 705.

402- FASD Service Delivery Contractual agreements

Policy Type	Contracts	Creation Date:	January 2013
Policy Title	402- FASD Service Delivery Contractual Agreements	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The SA Network shall have a defined format and process for entering into agreement with FASD Service Delivery contractors that clearly outline the terms, conditions and expectations of The Network for the contractor.

Procedures:

01. For funding provided through the FASD-CMC, The Network will follow the FASD Network Program Operating Guidelines and use the FASD-CMC Letter of Agreement and Schedules A & B formats identified in the FASD Network Program Operating Grant Policies to enter into a contractual agreement with FASD Service Delivery Providers.
02. For funding provided through other Funders, The Network will either use templates provided by such funders, or use The Network's sample of contractual agreement, as defined in Appendix 7, section 705.
03. The Leadership Team will designate a Contract Manager, whose responsibility is to manage all Letters of Agreement and appendices for FASD Service Delivery Contractual Agreements.
04. Contract management is defined to include coordination of the negotiation, development and signing of Letters of Agreement and associated schedules.
05. Contract management shall further include timely monitoring and reporting to the Leadership Team on contractor compliance with the Letter of Agreement and Appendices.
06. Contracts shall be managed in a matter consistent with the FASD Network Program Operating Grant Policy for funding provided through the FASD-CMC, and with other funding sources as outlined in their policies.
07. Contractors are required to have liability insurance as outlined in their Letters of Agreement.

403 –Operating Grant Policies

Policy Type	Contracts	Creation Date:	January 2013
Policy Title	403- Operating Grant Policies	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Network shall use formats and processes that meet Funders’ guidelines for approved funding grants.

Procedure:

01. For funding provided through the FASD-CMC, the Contract Manager will follow the FASD Network Program Operating Guidelines to support and monitor FASD Service Delivery Providers.
02. For Funding provided through other grants, the Contract Manager will follow the grant provider’s formats and processes to support and monitor the FASD Service Delivery Providers.

5. Promotions & Communications 500

501 – Promotion and Communication

Policy Type	Promotion & Communication	Creation Date:	January 2013
Policy Title	501 Promotion and Communication	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The SA FASD Network is committed to increase awareness in South Alberta of the causes and effect of FASD, and to promote the services offered through the South Alberta FASD Network

Procedure:

01. The Communication, Advertising and Promotion Sub-Committee is responsible for guiding and coordinating SA FASD Network's promotion and communication activities, as outline in the Committee's terms of reference (Section 602).
02. Network's promotion and communication initiatives will be coordinated with Alberta and National promotion and communication initiatives.

502 - Branding

Policy Type	Promotion & Communication	Creation Date:	January 2013
Policy Title	502 Branding	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The SA FASD Network shall use consistent information to enhance recognition of The Network in its literature and documentation.

Procedures:

01. Logo

The Network shall establish a logo to be used on literature and documentation produced by The Network.

02. Tag Line

A common phrase or “tag line” may be established and maintained for use by The Network in conjunction with the logo.

03. Branding

- a. The logo and tag line shall remain constant in its use and placement, not differing in placement in relation to each other, size relative to each other, nor color, thus maintaining a constant “brand” for The Network.
- b. The Brand shall be depictive of the message The Network wishes to communicate regarding the services provided and align with the Vision, Mission and Goals of The Network and that of the Alberta Provincial Government.

04. Use of Brand

The brand shall be used as a part of The Network’s letterhead and on all official Network documentation or literature.

05. Review of Brand

- a. The logo and tag line shall be reviewed by the Promotions and Communications committee on an annual basis for recommendation to the Leadership Team on maintaining the Brand.

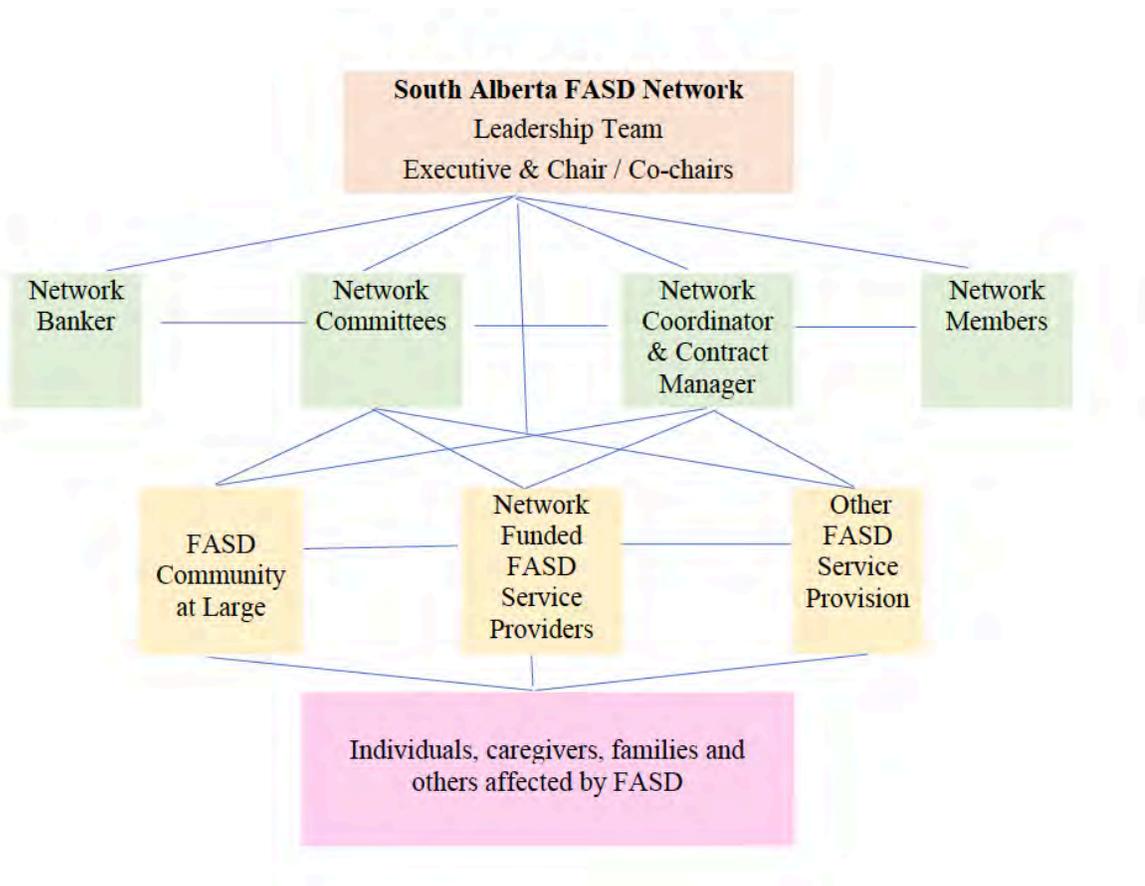
- b. The Leadership Team shall formally approve any Brand to be used by The Network.

503 – Organizational Chart

Policy Type	Promotion & Communication	Creation Date:	January 2013
Policy Title	503- Organizational Chart	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Network shall maintain an organizational chart to depict the internal structure of the organization. The chart shall indicate position titles and reporting lines of communication.



Policy Type	Promotion & Communication	Creation Date:	January 2013
Policy Title	504- Media	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

The Network will ensure all information provided to the media aligns with Network Vision, Mission and Goals and respects the privacy of the contractors and individuals.

Procedures:**01. Responsibility for Media Relations**

The responsibility for formal media relations rests with the Leadership Team Chair or designate. The Chair may designate another Leadership Team member or the Coordinator for contact with the media.

02. Informal Public Relations

All representatives of The Network play an important role in the informal day-to-day public relations of The Network. It is required that all representatives promote a positive and enhancing image of The Network and the individuals served.

03. Confidentiality of Network Representatives

In all aspects of relations with the media, the confidential relationship of all persons connected with The Network shall be fully observed. Representatives of The Network may agree to release information regarding their involvement with The Network. If provided by another member of The Network, the representative must give written permission to release of information and specify the type and purpose that the information will be used for.

04. Confidentiality of Individuals

In all aspects of relations with the media, The Network must respect the privacy and dignity of individuals being served by The Network. Prior to any information being given to the media, written permission must be obtained from the individual, specifying the type and purpose the information will be used for. (See policies 203)

05. Request for Information

In general, requests for information about The Network and its services should be directed to the Coordinator. Written or audio-visual materials approved by the Leadership Team or Coordinator may be distributed as requested.

06. Interviews and Presentations

Requests for interviews and presentations shall be referred to the Coordinator or the Leadership Team Chair to decide on the appropriate person to provide the interview or presentation.

505 - Common Written Message

Policy Type	Promotion & Communication	Creation Date:	January 2013
Policy Title	505 – Common Written Messages	Approval Date:	June, 2013
Date of Review:	February 7, 2018	If policy was revised, date of approval:	May 28, 2019
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	

Policy:

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

Procedures:

01. Information Brochure(s)

An information brochure shall be developed as a common message to aid in delivering consistent information regarding The Network and the services it is responsible for. The brochure shall be approved by the Leadership Team and thus be authorized for any representative of The Network to distribute.

02. Information Content

The Brochure(s) may include a brief history of The Network, the Vision, Mission and Goals, the services funded or provided, the boundaries, the governance structure (including membership on the Leadership Team), and the linkage between this network, the other regional networks, and the provincial network.

03. Review of Information

At any time information is found to be out of date, the information brochure(s) shall be updated, with a review to be completed at least on an annual basis by the Promotions and Communications committee. Any recommended changes to the information will be forwarded to the Leadership Team for formal approval.

6. Terms of References

601 - Terms of Reference – Governance, Policy and Procedures Committee

Terms of Reference Governance, Policy and Procedures Committee

Purpose:

To ensure that the Southern Alberta FASD Network is in compliance with: the Fetal Alcohol Spectrum Disorder Service Network Program Guidelines, the Societies Act, and the direction of the Leadership Team.

Goals:

To develop and maintain:

- Network's Bylaws and Policy and Procedures Handbook
- The Governance, Policy and Procedures Committee's Terms of Reference document.

This will include an annual review of these documents in preparation for the AGM

Membership:

The Governance, Policy and Procedures Committee members shall be: Leadership Team Chair (Ex-officio), Coordinator (Ex-officio), minimum one member from the Leadership Team and minimum of two other members. The chair shall be elected from within its total membership excluding Ex-officio members.

Structure:

Is a standing committee responsible and accountable to the Leadership Team. All members of this committee are subject to the Code of Conduct of the Leadership Team.

Meetings:

The Governance, Policy and Procedures Committee shall meet a minimum of two times annually, or more frequently as required.

Meeting calling and notice procedures:

The Chair of the committee will notify the committee membership (orally or written) of meeting time, place and agenda.

Scope of Leadership Team delegation decision-making authority:

The committee will bring forward recommendations for the Leadership Team. Any action undertaken by Governance, Policy and Procedures Committee will be at the direction of the Leadership Team.

Record Keeping and reporting procedures:

The Governance, Policy and Procedures Committee will provide a written report at Leadership Team Meetings.

To Be Reviewed:

Annually

602 - Terms of reference – Communication, Advertising and Promotion Sub-Committee

Terms of reference – Communication, Advertising and Promotion Sub-Committee

Purpose:

To ensure the South Albert FASD Network achieves the stated mission of awareness and prevention in the area of FASD.

Goals:

The role of the Communications, Advertising and Promotion Sub-Committee is to:

- Increase awareness in South Alberta of the causes and effect of FASD.
- Promote the services offered through the South Alberta FASD Network

Membership:

The Communications, Advertising and Promotion Sub-Committee members shall be: Leadership Team Chair (Ex-officio), Coordinator (Ex-officio), minimum one member from the Leadership Team and minimum of two other members. The chair shall be elected from within its total membership excluding Ex-officio members.

Structure:

The Communications, Advertising and Promotion Sub-Committee is a standing committee responsible and accountable to the Leadership Team. All members of this committee are subject to the Code of Conduct of the Leadership Team (SA FASD Network Policy and Procedure #117).

Meetings:

The Communications, Advertising and Promotion Sub-Committee shall meet a minimum of six times annually, or more frequently as required.

Meeting calling and notice procedures:

The Chair of the committee will notify the committee membership (orally or written) of meeting time, place, and agenda.

Scope of Leadership Team delegation decision-making authority:

The committee will bring forward recommendations for the Leadership Team. Any action undertaken by the Communications, Advertising and Promotion Sub-Committee will be at the direction of the Leadership Team.

Record Keeping and reporting procedures:

The Communications, Advertising and Promotion Sub-Committee will provide a written report at Leadership Team Meetings.

To Be Reviewed:

Annually

603 - Terms of Reference – Professional Development Committee

Terms of Reference Professional Development Committee

Purpose:

To ensure that the Southern Alberta FASD Network is knowledgeable in best practice and new research. To ensure that the community that we serve is educated in regards to working with FASD individuals.

Goals:

To develop and maintain:

- Current training
- Knowledge of best practices
- Coordinated and collaborative processes

Membership:

The Professional Development Committee members shall be: Coordinator (Ex-officio), minimum one member from the Leadership Team and minimum of two other members. The chair shall be elected from within its total membership excluding Ex-officio members.

Structure:

Is a standing committee responsible and accountable to the Leadership Team. All members of this committee are subject to the Code of Conduct of the Leadership Team.

Meetings:

The Professional Development Committee shall meet a minimum of one time annually, or more frequently as required.

Meeting calling and notice procedures:

The Chair of the committee will notify the committee membership (orally or written) of meeting time, place and agenda.

Scope of Leadership Team delegation decision-making authority:

The committee will bring forward recommendations for the Leadership Team. Any action undertaken by the Professional Development Committee will be at the direction of the Leadership Team.

Record Keeping and reporting procedures:

The Professional Development Committee will provide a written report at Leadership Team Meetings.

To Be Reviewed:

Annually

Terms of Reference Collective Wisdom Group

Purpose:

To provide the opportunity for wrap around supports without duplicating services and to provide a vehicle to improve the assessment of client's needs.

Goals:

To ensure:

- Agencies do not work at cross purposes
- Agencies do not make conflicting demands of clients
- Agencies do not undermine each other's efforts
- Resources are used efficiently
- To provide support for staff mental health and wellness.
- Service providers collaborate to meet a broader range of individual/family needs.
- Agencies coordinate their efforts and ensure they neither overwhelm individuals/families with inappropriate recommendations or conflicting expectations.
- Collaboration enables a more efficient use of limited resources and prevents parallel program development.

Membership:

The Collective Wisdom Group members shall be: Coordinator (Ex-officio), minimum one member from each Network funded agency. The facilitator shall be appointed either by the Leadership Team or the Collective Wisdom Group members.

Structure:

Is a standing group responsible and accountable to the Leadership Team. All members of this Group are subject to the Code of Conduct of the Leadership Team and the Confidentiality Policy.

Meetings:

The Collective Wisdom Group shall meet one time monthly.

Meeting calling and notice procedures:

The Network Coordinator/Co-Coordinators will notify the Group membership (orally or written) of meeting time, place and agenda.

Scope of Leadership Team delegation decision-making authority:

Although this is a Group under the South Alberta FASD Network, there is no responsibility of the Leadership Team regarding decision making.

Record Keeping and reporting procedures:

The Collective Wisdom Group has its own Form Templates that would be used at each meeting. The Network Coordinator/Co-Coordinators will keep required documents.

To Be Reviewed:

Annually

7. Appendices

701 - Policy and Procedure Writing Template

Policy Type:			
Name of Policy:			
Policy Type		Creation Date:	
Policy Title		Approval Date:	
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	
Date of Review:		If policy was revised, date of approval:	
Policy:			
Procedures:			

LETTER OF AGREEMENT
between
(Name of Network Coordinator)
and
SOUTH ALBERTA FETAL ALCOHOL SPECTRUM DISORDER
NETWORK

(Name of Network Coordinator) is contracted as a Coordinator for the South Alberta FASD Network (Lethbridge area). The South Alberta FASD Network Coordinator acts as a facilitator and administrative coordinator for implementing Network operational priorities working under minimal supervision for The Network Leadership team, which is comprised of individual stakeholders and agency personnel from organizational stakeholders.

1. Term of Agreement:

1.1 The term of this agreement for services shall be from (Date____) to (Date____)

2. Functions of the Coordinator:

2.1 Key accountabilities of the position include:

- 2.1.1 Oversee the planning and coordination of The Network.
- 2.1.2 Provide guidance and direct oversight of The Network budgets (operational funds and Service Network funds), activities, programs, and projects.
- 2.1.3 Facilitate the meetings of the South Alberta FASD Network;
- 2.1.4 Liaise with the Alberta Cross-Ministry Committee on FASD and with other Funders on behalf of the South Alberta FASD Network.
- 2.1.5 Liaise with contracted agencies and banker on behalf of the South Alberta FASD Network.
- 2.1.6 Organize and facilitate the business of The Network (to be the first contact with stakeholders, etc.) and other items listed.
- 2.1.7 Maintain confidentiality as required by the FOIP, PIPA and HIA Acts (see Policy 203).
- 2.1.8 Provide professional support to The Network membership.
- 2.1.9 Partner with The Network membership and FASD Network program in achieving The Network’s mission and goals.
- 2.1.10 Assist in evaluating The Network mission and goals achievement.
- 2.1.11 Be the primary contact for the FASD CMC and other Funders, the media, Network members, stakeholders and the general public.

2.2 Tasks:

- 2.2.1 Coordinate network and leadership team meetings via face-to-face meetings, videoconference or teleconference.
- 2.2.2 Prepare and distribute meeting agendas and minutes.
- 2.2.3 Monitor The Network business plan and coordinate with network chair and/or co-chairs to ensure its execution.
- 2.2.4 Prepare and maintain records and reports, such as budgets, quarterly and annual reports, and business plans of funded initiatives.
- 2.2.5 Maintain ongoing communication with contracted agencies to access reporting information and ensure services are being provided in accordance with contracts through contract management process.
- 2.2.6 Complete administrative procedures as directed by the South Alberta FASD Network leadership team.
- 2.2.7 Speak with stakeholders and the media to explain The Network's purposed and contracted programs.
- 2.2.8 Maintain archives, including minutes, Network reports, grant applications, business plans, and other necessary reports.
- 2.2.9 Manage evaluations of the funded initiatives (from data collection requirements).
- 2.2.10 Assist chair/co-chairs with leadership activities and planning of FASD initiatives and information.
- 2.2.11 Interact with community stakeholders.
- 2.2.12 Manage Network social media sites
- 2.2.13 Represent and promote leadership team in the catchment area.
- 2.2.14 Monitor and circulate current information.
- 2.2.15 Attend/participate in government activities as related to funding parameters.
- 2.2.16 Along with leadership team, undertake strategic planning, sustainability of The Network and evaluation.

The Coordinator will report directly to the Leadership Team of the South Alberta FASD Network.

3. Payment:

(Name of Banker _____) will act as the banker.
 Payment for the contract is (____) to be paid in 12 monthly installments of (____) starting (Date____) and ending (Date____).

4. Expenses:

An amount will be set aside to be used to provide for general network expenses, communication devices, and secretarial support to reimburse work-related travel costs with the submission of appropriate receipts/invoices to the banker.

AGREEMENT ACCEPTED BY:

(Name____), Network Coordinator

Date

(Name____), Co-Chair

Date

(Name____), Co-Chair

Date

(Banker)

Date

South Alberta FASD Network Coordinator Roles and Responsibilities

The FASD Network Program (Network Program) consists of 12 Networks across Alberta tasked to enhance supports and services to address the impact of FASD on individuals, families, caregivers and communities. These Networks are community-based partnerships that receive and distribute funding in compliance with the Operating Grant Policies.

Networks are required to:

1. Provide a continuum of coordinated services in the following four service categories as defined by the Fetal Alcohol Spectrum Disorder-Cross Ministry Committee (FASD-CMC):
 - a. Awareness;
 - b. Prevention;
 - c. Assessment and Diagnosis; and
 - d. Supports for Individuals and Caregivers.
2. Reflect local priorities, resources and needs in their efforts to enhance programs and services.
3. Demonstrate alignment with provincial objectives and strategic direction as recommended by the FASD-CMC and *Alberta's yearly FASD Strategic Plan*.
4. Meet criteria for planning, reporting and financial management as outlined within these Operating Grant Policies and specified by the FASD-CMC.

Under the direction of The Network Leadership Team and in compliance with the FASD-CMC Operating Grant Policies (attached) The Network Coordinator is accountable for the implementation of The Network operational priorities, particularly the enhancements of FASD programs and services.

South Alberta Network Coordinator Responsibilities

Planning:

1. Oversees the planning and coordination of The Network:
 - a. Conducts the business planning activities under the direction of the Leadership Team Executive Committee.
 - b. Ensure the strategic planning is completed.
 - c. Preparation of the Business Plan for Leadership Team approval – including the preparation of the Annual Budget for approval by Leadership Team.
2. Plans / coordinates the Annual General Meeting.

Operations:

3. Provides guidance and direct oversight of The Network's operations (with support and direction from the Leadership Team Executive and the Leadership Team).
 - a. Manages The Network budget with the Banker.
 - i. Network Funds to Contracted Agencies
 - ii. Network Operational funds
 - iii. Other funds for Grant Received
4. Manages Network Agency Contracts
 - a. Developing contracts.
 - b. Facilitates compliance reporting – (compliance reviews and reports to Leadership Team – twice a year).
 - c. Monitors agency outcomes and fiscal responsibility.
5. Supports the Leadership Team to secure funds for Network Operations
 - a. Identify potential funding opportunities.
 - b. Consult with Leadership Team to determine which opportunities to pursue and strategy to respond. (I don't understand what this means).
 - c. Develop and submit grant applications, proposals, and communicate results to Leadership Team.
6. Receive communications from funder regarding Network funding levels and/or deliverable requirements – relay to Leadership Team. Communicate: Leadership Team decisions to contracted agencies.
7. Facilitate collaboration among community service providers.
 - a. Project management, facilitate meetings.
 - b. Participate in regional / provincial initiatives.
 - c. Identify collaborative opportunities for discussion by Leadership Team.
 - d. Describe mandate and activities of Network – to other member – agencies.
8. Maintain accurate membership list.
9. Under direction of the Leadership Team, plan and execute education and awareness activities through work with appropriate Leadership Team sub-committees.
10. Facilitates and Networks
 - a. Attends the following Network Meetings:
 - i. Monthly Leadership Team Meetings
 - ii. Network General Meetings
 - iii. Strategic planning session
 - b. Develops monthly Network agendas.
 - c. Maintains Network archives.
 - i. Minutes
 - ii. Reports
 - iii. Grant Applications
 - iv. Business Plans
 - v. Annual reports
 - d. Provides professional support to The Network membership.
 - e. Leads the development and review of The Network's policies and procedures.
 - f. Liaises with FASD-CMC and Provincial Network Coordinator.
 - g. Coordinates communication channels for The Network and Network membership.

- h. Provides resources and new information to agencies and members as it is available.

Performance Management:

11. Contract Management

- a. As contract manager – receive service provider reports and prepare a summary for the Leadership Team (twice per year).
- b. Report – status of service provider contracts (financial, and activity/deliverables).
 - i. Includes proposed changes to the budget – deliverables
 - ii. Issues of non-compliance and/or poor performance
 - iii. Status of other Network activities through sub-committees

12. Prepare and submit reports to the funders on behalf of and with prior approval of the Leadership Team.

- a. Quarterly / Bi-annual report / ORS
- b. Business plan

13. Coordinate and prepare the Annual Report and submit to the Leadership Team for approval and submit to funder.

- a. Report distributed at Annual Meeting

14. Partners with Network Members and FASD Network Program in achieving The Networks mission and goals.

- a. Monitors The Network outcomes operations.

Evaluation:

15. Working under the direction of the Leadership Team assume lead responsibility for ensuring evaluations of Network funded programs and services are completed and align with funder requirements.

FASD Network of Southern Alberta
Network Coordinator
Contractor Responsibilities

The FASD Network of Southern Alberta (The Network) is comprised of a number of agencies and individual members who share an interest in the delivery of services to individuals and families impacted by Fetal Alcohol Spectrum Disorders. The Network is administered by a Leadership Team comprised of stakeholders from within the geographical boundaries of the region, namely the communities lying within the Palliser and Chinook Health Regions. The Leadership Team manages, allocates and administers funds received from the Alberta Cross-Ministry Committee on FASD to enhance services for individuals impacted by FASD within the region, and maintains a network of stakeholders who benefit from the exchange of information and networking opportunity provided through The Network.

The Coordinator of the FASD Network of Southern Alberta acts as a facilitator and administrative support working under minimal supervision for The Network Leadership Team.

Key accountabilities include:

- Facilitate the meetings and workings of The Network;
- Liaise with the Alberta Cross-Ministry Committee on FASD in Edmonton on behalf of The Network; and,
- Liaise with contracted agencies on behalf of The Network;
- Organize and facilitate the business of The Network (to be the first contact with stakeholders, etc.) and other items listed;
- Maintains confidentiality as required by FOIIP and HIA Acts.

Tasks:

- Coordinate Network and leadership team meetings via face-to-face meetings, videoconference or teleconference.
- Prepare and distribute meeting agendas and minutes.
- Develop and monitor The Network business plan and coordinate with Network co-chairs to ensure its execution.
- Prepare and maintain records and reports, such as budgets, quarterly and annual reports, and business plans of newly founded initiatives.
- Maintain ongoing communication with contracted agencies to access reporting information and ensure services are being provided in accordance with contracts.
- Contract manager.
- Complete administrative procedures as directed by The Network leadership team.
- Speak with stakeholders and the media to explain The Network's purposed and contracted programs.
- Maintain archives.
- Manage evaluations of funded initiatives (from data collection requirements).
- Assist co-chairs with leadership activities and planning of FASD initiatives and information.
- Interact with community stakeholders (recruit).
- Represent and promote leadership team in the catchment area.
- Monitor and circulate current information.
- Attend/participate in government activities as related to funding parameters.
- Along with leadership team undertake strategic planning, sustainability of The Network evaluation.

Knowledge:

- English Language – Knowledge of the structure and content of the English language, including the meaning and spelling of words, rules of composition and grammar.
- Clerical – Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, and other office procedures.
- Administration and management – Knowledge of business and management principles involved in strategic planning, resource allocation, and coordination of resources.
- Meeting procedures – Knowledge of standard meeting procedures (Robert’s Rules of Order), including meeting formats, agendas and minutes.
- Government funding systems – Knowledge of provincial government grant procedures, applications, and reporting.
- Strategic planning – Knowledge of strategic plans, business plans and related reporting.

Skills:

- Active Listening – Giving full attention to what other people are saying, taking time to understand the points being made, and asking questions as appropriate.
- Speaking – Talking to others to convey information effectively.
- Reading Comprehension – Understanding written communication in work related documents.
- Time Management – Managing one’s own time effectively to successfully meet deadlines.
- Organizing, Planning, and Prioritizing Work – Developing specific goals and plans to prioritize, organize and accomplish tasks.
- Monitoring/assessing performance of self, other individuals, and organizations to make improvements or take corrective action.
- Service orientation – Actively looking for ways to help people.
- Active Learning – Understanding the implication of new information for both current and future problem-solving and decision-making.
- Critical Thinking – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusion or approaches to problems.
- Problem Solving – Analysing information and evaluation results to choose the best solution and solve problems.
- Interpersonal – Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Conflict Resolution – Handling complaints, resolving grievances and conflicts, and negotiating with others.
- Compiling – Organizing information from several sources into a single document or product.

Abilities:

- Oral Comprehension – The ability to listen to and understand information and ideas presented through spoken words and sentences.
- Speech Clarity – The ability to speak clearly so others can understand you.
- Oral Expression – The ability to communicate information and ideas in speaking so others will understand.
- Written Comprehension – The ability to read and understand information and ideas presented in writing.
- Written Expression – The ability to communicate information and ideas in writing so others will understand.
- Problem Sensitivity – The ability to predict when something may go wrong.
- Deductive Reasoning – The ability to apply general rules to specific problems to produce answers that make sense.

- Inductive Reasoning – The ability to combine pieces of information to form general rules or conclusions.
- Originality – The ability to come up with unusual or clever ideas about a given topic or situation, or to develop creative ways to solve a problem.

Qualifications include:

- Minimum 5-7 years relevant experience within the human services field and appropriate post-secondary education.
- Prior experience in a management-based position.
- Prior experience with strategic plans and related reporting.
- Knowledge of FASD / issues.
- Understand the Community development process.

LETTER OF AGREEMENT

between

(Name of Contract Manager)

and

SOUTH ALBERTA FETAL ALCOHOL SPECTRUM DISORDER SERVICE NETWORK

(Name of Contract Manager) is hired as the Contract Manager for the South Alberta FASD Network (Lethbridge area).

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

1. TERM OF AGREEMENT:

The term of this agreement for services shall be from (Date____) to (Date____)

2. KEY FUNCTIONS OF THE CONTRACT MANAGER INCLUDE:

- Draft and administer written Service Level Agreements for funded service providers under the direction of The Network Leadership Team;
- Ensure that programs and services funded by The Network comply with appropriate privacy legislation (Freedom of Information and Protection of Privacy Act and Health Information Act);
- Provide oversight by ensuring that service providers are compliant with written Service Level Agreements and by directly enforcing agreement provisions (service, financial and other reporting). This includes:
 - - Identify and communicate compliance issues to The Network Leadership Team;
 - - As needed and when directed by The Network Leadership Team, initiate legal or other action to ensure accountability of funded service providers;
- Demonstrate to The Network Leadership Team that service providers are compliant with written Letter of Agreement through consistent reporting to The Network Leadership Team; and
- Maintain up-to-date records that are accessible to The Network Leadership Team, the FASD CMC and Provincial Coordinator.
- Complete and document with each funder service provider a “Service Quality Review and Compliance” interview twice a year.
-

3. STATEMENT OF WORK

- The Contract Manager shall consult with The Network Leadership Team (and Network Coordinator) and other appropriate persons to assure understanding of the work and satisfactory completion thereof.

- The Contract Manager shall furnish his/her own materials, tools, equipment, and other supplies and expenses necessary for the satisfactory performance and completion of the work.
- The Network Leadership Team (and Network Coordinator) may from time to time when deemed appropriate, communicate specific instructions and requests to the Contract Manager concerning the performance of the services to be provided as described in this agreement.

4. PAYMENTS TO CONTRACT MANAGER

The Network agrees to pay the Contract Manager the amount of \$ for service rendered during the term of this agreement. Payment will be sent in three instalments of equal portion (April 1, 20xx; August 1, 20xx; and December 1, 20xx).

5. RECORD KEEPING

The Contract Manager shall keep all up-to-date records in a manner consistent with generally accepted contract management principles. Documentation to support each action shall be filed in a manner allowing it to be readily located.

6. TERM AND TERMINATION

- a) The term of this Agreement shall commence on the date indicated above and shall terminate March 31, 20xx as Contract Management Agreements must be completed on a yearly basis.
- b) Either party may terminate this Agreement on thirty (30) days written notice to the other party.
- c) In the event of termination, the Contract Manager will furnish a written report describing the status of all work under this contract and return a percentage of the contract payment (based on time served).

7. AGREEMENT ACCEPTED BY:

(Name _____), Contract Manager Date

(Name _____), Co-Chair Date

(Name _____), Co-Chair Date

(Banker) Date

Contract Manager Roles and Responsibilities

South Alberta FASD Network

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

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

The Contract Manager cannot be:

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

Major Duties and Responsibilities:

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

April 1-September 30, 20XX__

Documents completed by October 31,
20XX__

October 1, 20XX-February 28, XX

Documents completed by March 31,
20XX__

LETTER OF AGREEMENT

between

and

South Alberta FASD Network

_____ is hired as an hourly contractor for Administrative Support for the South Alberta FASD Network.

1. Terms of Agreement

1.1. The term of this agreement for service shall be from ___ to ___

2. Functions of the Administrative Support

2.1. Support the South Alberta FASD Network, through work with South Alberta FASD Network Coordinator, to provide administrative support for such items as:

2.1.1. Meeting agendas, attending monthly meetings and taking minutes, formatting minutes and submitting them to the Leadership Team and South Alberta FASD Network Committee, format PowerPoint slides, prepare flyers, complete formatting of quarterly reports and preparation for submission, type and format business plans as submitted by Coordinator, send information to Leadership Team as requested.

2.1.2. Provide general administrative supports to the South Alberta FASD Network and The Network Coordinator.

3. Payment

3.1. McMan Youth Family and Community Services Association will act as the Banker.

3.2. Payment will be monthly with an invoice submitted to The Network Coordinator, verified and forwarded to the Banker for payment.

3.3. Payment will be ___ per hour.

Agreement accepted by:

Name	Position	Date	Signature
	Contractor, Administrative Support		
	Network Coordinator		
	Chair, South Alberta FASD Network		

LETTER OF AGREEMENT

between

(Contractor)

and

SOUTH ALBERTA FASD NETWORK

BACKGROUND

- Purpose of the Contract
- Source of Funding

RESPONSIBILITIES OF THE CONSULTANT

RESPONSIBILITIES OF SOUTH ALBERTA FASD NETWORK

DELIVERABLES

TIME FRAME

PAYMENT

- Payment schedule and fee
- Additional reimbursable expenses (if applicable)

AGREEMENT ACCEPTED BY

Name	South AB FASD Network Chair	Date	Signature
Name	Network Coordinator	Date	Signature
Name	Consultant	Date	Signature

Banker Agreement for the South Alberta FASD Network

1. The following organization agrees to act as the banker on behalf of the partners for the South Alberta FASD Network effective _____.

Name of Organization: _____
Contact Person and
Title _____
Mailing
Address _____
Telephone _____ Fax _____
E-mail
Address _____

2. The banker agrees to:
- a) Receive and hold network funds for the South Alberta FASD Network.
 - b) Sign the Banker Accountability Statement provided by Alberta Ministry of Community and Social Services as the Administrative Lead, in order to have funds released to the banker on behalf of The Network.
 - c) Issue payments for expenses on behalf of *The Network*, as directed by The Network Coordinator, _____ and one of the Co-Chairs,

 - d) Provide The Network with monthly (if required) and quarterly financial reports of revenues, expenses and surpluses in relation to the budget and alert The Network to any significant discrepancies.
 - e) Provide The Network with annual unaudited financial statements within 50 days of the last day of any given fiscal year and audited financial statements within 90 days.
 - f) Provide one semiannual and one annual financial report, as directed by The Network Guidelines, to The Network for submission to the FASD-CMC in Schedule B format, or to other Funders, as indicated
 - g) Maintain all financial records relating to The Network according to generally accepted accounting principles that are accessible to The Network Leadership Team and the FASD-CMC, retain records as long as required by law, and make records available to auditors as required by law.
 - h) Establish and operate for the use of The Network a designated account that is segregated on the banker's books, including principal and interest earned.
 - i) Carry out other tasks as mutually agreed by The Network and the banker.
3. The banker agrees that:

- a) The banker has authority to administer the financial decisions of The Network, through receiving revenue, paying expenses, keeping track of revenue and expenses, and preparing financial reports.
 - b) The banker does not have authority to make decisions related to the work of The Network.
 - c) The banker is accountable to The Network Leadership Team.
4. The South Alberta FASD Network agrees to the following:
- a) The South Alberta FASD Network Coordinator will act as principal coordinator of The Network’s daily business and communicate with the banker.
 - b) The Network Leadership Team authorizes three individuals to sign disbursement requests (signing authority), but only two signatures will be required. The banker will fulfill disbursement requests as directed by these individuals.
 - c) The banker will be paid _____ to compensate for Network activities and expenses related to tasks outlined in this agreement, including the audit of The Network financial transactions.
 - d) The Network Coordinator and/or one of the Co-Chairs will communicate with the public, Ministry officials, or Network stakeholders, and respond to media inquiries on issues related to the finances of The Network.
5. Both parties agree that this agreement may be terminated (i) without cause or reason by either party giving 90 days written notice to the other, (ii) at any time by mutual agreement of the parties, or (iii) immediately if The Network does not receive sufficient funds to pay the amount set out in this Agreement.
6. All matters in dispute under this Agreement may, with consent of both parties, will be submitted to arbitration, as governed by the *Alberta Arbitration Act*.
7. This agreement is the entire agreement between the South Alberta FASD Network and the banker and replaces all prior negotiations, representations or agreements, either written or oral. This agreement may be amended only by written agreement signed by both parties.

BANKER

NETWORK

Date

Date

708 - Template: Evaluation template for Network Coordinator and Contract Manager

Governance

Network Coordinator: Performance Appraisal

Network Coordinator Name:

Reviewer Name:

Period of Review:

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

Review's Comments:

Coordinator's Comments:

Coordinator Signature

Date

Reviewer Signature

Date

709 – Authorization to South Alberta FASD to request/release information



AUTHORIZATION TO SOUTH ALBERTA FASD NETWORK
TO REQUEST/RELEASE INFORMATION

Re: _____

I, _____, authorize and give permission to South Alberta FASD Network to request/release the following information:

Specific description of information:

To/From: _____

For the following purpose: _____

Name of South Alberta FASD Network member assigned to request/release information:

Not to exceed 90 days for one time releases/requests or one year for ongoing service provision.

I understand that this consent may be withdrawn at anytime.

This authorization is valid for the time period of

_____ to _____

Individual/Legal Guardian

Date

Witness

Date

710 – Consent for Client Participation in Photographs, Audio, Video or Digital Recordings



CONSENT FOR CLIENT PARTICIPATION IN PHOTOGRAPHS/AUDIO/VIDEO/DIGITAL RECORDINGS

Re: _____

I, _____ provide the following consents for South Alberta FASD Network to make audio, video or digital recordings of the above named individual in community access, residential, and/or employment services. I understand that recordings may be used for training purposes or as a means to capture participation in activities to be shared at service review meetings, on social media and in fundraising opportunities.

Audio	<input type="checkbox"/>	YES	<input type="checkbox"/>	NO
Video	<input type="checkbox"/>	YES	<input type="checkbox"/>	NO
Digital	<input type="checkbox"/>	YES	<input type="checkbox"/>	NO
Photography	<input type="checkbox"/>	YES	<input type="checkbox"/>	NO

This consent is valid for the time period of

_____ to _____

Individual/Legal Representative

Date

Witness

Date

711 – Collective Wisdom Group Participant Confidentiality Agreement



PARTICIPANT CONFIDENTIALITY AGREEMENT

I, _____ understand that in the course of my involvement with the South Alberta FASD Network Collective Wisdom Group (The Network), I will have access to and be entrusted with confidential information.

Accordingly, I covenant and agree with The Network that I will not, at any time, now or in the future, disclose any of such information to any person, firm or organization, without appropriate written "RELEASE OF INFORMATION" from the person to whom the information applies.

This consent is valid for the time period of:

_____ to _____

Date

Signature

Witness

712 - Individual Training Support – Request Form



SOUTH
ALBERTA
FASD
NETWORK

INDIVIDUAL TRAINING SUPPORT – REQUEST FOR UNRESTRICTED FUNDS

Name:	Agency:
Date Request Submitted	
Course/Seminar:	
Dates of Training:	
Location:	
Cost of Course and Materials:	
Travel Options & Estimated Costs (include parking)	
Accommodation Costs (include name of accommodation and meals)	
Other Expenses (detail)	
How does this relate to your work and the Network?	
Have you requested funds from the Network before? _____ Yes _____ No	
If Yes, for what/when	

Will you receive funds from another source to attend?		_____ Yes _____ No	
Upon return you will be required to detail, in writing, to the Leadership Team, how your learnings will be incorporated into your role and support of the South Alberta FASD Network. You may be required to:			
_____ present an overview of your training	_____ provide skills training	_____ share the tools/resources received	
Approvals:			
Last Approved _____ Yes _____ No			
Coordinator Signature		Date:	
Comments:			

8. Appendix B – By-Laws

2

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Bylaws of the South Alberta FASD Society

Dated 21 Mar 2012



CR1200835 0121

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Article 1 – Preamble

1.1 The Society

1.1.1 The Society is called South Alberta FASD Society which may also be known as the South Alberta FASD Network. FASD is the acronym for Fetal Alcohol Spectrum Disorder.

1.2 The By-Laws

1.2.1 The following articles set forth the Bylaws of the South Alberta FASD Society.

Article 2 – Definitions and Interpretation

2.1 Definition

The following words have these meanings:

2.1.1 **Act** means the *Societies Act*, RSA 2000, c S-14 as amended, or any statute substituted for it.

2.1.2 **Annual General Meeting (AGM)** means the regular meeting of the South Alberta FASD Society required by the Act to be held yearly.

- 2.1.3 **Special Meeting** means any meeting of the members of the South Alberta FASD Society other than General Meetings including the Annual General Meeting.
- 2.1.3 **Leadership Team** means the Board of Directors of the South Alberta FASD Society.
- 2.1.4 **By-laws** mean the bylaws of the South Alberta FASD Society.
- 2.1.5 **Director** means any person elected or appointed to the Leadership Team as a Director.
- 2.1.6 **Member** means any member, whether agency or individual, in good standing of the South Alberta FASD Society.
- 2.1.7 **Officer** refers to the Chair and other persons named to the Executive.
- 2.1.8 **Chair** refers to the Chair or Co-chair or Co-chairs.
- 2.1.8 **Person** means an individual, partnership, society, corporation, agency or organization.
- 2.1.9 **Leadership Team Meeting** means any regular meeting of the Directors of the South Alberta FASD Society, whether held monthly, quarterly, bi- annually or on any other frequency.
- 2.1.10 **The Network** means the South Alberta FASD Society.
- 2.1.12 **Special resolution** means
 - (a) A resolution passed

- (i) at a general meeting of which *not less than 21 days' notice* has been given specifying the intention to propose the resolution, and
- (ii) by the vote of not less than 75% of those members who, if entitled to do so, vote in person or by proxy,
- (b) A resolution proposed and passed as a special resolution at a general meeting of which *less than 21 days' notice* has been given, if all the members entitled to attend and vote unanimously agree, or
- (c) A resolution consented to in writing by all the members who would have been entitled at a general meeting to vote on the resolution in person or, where proxies are permitted, by proxy.

2.1.13 **Voting Member** means a member entitled to vote at the meetings of The Network as described in Article 3.

2.1.14 **Network Coordinator** means the person tasked to facilitate and coordinate services for the Leadership Team. The Network coordinator is an ex-officio member, director and officer.

2.2 Interpretation

These rules of interpretation apply to these Bylaws:

2.2.1 **Singular and Plural** – Words indicating the singular usage also include the plural, and vice-versa.

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- 2.2.2 **Masculine and Feminine** – Words indicating the masculine gender also include feminine gender and vice-versa.
- 2.2.3 **Headings** – These are used for convenience only. They do not affect the interpretation of these Bylaws.
- 2.2.4 **Liberal interpretation** – These Bylaws must be interpreted broadly and generously.

Article 3 – Membership

3.1 Eligibility

- 3.1.1 Membership is open to any agency, group or individual declaring an interest in FASD service provision and/or supporting the FASD community. The representative member of a group or agency must be at least 18 years of age.

3.2 Admission of Members

- 3.2.1 Those interested in membership will make their request through The Network Chair.

3.3 Rights and Privileges of Members

- 3.3.1 Any member in good standing is entitled to:

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- (a) Receive notice of general meetings of The Network;
- (b) Attend any general meeting of The Network;
- (c) Speak at any general meeting of The Network;
- (d) Exercise other rights and privileges given to members of The Network.

3.3.2 Voting Members

- (a) Each member in good standing is entitled to one vote.

3.3.3 Teams and Committee Members

- (a) Members of specific teams and committees shall have the same set of rights and privileges for their specific teams and committees as members do for general meetings.

3.4 Membership List

The Network shall keep a register of its registered members. The register shall contain the names of every person admitted as a member of The Network, and the following particulars of each member:

- (a) Full name and address
- (b) Date of admission as member to The Network
- (c) Date on which the person ceases to be a member

3.5 Termination of Membership

3.5.1 Resignation

- (a) Membership resignation shall be done by sending a written notice to the Chair of The Network.
- (b) Upon receipt of the notice, the name of the member is removed from the Register of members. The member shall cease to be a member on the date their name is removed from the Register of members.

3.5.2 Death

- (a) The membership of an individual member ends upon death.
- (b) The membership of an agency member ends upon the dissolution of the organization.

3.5.3 Deemed Resignation

- (a) If a member does not positively respond to the annual notice of membership renewal sent out by The Network such member is deemed to have submitted their resignation of membership.
- (b) Once a member is deemed to have submitted their resignation, the name of the member is removed from the Members Register and added to a past-members list. The member ceases to be a member upon the removal of their name in the Members Register.

3.5.4 Refusal to Renew Membership

The Leadership Team may refuse to renew the membership of any agency or individual member, who in the sole discretion of the Board, has acted in a manner inconsistent with the vision, mission, objectives and purposes of The Network.

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3.6 Withdrawal of Membership

- 3.6.1 Any member whose actions are not consistent with the vision, mission, objectives and purposes of The Network or whose actions are deemed not to be in the best interest of The Network may be issued a Notice of Withdrawal of Membership.
- 3.6.2 Membership of individuals and agencies who are absent from three consecutive meetings shall be reviewed, and membership may be withdrawn.
- 3.6.3 The issuance of the Notice of Withdrawal of Membership shall require the approval of two-thirds of the Leadership Team.
- 3.6.4 The Chair or any Officer to be designated by the Leadership Team shall issue the Notice of Withdrawal of Membership.
- 3.6.5 The withdrawal of membership takes effect on the date provided in the Notice of Withdrawal of Membership.

3.7 Remuneration of Member, Directors and Officers

- 3.7.1 The Network Coordinator is a paid position. No other Network Member, Director or Officer shall receive any payment for their services as a Member, Director or Officer.
- 3.7.2 Members of the Network, Directors and Officers may be reimbursed for reasonable expenses incurred while carrying out duties of The Network upon the approval of the Leadership Team.

Article 4 – Meetings

4.1 General Meetings

- 4.1.1 Calling of General Meeting

The Coordinator or designate will send by mail, e-mail or facsimile a Notice of Meeting to members at least twenty-one (21) days before the meeting. This notice shall include the place, date, time and purpose of the meeting.

4.1.2 Quorum

Attendance by 15% of the members at any meeting shall constitute a quorum. There are no proxy votes at any meeting. If there is no quorum no meeting shall be called. If there is no quorum at the subsequent meeting, the members present shall constitute a quorum, and may transact all business pertaining to the purpose the initial meeting was called.

4.2 Annual General Meeting

4.2.1 When and Where

The Annual General Meeting shall be held between thirty (30) days to one hundred twenty (120) days from the close of the fiscal year.

4.2.2 Calling of the Annual General Meeting

Notice of the Annual General Meeting shall be given to the members not less than twenty-one (21) days before the scheduled meeting. The Leadership Team shall determine the date of the Annual General Meeting. Notice of the Annual General Meeting shall be deemed to have been given as of the date of mailing of notice by ordinary mail or e-mail addressed to members at the addresses shown opposite their respective names in the Register of Members.

4.2.3 Purpose of the Annual General Meeting

- (a) To receive and consider the minutes of the preceding general meeting/s.
- (b) To receive and consider a financial statement signed by The Network's accounting advisors setting out The Network's income and disbursements for the immediately preceding fiscal year and its assets and liabilities as at the end of such fiscal year; all examined by the duly qualified accountant.

- (c) To appoint a duly qualified auditor for the ensuing year.
- (d) To receive and consider the report/s of the Leadership Team and of any committee of the Leadership Team as are specified in the agenda for such meeting.
- (e) To elect the Leadership Team members to replace those whose terms have expired or whose offices have been vacated.
- (f) To transact such other business which under these Bylaws and the Societies Act ought to be transacted at the Annual General Meeting.

4.3 Special Meetings

- 4.3.1 The Leadership Team or the Chair of the Leadership Team shall have the authority to call a Special Meeting of the members of The Network.
- 4.3.2 A Special Meeting may be called at any time through any of the following means:
 - (a) By a resolution of the Leadership Team to that effect; or
 - (b) Upon written request to the Chair of at least half of the Leadership Team. The request must state the reason for the Special Meeting and the motion(s) intended to be submitted at this Special Meeting; or
 - (c) Upon written request to the Chair of at least one-third (1/3) of the members. The request must state the reason for the Special Meeting and the motion(s) intended to be submitted at the Special Meeting.
- 4.3.3 The Special Meeting shall be called no less than eight (8) days and no more than fifteen (15) days after the Chair receives the written request.
- 4.3.4 **Agenda for Special Meeting**
The agenda shall only be the matter(s) set out in the notice of the Special Meeting.
- 4.3.5 **Procedure at Special Meeting**

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The same method of voting and quorum requirements as the General Meeting shall apply.

4.4. Proceedings of all Network Meetings

4.4.1 Presiding Officer

- (a) The Chair or designate shall chair every General Meeting of The Network.

4.4.2 Adjournment

- (a) The Chairperson may adjourn any General Meeting with the consent of the Members at the meeting.

4.4.3 Voting

- (a) Each Member has one (1) vote.
- (b) A show of hands decides every vote at every General Meeting. A secret ballot is used if at least five (5) voting members request it.
- (c) The Chair of the meeting shall cast the tie-breaking vote and shall not be otherwise entitled to vote.
- (d) A majority of the votes cast by the voting members present decides each issue unless otherwise stated.
- (f) The Chair declares a resolution carried or defeated. This declaration is final, and does not have to include the number of votes for or against the resolution.
- (g) The Chair decides any dispute on any vote. The Chair decides on good faith, and this decision is final.

4.4.4 Preparing and Keeping the Minutes of Meetings

The Coordinator, or designate, is responsible for taking and keeping of Minutes of Meetings.

4.4.5 Failure to Give Notice or Non-Receipt of Notice of Meeting does not negate any action taken at a General Meeting.

Article 5 - Governance and Management

5.1 The Leadership Team

5.1.1 The Leadership Team will be comprised of members reflective of the FASD Cross-Ministry Committee. As such, the Leadership Team will actively seek representation from the following:

- i. Alberta Aboriginal Relations
- ii. Alberta Advanced Education and Technology
- iii. Alberta Education
- iv. Alberta Health Services
- v. Alberta Employment and Immigration
- vi. Alberta Justice and Attorney General
- vii. Alberta Seniors and Community Supports
- viii. Alberta Solicitor General and Public Security (including the Alberta Gaming and Liquor Commission)

5.1.2 In addition, The Leadership Team will seek representation from agencies providing services, from the community, and one family caregiver of an individual diagnosed or suspected of FASD. Within this the Leadership Team will strive to develop and maintain an effective representation for the rural areas as well as consideration given to fair representation from across the entire region.

5.1.3 The Leadership Team shall be comprised of a Chair and a minimum of 7 members.

- 5.1.4 The Leadership Team members will serve for a three (3) year term to a maximum of two (2) consecutive terms.
- 5.1.5 If the Leadership Team uses Co-chairs their term shall be 2 years unless a one year term is needed for one Co-chair to accomplish a staggered term for the Co-chairs. Chairs and Co-chairs may be elected for a second term.
- 5.1.6 Quorum is defined as a majority of Leadership Team members. Majority is defined as more than half the current number of Leadership Team members.
- 5.1.7 The Leadership Team shall be responsible for conducting the affairs of The Network in accordance with the objectives set out in the mission statement and in accordance with the Bylaws governing The Network.

The Leadership Team shall:

- (a) Establish and maintain the purpose and mission of The Network;
- (b) Ensure structures are in place and documented to provide for the continuity of The Network;
- (c) Maintain a link between The Network and the communities which supports it and is served by it;
- (d) Determine the results to be served by The Network's existence;
- (e) Direct and manage The Network Program Funds; and
- (f) Monitor the performance of the management and of The Network.

- 5.1.8 The Chair shall:

- (a) Call meetings of the Leadership team at times and in a manner consistent with The Network’s Policy and Procedures Handbook.
- (b) Preside at all meetings of the Leadership Team.
- (c) Appoint special committees and provide details of duties of such committees with the sanction of the Leadership Team.
- (d) Be one of the signing officers of The Network.
- (e) Be an ex-officio member of all committees.
- (f) Perform such other duties as may be specified by the Leadership Team.

5.1.9 Any director, upon a two- thirds majority vote of all members in good standing, may be removed from the Leadership Team for any cause which The Network may deem reasonable.

5.2 The Executive

5.2.1 The Leadership Team Executive (The Executive) shall be comprised of the Chair and 2 to 4 members to a maximum of 5 with Cross Ministerial and community representation.

5.2.2 The Executive will be elected annually from the Leadership Team members at the first meeting following the AGM.

5.2.3 Executive members shall serve a term of one year and may be re-elected to the same position for a second term.

5.2.3 The Network Coordinator is an ex-officio member of the Executive.

- 5.2.4 Quorum is defined as a majority of Executive members. Majority is defined as more than half the current number of Executive members.
- 5.2.5 Any Executive member, upon a two-thirds majority vote of all members in good standing, may be removed from The Executive for any cause which The Network may deem reasonable.

5.3 Committees

5.3.1 Establishing Committees

- (a) The Leadership Team shall establish such committees as they deem necessary to carry out the business of The Network.
- (b) Committee members may be selected from among the members of The Network or the community. They must be members in good standing while serving on the committees.
- (c) The Chair shall be an ex-officio member of all committees.

5.3.2 General Procedures for Committees

- (a) A Leadership Team member is represented on each committee created by the Leadership Team. Committee chairs are appointed by the Leadership Team and they report to the Leadership Team on a regular basis.
- (b) Committees may bring forth motions for Leadership Team approval.
- (c) Each member of the committee, including the Chair, has one vote at the committee meeting.

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Article 6 – Finance and Other Management Matters

6.1 Finance and Other Management Matters

6.1.1 The Registered Office of The Network is located at the office of The Network coordinator.

6.2 Seal of the South Alberta FASD Society

6.2.1 The Leadership Team may adopt a seal as the Seal of The Network.

6.2.2 The Seal shall be in the care and custody of the Network Coordinator.

6.2.3 The Network Seal can only be used by Coordinator and/or the Chair.

6.3 Finance and Auditing

6.3.1 The Banker shall ensure that a process exists for an independent financial auditor that follows the funding body’s guidelines.

6.3.2 The Network will accept the independent auditor used by the Banker unless there is an apparent reason not to.

6.3.3 Audits will include separate financial reports for each funding body that requires it, within the format required.

6.3.4 All contracted service providers must submit an audited statement to The Network.

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- 6.3.5 A duly qualified accountant appointed at the Annual General Meeting shall audit the books, accounts and records of The Network at least once each year.
- 6.3.6 The fiscal year of The Network ends on 31 March of each year.
- 6.3.7 The signing authority for all cheques and financial records of The Network shall require signing by two among those designated from the Leadership Team members including the Network Coordinator.

6.4 Records

- 6.4.1 The Network Coordinator shall ensure the Minutes of all Annual General Meetings, regular meetings and special meetings are kept.
- 6.4.2 All records are kept by the Coordinator
- 6.4.3 A yearly invitation will be extended to the members of The Network to review The Network books and records following the Annual General Meeting.

6.5 Borrowing Powers

- 6.5.1 The Network will not borrow money from outside sources.

6.6 Indemnity of the Leadership Team

- 6.6.1 Each Leadership Team Director and Officer of The Network shall be indemnified by The Network against any and all liability and reasonable expenses in connection with or resulting from any claim, suit, action or proceeding in which they may become involved as a party or otherwise by reason of their having been a Leadership Team Director or Officer of The Network except in relation to matters which they shall be adjudged with respect of such claim, action, suit or

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proceeding to be liable for gross negligence or willful misconduct in the performance of their duty to The Network.

6.6.2 Leadership Team Directors can rely on the accuracy of any statement or report prepared by The Network’s financial reviewer. Leadership Team Directors are not held liable for any loss or damage as a result of acting on that statement or report.

6.6.3 No Member in their individual capacity shall be liable for any debt or liability of The Network.

Article 7 – Amending The Network Bylaws

7.1 Amendment Process

7.1.1 Network bylaws may be altered, rescinded and added by way of recommendation by The Network Governance, Policies and Procedures Committee to the Leadership Team followed by the presentation and passing of a special resolution at any Annual General Meeting or Special Meeting of the Network.

7.2 Meeting Notice for Amendments

7.2.1 The twenty-one (21) days’ notice of the Annual General Meeting or Special Meeting of The Network must include details of the proposed resolution to change The Network. If any amendment to The Network is proposed, the details of the proposed changes must be set out in detail in a notice of any General Meeting at which the amendment will be considered.

7.3 Amendments & Corporate Registry

- 7.3.1 Amendments must be submitted to and accepted by the Corporate Registry of Alberta to take effect.

Article 8 – Dissolving The Network and Distributing Assets

8.1 Dissolving The Network

- 8.1.1 The Network may be dissolved if:
 - (a) The vision of the membership changes,
 - (b) There is lack of funding to continue the activities of The Network,
 - (c)
 - (d) There is deemed to be a duplication of services offered by The Network,
 - (e) Other identified reasons.
- 8.1.2 The decision to dissolve The Network must be made at an Annual General Meeting or at a Special Meeting.
- 8.1.3 At a Special Meeting or for a Special Resolution, every question or issue shall be decided by a three-quarter (3/4) majority of the votes cast on the question or issue.

8.2 Distributing the Assets

- 8.2.1 The Network does not pay any dividends or distribute property among its members.

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8.2.2 If The Network is dissolved, any funds or assets remaining after paying all the debts are to be donated to a registered and incorporated charitable organization. The Members shall select this organization by Special Resolution. In no event shall any Member receive any asset of The Network.

Date: April 04/2012

Signature: <i>Lynette Taal</i>	Address City/Town Province Apartment Postal Code
Print Name: Lynette Taal	1107 - 2 Ave A N. Lethbridge, AB T1H 0E6
Signature: <i>Paul Henderson</i>	Address City/Town Province Apartment Postal Code
Print Name: Paul Henderson	104 Lynette Cres Lethbridge AB T1J 3X7
Signature: <i>Beverly J. Paterson</i>	Address City/Town Province Apartment Postal Code
Print Name: Beverly J. Paterson	432-1237-4 Ave. S. LETHBRIDGE T1J 0P9
Signature: <i>H.M. Mitchell</i>	Address City/Town Province Apartment Postal Code
Print Name: Hazel M Mitchell	217 Coachwood Pt. W Lethbridge AB T1K 6A7
Signature: <i>Marge Fisher</i>	Address City/Town Province Apartment Postal Code
Print Name: Marge Fisher	161 - Princeton Cres. Lethbridge, Alberta T1K4S5
WITNESS Signature: <i>Jack Hazelwood</i>	Address City/Town Province Apartment Postal Code
Print Name: Jack Hazelwood	4017 Nipigon Rd. S. LETHBRIDGE, AB T1K 4P8

This information is being collected for the purposes of corporate registry records in accordance with the Societies Act. Questions about the collection of this information can be directed to the Freedom of Information and Protection of Privacy Coordinator for the Alberta Government, Box 3140, Edmonton, Alberta T5J 2G7. (780) 427-7013

Form 06/2011