Final Revisions to the PDD 2017 PDD Contract Template were introduced on March 16, 2017

Through the course of the regional information sessions, subsequent questions from service providers, and discussions with the Alberta Council of Disability Services (ACDS), we identified areas requiring clarification and revision in the PDD 2017 Contract Template and related Schedules. These revisions include:

- The ministry name was changed to reflect the new ministry of Community and Social Services.
- Service providers requested clarification about the requirements for a financial audit at the end of the contract term. Following consultation with the ministry’s Corporate Finance, this provision (Article 7.1d) was revised to specify the need for an Auditor’s Special Report. Based on subsequent concern from service providers, this provision has now reverted to the original wording and the definition of ‘Auditor’s Report’ has been expanded to clarify that it must contain an opinion on the fairness of the financial information represented by the contractor.
- Article 9.1 was revised to clarify that prior approval by the Province is not required for sub-contracting but, rather, that existing practice to allow sub-contracting of services continues, and that the contractor should identify this intent to sub-contract services in Schedule A.
- Based on concerns about the feasibility of acquiring worker’s compensation ‘equivalent’ insurance, Article 16.4 was revised to mirror language in the old (2016-17) PDD contract template, which states that contractors must maintain Worker’s compensation insurance or, if exempt, provide evidence of exemption on request by the Province.
- Other minor revisions to ensure consistency of terms between the template body and related Schedules, as well as formatting and grammatical edits.

While not directly related to the contract template itself, concerns have been raised regarding timely implementation of the new PDD Performance Management Framework (PMF) and reporting tool. Recognizing that service providers and regional staff may need time beyond April 1, 2017 to become familiar with the reporting tool and related requirements, we will begin using the PMF reporting tool on July 1, 2017. This will ensure adequate time for training and orientation purposes.
General

Q1 Why is Community and Social Services (formerly Human Services) implementing a new contract template for Persons with Developmental Disabilities (PDD) services?

A1 In March 2016, Community and Social Services introduced a suite of common contract templates to replace the over 50 previously in circulation. The new templates:

- address feedback from service providers who found the multiple contracts and reporting requirements to be administratively burdensome;
- align with government standards and practice and promote a unified Ministry approach to contracting; and
- enhance transparency and accountability for Albertans.

The new contract templates were introduced to service providers in March 2016 and implemented for all services starting April 1, 2016, with the exception of PDD. PDD service providers expressed concerns with the proposed PDD template, so the Ministry supported further consultation with the sector. Implementation of a new PDD contract template was deferred to April 1, 2017.

Q2 How was the new contract template developed?

A2 The PDD Contract Template Committee was formally established in May 2016 and included ministry staff, legal counsel for Human Services, the Alberta Council of Disability Services and four PDD service providers. Over the course of several months, the Committee jointly developed a new contract template that was approved by Community and Social Services Minister Irfan Sabir and will be used for all direct PDD services starting April 1, 2017.

Q3 I have questions about the new PDD contract template. Who can help me?

A3 The new PDD contract template has several new or revised provisions, and we expect that you will have questions about how these will be put into practice. Community and Social Services offered information sessions on the new contract template for PDD service providers and ministry contracting staff in each of our Service Delivery Regions during the month of January 2017. The sessions provided detailed information about key provisions in the new template. The information session has been recorded as a webinar and is available in two parts on this website.

In addition, we have tried to anticipate questions regarding the new contract template in this document, which will be updated on a regular basis. If you can’t find an answer to your question here or in the webinar, please direct it to your regional Contract Specialist.
Q4  When does the new PDD template take effect?
A4  The new template will be used for all new PDD contracts effective April 1, 2017. If your current contract ends after that date, the new contract template will be used for any subsequent contract.

Q5  Will general service contracts and family managed contracts be expected to meet the same reporting requirements?
A5  Reporting requirements under general service and family managed contracts reflect the nature of the services required. Reporting under all agreement formats continues to be explored and revised where appropriate and may vary based upon the nature of the service.

Q6  In January 2016, the ministry implemented a Pre-Qualified Resource (PQR) process which required all service providers to become pre-qualified and sign a PQR Master Agreement. In November 2016, the Minister announced that existing front line services for Albertans with developmental disabilities would not be competitively tendered. Given this direction, is the PQR and associated Master Agreement still in effect?
A6  Yes the PQR is still in effect. The PQR list promotes transparency and helps to increase public confidence in service quality, access and safety by ensuring all providers on the list meet minimum qualifications. The PQR list also enables service delivery regions to access the service provider that best meets the clients’ needs.

Regardless of the method used by the ministry to acquire services, including sole-sourced or competitive, service providers must be qualified as part of the PQR process. On occasion, where new services are introduced or existing providers are not able to meet the demand for services, service delivery regions will use the PQR list to notify all qualified service providers of the opportunity to submit a proposal for the work.

Q7  Is the PQR Master Agreement aligned with the new PDD contract template?
A7  Yes, the Master Agreement from the PQR aligns with the new PDD contract template. The Master Agreement and the Services Agreement capture two different facets of providing services under the PQR. The Master Agreement qualifies the service provider as a QSP (Qualified Service Provider) and must be in place for as long as the provider wishes to be considered to offer services. The new PDD template is the service agreement between the province and the contractor and relates specifically to the services required by the province and offered by the QSP.
Contract Template Body

Q8 What is the significance of the capitalized terms within the contract?
A8 Capitalized terms are defined in the Definitions section of the contract.

Q9 Why are some areas of the template shaded?
A9 Shaded fields reflect areas that require decision and input by the Service Delivery Region and/or service provider based upon the specific service delivery arrangement. These matters will be discussed with your Contract Specialist in the contract development stage.

Q10 Article 2, Contract Term: How long will the term of the new agreement be?
A10 We anticipate that the majority of agreements for direct PDD services using the new contract template entered into on April 1, 2017 will be for three years, ending March 31, 2020. This is a change from the historical practice of entering into annual contracts. Longer term contracts will provide greater continuity of care for clients and will provide contractors greater flexibility and assurance in planning service delivery and using funding.

Q11 I am concerned that a three-year contract will lock my agency in to a lengthy term with no ability to negotiate funding increases during the term. Can I enter into a shorter term contract (i.e. one year) instead?
A11 While we expect that the majority of agreements will be for a three-year term, service providers may request a shorter term (i.e. one or two years). Regardless of the length of the contract term, and as per current practice, service providers can identify their operational needs for discussion with and consideration by regional contracting staff at any point during the contract term. The option of a three-year term offers greater predictability of funding and increased flexibility for service providers to plan for and allocate funding over the term.

Q12 Article 3.4: Which entities are authorized to conduct a criminal record check and/or vulnerable sector check?
A12 Entities authorized to conduct criminal record/vulnerable sectors checks include police services of the local jurisdiction or companies that enter into agreements with local police services for this purpose. For more information about the steps required to complete a check, please see this link or contact your local police services.
Q13 Article 3.4: Do the results of the criminal record and vulnerable sector checks need to be in place prior to hiring a new employee?

A13 Ideally, all successful applicants for employment should undergo a criminal records check and vulnerable sector check before commencing employment. However recognizing that time lines for completing these checks can be outside of the agencies’ control, this should be completed as soon as is reasonably possible upon initial employment for staff new to an agency, and every three years after the initial check.

Q14 Article 3.4: In the supportive roommate model, are criminal/vulnerable sector checks required for all residents in the home who are over 18?

A14 The intent of this clause is to ensure those who are directly responsible for supporting the individual have a criminal/vulnerable person check. As these types of situations vary greatly, it is important for agencies to consider the need for such checks as per their policies for employees, sub-contractors agents and volunteers who provide this type of support.

Q15 Article 3.4: With regard to criminal record checks, who will provide reasonable direction in cases where the checks reveal potential risks to clients?

A15 As per current practice, the contractor is expected to bring any issues regarding potential risks to clients forward to the service delivery region to discuss the potential risk issue and attempt to resolve it. In extreme instances, where further directions may be required to address potential risks, the province may provide directions to the service provider to mitigate any harm to clients.

Q16 Article 4.4: If the Province determines that a Contractor did not comply with the Standards, what steps will be taken?

A16 As per current practice, in the large majority of cases, the Service Delivery Region and the Contractor will first discuss the issue and attempt to resolve it. In some instances, the Province may request that the Contractor develop and carry out an action plan to re-establish compliance. However, in exceptional circumstances and depending on the nature and/or significance of the non-compliance, the Province may determine that immediate termination of the agreement is the most appropriate course of action.

Q17 Article 5: What is the process for initiating a ‘Program and Services Audit’?

A17 The ministry may use a program and services audit to ensure that services are provided in accordance with the contract. There may also be instances where the ministry wishes to evaluate a program as a whole, and individual contracts may need to be reviewed. The regional director with responsibility for
the PDD program has the authority to request an audit. The regional director must inform the Contractor of the intent to proceed with an audit or review.

Q18 Article 5: If the Province requests an audit, review or evaluation of the Program and Services how will the Contractor be notified, and will this include the reason for the request and timelines?

A18 A request for an audit, review or evaluation of the Program and Services will be made by the Province, in writing, to the Contractor. This notice will include rationale for the request and, where applicable, timelines for response and action.

Q19 Article 6.1a: Does this new contract template still allow for the provision of advance funds?

A19 Yes, the practice of providing advance funds is unchanged. Contractors are still able to receive up to two one-month advances, as per the value of their signed agreement.

Q20 Article 6.1 references funding categories that differ from past practice. What was the reason for this change, and does this mean funding levels will change?

A20 Funding levels are not intended to change as a result of the new template. The intent of funding categories is to provide the Province with a better picture of how public funds are used (i.e. to which categories), particularly those that are not tied directly to services for clients. The previous template did not support full and transparent accounting for the use of funding, nor did it establish sufficient parameters for the appropriate use of funding.

Q21 Article 6.2: What happens if an invoice submitted by a service provider is not approved?

A21 If an invoice submitted by a Contractor is not approved, the Service Delivery Region will provide notice and reasons for not approving the invoice to the Contractor within five business days. The Contractor can then correct the error and resubmit the invoice for payment.

Q22 Article 6.5: How and when will surplus be determined?

A22 Surplus is the total amount of funds paid by the Province to the Contractor that remains unexpended at the end of the contract term. Surplus will be determined based on the Contractor’s reported and audited (if applicable) statements of expenditures.

Positive variances that exist during the term of a full three-year contract are not considered surplus. Rather, determination of surplus will take place at the end of the contract term, or within one year of
contract expiry or termination.

**Q23  Article 6.8: What is the intent of this provision?**

**A23** This is a standard provision across Government of Alberta contracts to ensure that services purchased by government are delivered as promised in the agreement. In the PDD context, the intent is not to demand repayment for occasional periods of non-service that are a result of an individual’s periodic absence from being provided services. However, in rare instances where an individual does not receive substantive services for extended periods of time, and their services outcomes are not met, the Province must retain the discretion to determine if re-payment for non-delivered services is required.

**Q24  Article 6.8: How will it be determined if an individual has not received ‘substantive’ services?**

**A24** This provision will be exercised only following discussions with the individual, their family/guardian, and the Contractor; it would require approval by senior regional management.

**Q25  Article 6.10: What is the process and timeline for requesting additional funding for exceptional services?**

**A25** If an individual requires services in an urgent or extraordinary situation, the Contractor should immediately notify the Service Delivery Region (through their Contract Specialist) in writing and provide reasons for the request. The Service Delivery Region will work with the individual, guardian and Contractor to determine if additional services and funding are required, and will notify the Contractor as soon as reasonably possible. If additional funding is approved, an updated referral confirmation will be provided. If additional funding is not approved, the Province will provide its reasons for this to the Contractor, in writing, within five business days - unless circumstances warrant otherwise.

**Q26  Article 6.10: Is there a separate process for requesting additional funding to offset the impact of new expectations and requirements for service providers?**

**A26** Requests for additional funding not related to urgent/extraordinary situations or temporary service adjustments may arise over the course of a contract term. As per current practice, it is expected that open communication will be maintained between the Contractor and Service Delivery Region, and matters relating to funding will be brought forward and discussed through a variety of mechanisms, including dispute resolution, if required.

**Q27  Article 6.10: If the Province approves a request for additional funding for urgent/extraordinary**
circumstances, will this funding be provided retroactively to the date that the additional services were initiated, to the date that the request was made by the contractor, or to the date that the Province approved the request?

A27 In cases where urgent/emergency services are required immediately, it is important that service providers notify the Service Delivery Region as soon as is possible to avoid a gap between the service request and funding. If there is a gap between when emergency services started being delivered and when the request was made, service providers should initiate a discussion with the Service Delivery Region staff to arrive at an agreement for funding. Approaches may vary based upon the circumstances.

Q28 Article 6.11: Can service providers re-allocate funds between the new funding categories?

A28 Yes, the new contract provides flexibility to move money between certain categories without approval, provided the amount does not exceed certain thresholds (20% of the initial category value). For example, a positive variance in 'Direct Service Costs' may be reallocated to 'Indirect Service Costs' without approval. However, in some instances, approval for reallocation is required, such as when moving money to Capital Expenditures or Ancillary Program Costs.

If funds are reallocated between categories, the Contractor must provide an updated budget (Schedule B) to reflect the reallocation, at minimum on a quarterly basis.

Q29 Article 6:11: In what circumstances will the initial values of the budget categories be revised?

A29 Initial values of the budget categories would only be revised when the budget (and contract) is amended, and not as a result of reallocation of funds within thresholds. An amendment may occur when there is a substantial increase in Total Direct Service Costs or when the Service Delivery Region and contractor believe some significant changes are needed to ensure the budget reflects the actual costs of providing services.

Q30 Article 7: What are the reporting requirements under this new contract? (updated March 17, 2017)

A30 The new contract describes requirements for two different types of reporting: financial reporting and outcomes reporting.

Regarding financial reporting, the Contractor must, on an annual basis (within 90 days of its fiscal year end), provide:

- its latest annual consolidated financial statements to the Province (and, if the statements are audited, provide a copy of the Auditor’s Report); and
- a completed Appendix 1 to Schedule D (Annual Financial Reporting Form).
In addition, within 90 days of the end of the contract, whether it expires or is terminated, the Contractor must provide an Auditor’s Report to the Province, regardless of the contract value. For additional detail regarding the Auditor’s Report, please refer to the Definition section in the updated template.

The Province may also request and pay the costs for an independently audited financial statement or Auditor’s Report, at any time during the term of the contract.

For outcomes reporting, Contractors will continue to report as per the Performance Management Framework set out in Schedule D of the contract. Implementation of the new Performance Management Framework is deferred to July 1, 2017, to provide time for education and orientation to the reporting tool and processes.

Q31 Article 7: Financial reporting provisions state that annual Consolidated Financial Statements are required, as well as an Auditor’s Report at the end of the contract term. If a service provider gets its annual financial statements audited and these are provided to the Province, can the requirement for a term-end Auditor’s Report be waived? (updated March 17, 2017)

A31 The Auditor’s Report at the end of the contract term cannot be waived.

A term-end Auditor’s Report differs from the annual consolidated financial statements in that it provides a different level of information. Even though annual consolidated financial statements are provided to the Province, an Auditor’s Report at the end of the term provides verification that the information, provided by the contractor through the contract schedules and annual reporting, is accurate and contains an opinion on the fairness of the financial information represented by the Contractor. In a standard financial statement audit, the focus of the auditor’s opinion is on the presentation of the financial statements. An Auditor’s Report assures the completeness or accuracy of the information.

Q32 Article 7.2 Consolidated Financial Statement and Auditor’s Report: Can the Service Provider request an extension to the timeline for submitting these reports in circumstances where they require more than 90 days to complete the audit.

A32 The 90-day time limit is consistent across government. This ensures that contractors are treated equitably and fairly across the province. However, in rare instances where a service provider cannot meet the timelines due to circumstances beyond its control, it can request an extension of time in writing that would be considered by the Province. The maximum extension that will be considered is 120 days, given the Province’s obligation to meet its financial reporting requirements. Where extensions of time are reasonable, the Province will notify the Contractor in writing.

Requests for extensions may need to be substantiated by a letter from the auditor outlining the reasons for the extension. Extensions are granted only when, in the course of performing the contract, it becomes evident that certain timelines cannot be met despite best efforts by the Contractor.
Q33 Article 9, Subcontracting: If the Contractor intends to subcontract for services, is it necessary to inform the Province prior to subcontracting? (updated March 17, 2016)

A33 As per current practice, Contractors may choose to subcontract for services. For information purposes, we request that the Contractor identifies any intent to subcontract services in Schedule A and, ideally, identifies the subcontractor they intend to use for a particular service. While prior approval of the subcontractor by the province is not required, the Contractor remains responsible for the performance and activities provided by its subcontractors under the contract.

Q34 Article 10: Who determines what constitutes a ‘key position’, and why do I have to notify the province if a key position needs to be replaced?

A34 In rare circumstances, the Contractor and Service Delivery Region will jointly determine, through discussion, that a position with highly specialized skills or experience (e.g. a medical or psychiatric specialist) is essential to provide services to one or more individuals under the agreement. In this case, the position will be listed in Schedule A (VII) and the Province must be notified, in writing, prior to this position being replaced. If the position remains unchanged but the individual filling that position changes, there is no requirement to notify the Province. The intent is not to identify all personnel providing services under the agreement but rather those critical positions without which highly specialized services cannot be performed.

Q35 Article 12, Material Ownership: Does this mean that the Province will claim ownership of any materials or deliverables developed by the service provider?

A35 No, only those materials and/or deliverables directly associated with services under the contract and specifically paid for by the Province would be subject to this provision. These would be jointly identified by the Contractor and Service Delivery Region in Schedule A (VIII) and Article 12 would only apply to those deliverables and/or materials.

Q36 Article 14: Who owns the personal information I collect from clients?

A36 Through the course of delivering services under the contract, the Contractor collects and uses client personal information. As has historically been the case, this information is collected on behalf of the Province under the Freedom of Information and Protection of Privacy Act (FOIP) and, as such, belongs to the Province.
Q37  **Article 14: What happens if I receive a request under FOIP?**

A37  Should the Contractor receive a FOIP request, they should not respond to it, but rather immediately forward the request to the Service Delivery Region for further handling.

Q38  **Article 14.7: Why do service providers have to store all records of personal information in Canada? What does this mean for cloud-based storage solutions?**

A38  As this personal information belongs to the Province, the Province must ensure that this information is protected in accordance with applicable federal and provincial legislation (e.g., FOIP, *Health Information Act*).

Cloud-based storage solutions can be used as long as the personal information remains in Canada. This means that cloud service providers must not only offer their services in Canada, but must also host their cloud services in servers based in Canada. A potential cloud service provider can confirm this.

Q39  **Article 16.2 Insurance: Does $2 million automobile liability insurance include staff using their own vehicles for work under the contract, and is coverage only required when a staff member is transporting a client or clients?**

A39  Auto insurance policies vary. Service providers are encouraged to consult with their insurance professionals to ensure necessary coverage is in place for the organization and for all staff who drive during the performance of their work.

Q40  **Article 16.4 Workers Compensation: The new template requires insurance if a contractor is considered exempt from WCB. What is meant by “hold and maintain equivalent insurance covering staff” in this provision? This phrase is now included in the FINAL PDD template. (updated March 17, 2017)**

A40  Through discussion leading up to the new template, the Province received feedback that employers’ liability insurance would not capture the intent of the provision for the PDD sector. The purpose of the provision is to ensure that coverage is in place with contractors for their workers in case an injury was to occur and WCB was not in place. Upon discussion with the Alberta Council of Disability Services and its insurance advisors, Article 16.4 has been revised to mirror language in the old (2016-17) PDD contract template, which states that contractors must maintain Worker’s Compensation insurance or, if exempt, provide evidence of exemption on request by the Province. Contractors should always confirm their coverage with their insurance providers to ensure adequate protections are in place.
Q41 **Article 18, Notice:** Is there an option to hand deliver, use registered mail or deliver by email?

A41 Notice under a contract is different than routine communication between the parties in carrying out a contract. Notice is a formal communication between parties. For example, notice is required where there is a potential loss of Personal Information, when there is a change in the corporate status of the Contractor, or when records need to be preserved. Often notice is subject to specific time periods and requires confirmation of the authority of the individual providing notice on behalf of the party. Given the authority and formal aspect of Notice, the Ministry requires notice to be in writing.

In terms of delivery, since timing for notice is important, methods of delivery and receipt are limited to those where timing can be substantiated. As such, to promote consistency, delivery is limited to the methods set out in the provision and does not include email.

Q42 **Article 19.4:** In the event that the contract is terminated or expires without intent to enter in a new contract, how will continuity of care be preserved?

A42 In these circumstances, our first priority is ensuring services continue to be provided to clients with minimal disruption. The contract does not include a requirement for notice of intent to not enter in a new contract at the end of the term. However in practice, it is expected that either party will immediately (and within 90 days of contract expiry) communicate any such intent and work together to implement transition planning. Should it be determined that additional time is required beyond the term of the agreement to complete transitions, a number of options may be considered including extension of the current contract or a new short-term contract to support transition activities and associated wind-up costs.

Q43 **Article 22.1(a):** What constitutes “private interests” (22.1a)?

A43 Historically the issue of “private interests” has been discussed, and members of the PDD Provincial Contract Advisory Committee mutually agreed that private interests are those interests that benefit the individual employee, agent or sub-contractor as a private citizen and do not represent the actions/interests of the service provider, employee, agent or sub-contractor which aim to influence public policy decisions for the betterment of their clients and the delivery of services to them.

Q44 **Article 22.1(f):** Why is the *Lobbyists Act* referred to specifically?

A44 This provision is standard across Government of Alberta contracts and existed in previous iterations of the PDD contract template. The reference to the *Lobbyists Act* is simply intended to highlight the obligation of the Contractor to comply with all legislation and, in particular, laws that are relevant for service providers contracted by Government to provide goods or services.
Q45  Article 22.2: What steps should a Contractor take if they identify a potential conflict of interest?

A45  If a Contractor determines that a conflict of interest may exist in relation to the performance of services under the contract, the Contractor should immediately notify the Province, through the Service Delivery Region, in writing. The Province will work with the Contractor to review the matter and notify the Contractor, within five business days, of its findings and next steps. This may include confirming that the matter does not constitute a conflict of interest or, if a conflict of interest exists, may result in an action plan to remedy the conflict, suspension of services, or, in exceptional circumstances, termination of the contract.

Note that a single conflict of interest, once disclosed, need not be disclosed repeatedly once resolved.

Q46  Article 24.1: In the event there is a dispute between the service provider and Province with respect to the contract, what are some potential next steps?

A46  It is expected that the parties will maintain open communication with regards to providing services under the contract. This means that issues should first be discussed between the respective representatives. In the event that the dispute cannot be initially resolved between representatives, the contract allows for good faith negotiations, dispute resolution and if needed, mediation. If the matter still cannot be resolved, the Minister will follow the rules of natural justice and procedural fairness in determining a resolution.

Schedules

Q47  Schedule B, Funding categories: How do we transition from the previous Schedule B to the new one?

A47  In the 2016 PDD Contract Template, Schedule B, Section VI – Total Contract Amount Breakdown identifies three funding components: Direct Service Costs, Service Delivery Expenditures and Administration Expenditures. Combined, these figures constitute the total contract amount provided to the Contractor.

The new 2017 PDD Contract Template also includes three funding components: Direct Service Costs, Indirect Service Costs, and Ancillary Program Costs. Indirect Service Costs is further broken down into three categories: Supervisory Costs, Administrative Staff and Expenditures.

In transitioning from the current 2016 contract template to the new 2017 contract template, the amount identified for Direct Services (2016) will be applied to the same category (2017). As identified in the 2017 Schedule B, Total Direct Service Costs reflect the maximum funding available under the contract for the provision of direct client services which are payable as a function of referral confirmations. Where the direct client services payable as a function of referral confirmations differs between the 2016 and 2017 contracts, this amount should be adjusted accordingly.
Further to transitioning from the current 2016 contract template to the new 2017 contract template, the amount identified for Service Delivery Expenditures and Administration Expenditures (2016) will be allocated against both Indirect Service Costs and Ancillary Program Costs (2017). This particular allocation should be determined by the Contractor and communicated openly to the Service Delivery Region.

Note: In all cases, total payments under the contract cannot exceed the budgeted amounts identified for the categories in Schedule B.

Q48 Schedule B: How is funding for capital expenses treated in the new contract?
A48 Consistent with Government of Alberta practice, capital assets are typically not paid outright but, rather, amortized. This is because the Province needs to be assured that proposed capital expenditures are directly tied to services for individuals under the contract. In the new 2017 PDD contract template, the exceptions are office equipment and furnishings, as well as upgrades to physical infrastructure that have been approved by the Province.

Q49 Schedule B, Guidance for Staffing Costs: Can funding allocated to an individual staff member be split amongst categories?
A49 Yes, if appropriate. For example, there may be supervisor positions that also provide direct client services. In these cases, it would be appropriate to apportion the funding between the front line and supervisory staff cost categories to reflect the division of time.

Q50 Schedule B: When completing the initial budget allocation, to what level of detail is the Contractor required to allocate? For example, is allocation to each funding category sufficient, or does the Contractor need to allocate to individual expenditure lines?
A50 As outlined in Schedule B to the contract (page B1 and B2), the initial term budget is allocated across the five funding categories (Direct Service Costs, Supervisory Costs, Administrative Staff Costs, Eligible Operating and Capital Expenditures, and Ancillary Program Costs). While the allocation to category one (Direct Service Costs) is set by the Province, allocation to the remaining funding categories is at the discretion of the Contractor in consultation with the Service Delivery Region. Allocation to specific expenditure lines is not required at the initial budget development stage. This level of detail is for reporting on actual expenditures during the term (see Financial Reporting Form, Appendix 1.0 to Schedule D).
Q51 Schedule B: Eligible Operating Expenditures indicates that costs for business travel and accommodation cannot exceed standard Government of Alberta rates. Where can I find these rates?

A51 Government of Alberta travel and accommodation rates are included as APPENDIX “A” Travel and Meal Reimbursement and Allowance Rates in travel, meal, and hospitality expense policy. The policy and appendix can be accessed at finance.alberta.ca.

Q52 Schedule B: How do contractors report expenditures that are not specifically identified in the Eligible Operating, Capital and APC cost chart?

A52 The list of expenditures included in the Eligible Operating, Capital and APC cost chart is not exhaustive. The Contractor may contact the Service Delivery Region for more information. Under Eligible Operating, there is an ‘other overhead costs’ category that may be used to capture unrecovered costs incurred by the Contractor that are required for business purposes in support of services provided under the Contract. This may include costs such as those related to planning and reporting, legal and other external professional fees, board/organizational development, business/property taxes, storage costs and expenses related to safety equipment and other program supplies. Vehicle fleet maintenance and repair costs may be considered under Eligible Operating (Repairs & Maintenance) while vehicle operating costs would fit under Business Travel.

Q53 Schedule D, Section C: Why was the Performance Management Framework (PMF) changed?

A53 When the original PMF was initially implemented to support PDD’s Outcomes Based Service Delivery model, it was acknowledged that improvements may be made as part of a continuous improvement process. As the original PMF was being implemented, the PDD Contract Advisory Committee (PCAC) analyzed the current approach and considered opportunities to enhance the identification and use of individual outcomes across PDD.

Q54 Schedule D, Section C: How was the PMF developed?

A54 The new PMF is the result of the work of the PCAC and is intended to leverage existing processes to support PDD’s Outcomes Based Service Delivery model. The PCAC will continue to monitor implementation of the new PMF with the intent for continuous improvement.

Q55 Will outcomes performance reporting be used for funding purposes?

A55 No, as the outcomes performance reporting is only done at the aggregate level for each agency. It is intended to be used only for discussion regarding continuous improvement considerations.
Q56  **Schedule D, Outcomes Performance Reporting: Is quarterly reporting required for each client?**

A56  No, reporting on the aggregate goals met/not met for a particular agency only needs to include individuals whose Individual Service Plan (ISP) was reviewed during that quarter. Individuals would only be reported on an annual basis, as this is the general timeframe for when their ISP is reviewed.

Q57  **Schedule D, Outcomes Performance Reporting: Will the PMF reporting template be completed annually, since ISPs are reviewed annually?**

A57  Contractors are expected to complete and submit the PMF reporting template quarterly, reflecting ISPs reviewed during this timeframe. By the end of one year, all individuals served would generally be included in the year-end totals. At the beginning of the next year, this cycle would begin with new ISP review data.

Q58  **Schedule D, Outcomes Performance Reporting: Has the PDD PMF reporting template been finalized and are service providers required to use it or can they submit a format already in use that provides the same information?**  

A58  The ministry is currently exploring options to move the PMF reporting template shared during the regional information sessions into a platform, which will make it easier for service providers and regional staff to use going forward. As clarified in the March 16, 2017, communication to Service Providers, service providers and regional staff may need time beyond April 1, 2017, to become familiar with the reporting tool and related requirements. We will begin using the PMF reporting tool on July 1, 2017. This will ensure adequate time for training and orientation purposes.