



Appendix "D"
Statement of Work
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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 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. This includes but is not limited to Commissioner's Directives (CD) 228-Information Management, CD 701-Information Sharing, and all those the Project Authority identifies and those mentioned throughout this document.
8. The CRF Contractor agrees that its officers, employees and subcontractors must comply with all applicable laws and CSC's CDs, as applicable to the work to be completed as part of this contract.
9. When documenting and recording offender information, the CRF must ensure that information management is completed in accordance with the IT security requirements outlined in the contract.
10. 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

11. Upon contract award, 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 will 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 will provide the CRF with the following standard case management documentation as soon as practicable and no later than 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) Elder Reports (if applicable)
 - g) Standard Profile;
 - h) Parole Board of Canada (PBC) Decision Sheet;
 - i) Copy of the Release Certificate;
 - j) A recent photograph; and,
 - k) 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 must provide a strategy to accommodate diverse cultures and spiritualities, including, but not limited to, Indigenous 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, including a representative from the local Indigenous community (where applicable). The person(s) the CRF selects 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.



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Liaison Services

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 and 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 when working with offenders with mental health issues);
- 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, program participation, or both. 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 the CRF will use to engage the offender in the aforementioned plans.
22. CRF staff must develop a Resident Action Plan (RAP), consistent with the offender's Correctional Plan (without being a replica) with the participation of the offender and the supervising Parole Officer. The CRF must complete the RAP within thirty (30) days of the offender's arrival at the facility. For CRFs with OMS connectivity, the assigned CRF staff must enter the plan in OMS under Casework Record (CWR).
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, the assigned CRF staff must enter these assessments in OMS under CWR.
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 that include, but are not limited to, crisis management, personal or family problems, education, literacy, employment, budgeting, life skills, recreation, spiritual and cultural activities;
 - 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.



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Resident Case Files

26. The CRF must record and incorporate pertinent information on individual residents into the resident case file.
27. The OMS CRF file (where applicable), hard copy CRF file, or both 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 the CRF and its collaborating agencies or resources provide to the resident, 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) Acknowledgement of CRF House Rules signed by the resident;
 - 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, unless the CRF receives written approval from CSC.
29. The CRF must return offender information CSC provided 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 the CSC representative has given written consent instructing otherwise to the CRF. If the CSC representative advises the CRF they can shred the information, the CRF must 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. The CRF must provide a form signed by the resident acknowledging the house rules to the supervising parole officer upon request. The CRF must provide a signed copy 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 inspections (if applicable);
 - e) Storage and disposal of personal property (including offender's responsibility with respect to their effects and personal effects list);
 - f) Procedures regarding the handling of funds;



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- 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.

Meals & Meal Allowances

- 32. The CRF must provide three (3) meals a day to residents or a meal allowance. Meals the CRF provides must meet health and nutritional requirements in accordance with Canada's Food Guide. Residents that receive 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 or medical dietary requirements, or both. 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. The CRF must apply CD 566-12 entitled "Personal Property of Offenders" to offender claims for loss or damage to personal property at the CRF.
- 35. In cases where the offender's release is suspended, the CRF shall forward the offender's personal effects list to CSC upon request.

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, emergency medical personnel, or both.
- 37. The CRF must advise offenders upon admission that they are responsible for carrying, on their person, any medication that requires immediate or urgent usage, or both.
- 38. The CRF must store all prescription medication in a secure, locked area of the facility.
- 39. The daily dose of prescribed methadone, suboxone, and/or other opioid agonist used in opioid substitution therapy (OST) is to be administered at a local pharmacy. In cases where the offender has a prescription for take-home doses of methadone, suboxone, and/or other opioid agonist used in OST, and/or in exceptional circumstances when the offender's regular pharmacy is expected to be closed and the CRF is equipped to safely store the medication in accordance with product storage requirements, this medication can be kept on site. Such arrangements must be established in advance and through consultation with the supervising Parole Officer, the pharmacy and the management of the CRF. 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), they are responsible for requesting and taking with them the amount of medication that is required for the



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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 their individual prescription and over-the-counter medication(s), the CRF must maintain a medication access log to document an offender's access to their medication(s). The medication access log must include the offender's name, date and time which they accessed their medication, offender and staff initials. The CRF must not include medication names and dosages in the medication access log.
43. Upon request, the CRF must forward the medication access logs 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 and observations; and,
 - e) Violations and actions taken.
47. The CRF must ensure that shift briefings are in writing in the duty log and that the CRF staff ending one shift verbally communicates the briefing to the CRF staff beginning the next shift before they assume responsibility for that shift.
48. The CRF must ensure staff are on-site and alert 24 hours per day.
49. The 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. The CRF must conduct a resident count immediately after curfew and/or the activation of the alarm system, or both. At a minimum, two subsequent counts must be conducted the first of which, must take place upon commencement of the night shift. CRF staff must conduct verifications and counts in a manner that enables them to determine the presence of a live, breathing body. All verifications and counts will be recorded in the CRF duty log.



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50. The CRF must contact the local CSC office (during regular business hours) or National Monitoring Centre (after hours) if the offender cannot be located within a maximum delay of ten (10) minutes starting from the time when the CRF discovered that the resident was missing. 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.
 51. 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.
 52. The CRF must ensure that the supervising Parole Officer has approved overnight leave privileges and travel permits prior to the leave commencing, and that this approval is documented. When the supervising Parole Officer requests it, CRF staff must verify resident activities and location during their absence.
 53. The CRF must monitor the offender's behaviour and must immediately report to a Parole Officer or a person with designated signing authority to issue a warrant of suspension (during regular business hours) or the National Monitoring Centre (after hours), to issue the 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.
 54. CRF staff are authorized to conduct searches of an offender's room and its contents under Section 66 of the CCRA when the CRF has reasonable grounds to suspect a breach of conditions.
 55. When required to search Indigenous medicine bundles, religious and spiritual articles, and/or other sacred objects, the owner must manipulate them for visual inspection by the examining CRF staff member. If the owner is absent, CRF staff must always handle the cultural, religious and ceremonial items with cultural sensitivity.
 56. In accordance with paragraph 46, the CRF must immediately report to CSC and document if it finds any unauthorized items (as defined by the CRF House Rules) or any items that could jeopardize the safety of staff, public, or offenders.
 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 or actions taken, or both.
 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 themselves 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 (during regular business hours) or the National Monitoring Centre (after hours); 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.



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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 and sign-out information, if applicable;
 - c) Any special instructions left by the supervising Parole Officer or CRF Caseworker (including, but not limited to, curfew extension, weekend pass); and,
 - d) Any additional information that may be relevant in assisting the National Monitoring Centre in their assessment of the situation.

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 upon request.
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 must 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, according to their certification and training, 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 their medication(s), an exception is made for life-saving medications (including, but not limited to, 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 and/or to provide additional instructions.
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 81.



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PERSONNEL

- 69. The CRF must not leave volunteers or placement students in charge of a CRF.
- 70. The CRF must ensure that staff, volunteers and 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 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 and 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. The CRF must provide a copy of the training plan to CSC upon request.
- 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 or information sessions, or both, related to the provision of services including any of the following, Indigenous awareness, Indigenous cultural training, mental health awareness training, "boundaries" training, 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



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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:

- a) The ability to understand the dynamics of offender behaviour and assess their needs and risks;
- b) The skills to counsel offenders, form effective professional 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 programs, services, or both, recognized by CSC. CSC and the CRF must negotiate and agree upon such requests in writing. CSC will incorporate the additional programs or services into the contract in accordance with the established statement of work.
80. CSC may request the CRF to provide enhanced interventions to support the placement of high risk offenders. CSC and the CRF must agree upon these services in writing and the CRF must invoice these services separately.

ADMINISTRATIVE REQUIREMENTS

Reporting

81. 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 and occurrence reports, as they occur;
 - d) Annual Financial Statements (upon request); and,
 - e) Other logs or reports, as requested by CSC.
82. Additional reports, as specified in paragraph 81, includes financial statements and the CRF must provide them upon request.
83. 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



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and conditions of the contract. Both parties must agree upon the timing of such audit. CSC will determine the scope and coverage of such audit and CSC employees or agents will carry them out.

84. 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 their scope, CSC may carry out audits to substantiate any financial transaction incurred as well as to validate budgets, estimates, rates, or all three, the CRF charged to CSC.
85. 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.
86. 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.
87. If applicable, the CRF must provide a complete listing of CRF Board Members to CSC at the time of the contract signing upon request of the Project Authority. This list must include the member's name, profession, and area of residence. The CRF must update this list and forward it to CSC whenever board membership changes occur.
88. The CRF must ensure that a self-evaluation is conducted on the schedule agreed upon with the Project Authority. 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 the training activities that have occurred since the submission of the previous evaluation.

Mission Statement

89. 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

90. 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

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