



FCSS PROGRAM STRUCTURE, ADMINISTRATION AND DELIVERY

Following is a description of the various ways FCSS programs are structured, administered and delivered in municipalities and Métis settlements. The information is very basic and brief, and each municipality must determine the best way to provide FCSS to best meet the needs of its residents and within its own municipal operations.

For a more detailed conversation about FCSS Program delivery, please contact:

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FCSS PROGRAM STRUCTURE AT THE MUNICIPAL LEVEL

FCSS programs operate as single municipalities, as multi-municipal programs, or in partnerships.

Single Municipality or Métis Settlement

- a municipality or Métis settlement applies to the province to participate in FCSS - it operates its own FCSS program for its residents
- most common structure from larger municipalities to smaller towns, summer villages

Multi-Municipal Program

- a group of municipalities join together as one “regional” or “district” FCSS program
- one municipality is designated the Unit Authority and receives the provincial funding for each municipality in the group; each municipality forwards its 20% contribution to the Unit Authority
- an advisory board of representatives from each municipality (usually at least one council and at least one community member from each municipality) is established
- a multi-municipal agreement must be signed between the municipalities and with the province

Partnering or “Grant Transfer”

- an arrangement where neighbouring municipalities agree to give some or all of their FCSS funds to one of the municipalities to provide services to residents of the partnering municipalities
- the municipalities continue to sign funding agreements individually with the province, but “pool” their FCSS funding to provide services across municipal boundaries
- municipalities may pool all or some of their FCSS funding on an ongoing basis or for projects or events throughout the year

MUNICIPAL FCSS PROGRAM ADMINISTRATION

There are 3 structures used in municipalities to provide FCSS services and projects:

FCSS Department (or FCSS Program)

- has a designated FCSS program director and FCSS staff
- FCSS staff are municipal employees and report to a manager or CAO
- most common structure - municipalities with small to medium sized FCSS budgets
- advisory board or committee is usually set up to oversee the FCSS program
- advisory board members are appointed by council

Community Services Department

- FCSS is part of a larger municipal department that provides other services, like recreation or social planning
- this structure may be in place where FCSS, recreation and/or social planning budgets are smaller and staff resources are split between the functions
- also used in the larger cities, where it makes sense to combine and overlap the “social services” type programs
- FCSS staff report to community services manager

Direct Municipal Management

- CAO and/or FCSS manager administer the FCSS program and report directly to council
- council is “hands-on” involved in approving grants to community groups
- common in smaller municipalities, with smaller FCSS budgets.

NOTE: There are 6 FCSS non-profit societies in the province that provide preventive social services and projects. These non-profit societies receive their FCSS funding from the municipality, and other contracts or funding sources. FCSS staff are employees of the non-profit societies, they are not municipal employees within a municipal FCSS department, and the boards of directors of the non-profit societies are not advisory boards to municipal councils. The boards of the non-profit societies work closely with municipal councils to ensure that community needs and priorities are met, within FCSS legislation.

ROLES OF COUNCILS, BOARDS AND PROGRAM DIRECTOR

Municipal Council

- determines whether to participate in provincial FCSS program
- signs funding agreement with the province and is accountable to the province for local FCSS program operations
- approves annual budget for the FCSS program
- approves all appointees to the FCSS advisory board
- takes guidance and relies on recommendations for programming and budgeting from advisory board, program director and CAO
- if the FCSS operates under direct municipal management, council approves external grants

Advisory Board

- appointed by council to oversee the FCSS program
- Terms of Reference established through enabling municipal bylaw
- is typically comprised of municipal council representatives and community representatives

- with program director, develops annual FCSS program planning, within budget, to recommend for council approval
- may develop procedures for how it operates
- approves grant applications - either in principle to recommend for council approval or may have vested authority from council to make final grant approvals and report back to council
- reports to council, as determined by council
- usually participates in recruitment and performance reviews of FCSS program director
- does not have authority to approve annual budget (council must do this), but is vested by council to ensure the FCSS program operates within the approved budget and is meeting the needs of community

Program Director

- is a municipal employee; position titles may be Executive Director, Program Manager, Program Coordinator, etc.
- responsible for managing the day-to-day operations of the FCSS program
- works with the advisory board to develop annual program plan, within budget, and ensure the program's services and projects are meeting community needs and priorities
- as a municipal employee, reports to designated municipal supervisor
- has good relationship with provincial FCSS office and FCSSAA; is the key contact for relaying information and questions to the advisory board
- maintains strong working relationships with senior management of local and regional organizations; works collaboratively to ensure needs of community are addressed
- is a key spokesperson for the FCSS program, and must represent the program with integrity, honesty and professionalism
- as manager of the FCSS municipal department, is usually responsible for hiring, supervising and firing FCSS staff
- does not have decision-making authority to set policy, approve budget, approve annual program plan or select advisory board members, but works closely with advisory board and council, or designated manager to support decision-making
- knows what's happening in the community, regionally and provincially that might impact FCSS program delivery.

MUNICIPAL FCSS PROGRAM DELIVERY

Preventive social services are provided in FCSS communities by direct service delivery or through external grants, or a combination of both methods.

Direct Service Delivery

- FCSS program director (and staff) deliver services and projects, within the parameters of FCSS legislation
- staff may be direct employees of the municipality or contracted full-time or part-time service providers

External Grants

- FCSS funds are granted to local organizations and groups to deliver preventive social services, within the parameters of FCSS legislation; referred to as "FCSS funded agencies"
- grant applications and year end reporting must be in place for accountability to the municipality and the province