

MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT

Standard Price Structure Guide Residential

Staffed Residential Contracts

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1.0 ABSTRACT

This Standard Price Structure Guide (Guide), and the accompanying tools and resources assist with determining the funding for staffed residential contracts using a standardized approach. The funding for contracts awarded through a competitive process (e.g., Request for Proposals, Request for Qualification) shall be in accordance with the applicable solicitation document.

The Guide, tools and resources do not assist with identifying the amount of support the child/children would require, or determining the appropriate contract solicitation approach.

2.0 INTRODUCTION

The Ministry of Children and Family Development supports healthy child and family development through its commitment to a collaborative professional practice delivered across a range of services. These services strive to maximize meaningful outcomes and the potential of children, youth and their families.

The ministry acquires, from contracted service providers, the provision of staffed residential services for children and youth who have complex needs. These needs vary significantly, and may include medical issues, significant impairments in adaptive functioning, mental health concerns and significant behavioural issues (i.e., aggression). Services are generally time-limited and aimed at meeting the goals established in the individual child's plan of care.

Staffed residential services are defined as support for daily living provided to children and youth by a team of staff who rotate through a residence. Staff are scheduled for hourly shifts or for a 24-hour period as a live-in caregiver. The residence is not the primary residence of the caregiver.

2.1 Purpose

The ministry is improving contracting practices to support the delivery of programs and services across the province. This Guide, and the accompanying tools and resources will standardize the approach for determining the price of contracted staffed residential services. It supports an informed, fair and consistent approach to decision-making about the types and levels of staffing funded by the ministry. This Guide should be used in conjunction with the ministry's *Standards for Staffed Children Residential Services*, *Children in Care Service Standards*, and *Contract Management Manual*.

Ministry staff will use this Guide as a tool to determine the contract price in the following situations:

- funding new services and new contracts;
- adjusting funding where service needs have changed; and/or
- reviewing or renegotiating funding for existing contracts.

This Guide:

- ensures that service providers receive sufficient funding to meet the reasonable costs associated with contracted services;
- ensures that the cost to the ministry is appropriate and predictable;
- ensures that service providers have the flexibility to manage within their contractual obligations;
- minimizes variances in funding for comparable services throughout the province; and
- reduces the amount of time and effort required to analyze and negotiate contracts and increases the time available to focus on procurement planning and contract monitoring.

This Guide applies to all staffed residential contracts, and does not apply to agreements with foster homes, which are managed in accordance with the ministry's Levels of Care program. This Guide is a living document and updated as applicable.

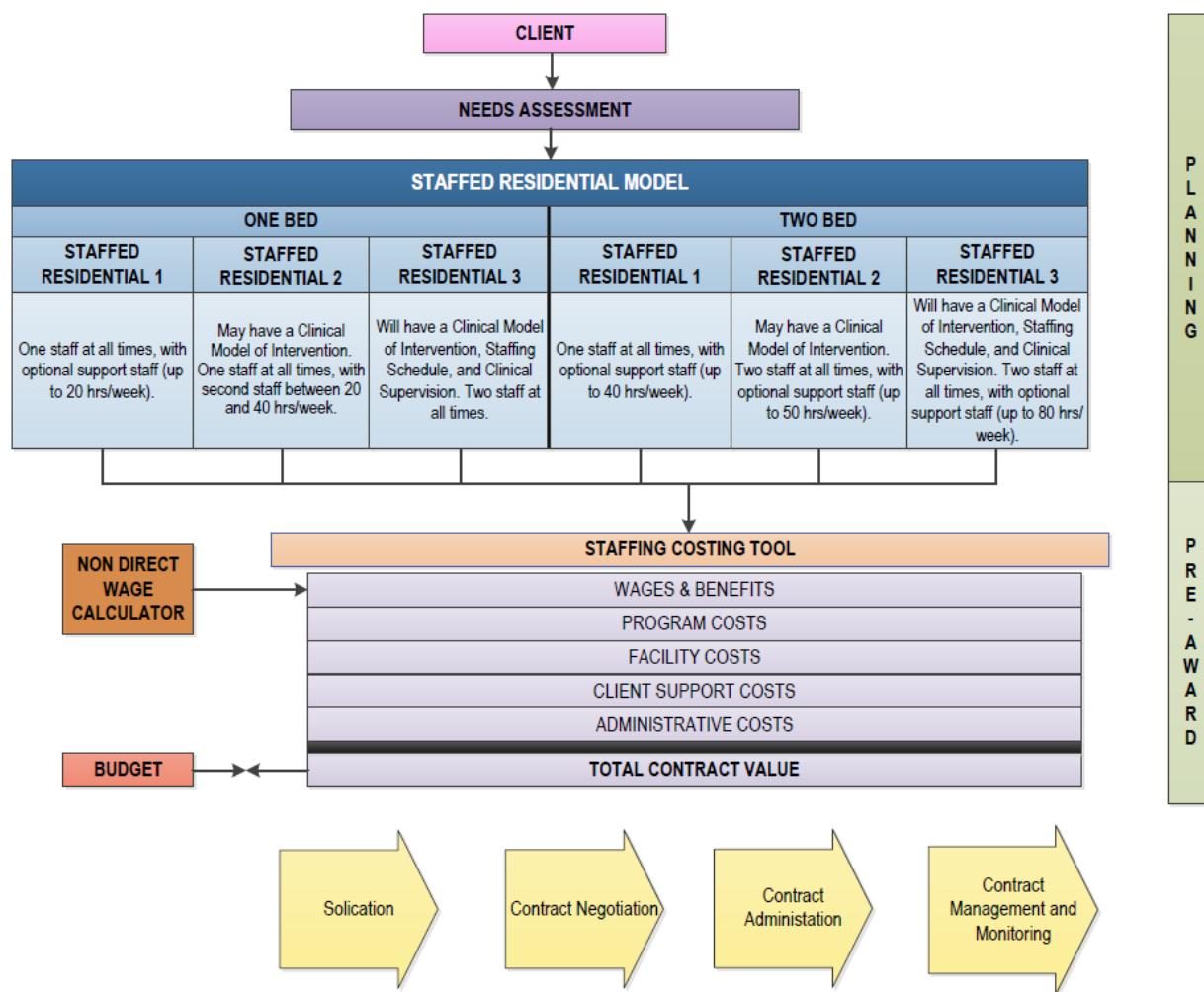
3.0 PROCESS OVERVIEW

The use of the Guide is an important step towards the determination of an appropriate level of funding that is required for a particular staffed residential contract. The typical process includes:

- assessing service needs
- determining an appropriate staffing level
- determining staffing, program, facilities, client support, and administrative costs
- confirming availability of budget
- soliciting service providers
- negotiating and approving contracts

The following chart ([Chart 1](#)) shows the high-level process for acquiring staffed residential services from contracted service providers:

Chart 1: Residential Price Structure Model



3.1 Staffed Residential Services

Ministry staff are tasked with ensuring that residential services are provided with an appropriate staffing level based on the assessment of the client's needs. Variances in staffing requirements and program costs should be resolved before finalizing the contract budget cost.

The ministry and service provider review the staffing requirement when they initiate a new service or adjust an existing service to reflect a change in service needs. The ministry and service provider review the staffing level when negotiating funding for an existing contract. The service provider must clearly outline a staffing complement detailing the staffing of support available for the child (e.g., number of staff, positions/roles of staff, hours, wages, ratio of staff to children, supervision). Ministry staff use this information to establish the contract deliverables, and is built into the contract for which the service provider is accountable to deliver.

3.2 Needs Assessment

Ministry staff and service providers can do an assessment of the client's needs anytime; however it is generally done during the service delivery planning process. For new contracts, staff perform this assessment at an early stage, before selecting the service provider and awarding the contract. In some cases, staff complete an assessment on an urgent basis to address immediate placement needs.

Residential service needs are determined based on the service delivery principles specified in the *Standards for Staffed Children's Residential Services* and rights of children in care under [Section 70 of the Child, Family and Community Service Act \(Appendix A\)](#).

3.3 Staffed Residential Model

Through a needs assessment, ministry workers are expected to identify how much support the child/children would require (e.g., one staff at all times of the day with additional staff support for five hours each day). Using this, ministry staff should then refer to the Staffed Residential Model to determine the appropriate staffing complement for that residence (see the Description of each level of the model). The Staffed Residential Model described in the chart below ([Chart 2](#)) is intended to assist ministry staff determine an appropriate staffing complement that meets the needs of one and two bed residences (refer to [Section 6.0](#) of this *Guide* when developing a contract for a residence with more than two beds).

The model assumes a typical staffing level with an understanding that exceptions may occur as needed from time to time.

Chart 2: Staffed Residential Model

Name	Staffed Residential 1		Staffed Residential 2		Staffed Residential 3	
	One Bed Placement	Two Bed Placement	One Bed Placement	Two Bed Placement	One Bed Placement	Two Bed Placement
Description	One staff at all times, with optional support staff (up to 20 hrs/week).	One staff at all times, with optional support staff (up to 40 hrs/week).	May have a Clinical Model of Intervention. One staff at all times, with second staff between 20 and 40 hrs/week.	May have a Clinical Model of Intervention. Two staff at all times, with optional support staff (up to 50 hrs/week).	Will have a Clinical Model of Intervention, Staffing Schedule, and Clinical Supervision. Two staff at all times.	Will have a Clinical Model of Intervention, Staffing Schedule, and Clinical Supervision. Two staff at all times, with optional support staff (up to 80 hrs/week).
Step 1	Base Day Workers	Residence Worker FT 7D/WK	Residence Worker FT 7D/WK	Residence Worker FT 7D/WK	Residence Worker FT 7D/WK	
				Residential Child/Youth Worker (between 20 and 40 hrs/week)	Residential Child/Youth Worker FT 7D/WK	Residential Child/Youth Worker FT 7D/WK
					Residential Child/Youth Worker FT 7D/WK	Residential Child/Youth Worker FT 7D/WK
Step 2	Night Staff			Awake Residential Night Worker	Awake Residential Night Worker	Awake Residential Night Worker – Full Time (core)
		Asleep Residential Night Worker – intermittent awake periods unplanned	Asleep Residential Night Worker – intermittent awake periods unplanned			Awake or Asleep Residential Night Worker – intermittent awake periods unplanned (optional)
Step 3	Supervision	Residence Coordinator up to 10 hrs/week (average 40 hrs/month) and may not be located on site. 24-hour on call support.	Residence Coordinator up to 14 hours/week (average 40 hrs/month) and may not be located on site. 24-hour on call support.	Residence Coordinator up to 25 hours/week. 24-hour on call support.	Residence Coordinator up to 40 hours/week. 24-hour on call support.	Residence Coordinator Full Time. 24-hour on call support.
					Clinical Counsellor (Varied Hours: 5 hrs minimum)	Clinical Counsellor (Varied Hours: 7 hrs minimum)
Step 4	Supplemental Supports (Optional Add-Ons)	Residential Child/Youth Worker up to 20 hrs/week	Residential Child/Youth Worker up to 40 hrs/week (maximum of 20 hrs/child)		Residential Child/Youth Worker up to 50 hrs/week (maximum of 25 hrs/child)	Residential Child/Youth Worker up to 80 hrs/week (maximum of 40 hrs/child)
				Clinical Counsellor	Clinical Counsellor	
				Behavioural Therapist	Behavioural Therapist	Behavioural Therapist
				Behavioural Interventionist	Behavioural Interventionist	Behavioural Interventionist
				Residence Nurse	Residence Nurse	Residence Nurse
					Activity Worker	Activity Worker

The job titles/positions listed in the Staffed Residential Model are based on the BC government approved Joint Job Evaluation Plan Benchmarks. [Appendix B](#) outlines the minimum qualifications for all base day workers and night staff listed in the Staffed Residential Model. These qualifications for staff are recommended, but the model allows for exceptions approved by the Community Services Manager (CSM) (e.g., hiring staff that do not meet the minimum qualifications). CSMs can permit the approval of hiring staff with equivalent qualifications. The job descriptions of other residential staff not included in [Appendix B](#) can be found in the Joint Job Evaluation Plan Benchmarks.

[Table 1](#) and [Table 2](#) below describe the typical staffing situations for one and two bed residences, respectively.

Table 1: One Bed Residence – Staffed Residential Model Descriptions

Staffed Residential One	One staff at all times, with optional support staff (up to 20 hrs/week).
Staffed Residential Two	May have a Clinical Model of Intervention. One staff at all times, with second staff between 20 and 40 hrs/week.
Staffed Residential Three	Will have a Clinical Model of Intervention, Staffing Schedule, and Clinical Supervision. Two staff at all times.

Table 2: Two Bed Residence – Staffed Residential Model Descriptions

Staffed Residential One	One staff at all times, with optional support staff (up to 40 hrs/week).
Staffed Residential Two	May have a Clinical Model of Intervention. Two staff at all times, with optional support staff (up to 50 hrs/week).
Staffed Residential Three	Will have a Clinical Model of Intervention, Staffing Schedule, and Clinical Supervision. Two staff at all times, with optional support staff (up to 80 hrs/week).

3.4 Staffing Costing Tool

The Staffing Costing Tool is designed to provide an estimate of the costs associated with the level of staffing selected from the Staffed Residential Model ([Section 3.3](#)), that is, Staffed Residential 1, Staffed Residential 2 or Staffed Residential 3, and the related programming costs including facility and administration costs. The costing tool calculates wages and benefits at a pre-determined hourly rate, a 24-hour live-in shift rate, or a mix of the hourly and 24-hour live-in shift rates.

The ministry has developed two versions of the Staffing Costing Tool, which are available for use by agency staff. Their differences are outlined below:

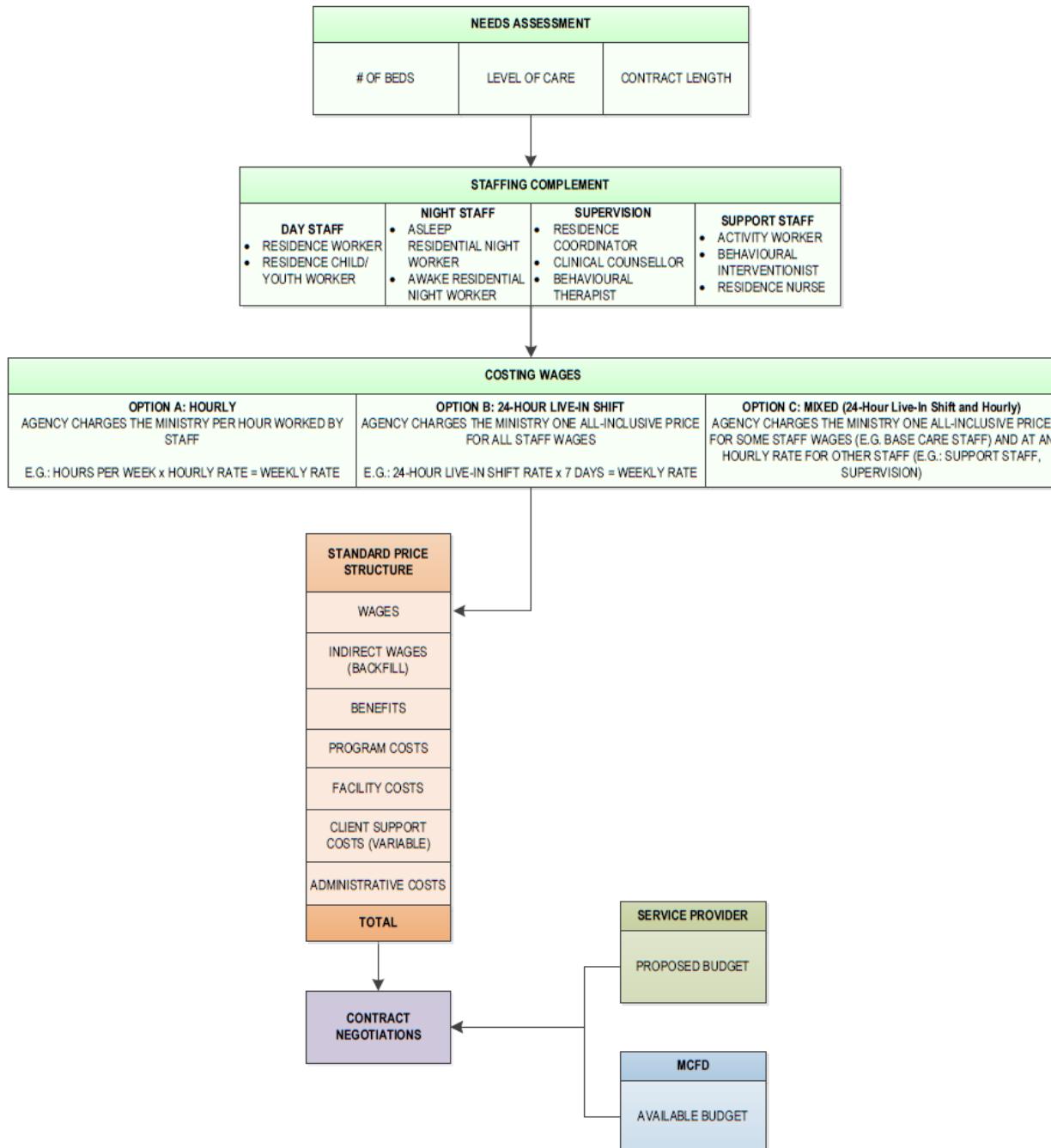
Version	Audience	Hourly Wage Rate	Maximum Hourly Wage Rate
1	Union Agencies	No Rate Provided	Up to Step 4 of wage grid
2	Non-Union Agencies	No Rate Provided	Not Applicable

Both the unionized and non-unionized agency versions of the costing tool will require the user to input the actual wage rates paid to direct staff.

The unionized agency's version of the Staffing Costing Tool will not permit wage rates above Step 4 of the CSSEA wage grid. The non-unionized agency version of the Staffing Costing Tool will permit agencies to input values that are above the CSSEA wage grid (see [Section 4.2.a.i](#) for the guidelines for non-union agency wage rates).

An overview of the costing approach is shown in [Chart 3](#) below.

Chart 3: Staffing Costing Tool Approach



4.0 COSTING STAFFED RESIDENTIAL CONTRACTS

This section applies to the costing of staffed residential contracts with service providers that hire employees or staff to provide services and other supports to children and youth.

Wages and benefits make up approximately 80% of the total budget for staffed residential service contracts while facilities, program, and administration costs make up the rest.

4.1 Funding Categories and Rates

For purposes of this *Guide*, the funding methods for staffed residential contracts are:

- **negotiated rate** – funded at the rate determined by the unionized Collective Agreement negotiations (e.g., step 3 of the CSSEA wage grid)
- **fixed rate** – funded at a pre-determined rate (e.g., 25.0% benefits load factor)
- **actual rate** – funded at the real cost (e.g., MPP rate)
- **negotiable rate** – funded according to the particular contract (e.g., administration costs can be negotiated up to a maximum of 10% of the applicable contract costs)

The ministry funds non-unionized service providers up to the maximum rates applicable to unionized service providers.

[Table 3](#) on the next page shows the funding categories, associated rates, and type of rates. Detailed explanation for each category appears after this table.

Table 3: Summary of Rates (Staffed Residential Services)

Category	Rate	Rate Type	
		Unionized	Non-Unionized
WAGES			
Wages – Direct Staff	<ul style="list-style-type: none"> ▪ Pay rate at pre-determined step of the CSSEA wage grid; or ▪ 24-hour live-in shift rate 	Fixed or Negotiated	Actual or Negotiated
Wages – Supervisors	<ul style="list-style-type: none"> ▪ Pay rate at pre-determined step of the CSSEA wage grid; or ▪ Included in direct staffing 24-hour live-in shift rate 	Fixed or Negotiated	Actual or Negotiated
Non-Direct Wages (Backfill)	<ul style="list-style-type: none"> ▪ Fixed rate; or ▪ Negotiated leave entitlement coverage 	Fixed or Negotiated	Actual or Negotiated
BENEFITS			
Statutory Benefits	Statutory benefits rate of approximately 9.75% <ul style="list-style-type: none"> ▪ Employment Insurance (EI): 2.324% ▪ Canada Pension Plan (CPP): 4.95% ▪ Workers Compensation Board (WCB): 2.01% 	Actual	Actual
Optional Benefits	Negotiated optional benefits rate for <ul style="list-style-type: none"> ▪ Dental and Extended Health (DEH) ▪ Medical Services Plan (MSP) ▪ Group Life (GL) ▪ Accidental Death or Dismemberment (ADD) 	Actual	Actual
Long Term Disability (LTD)	Where an LTD plan is in place: <ul style="list-style-type: none"> ▪ Actual average LTD premium rate across the agency to be applied to direct staffing wages and supervisory wages ▪ Does not apply to leave entitlement coverage 	Actual	Actual
Municipal Pension Plan (MPP)	Where the service provider participates in MPP – at the rate set by BC Pension Corporation	Actual	Actual
Retirement Savings Plan (RSP)	Where a non-unionized agency does not participate in MPP – actual RSP contribution rate to a maximum of 3.0%	Actual (max 3.0%)	Actual (max 3.0%)
In Lieu (Casual Employees)	Where backfill coverage is performed by casual employees ¹ , staff are entitled to a fixed rate percentage in lieu of scheduled vacation and holidays	Actual (max 9.8%)	Actual (max 9.8%)
OTHER COSTS			
Program Costs	<ul style="list-style-type: none"> ▪ No fixed rates ▪ Refer to Section 5.3 of the Guide 	Negotiable	Negotiable
Facility Costs	<ul style="list-style-type: none"> ▪ Refer to Section 5.4 of the Guide ▪ New contracts at actual or fair market rent ▪ Existing contracts at rates stated in contract 	Negotiable	Negotiable
Client Support Costs	<ul style="list-style-type: none"> ▪ Fixed rate ▪ Foster Family Care Rate covers the day-to-day care of the child costs 	Fixed	Fixed
Administrative Costs	Refer to Section 4.6 of the Guide	Negotiable (max 10.0%)	Negotiable (max 10.0%)

¹ Casual employees are employed on an "on call" basis to cover absences of a regular employee or augment staff during peak periods

4.2 Wages and Benefits (Direct Staff and Supervisors)

Direct staff are agency employees who provide direct support to clients for the majority of their workday (e.g., day workers, night workers). Supervisors are agency employees who supervise direct staff (the supervisor may be in the bargaining unit or an excluded manager). Wage costs and benefits for executive directors, senior managers, program coordinators, and other administrative staff do not fall under this category, but rather through administrative costs.

4.2.a Wage Costing Models

Service providers have the option of submitting their direct staffing budget using an hourly rate model, a 24-hour live-in shift rate model, or a combination of the hourly rate model and the 24-hour live-in shift model.

The hourly rate model assumes that the agency pays staff wages by the hour. This approach requires that agencies submit a breakdown of each staff including their position, their rate of pay, and the number of hours per week.

The 24-hour live-in shift rate assumes that the agency pays staff wages on a “per day” basis. The service provider determines whether this approach applies, and the rate based on the shift pattern required to support the client needs and other factors unique to the service provider such as employee qualifications and rates of pay. The live-in shift rate is an all-inclusive set price that covers all wages for direct staff and supervisors (e.g., \$250 per day). This approach requires that agencies submit details regarding the staffing complement included in that rate (e.g., one staff at all times of the day, eight hours per day additional staff support, ten hours per week supervision). The live-in shift model may see the 24-hour period divided into “shifts” (set periods of time during which different staff take up their posts), or the 24-hour period covered by a single staff member. If the agency is providing the agreed upon staffing complement, the ministry is not concerned about the method by which the agency staffs the 24-hour period.

The mixed model sees a combination of some hourly rate staff, and some 24-hour live-in shift staff. Typically, agencies will charge a 24-hour live-in rate for the staff that will be present for all 24-hours in a day (e.g., one residence worker), while the agencies charges for support staff (e.g., one residential child/youth worker for two hours per day) and supervisor wages at an hourly rate.

4.2.a.i Wages – Direct Staff

The hourly rates for unionized service providers are set based on the wage rates and qualifications negotiated under the [Community Social Services Employers' Association \(CSSEA\)](#) collective agreement and, in a few cases, another collective agreement (e.g., [Health Employers Association of BC \(HEABC\)](#), or [BC Government and Service Employees' Union \(BCGEU\)](#)). Appendix B includes the job descriptions of the ten most common positions we see in a staffed residence, however the Joint Job Evaluation Plan Benchmarks detail all of the different positions available.

When submitting their staffing budget, non-unionized service providers must select the job classification (from the Joint Job Evaluation Plan Benchmarks) that most closely matches the position they have included in the staffing complement. Ministry staff working with non-unionized service providers may contact their procurement specialist for clarification and support related to job classifications.

Although service providers may independently choose to pay staff at a different level, the ministry will fund within the steps specified in the CSSEA wage grid for unionized service providers. While the non-union agency wage rates are tied to the CSSEA wage grid, some exceptions may occur. Contracts with non-union agencies that have wage rates that exceed the CSSEA wage grid will require approval from the Executive Director of Service (EDS).

4.2.a.ii Wages – Supervisors

The level of supervision relates to the needs of the client. It may range from approximately ten (10) hours per week (average of 40 hours per month) and may not be located on site, to full-time coverage with 24-hour on call support. The ministry funds supervision at an hourly rate or as part of the 24-hour live-in shift rate used by the service provider. Supervisors who are on call 24-hours per day and paid at an hourly rate receive an additional payment of \$1.00 per standby hour to cover the standby provisions (maximum of \$133 per week).

The ministry funds supervision for unionized service providers at a fixed hourly rate based on the wage rates and qualifications negotiated under the collective agreements. Funding for excluded managers is at their actual rate. Supervisor wage rates already include an element for backfill (see [4.2.b](#) below) and, unless the supervisor provides direct services to the child/youth, the ministry will not provide cover supervisor backfill.

When submitting their staffing budget, non-unionized service providers must select the CSSEA job classification that most closely matches the supervisory position they have included on the staffing complement. Ministry staff working with non-unionized service providers may contact their procurement specialist for clarification and support related to job classifications.

The CSSEA and HEABC Collective Agreements are located under [Section 4.2.a.i.](#)

[Table 4](#) summarizes the process of determining the direct staffing wage rates for unionized and non-unionized service providers.

Table 4: Direct Staffing Wage Rates

Unionized Service Providers	Non-Unionized Service Providers
Hourly Rate	
<ul style="list-style-type: none"> ▪ Refer to the <i>CSSEA or HEABC Collective Agreement</i> for the identified job classification (refer to Appendix E for the CSSEA benchmark title, duties and responsibilities of the workers) ▪ Ensure that the <i>CSSEA</i> job classification is appropriate to the work being funded 	<ul style="list-style-type: none"> ▪ Job titles vary, so ask the service provider to select the corresponding <i>CSSEA</i> job classifications ▪ Fund wage costs up to step 4 of the <i>CSSEA</i> wage grid for that classification ▪ Wage rates that exceed step 4 of the <i>CSSEA</i> wage grid require EDS approval ▪ Ensure that the corresponding <i>CSSEA</i> job classification is appropriate to the work being funded
24-hour Live-in Shift Rate	
<ul style="list-style-type: none"> ▪ 24-hour live-in shift rate determined by the service provider ▪ Review 24-hour live-in shift rate for reasonability based on staffing complement and proposed shift pattern 	<ul style="list-style-type: none"> ▪ 24-hour live-in shift rate determined by the service provider ▪ Review 24-hour live-in shift rate for reasonability based on staffing complement and proposed shift pattern

4.2.b Wages – Non-direct (aka Backfill)

Non-direct wages, also known as 'backfill', is a negotiated percentage of direct staff wages that is used to fill absences when direct staff take vacation, are sick, attend training, or are not working because of a statutory holiday. The inclusion of backfill in the contract eliminates the need to provide relief funding for these situations.

Unless the supervisor is providing direct care to the child (e.g., on-line senior worker), supervisor positions do not qualify for backfill – an element of vacation coverage is included in the wage rate established for supervisors. As such, since supervisor wages are included in the 24-hour live-in shift rate, agencies that use the 24-hour live-in rate may have a lower backfill value than those of agencies that use the hourly rate.

The Non-Direct Wage Calculator is designed to assist ministry staff and agencies calculate a reasonable percentage value for backfill costs. The tool can be completed by agency or ministry staff, based on the staff who are providing direct services to the child.

Backfill may be performed by casual employees (i.e., staff who are employed on an "on call" basis) or regular employees. Benefits ([Section 4.2.c](#)) for casual employees are different than those provided to regular employees.

4.2.c Benefits

In addition to wage costs, the ministry provides funding to cover the benefits cost for direct staff and supervisors.

Benefits include employer paid statutory benefits (i.e., CPP, EI and WCB) and optional employer paid benefits (e.g., DEH, AD&D, MSP, LTD, MPP, and RSP). As benefits costs can vary widely, the ministry funds them at the actual rates for each service provider. Service providers are required to use their actual rates in the Staffing Costing Tool. These rates are consistent for the entire organization, and do not change on a program-by-program basis.

Benefits costs should not exceed 25.0% of staff wage costs. The ministry will provide funding for all statutory benefits for all agencies. If an agency's benefits costs exceed 25.0%, the agency will be required to provide the ministry with documentation detailing actual benefits costs.

The ministry will fund statutory benefits for casual employees, as well as a percentage of their straight-time pay in lieu of scheduled vacations and paid holidays.

4.3 Program Costs

Program costs are those directly incurred when delivering a service. Service providers are required to identify these costs. The typical program costs include:

- food (for children and staff)
- transportation
- telephone/cell phone for staff
- training and professional development

Program Costs	
14	Food (for children and staff)
15	Telephone/cell phone for staff
16	Training and Professional Development
17	Transportation (lease, insurance, mileage, fuel, parking, repair)
18	Other -

B. Total Program Costs

The cost items already covered by the Client Support monthly rate are not to be included in the program costs; review [Client Support Costs](#) to see what is included in the Client Support monthly rate. The typical range of program costs are built into the costing tool; it is not however, an exhaustive list.

Training and professional development costs should be supported by a training plan.

Refer to [Appendix C](#) for the approved list of Program/Service Costs.

Food costs ([Section 4.3.a](#)) and Transportation costs ([Section 4.3.b](#)) can vary significantly between contracts, and there are many things that need to be considered when determining the budget (e.g., the medical/behavioural needs of the child, dietary requirements, the geographic location of the staffed residence, the number of children in the residence).

4.3.a Food

The ministry will cover food costs for the child and direct staff that are present over a meal time. The following are guidelines for monthly food costs:

Table 5: Food Cost Guidelines

Individual	Cost per Month
Child (0 – 11 years)	\$133.34
Child (12 – 19 years)	\$184.05
Staff	\$184.05

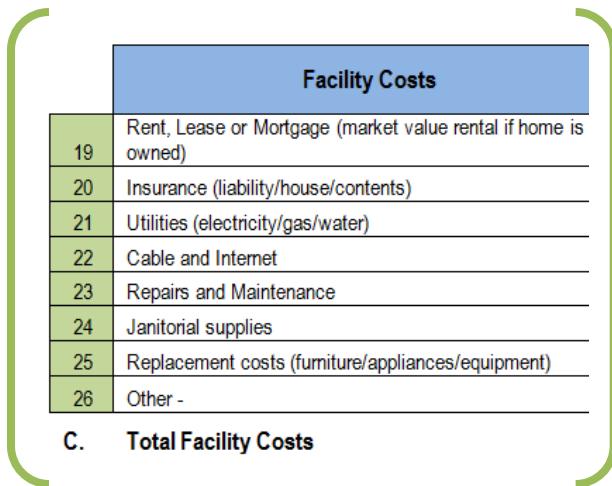
The staff food cost assumes one direct staff member will be eating each meal. This value will need adjusting if more than one direct staff member is providing care to the child over a meal time.

4.3.b Transportation

For a typical one bed staffed residential contract, the all-inclusive transportation costs (vehicle lease or depreciation, insurance, fuel, mileage, parking, repairs) range from \$125 to \$300 per month.

In two (or more) bed staffed residential homes, the additional transportation costs per child decrease as lease/depreciation, insurance and repair costs would not increase with additional children. For a typical two bed staffed residential contract, the all-inclusive transportation costs range from \$250 to \$500 per month.

These costs may be higher if the child requires the use of a specialized vehicle, or transportation over long distances for care, support, or family/community visits. Staff may use the all-inclusive negotiated rate of \$0.48 per kilometre (April 1, 2018) to calculate the reasonableness of the transportation costs.



Facility Costs	
19	Rent, Lease or Mortgage (market value rental if home is owned)
20	Insurance (liability/house/contents)
21	Utilities (electricity/gas/water)
22	Cable and Internet
23	Repairs and Maintenance
24	Janitorial supplies
25	Replacement costs (furniture/appliances/equipment)
26	Other -

C. Total Facility Costs

4.4 Facility Costs

This section provides the guideline for ministry staff to consider when determining the types of costs that may be included in facility costs. It is not a "fill in the blanks" process nor is it an itemization tool for service providers.

The typical facility costs include:

- Rent, lease or mortgage
- Insurance (liability, house and contents)
- Utilities (electricity, gas and water)

- Cable and Internet
- Repairs and maintenance
- Janitorial supplies
- Replacement costs (furniture, appliances and equipment)

Facility costs vary greatly across the province and service providers use a number of options (i.e., rent, lease, own) to secure the space they need to provide services. The funding that the ministry provides for facilities is negotiable and reflects the unique nature of each circumstance.

Usually any equipment (capital assets) that require amortization are covered under the agency's cost of running the operation, which is included in the administrative costs. The ministry will purchase child specific equipment at the start up, and no amortization costs need to be included in the contract.

4.4.a Facilities Rented by Service Provider

The ministry provides funding to cover the service provider's actual rental cost of facilities used directly in the delivery of the service. The ministry will fund rental costs up to a reasonable amount (fair market rent). If the agency owns the building being used in the direct delivery of service, the ministry will pay facilities costs that do not exceed the fair market rent of the area. Rent for space not used in the direct delivery of services to the child (e.g., office space for administrative staff) is covered by the administrative costs, and should not be included in the facility costs.

Factors to consider regarding rented facilities:

- If the service provider rents the facility from an associated company, ensure that the rent charged is reasonable using the suggestions for determining fair market rent under Facilities Owned by the Service Provider below.
- Where appropriate, it is permitted to approve rental costs for a home with more bedrooms than the intended occupancy if rental costs exhibit efficiencies of one additional bedroom above the intended occupancy, to accommodate a live-in or asleep overnight support provider.
- If the space is used to deliver multiple services or is also used as the provider's general office space, ministry staff should ensure that shared space is charged appropriately and is not duplicated in multiple templates.
- Maintenance costs are usually covered by the landlord and are included as part of the rent payment. The ministry would therefore, not typically provide additional funding to cover maintenance expenses in a rental property. In exceptional circumstances, maintenance funding may be provided to meet client needs which may be the responsibility of the renter such as significant wear and tear, or damage repair.

To determine the fair market rent in your area, you can use the following resources:

- For apartment and townhouse rentals, check out the [Canada Mortgage and Housing Corporation's \(CMHC\) Housing Market Outlook: British Columbia Region Highlights Report](#). This report is updated twice each year.
- For single-family residences, conduct research in the area using the local paper, real estate listings, and other resources.

4.5 Client Support Costs

Client support costs are associated with the day-to-day care of the child, and are based on the Family Care Home monthly rate. The Family Care Home monthly rate includes food, transportation, accommodation, babysitting, clothing, allowance and chore incentives, gifts, school fees and supplies, personal care and household supplies, and is only paid for the days that a child is in care. To ensure that an agency does not have to manage costs internally if/when a child leaves the residence without significant notice, food, transportation, accommodation and babysitting are managed as fixed costs instead of as variable costs. As such, the Client Support monthly rate is being used instead of the Family Care Home monthly rate (which includes food, transportation and babysitting).

The ministry rate varies depending on the age of the child. The ministry provides funding for these costs which vary based on client needs, and additional client costs may be included under Program Costs (see [Section 4.3](#)). To see a breakdown of the Family Care Home monthly rate and the Client Support monthly rate, see [Appendix E](#).

Client Support Costs (Variable)	
27	Age 0-11 (\$306.96 per child per month)
28	Age 12-19 (\$347.53 per child per month)

D. Total Client Support Costs

4.6 Administrative Costs

The ministry funds administrative costs incurred by service providers (costs to control and direct an organization but not directly identified with operations). The salaries of senior executives and costs of general services (such as accounting and payroll) fall under this category. Administrative costs are related to the agency as a whole, as opposed to expenses related to individual program costs.

The ministry's administrative cost negotiation guideline is a maximum of 10% of the value of the **A** Wages and Benefits, **B** Program Costs, **C** Facilities Costs and **D** Client Support Costs. Ministry staff must review the overall funding request carefully to ensure that no administrative costs are included elsewhere in the budget submission. [Appendix D](#) provides the list of items included in administrative costs. [Appendix C](#) lists the program and service costs which should not be included in administrative costs.

Administrative Costs
Total Administrative (maximum 10% of A+B+C+D)

The following factors are considered when negotiating lower or higher than the 10% administrative funding limit:

- geographic location (e.g., rural or Northern BC);
- history or evidence of confirmed lower or higher administrative costs; and/or
- the service provider is a Delegated Aboriginal Agency.

There are exceptional circumstances where administrative costs may not apply to an organization or agency, or may be significantly lower than the 10% guideline.

In cases such as individual client-specific contracts, the guideline of 10% may not apply and a negotiated lower rate applies.

The ministry may agree to increase the administrative rate above the 10% baseline for some contracts or agencies; however, increases above the 10% guideline must not exceed 15%, and must be approved by the CSM.

In negotiating residential contracts, it must be noted that there are existing residential contracts where administrative costs are below the negotiated guideline of 10%. The administrative costs for such contracts are not automatically adjusted up to 10% but rather kept and negotiated at the current or most appropriate rate. Some key considerations include:

- Residential contracts provide funding for facility costs some of which are included in the administration, e.g., costs related to the agency's head office; and
- Facility costs could represent a significant portion of the contract (e.g. rental, lease or mortgage payment) and when added to the total contract value, distort the percentage of administrative costs to program and service costs.

The Staffing Costing Tool will calculate the administrative costs by entering the negotiated rate and applying the rounding factor where required. In some cases, a specified amount of administrative costs is negotiated in which case, the total costs must not exceed 10.0%.

Master Insurance Program (MIP) – government's MIP automatically covers liability insurance for service providers under contract with the ministry, which offers \$2,000,000 of Commercial General Liability insurance. It includes some coverage not usually provided in a general liability policy, such as directors' and officers' liability, and counsellors' malpractice. A service provider may choose to acquire additional liability insurance coverage at its own expense, the cost of which is included in the administrative costs. The ministry provides no additional funding.

Find additional information regarding MIP at:
<http://gww.fin.gov.bc.ca/gws/pl/rmb/imip.slm>

4.7 Start-up Costs

Start-up costs may include furniture, major appliances, vehicles, and any necessary capital improvements incurred by the service provider in order to prepare the facility to provide the service. Service providers are required to identify these costs separately from the service costs.

The following are important considerations when approving start-up costs:

- Review the proposed start-up costs with the service provider to confirm validity. Consult with the Infrastructure & Innovation Team, Finance and Corporate Services Division about requirements for capital purchases.
- Ministry real estate purchases require a *Human Resource Facility Act (HRFA)* agreement. Similarly, consult with the Infrastructure & Innovation Team for the process of completing the agreement and the required approvals.

Where appropriate, put conditions regarding repayment and/or improvements or vehicle purchases. Conditions regarding repayment and/or property/asset ownership upon termination of the contract may be prudent in many situations and will be reflected directly in the contract.

4.7.a Additional One-Time-Only Costs

Safety equipment such as general household alarms and video surveillance may be included as "Other" in the Staffing Costing Tool.

Considerations in this section include accessibility accommodation for the child or youth in the placement. Accessibility needs may require additional assessment at some point during the placement. Examples include vehicle conversion for wheelchair access, wheelchair ramps, bathroom renovation and lift installations.

The ministry requires three quotes and prior approval for any purchase of accessibility requirements. The payment for renovations shall be accomplished through contract modification to allow for one time only payment of these costs. Conditions regarding repayment and/or asset ownership upon termination of the contract should be reflected in the modification to the contract.

5.0 PRICE STRUCTURE FOR STAFFED RESIDENCES WITH MORE THAN TWO BEDS

This Guide provides a foundation for the development of all staffed residential contracts, however the Staffed Residential Model ([Section 3.3](#)) only addresses staffed residential contracts for the provision of one or two beds. With careful attention, the Staffing Costing Tool can still be used to contract with residences with more than two beds.

Ministry staff can use the Staffing Costing Tool to calculate the cost of a staffed residential contract provided they understand how much staff is required in the residence. Using the Staffed Residential Model, ministry staff can then find the staffing model that most closely reflects the desired staffing complement, and make modifications as necessary.

Examples of Staffed Residences with More than Two Beds:

Number of Beds	Example of Desired Staffing Complement	Staffed Residential Model		Staffing Costing Tool Modifications
		Number of Beds	Assessment	
3	One staff 24-hours per day.	One	Staffed Residential 1	Basic Coverage: - Residence Coordinator = 20 hours Optional Support: - No optional support required Exceptional Services: - No additional support required
5	One staff 24-hours per day plus two additional staff for 12 hours each day.	One	Staffed Residential 2	Basic Coverage: - Residential Child/Youth Worker = 84 hours - Residence Coordinator = 40 hours Optional Support: - No optional support required Exceptional Services: - Residential Child/Youth Worker = 84 hours
8	Two staff 24-hours per day plus 10 hours of additional support each day.	Two	Staffed Residential 3	Basic Coverage: - No changes required Optional Support: - Residential Child/Youth Worker = 70 hours Exceptional Services: - No additional support required
10	Three staff 24-hours per day.	Two	Staffed Residential 3	Basic Coverage: - No changes required Optional Support: - Residential Child/Youth Worker = 80 hours Exceptional Services: - Residential Child/Youth Worker = 32 hours - Asleep Night Worker = 56 hours

In situations where the contract is for the provision of more than two beds, ministry procurement specialists and contract managers are available to provide advice and support to undertake a costing approach that is appropriate for larger and more complex contracts. Where a competitive process is undertaken, the support can include activities related to procurement planning, pre-award, solicitation, and awarding of contracts.

This Guide may be used for soliciting proposals from service providers (Request for Proposal) or pre-qualifying service providers (Request for Qualification). However, funding for competed contracts shall be in accordance with the response to the solicitation document submitted and negotiated with the successful service provider.

Refer to the MCFD Contract Management Manual for ministry specific approaches for procuring contracted services.

APPENDIX A – RIGHTS OF CHILDREN IN CARE – SECTION 70 OF CF&CS ACT

Rights of Children in Care:

(1) Children in care have the following rights:

- (a) to be fed, clothed and nurtured according to community standards and to be given the same quality of care as other children in the placement;
- (b) to be informed about their plans of care;
- I to be consulted and to express their views, according to their abilities, about significant decisions affecting them;
- (d) to reasonable privacy and to possession of their personal belongings;
- I to be free from corporal punishment;
- (f) to be informed of the standard of behaviour expected by their caregivers or prospective adoptive parents and of the consequences of not meeting the expectations of their caregivers or prospective adoptive parents, as applicable;
- (g) to receive medical and dental care when required;
- (h) to participate in social and recreational activities if available and appropriate and according to their abilities and interests;
- (i) to receive the religious instruction and to participate in the religious activities of their choice;
- (j) to receive guidance and encouragement to maintain their cultural heritage;
- (k) to be provided with an interpreter if language or disability is a barrier to consulting with them on decisions affecting their custody or care;
- (l) to privacy during discussions with members of their families, subject to subsection (2);
- (m) to privacy during discussions with a lawyer, the representative or a person employed or retained by the representative under the *Representative for Children and Youth Act*, the Ombudsperson, a member of the Legislative Assembly or a member of Parliament;
- (n) to be informed about and to be assisted in contacting the representative under the *Representative for Children and Youth Act*, or the Ombudsperson;
- (o) to be informed of their rights, and the procedures available for enforcing their rights, under
 - (i) this Act, or
 - (ii) the *Freedom of Information and Protection of Privacy Act*.

(2) A child who is removed under Part 3 is entitled to exercise the right in subsection (1) (l), subject to any court order made after the court has had an opportunity to consider the question of access to the child.

(3) This section, except with respect to the Representative for Children and Youth as set out in subsection (1) (m) and (n), does not apply to a child who is in a place of confinement.

APPENDIX B – COMMUNITY SOCIAL SERVICES JOINT JOB EVALUATION PLAN BENCHMARKS

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Residential staff positions not listed above can be found in the Community Social Services Joint Job Evaluation Plan Benchmarks.

Refer to the [CSSEA Wage Grid](#) for a table of the current wages for staffed residential employees.

Benchmark Title	ACTIVITY WORKER
Job Summary	<ul style="list-style-type: none"> Plans, organizes, implements, and evaluates community-based recreational, social and/or educational activities Encourages and facilitates clients' participation in activities.
Key Duties and Responsibilities:	
<ol style="list-style-type: none"> Plans, organizes, implements, and evaluates community-based recreational, social and/or educational activities to meet clients' needs. Encourages and facilitates clients' participation in activities; provides guidance and instructions. Monitors and observes clients' behaviour. Report problems to the supervisor. Provides skill-building to clients such as life skills and social skills; models appropriate behaviour. Ensures the safety of clients. Responds to emergencies in accordance with established policies and guidelines. Participates in the development of individual activity plans. Accompanies and/or transports clients to activities. Administers medication as required in accordance with established guidelines, procedures and instructions. Maintains related records and statistics and produces reports as required. Maintains liaison with clients' families, other community service providers and professionals. Performs other related duties as required. 	
Qualifications	<ul style="list-style-type: none"> Education and Knowledge: Certificate in a related human / social service field or recreation course. Training and Experience: Six (6) months recent related experience, or an equivalent combination of education, training and experience

Benchmark Title	ASLEEP RESIDENTIAL NIGHT WORKER
Job Summary	<ul style="list-style-type: none"> • Sleeps through the night, waking only to attend to unusual circumstances • Provides assistance with morning and evening routines
Key Duties and Responsibilities:	
<ol style="list-style-type: none"> 1. Sleeps through the night hours but is required to wake in order to attend to unusual night-time needs that arise with the residents. 2. Supports residents with their morning and evening routine such as washing, brushing teeth, combing hair and assisting the residents in the preparation of their breakfast. 3. Administers medication to residents in accordance with established policy. 4. Responds to emergencies in accordance with established policies and procedures. 5. Completes related records such as log books, charts and incident reports. 6. Secures the building by arming alarms and locking doors and windows. 7. Performs other related duties as required. 	
Qualifications	<ul style="list-style-type: none"> • Education and Knowledge: Grade 12 • Training and Experience: Three (3) months recent related experience, or an equivalent combination of education, training and experience

Benchmark Title	AWAKE RESIDENTIAL NIGHT WORKER
Job Summary	<ul style="list-style-type: none"> ● Monitors and attends to the well-being and safety of residents during the night ● Maintains a comfortable and clean living environment
Key Duties and Responsibilities:	
<ol style="list-style-type: none"> 1. Monitors residents through the night and attends to any medical and behavioural needs that arise during the night. 2. Follow through on direction regarding specific residents left by the day staff. 3. Notifies staff of any major problems or emergencies. Responds to emergencies in accordance with established policies and procedures. 4. Supports residents with their morning and evening routines at the beginning and end of the shift. 5. Ensures that residents follow house rules. Monitors curfew regulations and reports to appropriate authorities as required. 6. Administers medications to residents in accordance with established policy. 7. Ensures that logbooks and other documentation such as charts and incident reports are complete. 8. Performs light housekeeping duties such as vacuuming, dusting, emptying garbage, cleaning and laundry. Performs minor building maintenance such as changing light bulbs. Reports maintenance needs to the supervisor. 9. Secures the building by arming alarms and locking doors and windows. 10. Prepares and assists residents in breakfast preparation. 11. Performs other related duties as required. 	
Qualifications	<ul style="list-style-type: none"> ● Education and Knowledge: Grade 12 ● Training and Experience: Six (6) months recent related experience, or an equivalent combination of education, training and experience

Benchmark Title	BEHAVIOURAL INTERVENTIONIST
Job Summary	Develops, implements and maintains behavioural intervention strategies and programs for clients
Key Duties and Responsibilities:	
<ol style="list-style-type: none"> 1. Implements strategies directly with the child to meet the goals set in the Behavioural Plan of Intervention 2. May provide training to caregivers to facilitate successful living in the community 3. Receives adequate and appropriate supervision from qualified professionals such as a Behavioural Consultant, Speech Language Pathologist, or Occupational Therapist 	
Qualifications	<ul style="list-style-type: none"> • Must be 19 years of age or older • Clear Criminal Record Check

* The Behavioural Interventionist position is not defined under the CSSEA Collective Agreement. The duties and responsibilities of a Behavioural Interventionist vary significantly depending on each child's Behavioural Plan of Intervention. Please consult MCFD's Autism resources if you require more information around the role of a Behavioural Interventionist.

Benchmark Title	BEHAVIOURAL THERAPIST
Job Summary	Develops, implements, maintains behavioural intervention strategies and programs for clients, and provides training to caregivers to facilitate successful living in the community.
Key Duties and Responsibilities:	
<ol style="list-style-type: none"> 1. Identifies, assesses and monitors clients' needs in conjunction with caregivers and/or other service providers. 2. Develops, implements and maintains individual behavioural intervention strategies and programs to allow clients to more fully and actively participate in community life. Applies psychological theories and principles and behavioural analysis techniques regarding behaviour and mental processes such as learning, memory, perception and language developments. 3. Identifies crisis situations and implements interventions to deal with such episodes. 4. Counsels individuals and groups to achieve more effective personal, social and vocational development. 5. Provides training to caregivers and others to implement individualized plans for clients. 6. Develops written plans, which include needs identification, goals, tasks and timeframes with regard to client programs, in conjunction with caregivers and/or other service providers. 7. Keeps current on literature and research in the field. Provides up-to-date best practice information. 8. Maintains related records and prepares reports. 9. Performs other related duties as required. 	
Qualifications	<ul style="list-style-type: none"> • Education and Knowledge: Master's degree in Counselling Psychology or a related field • Training and Experience: Two (2) years recent related experience, or an equivalent combination of education, training and experience

Benchmark Title	CLINICAL COUNSELLOR
Job Summary	Provides clinical counselling after assessing client's social, psychological, emotional and/or behavioural issues and by developing therapeutic programs and interventions
Key Duties and Responsibilities:	
<ol style="list-style-type: none"> 1. Identifies, assesses and monitors client's needs in conjunction with caregivers and/or other service providers. 2. Interviews clients to gather case history information. Assesses profound social, psychological, emotional and/or behavioural issues affecting clients. Identifies core areas of concern to be addressed by clinical counselling. 3. Develops and implements therapeutic plans and programs necessary to meet client goals and objectives. Provides individual and group counselling interventions using therapeutic techniques depending on client need. 4. Provides follow-up support to clients after the end of therapy treatment. Monitors and evaluates clients functioning and interaction with family and friends and in the community. Advises other professionals involved with client's case where further evaluation or more intensive treatment is required. 5. Maintains knowledge of community resources and provides appropriate referrals to clients to meet their needs. 6. Formulates and facilitates support groups in program areas for clients and/or their families as required. 7. Provides consultation to those working with client cases i.e. social workers, probation officers, other organization staff, and other professionals. 8. Provides required reports on clients' behaviour and progress. Maintains clinical records indicating the nature and duration of treatment. 9. Participates in staff training sessions and public education forums, seminars and conferences relevant to specific program areas. Engages in prevention activities by networking, consultation, public relations as required. 10. Performs other related duties as required. 	
Qualifications	<ul style="list-style-type: none"> • Education and Knowledge: Master's degree in Counselling Psychology or a related field • Training and Experience: Two (2) years recent related experience, or an equivalent combination of education, training and experience

Benchmark Title	RESIDENCE COORDINATOR
Job Summary	Oversees the day-to-day operations of a residence, provides ongoing supervision of staff and evaluates program policies
Key Duties and Responsibilities:	
<ol style="list-style-type: none"> 1. Develops, implements and evaluates residence goals, objectives policies and procedures and ensures the required standards are maintained. Identifies both physical and program needs of the residence to appropriate authority. Plans with staff for changes. 2. Schedules, supervises and evaluates residence staff and monitors daily operations. Assists in recruiting and selecting of staff and provides guidance, training and orientation on policies, procedures, techniques, report preparation or other matters arising in the residence. Identifies the needs of staff for professional development. 3. Provides leadership, guidance and participates with staff, families and others in planning and providing client plans, case conferencing, case management and the preparation of related documents and reports. Completes personal service plan for client. 4. Monitors, authorizes and allocates expenditures within the operating budget for the year and assists senior management in preparing the budget. Prepares and maintains related documentation. 5. Liaises with the community, government, families, officials, professionals, and organization staff and promotes community involvement in the program. 6. Ensures the cleanliness, safety, security and maintenance of the residence in accordance with licensing standards either directly or through delegation to staff. 7. Maintains the residence's inventory of supplies. 8. Works as a residence worker performing the duties as required. 9. Performs other related duties as required. 	
Qualifications	<ul style="list-style-type: none"> • Education and Knowledge: Diploma in a related human/social service field • Training and Experience: Three (3) years recent related experience, including one (1) year supervisory or administrative experience, or an equivalent combination of education, training and experience

Benchmark Title	RESIDENCE NURSE (R.N. OR R.P.N.)
Job Summary	Provides nursing care to residents with mental and/or physical disabilities, emotional, behavioural, medical and other problems in a residential setting
Key Duties and Responsibilities:	
<ol style="list-style-type: none"> 1. Manage a caseload of residents with a variety of medical, mental, behavioural and/or learning problems. Plans and evaluates nursing care and therapies of assigned residents; consults with physicians, professional therapists, social workers and other professionals. 2. Performs nursing care to residents such as administering prescribed medications and treatments and observing, recording and reporting symptoms and changes in residents' conditions. 3. Provides guidance to residents and their families and/or caregivers in health care and treatment including details in home care. 4. Encourages residents to participate in rehabilitation, work functions, recreational, community and other activities to build self-confidence and to develop life skills and relationships with others. Evaluates residents' adjustment to the community and general progress. 5. Trains support staff to carry out individual health care procedures, such as medication administration, in accordance with relevant regulations and established internal procedures. 6. Maintains resident records and provides reports as required. Maintains related equipment and supplies. 7. Performs other related duties as required. 	
Qualifications	<ul style="list-style-type: none"> • Education and Knowledge: Three-year diploma in Nursing, plus registration with RNABC or RPNABC. • Training and Experience: One (1) year recent related experience, or an equivalent combination of education, training and experience

Benchmark Title	RESIDENCE WORKER
Job Summary	<ul style="list-style-type: none"> • Assists clients to live successfully in residential settings such as group homes • Ensures that clients' physical, emotional social, educational, medical needs are met • Assists clients to enhance quality of life with activities of daily living and the development of life skills
Key Duties and Responsibilities:	
<ol style="list-style-type: none"> 1. Participates in the assessment, goal setting and program planning (Personal Service Plan) for individuals living in a residence. Documents, implements and provides input into the evaluation of the program. 2. Provides life skills training such as meal preparation, housekeeping, personal care skills and personal finance and implements personal service plans. 3. Assists clients with activities of daily living such as feeding, lifts, transfers, hygiene, grooming and toileting. This may include transfer of function duties such as gastrostomy feeding, tracheostomy management, and suction and bowel management. 4. Participates in various client-focused activities in accordance with care plans. 5. Recognizes, analyzes and deals with potential emergency situations such as clients' aggressive behavior to ensure no harm comes to the client and/or the public. Reports problems to the supervisor. 6. Administers medication to clients in accordance with established policy. 7. Assists with case management by identifying potential problems and reporting any difficulties. Provides input to counsellor, professional, with regard to the development of appropriate program plans to achieve residents' objectives. Contributes to the evaluation of residents' progress and prepares reports. 8. Provides emotional support and feedback to residents and their families. 9. Transports and assists residents to appointments, shopping or leisure activities. 10. Performs residence maintenance and housekeeping duties such as laundry, sweeping, mopping floors, mowing lawns, inventory, shopping, cleaning equipment and food services. 11. Maintains reports such as statistics, logbooks, daily activities on residents. 12. Identifies social, economic, recreational and educational services in the community that will meet clients' needs. Maintains liaison with other agencies, professionals, government officials and the community. 13. Performs other related duties as required. 	
Qualifications	<ul style="list-style-type: none"> • Education and Knowledge: Certificate in a related human / social service field • Training and Experience: One (1) year recent related experience, or an equivalent combination of education, training and experience

Benchmark Title	RESIDENTIAL CHILD AND YOUTH WORKER
Job Summary	Provide care to children/youth with moderate to severe behavioural problems in a residential setting
Key Duties and Responsibilities:	
<ol style="list-style-type: none"> 1. Participates in the assessment, goal setting and progress evaluation of children / youth. 2. Teaches children / youth to relate in a socially appropriate manner through the use of daily routines and activities. 3. Monitors clients in a residential setting and ensures their safety and well- being. 4. Provides behavior management counselling to clients on a one-to-one and/or group basis by performing duties such as providing feedback on clients' behavior, teaching coping techniques and adaptive behavior and providing guidance and support. 5. Provides emotional support and crisis intervention to clients which may include non-violent physical interventions. 6. Ensures communication and liaison between group home, school, family and the community. 7. Ensures that clients' physical needs are met by performing duties such as assisting with basic personal hygiene, preparing meals, and administering medication as required in accordance with established guidelines, procedures and instructions. 8. Maintains reports such as statistics, logbooks, daily activities on residents. 9. Carries out household duties such as meal preparation and household cleaning. 10. Administers medication to clients in accordance with established policy. 11. Accompanies clients to appointments and community outings. 12. Performs other related duties as required. 	
Qualifications	<ul style="list-style-type: none"> • Education and Knowledge: Diploma in a related human / social service field • Training and Experience: Two (2) years recent related experience, or an equivalent combination of education, training and experience

APPENDIX C – PROGRAM/SERVICE COSTS

Item	Cost/Item	Description
1	Program supervisor wages and benefits	Costs for employees who directly supervise front line workers (direct staff)
2	Program staff wages and benefits	Costs for front line workers (direct staff)
3	Program vehicles	Operating maintenance costs such as insurance, maintenance, fuel and staff mileage
4	Other program travel costs	
5	Program supplies, equipment and materials	Includes program application of accreditation
6	Program related corporate memberships	Related to programs delivered under contract
7	Program administrative support	Costs directly and solely attributable to programs/services, e.g. telephone, internet, IT/IM costs, advertising
8	Program/client activity costs	Recreation and pro-social activities, food, activity materials etc.
9	Client care expenses (residential)	Purchase of clothing or personal care items (see Appendix E for cost breakdown)
10	Program specific recruitment and staff training	
11	Program facility costs	Rent, utilities, maintenance, insurance, janitorial, security and/or alarm monitoring
12	Other program-specific costs/expenses	

APPENDIX D – ADMINISTRATIVE COSTS

Item	Cost/Item	Description
1	Auditing costs	Annual audit
2	Legal fees	For legal services related to the program/services delivered under the contract
3	Bank fees	Bank program/service charges
4	Head office administrative operating expense	Includes non-program specific supplies, equipment and materials
5	Non-program facilities costs	Facilities cost not related to program/services delivered
6	Consultant fees	Consulting fees related to administration and management of program/services delivered under the contract
7	Information technology/information management	Includes internet, phone, software, backup, etc.
8	Wages and benefits for administrative staff and executive	<p>Includes wages and benefits of executive director and other managers who do not supervise front line staff. Also includes administrative personnel wages and benefits:</p> <ul style="list-style-type: none"> ▪ Administrative and accounting staff such as office managers, accounting personnel, and clerical support staff and temporary administrative staff ▪ Human resources staff that primarily perform payroll, hiring, recruitment and negotiations functions. <p>Note: Where direct supervisors of front line staff also perform administrative duties, an allocation of time and cost may be necessary. In smaller organizations particularly, executive directors and other managers may be providing direct supervision of line staff. In this case, an allocation of time and cost may be necessary to adjust for the mix of program/service and administrative duties.</p>
9	Training and travel	Specific to administrative personnel for administrative functions
10	Meeting expenses	Board of Directors' meetings, Annual General Meeting, and other administration related meetings
11	Conferences	Related to program/services delivered under contract
12	Vehicles	Portion of vehicle expense related to administration
13	General liability insurance	Includes directors liability and theft, etc.
14	Accreditation	Related to the management functions of attaining and maintaining accreditation
15	Human resource activities related to admin staff	<p>Advertising, hiring, relocation, recruitment, screening, Criminal Records Check reviews, ongoing personnel file management, etc.</p> <p>These activities are <u>not included</u> if related directly to program delivery.</p>

APPENDIX E – FAMILY CARE HOME AND CLIENT SUPPORT MONTHLY RATE BREAKDOWN

Item	FOSTER CARE Family Care Home Monthly Rate (Standardized)		STAFFED RESIDENTIAL Client Support Monthly Rate (Negotiable)	
	0 to 11 years	12 to 19 years	0 to 11 years	12 to 19 years
BASIC COSTS				
Food	\$133.34	\$184.05	<i>Program Costs</i>	<i>Program Costs</i>
Housing	\$149.89	\$182.18	<i>Facility Costs</i>	<i>Facility Costs</i>
Transportation	\$126.69	\$137.84	<i>Program Costs</i>	<i>Program Costs</i>
Clothing	\$81.50	\$91.97	\$81.50	\$91.97
Recreation	\$78.98	\$88.86	\$78.98	\$88.86
Education	\$27.21	\$32.65	\$27.21	\$32.65
Personal Spending	\$40.64	\$52.30	\$40.64	\$52.30
Gifts/Activities	\$62.81	\$61.95	\$62.81	\$61.95
Babysitting/Other	\$86.93	\$58.35	<i>Wages</i>	<i>Wages</i>
Personal Needs	\$15.82	\$19.80	\$15.82	\$19.80
TOTAL	\$803.81	\$909.95	\$306.96	\$347.53