



Appendix "D"
Statement of Work
Community Residential Facilities

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PURPOSE

1. In accordance with the *Corrections & Conditional Release Act* (CCRA), the purpose of conditional release is to contribute to the maintenance of a just, peaceful and safe society. One of the ways that this legislative mandate is fulfilled is to assist offenders to reintegrate into the community as law-abiding citizens through the provision of programs, plans, and supervision in institutions and in the community. The protection of society is the paramount consideration in the release process.
2. Community Residential Facilities (CRFs) promote the successful reintegration of offenders into the community. CRFs contribute to the management of risk by ensuring that suitable accommodation, support systems, and monitoring are in place to assist conditionally released individuals become law-abiding citizens.

OBJECTIVE

3. The requirements in this document apply to CRFs housing offenders under the Correctional Service of Canada's (CSC) jurisdiction who have been released to the community and approved to reside in such a facility.
4. CRFs provide accommodation, monitoring and general support and assistance in reintegrating the offender into the community.
5. All activities and services provided by the CRF must comply, at a minimum, with the requirements set forth in this document.
6. Any additional services to be provided must be agreed upon by the CRF, the Project Authority and the Contracting Authority, and must be specifically outlined in an appendix to this Statement of Work. Additional services must be invoiced separately.

POLICY & LEGISLATION

7. The CRF Contractor agrees that its officers, employees and subcontractors must comply with all applicable laws and CSC's Commissioner's Directives (CDs), as applicable to the work to be completed as part of this contract.
8. The Project Authority must ensure that the CRF has access to all applicable laws, policies, procedures, and standards pertaining to the services rendered as part of this contract.
9. The Project Authority must provide the CRF with information relating to changes in policy, procedures or practices applicable to the provisions of the Statement of Work.

RESPONSIBILITIES OF THE DEPARTMENT

10. The Project Authority, in collaboration with the Contracting Authority, is responsible for the contract. Together, they will assist the Contractor to solve any problems that may arise in relation to this contract.
11. Upon awarding the contract, the Project Authority will provide the CRF Contractor with the following:
 - a) Instructions for formatting, completing, and submitting required reports; and,
 - b) The contact information for the National Monitoring Centre, Parole Office, and others as necessary.



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12. CSC must refer offenders to the CRF in accordance with the CRF's admission criteria and selection process as outlined below (paragraphs 17,18 and 19).
13. Except in exceptional circumstances, the Project Authority must provide the CRF the following standard case management documentation at least seven (7) calendar days prior to the offender's arrival. This information must be made available electronically through the Offender Management System (OMS) unless it is only available in hard copy or the CRF is not connected to OMS, in which case, hard copies will be provided:
 - a) Criminal Record and Finger Print System (FPS) Sheet if available;
 - b) Correctional Plan – Updated (including the Community Strategy);
 - c) Criminal Profile;
 - d) Pre-release Assessment for Decision report and any addendum reports;
 - e) Any relevant Community Assessments;
 - f) Standard Profile;
 - g) Parole Board of Canada (PBC) Decision Sheet;
 - h) Copy of the Release Certificate;
 - i) A recent photograph; and,
 - j) Any other relevant documentation as deemed necessary.

RESPONSIBILITIES OF THE CONTRACTOR

14. The CRF must provide twenty-four (24) hour residential services to offenders who are referred to it by CSC and accepted by the CRF.
15. If applicable and where required, the CRF will provide a strategy to accommodate diverse cultures and spiritualities, including, but not limited to, Aboriginal culture and spirituality.
16. If applicable and where required, the CRF must ensure that the accommodation is suitable and safe for children residing in the CRF with the offender in accordance with measures outlined in CD 715-4.

Admission Criteria & Selection Process

17. The CRF must specify the conditions of eligibility for its services, admission criteria, and program availability; take proactive measures in conjunction with CSC to maintain appropriate occupancy numbers; and, provide CSC with this information in writing upon request.
18. The CRF admission criteria must be developed in consultation with a person or persons representing the interests or concerns of the local community. The person(s) selected from the community may be from an Advisory Committee, Board of Directors, or other similar committee, and must not have a salaried position with the CRF or stand to gain financially from the operations of the CRF.
19. The CRF must have a selection process that includes:
 - a) A review of any CSC referral;
 - b) An assessment against admission criteria and the capacity of the CRF to address the offender's needs; and,
 - c) A written decision of acceptance or refusal which includes a rationale for the decision against admission.

Liaison Services

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20. The CRF must:

- a) Liaise with local police forces to facilitate communication, to increase awareness and understanding of the CRF's purpose and to build support;
- b) Communicate with offenders and staff at institutions (via video conference, telephone, letters, visits, etc.) to ensure awareness of their services/programs, and to establish necessary linkages;
- c) Liaise with local CSC Community Parole Officers, Managers and other Case Management Team members (including mental health professionals if needed);
- d) Maintain contact with community agencies and partners who provide reintegration services to assist offenders; and,
- e) Continue to take reasonable steps to ensure a positive relationship with the community.

Resident Action Plan (RAP) and Support Services

21. CRF staff must be part of the Case Management Team for the duration of an offender's residency and/or program participation. They must participate in the development of, and updates to, an offender's release plan (Community Strategy) and Correctional Plan – Updated, including but not limited to identifying objectives, expectations, services and other measures that will be utilized by the CRF to engage the offender in the aforementioned plans.

22. CRF staff must develop a RAP, consistent with the offender's Correctional Plan (without being a replica) with the participation of the offender and the supervising Parole Officer. It must be completed within thirty (30) days of the offender's arrival at the facility. For CRFs with OMS connectivity, the plan must be entered in OMS under Casework Record (CWR) by the assigned CRF staff.

23. The assigned CRF staff must provide progress reviews at least once every forty-five (45) days in order to assess the offender's progress in relation to the RAP, and to determine whether the services are adequate, still necessary, or whether other services may be needed. The assigned CRF staff must discuss these reviews with the offender and supervising Parole Officer. For CRFs with OMS connectivity, these assessments must be entered in OMS under CWR by the assigned CRF staff.

24. If the CRF does not have access to OMS, the Project Authority in conjunction with CRF staff, must identify the means in which the RAP and related Progress updates will be entered into OMS.

25. The CRF must provide the following support services:

- a) Monitor and support offender activities against the Community Strategy, RAP and Correctional Plan;
- b) Assist residents, through ongoing support, in areas such as crisis management, personal or family problems, education, literacy, employment, budgeting, life skills, recreation, spiritual and cultural activities, etc.;
- c) Assist residents to secure services appropriate for their needs or for public safety requirements, such as substance abuse services, income support, employment services, medical (including mental health) and dental services; and,
- d) Provide residents a supportive group living environment through activities such as periodic house meetings.

Resident Case Files



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26. The CRF must record and incorporate pertinent information on individual residents into the resident case file.
 27. The OMS file (where applicable) and/or hard copy CRF file for each resident must contain, at a minimum, the standard case documentation identified in paragraph 13, and the following:
 - a) Additional reporting requirements determined by the supervising Parole Officer;
 - b) Services provided to the resident by the CRF and its collaborating agencies or resources, as identified by the CRF;
 - c) Names, addresses and phone numbers of persons to contact in case of an emergency, as identified by the resident to the CRF;
 - d) Signed acknowledgement of CRF House Rules;
 - e) Any Assessment for Decision reports, relevant to current release, submitted to the PBC;
 - f) CRF RAP;
 - g) CRF RAP progress reviews (as stated in paragraph 23);
 - h) CSC psychological reports;
 - i) Case file recordings, including pertinent information from the duty log;
 - j) Documents outlining reasons for non-voluntary termination (where applicable); and
 - k) Other documentation considered relevant to the provision of services, as determined by the CRF or CSC.
 28. The CRF must not provide to the resident copies of any documents in the resident case file provided to the CRF by CSC or any document that was extracted by the CRF from OMS.
 29. The CRF must return offender information provided by CSC within thirty (30) days following the termination of the offender's residency, or on the termination of the contract with CSC, whichever is sooner unless written consent instructing otherwise is given to the CRF by the CSC designated representative. Shall a CRF be advised they can shred the information, they will need to meet governmental standards requesting that Protected A and B information on paper be destroyed to the maximum shred size of 2mm X 15mm (type IIIA shredder).

House Rules

30. The CRF must provide, verbally and in writing, information regarding the house rules to each resident at admission and ensure that the resident understands and agrees to abide by the house rules of the CRF. A form signed by the resident acknowledging the house rules must be provided to the supervising Parole Officer. A signed copy must be provided to the resident.
31. House Rules must address at a minimum:
 - a) Responsibilities and expectations of the resident;
 - b) Grounds for non-voluntary termination from the residency;
 - c) Rules regarding programs and services including hours of operations (including curfew) and visiting hours if applicable;
 - d) Procedures regarding room searches and/or inspections (if applicable);
 - e) Storage and disposal of personal property (including offender's responsibility with respect to his/her effects and personal effects list);
 - f) Procedures regarding the handling of funds;
 - g) PBC policy on leave privileges;
 - h) Grievance policy and procedures; and
 - i) Policy on the reporting of offender behaviour, and compliance with release plan and conditions to the CSC.



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Meals & Meal Allowances

32. The CRF must provide three (3) meals a day to residents or a meal allowance. Meals that are provided must meet health and nutritional requirements in accordance with *Canada's Food Guide*. Residents who are provided with a meal allowance are responsible for the quality of their food intake and, consequently, their nutritional well being.
33. At, or prior to admission, the resident is responsible for identifying any religious and/or medical dietary requirements. If special requirements are identified, the CRF must consult with the Project Authority and reasonable efforts must be made to meet the dietary needs of the resident.

Personal Effects

34. The CRF must follow the provisions of CD 566-12. At the time of admission, the CRF must ensure that residents are informed verbally and in writing of procedures regarding personal property. CD 566-12 entitled "Loss or Damage – Community-Based Residential Facilities" must apply to offender claims for loss or damage to personal property at the CRF.
35. The CRF must forward the personal effects list for each offender to CSC within thirty (30) days of the offender leaving the CRF upon suspension.

Storage of and Access to Medication

36. Upon admission, the CRF must ask the offender to identify any allergies or medical conditions that could require the urgent intervention of staff and/or emergency medical personnel.
37. The CRF must advise offenders upon admission that they are responsible for carrying, on their person, any medication that requires immediate and/or urgent usage.
38. The CRF must store all prescription medication in a secure, locked area of the facility.
39. The daily dose of prescribed methadone and/or suboxone is to be administered at a local pharmacy. Methadone and/or suboxone for offenders *under CSC jurisdiction* will only be temporarily kept on-site during exceptional circumstances when the offender's regular pharmacy is expected to be closed, the offender has a prescription for take-home doses of this medication, and the CRF is equipped to store and manage this medication. Such arrangements must be established in advance and through consultation with the supervising Parole Officer, the pharmacy and the management of the CRF to ensure methadone and/or suboxone can be temporarily managed safely on-site. The arrangements and who participated in the consultation must be clearly documented in the resident case file.
40. The CRF must safeguard the confidentiality of medical information they are privy to and ensure that the type of medication and prescribed dosage is not shared except on a "need to know" basis.
41. If the offender is to leave the facility on overnight leave privileges (e.g. weekend pass), he/she is responsible for requesting and taking with them the amount of medication that is required for the duration of the absence or for arranging access to their medication throughout the duration of their absence.
42. While it is the offender's responsibility to self-administer his/her individual prescription and over-the-counter medication(s), the CRF must maintain a medication access log to document an offender's access to his/her medication(s). The medication access log must include the offenders name, date and



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time which he/she accessed their medication, offender and staff initials. Medication names and dosages are not to be included in the medication access log.

43. The CRF must forward the medication access log for each offender to CSC within thirty (30) days of the offender leaving the CRF.

SECURITY AND SAFETY

Static and Dynamic Security

44. The CRF must have a system for alerting its staff of the following:
- a) Residents who have been convicted of an offence or offences causing death or serious harm to others;
 - b) Residents who are assessed as having a high potential for violent or suicidal behaviour;
 - c) Residents whose medical or psychiatric history indicates a need for special attention;
 - d) Residents who have attracted considerable public attention or residents with a high profile flag in OMS;
 - e) Any Criminal Code Schedule 1 offender; and,
 - f) Any change(s) in the supervision status of an offender.
45. The CRF must ensure that all staff receive the necessary information about each resident so that the risk to their personal safety is minimized.
46. The CRF must maintain formal records for documenting the following:
- a) Activities;
 - b) Incidents;
 - c) Resident movement;
 - d) Resident behaviour/observations; and,
 - e) Violations and actions taken.
47. The CRF must ensure that shift briefings are in writing in the duty log as well as communicated verbally before assuming responsibility for the shift.
48. The CRF must ensure staff are on-site and alert 24 hours per day.
49. The CRF must conduct a resident count immediately after curfew and/or the activation of the alarm system. At a minimum, two subsequent counts must be conducted, the first of which must take place upon commencement of the night shift. Counts must be conducted such as the presence of a live, breathing body can be determined. All such counts must be recorded.
50. CRF staff must verify that the residents in the facility are accounted for during the day and evening, at a minimum at the beginning of each shift. Such verifications must ensure the presence of the offender's live, breathing body. Such verifications must be recorded in the duty log.
51. The CRF must contact the local CSC office or National Monitoring Centre when a resident is discovered to be missing from the facility and no satisfactory explanation is known. In the event of a curfew violation, or failure to report as scheduled upon release, the CRF must take immediate actions to locate the offender. The CRF must report to CSC if the offender cannot be located within a maximum delay of ten (10) minutes.



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52. The CRF must periodically check individual resident activities and destinations while the resident is away from the facility and record the results of these checks in the log book. The means used to verify individual resident activities and destinations must be agreed upon by the CRF and the Project Authority.
 53. The CRF must ensure that overnight leave privileges and travel permits have been approved by the supervising Parole Officer, in writing, prior to the leave commencing. When requested by the supervising Parole Officer, CRF staff must verify resident activities and location during their absence.
 54. The CRF must monitor the offender's behaviour and must immediately report to a Parole Officer, the National Monitoring Centre, or a person with designated signing authority to issue a warrant of suspension, information concerning:
 - a) Any violation of standard or special conditions of release, or instructions issued by the supervising Parole Officer;
 - b) Any significant increase in the offender's risk of re-offending; and,
 - c) Other relevant information concerning the offender's behaviour and performance in the community.
 55. CRF staff are authorized to conduct searches of an offender's room and its contents under Section 66 of the CCRA when there are reasonable grounds to suspect a breach of conditions.
 56. The CRF must immediately report to CSC if any unauthorized items (as defined by the CRF House Rules) or any items that could jeopardize the safety of staff, public, or offenders, are found.
 57. The CRF must record violations and actions taken, and keep a copy in the Resident Case File. The CRF must advise CSC of those violations and/or actions taken.
 58. The CRF must ensure that staff adhere to the following procedure should an offender known to the CRF, who is Unlawfully at Large, present himself/herself at a CRF:
 - a) Where possible and safe to do so, isolate the offender from other residents;
 - b) Notify local Police;
 - c) Notify the local CSC Office or the National Monitoring Centre; and,
 - d) In the event the offender absconds before the police arrive, CRF staff are not to apprehend the offender but rather provide relevant details to the police upon arrival.
 59. Prior to contacting the National Monitoring Centre, the CRF must ensure that the following information is readily available so as not to detract from the valuable time otherwise used in locating the offender:
 - a) Standard Profile;
 - b) Last known location/sign-out information, if applicable;
 - c) Any special instructions left by the supervising Parole Officer or CRF Caseworker (e.g. curfew extension, weekend pass, etc.); and,
 - d) Any additional information that may be relevant in assisting the National Monitoring Centre in their assessment of the situation.



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Safety and Emergency Measures

60. The CRF must be in compliance with all applicable territorial, provincial, municipal and local legislation and regulations. The CRF premises and equipment must conform to applicable zoning, health, safety, building and fire codes and regulations.
61. The CRF must have written plans for dealing with fire, medical emergencies (including pandemic situations) and natural disasters, and the CRF staff must be trained accordingly. The CRF must provide a copy of these plans to the Project Authority.
62. The CRF must ensure that there is a First Aid Kit available to each shift with an inventory of medical contents approved by the St. John's Ambulance, the Canadian Red Cross or equivalent, and that the contents are inspected monthly.
63. The CRF must ensure that on each shift, there is a staff member with a valid St. John's Ambulance Certification (or other equivalent in first aid) in addition to valid cardiopulmonary resuscitation (CPR) certification.
64. The CRF must ensure that residents have access to a telephone and that emergency numbers are posted next to all telephones in the facility.

Response to Medical Emergencies

65. All CRF staff will respond to medical emergencies by immediately calling for assistance and securing the area. The primary goal is the preservation of life while ensuring the personal safety of staff and other individuals.
66. When safe to do so, CRF staff with CPR/first aid certification must initiate CPR/first aid without delay, even in cases where signs of life are not apparent, and continue as instructed or until relieved by health care professionals or emergency professionals. Initiation of CPR is not required when the physical state of the offender does not permit CPR.
67. While it is the offender's responsibility to self-administer his/her medication(s), an exception is made for life-saving medications (e.g. epinephrine and naloxone) when the offender is unable to self-administer them. If these medications are available on-site, CRF staff can choose to administer these life-saving medications while waiting for health care professionals or emergency professionals to arrive.
68. As soon as possible following a medical emergency, CRF staff must complete an incident report and send a copy of the report to CSC in accordance with paragraphs 46 and 84.

PERSONNEL

69. Volunteers/placement students must not be left in charge of a CRF.
70. The CRF must ensure that staff/volunteers/placement students have reached the age of majority in the province of operation.

Orientation, Staff Training and Development

71. Prior to any staff member assuming responsibility for their duties, the CRF must provide an orientation suited for the position. Staff must sign a form confirming orientation has been completed and the form



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placed on their personnel file. The orientation for service providers must include, at a minimum, the following:

- a) CRF's goals and objectives;
- b) CRF's policy and procedures;
- c) Confidentiality;
- d) First aid;
- e) Basic crisis intervention;
- f) Emergency measures;
- g) Relationship to the CSC;
- h) Agency's contractual obligations;
- i) Security Clearance; and,
- j) Minimum of one full-time work week (or the equivalent of one full work week, in accordance with the agency's operational procedures) working with another experienced full-time staff member.

72. The CRF must ensure that volunteers/placement students undergo proper training and orientation.

73. The CRF must establish and implement an annual staff training and development plan which must ensure that all staff obtain ongoing training required to achieve, maintain, and strengthen the level of knowledge, skills and competencies essential to their assigned duties and responsibilities. A copy of the training plan must be provided to CSC within three (3) months of signing the contract and annually thereon.

74. The CRF's training and development plan must ensure that case workers, outreach workers and other similar service providers are trained, or receive training within the first year of employment, in the following areas:

- a) crisis intervention;
- b) counselling/intervention techniques; and,
- c) defusing hostile situations.

75. At the request of the Project Authority, CRF staff may be required or invited to attend additional orientation and/or information sessions related to the provision of services including, but not limited to, Aboriginal awareness and/or cultural training, mental health awareness training, "boundaries" training, and/or gender sensitivity training.

76. The CRF has an overall responsibility for fostering a positive culture of values and ethics in their organization. They must ensure their employees are aware of their legal and ethical obligations and avoid conflicts of interest. It is the CRF's responsibility to inform CSC immediately when there is suspicion or confirmation that a CRF staff member breached the facility's conflict of interest policy, code of conduct or code of ethics, if CRF Management considers that the information or event could potentially impact its capacity to offer the services outlined in the contractual agreement.

77. The CRF, upon learning that a CRF staff is under criminal investigation or has been accused of violating the Criminal Code, must notify the Project Authority.

Qualifications of CRF Staff

78. The CRF must specify the qualifications required of staff to perform the respective duties and responsibilities of each position. The requirements for the selection of supervisors, case workers, outreach workers or similar positions must include:



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- a) The ability to understand the dynamics of offender behaviour and assess their needs and risks;
- b) The skills to counsel offenders, form effective relationships and gain trust;
- c) The skills to understand the use of authority in supervision and to intervene effectively in crisis situations;
- d) The ability to assist offenders in identifying and solving the practical problems involved in their successful reintegration into the community;
- e) The ability to assist offenders in identifying and obtaining the community services required for their successful reintegration;
- f) Skills in communicating effectively, both orally and in writing; and,
- g) The ability to demonstrate cultural competence and respect for diversity.

ENHANCED SERVICES

- 79. CSC may request the CRF to provide specialized services. The services to be provided must be negotiated and agreed upon in accordance with the special services Statement of Work clauses to be included as an appendix to the contract.
- 80. CSC may request the CRF to provide enhanced interventions to support the placement of high risk offenders. These services must be agreed upon by CSC and the CRF in writing and invoiced separately.
- 81. CSC may request the CRF to provide specialized programs/services recognized by CSC. Such request must be agreed upon by CSC and the CRF and recorded in accordance with established Statement of Work.
- 82. CSC may request the CRF to provide supervision of offenders. The CRF must comply with the Statement of Work for Community Assessment and Parole Supervision (CAPS), where applicable. This service shall be invoiced separately.
- 83. In instances where the CRF also provides direct supervision of offenders, requirements to develop and update a RAP (in accordance to paragraphs 22 and 23) will be discussed and agreed upon between the CRF and the Project Authority.

ADMINISTRATIVE REQUIREMENTS

Reporting

- 84. The CRF must provide CSC with the following reports:
 - a) Monthly Utilization Reports, or equivalent, indicating total utilized beds by offender's name, FPS number and gender;
 - b) Monthly Living Allowance Report by offender's name, and FPS number, if applicable;
 - c) Incident/occurrence reports, as they occur;
 - d) Annual Financial Statements; and,
 - e) Other logs or reports, as requested by CSC.
- 85. Additional reports, as specified in paragraph 84, may include financial statements and must be provided by the CRF to CSC upon request.



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86. CSC reserves the right to audit or cause to have audited the accounts and records of the CRF, during the term and after the expiry of the contract and at CSC's expense, to ensure compliance with the terms and conditions of the contract. The timing of such audit must be agreed upon by both parties. The scope and coverage of such audit must be determined by CSC and may be carried out by employees or agents of CSC.
87. The CRF acknowledges that CSC or its agents may audit financial records of the CRF or its agents, whether directly or indirectly related to this contract, as is necessary to satisfy CSC that the funds have been spent in accordance with the terms of this contract. Without limiting its scope, audits may be carried out to substantiate any financial transaction incurred as well as to validate budgets, estimates and/or rates charged to CSC.
88. The CRF must ensure records are available for audit by CSC or its agents upon reasonable notice, and permit CSC or its agents to audit and inspect the records and to take extracts from and make copies of the records.
89. The CRF must provide reasonable facilities to CSC or its agents for such audits and inspections and provide CSC or its agents with all information necessary to understand the records.
90. If applicable, the CRF must provide a complete listing of CRF Board Members to CSC at the time of the contract signing. This list must include the member's name, profession, and area of residence. This list is to be updated by the CRF and forwarded to CSC whenever board membership changes occur.
91. The CRF must ensure that a self-evaluation is conducted yearly. The criteria for evaluation must be directly related to the statement of work and administrative requirements. This evaluation must be accompanied by a summary of previous year's training activities.

Mission Statement

92. The CRF must have a written statement of mission which must include but not be limited to:
- a) Objectives;
 - b) Programs;
 - c) Services; and,
 - d) Population to be served.

Legal Entity

93. The agency that operates a CRF must be a legal entity that is either a not-for-profit agency or for profit corporation.

Agency Administration

94. The lines of accountability and authority within the CRF must be defined and be available to CSC.