



Ministry of Justice
Community Safety and Crime Prevention Branch

**DRAFT Negotiated Request for Proposals:
Victim Services and Violence Against Women Programs**

To all Respondents:

This document is a draft version of the Community Safety and Crime Prevention Branch's Negotiated Request for Proposals (NRFP) for victim services and violence against women programs. The information presented in this document is not final and is subject to further revisions. It should not be relied upon for any future procurement for the services described in this NRFP.

This draft NRFP is part of the Branch's draft procurement plan. Feedback received on the draft plan and NRFP will be carefully considered when finalizing the procurement plan in the coming months.

Respondents are invited to comment and suggest changes for the following sections of the NRFP:

1. NRFP Main Document - Sections 1 to 5
2. Appendix A: Response Form
3. Appendix B: Respondent Budget Template
4. Appendix C: Review and Selection Process
5. Appendix E: Service Schedules for Program Types

The Branch intends to review all suggestions received on the draft NRFP, and in its sole discretion, incorporate feedback in a future procurement.

To submit feedback on the draft procurement plan and NRFP please use the following link:

<http://fluidsurveys.com/s/phase3/>

Draft Negotiated Request for Proposal (NRFP) Name: **XX**

NRFP Number: **XX**

Issue Date: **XX**

Response Deadline: **XX**

Issuing Organization: Ministry of Justice

This NRFP is not a tender, Request for Proposals (RFP) or contract and does not obligate the Province to proceed with an RFP or any procurement process or any contract. No inference to the contrary can be drawn from the Province's use of the BC Bid electronic bidding service for the receipt of Responses for this NRFP. The Province reserves the right to modify the terms of this NRFP at any time in its sole discretion. This includes the right to postpone or cancel this NRFP at any time and the right not to enter into a contract for the funding of a program with any Respondent. For greater certainty and without limitation: (a) this NRFP process shall not give rise to any "contract A" based tendering law duties, or any other legal obligations arising out of any process contract or collateral contract; and (b) neither the Respondent nor the Province shall have the right to make any claims against the other with respect to any decision to fund a program under a contract or failure to approve a program for funding.

SUBMIT ENQUIRIES IN WRITING TO THE AUTHORIZED CONTACT PERSON:

TBD

SECTION 1: INTRODUCTION AND OVERVIEW

The Community Safety and Crime Prevention Branch (the “Branch”) of the Ministry of Justice (the “Ministry”) provides a comprehensive response to crime through a range of services from crime prevention to support for victims of crime and women and children impacted by violence. The Branch develops legislation, policies and programs, provides training, and delivers and funds programs that:

- a. support victims and their families;
- b. address violence against women issues;
- c. provide a restorative justice response to crime;
- d. enhance public safety and local crime prevention efforts; and
- e. build and maintain safe communities.

The Branch has responsibility for the *Victims of Crime Act* and the *Crime Victim Assistance Act*. The Branch provides funding and support for over 160 police-based and community-based victim service programs including a toll-free, provincial-wide, 24-hour multilingual victim crisis line (VictimLink BC). The Branch is also responsible for providing funding and support to over 250 programs that provide counselling and outreach to women impacted by violence and children who witness abuse.

The Branch also provides direct services to victims, including:

- a. The **Crime Victim Assistance Program**, which provides eligible victims of violent crime, their immediate family members and some witnesses with financial assistance and other benefits.
- b. The **Victim Safety Unit**, which provides victims with ongoing and timely updates about their case and notification of changes to the custodial status of offenders.
- c. **Court Support Programs** at select courthouses in the Lower Mainland that assist victims of crime through the justice process by providing information, court accompaniment, and referrals to other justice and community services.

1.1 Summary of the Requirement

A separate NRFP is being issued for each of the Branch’s 97 Service Areas (Service Area Profiles and maps are available online [here](#)). In each Service Area the Branch operates one or more of the following program types:

Victim Service Programs

1. Police-based Victim Service Program (PBVS)
2. Community-based Victim Service Program (CBVS)

Violence Against Women Counselling and Outreach Programs

3. Stopping the Violence Counselling Program (STVC)
4. Children Who Witness Abuse Counselling Program (CWWA)
5. Outreach Service Program (ORS)
6. Multicultural Outreach Service Program (MORS)

In the “XXXXXX” Service Area, the Branch is seeking one more service providers to deliver one or more of the following programs:

Victim Service Programs

1. TBD (Will vary by Service Area)

Violence Against Women Counselling and Outreach Programs

2. TBD (Will vary by Service Area)

1.2 Term of any contract that may result from this NRFP

The Branch anticipates entering into contracts having a one-year term, with two consecutive options for the Branch to extend contracts for a one-year term.

1.3 Budget

Proposed Direct Service FTEs have been calculated based on the FTE funding levels and rates, and using a 35 hours per week schedule (7 hours per day) in line with Government of British Columbia standard operating hours. Based on these calculations, the Branch has determined that 0.2 FTEs is equivalent to 1 day per week of service.

FTEs are funded at the following levels and rates (See Appendix B for more information):

- a) Use the CSSEA/BCGEU/CUPE union wage grid to fund all programs to the maximum Step 4 level
- b) Add up to 25% benefits on top of wages
- c) Add up to 25% program delivery costs on top of wages and benefits to cover things such as travel, training, and program coordination
- d) Add up to 10% administration costs on top of wages, benefits and program delivery costs to cover back-office administrative functions and management

Any funding for wages above and beyond these levels will require programs to utilize funding available through program delivery, administration and management costs and/or funding from alternate sources.

Total Branch funding of \$XXX is available for this Service Area. Funding available and proposed FTEs for each program are as follows:

Program Type	Funding Amount - Wages	Funding Amount – Benefits (25%)	Funding Amount – Program Delivery (25%)	Funding Amount - Administrative Costs (10%)	TOTAL Funding Amount Available	Proposed Direct Service FTEs
1. Police-based Victim Services (PBVS)	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	XX
2. Community-based Victim Services (CBVS)	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	XX
3. Stopping the Violence Counselling (STVC)	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	XX
4. Children Who Witness Abuse Counselling (CWWA)	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	XX
5. Outreach Services (ORS)	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	XX
6. Multicultural Outreach Services (MORS)	\$XXX	\$XXX	\$XXX	\$XXX	\$XXX	XX

1.4 Eligibility

In order to apply for funding under this NRFP, Respondents **must not** be individuals.

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SECTION 2: SCOPE OF VICTIM SERVICE AND VIOLENCE AGAINST WOMEN PROGRAMS

The Branch currently contracts with close to 200 service providers for the delivery of over 400 victim service and violence against women counselling and outreach programs across British Columbia.

A full listing of existing incumbent service providers for each service/program type is available online at www.pssg.gov.bc.ca/victimservices/directory.

2.1 Police-based Victim Service Program (PBVS)

The Branch requires a contractor to operate a police-based victim service program serving victims of crime and trauma in the Service Area. Police-based victim service programs serve victims of all types of crime and trauma and assist police and communities in situations involving multiple injuries or deaths. Police-based victim service programs generally operate out of RCMP detachments or municipal police departments.

The program objectives are as follows:

- a. to lessen the impact of crime on victims and assist in their recovery;
- b. to increase victim safety and help prevent re-victimization;
- c. to increase the victim's level of participation and sense of empowerment while participating in the criminal justice system;
- d. to increase the effectiveness and comfort of victims while acting as witnesses in court proceedings; and
- e. to decrease the trauma of secondary victims.

Examples of services provided through this program:

- f. Critical incident response;
- g. Criminal justice information and support;
- h. Safety planning;
- i. Information and referrals; and
- j. Emotional and practical support.

The program is cost shared with the "Insert Local Government here"; however the exact amount has yet to be confirmed. See Appendix E1 for more detail.

Respondents interested in submitting a proposal in response to this program area are advised to review **Appendix E1** for additional details.

2.2 Community-based Victim Service Program (CBVS)

The Branch requires a contractor to operate a community-based victim service program serving victims of family and sexual violence in the Service Area. The community-based victim service program provides services to victims of crime of all ages as well as provides justice-related services to those who have been victimized by the following Power-based Crimes: family violence including violence in relationships, adult sexual assault, criminal harassment (i.e., stalking), and child assault/abuse (both physical and sexual).

The program objectives are as follows:

- a. to lessen the impact of crime on victims and assist in their recovery;

- b. to increase victim safety and help prevent re-victimization;
- c. to increase the victim's level of participation and sense of empowerment while participating in the criminal justice system;
- d. to increase the effectiveness and comfort of victims while acting as witnesses in court proceedings; and
- e. to decrease the trauma of secondary victims.

Examples of services provided through this program:

- f. Critical incident response;
- g. Criminal justice information and support;
- h. Safety planning;
- i. Information and referrals; and
- j. Emotional and practical support.

Respondents interested in submitting a proposal in response to this program area are advised to review [Appendix E2](#) for additional details.

2.3 Stopping the Violence Counselling Program (STVC)

The Branch requires a contractor to operate a Stopping the Violence Counselling (STVC) program in the Service Area. Stopping the Violence Counselling programs provide individual and group counselling for adult women who have experienced sexual abuse or violence in their relationships.

The program objectives are as follows:

- a. to validate women's experiences of abuse, and acknowledge and respect the expertise of women with respect to their own experience;
- b. to lessen the impact of violence and trauma and assist women in their recovery;
- c. to increase the safety of women and help prevent their re-victimization; and
- d. to foster self-empowerment by supporting women toward increased control of their lives.

Examples of services provided through this program:

- e. Provide individual and group counselling to clients from a women-centred and trauma-based perspective using techniques such as therapeutic group counselling and self-skill workshops;
- f. Provide referrals to other services provided by the organization and other service providers in the community; and
- g. Participate in or initiate case conferences with other professionals as required.

These counselling services are not intended to include professional clinical treatment.

Counselling is provided for a reasonably limited period of time, based on the requirements of individual women. Services will be provided to young women under 19 years of age where no other suitable services are available, and where they are leading an adult life style.

Respondents interested in submitting a proposal in response to this program area are advised to review [Appendix E3](#) for additional details.

2.4 Children Who Witness Abuse Counselling Program (CWWA)

The Branch requires a contractor to operate a Children Who Witness Abuse Counselling (CWWA) program in the Victim Service Delivery Area. CWWA programs provide individual and group counselling aimed at helping youth and children aged 3 to 18 who have witnessed abuse, threats or violence in the home to understand and cope with the violence and the effects of the violence on themselves. CWWA programs also provide support and information to mothers and non-offending caregivers.

The program objectives are as follows:

- a. Provide a safe and playful setting for young people to discuss their trauma and learn to manage their response to their exposure to violence in the home;
- b. Interrupt, break the cycle of intergenerational violence;
- c. Directly help children and youth exposed to violence in relationships; and
- d. Develop parental awareness of how violence in relationships affects their children.

Examples of services provided through this program:

- e. Conduct individual counselling sessions with children using techniques such as active listening, conflict resolution and psycho-education;
- f. Develop and conduct psycho-educational supports groups for children;
- g. Provide support, information and referral services to mothers and non-offending caregivers; and
- h. Undertake community awareness raising activities through various violence prevention education initiatives.

These counselling services are not intended to include professional clinical treatment.

Respondents interested in submitting a proposal in response to this program area are advised to review [Appendix E4](#) for additional details.

2.5 Outreach Service Program (ORS)

The Branch requires a contractor to operate an Outreach Service (ORS) program in the Victim Service Delivery Area. Outreach Services help adult women and their dependent children who have experienced, or are at risk of abuse, threats or violence, identify and access the services they need by providing emotional support, safety planning, information and referrals, and accompaniment and transportation to other necessary services.

The program objectives are as follows:

- a. to identify and engage women who are reluctant to access mainstream justice, health and social services;
- b. to lessen the impact of violence and trauma on women and their children and assist in their recovery;
- c. to increase the safety of women and their children and help prevent their re-victimization;
- d. to link women and their children with relevant health, justice, child welfare and social supports.

Examples of services provided through this program:

- e. Assist women who have experienced violence, abuse or threats through referrals to appropriate services such as safe affordable housing and employment and income assistance, etc.;
- f. Provide local transportation, accompaniment and advocacy, as required, for medical, legal or social service appointments;
- g. Provide emotional support to women and their dependent children who are in need of support; and

- h. Develop and deliver culturally-appropriate public education initiatives to raise awareness of the effects of violence against women, violence prevention and of services available to women who have experienced violence, abuse or threats.

Respondents interested in submitting a proposal in response to this program area are advised to review [Appendix E5](#) for additional details.

2.6 Multicultural Outreach Service Programs (MORS)

The Branch requires a contractor to operate a Multicultural Outreach Service (MORS) program in the Victim Service Delivery Area. Multicultural Outreach Services help immigrant, refugee and non-status adult women and their dependent children who have experienced, or are at risk of abuse, threats or violence, identify and access the services they need by providing counselling support, safety planning, information and referrals, and accompaniment and transportation to other necessary services in a manner that is responsive to their Ethno-Cultural Needs.

The program objectives are as follows:

- a. to identify and engage immigrant, refugee and non-status women who are reluctant to access mainstream justice, health and social services;
- b. to lessen the impact of violence and trauma on immigrant, refugee and non-status women and their children and assist in their recovery;
- c. to increase the safety of immigrant, refugee and non-status women and their children and help prevent their re-victimization; and
- d. to link immigrant, refugee and non-status women and their children with relevant health, justice, child welfare and social supports.

Examples of services provided through this program:

- e. Assist immigrant, refugee and non-status women who have experienced violence, abuse or threats through referrals to appropriate services such as safe affordable housing and employment and income assistance, etc.;
- f. Provide local transportation, accompaniment and advocacy, as required, for medical, legal or social service appointments;
- g. Provide individual and group counselling support to immigrant, refugee and non-status women; and
- h. Develop and delivery culturally-appropriate public education initiatives to raise awareness of the effects of violence against women, violence prevention and of services available to immigrant, refugee and non-status women who have experienced violence, abuse or threats.

Respondents interested in submitting a proposal in response to this program area are advised to review [Appendix E6](#) for additional details.

SECTION 3: ASSESSMENT OF RESPONSES AND INSTRUCTIONS

3.1 Assessment

This section details all criteria against which responses will be assessed. Respondents should ensure that they fully respond to all criteria in order to receive full consideration during the assessment phase.

Assessment of Responses submitted pursuant to this NRFP will be by a committee formed by the Province, which may include employees and contractors of the Province. For further details see [Appendix C](#).

3.2 Desirable Criteria

Proposals will be assessed against desirable criteria set out below.

Criterion	Weighting (%)
Organizational Capacity	TBD
Experience and Qualifications	TBD
Program Approach/Methodology	TBD
Location	TBD
Budget	TBD
Consideration given to organizations that can provide 3 or more programs within a Service Area.	TBD
Total:	100

3.3 Response Format

The following format, sequence, and instructions should be followed in order to provide consistency in Respondent response and ensure each proposal receives full consideration. All pages should be consecutively numbered.

- a. Cover page that should include the (i) organization name, (ii) primary contact name, (iii) primary contact title, (iv) email, (v) phone number and (vi) organization address.
- b. Table of contents including page numbers.
- c. The body of the proposal, including Response Form and budget (Appendix A and B).

SECTION 4: NRFP TERMS AND CONDITIONS

4.1 Non-binding NRFP Process

This NRFP is not a tender, Request for Proposals (RFP) or contract and does not obligate the Province to proceed with an RFP or any procurement process or any contract. No inference to the contrary can be drawn from the Province's use of the BC Bid electronic bidding service for the receipt of Responses for this NRFP. The Province reserves the right to modify the terms of this NRFP at any time in its sole discretion. This includes the right to postpone or cancel this NRFP at any time and the right not to enter into a contract for the funding of a program with any Respondent. For greater certainty and without limitation: (a) this NRFP process shall not give rise to any "contract A" based tendering law duties, or any other legal obligations arising out of any process contract or collateral contract; and (b) neither the Respondent nor the Province shall have the right to make any claims against the other with respect to any decision to fund a program under a contract or failure to approve a program for funding.

A Respondent is not bound by its Response and may withdraw it at any time before entering into a contract. However, if a Respondent is selected to negotiate a contract with the Province, any statements or representations in the Response may be incorporated into the contract and relied upon by the Province.

The Province reserves the right to reject any or all Responses. Even if the Province determines that the Respondent meets the requirements, this will not create any rights on the Respondent's part including, without limitation, the right to be selected for program funding, the right to enter into a contract or any rights of enforcement, equity or reimbursement.

4.2 Enquiries/Contact

All enquiries related to this NRFP, including any requests for information and clarification, are to be directed, in writing, to the Contact Person, who will respond to all enquiries. Information obtained from any other source is not official and should not be relied upon. Enquiries and any responses will be recorded and distributed to all Respondents at the Province's option. Any updates to the NRFP will be posted to BC Bid at www.bcbid.gov.bc.ca.

4.3 Changes to Responses/Rectification Period

A Respondent may amend its Response up until Response Deadline. Respondents are not bound by their Responses and may withdraw a submitted Response at any time up to contract signing by submitting a request to the Contact Person. In order to better understand a proposed program, the Province may request clarifications or rectifications to a Response, or additional information from a Respondent, at any time during this NRFP process.

4.4 Respondent's Expenses

Respondents are solely responsible for their own expenses in preparing a Response and for discussions or meetings with the Province, if any, to finalize a contract, if any. The Province will not be liable to any Respondent for any claims, whether for costs or damages incurred by the Respondent in preparing the Response, or any other matter whatsoever.

4.5 Ownership of Responses

All Responses are non-returnable and become the property of the Province and are subject to the provisions of the *Freedom of Information and Protection of Privacy Act* (BC).

4.6 Collection and Use of Personal Information

Respondents are solely responsible for familiarizing themselves, and ensuring that they comply, with the laws applicable to the collection and dissemination of information, including resumes and other personal information concerning employees and employees of any subcontractors. Respondents will ensure that they have obtained written consent from employees before forwarding any employee personal information to the Province. Such written consents are to specify that the personal information may be forwarded to the Province for the purposes of responding to this NRFP and used by the Province for the purposes set out in the NRFP. The Province may, at any time, request the original consents or copies of the original consents from Respondents, and upon such request being made Respondents will immediately supply such originals or copies to the Province.

4.7 Notification

The Province will notify Respondents in writing as to the status of their Response once funding decisions have been made.

4.8 Form of Contract

It is anticipated that contracts with successful Respondents will be on substantially the same terms and conditions as found in the attached Shared Cost Arrangement template (Appendix D) and any other terms and conditions satisfactory to the Province.

SECTION 5: Glossary of Terms

Throughout this NRFP, the following definitions will apply:

- a) “**Adult**” means all persons 19 years of age and older.
- b) “**Branch**” means the Community Safety and Crime Prevention Branch of the Ministry of Justice.
- c) “**CARF**” means CARF International, the independent, non-profit accreditor of health and human services.
- d) “**Child**” means all persons under the age of 19 years.
- e) “**Child and Youth Physical Abuse**” means any form of assault committed against a child or youth by an adult in a position of trust or authority.
- f) “**Child and Youth Sexual Abuse**” means any sexual offence and other offences of sexual nature committed against a child or youth.
- g) “**Client**” or “**Service Recipient**” means a victim of crime or trauma requiring services of the program.
- h) “**COA**” means Council On Accreditation, the independent, non-profit accreditor of health and human services.
- i) “**Cultural Competency**” refers to the knowledge, self-awareness, and skills that are necessary in order to work with ethnic and cultural groups. Cultural safety refers to having the knowledge, awareness, and skills to work effectively and respectfully with Indigenous people. A culturally safe environment is one where individuals and organizations provide services that are experienced as respectful, culturally relevant, and safe for Indigenous people.
- j) “**Domestic Violence**” means violence in intimate relationships, including married, common law and dating relationships, same-sex or heterosexual relationships, whether the persons are living together at the time of the violence or not. It may include assault, sexual assault, criminal harassment and other crimes which occur within the context of the relationship (e.g. a victim of break and enter, mischief, and theft that was committed by a former intimate partner). Domestic violence is synonymous with the terms intimate partner violence, violence in relationships, and violence against women in relationships and is considered a type of family violence.
- k) “**Emotional Support**” means validation of the victim’s emotional/psychological reactions to the incident, acknowledging the victim’s strengths, active listening, reflection, validation, predicting, and preparing.
- l) “**Ethnicity**” refers to a person’s cultural background, including language, origin, faith and heritage. Ethnicity comprises the ideas, beliefs, values and behaviour that are transmitted from one generation to the next. Ethnicity is also a concept created by society and is perceived in terms of common culture, history, language or nationhood.
- m) “**Ethno-cultural Needs**” refers to the unique cultural characteristics as outlined under “Ethnicity” that should be considered from a victim service perspective for a person who may require specialized responsive services to meet their needs as a victim of crime.
- n) “**Family Violence**” refers to any form of abuse, mistreatment or neglect that a child or adult experiences from a family member, or from someone with whom they have an intimate relationship.
- o) “**Gender-based Analysis**” refers to the systematic integration of a gender perspective into the development of policies and programs, as well as planning and decision-making processes. It helps to

identify and clarify the differences between women and men, boys and girls, and demonstrates how these differences affect overall wellbeing in the context of crime and violence.

- p) **“Power-based Crime”** refers to all crimes involving violence in relationships (adult, youth or child), sexual assault, criminal harassment, child abuse/assault (both physical and sexual), adult survivors of childhood abuse (both physical and sexual), and child witnesses of family violence.
- q) **“Program Type”** refers to the programs the Respondent can apply for.
- r) **“Respondent”** means an organization that is responding to this NFRP.
- s) **“Safety Planning”** refers to developing a plan with the victim to manage safety and reduce the risk of further victimization.
- t) **“Service Area”** refers to the geographic area in which the services are to be delivered.
- u) **“Sexual Assault”** means any sexual offence and other offences of sexual nature committed against an adult.
- v) **“Service Area”** means the geographic area in which services are to be delivered.
- w) **“Trafficked Person”** refers to controlling a person by means of coercion and fear for the purpose of exploitation; the exploitation can take many forms such as sexual exploitation, labour exploitation, and domestic servitude.
- x) **“Victims of Crime”** means any person who has suffered emotional, physical and/or financial impacts from crime and includes survivors, primary and secondary victims, and traumatized witnesses.
- y) **“Victims of Family/Sexual Violence”** include:
 - i. victims of violence in relationships (adult, youth, or child)
 - ii. victims of sexual assault
 - iii. victims of criminal harassment
 - iv. victims of child abuse/assault (both physical and sexual)
 - v. adult survivors of childhood abuse (both physical and sexual)
 - vi. child witnesses of family violence
- z) **“Victims of Trauma”** means direct victims of and witnesses to non-criminal traumatic events which involve the police or other first responders including, but not limited to, motor vehicle accidents and sudden death next of kin notifications as well as immediate/surviving family members of direct victims of traumatic events.
- aa) **“Victim Service Worker”** refers to a program coordinator, volunteer, student, trainee, and work placement who is employed or retained to provide victim services under this Agreement.
- bb) **“VOCA”** means Victims of Crime Act.
- cc) **“Violence Against Women”** refers to adult women who have experienced abuse, sexual assault, domestic violence or childhood abuse, or are threatened by or at risk of abuse, sexual assault, or domestic violence, and includes the impact of this violence on their dependent children.
- dd) **“Violence Against Women in Relationships”** violence in intimate relationships , including married, common law and dating relationships; same-sex or heterosexual relationships, whether the persons are living together at the time of the violence or not. It may include assault, sexual assault, criminal harassment and other crimes which occur within the context of that relationship (e.g. a victim of break and enter, mischief, and theft that was committed by a former intimate partner).
- ee) **“Youth”** means a child aged 13 to 18.

APPENDIX A, A1-6: Response Form

This Appendix is available for download on BCBid.gov.bc.ca.

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APPENDIX B: Respondent Budget Template

This Appendix is available for download on BCBid.gov.bc.ca.

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APPENDIX C: Review and Selection Process

This Appendix is available for download on BCBid.gov.bc.ca.

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APPENDIX D: Contract

This Appendix is available for download on BCBid.gov.bc.ca.

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APPENDIX E 1-6: Service Schedules for Program Types

This Appendix is available for download on BCBid.gov.bc.ca.

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Appendix A - General Questions

1. BACKGROUND/CONTEXT

1.1 ORGANIZATIONAL STRUCTURE

The Ministry requires organizations to have a defined structure and governance model. The Ministry's preference is for the organizations to have an established board of governors that is comprised of volunteers that are able to act independent from the organization.

The Respondent should be able to demonstrate a defined organizational structure and articulate the organization's governance model.

Response Guideline

- a. The Respondent should provide a brief overview of the organization, the structure of the organization and, if available, attach an organizational chart outlining the organization's broad structure.

2. ORGANIZATIONAL CAPACITY

1.2 FINANCIAL MANAGEMENT

The Ministry requires organizations to have sound financial management policies and procedures.

The Contractor will have established policies and procedures related to finances, budgeting, timely and accurate reporting and other industry accepted practices that ensure stable and accountable operation.

The Respondent should be able to demonstrate capability and capacity to manage (in relation to the proposed program):

- i. Finances;
- ii. Budgeting;
- iii. Timely and accurate reporting; and
- iv. Any other methodologies and practices that ensure stable and accountable operation (e.g. segregation of duties).

The Ministry prefers organizations that have produced formal financial statements in the last two (2) years (i.e. Review Engagement, Audited Statements).

Response Guideline

- a. The Respondent should identify the procedures that the organization has in place to ensure their capacity to manage items i through iv. The Respondent is **NOT** to provide their policies and procedures manual(s).

DRAFT APPENDIX A, A1-6: Response Form

- b. The Respondent should indicate which types of financial statements the organization has produced in the past two (2) years.

1.3 HUMAN RESOURCES

The Ministry requires organizations to have human resource policies that ensure their ability to effectively manage program staffing requirements.

The Contractor will have established human resource policies and procedures regarding hiring and staff development practices as well as managing and resolving human resource issues.

The Respondent should be able to demonstrate the capability and capacity to:

- i. Recruit and manage staff;
- ii. Support staff development; and
- iii. Resolve human resource issues.

Response Guideline

- a. The Respondent should briefly describe the organization's policies and practices regarding i to iii above
- b. The Respondent is **NOT** to provide their policies and procedures manual(s).

1.4 OPERATIONAL PRACTICES

The Ministry requires contractors to implement operational policies that promote quality assurance and continual improvement with regards to service delivery. The Ministry also recognizes and values efforts made by organizations to achieve professional accreditation.

The Contractor will have established operational processes to monitor program performance and address operational issues.

The Respondent should be able to demonstrate the capability and capacity to effectively measure and address program performance.

Response Guideline

- a. The Respondent should briefly describe the organization's policies and practices regarding i-iii below (max 500 words). The Respondent is **NOT** to provide their policies and procedures manual(s).
- b.
 - i. How the effectiveness of programs and services are measured;
 - ii. Quality assurance and program improvement;
 - iii. Client complaint resolution;
- c. The Respondent should provide proof of any professional accreditation (e.g. CARF or COA).

3. EXPERIENCE AND QUALIFICATIONS

3.1 SERVICE DELIVERY EXPERIENCE

The Ministry requires organizations to administer programs serving victims or witnesses of crime and trauma and/or women and children impacted by violence in the Service Area.

The Contractor will have experience administering a social service similar to those requested in this NRFP.

The Respondent's should demonstrate their ability to fulfill contractual obligations and deliver services similar in scope and breadth to those requested in this NRFP.

Preference will be given to those that have experience delivering social service contracts on behalf of a government body in the Service Area.

Preference will be given to those that have experience delivering programs which serve victims or witnesses of crime and trauma and/or women and children impacted by violence in the Service Area.

This experience should demonstrate the following:

- i. Capacity to manage and administer a social service program; and
- ii. Capacity to administer programs which deliver social services similar in scope and/or target similar populations. This may include social services or other programs serving vulnerable populations.

Response Guideline

- a. The Respondent should provide details of program administration experience in Service Area within the past five (5) years prior to the date of this NRFP. Please complete Table 1: Service Delivery Experience the table below, and provide information on the following:
 - i. Capacity to manage and administer a social service program;
 - a. Services delivered on behalf of government through government contract (federal, provincial or municipal) in the Service Area;
 - b. Programs serving victims or witnesses of crime and trauma and/or women and children impacted by violence and trauma in the Service Area; and
 - c. Programs providing other social services in the Service Area.
 - ii. Capacity to administer programs which deliver social services similar in scope and/or target similar populations. This may include social services or other programs serving vulnerable populations
 - a. Services delivered on behalf of government through government contract (federal, provincial or municipal) in the Service Area;
 - b. Programs serving victims or witnesses of crime and trauma and/or women and children impacted by violence and trauma in the Service Area; and
 - c. Programs providing other social services in the Service Area.

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Table 1: Service and Delivery Experience	
Name of the Program	
Funding agency	
Funding type (e.g. contract, grant)	
Number of full-time and part-time staff	
Program start date	
Program end date	
Location of service	
Service description	

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3.2 COMMUNITY INVOLVEMENT

The Ministry values organizations that work closely with other service providers to collectively enhance services to clients.

The Contractor will have experience working with other service providers within the Service Area to enhance services to clients.

The Respondent should be able to demonstrate experience working with other service providers (NOT Justice System Partners) within the Service Area when providing social services to clients.

Response Guideline

- a. The Respondent should list and describe up to three (3) active community partnerships they have established to enhance the delivery of services to clients in the Service Area. The Respondent should provide specific information such as (but not limited to):
 - i. The nature and purpose of the partnership; and
 - ii. The role and level of involvement of the Respondent and community partner.
 - iii. Up to three (3) references from the examples above who can validate the information provided including their name, title, phone number and email address.

3.3 CULTURAL COMPETENCY

The Ministry expects organizations delivering contracted services to be responsive to the needs of diverse client groups.

The Contractor will be able to demonstrate capability and capacity to provide direct services to (i) Aboriginal clients, (ii) newcomers to Canada and/or (iii) hard-to-reach groups (e.g. at-risk youth, sex trade workers) in the Service Area.

The Respondent should demonstrate cultural competency in delivering services to diverse client groups.

Response Guideline

- a. The Respondent should describe the steps the organization takes to ensure services are responsive to the needs of diverse client groups within the Service Area. .

3.4 MULTIPLE PROGRAM TYPES

The Ministry recognizes that there may be benefits for both organizations and clients when multiple programs are offered by a single organization (e.g. enhanced coordination, operational efficiencies).

Where applicable, preference may be given to organizations that can provide 3 or more programs within a Service Area.

Response Guideline

No response required from Respondent.

Appendix A1 - Police-Based Victim Services Specific Questions

1. PROGRAM APPROACH/METHODOLOGY

The Ministry requires a Contractor to operate a police-based victim service program serving victims of crime and trauma in the Service Area. Police-based victim service programs serve victims of all types of crime and trauma and assist police and communities in situations involving multiple injuries or deaths and are located in either local municipal police departments or RCMP detachments. Day-to-day supervision of the program is often provided by police personnel.

1.1 SERVICE DELIVERY OVERVIEW

The Contractor will administer a program which provides each of the services outlined in **Appendix E1** of this NRFP.

The Respondent should have a detailed service delivery plan providing a description of how services will be provided.

Response Guideline

- a. The Respondent should provide an overview of what (i) tools, (ii) training, (ii) protocols and other procedures will be used to ensure the service delivery plan is consistent with the service deliverables listed in **Appendix E1**.

1.2 PROGRAM SUPERVISION

The Contractor will provide a program that is managed and supervised in a manner that fits within the organizational structure.

The Respondent should provide a description of how services will be supervised.

Response Guideline

- b. The Respondent should describe how the program will be managed and supervised including the overall fit of the program into the organizational structure.
- c. The Respondent should describe how the organization plans to work with the local municipal police or RCMP to ensure appropriate supervision and support of the program.

1.3 SERVICE PRIORITIZATION

The Ministry recognizes that police-based victim services programs often work in an emergency response environment. The services provided by police-based victim service programs, as defined in **Appendix E1**, respond to both time sensitive and ongoing needs.

The Contractor will assess and prioritize service delivery to best meet the immediate and long-term needs of clients within the program parameters.

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The Respondent should have a plan detailing how the organization proposes to prioritize service delivery for this program addressing the following priorities:

- i. Victim Safety;
- ii. Type of Crime; and
- iii. Seriousness of the incident.

Response Guideline

- a. The Respondent should provide an overview of the processes they will use to assist them in assessing and prioritizing client needs including:
 - i. Victim Safety;
 - a. Intake procedures;
 - b. Immediate needs assessment and safety planning;
 - c. Other identified processes.
 - ii. Type of Crime
 - d. Intake procedures;
 - e. Immediate needs assessment and safety planning;
 - f. Other identified processes.
 - iii. Seriousness of the incident.
 - g. Intake procedures;
 - h. Immediate needs assessment and safety planning;
 - i. Other identified processes.
- b. The Respondent should provide an overview of the processes they will use to support staff in managing high workloads.

1.4 GENDER-BASED ANALYSIS

The Ministry is committed to a gender-based analysis of crime and will continue to support programs and services dedicated to serving women and girls impacted by violence while at the same time ensuring the availability of programs and services for men and boys. In particular this means a recognition that women are disproportionately impacted by certain types of violence and may be reluctant to engage with the justice system and other social services.

The Contractor will ensure that services are responsive to the needs of women affected by violence.

The Respondent should demonstrate how programming will consider a gender-based Analysis of crime in order to effectively engage and meet the needs of women affected by violence. A gender-based analysis should include:

- i. An understanding of the dynamics and inequities of power-based crimes;
- ii. Incorporation of women's perspectives in the development of policy and practices;
- iii. Recognition and mitigation of barriers for victims in accessing services (i.e. poverty, childcare, transportation, safety, etc.);
- iv. Approaches to service delivery which enhance victim empowerment and avoid victim blaming;
- v. An emphasis on victim support and advocacy in navigating the various systems.

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Response Guideline

- a. The Respondent should describe the steps the organization will take to ensure the program incorporates and applies a gender-based analysis to the development and delivery of the program.

1.5 PROGRAM OUTREACH AND PROMOTION

The Ministry desires a high level of community awareness for contracted programs and services.

The Contractor will ensure a high degree of awareness of programs and services provided in the Service Area.

The Respondent should describe the steps the organization will take to outreach and promote the program and demonstrate how the proposed approaches are accessible and appropriate to the Service Area.

Response Guideline

- a. The Respondent should describe how the organization will outreach and promote the program to each of the following in the Service Area:
 - i. General public;
 - ii. Hard to reach client groups (e.g. Aboriginal, immigrant/refugee/non-status, LGBTQ2S, youth at risk, older persons, etc.); and
 - iii. Other service providers.

1.6 RELATIONSHIP WITH JUSTICE SYSTEM PARTNERS

Police-based victim service programs operate from within RCMP detachments or municipal police departments, and in close partnerships with police personnel and other justice system partners.

The Contractor will build and maintain a strong working relationship with justice system partners within the Service Area.

The Respondent should demonstrate how they will build and maintain a strong working relationship with local justice system partners.

Response Guideline

- a. The Respondent should describe the organization's relationship (past or present) with local justice system partners, including any interaction or community level partnerships/collaboration with justice system partners.
- b. The Respondent should describe the steps the organization will take to build and maintain a strong relationship with justice system partners located within the Service Area.

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1.7 REFERRAL PROTOCOL (ASKED ONLY IF THERE IS A COMMUNITY-BASED VICTIM SERVICE IN THE SERVICE AREA)

The Ministry requires victim service programs to adhere to the provincial referral policy for victims of power-based crimes. Referrals to the appropriate victim service programs are essential for full compliance with the *Victims of Crime Act* and to ensure that victims/survivors are provided with information and support throughout the justice system.

The policy can be found

here: <http://www.pssg.gov.bc.ca/victimservices/shareddocs/pubs/power-based-crimes-referral-policy.pdf>

The Contractor will ensure they work with other contracted victim service programs in the Service Area to ensure victims of power-based crimes are referred to the appropriate victim service program.

The Respondent should demonstrate how the organization proposes to implement the Provincial Referral Policy in the Service Area by demonstrating how the plan fulfils the following Policy obligations including:

- i. Regular meetings with other local Victim Service Program(s);
- ii. Consistent referral procedures; and
- iii. Detailed procedures for handling disputes and grievances.

Response Guideline

- a. The Respondent should describe how the Respondent will meet the Policy obligations for items i to iii.

2. LOCATION

2.1 LOCATION AND ACCESS

The Ministry expects contracted services to be delivered from a location that is safe and accessible.

The Contractor will have a space for staff to meet with clients which is private and accessible, contains a workspace for staff hired to perform contracted services and which is located in the Service Area.

The Respondent should be able to provide services to clients in a location that is suitable for the Program Type and client(s), in an office environment that is safe, accessible and includes private meeting space.

Response Guideline

- a. The Respondent should provide the address of where the Program will be located within the Service Area and demonstrate how the location meets the service needs of the Service Area.

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- b. The Respondent should provide a summary of the facilities used to deliver the program including:
 - i. Purpose of rooms;
 - ii. Number of rooms;
 - iii. Purpose of rooms;
 - iv. Privacy features;
 - v. Supports for people with disabilities;
 - vi. Safety features; and
 - vii. Any other item the Respondent feels necessary for the evaluation committee to be aware of.

3. BUDGET

3.1 PROPOSED BUDGET

The Ministry expects organizations to provide value for money. The Ministry values organizations that can effectively manage staff salaries, program delivery costs and administration costs.

The Contractor will be required to demonstrate value for money and, in consultation with the Ministry, propose and manage the budget for each contracted service within the maximum budget amount for each service.

The Respondent should be able to demonstrate value for money, and the ability to provide a proposed budget summary for each service that the Respondent is proposing to deliver.

Consideration will be given to organizations that are able to add value to each service, through other sources of funding or budget management. Consideration will also be given to organizations that are able to achieve efficiencies within the program delivery and/or administration costs to provide additional service (in FTEs) or to enhance program delivery.

Response Guideline

- a. The Respondent should provide an annual budget summary, indicating dollar amounts for Revenues and the Expense categories in the template provided (Appendix B).
- b. The Respondent should in Appendix B, provide a total Program FTE Count for each service the Respondent is proposing to deliver that is consistent with the Staffing Costs allocated to the service (see the minimum Program FTE Count for this NRFP).
- c. If the Respondent expects to spend less on program delivery and/or administration costs than the proposed amount, explain why the organization will not require the full amount for program delivery or administration costs, and explain how this surplus will be used.
- d. The Respondent should identify where 'value add' is being provided by other sources of funding.

Appendix A2 - Community-Based Victim Services Specific Questions

1. PROGRAM APPROACH/METHODOLOGY

The Ministry requires a contractor to operate a community-based victim service program in the Service Area. The community-based victim service program serves victims of crime of all ages as well as provides justice-related services to those who have been victimized by the following Power-based Crimes: family violence including violence in relationships, adult sexual assault, criminal harassment (i.e., stalking), and child assault/abuse (both physical and sexual).

1.1 SERVICE DELIVERY OVERVIEW

The Contractor will administer a program which provides each of the services outlined in **Appendix E2** of this NRFP.

The Respondent should have a detailed service delivery plan providing a description of how services will be provided.

Response Guideline

- a. The Respondent should provide an overview of what (i) tools, (ii) training, (ii) protocols and other procedures will be used to ensure the service delivery plan is consistent with the service deliverables listed in **Appendix E2**.

1.2 PROGRAM SUPERVISION

The Contractor will provide a program that is managed and supervised in a manner that fits within the organizational structure.

The Respondent should provide a description of how services will be supervised.

Response Guideline

- d. The Respondent should describe how the program will be managed and supervised including the overall fit of the program into the organizational structure.

1.3 SERVICE PRIORITIZATION

The Ministry recognize that community-based victim services programs respond to a high demand for services. The services provided by community-based victim service programs, as defined in **Appendix E2**, respond to both time sensitive and ongoing needs.

The Contractor will assess and prioritize service deliver to best meet the immediate and long term needs of clients within the program parameters.

The Respondent should have a plan detailing how the organization proposes to prioritize service delivery for this program addressing the following priorities:

- i. Victim Safety;

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- ii. Type of Crime; and
- iii. Seriousness of the incident.

Response Guideline

- a. The Respondent should provide an overview of the processes they will use to assist them in assessing and prioritizing client needs including:
 - i. Victim Safety;
 - a. Intake procedures;
 - b. Immediate needs assessment and safety planning;
 - c. Other identified processes.
 - ii. Type of Crime
 - d. Intake procedures;
 - e. Immediate needs assessment and safety planning;
 - f. Other identified processes.
 - iii. Seriousness of the incident.
 - g. Intake procedures;
 - h. Immediate needs assessment and safety planning;
 - i. Other identified processes.
- b. The Respondent should provide an overview of the processes they will use to support staff in managing high workloads.

1.4 GENDER-BASED ANALYSIS

The Ministry is committed to a Gender-Based Analysis of crime and will continue to support the need for programs and services dedicated to serving women and girls impacted by violence while at the same time ensuring the availability of programs and services for men and boys. In particular this means a recognition that women are disproportionately impacted by certain types of violence and may be reluctant to engage with the justice system and other social services.

The Contractor will ensure that services are responsive to the needs of women affected by violence.

The Respondent should demonstrate how programming will consider a Gender-Based Analysis of crime in order to effectively engage and meet the needs of women affected by violence. A Gender-based Analysis should include:

- a. An understanding of the dynamics and inequities of power-based crimes;
- b. Incorporation of women's perspectives in the development of policy and practices;
- c. Recognition and mitigation of barriers for victims in accessing services (i.e. poverty, childcare, transportation, safety, etc.);
- d. Approaches to service delivery which enhance victim empowerment and avoid victim blaming; and
- e. An emphasis on victim support and advocacy in navigating the various systems.

Response Guideline

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- a. The Respondent should describe the steps the organization will take to ensure the program incorporates and applies a gender-based analysis to the development and delivery of the program.

1.5 PROGRAM OUTREACH AND PROMOTION

The Ministry desires a high level of community awareness for contracted programs and services.

The Contractor will ensure a high degree of awareness of programs and services provided in the Service Area.

The Respondent should describe the steps the organization will take to outreach and promote the program and demonstrate how the proposed approaches are accessible and appropriate to the Service Area.

Response Guideline

- a. The Respondent should describe how the organization will outreach and promote the program to each of the following in the Service Area:
 - i. General public;
 - ii. Hard to reach client groups (e.g. Aboriginal, immigrant/refugee/non-status, LGBTQ2S, youth at risk, older persons, etc.); and
 - iii. Other service providers.

1.6 RELATIONSHIP WITH JUSTICE SYSTEM PARTNERS

Community-based victim service programs work in close partnerships with other justice system partners.

The Contractor will build and maintain a strong working relationship with justice system partners within the Service Area.

The Respondent should demonstrate how they will build and maintain a strong working relationship with local justice system partners.

Response Guideline

- a. The Respondent should describe the organization's relationship (past or present) with local justice system partners, including any interaction or community level partnerships/collaboration with justice system partners.
- b. The Respondent should describe the steps the organization will take to build and maintain a strong relationship with justice system partners located within the Service Area.

1.7 REFERRAL PROTOCOL (ASKED ONLY IF THERE IS A POLICE-BASED VICTIM SERVICE IN THE SERVICE AREA)

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The Ministry requires victim service programs to adhere to the provincial referral policy for victims of power-based crimes. Referrals to the appropriate victim service programs are essential for full compliance with the *Victims of Crime Act* and to ensure that victims/survivors are provided with information and support throughout the justice system.

The policy can be found here: <http://www.pssg.gov.bc.ca/victimservices/shareddocs/pubs/power-based-crimes-referral-policy.pdf>

The Contractor will ensure they work with other programs contracted by the Ministry to provide services to victims of crime in the Service Area to ensure victims of power-based crimes are referred to the appropriate victim service program.

The Respondent should explain how the organization proposes to implement the referral policy in the Service Area by demonstrating how the plan fulfils the following Provincial Referral Policy obligations including:

- i. Regular meetings with other local Victim Service Program(s);
- ii. Consistent referral procedures; and
- iii. Detailed procedures for handling disputes and grievances.

Response Guideline

- a. The Respondent should describe how the Respondent will meet the Policy obligations for item i to iii.

2. LOCATION

2.1 LOCATION AND ACCESS

The Ministry expects contracted services to be delivered from a location that is safe and accessible.

The Contractor will have a space for staff to meet with clients which is private and accessible, contains a workspace for staff hired to perform contracted services and which is located in the Service Area.

The Respondent should be able to provide services to clients in a location that is suitable for the Program Type and client(s), in an office environment that is safe, accessible and includes private meeting space.

Response Guideline

- a. The Respondent should provide the address of where the Program Type will be located within the Service Area and demonstrate how the location meets the service needs of the Service Area.
- b. The Respondent should provide a summary of the facilities used to deliver the program including:

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- i. Purpose of rooms;
- ii. Number of rooms;
- iii. Square footage of facility and rooms;
- iv. Purpose of rooms;
- v. Privacy features;
- vi. Supports for people with disabilities;
- vii. Safety features; and
- viii. Any other item the Respondent feels necessary for the evaluation committee to be aware of.

3. BUDGET

2.1 PROPOSED BUDGET

The Ministry expects organizations to provide value for money. The Ministry values organizations that can effectively manage staff salaries, program delivery costs and administration costs.

The Contractor will be required to demonstrate value for money and, in consultation with the Ministry, propose and manage the budget for each contracted service within the maximum budget amount for each service.

The Respondent should be able to demonstrate value for money, and the ability to provide a proposed budget summary for each service that the Respondent is proposing to deliver.

Consideration will be given to organizations that are able to add value to each service, through other sources of funding or budget management. Consideration will also be given to organizations that are able to achieve efficiencies within the program delivery and/or administration costs to provide additional service (in FTEs) or to enhance program delivery.

Response Guideline

- a. The Respondent should provide an annual budget summary, indicating dollar amounts for Revenues and the Expense categories in the template provided (Appendix B).
- b. The Respondent should in Appendix B, provide a total Program FTE Count for each service the Respondent is proposing to deliver that is consistent with the Staffing Costs allocated to the service (see the minimum Program FTE Count for this NRFP).
- c. If the Respondent expects to spend less on program delivery and/or administration costs than the proposed amount, explain why the organization will not require the full amount for program delivery or administration costs, and explain how this surplus will be used.
- d. The Respondent should identify where 'value add' is being provided for by other sources of funding.

Appendix A3 - Stopping the Violence Counselling Program Specific Questions

1. PROGRAM APPROACH/METHODOLOGY

The Ministry requires a contractor to operate a Stopping the Violence Counselling (STVC) program in the Service Area. Stopping the Violence Counselling programs provide individual and group counselling for adult women who have experienced sexual abuse, violence in relationships, or childhood abuse.

1.1 SERVICE DELIVERY OVERVIEW

The Contractor will administer a program which provides each of the services outlined in **Appendix E3** of this NRFP.

The Respondent should have a detailed service delivery plan providing a description of how services will be provided.

Response Guideline

- a. The Respondent should provide an overview of what (i) tools, (ii) training, (ii) protocols and other procedures will be used to ensure the service delivery plan is consistent with the service deliverables listed in **Appendix E3**.

1.2 PROGRAM SUPERVISION

The Contractor will provide a program that is managed and supervised in a manner that fits within the organizational structure.

The Respondent should provide a description of how services will be supervised.

Response Guideline

- a. The Respondent should describe how the program will be managed and supervised including the overall fit of the program into the organizational structure.

1.3 SERVICE PRIORITIZATION

The Ministry recognize that programs respond to a high demand for services. The services provided by programs, as defined in **Appendix E3**, respond to both time sensitive and ongoing support needs.

The Contractor will assess and prioritize service deliver to best meet the immediate and long term needs of clients within the program parameters.

The Respondent should have a plan detailing how the organization proposes to prioritize service delivery for this program addressing the following priorities:

- i. Victim Safety;
- ii. Type of Crime; and
- iii. Seriousness of the incident.

Response Guideline

- a. The Respondent should provide an overview of the processes they plan to implement to assist them in assessing and prioritizing client needs including:
 - iv. Victim Safety;
 - j. Intake procedures;
 - k. Immediate needs assessment and safety planning;
 - l. Other identified processes.
 - v. Type of Crime
 - m. Intake procedures;
 - n. Immediate needs assessment and safety planning;
 - o. Other identified processes.
 - vi. Seriousness of the incident.
 - p. Intake procedures;
 - q. Immediate needs assessment and safety planning;
 - r. Other identified processes.
- b. The Respondent should provide an overview of the processes for waitlist management and how they will use to support staff in managing high workloads.

1.4 GENDER-BASED ANALYSIS

The Ministry is committed to a Gender-Based Analysis of crime and will continue to support the need for programs and services dedicated to serving women and girls impacted by violence while at the same time ensuring the availability of programs and services for men and boys. In particular this means a recognition that women are disproportionately impacted by certain types of violence and may be reluctant to engage with the justice system and other social services.

The Contractor will ensure that services are responsive to the needs of women affected by violence.

The Respondent should demonstrate how programming will consider a Gender-Based Analysis of crime in order to effectively engage and meet the needs of women affected by violence. A Gender-based Analysis should include:

- i. An understanding of the dynamics and inequities of power-based crimes;
- ii. Incorporation of women's perspectives in the development of policy and practices;
- iii. Recognition and mitigation of barriers for victims in accessing services (i.e. poverty, childcare, transportation, safety, etc.);
- iv. Approaches to service delivery which enhance victim empowerment and avoid victim blaming; and
- v. An emphasis on victim support and advocacy in navigating the various systems.

Response Guideline

- a. The Respondent should describe the steps the organization will take to ensure the program incorporates and applies a Gender-Based Analysis to the development and delivery of the program.

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1.5 PROGRAM OUTREACH AND PROMOTION

The Ministry desires a high level of community awareness for contracted programs and services.

The Contractor will ensure a high degree of awareness of programs and services provided in the Service Area.

The Respondent should describe the steps the organization will take to outreach and promote the program, and demonstrate how the proposed approaches are accessible and appropriate to the Service Area.

Response Guideline

- a. The Respondent should describe how the organization will outreach and promote the program to each of the following in the Service Area:
 - i. General public;
 - ii. Hard to reach client groups (e.g. Aboriginal, immigrant/refugee/non-status, LGBTQ2S, youth at risk, older persons, etc.); and
 - iii. Other service providers.

1.6 EXPERIENCE ADMINISTERING COUNSELLING PROGRAMS

The Ministry requires a Contractor to deliver individual and group counselling programs to women impacted by violence.

The Contractor will deliver individual and group counselling programs to women impacted by violence in the Service Area.

The Respondent should demonstrate their capacity to deliver counselling programs to women impacted by violence. Preference will be given to organizations with previous experience administering counselling services.

Response Guideline

- a. The Respondent should describe the organization's experience administering counselling programs.

2. LOCATION

2.1 LOCATION AND ACCESS

The Ministry expects contracted services to be delivered from a location that is safe and accessible.

The Contractor will have a space for staff to meet with clients which is private and accessible, contains a workspace for staff hired to perform contracted services and which is located in the Service Area.

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The Respondent should be able to provide services to clients in a location that is suitable for the Program Type and client(s), in an office environment that is safe, accessible and includes private meeting space.

Response Guideline

- a. The Respondent should provide the address of where the Program Type will be located within the Service Area and demonstrate how the location meets the service needs of the Service Area.
- b. The Respondent should provide a summary of the facilities used to deliver the program including:
 - i. Purpose of rooms;
 - ii. Number of rooms;
 - iii. Square footage of facility and rooms;
 - iv. Purpose of rooms;
 - v. Privacy features;
 - vi. Supports for people with disabilities;
 - vii. Safety features; and
 - viii. Any other item the Respondent feels necessary for the evaluation committee to be aware of.

3. BUDGET

3.1 PROPOSED BUDGET

The Ministry expects organizations to provide value for money. The Ministry values organizations that can effectively manage staff salaries, program delivery costs and administration costs.

The Contractor will be required to demonstrate value for money and, in consultation with the Ministry, propose and manage the budget for each contracted service within the maximum budget amount for each service.

The Respondent should be able to demonstrate value for money, and the ability to provide a proposed budget summary for each service that the Respondent is proposing to deliver.

Consideration will be given to organizations that are able to add value to each service, through other sources of funding or budget management. Consideration will also be given to organizations that are able to achieve efficiencies within the program delivery and/or administration costs to provide additional service (in FTEs) or to enhance program delivery.

Response Guideline

- a. The Respondent should provide an annual budget summary, indicating dollar amounts for Revenues and the Expense categories in the template provided (Appendix B).

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- b. The Respondent should in Appendix B, provide a total Program FTE Count for each service the Respondent is proposing to deliver that is consistent with the Staffing Costs allocated to the service (see the minimum Program FTE Count for this NRFP).
- c. If the Respondent expects to spend less on program delivery and/or administration costs than the proposed amount, explain why the organization will not require the full amount for program delivery or administration costs, and explain how this surplus will be used.
- d. The Respondent should identify where 'value add' is being provided for by other sources of funding.

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Appendix A4 - Children Who Witness Abuse Counselling Program Specific Questions

1. PROGRAM APPROACH/METHODOLOGY

The Ministry requires a contractor to operate a Children Who Witness Abuse Counselling (CWWA) program in the Service Area. CWWA programs provide individual and group counselling aimed at helping youth and children aged 3 to 18 who have witnessed abuse, threats or violence in the home to understand and cope with the violence and the effects of the violence on themselves. CWWA programs also provide support and information to mothers and non-offending caregivers.

1.1 SERVICE DELIVERY OVERVIEW

The Contractor will administer a program which provides each of the services outlined in **Appendix E4** of this NRFP.

The Respondent should have a detailed service delivery plan and a description of how service will be provided.

Response Guideline

- a. The Respondent should provide an overview of what (i) tools, (ii) training, (ii) protocols and other procedures will be used to ensure the service delivery plan is consistent with the service deliverables listed in **Appendix E4**.

1.2 PROGRAM SUPERVISION

The Contractor will provide a program that is managed and supervised in a manner that fits within the organizational structure.

The Respondent should provide a description of how services will be supervised.

Response Guideline

- a. The Respondent should describe how the program will be managed and supervised including the overall fit of the program into the organizational structure.

1.3 SERVICE PRIORITIZATION

The Ministry recognizes that programs respond to a high demand for services. The services provided by programs, as defined in **Appendix E4**, respond to both time sensitive and ongoing support needs.

The Contractor will assess and prioritize service delivery to best meet the immediate and long term needs of clients within the program parameters.

The Respondent should have a plan detailing how the organization proposes to prioritize service delivery for this program addressing the following priorities:

- i. Victim Safety;

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- ii. Type of Crime; and
- iii. Seriousness of the incident.

Response Guideline

- a. The Respondent should provide an overview of the processes they plan to implement to assist them in assessing and prioritizing client needs including:
 - vii. Victim Safety;
 - a. Intake procedures;
 - b. Immediate needs assessment and safety planning;
 - c. Other identified processes.
 - viii. Type of Crime
 - d. Intake procedures;
 - e. Immediate needs assessment and safety planning;
 - f. Other identified processes.
 - ix. Seriousness of the incident.
 - g. Intake procedures;
 - h. Immediate needs assessment and safety planning;
 - i. Other identified processes.
- b. The Respondent should provide an overview of the processes for waitlist management and how they will use to support staff in managing high workloads.

1.4 GENDER-BASED ANALYSIS

The Ministry is committed to a Gender-Based Analysis of crime and will continue to support the need for programs and services dedicated to serving women and girls impacted by violence while at the same time ensuring the availability of programs and services for men and boys. In particular this means a recognition that women are disproportionately impacted by certain types of violence and may be reluctant to engage with the justice system and other social services.

The Contractor will ensure that services are responsive to the needs of women affected by violence.

The Respondent should demonstrate how programming will consider a Gender-Based Analysis of crime in order to effectively engage and meet the needs of women affected by violence. A Gender-based Analysis should include:

- a. An understanding of the dynamics and inequities of power-based crimes;
- b. Incorporation of women's perspectives in the development of policy and practices;
- c. Recognition and mitigation of barriers for victims in accessing services (i.e. poverty, childcare, transportation, safety, etc.);
- d. Approaches to service delivery which enhance victim empowerment and avoid victim blaming; and
- e. An emphasis on victim support and advocacy in navigating the various systems.

Response Guideline

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- a. The Respondent should describe the steps the organization will take to ensure the program incorporates and applies a Gender-Based Analysis to the development and delivery of the program.

1.5 PROGRAM OUTREACH AND PROMOTION

The Ministry desires a high level of community awareness for contracted programs and services.

The Contractor will ensure a high degree of awareness of programs and services provided in the Service Area.

The Respondent should describe the steps the organization will take to outreach and promote the program and demonstrate how the proposed approaches are accessible and appropriate to the Service Area.

Response Guideline

- a. The Respondent should describe how the organization will outreach and promote the program to each of the following in the Service Area:
 - i. General public;
 - ii. Hard to reach client groups (e.g. Aboriginal, immigrant/refugee/non-status, LGBTQ2S, youth at risk, older persons, etc.); and
 - iii. Other service providers.

1.6 EXPERIENCE ADMINISTERING COUNSELLING AND CHILD/YOUTH PROGRAMS

The Ministry requires a Contractor to deliver individual and group counselling programs to children and youth who have witnessed abuse as well as support and information to mothers and non-offending caregivers.

The Contractor will deliver individual and group counselling services to children and youth who have witnessed abuse as well as support and information to mothers and non-offending caregivers.

The Respondent should demonstrate their capacity to deliver counselling programs to children and youth who have witnessed abuse.

Preference will be given to organizations with previous experience administering counselling services. Preference will also be given to organizations with experience delivering programs and services to children and youth.

Response Guideline

- a. The Respondent should describe the organization's experience delivering programs that serve children and youth.
- b. The Respondent should describe the organization's experience administering counselling programs.

2. LOCATION

2.1 LOCATION AND ACCESS

The Ministry expects contracted services to be delivered from a location that is safe and accessible.

The Contractor will have a space for staff to meet with clients which is private and accessible, contains a workspace for staff hired to perform contracted services and which is located in the Service Area.

The Respondent should be able to provide services to clients in a location that is suitable for the Program Type and client(s), in an office environment that is safe, accessible and includes private meeting space.

Response Guideline

- a. The Respondent should provide the address of where the Program Type will be located within the Service Area and demonstrate how the location meets the service needs of the Service Area.
- b. The Respondent should provide a summary of the facilities used to deliver the program including:
 - i. Purpose of rooms;
 - ii. Number of rooms;
 - iii. Square footage of facility and rooms;
 - iv. Purpose of rooms;
 - v. Privacy features;
 - vi. Supports for people with disabilities;
 - vii. Safety features; and
 - viii. Any other item the Respondent feels necessary for the evaluation committee to be aware of.

3. BUDGET

3.1 PROPOSED BUDGET

The Ministry expects organizations to provide value for money. The Ministry values organizations that can effectively manage staff salaries, program delivery costs and administration costs.

The Contractor will be required to demonstrate value for money and, in consultation with the Ministry, propose and manage the budget for each contracted service within the maximum budget amount for each service.

The Respondent should be able to demonstrate value for money, and the ability to provide a proposed budget summary for each service that the Respondent is proposing to deliver.

DRAFT APPENDIX A, A1-6: Response Form

Consideration will be given to organizations that are able to add value to each service, through other sources of funding or budget management. Consideration will also be given to organizations that are able to achieve efficiencies within the program delivery and/or administration costs to provide additional service (in FTEs) or to enhance program delivery.
Response Guideline

- a. The Respondent should provide an annual budget summary, indicating dollar amounts for Revenues and the Expense categories in the template provided (Appendix B).
- b. The Respondent should in Appendix B, provide a total Program FTE Count for each service the Respondent is proposing to deliver that is consistent with the Staffing Costs allocated to the service (see the minimum Program FTE Count for this NRFP).
- c. If the Respondent expects to spend less on program delivery and/or administration costs than the proposed amount, explain why the organization will not require the full amount for program delivery or administration costs, and explain how this surplus will be used.
- d. The Respondent should identify where 'value add' is being provided for by other sources of funding.

Appendix A6 - Outreach Program Specific Questions

1. PROGRAM APPROACH/METHODOLOGY

The Ministry requires a contractor to operate an Outreach Services program in the Service Area. Outreach Services help adult women and their dependent children who have experienced, or are at risk of abuse, threats or violence, identify and access the services they need by providing emotional support, safety planning, information and referrals, and accompaniment and transportation to other necessary services

1.1 SERVICE DELIVERY OVERVIEW

The Contractor will administer a program which provides each of the services outlined in **Appendix E5** of this NRFP.

The Respondent should have a detailed service delivery plan providing a description of how services will be provided.

Response Guideline

- a. The Respondent should provide an overview of what tools, training, protocols and other procedures will be used to ensure the service delivery plan is consistent with the service deliverables listed in **Appendix E5**.

1.2 PROGRAM SUPERVISION

The Contractor will provide a program that is managed and supervised in a manner that fits within the organizational structure.

The Respondent should provide a description of how services will be supervised.

Response Guideline

- a. The Respondent should describe how the program will be managed and supervised including the overall fit of the program into the organizational structure.

1.3 SERVICE PRIORITIZATION

The Ministry recognize that programs respond to a high demand for services. The services provided by programs, as defined in **Appendix E5**, respond to both time sensitive and ongoing support needs.

The Contractor will assess and prioritize service deliver to best meet the immediate and long term needs of clients within the program parameters.

The Respondent should have a plan detailing how the organization proposes to prioritize service delivery for this program addressing the following priorities:

- i. Victim Safety;
- ii. Type of Crime; and
- iii. Seriousness of the incident.

Response Guideline

- a. The Respondent should provide an overview of the processes they plan to implement to assist them in assessing and prioritizing client needs including:
 - i. Victim Safety;
 - a. Intake procedures;
 - b. Immediate needs assessment and safety planning;
 - c. Other identified processes.
 - ii. Type of Crime
 - d. Intake procedures;
 - e. Immediate needs assessment and safety planning;
 - f. Other identified processes.
 - iii. Seriousness of the incident.
 - g. Intake procedures;
 - h. Immediate needs assessment and safety planning;
 - i. Other identified processes.
- b. The Respondent should provide an overview of the processes for waitlist management and how they will use to support staff in managing high workloads.

1.4 GENDER-BASED ANALYSIS

The Ministry is committed to a gender-based analysis of crime and will continue to support programs and services dedicated to serving women and girls impacted by violence while at the same time ensuring the availability of programs and services for men and boys. In particular this means a recognition that women are disproportionately impacted by certain types of violence and may be reluctant to engage with the justice system and other social services.

The Contractor will ensure that services are responsive to the needs of women affected by violence.

The Respondent should demonstrate how programming will consider a gender-based Analysis of crime in order to effectively engage and meet the needs of women affected by violence. A gender-based analysis should include:

- vi. An understanding of the dynamics and inequities of power-based crimes;
- vii. Incorporation of women's perspectives in the development of policy and practices;
- viii. Recognition and mitigation of barriers for victims in accessing services (i.e. poverty, childcare, transportation, safety, etc.);
- ix. Approaches to service delivery which enhance victim empowerment and avoid victim blaming;
- x. An emphasis on victim support and advocacy in navigating the various systems.

Response Guideline

- a. The Respondent should describe the steps the organization will take to ensure the program incorporates and applies a gender-based analysis to the development and delivery of the program.

DRAFT APPENDIX A, A1-6: Response Form

1.5 PROGRAM OUTREACH AND PROMOTION

The Ministry desires a high level of community awareness for contracted programs and services.

The Contractor will ensure a high degree of awareness of programs and services provided in the Service Area.

The Respondent should describe the steps the organization will take to outreach and promote the program.

Response Guideline

- a. The Respondent should describe how the organization will outreach and promote the program to each of the following in the Service Area:
 - i. General public;
 - ii. Hard to reach client groups (e.g. Aboriginal, immigrant/refugee/non-status, LGBTQ2S, youth at risk, older persons, etc.); and
 - iii. Other service providers.

1.6 EXPERIENCE ADMINISTERING WOMEN-SERVING PROGRAMS

The Ministry requires a contractor to deliver outreach services to women impacted by violence.

The Contractor will deliver services exclusively to women impacted by violence.

The Respondent should demonstrate their capacity to deliver services that meet the needs of women impacted by violence.

Response Guideline

- a. The Respondent should describe the organization's experience delivering programs that serve women impacted by violence.

2. LOCATION

2.1 LOCATION AND ACCESS

The Ministry expects contracted services to be delivered from a location that is safe and accessible.

The Respondent should be able to provide services to clients in a location that is suitable for the Program Type and client(s), in an office environment that is safe, accessible and includes private meeting space.

The Respondent should be able to provide services to clients in a location that is suitable for the Service Area and the proposed program, in an office environment that is safe, accessible and includes private meeting space.

DRAFT APPENDIX A, A1-6: Response Form

Response Guideline

- a. The Respondent should provide the address of where the Program Type will be located within the Service Area and demonstrate how the location meets the service needs of the Service Area.
- b. The Respondent should provide a summary of the facilities used to deliver the program including:
 - i. Purpose of rooms;
 - ii. Number of rooms;
 - iii. Square footage of facility and rooms;
 - iv. Purpose of rooms;
 - v. Privacy features;
 - vi. Supports for people with disabilities;
 - vii. Safety features; and
 - viii. Any other item the Respondent feels necessary for the evaluation committee to be aware of.

3. BUDGET

3.1 PROPOSED BUDGET

The Ministry expects organizations to provide value for money. The Ministry values organizations that can effectively manage staff salaries, program delivery costs and administration costs.

The Contractor will be required to demonstrate value for money and, in consultation with the Ministry, propose and manage the budget for each contracted service within the maximum budget amount for each service.

The Respondent should be able to demonstrate value for money, and the ability to provide a proposed budget summary for each service that the Respondent is proposing to deliver.

Consideration will be given to organizations that are able to add value to each service, through other sources of funding or budget management. Consideration will also be given to organizations that are able to achieve efficiencies within the program delivery and/or administration costs to provide additional service (in FTEs) or to enhance program delivery.

Response Guideline

- a. The Respondent should provide an annual budget summary, indicating dollar amounts for Revenues and the Expense categories in the template provided (Appendix B).

DRAFT APPENDIX A, A1-6: Response Form

- b. The Respondent should in Appendix B, provide a total Program FTE Count for each service the Respondent is proposing to deliver that is consistent with the Staffing Costs allocated to the service (see the minimum Program FTE Count for this NRFP).
- c. If the Respondent expects to spend less on program delivery and/or administration costs than the proposed amount, explain why the organization will not require the full amount for program delivery or administration costs, and explain how this surplus will be used.
- d. The Respondent should identify where 'value add' is being provided for by other sources of funding.

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Appendix A7 - Multicultural Outreach Program Specific Questions

1. PROGRAM APPROACH/METHODOLOGY

The Ministry requires a contractor to operate a Multicultural Outreach Services program in the Service Area. Multicultural Outreach Services help immigrant, refugee and non-status adult women and their dependent children who have experienced, or are at risk of abuse, threats or violence, identify and access the services they need by providing counselling support, safety planning, information and referrals, and accompaniment and transportation to other necessary services in a manner that is responsive to their Ethno-Cultural Needs.

1.1 SERVICE DELIVERY OVERVIEW

The Contractor will administer a program which provides each of the services outlined in **Appendix E6** NRFP.

The Respondent should have a detailed service delivery plan providing a description of how services will be provided.

Response Guideline

- a. The Respondent should provide an overview of what tools, training, protocols and other procedures will be used to ensure the service delivery plan is consistent with the service deliverables listed in **Appendix E6**.

1.2 PROGRAM SUPERVISION

The Contract will provide a program that is managed and supervised in a manner that fits within the organizational structure.

The Respondent should provide a description of how services will be supervised.

Response Guideline

- a. The Respondent should describe how the program will be managed and supervised including the overall fit of the program into the organizational structure.

1.3 SERVICE PRIORITIZATION

The Ministry recognize that programs respond to a high demand for services. The services provided by programs, as defined in **Appendix E6**, respond to both time sensitive and ongoing support needs.

The Contractor will assess and prioritize service deliver to best meet the immediate and long term needs of clients within the program parameters.

The Respondent should have a plan detailing how the organization proposes to prioritize service delivery for this program addressing the following priorities:

DRAFT APPENDIX A, A1-6: Response Form

- i. Victim Safety;
- ii. Type of Crime; and
- iii. Seriousness of the incident.

Response Guideline

- a. The Respondent should provide an overview of the processes they plan to implement to assist them in assessing and prioritizing client needs including:
 - i. Victim Safety;
 - a. Intake procedures;
 - b. Immediate needs assessment and safety planning;
 - c. Other identified processes.
 - ii. Type of Crime
 - d. Intake procedures;
 - e. Immediate needs assessment and safety planning;
 - f. Other identified processes.
 - iii. Seriousness of the incident.
 - g. Intake procedures;
 - h. Immediate needs assessment and safety planning;
 - i. Other identified processes.
- b. The Respondent should provide an overview of the processes for waitlist management and how they will use to support staff in managing high workloads.

1.4 GENDER-BASED ANALYSIS

The Ministry is committed to a gender-based analysis of crime and will continue to support programs and services dedicated to serving women and girls impacted by violence while at the same time ensuring the availability of programs and services for men and boys. In particular this means a recognition that women are disproportionately impacted by certain types of violence and may be reluctant to engage with the justice system and other social services.

The Contractor will ensure that services are responsive to the needs of women affected by violence.

The Respondent should demonstrate how programming will consider a gender-based Analysis of crime in order to effectively engage and meet the needs of women affected by violence. A gender-based analysis should include:

- i. An understanding of the dynamics and inequities of power-based crimes;
- ii. Incorporation of women's perspectives in the development of policy and practices;
- iii. Recognition and mitigation of barriers for victims in accessing services (i.e. poverty, childcare, transportation, safety, etc.);
- iv. Approaches to service delivery which enhance victim empowerment and avoid victim blaming;
- v. An emphasis on victim support and advocacy in navigating the various systems.

Response Guideline

DRAFT APPENDIX A, A1-6: Response Form

- a. The Respondent should describe the steps the organization will take to ensure the program incorporates and applies a gender-based analysis to the development and delivery of the program.

1.5 PROGRAM OUTREACH AND PROMOTION

The Ministry desires a high level of community awareness for contracted programs and services.

The Contractor will ensure a high degree of awareness of programs and services provided in the Service Area.

The Respondent should describe the steps the organization will take to outreach and promote the program and demonstrate how the proposed approaches are accessible and appropriate to the Service Area.

Response Guideline

- a. The Respondent should describe how the organization will outreach and promote the program to each of the following in the Service Area:
 - i. General public;
 - ii. Hard to reach client groups (e.g. Aboriginal, immigrant/refugee/non-status, LGBTQ2S, youth at risk, older persons, etc.); and
 - iii. Other service providers.

1.6 EXPERIENCE ADMINISTERING MULTICULTURAL PROGRAMS

The Ministry requires a Contractor to individual and group counselling and outreach services to immigrant, refugee and non-status women impacted by violence

The Contractor will deliver individual and group counselling and outreach services to immigrant, refugee and non-status women impacted by violence.

The Respondent should demonstrate their capacity to deliver counselling and outreach services to immigrant, refugee and non-status women impacted by violence.

Preference will be given to organizations with previous experience administering counselling services. Preference will also be given to organizations with experience delivering services to immigrant, refugee and non-status clients.

Response Guideline

- a. The Respondent should describe the organization's experience delivering programs that serve immigrants, refugees and non-status clients.
- b. The Respondent should describe the organization's experience administering counselling programs.

DRAFT APPENDIX A, A1-6: Response Form

2. LOCATION

2.1 LOCATION AND ACCESS

The Ministry expects contracted services to be delivered from a location that is safe and accessible.

The Contractor will have a space for staff to meet with clients which is private and accessible, contains a workspace for staff hired to perform contracted services and which is located in the Service Area.

The Respondent should be able to provide services to clients in a location that is suitable for the Program Type and client(s), in an office environment that is safe, accessible and includes private meeting space.

Response Guideline

- a. The Respondent should provide the address of where the Program Type will be located within the Service Area and demonstrate how the location meets the service needs of the Service Area.
- b. The Respondent should provide a summary of the facilities used to deliver the program including:
 - i. Purpose of rooms;
 - ii. Number of rooms;
 - iii. Square footage of facility and rooms;
 - iv. Purpose of rooms;
 - v. Privacy features;
 - vi. Supports for people with disabilities;
 - vii. Safety features; and
 - viii. Any other item the Respondent feels necessary for the evaluation committee to be aware of.

3. BUDGET

3.1 PROPOSED BUDGET

The Ministry expects organizations to provide value for money. The Ministry values organizations that can effectively manage staff salaries, program delivery costs and administration costs.

The Contractor will be required to demonstrate value for money and, in consultation with the Ministry, propose and manage the budget for each contracted service within the maximum budget amount for each service.

The Respondent should be able to demonstrate value for money, and the ability to provide a proposed budget summary for each service that the Respondent is proposing to deliver.

Consideration will be given to organizations that are able to add value to each service, through other sources of funding or budget management. Consideration will also be given to

DRAFT APPENDIX A, A1-6: Response Form

organizations that are able to achieve efficiencies within the program delivery and/or administration costs to provide additional service (in FTEs) or to enhance program delivery.

Response Guideline

- a. The Respondent should provide an annual budget summary, indicating dollar amounts for Revenues and the Expense categories in the template provided (Appendix B).
- b. The Respondent should in Appendix B, provide a total Program FTE Count for each service the Respondent is proposing to deliver that is consistent with the Staffing Costs allocated to the service (see the minimum Program FTE Count for this NRFP).
- c. If the Respondent expects to spend less on program delivery and/or administration costs than the proposed amount, explain why the organization will not require the full amount for program delivery or administration costs, and explain how this surplus will be used.
- d. The Respondent should identify where 'value add' is being provided for by other sources of funding.

DRAFT APPENDIX B: Respondent Budget Template

Annual Budget/Program Staffing Level

IMPORTANT: TOTAL EXPENSES must not exceed TOTAL REVENUES

PROGRAM TYPE: _____		
Category	Description	Price/FTEs
REVENUES		
NRFP Program Value (\$)	NRFP Program Value as specified (See Section 1.3)	\$
Funding from Other Sources (\$)	Anticipated value of funding from other sources that will be allocated directly to this program (do not include in-kind contributions)	\$
Other (specify)		
Other (specify)		
TOTAL REVENUES		\$
EXPENSES		
Program Staffing Costs	Wages	\$
	Benefits	\$
	MERCS (CPP, EI)	\$
	Note: At minimum, Program Staffing Costs must cover costs for the proposed Full-Time Equivalent Count as specified for this program (See Section 1.3)	Total Program FTE Count _____
TOTAL PROGRAM STAFFING COSTS		\$
Direct Program Delivery Costs Note: Program Delivery Costs costs must not exceed 25% of total NRFP Program Value as specified for this program	Staff workspace	\$
	Staff/client meeting space	\$
	Program-related Internet/telephone/fax	\$
	Travel (Click here , for information on travel rates for contractors)	\$
	Training	\$
	Program coordination	\$
	Volunteer coordination	\$
	Direct program supervision	\$
	Operational materials and office supplies	\$
	Operational printing	\$
	Operational furniture and office equipment	\$
Other Program Delivery Costs	\$	
TOTAL PROGRAM DELIVERY COSTS		\$

DRAFT APPENDIX B: Respondent Budget Template

Administration Costs Note: Administration costs must not exceed 10% of total NRFP Program Value as specified for this program	Administrative salaries and benefits	\$
	Management salaries and benefits	\$
	Non-program-related internet/telephone/fax	\$
	Banking fees	\$
	Audit fees	\$
	Insurance	\$
	Equipment repair and maintenance	\$
	Non-program-related materials and office supplies	\$
	Rent, lease, leasehold repairs and maintenance not directly supporting the program	\$
TOTAL ADMINISTRATIVE COSTS		\$
TOTAL EXPENSES		\$

DRAFT APPENDIX C: Review and Selection Process

This Appendix outlines the assessment process for determining the service providers in the Service Area.

1. ASSESSMENT PROCESS

The assessment process will consist of the stages listed below.

1.1 Stage 1: Initial Assessment of Responses

The Province will review each Response for completeness. In the event the Province determines a Response is incomplete, the Province may:

- a. Make a list of administrative deficiencies;
- b. Inform the Respondent of the administrative deficiencies to the Respondent for correction; and
- c. Set aside the Respondent's Response Form until the Respondent has corrected the deficiencies to the satisfaction of the Province within the time prescribed for such correction.

Administrative Deficiencies include, but are not limited to:

1. Missing the Respondent's Signatures located in the Response Form section 1.
2. Failing to upload some or all of the Respondent's Response.
3. Failing to respond in English.

The correction of Administrative Deficiencies during this period will not be used to amend or correct a Respondent's Response.

1.2 Stage 2—Assessment and Preliminary Ranking

The purpose of Stage 2 is the eligibility review, assessment and preliminary ranking of the Respondent(s) against the desirable criteria provided in Section 3.2- Desirable Criteria. All assessments will be conducted at the Program Type level throughout the process.

Section 3.2- Desirable Criteria refers to sections within the Response Form (Appendix A) that contains further detail on what the Province will be looking for and assessing for each criteria.

Responses will be assessed to what extent the Respondent clearly and completely addressed each of the desirable criteria, by answering the specific questions and requests for information that are detailed in the Response Form (see Appendix A of this NRFP).

Each section of the Respondent's Response Form will be assessed and scored. Scores for each Program Type will be calculated using the score for the general questions (Appendix A) plus the score for the program-specific responses (Appendix A1-A6), resulting in a final overall score. The final overall score will be used to rank the Respondents.

DRAFT APPENDIX C: Review and Selection Process

1.3 Stage 3– Intent Confirmation

The purpose of Stage 3 is to confirm, to the Ministry satisfaction, that top ranked Respondents that applied for more than one Program Type have the intent, capacity and capability to fulfil the requirements of the Program to the expectations established in the Respondent's Response.

The Branch may seek confirmation with top ranked Respondents from each Program Type.

1.4 Stage 4–Finalizing Vendor(s) by Program Type

The purpose of Stage 4 is to result in a successful Respondent for each Program Type.

Subject to the results of Stage 3, proposals may be re-assessed (Stage 2) and re-ranked by Program Type. In the event a new top ranked Respondent is confirmed, the Ministry will go back to Stage 3 for the identified Respondent (if necessary).

1.5 Stage 5–Contract Finalization

The purpose of Stage 3 is to finalize and sign Contract(s) with the successful Respondent(s).

All awarding of Contracts may be subject to service level and budget negotiations.

Appendix E1 - Police-Based Victim Services

1.1 Police-based Victim Service program - The police-based victim service program will serve victims of crime and trauma, in the <*Service Area*>; and is located within the local municipal police department or local RCMP detachment.

Police-based victim service programs serve victims of all types of crime and trauma and assist police and communities in situations involving multiple injuries or deaths. Police-based victim service programs generally operate out of RCMP detachments or municipal police departments.

The program objectives are as follows:

- a. to lessen the impact of crime on victims and assist in their recovery;
- b. to increase victim safety and help prevent re-victimization;
- c. to increase the victim's level of participation and sense of empowerment while participating in the criminal justice system;
- d. to increase the effectiveness and comfort of victims while acting as witnesses in court proceedings; and
- e. to decrease the trauma of secondary victims.

The Contractor will operate this police-based victim service program within the <*Service Area*>. In some cases, clients from outside the Service Area may request and receive services.

1.2 In some Service Areas the police-based victim service program will be the sole provider of victim services, whereas in other Service Areas there will also be a community-based victim service program. Service clientele and coordination activities will vary depending on whether or not the police-based victim service program is the sole service provider.

Type of Program: This police-based victim service program is the sole provider of victim services in this Service Area.

Or:

Type of Program: This is a police-based victim service program that operates with a community-based program in the same Service Area.

And:

1.2.1 Coordination and Protocol: Police-based and Community-based Victim service programs in the same Service Area will establish and follow a local protocol which will include roles and responsibilities of each program and how they will work together. A signed copy of any revised or updated local protocols will be provided to the Province by July XX, 20XX

1.3 Service Clientele: This police-based victim service program will provide the following services to the following clients:

DRAFT APPENDIX E 1-6: Service Schedules for Program Types

Police-based Victim Service Program – Sole Service

	Victims of crime ¹ (other than family/ sexual violence)	Victims of trauma ²	Victims of family/ sexual violence ³
Critical Incident Response	Yes	Yes	Yes
Criminal Justice Information and Support	Yes	N/A	Yes
Safety Planning	Yes	Yes	Yes
Information and Referrals	Yes	Yes	Yes
Emotional and Practical Support	Yes	Yes	Yes

Or:

Police-based Victim Service Program with Community-based Victim Service Program in Service Area

	Victims of crime ¹ (other than family/ sexual violence)	Victims of trauma ²	Victims of family/ sexual violence ³
Critical Incident Response	Yes	Yes	Yes
Criminal Justice Information and Support	Yes	N/A	No *see 1.3.1
Safety Planning	Yes	Yes	No *see 1.3.1
Information and Referrals	Yes	Yes	No *see 1.3.1
Emotional and Practical Support	Yes	Yes	No *see 1.3.1

1.3.1 Mandatory Referral: All victims of family/sexual violence will be referred to a community-based victim service program in a timely manner and in accordance with the Referral Policy for Victims of Power-based Crimes⁴. Clients will be informed about the community-based victim service program and should be referred, as early as possible and in accordance with the established local protocol⁵.

¹ See 1.7 - definitions section

² See 1.7 - definitions section

³ See 1.7 - definitions section

⁴ See Referral Policy for Victims of Power-based Crimes <http://www.pssg.gov.bc.ca/victimservices/publications/docs/power-based-crimes-referral-policy.pdf>. In exceptional circumstances, where a client specifically indicates that they do not wish to be referred to a community-based victim service program, this will be documented in the file, to remain with the police-based program. In situations where involvement of both police-based and community-based victim service programs is identified, the programs should coordinate an approach to service delivery and jointly develop victim-centred support plans.

⁵ See 1.3.1 – Coordination and Protocol

DRAFT APPENDIX E 1-6: Service Schedules for Program Types

1.4 Service Deliverables: Contractors are responsible for supervising victim service workers to provide the services described below. Contractors may prioritize service delivery based upon victim safety, victim vulnerability, type of crime and the seriousness of the incident.

1.4.1 Critical Incident Response:

The Contractor will be required to:

- a. Respond to call out from police to:
 - i. Provide initial incident defusing
 - ii. Provide critical incident stabilization
 - iii. Liaise between victim and emergency personnel
- b. Respond to hospital call out - Liaise between victim and hospital personnel
 - i. Identify and address immediate emotional, safety, and logistical victim needs
 - ii. Provide information regarding the immediate and post incident impacts of crime and trauma
 - iii. Provide information regarding next steps or actions to be undertaken by the police
 - iv. Coordinate with appropriate parties
 - v. Provide response in accordance with contractor agency policies and procedures
 - vi. Make referral to Community-based Victim Service Program if applicable.

1.4.2 Criminal Justice System - Information and Support

The Contractor will be required to:

- a. Provide information to victims about their rights under the Victims of Crime Act (VOCA)
- b. Obtain, provide and/or arrange for victims to receive case specific information which they may request under sections 6 and 7 VOCA.
- c. Provide information about the criminal justice system process, and roles of key parties
- d. Assist victims to engage with justice system personnel (e.g. police, Crown counsel)
- e. Arrange, facilitate and/or accompany victims to meetings with criminal justice system personnel (eg. police, Crown counsel, corrections staff)
- f. Support and prepare victims for the criminal court process, including:
 - i. Review with victims whether they may require testimonial accommodations
 - ii. Initiate conversations with Crown counsel regarding victims' participation in the court process, including, if appropriate, exploration of testimonial accommodation

DRAFT APPENDIX E 1-6: Service Schedules for Program Types

- iii. Prepare victim for possible emotional responses to court proceedings and/or testifying
- iv. Provide victim with court orientation by providing a courthouse tour, reviewing court room protocol, or providing public education materials. Note: Public education materials alone are generally not sufficient for court orientation unless they are the only option due to geography or workload.

- g. Provide victims with information regarding options for travel expenses to court and assist with facilitating
- h. these processes and arrangements

- i. Accompany victim to court and provide related emotional and practical assistance

- j. Provide information about and assistance with Victim Impact Statements

- k. Provide support to the victim upon conclusion of the case, ensuring victim is aware of and understands the outcome, and has access to necessary follow-up resources including registration for victim notification where appropriate and referral to other community supports where needed.

1.4.3 Safety Planning:

The Contractor will be required to:

- a. Upon initial contact with victim, assess, identify and address victim's immediate and emergency safety needs
- b. Develop and continue to update safety plan with victim including coordination with community and criminal justice system partners where appropriate
- c. Provide general safety and crime prevention information and referrals to community resources

1.4.4 Practical and Emotional Support:

The Contractor will be required to:

- a. Provide emotional support to assist victims to cope with the impacts of crime and trauma.
 - i. Assist victim with the completion of forms (ie. Crime Victim Assistance Program application, Victim Impact Statement, victim notification registration).
- b. Assist victim with accessing transportation services including, but not limited to hospital, court, police, transition house, and/or shelters.
- c. Assist victim with accessing shelter, financial assistance, and/or social services as required.
- d. Provide or facilitate other types of practical support and assistance as appropriate

1.4.5 Information and Referral:

The Contractor will be required to:

- a. Provide referral information about Ministry of Justice supports including:
 - i. Victim services

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- ii. Victim Safety Unit
 - iii. Crime Victim Assistance Program
 - iv. Stopping the Violence Counselling
 - v. Children Who Witness Abuse Counselling
 - vi. Outreach and Multicultural Outreach Services
- b. Provide referral information regarding:
- i. Child Protection/MCFD
 - ii. Social services
 - iii. Health services
 - iv. Counselling services
 - v. Housing services
 - vi. Mental health services
 - vii. Community resources
 - viii. Crime prevention
 - ix. Financial Benefits
 - x. Attorney General services, including family justice counsellors
 - xi. Other resources as appropriate

1.4.6 Networking, Public Awareness and Education: The following activities are provided depending upon the needs of the community and the program's client service requirements. These activities enhance service delivery to victims, reach out to potential victims and raise the profile of victim services within the community.

The Contractor will be required to:

- a. Host and/or participate in victim-related events
- b. Provide public education and promote awareness regarding victims' issues
- c. Inform other community services about services available to victims of crime
- d. Develop and maintain a network with criminal justice system personnel including police, Crown counsel, court services, corrections, and sheriffs; and social service and other community agencies, including transition houses, hospitals, and family justice resources

1.4.7 Provision of Services in Family Court Related Matters: Although, Victim Service Workers are not expected to provide detailed information on family law and/or family court processes, clients who are victims of family and sexual violence may require support through family law related matters. The following are examples of services that might be provided in a family court context:

- a. Providing emotional support to victims of crime in relation to family law issues/family court matters;
- b. Helping to obtain family law related protection orders or obtaining copies of existing protection orders;
- c. Helping to obtain information about the family court process;
- d. Providing referral to family court related resources such as Legal Aid, Duty Counsel and Family Justice Counsellors;
- e. Ensuring that safety plans are up to date and relevant to all settings including family court; and,

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- f. Providing information on peace bonds and protection orders.

Court proceedings and the serving of court documents can be a time of heightened risk. Ensuring clients are safe at these times is critical and therefore safety planning is extremely important. If a victim service worker believes that a victim of crime would also benefit from emotional support during the family court process, then it may be appropriate for them to meet with the victim at court or arrange meetings before and/or after court to provide emotional support to the victim. Providing this type of support will be balanced with an agency's other competing service priorities.

1.5 Services Not Provided: Contractors are responsible for ensuring that the following services are not provided by victim service workers:

- a. Counselling – Victim service workers do not provide counselling or refer to themselves as counsellors unless they are registered counsellors
- b. Crime scene clean-up
- c. Victim Service Workers do not provide assistance in drafting forms relating to family court, including affidavits; or assist in civil/family trial preparation; and do not serve legal documents or conduct legal advocacy at civil/family court
- d. Legal advice
- e. Mental health services
- f. Victim transportation without appropriate vehicle insurance

Appendix E2 - Community- Based Victim Services

2.1 Community-based Victim Service program: Community-based victim service programs provide services to victims of crime of all ages as well as provide justice-related services to those who have been victimized by the following Power-based Crimes: family violence including violence in relationships, adult sexual assault, criminal harassment (i.e., stalking), and child assault/abuse (both physical and sexual).

The program objectives are as follows:

- a) to lessen the impact of crime on victims and assist in their recovery;
- b) to increase victim safety and help prevent re-victimization;
- c) to increase the victim's level of participation and sense of empowerment while participating in the criminal justice system;
- d) to increase the effectiveness and comfort of victims while acting as witnesses in court proceedings; and
- e) to decrease the trauma of secondary victims.

The Contractor will operate a Community-based Victim Service Program. This victim service program will provide services to clients in <Service Area>. Services will be provided regardless of whether or not clients have chosen to report to the police. In some cases, clients may request service from outside the Service Area and the victim service program may provide services in these cases.

2.2 In some Service Areas the community-based victim service program will be the sole provider of victim services, whereas in other Service Areas there will also be a police-based victim service program. Service clientele and coordination activities will vary depending on whether or not the community-based victim service program is the sole service provider.

Type of Program: This community-based victim service program is the sole provider of victim services in this Service Area.

If Applicable:

- a. This community-based victim service program is the sole provider of victim services in this Service Area. This program will provide culturally responsive approaches and techniques specifically as it relates to working with First Nations, Metis, Inuit clients.

Or:

Type of Program: This is a community-based victim service program that operates with a police-based program in the same Service Area.

All victims of family/sexual violence are to be referred to the community-based victim service program in a timely manner and in accordance with the Referral Policy for Victims of Power-based Crimes⁶. Clients receiving services from a police-based victim service program will be informed about the community-based victim service program and should be referred, as early as possible and in accordance with the established local protocol⁷.

⁶ See Referral Policy for Victims of Power-based Crimes <http://www.pssg.gov.bc.ca/victimservices/publications/docs/power-based-crimes-referral-policy.pdf>. In exceptional circumstances, where a client specifically indicates that they do not wish to be referred to a community-based victim service program, this will be documented in the file, to remain with the police-based program. In situations where involvement of both police-based and community-based victim service programs is identified, the programs should coordinate an approach to service delivery and jointly develop victim-centred support plans.

⁷ See 2.4.1 – Coordination and Protocol

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2.2.1 Coordination and Protocol: Police-based and Community-based Victim service programs in the same **community Service Area** will establish and follow a local protocol which will include roles and responsibilities of each program and how they will work together. A signed copy of any revised or updated local protocols will be provided to the Province by July XX, 20XX

2.3 Service Clientele: This victim service program will provide the following services to the following clients:

Community-based Victim Service Program – Sole Service:

	Victims of crime ⁸ (other than family/ sexual violence)	Victims of non- criminal trauma ⁹	Victims of family/ sexual violence ¹⁰
Critical Incident Response	Yes	Yes	Yes
Criminal Justice Information and Support	Yes	N/A	Yes
Safety Planning	Yes	Yes	Yes
Information and Referrals	Yes	Yes	Yes
Emotional and Practical Support	Yes	Yes	Yes

Or:

Community-based Victim Service Program with Police-based Victim Service Program in Service Area:

	Victims of crime ⁸ (other than family/ sexual violence)	Victims of non- criminal trauma ⁹	Victims of family/ sexual violence ¹⁰
Critical Incident Response	No	No	See 2.4.1
Criminal Justice Information and Support	No	N/A	Yes
Safety Planning	No	No	Yes
Information and Referrals	No	No	Yes
Emotional and Practical Support	No	No	Yes

2.4 Service Deliverables: Contractors are responsible for supervising victim service workers to provide the services described below. Contractors may prioritize service delivery based upon victim safety, victim vulnerability, type of crime and the seriousness of the incident.

2.4.1 Critical Incident Response

The Contractor will be required to:

- a. Respond to call out from police to:
 - i. Provide initial incident defusing

⁸ See 2.8 - definition section

⁹ See 2.8 - definition section

¹⁰ See 2.8 - definition section

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- ii. Provide critical incident stabilization
- iii. Liaise between victim and emergency personnel

- b. Respond to hospital call out
 - i. Liaise between victim and hospital personnel
 - ii. Identify and address immediate emotional, safety, and logistical victim needs
 - iii. Provide information regarding the immediate and post incident impacts of crime and trauma
 - iv. Provide information regarding next steps or actions to be undertaken by the police
 - v. Coordinate with appropriate parties
 - vi. Provide response in accordance with contractor agency policies and procedures

2.4.2 Criminal Justice System - Information and Support

The Contractor will be required to:

- a. Provide information to victims about their rights under the Victims of Crime Act (VOCA)
- b. Obtain, provide and/or arrange for victims to receive case specific information which they may request under sections 6 and 7 VOCA.
- c. Provide information about the criminal justice system process, and roles of key parties
- d. Assist victims to engage with justice system personnel (e.g. police, Crown counsel)
- e. Arrange, facilitate and/or accompany victims to meetings with criminal justice system personnel (eg. police, Crown counsel, corrections staff)
- f. Support and prepare victims for the criminal court process, including:
 - i. Review with victims whether they may require testimonial accommodations
 - ii. Initiate conversations with Crown counsel regarding victims' participation in the court process, including, if appropriate, exploration of testimonial accommodation
 - iii. Prepare victim for possible emotional responses to court proceedings and/or testifying
 - iv. Provide victim with court orientation by providing a courthouse tour, reviewing court room protocol, or providing public education materials. Note: Public education materials alone are generally not sufficient for court orientation unless they are the only option due to geography or workload.
- g. Provide victims with information regarding options for travel expenses to court and assist with facilitating these processes and arrangements
- h. Accompany victim to court and provide related emotional and practical assistance

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- i. Provide information about and assistance with Victim Impact Statements
- j. Provide support to the victim upon conclusion of the case, ensuring victim is aware of and understands the outcome, and has access to necessary follow-up resources including registration for victim notification where appropriate and referral to other community supports where needed.

2.4.3 Safety Planning

The Contractor will be required to:

- a. Upon initial contact with victim, assess, identify and address victim's immediate and emergency safety needs
- b. Develop and continue to update safety plan with victim including coordination with community and criminal justice system partners where appropriate
- c. Provide general safety and crime prevention information and referrals to community resources

2.4.4 Practical and Emotional Support

The Contractor will be required to:

- a. Provide emotional support to assist victims to cope with the impacts of crime and trauma.
- b. Assist victim with the completion of forms (ie. Crime Victim Assistance Program application, Victim Impact Statement, victim notification registration).
- c. Assist victim with accessing transportation services including, but not limited to hospital, court, police, transition house, and/or shelters.
- d. Assist victim with accessing shelter, financial assistance, and/or social services as required.
- e. Provide or facilitate other types of practical support and assistance as appropriate

2.4.5 Information and Referral

The Contractor will be required to:

- a. Provide referral information about Ministry of Justice supports including:
 - i. Victim services
 - ii. Victim Safety Unit
 - iii. Crime Victim Assistance Program
 - iv. Stopping the Violence Counselling
 - v. Children Who Witness Abuse Counselling
 - vi. Outreach and Multicultural Outreach Services
- b. Provide referral information regarding:
 - i. Child Protection/MCFD
 - ii. Social services
 - iii. Health services

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- iv. Counselling services
- v. Housing services
- vi. Mental health services
- vii. Community resources
- viii. Crime prevention
- ix. Financial Benefits
- x. Attorney General services, including family justice counsellors
- xi. Other resources as appropriate

2.4.6 Networking, Public Awareness and Education

The following activities are provided depending upon the needs of the community and the program's client service requirements. These activities enhance service delivery to victims, reach out to potential victims and raise the profile of victim services within the community.

The Contractor will be required to:

- a. Host and/or participate in victim-related events
- b. Provide public education and promote awareness regarding victims' issues
- c. Inform other community services about services available to victims of crime

Develop and maintain a network with criminal justice system personnel including police, Crown counsel, court services, corrections, and sheriffs; and social service and other community agencies, including transition houses, hospitals, and family justice resources

2.4.7 Provision of Services in Family Court Related Matters:

Although, Victim Service Workers are not expected to provide detailed information on family law and/or family court processes, clients who are victims of family and sexual violence may require support through family law related matters. The following are examples of services that might be provided in a family court context:

- a. Providing emotional support to victims of crime in relation to family law issues/family court matters;
- b. Helping to obtain family law related protection orders or obtaining copies of existing protection orders;
- c. Helping to obtain information about the family court process;
- d. Providing referral to family court related resources such as Legal Aid, Duty Counsel and Family Justice Counsellors;
- e. Ensuring that safety plans are up to date and relevant to all settings including family court; and,
- f. Providing information on peace bonds and protection orders.

Court proceedings and the serving of court documents can be a time of heightened risk. Ensuring clients are safe at these times is critical and therefore safety planning is extremely important. If a victim service worker believes that a victim of crime would also benefit from emotional support during the family court process, then it may be appropriate for them to meet with the victim at court or arrange meetings before and/or after court to provide emotional support to the victim. Providing this type of support will be balanced with an

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agency's other competing service priorities.

2.5 Services Not Provided: Contractors are responsible for ensuring that the following services are not provided by victim service workers:

- a. Counselling – Victim service workers do not provide counselling or refer to themselves as counsellors unless they are registered counsellor
- b. Crime scene clean-up
- c. Victim Service Workers do not provide assistance in drafting forms relating to family court, including affidavits; or assist in civil/family trial preparation; and do not serve legal documents or conduct legal advocacy at civil/family court
- d. Legal advice
- e. Mental health services
- f. Victim transportation without appropriate vehicle insurance

Appendix E3 - Stopping The Violence Counselling Program

3.1 PROGRAM DESCRIPTION: The Stopping the Violence Counselling Program provides individual and/or group counselling for Women who have experienced sexual assault, violence/abuse in relationships within the *Name Service Area* and who:

- a. reside in *<Service Area>* and as determined by the Contractor, serve women from outside this area: and
- b. are nineteen (19) years of age or older; or
- c. where no other suitable services are available, are leading an adult life style and are under 19 years of age ("Women").

The program will provide services to Children at a minimum of XX service hours per week.

3.2 SERVICES: The Contractor will deliver the Stopping the Violence Counselling Services (the "Services") specified in this Schedule. In accordance with the Service Principles and Service Guidelines described in this Schedule, the Contractor will provide the following Services for Women:

- a. initially work with Women to identify the circumstances that have led them to seek or be referred to the Services, including mutually identifying the goals of counselling and the available service options;
- b. use an individual approach and/or a group approach, based on the needs of individual Women;
- c. when considered appropriate by the Contractor, and when there is mutual agreement between Women and the Contractor, the Contractor may refer Women to other related services, including clinical treatment;
- d. liaise with and make referrals to other local agencies providing related services, such as transition houses, victim assistance programs, alcohol and drug programs and mental health services;
- e. maintain records containing at a minimum, Women's basic assessment information notes, relevant session notes, termination summary notes and other data that may be specified by the Province; and,
- f. provide additional information, when requested by the Province.

3.2.1 When providing the Services the Contractor will:

- a. ensure every person involved with the provision of the Services under this Contract, including all persons employed in connection with providing the Services, are competent to perform the Services, adequately trained, fully instructed and supervised including counselling supervision, debriefing, peer support and case consultation, and (except for supervised practicum students) possess the following minimum qualifications:
 - i. high school graduation plus a related post-secondary undergraduate degree or diploma; or
 - ii. extensive work-related experience under qualified supervision and participation in related continuing education programs.
- b. ensure, in addition to (a) above, that case consultants and counselling supervisors will possess the following qualifications:

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- i. knowledgeable and skilled in feminist counselling and counselling supervision practices; and
- ii. experience in counselling Women who have experienced violence and trauma;
- c. upon request from the Province from time to time, provide evidence satisfactory to the Province that the Contractor, its employees, and all personnel engaged by the Contractor, hold or have been issued all required licenses, certificates and memberships and that they are valid and subsisting and in good standing; and
- d. at all times maintain a standard of care, skill and diligence in performance of the Services exercised and observed by persons engaged in the provision of services similar to the Services.

3.3 COUNSELLOR SUPPORT PLAN

- 3.3.1** The Counsellor Support Plan (the "Plan") identifies the support mechanisms provided by the Contractor to the Counsellors involved in the provision of the Services. The Plan will include, but is not limited to, peer support, debriefing, counselling supervision and case consultation.
- 3.3.2** The Contractor will develop, implement and maintain the Plan in accordance with paragraphs three (3) and four (4) of this Schedule, and the Counsellor Support Plan criteria established by the Province and provided by the Province to the Contractor.
- 3.3.3** Where changes in staff occur or other relevant changes to the Plan are required, the Contractor will revise the Plan through a collaborative process with Counsellors involved in the provision of the Services and re-submit the Plan to the Province.

3.4 SERVICE PRINCIPLES

- 3.4.1** When providing the Services, the Contractor will focus on Women's needs and will consider:
 - a. the individual situation, perspective and needs of Women; and
 - b. the safety of Women and children as more important than keeping families together.
- 3.4.2** When providing the Services, the Contractor will use the knowledge:
 - a. of power imbalances in our society that lead to women being exposed to abuse or violence;
 - b. of the impact and dynamics of abuse and violence; and
 - c. that perpetrators are responsible for their actions.

3.5 SERVICE GUIDELINES

- 3.5.1** When providing the Services, the Contractor will:
 - a. comply with the aim of accessibility for all Women including aboriginal women, women with disabilities, immigrant women, women of colour, lesbians, sex trade workers, older women, poor women and isolated women;

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- b. provide the Services in a flexible manner which goes beyond emotional support, but does not include clinical treatment;
- c. facilitate Women's understanding of the emotional and psychological impact of the trauma resulting from abusive or violent experiences;
- d. focus on the specific behaviour , emotional, cognitive and physical consequences of the abuse or violence;
- e. explore past and present coping strategies, foster development and strengthening of personal coping skills;
- f. address issues, including but not limited to, depression; self-esteem, social, cultural and economic values; and any issue that may hinder recovery or promote powerlessness, recurrence, or dependency;
- g. facilitate Women's understanding of how the power imbalances in society's political, social, cultural, religious and economic institutions influence relationships with self and others;
- h. provide the Services for a reasonably limited period of time, based on the requirements of individual Women;
- i. carry out the Services in a manner that will not constitute clinical treatment, create an undue situation of dependency on the Contractor or Counsellor, or limit the availability of the Services to other Women;
- j. ensure that Women are entitled to independence from the religious, political, social beliefs or affiliations of the Contractor, its employees and volunteers;
- k. provide an atmosphere and location that aims to ensure the personal and physical safety of Women and the Contractor's employees and volunteers;
- l. maintain operational policies to protect Women and the Contractor's employees and volunteers from sexual and racial harassment during the provision of the Services; and
- m. ensure that every person involved with the provision of the Services under this Contract sign a confidentiality agreement in a form and content satisfactory to the Province. The Contractor will provide a copy of this confidentiality agreement to the Province upon request.

3.6 REPORTS

3.6.1 The Contractor will submit to the Province:

Monthly data collection form on the Services (the "Report Template") in a form specified by the Province. The form will be postmarked or submitted no later than the 10th of the month following the month that is being reported.

Appendix E4 - CHILDREN WHO WITNESS ABUSE COUNSELLING PROGRAM

4.1 PROGRAM DESCRIPTION: The Children Who Witness Abuse Program provides group and individual counselling services for children who have witnessed abuse, threats, or violence in the home within the *name Service Area* and who:

- a. are between the ages of three (3) and eighteen (18) years of age; and
- b. reside in <*Service Area*> and at the discretion of the Contractor, reside outside this area ("Children").

The program will provide services to Children at a minimum of XX service hours per week.

4.2 Services: The Contractor will provide Children Who Witness Abuse Counselling Services (the "Services") as described in this Schedule to clients in the <*Service Area*>, and will be delivered in accordance with the Service Principles and Service Guidelines described in this Schedule, the Contractor will provide the following Services:

- a. provide the following services for Children (the "Services") for:
 - i. individual Children; and
 - ii. groups of Children;
- b. conduct an assessment of:
 - i. the impact on the Children of the abuse witnessed;
 - ii. the group readiness of the Children; and
 - iii. the support needs of the parent who has been abused;
- c. provide age appropriate support groups for Children;
- d. provide individual counselling for Children who are not ready for group counselling and for Children who need service when no group for their developmental age is available;
- e. communicate with and support parents who are the survivors of abuse by providing information about the Services, and, where resources permit, by providing the parents with support groups and individual counselling sessions; and
- f. where resources permit, and in form and content agreed upon by the parties, deliver prevention activities in schools.

4.3 SERVICE PRINCIPLES

4.3.1 When providing the Services, the Contractor will consider as primary the following principles:

- a. the safety and support of the Children who have witnessed abuse and the parents who have been abused; and

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- b. the individual situation, perspective, and needs of the Children.

4.3.2 When providing the Services, the Contractor will apply the knowledge:

- a. of power imbalances in our society that lead to Children witnessing abuse, threats, or violence against women;
- b. of the impact and dynamics of abuse, threats or violence; and
- c. that perpetrators are responsible for their actions.

4.4 SERVICE GUIDELINES

4.4.1 When providing the Services, the Contractor will:

- a. provide the Services with the objective of stopping the inter-generational cycle of abuse by teaching Children non-violent ways of resolving conflict and by promoting the process of healing;
- b. support Children whose emotional health and self-esteem have been affected by witnessing abuse;
- c. provide the Services in an age appropriate manner designed to:
 - i. support Children to label and express all feelings they have experienced in their reaction to the abuse they have witnessed;
 - ii. assist Children in understanding healthy ways of dealing with anger and expressing anger;
 - iii. support Children to understand that they are not at fault for the abusive actions of others;
 - iv. teach Children safety skills and strategies;
 - v. encourage open communication;
 - vi. acknowledge loss and separation issues;
 - vii. facilitate understanding of abuse and myths about violence against women;
 - viii. explore other violence issues such as violence in the media;
 - ix. encourage self-confidence; and
 - x. where resources permit, and at the Contractor's discretion, provide consultation
 - xi. to women with dependent children whose children are unable to attend or receive the Services as typically provided.
- d. ensure that every person involved with the provision of the Services under this Agreement, including all persons employed by it in connection with the provision of the Services, are competent to perform the Services, adequately trained, fully instructed and supervised;
- e. ensure, in addition to (d) above, that case consultants and counselling supervisors will possess the following qualifications:
 - i. knowledgeable and skilled in feminist counselling and counselling supervision practices; and
 - ii. experience in counselling children who have witnessed abuse, threats, or violence in the home and their parents who have been abused.
- f. upon request from the Province from time to time, provide evidence satisfactory to the Province that the Contractor, its employees, and all personnel engaged by the Contractor, hold or have been issued all required licenses, certificates and memberships and that they are valid and

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- subsisting and in good standing;
- g. at all times maintain a standard of care, skill and diligence in performance of the Services exercised and observed by persons engaged in the provision of services similar to the Services;
 - h. ensure that Children and the parents who have been abused are entitled to independence from the religious, political, social beliefs or affiliations of the Contractor, its employees and volunteers;
 - i. establish and maintain intake and operational policies that are intended to:
 - i. provide for the safety of Children, the parents who have been abused, and the Contractor's employees and volunteers;
 - ii. protect the Children, the parents who have been abused, the Contractor's employees and volunteers from sexual and racial harassment during the provision of the Services; and
 - j. sign a confidentiality agreement, in a form and content satisfactory to the Province, with each board member, employee, sub-contractor, service provider, volunteer, student, trainee or work placement. The Contractor will provide a copy of this confidentiality agreement to the Province upon request.

4.5 COUNSELLOR SUPPORT PLAN

- 4.5.1 The Counsellor Support Plan (the "Plan") identifies the support mechanisms provided by the Contractor to Counsellors involved in the provision of the Services. The Plan will include, but is not limited to, peer support, debriefing, counselling supervision and case consultation.
- 4.5.2 The Contractor will develop, implement and maintain the Plan in accordance with paragraphs five (5) and six (6) of this Schedule, and the Counsellor Support Plan criteria established by the Province and provided by the Province to the Contractor.
- 4.5.3 Where changes in staff occur or other relevant changes to the Plan are required, the Contractor will revise the Plan through a collaborative process with Counsellors involved in the provision of the Services and re-submit the Plan to the Province.

4.6 REPORTS

- 4.6.1 The Contractor will submit to the Province:

Monthly data collection form on the Services (the "Report Template") in a form specified by the Province. The form will be postmarked or submitted no later than the 10th of the month following the month that is being reported.

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Appendix E5 - Outreach Services Program

5.1 PROGRAM DESCRIPTION: The Contractor will provide Outreach Services (the "Services") as described in this Schedule to clients in the *<Service Area>*. Persons eligible to be referred for the Services are adult Women who have experienced, or are at risk of, abuse, threats, or violence, and their dependent children ("Women").

The program will provide services to adult Women at a minimum of XX service hours per week.

5.2 SERVICES: The Contractor will deliver Outreach Services (the "Services") specified in this Schedule during the period **April 1, 2013 - March 31, 2014**:

- a. In accordance with Service Principles and Service Guidelines described in this Schedule, the Contractor will provide the following Services:
 - i. develop and maintain relationships with related services (e.g. counselling programs, neighbouring transition houses and safe homes, social services, the Police, other outreach services, alcohol and drug services etc.) to identify and address the service needs of Women;
 - ii. develop and deliver culturally-appropriate public education initiatives to raise awareness of the effects of violence against Women; of violence prevention; and of Services available to Women who have experienced violence, abuse or threats;
 - iii. provide support for women in the surrounding area who have experienced violence, abuse or threats and who are in need of support, including residents and former residents of a transition house;
 - iv. facilitate Women's understandings of their experience and the emotional and psychological impact of the trauma resulting from abusive or violent experiences while respecting Women's rights to their own values, beliefs, culture and choices;
 - v. assist Women who have experienced violence, abuse or threats, through referrals to appropriate services such as safe, affordable housing, etc.; and
 - vi. provide local transportation, accompaniment and advocacy, as required, such as for medical emergencies, legal or social services appointments; and
 - vii. provide transportation to the nearest transition house facility.

5.3 SERVICE PRINCIPLES

5.3.1 When providing the Services, the Contractor will consider as primary, the following principles:

- a. the safety of Women;
- b. respect for the right of Women to make choices based on their own understanding of their options, needs and goals; and
- c. respect for the individual situations, perspectives, and needs of Women.

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5.4 SERVICE GUIDELINES

5.4.1 When providing the Services, the Contractor will apply the knowledge:

- a. of power imbalances in our society that lead to women and children being exposed to abuse or violence;
- b. of the impact and dynamics of abuse or violence; and
- c. that perpetrators are responsible for their actions.

5.4.2 Additionally the Contractor will:

- a. comply with the aim of accessibility for all Women regardless of race, religion, culture, sexual orientation, social/economic condition, or where resources permit, level of physical ability;
- b. establish and maintain intake and operational policies that are intended to:
 - i. provide for the safety and wellbeing of Women, the Contractor, employees and volunteers; and
 - ii. protect Women, employees and volunteers, from sexual and racial harassment during the provision of the Services;
- c. agree that the Services are not intended for Women and their dependent children with problems related exclusively to their mental health or to alcohol or drug use;
- d. ensure that Women are entitled to independence from the religious, political, social beliefs or affiliations of the Contractor, its employees and volunteers; and
- e. sign a confidentiality agreement in a form and content satisfactory to the Province with each board member, employee, sub-contractor, service provider, volunteer, student, trainee or work placement. The Contractor will provide a copy of this confidentiality agreement to the Province upon request.

5.5 REPORT

5.5.1 The Contractor will submit to the Province:

Monthly data collection form on the Services (the "Report Template") in a form specified by the Province. The form will be postmarked or submitted no later than the 10th of the month following the month that is being reported.

Appendix E6 - Multicultural Outreach Services

6.1 PROGRAM DESCRIPTION: The Contractor will provide Multicultural Outreach Services (the "Services") as described in this Schedule to clients in <Service Area>. Persons eligible to be referred for the Services are adult Women who have experienced, or are at risk of, abuse, threats, or violence, in an intimate relationship as well as Women who have experiences historical sexual abuse and/or sexual assault ("Women") in the <Service Area>.

The program will provide services at a minimum of XX service hours per week.

6.2 SERVICES: The Contractor will deliver Multicultural Outreach Services (the "Services") specified in this Schedule:

6.2.1 In accordance with Service Principles and Service Guidelines described in this Schedule, the Contractor will provide the following Services:

- i. employ counselling staff who will be able to respond to the diverse needs of the women requiring multicultural services;
- ii. provide the Services in a safe and supportive environment consisting of an accepting and protective atmosphere, and provision of resource information to enable Women to explore their options and define their goals;
- iii. provide Women with access to the following related Services:
 - (i) assessment of the individual, her problem and the overall situation;
 - (ii) individual and/or group counselling support;
 - (iii) referral to other services as needed, including referral to clinical treatment for Women requiring interventions beyond the scope of this program;
 - (iv) facilitate Women's understanding of her experience and the emotional and psychological impact of the trauma;
 - (v) focus on the specific behavioral, emotional, cognitive and physical consequences of the abuse or violence;
 - (vi) explore past and present coping strategies, foster development and strengthening of personal coping skills;
 - (vii) address issues such as depression, self-esteem and self-worth. Counselling approaches should take into account social, cultural and economic values which hinder recovery and which may promote powerlessness, re-victimization and dependency.

6.3 SERVICE PRINCIPLES

6.3.1. When providing the Services, the Contractor will consider as primary, the following principles:

- a. Women's safety;
- b. Respect for the right of Women to make choices based on their own understanding of their options,

DRAFT APPENDIX E 1-6: Service Schedules for Program Types

needs and goals; and

- c. respect for the individual situations, perspectives and needs of Women.

6.4 SERVICE GUIDELINES

6.4.1 When providing the Services, the Contractor will apply the knowledge:

- a. of power imbalances in our society that lead to Women being exposed to abuse or violence;
- b. of the impact and dynamics of abuse or violence;
- c. that perpetrators are responsible for their actions; and
- d. that priority be given to the safety of Women and their children, rather than keeping the family together, where these two may be in conflict.

6.4.2 Additionally the Contractor will:

- a. in consultation with the local office of the Ministry of Children and Family Development, establish a service protocol regarding persons under 19 years of age requesting or receiving the Services who may be in need of protection. The Contractor will provide a copy of this service protocol to the Province upon request;
- b. comply with the aim of accessibility for Women regardless of race, religion, culture, sexual orientation, social/economic condition, or, where resources permit, level of physical ability;
- c. establish and maintain intake and operational policies that are intended to:
 - ii. provide for the safety and well-being of Women, and the Contractor, employees and volunteers; and
 - iii. protect Women, employees and volunteers from sexual and racial harassment during the provision of the Services;
- d. agree that the services are not intended for women and their dependent children with problems related exclusively to their mental health or to alcohol or drug use;
- e. ensure the Women are entitled to independence from the religious, political, social beliefs or affiliations of the Contractor, its employees and volunteers; and
- f. sign a confidentiality agreement in a form and content satisfactory to the Province with each board member, employee, sub-contractor, service provider, volunteer, student, trainee or work placement. The Contractor will provide a copy of this confidentiality agreement to the Province upon request.

6.5 REPORTS

6.5.1 The Contractor will submit to the Province:

- (a) Monthly data collection form on the Services (the "report Template") in a form specified by the Province. The form will be postmarked or submitted no later than the 10th of the month following the month that is being reported.