



# **SERVICES TO VICTIMS OF CRIME**

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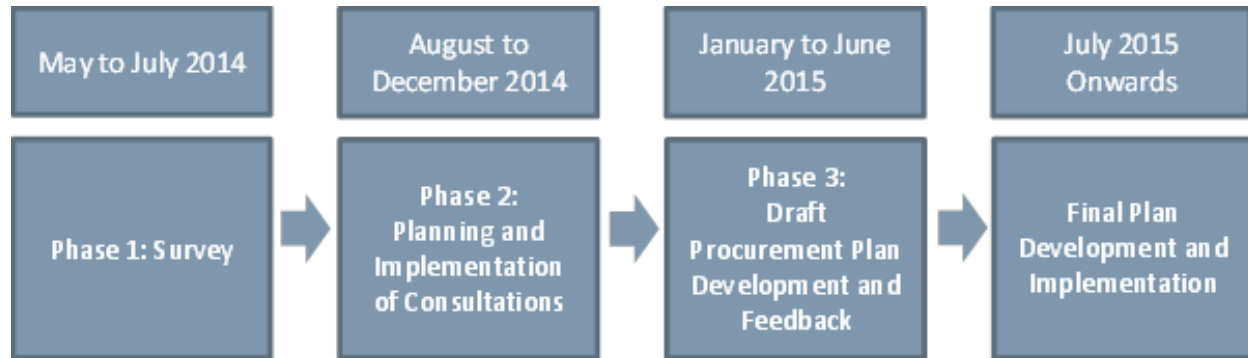
**Summary Report on Phase 3 Consultation  
Survey:  
Draft Procurement Plan**

Community Safety and Crime Prevention Branch  
Ministry of Justice  
Government of British Columbia

September 2015

## Phase 3 Consultation Overview

The *Services to Victims of Crime Initiative* is a multi-phased consultation that will culminate with the development of a procurement plan for the sector. The project is broken down into 4 main phases:



In June 2015 the Branch released a draft procurement plan for consultation and gathered extensive feedback from stakeholders through an online survey.

The Phase 3 survey was open from June 8th to July 24th, 2015 and solicited feedback on a number of key areas:

- Proposed Actions related to Program Design and Service Delivery
- Proposed Service Areas
- A Draft Funding Formula for contracted Victim Service and Violence Against Women programs
- Draft Negotiated Request for Proposals (NRFP)

The Branch received 138 completed responses to the survey – 116 from contracted service providers (out of 200) and 22 from other interested parties.

Over 800 narrative responses were reviewed and analyzed. This report provides a high-level summary of the most common themes from each of section of the survey. It also describes some of the actions that are underway in response to the feedback that was received. Feedback will continue to be reviewed in further detail and it will be carefully considered as the procurement plan is finalized.

### Part 1: Program Design and Service Delivery - Contract Language on Community Coordination Activities

The Services to Victims of Crime Initiative has provided an important opportunity to consult with contracted service providers on several additional issues pertaining to program design and service delivery.

During earlier consultations, service providers spoke about their involvement in local coordination activities and emphasized the importance of working alongside criminal justice and community partners. As part of the in-person consultation sessions, the Branch sought feedback on whether contract

language could be strengthened to ensure contracts are both reflective of current work as well as to underscore the importance of community coordination activities. In general, service providers were supportive of new contract language and in the draft procurement plan the Branch proposed that contract schedules be updated for all programs to include the following clause:

*“Where feasible, lead and/or participate in community coordination activities such as local domestic violence/Violence Against Women in Relationships (VAWIR) Committees, Interagency Case Assessment Teams (ICATs) and other local community coordination initiatives.”*

## What We Heard

<p><b>Summary of Feedback</b></p>	<ul style="list-style-type: none"> <li>• The majority (70%) of respondents “agree” or “strongly agree” that the proposed contract language will clarify the role of agencies and programs in coordination activities.</li> <li>• There remains some desire for collaboration to be mandated through contract language; however, most service providers reiterated the need for flexibility in the language given that approaches to coordination vary from one community to another.</li> <li>• Many service providers also described the considerable time and resources that are required for effective coordination across systems, and encouraged the Ministry to consider providing additional funding to support the significant role that agencies play in coordination activities.</li> <li>• Finally, numerous survey respondents felt that the proposed contract language focused too heavily on coordinated responses to domestic violence at the expense of acknowledging the importance of community coordination initiatives that support victims of sexual violence/assault.</li> </ul> <div data-bbox="737 695 1443 1115" data-label="Figure"> <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>13%</td> </tr> <tr> <td>Agree</td> <td>57%</td> </tr> <tr> <td>Neither Agree or Disagree</td> <td>24%</td> </tr> <tr> <td>Disagree</td> <td>4%</td> </tr> <tr> <td>Strongly Disagree</td> <td>3%</td> </tr> </tbody> </table> </div>	Response	Percentage	Strongly Agree	13%	Agree	57%	Neither Agree or Disagree	24%	Disagree	4%	Strongly Disagree	3%
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<p><b>Actions for Moving Forward</b></p>	<ul style="list-style-type: none"> <li>• In response to this feedback, contract language has been amended to better reflect the range of community coordination activities that service providers may be involved in:</li> </ul> <p><i>“Where feasible, lead and/or participate in community coordination activities such as local domestic violence/Violence Against Women in Relationships (VAWIR) Committees, Interagency Case Assessment Teams (ICATs), Sexual Assault Response Teams, Child and Youth Advocacy Centres and other local community coordination initiatives.”</i></p>												

## Part 2: Defining Service Areas

The Services to Victims of Crime Initiative has provided an opportunity to review the geographic areas covered by victim services and violence against women programs and services across the province to ensure that services are provided in as many areas of the province as possible. The draft procurement plan proposed 97 service areas including 10 new service areas (West Kelowna, Enderby-Armstrong, Summerland, Ladysmith, New Hazelton, Agassiz-Harrison, Lytton, Stewart, Takla Landing and Tsay Keh Dene).

### What We Heard

<p><b>Summary of Feedback</b></p>	<ul style="list-style-type: none"> <li>75% of respondents “agree” or “strongly agree” with proposed Service Areas as proposed in the draft procurement plan.</li> <li>Survey respondents provided considerable feedback on Service Areas, including suggestions for improving the accuracy of the information presented in specific Service Area Profiles.</li> <li>Some respondents expressed concerns over Service Area boundaries and whether adjustments may be necessary in order to ensure boundaries make sense from a service delivery perspective. This was of particular concern in larger geographic areas where services are currently provided to multiple communities within a single Service Area and/or a neighbouring community that currently does not have its own programming.</li> <li>While nearly all respondents support additional services across the province, many expressed significant concern about creating 10 new service areas without new funding to support additional programming.</li> </ul> <div data-bbox="813 602 1443 940" data-label="Figure"> <table border="1"> <caption>Survey Results</caption> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>16%</td> </tr> <tr> <td>Agree</td> <td>59%</td> </tr> <tr> <td>Neither Agree or Disagree</td> <td>15%</td> </tr> <tr> <td>Disagree</td> <td>6%</td> </tr> <tr> <td>Strongly Disagree</td> <td>4%</td> </tr> </tbody> </table> </div>	Response	Percentage	Strongly Agree	16%	Agree	59%	Neither Agree or Disagree	15%	Disagree	6%	Strongly Disagree	4%
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<p><b>Actions for Moving Forward</b></p>	<ul style="list-style-type: none"> <li>Service Area Profiles will be updated to reflect many of the changes that have been suggested.</li> <li>While no additional service areas will be created beyond the 97 identified in the draft procurement plan, work will be undertaken to ensure that services are responsive to unique community needs.</li> <li>Further consideration will be given to concerns raised regarding the creation of 10 new Service Areas without new funding to support additional programming.</li> </ul>												

## Part 3: Exploring a New Funding Formula

An important part of the Services to Victims of Crime Initiative is exploring the development of a new funding formula for contracted victim service and violence against women (VAW) programs. A new funding formula is intended to address challenges with the way that funding is distributed across the province. Challenges include an aging funding formula for victim service programs as well as the lack of a clear funding formula for violence against women (VAW) counselling and outreach programs.

### Funding Formula Factors

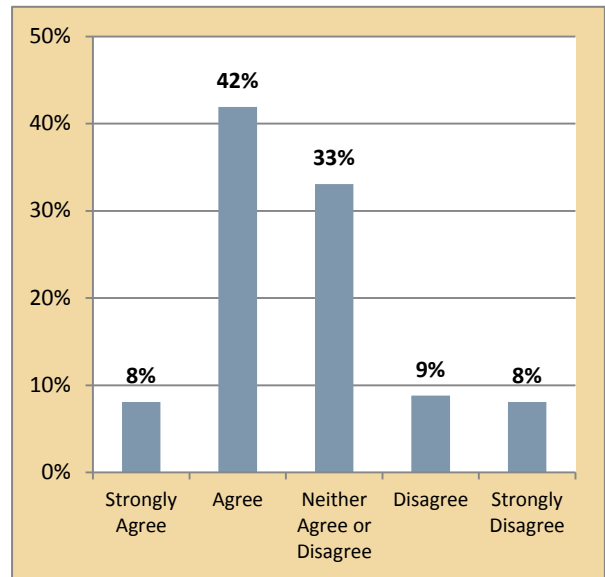
In the draft procurement plan, a draft funding formula was proposed that was informed by feedback received during earlier consultations. The draft formula included the following factors and weighting:

1. Population – 50% of the base funding formula
2. Violent Crime Rate – 40% of the base funding formula
3. Index of Socioeconomic Factors – 10% of the base funding formula
4. Urban-Rural Cost Adjustment – Once a baseline funding amount is established based on the first three factors, a final factor called the Urban-Rural Cost Adjustment would be applied

### What We Heard

#### Summary of Feedback

- While respondents agree that the funding formula factors are transparent, consistent and responsive to previous feedback, service providers continue to voice concern and unease over the actual impact of the funding formula on their agency and service area. Some suggested that it was difficult to comment on the formula without knowing this impact. Despite this, only 17 % of survey respondents “disagree” or “strongly disagree” that the proposed funding formula would achieve the goal of more fairly and transparently distributing available funding.
- Respondents were pleased to see the inclusion of an urban-rural cost adjustment and recognition of the service delivery challenges faced by rural and remote communities.
- Concerns continue to be expressed about the use of violent crime rate as a factor in the proposed formula (approx. 50% of respondents). In addition, many service providers were concerned about the relatively low weight given to the index of socioeconomic factors.



	<ul style="list-style-type: none"> <li>• Many respondents spoke to the challenge of accounting for population fluctuations (e.g. seasonal tourism, industry/work camps) and the significant impact this has on service demand.</li> <li>• A number of police-based programs also shared feedback on ensuring the funding formula considers the 24/7 nature of their work and the impact of cost-sharing agreements with municipalities.</li> <li>• Lastly, there is general agreement that more funding is needed overall as current programs feel they are already underfunded and cannot meet service demands.</li> </ul>
<p><b>Actions for Moving Forward</b></p>	<ul style="list-style-type: none"> <li>• In response to feedback, a number of alternate funding formula models and factors are being explored. While it appears that violent crime rate continues to be the best available proxy for relative demand for services, modifications are being considered to the funding formula to decrease the weight of violent crime rate and increase the weight or the socioeconomic index. Considering this change directly reflects the feedback that the socioeconomic index provides a strong indication of community needs and was undervalued in comparison to crime rate.</li> </ul>

### Program Level Funding

In addition to a new funding formula, the draft procurement plan also proposed new program level funding amounts for FTEs. Proposed funding amounts were based on the following:

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

### What We Heard

<p><b>Summary of Feedback</b></p>	<ul style="list-style-type: none"> <li>• There is general support for changes to Program Level FTE Funding to increase consistency; this was largely seen as “fair” and “reasonable,” although respondents emphasised the need to ensure there is sufficient allocation for benefits, service delivery and administration costs.</li> <li>• Some respondents expressed concern with the proposed minimum 0.2 FTE; especially in rural communities where travel time is a significant factor.</li> </ul>
<p><b>Actions for Moving Forward</b></p>	<ul style="list-style-type: none"> <li>• Consideration is being given to feedback received on the proposed program level funding amounts. A number of variations to the proposed model will be explored in response to service provider feedback.</li> </ul>

## Part 4: Open Procurement Implementation Plan

The Draft Procurement Plan included a link to a full draft Negotiated Request for Proposals (NRFP). Service Providers were encouraged to review this document and provide feedback on the NRFP as part of the consultation process.

### What We Heard

<b>Summary of Feedback</b>	<ul style="list-style-type: none"><li>• Generally, respondents provided positive feedback on the proposed use of a Negotiated Request for Proposals (NRFP process) citing that the draft reflected the feedback previously provided through consultation.</li><li>• Respondents support a phased approach to open procurement and are eager to learn more about implementation timelines and when specific service areas are up for procurement.</li><li>• By far, service providers most frequently commented on the amount of time and resources that are required to respond to the NRFP and about the potential for competition between agencies. In addition, service providers expressed they want as much advance notice as possible to respond to open procurement.</li></ul>
<b>Actions for Moving Forward</b>	<ul style="list-style-type: none"><li>• Consideration continues to be given to the feedback received and work is underway to further streamline the NRFP document and reduce the amount of time required to respond.</li><li>• In addition, vendor training, adequate notice to service providers and sufficient time to complete the NRFP will all be considered in finalizing the plan.</li></ul>