

A G R E E M E N T

THIS AGREEMENT ("Agreement") is made and entered into this 22nd day of June, 2021, ("Effective Date") by and between the COUNTY OF FRESNO, a political subdivision of the State of California, ("COUNTY"), and BI Incorporated, dba BI Correctional Services, Inc, a Colorado corporation, and a wholly-owned subsidiary of The GEO Group, Inc., a Florida corporation, whose address is 4955 Technology Way, Boca Raton, Florida 33431 ("CONTRACTOR").

W I T N E S S E T H:

WHEREAS, COUNTY desires a qualified vendor to operate a Day Reporting Center ("DRC") for adult offenders as described in Request for Proposal (RFP) #21-041;

WHEREAS, COUNTY's DRC offers proven evidence-based programming to adult offenders, including but not limited to: daily check-ins, random drug testing, job skills training/placement, substance abuse counseling, anger management, family and parenting counseling, educational services/GED, life skills, relapse prevention, and mental health assessments;

WHEREAS, CONTRACTOR has extensive experience providing the requested services, as well as knowledge and use of evidence-based programming in the DRC setting; and,

WHEREAS, CONTRACTOR represents that it is qualified, willing, and able to operate a DRC for COUNTY, and COUNTY desires to engage CONTRACTOR to perform these services, as provided herein.

NOW, THEREFORE, in consideration of the mutual covenants, terms and conditions herein contained, the parties hereto agree as follows:

1. OBLIGATIONS OF THE CONTRACTOR

A. CONTRACTOR shall operate a DRC for adult offenders in Probation facility space at 2212 N. Winery, Suite 122, Fresno, CA 93703, or at an alternate comparable space as designated by COUNTY'S Probation Department.

B. The DRC shall maintain a minimum of fifty (50) slots for adult offenders, and provide individualized evidence-based programming. Additionally, at the Probation Department's request, the program can be expanded in ten (10) slot increments to a maximum of one hundred (100) slots. This can be reversed back to fifty (50) slots, at the request of the Probation Department. The

1 DRC program shall include an aftercare component, which is not a part of the aforementioned slots. In
2 the event the number of program slots for the DRC increases to eighty (80) to one hundred (100)
3 program slots, additional facility space may also be designated by COUNTY'S Probation Department to
4 accommodate the increased program population. In the event the DRC population drops below thirty
5 (30) participants, CONTRACTOR agrees to be proactive in working with Probation to find ways to
6 increase program participation.

7 C. Hours of Operation. The DRC shall be able to provide monitoring and treatment
8 services seven (7) days a week, excluding County Holidays (New Year's Day, Martin Luther King Day,
9 President's Day, Caesar Chavez Day, Memorial Day, Independence Day, Labor Day, Veteran's Day,
10 Thanksgiving Day, Day after Thanksgiving, and Christmas Day), with office hours that can
11 accommodate the work schedules of the clientele. The minimum hours of operation will be Monday –
12 Friday, 8:00 a.m. to 8:00 p.m., as well as a minimum of four (4) hours of operation on Saturdays and
13 Sundays.

14 D. CONTRACTOR is responsible for the security of its operation, and shall ensure
15 the DRC facility is secure by providing adequate supervision during hours of operation. CONTRACTOR
16 shall also adhere to Probation Department protocols related to access of secured building areas, key
17 control, alarm/door code access, and all other security protocols.

18 E. All CONTRACTOR staff assigned to the DRC must undergo and pass a criminal
19 history background check conducted by the Probation Department prior to assignment to the DRC.

20 F. CONTRACTOR shall have an individualized case plan for each DRC participant
21 based on the Risk Assessment tool provided by the Probation Department. CONTRACTOR will
22 complete an assessment for each individual participant. Probation will train CONTRACTOR in
23 conducting assessments that utilize specific tool(s) identified by Probation.

24 G. DRC programming shall include, but not be limited to: daily check-ins, random
25 drug testing, job skills training/placement, substance abuse counseling, anger management, family and
26 parenting counseling, educational services/GED, life skills, relapse prevention, and mental health
27 assessment. Staff providing direct services will meet minimum state certification requirements for each
28 specific discipline, i.e., substance abuse counseling, family and parenting counseling, and mental health

1 assessment. Programming provided must use evidence-based cognitive behavior therapies, addressing
2 criminogenic needs, and be designed to reduce recidivism. All programming should be considered best
3 practices. COUNTY reserves the right to negotiate curriculum and programming selection.

4 H. CONTRACTOR shall track the program completion graduation rate, as well as the
5 assessment scores upon entry vs. exit of the program.

6 I. Reports. Monthly progress reports on each participant in the DRC program shall
7 be turned in to the assigned Deputy Probation Officer by the tenth (10th) of the month. Information to be
8 included in the progress report shall include, but not be limited to: 1) phase participant is in and
9 progress made within that phase; 2) services participant received; 3) staff assessment of treatment
10 progress; and 4) progress towards meeting case plan goals and recommendation for continuing,
11 modifying, or discontinuing program. When a participant is discharged from the program for reasons
12 other than a graduation, a discharge report shall be completed and sent to the assigned Deputy
13 Probation Officer. This report shall include, but not be limited to: 1) name and date of birth; 2) history in
14 the DRC, including compliance and non-compliance within the various program components; 3) phase
15 at time of discharge; and 4) date of termination and reason therefor.

16 J. DRC staff shall immediately notify the assigned Deputy Probation Officer of any
17 problems that would jeopardize public safety or the participant's continuation in the DRC program.
18 These problems may include, but not be limited to: failure to report and follow daily schedules, failure to
19 participate in required activities, new arrests, positive test for drug or alcohol usage, and other behaviors
20 that might pose a public risk.

21 K. CONTRACTOR'S staff assigned to the DRC shall maintain directories of
22 resources that offer forms of assistance to the program participants. Staff shall be familiar with eligibility
23 criteria and application procedures, assisting with rapid referral and placement of offenders in such
24 programs.

25 L. CONTRACTOR is responsible to provide all staffing, equipment, services and
26 supplies to operate the DRC, including, but not limited to, all furniture, computers, telephone, copy
27 machine, FAX equipment, and related charges.

28

1 M. CONTRACTOR is responsible to pay for any repairs due to damage to the facility,
2 other than normal wear and tear, committed by DRC staff or clients.

3 N. Additionally, without limiting the generality of the foregoing provisions of this
4 Agreement, CONTRACTOR shall operate a DRC and fulfill all responsibilities of CONTRACTOR as
5 identified in COUNTY'S RFP No. 21-041, dated March 12, 2021, including Addendum Number One to
6 RFP No. 21-041, dated April 8, 2021 (together, the "RFP", attached hereto collectively as Exhibit A) and
7 CONTRACTOR'S Response to the RFP, dated April 21, 2021 (attached hereto as Exhibit B), all of
8 which are incorporated herein by this reference and made part of this Agreement.

9 2. OBLIGATIONS OF THE COUNTY

10 A. COUNTY'S Probation Department will designate and provide space to
11 CONTRACTOR to operate the DRC at 2212 N. Winery, Suite 122, Fresno, CA 93703, or at an alternate
12 comparable space, under the terms and conditions of this Agreement. Exhibit D, attached and
13 incorporated by this reference, delineates DRC space, Probation space, and space at 2212 N. Winery,
14 Suite 122, Fresno, CA 93703, shared by the DRC and Probation staff. Additional facility space may also
15 be designated by COUNTY'S Probation Department in the event the number of program slots of the
16 DRC increases to eighty (80) to one hundred (100) slots.

17 B. COUNTY'S Probation Department will pay facility costs for the designated DRC
18 location, including janitorial services and restroom supplies, and additionally pay for
19 water/sewer/garbage and utilities (PG&E) costs.

20 C. COUNTY'S Probation Department shall conduct background checks on all
21 personnel CONTRACTOR assigns to work at the DRC. The background check will be conducted at the
22 Probation Department's expense. The Probation Department shall immediately notify CONTRACTOR if
23 CONTRACTOR'S employee is found to be unacceptable for admission into DRC facilities.

24 3. TERM

25 The term of this Agreement shall be for a period of three (3) years, commencing on July 1, 2021
26 through and including June 30, 2024. This Agreement may be extended for two (2) additional consecutive
27 twelve (12) month periods upon written approval of both parties no later than thirty (30) days prior to the first
28 day of the next twelve (12) month extension period. The Chief Probation Officer or his or her designee is

1 authorized to execute such written approval on behalf of COUNTY based on CONTRACTOR'S satisfactory
2 performance.

3 4. TERMINATION

4 A. Non-Allocation of Funds - The terms of this Agreement, and the services to be
5 provided hereunder, are contingent on the approval of funds by the appropriating government agency.
6 Should sufficient funds not be allocated, the services provided may be modified, or this Agreement
7 terminated, at any time by giving the CONTRACTOR thirty (30) days advance written notice.

8 B. Breach of Contract - The COUNTY may immediately suspend or terminate this
9 Agreement in whole or in part, where in the determination of the COUNTY there is:

- 10 1) An illegal or improper use of funds;
- 11 2) A failure to comply with any term of this Agreement;
- 12 3) A substantially incorrect or incomplete report submitted to the COUNTY;
- 13 4) Improperly performed service.

14 In no event shall any payment by the COUNTY constitute a waiver by the COUNTY of any breach
15 of this Agreement or any default which may then exist on the part of the CONTRACTOR. Neither shall such
16 payment impair or prejudice any remedy available to the COUNTY with respect to the breach or default.
17 The COUNTY shall have the right to demand of the CONTRACTOR the repayment to the COUNTY of any
18 funds disbursed to the CONTRACTOR under this Agreement, which in the judgment of the COUNTY were
19 not expended in accordance with the terms of this Agreement. The CONTRACTOR shall promptly refund
20 any such funds upon demand.

21 C. Without Cause - Under circumstances other than those set forth above, this
22 Agreement may be terminated by COUNTY upon the giving of thirty (30) days advance written notice of an
23 intention to terminate to CONTRACTOR.

24 5. COMPENSATION/INVOICING: COUNTY agrees to pay CONTRACTOR and
25 CONTRACTOR agrees to receive compensation as shown in the tiered monthly pricing structure, attached
26 hereto as Exhibit C, and incorporated herein by reference. COUNTY'S Probation Department will give
27 CONTRACTOR a thirty (30) day advance notice of its intent to increase or decrease the number of
28 program slots to be provided at the DRC.

1 CONTRACTOR shall submit monthly invoices in triplicate to the County of Fresno Probation
2 Department, either by mail to the Business Office, 3333 E. American Avenue, Suite B, Fresno, CA 93725,
3 or electronically to: ProbationInvoices@co.fresno.ca.us. The invoice shall include the following information:
4 1) current number of participants enrolled in the DRC; 2) number of participants who entered the program
5 during the month; 3) number of participants who exited the program during the month, indicating how many
6 graduated and how many were terminated without graduation; and 4) the average daily population for the
7 month. Payments by COUNTY shall be in arrears, for services provided during the preceding month, within
8 forty-five (45) days after receipt and verification of CONTRACTOR'S invoices by COUNTY'S Probation
9 Department.

10 Under no circumstances shall compensation paid by the COUNTY to CONTRACTOR under this
11 Agreement exceed Six Hundred Fifty-Five Thousand, Seven Hundred Seventy-Five Dollars (\$655,775)
12 during the first year of this Agreement. Under no circumstances shall compensation paid by the COUNTY
13 to CONTRACTOR under this Agreement exceed Six Hundred Seventy-Five Thousand, Four Hundred
14 Forty-Eight Dollars and Thirty Cents (\$675,448.30) during the second year of this Agreement. Under no
15 circumstances shall compensation paid by the COUNTY to CONTRACTOR under this Agreement exceed
16 Six Hundred Ninety-Five Thousand, Seven Hundred Eleven Dollars and Seventy Cents (\$695,711.70)
17 during the third year of this Agreement. If extended, under no circumstances shall compensation paid by
18 the COUNTY to CONTRACTOR under this Agreement exceed Seven Hundred Sixteen Thousand, Five
19 Hundred Eighty-Three Dollars (\$716,583) in the fourth year of this Agreement. If extended, under no
20 circumstances shall compensation paid by the COUNTY to CONTRACTOR under this Agreement exceed
21 Seven Hundred Thirty-Eight Thousand, Eighty Dollars and Fifty Cents (\$738,080.50) for the fifth year of this
22 Agreement. In no event shall compensation paid for services performed under this Agreement exceed
23 Three Million, Four Hundred Eighty-One Thousand, Five Hundred Ninety-Nine Dollars (\$3,481,599) during
24 the total possible five-year term of this Agreement. It is understood that all expenses incidental to
25 CONTRACTOR'S performance of services under this Agreement shall be borne by CONTRACTOR.

26 Payments by COUNTY shall be in arrears, for services provided during the preceding month, within
27 forty-five (45) days after receipt and verification of CONTRACTOR'S invoices by COUNTY'S Probation
28 Department.

1 6. INDEPENDENT CONTRACTOR: In performance of the work, duties and obligations
2 assumed by CONTRACTOR under this Agreement, it is mutually understood and agreed that
3 CONTRACTOR, including any and all of the CONTRACTOR'S officers, agents, and employees will at all
4 times be acting and performing as an independent contractor, and shall act in an independent capacity and
5 not as an officer, agent, servant, employee, joint venturer, partner, or associate of the COUNTY.
6 Furthermore, COUNTY shall have no right to control or supervise or direct the manner or method by which
7 CONTRACTOR shall perform its work and function. However, COUNTY shall retain the right to administer
8 this Agreement so as to verify that CONTRACTOR is performing its obligations in accordance with the
9 terms and conditions thereof.

10 CONTRACTOR and COUNTY shall comply with all applicable provisions of law and the rules and
11 regulations, if any, of governmental authorities having jurisdiction over matters the subject thereof.

12 Because of its status as an independent contractor, CONTRACTOR shall have absolutely no right
13 to employment rights and benefits available to COUNTY employees. CONTRACTOR shall be solely liable
14 and responsible for providing to, or on behalf of, its employees all legally-required employee benefits. In
15 addition, CONTRACTOR shall be solely responsible and save COUNTY harmless from all matters relating
16 to payment of CONTRACTOR'S employees, including compliance with Social Security withholding and all
17 other regulations governing such matters. It is acknowledged that during the term of this Agreement,
18 CONTRACTOR may be providing services to others unrelated to the COUNTY or to this Agreement.

19 7. MODIFICATION: Any matters of this Agreement may be modified from time to time by the
20 written consent of all the parties without, in any way, affecting the remainder.

21 8. NON-ASSIGNMENT: Neither party shall assign, transfer or sub-contract this Agreement
22 nor their rights or duties under this Agreement without the prior written consent of the other party.

23 9. HOLD HARMLESS: CONTRACTOR agrees to indemnify, save, hold harmless, and at
24 COUNTY'S request, defend the COUNTY, its officers, agents, and employees from any and all costs and
25 expenses (including attorney's fees and costs), damages, liabilities, claims, and losses occurring or
26 resulting to COUNTY in connection with the performance, or failure to perform, by CONTRACTOR, its
27 officers, agents, or employees under this Agreement, and from any and all costs and expenses (including
28 attorney's fees and costs), damages, liabilities, claims, and losses occurring or resulting to any person, firm,

1 or corporation who may be injured or damaged by the performance, or failure to perform, of
2 CONTRACTOR, its officers, agents, or employees under this Agreement.

3 The provisions of this Section 9 shall survive termination of the Agreement.

4 10. INSURANCE

5 Without limiting the COUNTY's right to obtain indemnification from CONTRACTOR or any third
6 parties, CONTRACTOR, at its sole expense, shall maintain in full force and effect, the following insurance
7 policies or a program of self-insurance, including but not limited to, an insurance pooling arrangement or
8 Joint Powers Agreement (JPA) throughout the term of the Agreement:

9 A. Commercial General Liability

10 Commercial General Liability Insurance with limits of not less than Two Million Dollars
11 (\$2,000,000.00) per occurrence and an annual aggregate of Four Million Dollars (\$4,000,000.00). This
12 policy shall be issued on a per occurrence basis. COUNTY may require specific coverages including
13 completed operations, products liability, contractual liability, Explosion-Collapse-Underground, fire legal
14 liability or any other liability insurance deemed necessary because of the nature of this contract.

15 B. Automobile Liability

16 Comprehensive Automobile Liability Insurance with limits of not less than One Million Dollars
17 (\$1,000,000.00) per accident for bodily injury and for property damages. Coverage should include any auto
18 used in connection with this Agreement.

19 C. Professional Liability

20 If CONTRACTOR employs licensed professional staff, (e.g., Ph.D., R.N., L.C.S.W., M.F.C.C.) in
21 providing services, Professional Liability Insurance with limits of not less than One Million Dollars
22 (\$1,000,000.00) per occurrence, Three Million Dollars (\$3,000,000.00) annual aggregate. CONTRACTOR
23 agrees that it shall maintain, at its sole expense, in full force and effect for a period of three (3) years
24 following the termination of this Agreement, one or more policies of professional liability insurance with the
25 limits of coverage as specified herein.

26 D. Worker's Compensation

27 A policy of Worker's Compensation insurance as may be required by the California Labor Code.
28

1 E. Molestation

2 Sexual abuse / molestation liability insurance with limits of not less than One Million Dollars
3 (\$1,000,000.00) per occurrence, Two Million Dollars (\$2,000,000.00) annual aggregate. This policy shall
4 be issued on a per occurrence basis.

5 F. Property Insurance

6 The Vendor shall provide property insurance on all personal property contained within or on the
7 leased premises. The policy must be written on an "all risks" replacement cost basis

8 G. Cyber Liability

9 Cyber Liability Insurance, with limits not less than \$2,000,000 per occurrence or claim,
10 \$2,000,000 aggregate. Coverage shall be sufficiently broad to respond to the duties and obligations as
11 is undertaken by CONTRACTOR in this Agreement and shall include, but not be limited to, claims
12 involving infringement of intellectual property, including but not limited to infringement of copyright,
13 trademark, trade dress, invasion of privacy violations, information theft, damage to or destruction of
14 electronic information, release of private information, alteration of electronic information, extortion and
15 network security. The policy shall provide coverage for breach response costs as well as regulatory
16 fines and penalties as well as credit monitoring expenses with limits sufficient to respond to these
17 obligations.

18 Additional Requirements Relating to Insurance

19 CONTRACTOR shall obtain endorsements to the Commercial General Liability insurance naming
20 the County of Fresno, its officers, agents, and employees, individually and collectively, as additional
21 insured, but only insofar as the operations under this Agreement are concerned. Such coverage for
22 additional insured shall apply as primary insurance and any other insurance, or self-insurance, maintained
23 by COUNTY, its officers, agents and employees shall be excess only and not contributing with insurance
24 provided under CONTRACTOR's policies herein. This insurance shall not be cancelled or changed without
25 a minimum of thirty (30) days advance written notice given to COUNTY.

26 CONTRACTOR hereby waives its right to recover from COUNTY, its officers, agents, and
27 employees any amounts paid by the policy of worker's compensation insurance required by this
28 Agreement. CONTRACTOR is solely responsible to obtain any endorsement to such policy that may be

1 necessary to accomplish such waiver of subrogation, but CONTRACTOR's waiver of subrogation under
2 this paragraph is effective whether or not CONTRACTOR obtains such an endorsement.

3 Within Thirty (30) days from the date CONTRACTOR signs and executes this Agreement,
4 CONTRACTOR shall provide certificates of insurance and endorsement as stated above for all of the
5 foregoing policies, as required herein, to the County of Fresno, Probation Business Office, 3333 E.
6 American Avenue, Suite B, CA 93725, stating that such insurance coverage have been obtained and are in
7 full force; that the County of Fresno, its officers, agents and employees will not be responsible for any
8 premiums on the policies; that for such worker's compensation insurance the CONTRACTOR has waived
9 its right to recover from the COUNTY, its officers, agents, and employees any amounts paid under the
10 insurance policy and that waiver does not invalidate the insurance policy; that such Commercial General
11 Liability insurance names the County of Fresno, its officers, agents and employees, individually and
12 collectively, as additional insured, but only insofar as the operations under this Agreement are concerned;
13 that such coverage for additional insured shall apply as primary insurance and any other insurance, or
14 self-insurance, maintained by COUNTY, its officers, agents and employees, shall be excess only and not
15 contributing with insurance provided under CONTRACTOR's policies herein; and that this insurance shall
16 not be cancelled or changed without a minimum of thirty (30) days advance, written notice given to
17 COUNTY.

18 In the event CONTRACTOR fails to keep in effect at all times insurance coverage as herein
19 provided, the COUNTY may, in addition to other remedies it may have, suspend or terminate this
20 Agreement upon the occurrence of such event.

21 All policies shall be issued by admitted insurers licensed to do business in the State of California,
22 and such insurance shall be purchased from companies possessing a current A.M. Best, Inc. rating of A-
23 FSC VII or better.

24 11. AUDITS AND INSPECTIONS: The CONTRACTOR shall at any time during business
25 hours, and as often as the COUNTY may deem necessary, make available to the COUNTY for examination
26 all of its records and data with respect to the matters covered by this Agreement. The CONTRACTOR
27 shall, upon request by the COUNTY, permit the COUNTY to audit and inspect all of such records and data
28 necessary to ensure CONTRACTOR'S compliance with the terms of this Agreement.

1 If this Agreement exceeds ten thousand dollars (\$10,000.00), CONTRACTOR shall be subject to
2 the examination and audit of the California State Auditor for a period of three (3) years after final payment
3 under contract (Government Code Section 8546.7).

4 12. NOTICES: The persons and their addresses having authority to give and receive notices
5 under this Agreement include the following: 4955 Technology Way, Boca Raton, FL, 33431

6 COUNTY

7 Chief Probation Officer
8 Fresno County Probation Department
3333 E. American Ave, Suite B
Fresno, CA 93725

CONTRACTOR

Derrick Schofield, Vice President Reentry Services
BI Inc., dba BI Correctional Services, Inc.
4955 Technology Way
Boca Raton, FL, 33431

9 All notices between the COUNTY and CONTRACTOR provided for or permitted under this
10 Agreement must be in writing and delivered either by personal service, by first-class United States mail, by
11 an overnight commercial courier service, or by telephonic facsimile transmission. A notice delivered by
12 personal service is effective upon service to the recipient. A notice delivered by first-class United States
13 mail is effective three COUNTY business days after deposit in the United States mail, postage prepaid,
14 addressed to the recipient. A notice delivered by an overnight commercial courier service is effective one
15 COUNTY business day after deposit with the overnight commercial courier service, delivery fees prepaid,
16 with delivery instructions given for next day delivery, addressed to the recipient. A notice delivered by
17 telephonic facsimile is effective when transmission to the recipient is completed (but, if such transmission is
18 completed outside of COUNTY business hours, then such delivery shall be deemed to be effective at the
19 next beginning of a COUNTY business day), provided that the sender maintains a machine record of the
20 completed transmission. For all claims arising out of or related to this Agreement, nothing in this section
21 establishes, waives, or modifies any claims presentation requirements or procedures provided by law,
22 including but not limited to the Government Claims Act (Division 3.6 of Title 1 of the Government Code,
23 beginning with section 810).

24 13. GOVERNING LAW: Venue for any action arising out of or related to this Agreement shall
25 only be in Fresno County, California.

26 The rights and obligations of the parties and all interpretation and performance of this Agreement
27 shall be governed in all respects by the laws of the State of California.
28

1 14. DISCLOSURE OF SELF-DEALING TRANSACTIONS

2 This provision is only applicable if the CONTRACTOR is operating as a corporation (a for-profit
3 or non-profit corporation) or if during the term of the agreement, the CONTRACTOR changes its status
4 to operate as a corporation.

5 Members of the CONTRACTOR's Board of Directors shall disclose any self-dealing transactions
6 that they are a party to while CONTRACTOR is providing goods or performing services under this
7 agreement. A self-dealing transaction shall mean a transaction to which the CONTRACTOR is a party
8 and in which one or more of its directors has a material financial interest. Members of the Board of
9 Directors shall disclose any self-dealing transactions that they are a party to by completing and signing a
10 Self-Dealing Transaction Disclosure Form, attached hereto as Exhibit A and incorporated herein by
11 reference, and submitting it to the COUNTY prior to commencing with the self-dealing transaction or
12 immediately thereafter.

13 15. ELECTRONIC SIGNATURES. The parties agree that this Agreement may be executed by
14 electronic signature as provided in this section. An "electronic signature" means any symbol or process
15 intended by an individual signing this Agreement to represent their signature, including but not limited to (1)
16 a digital signature; (2) a faxed version of an original handwritten signature; or (3) an electronically scanned
17 and transmitted (for example by PDF document) of a handwritten signature. Each electronic signature
18 affixed or attached to this Agreement (1) is deemed equivalent to a valid original handwritten signature of
19 the person signing this Agreement for all purposes, including but not limited to evidentiary proof in any
20 administrative or judicial proceeding, and (2) has the same force and effect as the valid original handwritten
21 signature of that person. The provisions of this section satisfy the requirements of Civil Code section
22 1633.5, subdivision (b), in the Uniform Electronic Transaction Act (Civil Code, Division 3, Part 2, Title 2.5,
23 beginning with section 1633.1). Each party using a digital signature represents that it has undertaken and
24 satisfied the requirements of Government Code section 16.5, subdivision (a), paragraphs (1) through (5),
25 and agrees that each other party may rely upon that representation. This Agreement is not conditioned
26 upon the parties conducting the transactions under it by electronic means and either party may sign this
27 Agreement with an original handwritten signature.

28 16. ENTIRE AGREEMENT: This Agreement constitutes the entire agreement between the

1 CONTRACTOR and COUNTY with respect to the subject matter hereof, and supersedes all previous
2 Agreement negotiations, proposals, commitments, writings, advertisements, publications, and
3 understanding of any nature whatsoever unless expressly included in this Agreement. *In the event of any*
4 *inconsistency in interpreting the documents which constitute this Agreement, the inconsistency shall be*
5 *resolved by giving precedence in the following order of priority: (1) the text of this Agreement (excluding*
6 *Attachment "A", the COUNTY'S Request for Quotation/Proposal No. 21-041 and the CONTRACTOR'S*
7 *Quote/Proposal in response thereto); (2) Attachment "A"; (3) the COUNTY'S Request for*
8 *Quotation/Proposal No. 21-041; and (4) the CONTRACTOR'S quotation/proposal made in response to*
9 *COUNTY'S Request for Quotation/Proposal No. 21-041.*

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1 IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the day and year
2 first hereinabove written.

3
4 **CONTRACTOR:**
5 **BI Incorporated dba BI Correctional Services,**
6 **Inc.**

COUNTY OF FRESNO

7 By: *Derrick D. Schofield*

By: *Steve Brandau*

8 Print Name: Derrick D. Schofield

Steve Brandau, Chairman of the Board of
Supervisors of the County of Fresno

9 Title: Vice President, Reentry Services
10 Chairman of the Board, or
11 President, or any Vice President

ATTEST:
BERNICE E. SEIDEL
Clerk of the Board of Supervisors of the County of
Fresno, State of California

12 By: *Beth A. Crews*
Beth A. Crews / Jun 3, 2021 13:29 EDT

13 Print Name: Beth A. Crews

14 Title: Executive Vice President, Corporate Counsel By: *Josei Cruz*
15 Deputy

16 Secretary (of Corporation), or
17 any Assistant Secretary, or
18 Chief Financial Officer, or
19 any Assistant Treasurer

20 Mailing Address:
21 4955 Technology Way
22 Boca Raton, FL, 33431

23 **FOR ACCOUNTING USE ONLY:**

24 Fund No.: 0001
25 Subclass No.: 10000
26 Org. No.: 34300300
27 Acct. No.: 7295
28

COUNTY OF FRESNO



REQUEST FOR PROPOSAL

NUMBER: 21-041

ADULT DAY REPORTING CENTER

Issue Date: March 12, 2021

Closing Date: APRIL 13, 2021 AT 2:00 PM

All Questions and Responses must be electronically submitted on the Bid Page on Public Purchase.

For assistance, contact **Heather Stevens** at Phone (559) 600-7110.

BIDDER TO COMPLETE

Undersigned agrees to furnish the commodity or service stipulated in the attached at the prices and terms stated in this RFP.
Bid must be signed and dated by an authorized officer or employee.

_____ COMPANY		
_____ CONTACT PERSON		
_____ ADDRESS		
_____ CITY		_____ STATE
_____ TELEPHONE NUMBER		_____ ZIP CODE
_____ E-MAIL ADDRESS		
_____ AUTHORIZED SIGNATURE		
_____ PRINT NAME		_____ TITLE

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OVERVIEW

The County of Fresno on behalf of the Probation Department (Probation) is requesting proposals from qualified vendors to operate a Day Reporting Center for adult offenders. The target age group is 18 to 30 years of age; however, older offenders may be considered for the program, at the discretion of the County. The Day Reporting Center (DRC) shall maintain a minimum of fifty (50) slots, funded at \$400,000 annually, to provide individualized evidence-based programming to adult offenders. It is possible the program could expand in increments of 10 slots up to 100 slots. The proposed program shall be six (6) months in length, starting with an intensive first phase and gradually lessening in intensity in subsequent phases. An aftercare program is also desired. Minimum hours of operation will be Monday – Friday, 8:00 a.m. to 8:00 p.m. and a minimum of four (4) hours on Saturdays and Sundays. It is anticipated the contract with the selected vendor will be for three (3) years with two (2) optional one (1) year extensions.

DRC programming shall include but not be limited to: daily check-ins, random drug testing, job skills training/placement, substance abuse counseling, anger management, family and parenting counseling, educational services/GED, life skills, relapse prevention, and mental health assessment. Staff providing direct services will meet minimum state certification requirements for each specific discipline, i.e., substance abuse counseling, family and parenting counseling, and mental health assessment.

Programming provided at the DRC must use evidence-based cognitive behavioral therapies, addressing criminogenic needs and be designed to reduce recidivism. Respondents to the RFP must demonstrate a comprehensive understanding of these concepts. Interested vendors responding to the RFP shall propose the curriculum and programming to be provided in the DRC and shall provide detailed information on the curriculum and programming proposed. The County reserves the right to negotiate curriculum and programming selection. Vendor must be available to receive training from the Probation Department regarding any changes to curriculum or programming selection. All programming should be considered best practices.

The Probation Department will provide the vendor with space to operate the DRC at 2212 N. Winery, Suite 122, Fresno, CA 93703. The vendor will be sharing the suite with the Probation Department's Drug Suppression Unit. Approximately 4,000 sq. ft. will be available for the DRC. There is a non-secured parking area for DRC and Probation staff and clients, which is lit at night. It should be noted that while the DRC is currently located at 2212 N. Winery, Suite 122, Fresno, CA 93703, this is subject to change; in the event that the location of the DRC does change in the future, the County will provide the selected vendor with ample notice, and will continue to provide the vendor with operating space for the DRC at a new location, also on County property. The County will be paying the lease, which includes janitorial services and restroom supplies, as well as paying for water/sewer/garbage and utilities (PG&E) costs. The County has a contract for security alarm maintenance and monitoring, which it pays for, and County security checks on the building. The County will be providing space only to the vendor. The vendor will be responsible for providing everything else, i.e., furniture, equipment, supplies, telephones, etc. The vendor will ensure the DRC facility is secure by providing adequate supervision during hours of operation.

KEY DATES

RFP Issue Date: **March 12, 2021**

Bidders' Conference: **March 25, 2021 at 10:00 AM**
VIA MICROSOFT TEAMS

Please contact heastevens@fresnocountyca.gov for details and instructions.

Written Questions for RFP Due: **March 29, 2021 at 10:00 AM**

Questions must be submitted on the Bid Page.

RFP Closing Date: **April 13, 2021 at 2:00 PM**

Proposals must be electronically submitted on the Bid Page.

BIDDERS' CONFERENCE & SITE INSPECTION:

A bidders' conference will be held in which the scope of the project and proposal requirements will be explained. Addenda will be prepared and distributed to all bidders if questions are submitted.

Bidders are to contact **Heather Stevens** at heastevens@fresnocountyca.gov if they are planning to attend.

GENERAL REQUIREMENTS & CONDITIONS

TERM: It is County's intent to contract with the successful bidder for a term of three years with the option to renew for up to two additional one year periods based on mutual written consent.

The County reserves the right to terminate any resulting contract upon written notice.

AWARD: The award will be made to the vendor offering the proposal that is deemed the most advantageous to the County. Past performance (County contracts within the past seven years) and references may factor into awarding of a contract. The County will be the sole judge in making such determination. The County reserves the right to reject any and all proposals. Award Notices are tentative. Acceptance of an offer made in response to this RFP shall occur only upon execution of an agreement by both parties or issuance of a valid Purchase Order by Purchasing. After award, all bids shall be open to public inspection. The County assumes no responsibility for the confidentiality of information offered in a bid.

Award may require approval by the County of Fresno – Board of Supervisors.

PARTICIPATION: The bidder may agree to extend the terms of the resulting contract to other political subdivisions, municipalities, and tax-supported agencies. Such participating governmental bodies may make purchases in their own name, make payment directly to the bidder, and be liable directly to the bidder, holding the County of Fresno harmless.

CONFIDENTIALITY: Services performed by the bidder shall be in strict conformance with all applicable Federal, State of California and/or local laws and regulations relating to confidentiality, including but not limited to, California Civil Code, California Welfare and Institutions Code, Health and Safety Code, California Code of Regulations, Code of Federal Regulations.

The bidder shall submit to County's monitoring of said compliance.

The bidder may be a Business associate of County, as that term is defined in the "Privacy Rule" enacted by the Health Insurance Portability and Accountability Act of 1996 (HIPAA). As a HIPAA Business Associate, vendor may use or disclose protected health information ("PHI") to perform functions, activities or services for or on behalf of County, as specified by the County, provided that such use or disclosure shall not violate HIPAA and its implementing regulations. The uses and disclosures of PHI may not be more expansive than those applicable to County, as the "Covered Entity" under HIPAA's Privacy Rule, except as authorized for management, administrative or legal responsibilities of the Business Associate.

The bidder shall not use or further disclose PHI other than as permitted or required by the County, or as required by law without written notice to the County. The bidder shall ensure that any agent, including any subcontractor, to which vendor provides PHI received from, or created or received by the vendor on behalf of County, shall comply with the same restrictions and conditions with respect to such information.

SUBCONTRACTORS: If a subcontractor is proposed, complete identification of the subcontractor and his tasks should be provided. The primary contractor is not relieved of any responsibility by virtue of using a subcontractor. A specialty contractor cannot contract for work outside of their classification even if they are going to subcontract that work to another licensee who does hold the classification. The only classification that may do that is the B – General Building contractor.

SELF-DEALING TRANSACTION DISCLOSURE: Contractor agrees that when operating as a corporation (a for-profit or non-profit corporation), or if during the term of the agreement the Contractor changes its status to operate as a corporation, members of the Contractor's Board of Directors shall disclose any self-dealing transactions that they are a party to while Contractor is providing goods or performing services under the agreement with the County. A self-dealing transaction shall mean a transaction to which the Contractor is a party and in which one or more of its directors has a material financial interest. Members of the Board of Directors shall disclose any self-dealing transactions that they are a party to by completing and signing a Fresno County Self-Dealing Transaction Disclosure Form and submitting it to the County prior to commencing with the self-dealing transaction or immediately thereafter.

LOCAL VENDOR PREFERENCE: The Local Vendor Preference **does not** apply to this Request for Proposal.

CONFLICT OF INTEREST: The County shall not contract with, and shall reject any bid or proposal submitted by the persons or entities specified below, unless the Board of Supervisors finds that special circumstances exist which justify the approval of such contract:

1. Employees of the County or public agencies for which the Board of Supervisors is the governing body.
2. Profit-making firms or businesses in which employees described in Subsection (1) serve as officers, principals, partners or major shareholders.
3. Persons who, within the immediately preceding twelve (12) months, came within the provisions of Subsection (1), and who were employees in positions of substantial responsibility in the area of service to be performed by the contract, or participated in any way in developing the contract or its service specifications.
4. Profit-making firms or businesses in which the former employees described in Subsection (3) serve as officers, principals, partners or major shareholders.
5. No County employee, whose position in the County enables him to influence the selection of a contractor for this RFP, or any competing RFP, and no spouse or economic dependent of such employee, shall be employees in any capacity by a bidder, or have any other direct or indirect financial interest in the selection of a contractor.
6. In addition, no County employee will be employed by the selected vendor to fulfill the vendor's contractual obligations to the County.

DISCLOSURE: The bidder is required to disclose if, within the three-year period preceding the proposal, their owners, officers, corporate managers and partners have been convicted of, or had a civil judgment rendered against them for:

- fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction;
- violation of a federal or state antitrust statute;
- embezzlement, theft, forgery, bribery, falsification, or destruction of records; or
- false statements or receipt of stolen property

Within a three-year period preceding their proposal, they have had a public transaction (federal, state, or local) terminated for cause or default.

ORDINANCE 3.08.130 – POST-SEPARATION EMPLOYMENT PROHIBITED: No officer or employee of the County who separates from County service shall for a period of one year after separation enter into any employment, contract, or other compensation arrangement with any County consultant, vendor, or other County provider of goods, materials, or services, where the officer or employee participated in any part of the decision making process that led to the County relationship with the consultant, vendor or other County provider of goods, materials or services.

Pursuant to Government Code section 25132(a), a violation of the ordinance may be enjoined by an injunction in a civil lawsuit, or prosecuted as a criminal misdemeanor.

TIE BIDS: In the event of a tie score between two or more proposals at the completion of the evaluation process, the evaluation team will break the tie by re-evaluating the proposals and coming to a consensus on which proposal to award. Additional information or interviews may be requested from bidders with the tied proposals.

DATA SECURITY: Individuals and/or agencies that enter into a contractual relationship with the County for the purpose of providing services must employ adequate controls and data security measures, both internally and externally to ensure and protect the confidential information and/or data provided to contractor by the County, preventing the potential loss, misappropriation or inadvertent access, viewing, use or disclosure of County data including sensitive or personal client information; abuse of County resources; and/or disruption to County operations.

Individuals and/or agencies may not connect to or use County networks/systems via personally owned mobile, wireless or handheld devices unless authorized by County for telecommuting purposes and provide a secure connection; up to date virus protection and mobile devices must have the remote wipe feature enabled. Computers or computer peripherals including mobile storage devices may not be used (County or Contractor device) or brought in for use into the County's system(s) without prior authorization from County's Chief Information Officer and/or designee(s).

No storage of County's private, confidential or sensitive data on any hard-disk drive, portable storage device or remote storage installation unless encrypted according to advance encryption standards (AES of 128 bit or higher).

The County will immediately be notified of any violations, breaches or potential breaches of security related to County's confidential information, data and/or data processing equipment which stores or processes County data, internally or externally.

County shall provide oversight to Contractor's response to all incidents arising from a possible breach of security related to County's confidential client information. Contractor will be responsible to issue any notification to affected individuals as required by law or as deemed necessary by County in its sole discretion. Contractor will be responsible for all costs incurred as a result of providing the required notification.

AUDITS & RETENTION: The Contractor shall maintain in good and legible condition all books, documents, papers, data files and other records related to its performance under this contract. Such records shall be complete and available to Fresno County, the State of California, the federal government or their duly authorized representatives for the purpose of audit, examination, or copying during the term of the contract and for a period of at least three (3) years following the County's final payment under the contract or until conclusion of any pending matter (e.g., litigation or audit), whichever is later. Such records must be retained in the manner described above until all pending matters are closed.

PAYMENT: County will make partial payments for all purchases made under the contract and accumulated during the month. Terms of payment will be net forty-five (45) days.

DISPUTE RESOLUTION: The ensuing contract shall be governed by the laws of the State of California.

Any claim which cannot be amicably settled without court action will be litigated in the U. S. District Court for the Eastern District of California in Fresno, CA or in a state court for Fresno County.

ASSIGNMENTS: The ensuing proposed contract will provide that the vendor may not assign any payment or portions of payments without prior written consent of the County of Fresno.

ASSURANCES: Any contract awarded under this RFP must be carried out in full compliance with The Civil Rights Act of 1964, The Americans With Disabilities Act of 1990, their subsequent amendments, and any and all other laws protecting the rights of individuals and agencies. The County of Fresno has a zero tolerance for discrimination, implied or expressed, and wants to ensure that policy continues under this RFP. The contractor must also guarantee that services, or workmanship, provided will be performed in compliance with all applicable local, state, or federal laws and regulations pertinent to the types of services, or project, of the nature required under this RFP. In addition, the contractor may be required to provide evidence substantiating that their employees have the necessary skills and training to perform the required services or work.

LICENSES AND CERTIFICATIONS: Any license(s) and/or certification(s) required in this RFP must be obtained by the bidder prior to submitting a proposal and must be active and in good standing. Proposals submitted without the proper license(s) and/or certification(s) will be deemed non-responsive.

PUBLIC CONTRACT CODE SECTION 7028.15: Where the State of California requires a Contractor's license; it is a misdemeanor for any person to submit a bid unless specifically exempted.

INSURANCE REQUIREMENTS

Without limiting the County's right to obtain indemnification from contractor or any third parties, contractor, at its sole expense, shall maintain in full force and effect, the following insurance policies or a program of self-insurance, including but not limited to, an insurance pooling arrangement or Joint Powers Agreement (JPA) throughout the term of the Agreement:

- A. Commercial General Liability: Commercial General Liability Insurance with limits of not less than Two Million Dollars (\$2,000,000.00) per occurrence and an annual aggregate of Four Million Dollars (\$4,000,000.00). This policy shall be issued on a per occurrence basis. County may require specific coverage including completed operations, product liability, contractual liability, Explosion-Collapse-Underground, fire legal liability or any other liability insurance deemed necessary because of the nature of the contract.
- B. Automobile Liability: Comprehensive Automobile Liability Insurance with limits of not less than One Million Dollars (\$1,000,000.00) per accident for bodily injury and for property damages. Coverage should include any auto used in connection with this Agreement.
- C. Professional Liability: If Contractor employs licensed professional staff, (e.g., Ph.D., R.N., L.C.S.W., M.F.C.C.) in providing services, Professional Liability Insurance with limits of not less than One Million Dollars (\$1,000,000.00) per occurrence, Three Million Dollars (\$3,000,000.00) annual aggregate.

This coverage shall be issued on a per claim basis. Contractor agrees that it shall maintain, at its sole expense, in full force and effect for a period of three years following the termination of this Agreement, one or more policies of professional liability insurance with limits of coverage as specified herein.
- D. Worker's Compensation: A policy of Worker's Compensation insurance as may be required by the California Labor Code.

Additional Requirements Relating to Insurance:

Contractor shall obtain endorsements to the Commercial General Liability insurance naming the County of Fresno, its officers, agents, and employees, individually and collectively, as additional insured, but only insofar as the operations under this Agreement are concerned. Such coverage for additional insured shall apply as primary insurance and any other insurance, or self-insurance, maintained by County, its officers, agents and employees shall be excess only and not contributing with insurance provided under Contractor's policies herein. This insurance shall not be cancelled or changed without a minimum of thirty (30) days advance written notice given to County.

Contractor hereby waives its right to recover from County, its officers, agents, and employees any amounts paid by the policy of worker's compensation insurance required by this Agreement. Contractor is solely responsible to obtain any endorsement to such policy that may be necessary to accomplish such waiver of subrogation, but Contractor's waiver of subrogation under this paragraph is effective whether or not Contractor obtains such an endorsement.

Within thirty (30) days from the date Contractor executes this Agreement, Contractor shall provide certificates of insurance and endorsement as stated above for all of the foregoing policies, as required herein, to the **County of Fresno, Probation Department, 3333 E. American Avenue, Suite B3, Fresno, CA 93725** stating that such insurance coverage have been obtained and are in full force; that the County of Fresno, its officers, agents and employees will not be responsible for any premiums on the policies; that such Commercial General Liability insurance names the County of Fresno, its officers, agents and employees, individually and collectively, as additional insured, but only insofar as the operations under this Agreement are concerned; that such coverage for additional insured shall apply as primary insurance and any other insurance, or self-insurance, maintained by County, its officers, agents and employees, shall be excess only and not contributing with insurance provided under Contractor's policies herein; and that this insurance shall not be cancelled or changed without a minimum of thirty (30) days advance, written notice given to County.

In the event Contractor fails to keep in effect at all times insurance coverage as herein provided, the County may, in addition to other remedies it may have, suspend or terminate this Agreement upon the occurrence of such event.

All policies shall be with admitted insurers licensed to do business in the State of California. Insurance purchased shall be purchased from companies possessing a current A.M. Best, Inc. rating of A FSC VII or better.

BID INSTRUCTIONS

- All prices and notations must be typed or written in ink.
- Unless otherwise noted, prices shall remain firm for 180 days after the closing date of the bid.
- Proposals must be electronically submitted on the forms provided in this RFP with all pages numbered.
- Additional material may be submitted with the proposal as attachments. Any additional descriptive material that is used in support of any information in your proposal must be referenced by the appropriate paragraph(s) and page number(s).
- Bidders must electronically submit their proposal in .pdf format, no later than the proposal closing date and time as stated on the front of this document, to the Bid Page on Public Purchase. The County will not be responsible for and will not accept late bids due to slow internet connection or incomplete transmissions.
- County of Fresno will not be held liable for any costs incurred by vendors in responding to this RFP.
- Bidders are instructed not to submit confidential, proprietary and related information within the request for proposal. If you are submitting trade secrets, it must be electronically submitted in a separate PDF file clearly named "TRADE SECRETS" and marked as Confidential, see Trade Secret Acknowledgement section.
- If a bidder finds any discrepancies or has any questions, submit all inquiries to the Bid Page on Public Purchase or contact **Heather Stevens** at (559) 600-7110. Any change in the RFP will be made only by written addendum issued by the County. The County will not be responsible for any other explanations or interpretations.
- Failure to respond to all questions or to not supply the requested information could result in rejection of your proposal. Merely offering to meet the specifications is insufficient and will not be accepted. Each bidder shall submit a complete proposal with all information requested.
- Proposals received after the closing date and time will NOT be considered.
- Proposals will be evaluated by an evaluation team led by County Purchasing and may consist of County of Fresno department staff, community representatives from advisory boards, and other members as appropriate. If a proposal does not respond adequately to the RFP or the bidder is deemed unsuitable or incapable of delivering services, the proposal may be eliminated from consideration. Upon review and evaluation, the evaluation team will make the final recommendation to the County department.
- Appeals must be submitted in writing within seven (7) working days after notification of proposed recommendations for award. A "Notice of Award" is not an indication of County's acceptance of an offer made in response to this RFP. Appeals shall be submitted to County of Fresno Purchasing, 333 W. Pontiac Way, Clovis, CA 93612 and in Word format to gcornuelle@FresnoCountyCA.gov. Appeals should address only areas regarding RFP contradictions, procurement errors, proposal rating discrepancies, legality of procurement context, conflict of interest, and inappropriate or unfair competitive procurement grievance regarding the RFP process.

Purchasing will provide a written response to the complainant within seven (7) working days unless the complainant is notified more time is required. If the appealing bidder is not satisfied with the decision of Purchasing, bidder shall have the right to appeal to the County Administrative Office within seven (7) working days after Purchasing's notification; if the appealing bidder is not satisfied with CAO's decision, the final appeal is with the Board of Supervisors. Please contact Purchasing if the appeal will be going to the Board of Supervisors.

- All communication regarding this RFP shall be directed to an authorized representative of County Purchasing. The specific Analyst managing this RFP is identified on the cover page, along with his or her contact information, and he or she should be the primary point of contact for discussions or information pertaining to the RFP. Contact with any other County representative, including elected officials, for the purpose of discussing this RFP, its content, or any other issue concerning it, is prohibited unless authorized by Purchasing. Violation of this clause, by the vendor having unauthorized contact (verbally or in writing) with such other County representatives, may constitute grounds for rejection by Purchasing of the vendor's quotation.

The above stated restriction on vendor contact with County representatives shall apply until the County has awarded a purchase order or contract to a vendor or vendors, except as follows. First, in the event that a vendor initiates a formal appeal against the RFP, such vendor may contact the Purchasing Manager who manages that appeal as outlined in the County's established appeal procedures. All such contact must be in accordance with the sequence set forth under the appeal procedures. Second, in the event a public hearing is scheduled before the Board of Supervisors to hear testimony prior to its approval of a purchase order or contract, any vendor may address the Board at scheduled Board Meeting.

SCOPE OF WORK

The County of Fresno on behalf of the Probation Department is requesting proposals from qualified vendors to operate a Day Reporting Center for adult offenders. The target age group is 18 to 30 years of age; however, older offenders may be considered for the program. The County reserves the sole right to set the target population parameters. The Day Reporting Center (DRC) shall maintain a minimum of fifty (50) slots to provide individualized evidence-based programming to adult offenders. It is possible the program could expand in increments of 10 slots up to 100 slots. The proposed program shall be six (6) months in length, starting with an intensive first phase and gradually lessening in intensity in subsequent phases. An aftercare program is also desired. Minimum hours of operation will be Monday – Friday, 8:00 a.m. to 8:00 p.m. and a minimum of four (4) hours on Saturdays and Sundays; weekend hours may be adjusted based on need. It is anticipated the contract with the selected vendor will be for three (3) years with two (2) optional one (1) year extensions.

Location/Space

The Probation Department will provide the vendor with space to operate the DRC on County property. The DRC is currently located at 2212 N. Winery, Suite 122, Fresno, CA 93703. The vendor will be sharing the suite with the Probation Department's Drug Suppression Unit. Approximately 4,000 sq. ft. will be available for the DRC. The shared suite has two locking doors to separate a majority of the Probation space from the DRC space. Probation will have access to both areas in order to utilize shared space such as the staff restrooms, conference and break rooms. DRC will not have access to the Probation areas on the East side of the building. The doors block the hallway in the Southeast corner outside offices 15 and 17 and in the Northeast corner outside offices 4 and 5. See attached site map (Attachment A) which delineates DRC space, Probation space, and shared space. The DRC entrance is in the Southwest corner of the building and Probation's entrance is in the Northwest corner. There is a non-secured parking area for DRC and Probation staff and clients, which is lit at night.

The County will be paying the lease, which includes janitorial services and restroom supplies, as well as paying for water/sewer/garbage and utilities (PG&E) costs. The County has a contract for security alarm maintenance and monitoring, which it pays for, and County security checks on the building. The County will be providing space only to the vendor. The vendor will be responsible for providing everything else, i.e., furniture, equipment, supplies, telephones, etc. The vendor will ensure the DRC facility is secure by providing adequate supervision during hours of operation.

It should be noted that while the DRC is currently located at 2212 N. Winery, Suite 122, Fresno, CA 93703, this is subject to change; in the event that the location of the DRC does change in the future, the County will provide the selected vendor with ample notice, and will continue to provide the vendor with operating space for the DRC at a new location, also on County property.

Hours of Operation

The DRC shall be able to provide monitoring and treatment services seven (7) days a week, excluding County holidays (New Year's Day, Martin Luther King, Jr. Day, Presidents' Day, Cesar Chavez Day, Memorial Day, Independence Day (observed), Labor Day, Veteran's Day, Thanksgiving Day, Day After Thanksgiving, and Christmas Day), with office hours that can accommodate the work schedules of the clientele. The minimum hours of operation will be Monday – Friday, 8:00 a.m. to 8:00 p.m. as well as a minimum of 4 hours of operation on Saturdays and Sundays; hours of operation on weekends may be reduced, at the discretion of the Probation Department. Interested vendors shall confirm agreement to these requirements and provide the proposed hours of operation for weekends.

Programming

DRC programming shall include but not be limited to: daily check-ins, random drug testing, job skills training/placement, substance abuse counseling, anger management, family and parenting counseling, educational services/GED, life skills, relapse prevention, and mental health assessment. Staff providing direct services will meet minimum state certification requirements for each specific discipline, i.e., substance abuse counseling, family and parenting counseling, and mental health assessment. All programming should be considered best practices.

Programming provided at the DRC must use evidence-based cognitive behavioral therapies, addressing criminogenic needs and be designed to reduce recidivism. Respondents to the RFP must demonstrate a comprehensive understanding of these concepts. Interested vendors responding to the RFP shall propose the curriculum and programming to be provided in the DRC and shall provide detailed information on the curriculum and programming proposed. The County reserves the right to negotiate curriculum and programming selection. Vendor must be available to receive training from the Probation Department regarding any changes to curriculum or programming selection.

The vendor shall have an individualized case plan for each program participant based on the Risk Assessment provided by the Probation Department. Vendor shall have the capability to provide programming services virtually, based on individual participant needs.

Vendor must have the ability to provide individual or single program component services to participants by request of the Probation Department and/or based upon case plan needs.

Programming Components:**Daily Check-ins**

Vendor shall have the ability to provide daily check-ins. Actual check-ins will depend on participant progress within the program as determined by the vendor. Initial daily check-ins will be in person. Vendor shall describe in detail, in the Response to RFP, the initial as well as the progression of the check-in process.

Random Drug Testing

Random drug testing shall include at a minimum both urine and breathalyzer testing. The vendor may propose additional types of testing. Vendor shall describe in detail the random drug testing plan/procedure. The description should include the frequency of random drug tests for each program phase and how positive tests will be handled, including what type of sanctions/treatment plan modifications will be done to address positive tests.

Job Skills Training/Placement

Vendor shall describe in detail their proposed job skills training/placement programming. Vendor shall employ a variety of resources in order to transition program participants into long-term sustainable work. Training will include, but not be limited to, employment preparation (general presentation and demeanor, effective communication); job search strategies such as networking, interviews, résumé writing; skill development, and job placement.

Substance Abuse Counseling/Programming

Programming provided must be evidence-based and designed to reduce recidivism. Lower level alcohol and drug services such as education, prevention, and early intervention services (based on ASAM criteria), shall be provided at the DRC. Intensive outpatient programming will also be offered as determined by the Risk Assessment. Vendors shall describe in detail how they will serve clients that may need alcohol and drug intervention (at all treatment levels, except residential).

Anger Management

Vendor shall describe in detail proposed evidence-based programming to assist in reducing and redirecting stress and tension which result in aggressive behaviors. The focus shall be on the causes of anger and providing alternatives to violent outbursts and abusive behavior through educational lessons that challenge inappropriate ways of expressing anger and techniques to dissipate anger before it gets out of control.

Family/Parenting Counseling

Vendor shall describe in detail the evidence-based strategies for incorporating marriage/family/parenting counseling in addressing the participant's criminogenic needs.

Educational Services/GED

Vendor shall describe their educational/GED preparation services in detail. The focus of the educational program shall be to increase the offenders' functional literacy and employment skills. It shall include basic education in reading and math and may include GED preparation, if necessary. There shall be an onsite computer lab that will be utilized as a resource center for clients and as a classroom for courses.

Life Skills

Vendor shall describe in detail their proposed DRC curriculum designed to encourage offenders to adopt a positive, law-abiding lifestyle. The training shall be based on cognitive-behavioral techniques and focus on defects in thought processes that lead to self-defeating decisions.

Relapse Prevention

Vendor shall provide a detailed description of aftercare programming designed to maintain a law abiding lifestyle in all phases of criminogenic needs. In the description the vendor shall include the program's length and curriculum used. Participants in the aftercare program are not part of the 50 contracted slots.

Mental Health Assessment

A mental health assessment and treatment referral, if appropriate, shall be completed on each participant by certified/licensed vendor staff or subcontractor. Vendor shall describe the mental health assessment and treatment referral process in detail.

Immediate Notification

DRC staff shall immediately notify the Probation Department of any problems that would jeopardize public safety or the offender's continuation in the DRC program. Problems shall include but not be limited to: failure to report and follow daily schedules, failure to participate in required activities, new arrests, positive test for drug or alcohol usage and other behaviors that might pose a public risk. Vendor shall describe in detail their plan for immediate notification.

Referral Services

The DRC staff shall maintain directories of resources that offer forms of assistance. Staff shall be familiar with eligibility criteria and application procedures assisting with rapid referral and placement of offenders in such programs.

Data Collection/Quality Assurance

Vendor shall track the program completion graduation rate, as well as the assessment scores upon entry vs. exit of the program. Vendor shall provide description of data collection/quality assurance process.

Reports**Monthly Progress Report**

Monthly progress reports on each participant in the DRC program shall be turned in by the 10th of the month. Information to be included in the progress report will include, but not be limited to:

- Phase participant is in and progress made within that phase;
- Services participant received;
- Staff assessment of treatment progress; and
- Progress towards meeting case plan goals and recommendation for continuing, modifying, or discontinuing program.

Discharge Report

When a participant is discharged from the program for reasons other than a graduation, a discharge report shall be completed and sent to the assigned Probation Officer. This report shall include, but not be limited to:

- Name and Date of Birth;
- History in the DRC, including compliance and non-compliance within the various program components;
- Phase at time of discharge; and
- Date of termination and reason.

Experience

Vendor shall describe prior experience in working with adult offenders and providing evidence-based programming in a DRC-like environment (as described herein). Staff providing direct services will need to meet minimum State certification requirements for each specific discipline, i.e., substance abuse counseling, family and parenting counseling, mental health assessment, and therefore copies of these staff's certifications shall be returned with RFP response.

Assessment & Case Plan

Vendor will complete an assessment for each individual participant. The assessment tool(s) must be in keeping with Probation requirements, and Probation will train the vendor in conducting assessments that utilize specific tool(s) identified by Probation.

The vendor will be required to either complete a case plan for each individual participant or to utilize the case plan provided by the Probation Department. If the vendor is required to complete the case plan, the vendor will use the specific case plan tool(s) identified by the Probation Department, and will receive initial and ongoing training from the Probation Department in the use of the identified tool(s).

Staffing/Management Plan

Vendor shall provide a detailed staffing and management plan for the proposed Day Reporting Center for maintaining a minimum of 50 slots at a service level of \$400,000. Vendor shall have Spanish speaking staff available.

All vendor personnel assigned to provide services at the DRC must undergo and pass a criminal history background check conducted by the Probation Department prior to assignment to the DRC. The background check will be conducted at the Probation Department's expense.

Invoices

The DRC vendor will be funded at \$400,000 for a minimum of 50 slots. The vendor shall invoice the Probation Department monthly in duplicate. The dollar amount will be one-twelfth (1/12) of the funding level (\$33,333.33). If additional slots are added to DRC, the dollar amounts will adjust according to the proposed fee schedule (See Cost Proposal Section of RFP). The invoice shall also include the following information:

- Current number of participants enrolled in the DRC;
- Number entered program during month; and
- Number exited the program during month, indicating how many graduated and how many were terminated without graduation

SCOPE OF WORK PROPOSAL REQUIREMENTS

Pursuant to instructions included in this RFP, Proposal Content Requirements, a bidder's proposal shall include a response to the following:

Pursuant to instructions included in this RFP, Proposal Content Requirements, a bidder's proposal shall include a response to the following; include the numbered requirement with the response for each:

1. Bidder shall describe, in detail, its understanding of the needs, requirements, and outcomes of the requested services.
2. Bidder shall submit a description of its business operation, including organizational and management structure, and describe its capacity to meet Probation's needs for a DRC, as detailed in the Scope of Work.
3. Bidder shall describe familiarity or experience in providing the specified services to the identified population in a DRC or DRC-like environment.
4. Bidder shall provide a detailed description of its demonstrated knowledge and experience in providing evidence-based programming.
5. Bidder shall describe how documents will be maintained and its ability to produce requested reports as described in the Scope of Work, including monthly progress reports and discharge reports.
6. Bidder shall provide a detailed budget for a service level of \$400,000.
7. Bidder shall provide a fee schedule outlining additional costs to service an increase to the allotted 50 program slots, increasing in increments of 10, to up to 100 slots.

COST PROPOSAL

The Probation Department requests interested vendors provide:

- Detailed budget for a service level of \$400,000 annually. Sample budget pages are attached as Attachment B.
- Fee Schedule (See Attachment C) outlining additional funding costs proposed for additional slots added to DRC beyond the minimum 50, up to 100 slots, in increments of 10.

AWARD CRITERIA

All proposals will be evaluated using the same criteria. While cost is important, other factors are also significant, and the County may not select the lowest cost proposal. The objective is to choose the proposal that offers the highest quality services and will best achieve the County's goals and objectives within a reasonable budget. Evaluations will be based on the criteria listed below:

COST

- As submitted under the "COST PROPOSAL" section.

CAPABILITY AND QUALIFICATIONS

- Do the service descriptions address all the areas identified in the RFP and Scope of Work Proposal Requirements?
- Does the bidder demonstrate knowledge or awareness of the problems associated with providing the services proposed and knowledge of laws, regulations, statutes and effective operating principles required to provide this service?
- The amount of demonstrated experience in providing the services desired in a California County.

MANAGEMENT PLAN

- Is the organizational plan and management structure adequate and appropriate for overseeing the proposed services?

PROPOSAL CONTENT REQUIREMENTS

It is required that the vendor submit his/her proposal in accordance with the format and instructions provided under this section.

- I. RFP PAGE 1 AND ADDENDUM(S) PAGE 1 (IF APPLICABLE) completed and signed by participating individual or agency.
- II. COVER LETTER: A one-page cover letter and introduction including the company name and address of the bidder and the name, address and telephone number of the person or persons to be used for contact and who will be authorized to make representations for the bidder.
 - A. Whether the bidder is an individual, partnership or corporation shall also be stated. It will be signed by the individual, partner, or an officer or agent of the corporation authorized to bind the corporation, depending upon the legal nature of the bidder. A corporation submitting a proposal may be required before the contract is finally awarded to furnish a certificate as to its corporate existence, and satisfactory evidence as to the officer or officers authorized to execute the contract on behalf of the corporation.
- III. TABLE OF CONTENTS
- IV. CONFLICT OF INTEREST STATEMENT: The Contractor may become involved in situations where conflict of interest could occur due to individual or organizational activities that occur within the County. **The Contractor must provide a statement addressing the potential, if any, for conflict of interest and indicate plans, if applicable, to address potential conflict of interest.** This section will be reviewed by County Counsel for compliance with conflict of interest as part of the review process. The Contractor shall comply with all federal, state and local conflict of interest laws, statutes and regulations.
- V. TRADE SECRET:
 - A. Sign where required.
- VI. CERTIFICATION – DISCLOSURE – CRIMINAL HISTORY & CIVIL ACTIONS
- VII. REFERENCES
- VIII. PARTICIPATION
- IX. EXCEPTIONS: This portion of the proposal will note any exceptions to the requirements and conditions taken by the bidder. If exceptions are not noted, the County will assume that the bidder's proposals meet those requirements. The exceptions shall be noted as follows:
 - A. Exceptions to General Conditions.
 - B. Exceptions to General Requirements.
 - C. Exceptions to Specific Terms and Conditions.
 - D. Exceptions to Scope of Work and/or Scope of Work Proposal Requirements.
 - E. Exceptions to Proposal Content Requirements.
 - F. Exceptions to any other part of this RFP.
- X. VENDOR COMPANY DATA: This section should include:
 - A. A narrative which demonstrates the vendor's basic familiarity or experience with problems associated with this service/project.
 - B. Descriptions of any similar or related contracts under which the bidder has provided services.
 - C. Descriptions of the qualifications of the individual(s) providing the services.

- D. Any material (including letters of support or endorsement) indicative of the bidder's capability.
 - E. A brief description of the bidder's current operations, and ability to provide the services.
 - F. Copies of the audited Financial Statements for the last three (3) years for the agency or program that will be providing the service(s) proposed. If audited statements are not available, compiled or reviewed statements will be accepted with copies of three years of corresponding federal tax returns. This information is to be provided after the RFP closes, if requested. **Do not provide with your proposal.**
 - G. Describe all contracts that have been terminated before completion within the last five (5) years:
 - 1. Agency contract with
 - 2. Date of original contract
 - 3. Reason for termination
 - 4. Contact person and telephone number for agency
 - H. Describe all lawsuit(s) or legal action(s) that are currently pending; and any lawsuit(s) or legal action(s) that have been resolved within the last five (5) years:
 - 1. Location filed, name of court and docket number
 - 2. Nature of the lawsuit or legal action
 - I. Describe any payment problems that you have had with the County within the past three (3) years:
 - 1. Funding source
 - 2. Date(s) and amount(s)
 - 3. Resolution
 - 4. Impact to financial viability of organization.
- XI. SCOPE OF WORK:
- A. Bidders are to use this section to describe the essence of their proposal.
 - B. This section should be formatted as follows:
 - 1. A general discussion of your understanding of the project, the Scope of Work proposed and a summary of the features of your proposal.
 - 2. A detailed description of your proposal as it relates to each item listed under the "Scope of Work Proposal Requirements" section of this RFP. Bidder's response should be stated in the same order as are the "Scope of Work Proposal Requirements" items. Each description should begin with a restatement of the "Scope of Work Proposal Requirements" item that it is addressing. Bidders must explain their approach and method of satisfying each of the listed items.
 - C. When reports or other documentation are to be a part of the proposal a sample of each must be submitted. Reports should be referenced in this section and submitted in a separate section entitled "REPORTS."
 - D. A complete description of any alternative solutions or approaches to accomplishing the desired results.
- XII. COST PROPOSAL: Quotations may be prepared in any manner to best demonstrate the worthiness of your proposal. Include details and rates/fees for all services, materials, equipment, etc. to be provided or optional under the proposal.
- XIII. CHECK LIST

TRADE SECRET ACKNOWLEDGEMENT

Each proposal submitted is public record under the California Public Records Act (Cal. Gov. Code, secs. 6250 and following) and is therefore open to inspection by the public as required by Section 6253 of the California Government Code. This section generally states that "every person has a right to inspect any public record". The County will not exclude any proposal or portion of a proposal from treatment as a public record except information that it is properly submitted as a "trade secret" (defined below), and determined by the County to be a "trade secret" (if not otherwise subject to disclosure, as stated below). Information submitted as "proprietary", "confidential" or under any other terms that might state or suggest restricted public access will not be excluded from treatment as public record.

"Trade secrets" as defined by Section 6254.7 of the California Government Code are not treated as a public record under that section. This section defines trade secrets as:

"...Trade secrets," as used in this section, may include, but are not limited to, any formula, plan, pattern, process, tool, mechanism, compound, procedure, production data or compilation of information that is not patented, which is known only to certain individuals within a commercial concern who are using it to fabricate, produce, or compound an article of trade or a service having commercial value and which gives its user an opportunity to obtain a business advantage over competitors who do not know or use it."

Such information must be submitted in a separate PDF file named "Trade Secret" and marked as "Confidential" in the Public Purchase system. Bidders must include a clear and concise statement that sets out the reasons for confidentiality in accordance with the foregoing definition of "trade secret." Examples of information not considered trade secrets are pricing, cover letter, promotional materials, references, and the like.

Information submitted by a bidder as "trade secret" will be reviewed by County of Fresno's Purchasing Division, with the assistance of the County's legal counsel, to determine conformance or non-conformance to the foregoing definition.

Information that is properly identified as "trade secret" and which the County determines to conform to the definition will not become public record (if not otherwise subject to disclosure, as stated below). The County will safeguard this information in an appropriate manner, provided however, in the event of a request, demand, or legal action by any person or entity seeking access to the "trade secret" information, the County will inform the bidder of such request, demand, or legal action, and the bidder shall defend, indemnify, and hold harmless the County, including its officers and employees, against any and all claims, liabilities, damages, or costs or expenses, including attorney's fees and costs, relating to such request, demand or legal action, seeking access to the "trade secret" information.

Information submitted by bidder as trade secret and determined by the County not to be in conformance with the foregoing California Government Code definition shall be excluded from the proposal and deleted by the County.

The County shall not in any way be liable or responsible for the disclosure of any proposals or portions thereof, if (1) they are not electronically submitted in a separate PDF that is marked "Trade Secret" and marked as Confidential in the Public Purchase system; or (2) disclosure thereof is required or allowed under the law or by order of court.

Bidders are advised that the County does not wish to receive trade secrets and that bidders are not to supply trade secrets unless they are absolutely necessary.

I have read and understand, and agree to the above "Trade Secret Acknowledgement."

BIDDER MUST CHECK ONE OF THE FOLLOWING:

Has bidder submitted certain bid information that is a "trade secret," as defined by Section 6254.7 of the California Government Code, and in compliance with the requirements of this Trade Secrets Acknowledgement?

By marking "NO", bidder does not claim any confidentiality of any bid information submitted to the County.

YES NO

ACKNOWLEDGED AND AGREED BY BIDDER:

Signature Date

Print Name Title

DISCLOSURE – CRIMINAL HISTORY & CIVIL ACTIONS

In their proposal, the bidder is required to disclose if any of the following conditions apply to them, their owners, officers, corporate managers and partners (hereinafter collectively referred to as "Bidder"):

1. Within the three-year period preceding the proposal, they have been convicted of, or had a civil judgment rendered against them for:
 - a. fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction;
 - b. violation of a federal or state antitrust statute;
 - c. embezzlement, theft, forgery, bribery, falsification, or destruction of records; or
 - d. false statements or receipt of stolen property
2. Within a three-year period preceding their proposal, they have had a public transaction (federal, state, or local) terminated for cause or default.

Disclosure of the above information will not automatically eliminate a Bidder from consideration. The information will be considered as part of the determination of whether to award the contract and any additional information or explanation that a Bidder elects to submit with the disclosed information will be considered. If it is later determined that the Bidder failed to disclose required information, any contract awarded to such Bidder may be immediately voided and terminated for material failure to comply with the terms and conditions of the award.

Any Bidder who is awarded a contract must sign an appropriate Certification Regarding Debarment, Suspension, and Other Responsibility Matters. Additionally, the Bidder awarded the contract must immediately advise the County in writing if, during the term of the agreement: (1) Bidder becomes suspended, debarred, excluded or ineligible for participation in federal or state funded programs or from receiving federal funds as listed in the excluded parties list system (<http://www.epls.gov>); or (2) any of the above listed conditions become applicable to Bidder. The Bidder will indemnify, defend and hold the County harmless for any loss or damage resulting from a conviction, debarment, exclusion, ineligibility or other matter listed in the signed Certification Regarding Debarment, Suspension, and Other Responsibility Matters.

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER
RESPONSIBILITY MATTERS - PRIMARY COVERED TRANSACTIONS**INSTRUCTIONS FOR CERTIFICATION

1. By signing and submitting this proposal, the prospective primary participant is providing the certification set out below.
2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. The prospective participant shall submit an explanation of why it cannot provide the certification set out below. The certification or explanation will be considered in connection with the department or agency's determination whether to enter into this transaction. However, failure of the prospective primary participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when the department or agency determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the department or agency to which this proposal is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms covered transaction, debarred, suspended, ineligible, participant, person, primary covered transaction, principal, proposal, and voluntarily excluded, as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549. You may contact the department or agency to which this proposal is being submitted for assistance in obtaining a copy of those regulations.
6. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

CERTIFICATION

- (1) The prospective primary participant certifies to the best of its knowledge and belief, that it, its owners, officers, corporate managers and partners:
 - (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency;
 - (b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - (c) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.
- (2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Signature: _____

Date: _____

(Printed Name & Title)

(Name of Agency or Company)

REFERENCE LIST

VENDOR MUST COMPLETE AND RETURN WITH REQUEST FOR PROPOSAL

Firm: _____

Provide a list of at least five (5) customers for whom you have recently provided similar services. If you have held a contract for similar services with the County of Fresno within the past seven (7) years, list the County as one of your customers. Please list the person most familiar with your contract. Be sure to include all requested information.

Reference Name: _____ Contact: _____
 Address: _____
 City: _____ State: _____ Zip: _____
 Phone No.: (_____) _____ Project Date: _____
 Service Provided: _____

Reference Name: _____ Contact: _____
 Address: _____
 City: _____ State: _____ Zip: _____
 Phone No.: (_____) _____ Project Date: _____
 Service Provided: _____

Reference Name: _____ Contact: _____
 Address: _____
 City: _____ State: _____ Zip: _____
 Phone No.: (_____) _____ Project Date: _____
 Service Provided: _____

Reference Name: _____ Contact: _____
 Address: _____
 City: _____ State: _____ Zip: _____
 Phone No.: (_____) _____ Project Date: _____
 Service Provided: _____

Reference Name: _____ Contact: _____
 Address: _____
 City: _____ State: _____ Zip: _____
 Phone No.: (_____) _____ Project Date: _____
 Service Provided: _____

Failure to provide a list of at least five (5) customers may be cause for rejection of this RFP.

PARTICIPATION

The County of Fresno is a member of the California Association of Public Procurement Officials (CAPPO) Central Valley Chapter. This group consists of Fresno, Kern, Kings, and Tulare Counties and all governmental, tax supported agencies within these counties.

Whenever possible, these and other tax supported agencies co-op (piggyback) on contracts put in place by one of the other agencies.

Any agency choosing to avail itself of this opportunity, will make purchases in their own name, make payment directly to the contractor, be liable to the contractor and vice versa, per the terms of the original contract, all the while holding the County of Fresno harmless. If awarded this contract, please indicate whether you would extend the same terms and conditions to all tax supported agencies within this group as you are proposing to extend to Fresno County.

*** Note: This form/information is not rated or ranked for evaluation purposes.**

Yes, we will extend contract terms and conditions to all qualified agencies within the California Association of Public Procurement Officials (CAPPO) Central Valley Chapter and other tax supported agencies.

No, we will not extend contract terms to any agency other than the County of Fresno.

(Authorized Signature)

Title

CHECK LIST

This Checklist is provided to assist vendors in the preparation of their RFP response. Included are important requirements the bidder is responsible to submit with the RFP package in order to make the RFP compliant.

Check off each of the following (if applicable):

1. _____ Signed cover page of Request for Proposal (RFP).
2. _____ Check <http://www.FresnoCountyCA.gov/departments/internal-services/purchasing/bid-opportunities> for any addenda.
3. _____ Signed cover page of each Addendum.
4. _____ Provide a Conflict of Interest Statement.
5. _____ Signed *Trade Secret Form* as provided with this RFP (Trade Secret Information, if provided, must be electronically submitted in a separate PDF file and marked as Confidential).
6. _____ Signed *Criminal History Disclosure Form* as provided with this RFP.
7. _____ Signed *Participation Form* as provided with this RFP.
8. _____ The completed *Reference List* as provided with this RFP.
9. _____ Indicate all of bidder exceptions to the County's requirements, conditions and specifications as stated within this RFP.
10. _____ Bidder's proposal, in PDF format, electronically submitted to the Bid Page on Public Purchase.

Return Checklist with your RFP response

ATTACHMENTS

A. Drug Suppression Unit Map

B. Budget

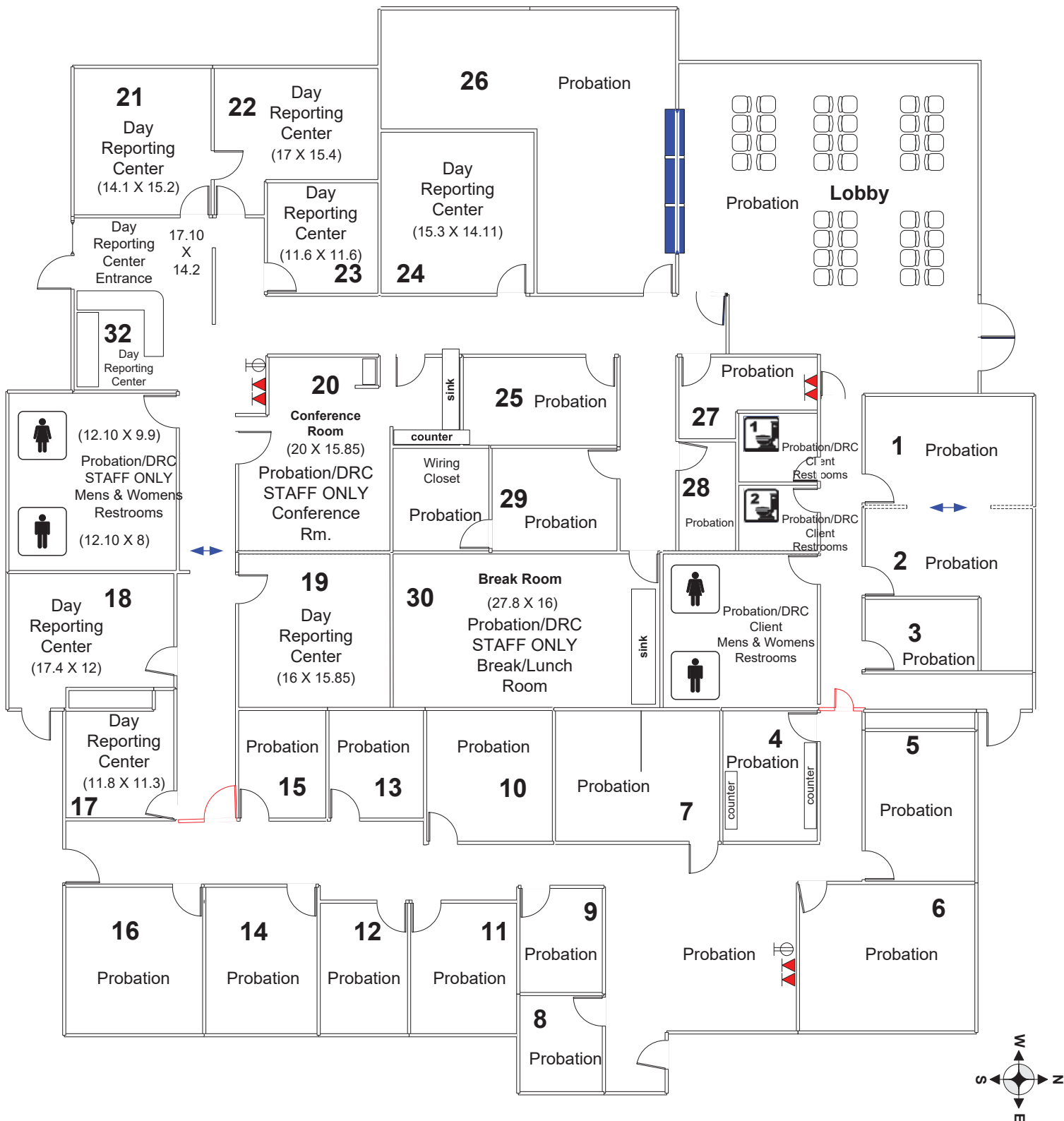
C. Fee Schedule

RFP 21-041 Attachment A

Drug Suppression Unit/Day Reporting Center
 2212 N. Winery, Suite 122
 Fresno, CA 93703

DRC Rooms/Areas:
 17, 18, 19, 21, 22, 23, 24, and 32

Shared DRC/Probation Areas:
 Staff Only Restroom, Staff Only Conference Room (20), Staff Only Break/Lunch Room (30), and client restrooms.



Adult Day Reporting Center (50 slots)				
(Enter Provider Name)				
Estimated Annual Budget (\$400,000 level)				
				FY 21-22
				Page 1 of 2
Budget Categories -		Total Proposed Budget		
Line Item Description (Must be itemized)	FTE %	Admin.	Direct	Total
PERSONNEL SALARIES, INCLUDING BENEFITS:				
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
SALARY, INCLUDING BENEFITS TOTAL		0.00	\$0	\$0
OPERATING EXPENSES:				
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
OPERATING EXPENSES TOTAL				\$0

Adult Day Reporting Center (50 slots) (Enter Provider Name) Estimated Annual Budget (\$400,000 level)				
EQUIPMENT & OTHER:			FY 21-22	Page 2 of 2
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
EQUIPMENT & OTHER TOTAL				\$0
INDIRECT EXPENSES:				
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
	Itemized Description			\$0
INDIRECT TOTAL				\$0
TOTAL PROGRAM EXPENSES				\$0
			Over/(Under)	#REF!

Adult Day Reporting Center (50 slots)
(Enter Provider Name)
Estimated Annual Budget (\$400,000 level)

Budget Categories - Line Item Description (Must be itemized)		FTE %	Total Proposed Budget		
			Admin.	Direct	Total
PERSONNEL SALARIES, INCLUDING BENEFITS:					
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
SALARY, INCLUDING BENEFITS TOTA		0.00	\$0	\$0	\$0

OPERATING EXPENSES:

Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
OPERATING EXPENSES TOTAL	\$0

EQUIPMENT & OTHER:

FY 22-23

Page 2 of 2

Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
EQUIPMENT & OTHER TOTAL	\$0

INDIRECT EXPENSES:

Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
INDIRECT TOTAL	\$0
TOTAL PROGRAM EXPENSES	\$0

Over/(Under) #REF!

Adult Day Reporting Center (50 slots)
(Enter Provider Name)
Estimated Annual Budget (\$400,000 level)

Budget Categories -		Total Proposed Budget		
Line Item Description (Must be itemized)	FTE %	Admin.	Direct	Total
PERSONNEL SALARIES, INCLUDING BENEFITS:				
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
SALARY, INCLUDING BENEFITS TOTA		0.00	\$0	\$0

OPERATING EXPENSES:

Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
OPERATING EXPENSES TOTAL		\$0

EQUIPMENT & OTHER:

FY 23-24

Page 2 of 2

Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
EQUIPMENT & OTHER TOTAL	\$0

INDIRECT EXPENSES:

Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
INDIRECT TOTAL	\$0
TOTAL PROGRAM EXPENSES	\$0

Over/(Under) #REF!

Adult Day Reporting Center (50 slots)
(Enter Provider Name)
Estimated Annual Budget (\$400,000 level)

Budget Categories - Line Item Description (Must be itemized)		FTE %	Total Proposed Budget		
			Admin.	Direct	Total
PERSONNEL SALARIES, INCLUDING BENEFITS:					
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
Title	Short job description				\$0
SALARY, INCLUDING BENEFITS TOTA		0.00	\$0	\$0	\$0

OPERATING EXPENSES:

Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
OPERATING EXPENSES TOTAL	\$0

EQUIPMENT & OTHER:

FY 24-25

Page 2 of 2

Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
EQUIPMENT & OTHER TOTAL	\$0

INDIRECT EXPENSES:

Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
INDIRECT TOTAL	\$0
TOTAL PROGRAM EXPENSES	\$0

Over/(Under) #REF!

Adult Day Reporting Center (50 slots)
(Enter Provider Name)
Estimated Annual Budget (\$400,000 level)

Budget Categories -		Total Proposed Budget		
Line Item Description (Must be itemized)	FTE %	Admin.	Direct	Total
PERSONNEL SALARIES, INCLUDING BENEFITS:				
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
Title	Short job description			\$0
SALARY, INCLUDING BENEFITS TOTA		0.00	\$0	\$0

OPERATING EXPENSES:

Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
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Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
Itemized Description	\$0	
OPERATING EXPENSES TOTAL		\$0

EQUIPMENT & OTHER:

FY 25-26

Page 2 of 2

Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
EQUIPMENT & OTHER TOTAL	\$0

INDIRECT EXPENSES:

Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
Itemized Description	\$0
INDIRECT TOTAL	\$0
TOTAL PROGRAM EXPENSES	\$0

Over/(Under) #REF!

FEE SCHEDULE

Program Slots	Additional Annual Cost Above \$400,000	Total Annual Cost	Describe factors contributing to additional costs
60	\$	\$	
70	\$	\$	
80	\$	\$	
90	\$	\$	
100	\$	\$	

COUNTY OF FRESNO



ADDENDUM NUMBER: ONE (1)

RFP NUMBER: 21-041

ADULT DAY REPORTING CENTER

Issue Date: April 8, 2021

Closing Date: April 21, 2021 at 2:00 PM

All Questions and Proposals must be electronically submitted to the Bid Page on Public Purchase.

For assistance, contact Heather Stevens at (559) 600-7110.

NOTE THE FOLLOWING AND ATTACHED ADDITIONS, DELETIONS AND/OR CHANGES TO THE REQUIREMENTS OF REQUEST FOR PROPOSAL NUMBER: 21-041 AND INCLUDE THEM IN YOUR RESPONSE. PLEASE SIGN AND RETURN THIS ADDENDUM WITH YOUR PROPOSAL.

- **The Closing Date of this RFP has been extended to April 21, 2021 at 2:00 PM.**
- **Questions and Answers**

ACKNOWLEDGMENT OF ADDENDUM NUMBER ONE (1) TO RFP 21-041

COMPANY NAME: _____
(PRINT)

SIGNATURE: _____

NAME & TITLE: _____
(PRINT)

Purchasing Use: HS:st

ORG/Requisition: 34300300 / 3430210216

QUESTIONS AND ANSWERS

- Q1. Will drug testing costs be covered by Probation, or will drug testing costs be directly charged to the grant?**
- A1. *As part of the programming components, these costs will be included in the vendor's budget and proposal.*
- Q2. Please confirm which of the following required services need to be delivered by certified staff: job skills/training placement, SUD counseling, anger management, family and parenting counseling, educational services/GED, life skills, relapse prevention, mental health assessment.**
- A2. *As indicated on Page 16 of the RFP, under the subsection titled "Experience", staff providing direct services will need to meet minimum State certification requirements for each specific discipline, i.e., substance abuse counseling, family and parenting counseling, mental health assessment, and therefore copies of these staff's certifications shall be returned with RFP response.*
- Q3. If the applicant does not have staff certified in a particular service area, is it acceptable to refer out or subcontract for certified services?**
- A3. *Yes, but only if the subcontractor is providing services onsite at the Day Reporting Center; costs for subcontracting would also be included in the vendor's budget and proposal.*
- Q4. Does Fresno County have a minimum/maximum staff to client ratio?**
- A4. *The staff-to-client ratio should be based off of efficacy and safety considerations and should be informed by evidence-based programming; staffing levels should be identified in vendor proposals and will be part of the evaluation of the proposed program.*
- Q5. Does Fresno County have a minimum number of staff who must be onsite at the program during hours of operation?**
- A5. *Probation will not be onsite after hours; vendor should staff the DRC to provide a safe environment. Minimum staffing level should be two or more staff onsite. Staffing levels should be identified in vendor proposals and will be part of the evaluation of the proposed program.*
- Q6. Can you explain the formulary for financial adjustment based on increase of participants; is there a scale a day rate? How will you accomplish that?**
- A6. *As indicated in Page 13, the DRC shall maintain a minimum of fifty (50) slots to provide individualized evidence-based programming to adult offenders, funded at \$400,000 annually. Probation is then requesting that vendors provide a proposal of what the cost would be to increase the number of program participants, increasing in increments of 10, from 60 participants up to 100 participants. Please refer to Attachment C, Fee Schedule.*
- Q7. Is it four hours each on both Saturday and Sunday; is it 7 days a week operating?**
- A7. *Yes, the vendor should be available to operate the DRC 7 days a week. As listed on Page 3 and Page 13 of the RFP: Minimum hours of operation will be Monday – Friday, 8:00 a.m. to 8:00 p.m. and a minimum of four (4) hours on Saturdays and Sundays.*

Q8. It's not a big budget, and yet there are certification requirements of staff that mandate particular salary level based on the competitive labor market; so, what are the expectations with regards to office coverage? Is it mandatory that there are two people on at all times, for instance, weekends? Is this something that if you're doing a mini-screening of mental health needs and you link them outside to a provider, does the person administering the mini mental health screening have to be an LPHA or MFT? When you're talking certification and licensure, are you talking about licensed mental health clinicians doing these screenings, or just the treatment?

A8. Please refer to the answers to questions 2 and 4.

Q9. Requesting clarification regarding the statement of: "The vendor is to not only provide group program/classes but also individual courses for participants." Will you please clarify what you meant for the individual courses? Are you referring to their individual service plan, their case management plan, or are you actually referring to them having their own on-on-one class with the instructor of a course?

A9. Participation should be based off of case plan needs. For instance, if a case plan indicates that the individual only has need for one specific course, as opposed to the full 6-month program, we want the vendor to be able to accommodate that need. But this is not in reference to one-on-one programming with the course instructor.

Q10. This is in reference to the Proposal Content Requirements (These requirements begin on page 21, but the specific question addresses XI.B.1.,2. on page 22). Could you please clarify, for [XI.]B1., is the intent for us to provide a summary of our features as it relates to pages 13-17 of the Scope Of Work? And then [XI.]B2. would be basically a detail as it relates to the 7 questions found on page 18?

A10. Yes, vendors should address both. Vendors should address the Scope of Work that's proposed, and provide a general response as to their understanding of the full needs of the project, and understanding of the Scope of Work as it is written.

The vendor should also provide detailed explanations in response to the questions referenced in XI.B2, the Scope of Work Proposal Requirements; this is where the vendor will provide detailed information as to how they would operate the DRC program.

Additionally, the Proposal Content Requirements show the vendor how to order their proposal, so that proposals can be compared similarly.

Q11. Besides Spanish, is there any other language that the County would require the vendor to accommodate?

A11. As indicated on Page 17 of the RFP, the vendor shall have Spanish speaking staff available. If the vendor has staff that speak additional languages, the vendor should advise Probation of capability to accommodate additional languages.

Q12.

- i) For sessions, does the County have a limit on the number of attendees?**
- ii) Do session groups have to be gender specific?**
- iii) Do session moderators have to be gender specific as well, i.e. female moderator for female participants, male**

A12.

- i) Please see answer to question 4.*
- ii) This will be at the vendor's discretion; however, evidence-based programming, best practices and client needs should be taken into consideration.*
- iii) Please see the answer to the previous question.*

Q13. Does the County foresee the need for any type of electronic monitoring or supervision options for the population?

A13. No, these services will not be provided by the vendor.

Q14.

- i) For drug testing, is lab confirmation required for all tests or only positive specimen results?**
- ii) How many drug tests are conducted per month? An estimated amount will suffice.**
- iii) If lab confirmation is required, how many results are "positive"? An estimated amount will suffice.**

A14.

- i) Lab confirmation is not required for tests, only positive specimen results; these results are used to inform and assist in programming and case management needs for clients. Probation should be advised of positive drug tests.*
- ii) This will be dictated by case plan needs; vendor proposal should describe detailed plans for a random drug testing program, as this will be taken into consideration when evaluating vendor proposals.*
- iii) Lab confirmation is not required.*

Q15. For alcohol testing, does the County accept the use of a hand-held testing device or is an EtG test kit required?

A15. Please refer to the RFP, page 14, which indicates random drug testing shall include both urine and breathalyzer testing; the vendor may propose additional types of testing and should provide a detailed description of the random drug testing plan/procedure.

Q16. Is there a need to have the vendor's case management system interface with the County's system? Are any costs for such a development to be incurred by the Vendor?

A16. No; there is no need for the vendor's case management system to interface with the County's system.

Q17. Participant screenings: Is there a specific screening application or program preferred by the County? If so, please confirm.

A17. There is not a preferred screening application. County refers prospective participants to the DRC; the DRC staff screens the individual, and completes intake, to ensure they can provide the services as indicated in the case plan. Any referrals that are rejected need to be staffed with Probation, and vendor and Probation must come to a mutual agreement.

Q18. Risk Assessments: Are the Risk Assessments to be provided by the vendor or by Probation program staff as part of the participant referral process? If the vendor must conduct these Assessments, is there a specific assessment tool preferred by the County? If so, please confirm.

A18. Yes, either the vendor or Probation staff will be providing the Risk Assessment. The County will be using the STRONG-R or PACT2020/MPACT Risk Assessment tools. The selected vendor will be provided training in the use of the selected tool. If the Risk Assessment has not been completed by Probation, the Risk Assessment will be completed by the vendor.

Q19. Program Non-Compliance: Are participants removed from the DRC program for issues of non-compliance, including belligerence or negative interactions with staff or other participants?

A19. Any issues of non-compliance should be communicated by the vendor to the case-carrying Officer. Issues of non-compliance will be addressed and will be handled on a case-by-case basis up to and including termination, if necessary.

Q20. Budgetary Modifications: The RFP lists a specific annual program budget of \$400,000. For any increases of slots, we understand that it will be in 10-slot increments. Does the County foresee any issues with obtaining any budgetary increases approved by Department administration and/or the Board Of Supervisors?

A20. See answer to Question 21.

Q21. The \$400,000 contract value has been in place for 10 years without any accommodation for rising salary costs. Would the County consider allowing an annual cost of living increase of 2% in this contract to compensate for ongoing increases to staff wages in support of the provider's efforts to hire and retain the most qualified staff?

A21. The County would agree with an annual cost of living increase for this contract based on the CPI, up to a maximum 3%. However, if the DRC population drops below 30 participants, the vendor must agree to be proactive in working with Probation to find ways to increase the program participation.

Q22. Based on the scale of this project and the importance of question responses, would the County consider a 2-week extension to the due date?

A22. The due date of this RFP has been extended to April 21, 2021 at 2:00 PM.

Q23. Can the County confirm the expected start date for the new contract is July 1, 2021, as the pricing sheets are based on a fiscal year calendar?

A23. Yes, the new contract is expected to begin on July 1, 2021

Q24. What are the current contract rates being charged by the current vendor to the County for the DRC program?

A24. The current vendor is receiving funding for \$400,000 annually to maintain up to 50 slots.

If the program ever exceeds 50 slots, the current vendor proposed increasing the annual program cost, beginning with an increase of \$45,000/year for up to 60 slots, and increasing in intervals, with a maximum additional annual cost of \$325,000/yr, should the program ever reach 100 slots.

Q25. How many staff does the current vendor utilize for the 7-day a week operation of the program?

A25. Per the agreement with the current vendor, the current vendor will have at least two BI staff present at the DRC, and all staff are trained and capable of ensuring the security of staff and participants. The vendor has six staff designated to the program, two of which are part-time.

Q26. Based on budgetary limitations, would the County accept a staff model where there is a highly qualified program supervisor/clinician with a lesser certificate/education, i.e., bachelor's degrees, certificates of accomplishment or previous experience, etc., who will supervise the vendor's staff? As stated during the Pre-Bid Conference, with the current budget restrictions, obtaining multiple high compensation level staff can hinder the operation of the program.

A26. Please refer to the answer to Question 2.

I. RFP Page 1 and Addendum(s) Page 1

In accordance with *RFP Proposal Content Requirements—Section I.*, please see the immediately following pages for the following completed and signed documents.

- *RFP Page 1*
- *Addendum 1*

COUNTY OF FRESNO



REQUEST FOR PROPOSAL

NUMBER: 21-041

ADULT DAY REPORTING CENTER

Issue Date: March 12, 2021

Closing Date: APRIL 13, 2021 AT 2:00 PM

All Questions and Responses must be electronically submitted on the Bid Page on Public Purchase.

For assistance, contact **Heather Stevens** at Phone (559) 600-7110.

BIDDER TO COMPLETE

Undersigned agrees to furnish the commodity or service stipulated in the attached at the prices and terms stated in this RFP.
Bid must be signed and dated by an authorized officer or employee.

BI Incorporated

COMPANY

Derrick D. Schofield, Ph.D.

CONTACT PERSON

4955 Technology Way

ADDRESS

Boca Raton,

CITY

FL

STATE

33431

ZIP CODE

(561) 999-8151

TELEPHONE NUMBER

dschofield@geocareinc.com

E-MAIL ADDRESS



AUTHORIZED SIGNATURE

Derrick D. Schofield, Ph. D.

PRINT NAME

Vice President, Reentry Services

TITLE

COUNTY OF FRESNO



ADDENDUM NUMBER: ONE (1) RFP NUMBER: 21-041 ADULT DAY REPORTING CENTER

Issue Date: April 8, 2021

Closing Date: April 21, 2021 at 2:00 PM

All Questions and Proposals must be electronically submitted to the Bid Page on Public Purchase.

For assistance, contact Heather Stevens at (559) 600-7110.

NOTE THE FOLLOWING AND ATTACHED ADDITIONS, DELETIONS AND/OR CHANGES TO THE REQUIREMENTS OF REQUEST FOR PROPOSAL NUMBER: 21-041 AND INCLUDE THEM IN YOUR RESPONSE. PLEASE SIGN AND RETURN THIS ADDENDUM WITH YOUR PROPOSAL.

- The Closing Date of this RFP has been extended to April 21, 2021 at 2:00 PM.
- Questions and Answers

ACKNOWLEDGMENT OF ADDENDUM NUMBER ONE (1) TO RFP 21-041

COMPANY NAME: BI Incorporated (PRINT)

SIGNATURE: 

NAME & TITLE: Derrick D. Schofield, Ph.D., Vice President, Reentry Services (PRINT)

Purchasing Use: HS:st

ORG/Requisition: 34300300 / 3430210216

II. Cover Letter

In accordance with *RFP Proposal Content Requirements—Section II.*, please see the immediately following page for our *Cover Letter*.

April 21, 2021
Submitted via Public Purchase

Ms. Heather Stevens, Purchasing Technician
Purchasing/Internal Services Department
County of Fresno
333 W. Pontiac Way
Clovis, CA 93612



BI Incorporated
4955 Technology Way
Boca Raton, FL 33431
Tel: 561.893.0101
866.301.4436
Fax: 561.999.7731
www.georeentry.com

Re: RFP: Adult Day Reporting Center
Solicitation Number: 21-041
Due: April 21, 2021, 2:00 PM, PST

Dear Ms. Stevens,

BI Incorporated (BI) is pleased to present the County of Fresno (the County) with our response to *Request for Proposals No. 21-041* for an *Adult Day Reporting Center*. As the incumbent provider our organization has successfully operated the Fresno County Day Reporting Center (Fresno DRC) since 2011, offering a comprehensive continuum of programming and services designed to meet the needs of the target population and the local community.

A long-term partner of the County—with over 10 years of experience delivering a variety of reentry services to the Fresno community and Probation—our organization has an established reputation for providing structured programs and individualized services proven to promote offender success through measurable outcomes and reduced criminal activity. Our proposed solution will continue to integrate a combination of targeted interventions, supervision, robust case management and cognitive behavioral treatment services to influence long-term behavior. In addition, the following innovations will be adapted to further address participant criminality and further program efficiency:

- *Targeted Intervention Track*—participants who are determined to have a lower level of risk/needs participate in assigned targeted group treatment intervention to fulfill court minute orders.
- *Trauma Groups*—Gender-specific, evidence-based curricula that targets the impacts of trauma and explores coping methods for maintaining a healthy lifestyle and reducing recidivism.
- *HiSET Academy Online*—Computer based high school degree equivalency program with a vast library of interactive lessons for all learning styles.
- *Remote Programming*—Allows for uninterrupted program capability by offering remote access to both individual and group programming, as well as, self-guided curricula.

We look forward to enhancing our meaningful partnership with the County and continuing to provide high-quality reentry services with integrity and accountability to the Fresno community, in a cost-effective manner. Should questions arise regarding our offer during the evaluation of our proposed response, please contact me directly. We appreciate your consideration of this proposal and look forward to meeting with you to discuss our offering in more detail if necessary.

Sincerely,

A handwritten signature in blue ink that reads "Derrick D. Schofield".

Derrick D. Schofield, Ph.D., Vice President, Reentry Services
Tel: 561.999.8151 | Fax: 561.443.1893 | dschofield@geocareinc.com

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IV. Conflict of Interest Statement

In accordance with *RFP Proposal Content Requirements—Section IV.*, BI does not foresee any potential conflicts of interest should we be awarded a contract under this RFP. Our organization maintains the highest levels of professionalism and ethical practices, and complies with all federal, state, and local conflict of interest laws, statutes, and regulations.

V. Trade Secret

BI does not believe the information submitted within this response is “proprietary”, “confidential” or constitutes as a Trade Secret under Section 6254.7 of the California Government Code.

A. Trade Secret Acknowledgment Form

In accordance with *RFP Proposal Content Requirements—Section V. Trade Secret*, please see the immediately following page for our completed *Trade Secret Acknowledgment Form*.

TRADE SECRET ACKNOWLEDGEMENT

Each proposal submitted is public record under the California Public Records Act (Cal. Gov. Code, secs. 6250 and following) and is therefore open to inspection by the public as required by Section 6253 of the California Government Code. This section generally states that "every person has a right to inspect any public record". The County will not exclude any proposal or portion of a proposal from treatment as a public record except information that it is properly submitted as a "trade secret" (defined below), and determined by the County to be a "trade secret" (if not otherwise subject to disclosure, as stated below). Information submitted as "proprietary", "confidential" or under any other terms that might state or suggest restricted public access will not be excluded from treatment as public record.

"Trade secrets" as defined by Section 6254.7 of the California Government Code are not treated as a public record under that section. This section defines trade secrets as:

"...Trade secrets," as used in this section, may include, but are not limited to, any formula, plan, pattern, process, tool, mechanism, compound, procedure, production data or compilation of information that is not patented, which is known only to certain individuals within a commercial concern who are using it to fabricate, produce, or compound an article of trade or a service having commercial value and which gives its user an opportunity to obtain a business advantage over competitors who do not know or use it."

Such information must be submitted in a separate PDF file named "Trade Secret" and marked as "Confidential" in the Public Purchase system. Bidders must include a clear and concise statement that sets out the reasons for confidentiality in accordance with the foregoing definition of "trade secret." Examples of information not considered trade secrets are pricing, cover letter, promotional materials, references, and the like.

Information submitted by a bidder as "trade secret" will be reviewed by County of Fresno's Purchasing Division, with the assistance of the County's legal counsel, to determine conformance or non-conformance to the foregoing definition.

Information that is properly identified as "trade secret" and which the County determines to conform to the definition will not become public record (if not otherwise subject to disclosure, as stated below). The County will safeguard this information in an appropriate manner, provided however, in the event of a request, demand, or legal action by any person or entity seeking access to the "trade secret" information, the County will inform the bidder of such request, demand, or legal action, and the bidder shall defend, indemnify, and hold harmless the County, including its officers and employees, against any and all claims, liabilities, damages, or costs or expenses, including attorney's fees and costs, relating to such request, demand or legal action, seeking access to the "trade secret" information.

Information submitted by bidder as trade secret and determined by the County not to be in conformance with the foregoing California Government Code definition shall be excluded from the proposal and deleted by the County.

The County shall not in any way be liable or responsible for the disclosure of any proposals or portions thereof, if (1) they are not electronically submitted in a separate PDF that is marked "Trade Secret" and marked as Confidential in the Public Purchase system; or (2) disclosure thereof is required or allowed under the law or by order of court.

Bidders are advised that the County does not wish to receive trade secrets and that bidders are not to supply trade secrets unless they are absolutely necessary.

I have read and understand, and agree to the above "Trade Secret Acknowledgement."


BIDDER MUST CHECK ONE OF THE FOLLOWING:

Has bidder submitted certain bid information that is a "trade secret," as defined by Section 6254.7 of the California Government Code, and in compliance with the requirements of this Trade Secrets Acknowledgement?

By marking "NO", bidder does not claim any confidentiality of any bid information submitted to the County.

YES NO

ACKNOWLEDGED AND AGREED BY BIDDER:


Signature

04/21/2021
Date

Derrick D. Schofield, Ph. D.
Print Name

Vice President, Reentry Services
Title

VI. Certification – Disclosure – Criminal History & Civil Actions

In accordance with *RFP Proposal Content Requirements—Section VI*, please see the immediately following page for our completed *Certification – Disclosure – Criminal History & Civil Actions Form*.

CERTIFICATION

- (1) The prospective primary participant certifies to the best of its knowledge and belief, that it, its owners, officers, corporate managers and partners:
 - (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency;
 - (b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - (c) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.
- (2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Signature: 

Date: 04/21/2021

Derrick D. Schofield, Ph.D., Vice President, Reentry Services
(Printed Name & Title)

BI Incorporated
(Name of Agency or Company)

VII. References

In accordance with *RFP Proposal Content Requirements—Section VII.*, please see the immediately following page for our completed *Reference List* of five customers for whom we have provided similar services.

REFERENCE LIST

VENDOR MUST COMPLETE AND RETURN WITH REQUEST FOR PROPOSAL

Firm: BI Incorporated

Provide a list of at least five (5) customers for whom you have recently provided similar services. If you have held a contract for similar services with the County of Fresno within the past seven (7) years, list the County as one of your customers. Please list the person most familiar with your contract. Be sure to include all requested information.

Reference Name: Fresno County Probation Department Contact: Kirk Haynes, Chief Probation Officer
 Address: 3333 E. American Ave, Suite B
 City: Fresno State: California Zip: 93725
 Phone No.: (559) 600-1294 Project Date: 2011 - Present

Service Provided: At our community-based Fresno Day Reporting Center, BI Incorporated has provided evidence-based treatment programs since 2011. Personalized based on participant risk and needs, our program services include cognitive behavioral therapy, drug and alcohol testing, education, employment assistance, substance abuse counseling, anger management, parenting, life skills, relapse prevention, mental health assessment and community referrals. In addition, we recently partnered with probation to operate the Re-Entry Employment Readiness program located within Fresno.

Reference Name: Monterey County Probation Department Contact: Todd Keating, Chief Probation Officer
 Address: 20 E. Alisal
 City: Salinas State: California Zip: 93901
 Phone No.: (831) 755 - 3909 Project Date: 2009 - Present

Service Provided: At the community-based Monterey Day Reporting Center (DRC), our organization operates the DRC, the Probation Reentry Program and an in-custody program. Services at the DRC include substance abuse counseling, anger management, parenting, life skills, education and employment assistance.

Reference Name: Kern County Probation Department Contact: TR Merickel, Chief Probation Officer
 Address: 2005 Ridge Road
 City: Bakersfield State: California Zip: 93305
 Phone No.: (661) 868 - 4102 Project Date: 2011 - Present

Service Provided: BI Incorporated provides evidence-based treatment programs, as well as, non-evidence-based treatment services. Services include cognitive behavioral therapy, education, employment assistance, substance abuse counseling, anger management, parenting, life skills and community referrals.

Reference Name: Shasta County Probation Department Contact: Tracie Neal, Chief Probation Officer
 Address: 2684 Radio Lane
 City: Redding State: California Zip: 96001
 Phone No.: (530) 245 - 6200 Project Date: 2013 - Present

Service Provided: Our organization provides comprehensive and personalized DRC programming and services using evidence-based practices. Services include drug and alcohol testing, substance abuse treatment, anger management, education, cognitive and life skills development, employment preparedness and job search assistance. In addition to the DRC, GEO Reentry operates the River's Edge Academy programming inside Juvenile Hall.

Reference Name: Napa County Probation Department Contact: Julie Baptista, Chief of Probation
 Address: 1125 Third Street
 City: Napa State: California Zip: 94559
 Phone No.: (707) 253 - 4431 Project Date: 2009 - Present

Service Provided: At the Napa Community Corrections Service Center (CCSC), BI Incorporated has partnered with the County to provide cognitive behavioral treatment, substance abuse education and treatment, employment and life skills building, anger management, drug and alcohol testing, and aftercare.

Failure to provide a list of at least five (5) customers may be cause for rejection of this RFP.

VIII. Participation

In accordance with *RFP Proposal Content Requirements—Section VIII.*, please see the immediately following page for our completed *Participation Form*.

PARTICIPATION

The County of Fresno is a member of the California Association of Public Procurement Officials (CAPPO) Central Valley Chapter. This group consists of Fresno, Kern, Kings, and Tulare Counties and all governmental, tax supported agencies within these counties.

Whenever possible, these and other tax supported agencies co-op (piggyback) on contracts put in place by one of the other agencies.

Any agency choosing to avail itself of this opportunity, will make purchases in their own name, make payment directly to the contractor, be liable to the contractor and vice versa, per the terms of the original contract, all the while holding the County of Fresno harmless. If awarded this contract, please indicate whether you would extend the same terms and conditions to all tax supported agencies within this group as you are proposing to extend to Fresno County.

*** Note: This form/information is not rated or ranked for evaluation purposes.**

Yes, we will extend contract terms and conditions to all qualified agencies within the California Association of Public Procurement Officials (CAPPO) Central Valley Chapter and other tax supported agencies.

No, we will not extend contract terms to any agency other than the County of Fresno.



(Authorized Signature)

Vice President, Reentry Services

Title

IX. Exceptions

In accordance with *RFP Proposal Content Requirements—Section IX.*, please see below for BI’s exceptions to the County’s requirements, conditions, and specifications.

A. Exceptions to General Conditions

BI does not wish to take exception to the *General Conditions* stated within the RFP.

B. Exceptions to General Requirements

BI does not wish to take exception to the *General Requirements* stated within the RFP.

C. Exceptions to Specific Terms and Conditions

BI does not wish to take exception to the *Specific Terms and Conditions* within the RFP.

D. Exceptions to Scope of Work and/or Scope of Work Proposal Requirements

BI does not wish to take exception to the *Scope of Work* requirements stated within the RFP.

E. Exceptions to Proposal Content Requirements

BI does not wish to take exception to the *Proposal Content Requirements* within the RFP.

F. Exceptions to any other part of this RFP

On page 9, under *Insurance Requirements: General Liability*, the RFP stipulates the following:

“Commercial General Liability Insurance with limits of not less than Two Million Dollars (\$2,000,000.00) per occurrence and an annual aggregate of Four Million Dollars (\$4,000,000.00). This policy shall be issued on a per occurrence basis. County may require specific coverage including completed operations, product liability, contractual liability, Explosion-Collapse-Underground, fire legal liability or any other liability insurance deemed necessary because of the nature of the contract.”

BI requests that the County remove the following sentence: “County may require specific coverage including completed operations, product liability, contractual liability, Explosion-Collapse-Underground, fire legal liability or any other liability insurance deemed necessary because of the nature of the contract” in its entirety or the portion which states, “...or any other liability insurance deemed necessary because of the nature of the contract”.

On page 9, under *Insurance Requirements: Automobile Liability*, the RFP stipulates the following:

“Comprehensive Automobile Liability Insurance with limits of not less than One Million Dollars (\$1,000,000.00) per accident for bodily injury and for property damages. Coverage should include any auto used in connection with this Agreement.”

BI requests that the County remove or reword the section which states, “Coverage should include any auto used in connection with this Agreement”.

On page 9, under *Insurance Requirements: Additional Requirements*, the RFP stipulates the following:

“Contractor shall obtain endorsements to the Commercial General Liability insurance naming the County of Fresno, its officers, agents, and employees, individually and collectively, as additional insured, but only insofar as the operations under this Agreement are concerned”.

BI requests that this statement be modified to state “Contractor shall obtain endorsements to the Commercial General Liability insurance to include the County of Fresno, its officers, agents, and employees, individually and collectively, as additional insured, but only insofar as the operations under this Agreement are concerned”.

On page 9, under *Insurance Requirements: Additional Requirements*, the RFP stipulates the following:

“This insurance shall not be cancelled or changed without a minimum of thirty (30) days advance written notice given to County.”

BI requests that mention of “...or changed...” be removed from this sentence.

On page 9, under *Insurance Requirements: Additional Requirements*, the RFP stipulates the following:

“Contractor is solely responsible to obtain any endorsement to such policy that may be necessary to accomplish such waiver of subrogation, but Contractor’s waiver of subrogation under this paragraph is effective whether or not Contractor obtains such an endorsement.”

BI requests that the County remove the section which states, “...but Contractor’s waiver of subrogation under this paragraph is effective whether or not Contractor obtains such an endorsement.”

On page 9, under *Insurance Requirements: Additional Requirements*, the RFP stipulates the following:

“...that such Commercial General Liability insurance names the County of Fresno, its officers, agents and employees, individually and collectively, as additional insured, but only insofar as the operations under this Agreement are concerned; that such coverage for additional insured shall apply as primary insurance and any other insurance, or self-insurance, maintained by County, its officers, agents and employees, shall be excess only and not contributing with insurance provided under Contractor's policies herein; and that this insurance shall not be cancelled or changed without a minimum of thirty (30) days advance, written notice given to County.”

BI requests that the County remove this statement in its entirety as it appears to be repetitive of the previous statement within the same section.

On page 10, under *Insurance Requirements: Additional Requirements*, the RFP stipulates the following:

“All policies shall be with admitted insurers licensed to do business in the State of California. Insurance purchased shall be purchased from companies possessing a current A.M. Best, Inc. rating of A FSC VII or better”.

BI requests that the County amend the language as follows “All policies shall be with insurers authorized to do business in the State of California. Insurance purchased shall be purchased from companies possessing a current A.M. Best, Inc. rating of -A FSC VII or better”. If the Contractor is a larger commercial purchaser of insurance, with locations and diverse operations throughout the world, the Contractor may be required to access markets that are not within the State of California and whose policies may be non-admitted within the State.

X. Vendor Company Data

In accordance with *RFP Proposal Content Requirements—X*, this section of our proposal contains the following information:

- A. Familiarity and Experience—on page 16
- B. Similar or Related Contracts—on page 20
- C. Qualifications—on page 22
- D. Material Indicative of Capability—on page 30
- E. Current Operations and Ability—on page 37
- F. Financial Statements—on page 40
- G. Terminated Contracts—on page 41
- H. Lawsuits and Legal Actions—on page 42
- I. County Payments—on page 43

A. Familiarity and Experience

A narrative which demonstrates the vendor’s basic familiarity or experience with problems associated with this service/project.

A Brief History

BI has over four decades of industry experience and is a leader in delivering innovative behavior change programming for federal, state, and local government agencies. We provide evidence-based treatment programs for the justice involved population including but not limited to probationers, parolees, and pretrial defendants in residential, community-based, and in-custody programs. Our vast expertise encompasses the whole of the criminal justice system and allows us to offer agencies a continuum of care—as is the case in Fresno County, where we have successfully operated the Day Reporting Center (DRC) since 2011.

The Fresno County DRC was established in the wake of AB109, which in part sought to maximize the role of evidence-based intervention strategies to effectively reduce criminal recidivism. At the core of our DRC treatment and training are cognitive behavioral interventions designed to change criminal attitudes, build social skills, and improve interpersonal problem-solving. By combining research-based treatment and individualized services, BI assists local correctional agencies with important community safety efforts. If selected, the BI-operated DRC will continue to offer a variety of validated Evidence-Based Programs to deliver the proposed services.

BI’s Mission

To develop innovative public-private partnerships with government agencies around the globe that deliver high quality, cost-efficient correctional, detention, community reentry, and electronic monitoring services while providing industry leading rehabilitation and community reintegration programs to the men and women entrusted to our care.

Criminogenic Risk and Essential Needs

Founded on the principles of evidence-based best practices, BI’s approach to providing programming is aimed to comprehensively address each participant’s individual dynamic criminogenic risk factors. Our trained staff assess and evaluate each participant to identify their greatest criminogenic risks/needs which enables us to focus resources, interventions, and substance abuse treatment service in accordance with the assessed need. As part of our evaluation of participant needs, we use criteria such as employment history, lack of high school diploma/GED, and essential needs (food, shelter, medical attention, etc.) to help develop the participant’s *Behavior Change Plan (BCP)*. Research indicates that spending more time addressing criminogenic needs and reinforcing pro-social behavior within participants significantly reduces their recidivism rates.

Collaborative Partnership and Community Relationships

We are committed to bringing the community together to support our participants. Throughout the 10 years’ operating the Fresno County DRC, our organization’s team of creative program leadership have developed strong partnerships with Fresno County Probation staff and local service providers to meet the varying and evolving needs of participants. As a result of these partnerships, our DRC staff are able to curate a list of community-based providers that offer services to enhance the direct programming and treatment received by our participants. See the *Evidence-Based Program and Practice* section starting on page 74 for a list of our community-based providers and page 136 for *Letters of Support*, provided by several of our community partners.



Connecting Participants to Community-Based Providers. 75% of DRC participants who completed surveys in 2021 stated that Fresno DRC personnel connected them to Employment, Education, Family Services, and Health providers in the community.

Flexibility During Challenging Times

In 2020, during the COVID-19 pandemic, the Fresno DRC was able to adapt and continuously deliver services to justice involved participants within our program. BI maintained continuous operations throughout the COVID-19 pandemic by offering remote individual and group programming as well as self-guided curricula. As we move forward in these unprecedented times, we will continue to invest in and enhance our ability to deliver robust uninterrupted services. For more information on the various program modifications we implemented to ensure continued programming and services within the Fresno County DRC, please see *Services Provided During COVID Pandemic*, starting on page 144.

Cognitive Behavioral Therapy

Our organization leveraged one-on-one individual telephone calls, small group teleconferences, and online-based platforms to continue to deliver treatment services.

Programming Enhancements

In addition to providing the services required by the County within its RFP, BI proposes to expand the existing Fresno DRC by providing the following value-added services upon award of a new contract:

- **HiSET Academy Online**—BI proposes a computer-based HiSET tutoring program for High School Equivalency preparation. Participants will progress through the lessons at their own pace, with our DRC staff present within the Computer Lab to provide guidance as needed.

- **Trauma Intervention**—We realize the importance of understanding—and effectively addressing—how trauma and interpersonal violence can impact individuals involved in the criminal justice system. As a value-added service, we intend to implement two (2) evidence-based gender-specific trauma groups within the Fresno DRC.
- **Auxiliary Reentry Employment Readiness Services**—In partnership with Fresno County, BI implemented a Reentry Employment Readiness program in March 2021 (see *Figure 1*). This evidence-based program will provide participants with additional assistance in addressing identified barriers to employment, reinforce the behavioral and vocational skills needed to maintain employment, and help secure appropriate employment. Access to this additional program can be streamlined—in conjunction with the referring officer—to ensure a cohesive programming experience that focuses on criminogenic areas at the DRC and job prospects at the Employment Readiness program.



Figure 1. Employee Readiness Program

Commitment to Evolving the DRC Model

In support of the County’s goal for vendors to improve DRC outcomes, BI is proposing the following model adaptations within the Fresno County DRC to increase participant engagement, retention, and motivation, ensure responsiveness to participant needs, and improve the rate of successful program completion:

- **Five-day Program Model**— Our continued goal in improving DRC engagement is to improve the quantity and quality of staff contact with participants. Based on our experience with low attendance to weekend programs, we propose to consolidate the DRC hours into a more robust 5-day a week model, aligning our staff working hours with the days and times Participants have shown to be most engaged. This would increase opportunities for our staff to build rapport and trust with participants, amplifying the impact of programming.
- **Targeted Intervention Track**—We understand that when it comes to programming, there is no such thing as a “one-size fits all” approach in the world of reentry. In order to be responsive to Fresno County Probationers’ needs to comply with court minute orders, we propose a Targeted Intervention Track. This track would allow participants who are determined to have a lower level of risk/needs participate to complete court-assigned targeted group treatment interventions including Thinking for a Change (T4C) programming and Anger Management.

- ***In-Custody to DRC Expansion Services***— BI proposes to partner with the Fresno County Probation Department to provide a jail transition program track at the DRC. In Merced, Tuolumne, Monterey, Shasta, Mendocino and Napa County, BI currently collaborates with the probation department and sheriff’s office to operate an in-custody treatment program focusing on reaching participants while still in jail to change criminal thinking as early as possible. We offer participants reentry programming such as life skills, behavior-change counseling, and information on post-release resources. Upon community reentry, participants would have the opportunity to seamlessly transition programming to the DRC.

B. Similar or Related Contracts

Descriptions of any similar or related contracts under which the bidder has provided services.

Within the State of California, BI has been providing in-custody and community-based reentry services since 2006. As such, our organization’s ability to provide comprehensive support to offenders throughout the varying stages of supervision—from in-custody to community release—has uniquely positioned us to provide a holistic and seamless continuum of services to offenders entrusted to our care. *Table 1* provides a description of existing BI contracts where we provide services that are most similar or related to the Scope of Work presented in RFP Number: 21-041.

Table 1. Similar or Related Contracts		
Program Name	Length of Service	Program Overview
Fresno DRC	2011 - Present	We offer intensive case management, substance abuse treatment, cognitive behavioral programming, employment assistance, aftercare, and education services to adult participants within the DRC.
Napa DRC	2009 - Present	Our program provides individualized therapy and group discussions combined with job and educational training. Participants may begin the program while in custody or while in the community. Treatment usually lasts from 12 to 18 months
Monterey DRC	2009 - Present	We provide DRC services and a Jail Reentry Program (JRP), both of which address criminogenic needs identified through the assessment process.
Shasta DRC	2012 - Present	The comprehensive DRC programming and services available are evidence-based and include drug and alcohol testing, substance abuse treatment, anger management, education, cognitive and life skill development, employment preparedness and job search assistance.
Kern DRC	2010 - Present	This DRC guides participants through a multi-phase program that includes regular reporting to the center; intensive treatment and training; and on-going testing for drug and alcohol use. Participants attend on-site classes (approximately 6-10 class hours per week) designed to change thinking and beliefs.

Immediately following, *Figure 2* illustrates our established presence throughout California. The programs identified incorporate similar service offerings and treatment interventions that we detail within this proposal offering.

CALIFORNIA PRESENCE

California Non-Residential Reentry Programs

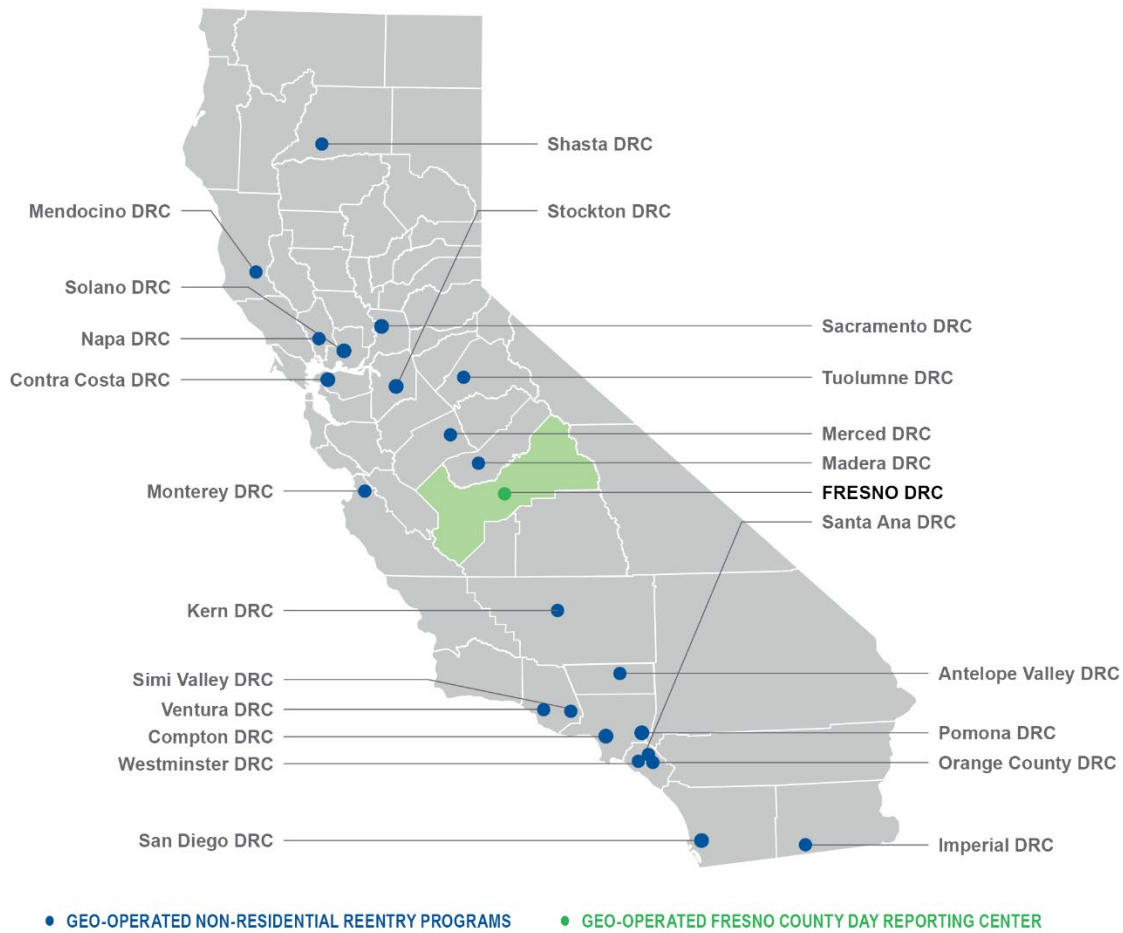


Figure 2. California Presence Map

C. Qualifications

Descriptions of the qualifications of the individual(s) providing the services

Local and Regional Management Qualifications

BI employs a qualified team of dedicated professionals. Our supervisory, management and local teams all possess significant knowledge and experience within their industry, which will be utilized to ensure continued success for the Fresno County DRC population through the provision of responsive programming and services for each participant. Our Area Manager and Program Manager have supported Fresno County programming for over ten years. Our Program Manager has served the Fresno reentry community for over 17 years. Local staff supporting the Fresno DRC include:

- ***Humberto Sanchez—Area Manager***
- ***Angel Duarte—Program Manager***
- ***Ashley Fleming—Certified Substance Abuse Counselor***
- ***Elisah Harvey, Jr.—Behavior Change Manager***

Our national corporate team supports our local Fresno County teams' efforts and maintains open communications with County staff. Nationwide company resources for staff recruitment and retention, as well as a national trainer, help ensure the DRC's consistency and compliance with contract requirements. Our Corporate team includes:

- ***Derrick D. Schofield, Ph.D.—Vice President, Reentry Services***
- ***John Thurston, Vice President—Non-Residential Reentry Centers***
- ***Dr. Mathew Abraham, Director—Training and Treatment Services***

Most importantly, a well-seasoned national infrastructure allows the DRC Program Manager and other on-site staff to focus on the task at hand—closely supervising participants and working with Probation and the local community to ensure program success.

The following descriptions provide further detail regarding the qualifications and experience of our leadership and management personnel.



Humberto Sanchez, Area Manager—Based in Fresno County, Mr. Sanchez serves as the Central California Area Manager and is responsible for overseeing the management and operations of BI’s community-based reentry facilities and programs. With over 11 years managing California-based reentry programs, Mr. Sanchez is familiar with the needs of California counties when implementing programs. Mr. Sanchez has comprehensive experience with evidence-based programs, program compliance, ensuring staff provision of high-quality services and programming, facility management, safe and effective operations, and staff training. Prior to joining the BI team, Mr. Sanchez worked with at-risk juveniles, supervised parolees at a residential inpatient facility, worked with more than 250 Spanish and English speaking welfare recipient cases, and served in the U.S. Marine Corps. Mr. Sanchez holds a Master of Science in Criminology-Offender Rehabilitation from the University of Cincinnati and a Bachelor’s in History from California State University of Fresno.



Angel Duarte—Program Manager—In this local supervisory role, Mr. Duarte is directly responsible for day-to-day operations at the Fresno County DRC. This includes direct oversight of staffing levels; ensuring quality services; effectively communicating with program participants; establishing and maintaining partnerships with Fresno County personnel and community organizations; and ensuring that operational costs do not exceed the program budget. Mr. Duarte is the primary contact for Fresno County personnel. As Program Manager, Mr. Duarte is trained to continuously coach his team on Evidence-Based Practices and advanced skills such as Motivational Interviewing. Mr. Duarte has more than 17 years of reentry services experience in the Fresno County area. Before joining the BI team, Mr. Duarte conducted transitional case management for inmates from the Valley State Prison for Women (VSPW) and Central California Women Facility (CCWF). In this position, he facilitated Healthy Relationships curriculum with HIV positive in-custody inmates. Mr. Duarte holds an Associates of Liberal Arts degree from Fresno City College.



Ashley Fleming, Certified Substance Abuse Counselor—Ms. Fleming is the Substance Abuse Counselor at the Fresno County Day Reporting Center (DRC) and is responsible for assisting participants with achieving and maintaining sobriety. This includes—but is not limited to—developing, organizing, and conducting programs to provide education for conditions and problems relating to drug and alcohol abuse; conducting individual and group counseling sessions and programs; and, effectively communicating with participants, other BI staff, and agency personnel. Ms. Fleming joined BI in 2018 and is accredited as a Certified Alcohol and Drug Counselor I (CADCI). Ms. Fleming

holds an Associate of Science degree from Fresno City College in Alcoholism and Drug Abuse Counseling.



Elisah Harvey, Behavior Change Manager—In his role as Behavior Change Manager, Mr. Harvey manages participant caseloads, conducts risk/need assessments, facilitates orientation meetings with new participants and creates individual treatment plans for each participant. Mr. Harvey facilitates evidence-based Cognitive Behavioral Treatment (CBT) programs and conducts group and individual meetings using Motivational Interviewing techniques. Prior to joining BI, Mr. Harvey served as a Police Service Officer for the Clovis Police Department for five years. Mr. Harvey is a graduate of the University of Phoenix, Fresno, CA

where he earned his Bachelor of Science degree in Criminal Justice Administration. He holds a Modular Police Officer Certification (California P.O.S.T.).



Local Leadership Team. Humberto Sanchez and Angel Duarte are native residents of Fresno County who leverage BI's national team of 400 experts in training, programming, contract compliance, evidence-based research, and human resources to the mission, values, and goals of the community they live.



Dr. Mathew Abraham, Director, Training and Treatment Services—

Dr. Abraham currently serves as the Director of Training and Treatment Services within our organization, and ensures programming meets contract requirements and adheres to Evidence-Based Practices (EBP). Dr. Abraham’s diverse educational background includes a Doctorate in Clinical Psychology, a Master of Counseling, a Master of Business Administration, and a Bachelor’s in Sociology. Dr. Abraham has been a leader in services and administrative management with emphasis in clinical and social services for over a decade. His wide range of previous expertise includes directing educational, residential, treatment and clinical programs for non-profit and for-profit organizations nationwide, including extensive experience in treatment and services for individuals with sobriety and mental health issues. Dr. Abraham emphasizes results in his work to improve processes and operations and is deeply committed to improving the lives of others.



John Thurston, Vice President, Non-Residential Reentry Centers—

Mr. Thurston is responsible for our organization’s nationwide implementation and oversight of the day reporting centers and programs that we operate for federal, state, and county-level agencies. This includes contract compliance oversight and responding to escalating issues as necessary.

Mr. Thurston has approximately 30 years of industry experience and has helped our organization implement numerous research-based program models that incorporate the evidence-based principles of effective intervention. Many of these programs have achieved significant recidivism reductions—in some cases a 50% reduction, as demonstrated by third-party evaluation studies. Mr. Thurston holds a Master’s in Business Administration with a specialization in International Business, and a Bachelor’s in International Relations.



Derrick D. Schofield, Ph.D., Vice President, Reentry Services—

Dr. Schofield has more than 30 years of industry experience. He holds a Ph.D. in Organizational Leadership, a Master’s in Public Administration, and a Bachelor’s in Political Science. He is a graduate of Georgia’s Law Enforcement Command College. He is an Army Veteran, where he earned the rank of Captain. Dr. Schofield maintains certifications as a Correctional Officer, Probation Officer, and as a Guest Lecturer with the Georgia Peace Officers Standards and Training Council. He is also an active member of the American Correctional Association (ACA) and serves on the ACA Executive Committee as a representative for

the Board of Governors. Additionally, Dr. Schofield serves on the Board of the Florida Association of Recovery Residences (FARR).

Prior to joining our organization in 2016, Dr. Schofield had a distinguished career working in state correctional systems in Georgia and Tennessee for 26 years. His work in Georgia and Tennessee has had a positive impact on offender supervision, accountability, and rehabilitation. This includes running the Georgia Department of Corrections’ first Therapeutic Community (TC) at Lee Arrendale State Prison and creating a seamless offender supervision model in Tennessee.

Table 2, summarizes the experience and expertise of BI’s leadership team. For additional detail on the experience and roles of the personnel mentioned, please refer to *Attachment A—Key Staff Resumes* starting on page 133 and *Attachment C—Job Descriptions* on page 135.

Table 2. Leadership Expertise and Education	
Name & Title	Years of Experience and Education
Derrick D. Schofield, Ph.D., Vice President, Reentry Services	<ul style="list-style-type: none"> • 34 years of industry expertise • Ph.D. in Organizational Leadership • Master’s Degree in Public Administration • Bachelor’s Degree in Political Science • Captain, United States Army • Graduate, Georgia’s Law Enforcement Command College • Leadership and management certification include President of the Southern Region of the Association of Correctional Administration
John Thurston, Vice President, Non-Residential Reentry Centers	<ul style="list-style-type: none"> • 27 years of industry expertise • Master of Business Administration • Bachelor’s Degree • Member, American Probation and Parole Association
Mathew Abraham, Ph.D., Director, Training and Treatment Services	<ul style="list-style-type: none"> • 20 years of industry experience • Doctorate degree in Clinical Psychology • Master’s Degree in Counseling • Master’s Degree in Business Administration • Bachelor’s Degree in Sociology
Humberto Sanchez, Area Manager, Central California	<ul style="list-style-type: none"> • 14 years of industry expertise • Master’s Degree in Criminology • Bachelor’s Degree in History • Graduate of the GEO Emerging Leaders Academy • Skill Set Certification in Evidence-Based Practices and “<i>What Works</i>” research

Table 2. Leadership Expertise and Education

Name & Title	Years of Experience and Education
Angel Duarte, Program Manager, Fresno County Day Reporting Center	<ul style="list-style-type: none"> • 11 years of industry expertise • Associate Degree in Liberal Arts
Ashley Fleming, Certified Substance Abuse Counselor	<ul style="list-style-type: none"> • 5 years of expertise in the field of Drug and Alcohol Counseling • Degree in Human Services, Alcohol and Drug Counseling • Certified Counselor with CCAPP (CADC I)
Elisah Harvey, Behavior Change Manager	<ul style="list-style-type: none"> • 6 years of industry expertise • Bachelor’s Degree in Criminal Justice Administration • Modular Police Officer Certification (California P.O.S.T)

Proposed Fresno DRC Staff Qualifications

As the incumbent provider of DRC services in Fresno County, and an existing provider of DRCs in California, we fully understand the staffing resources needed to service the participant population effectively and responsibly. We propose to incorporate the following staff positions within the Fresno County DRC:

- ***Program Manager***
- ***Substance Abuse Counselor***
- ***Behavior Change Manager***
- ***Assistant Case Manager***

A summary of the roles and responsibilities of the Fresno County DRC personnel is located in *Table 10* located on page 59. For more detail, please refer to *Attachment C—Job Descriptions* starting on page 135.

Training

Operating a successful evidence-based program requires staff with the skills needed to help change participant behavior. To achieve strong outcomes and impact recidivism reductions, we invest heavily in staff training. Our dedicated corporate training department—*The Continuum of Care Training Institute*—has an intensive staff training process that begins at the time of hire and continues throughout the life of the program contract.

Staff Training/Continuing Education

Our in-house *Continuum of Care Training Institute* provides training to all BI DRC staff, from the time of hire and regularly throughout their employment. This evidences our commitment to developing highly competent Fresno DRC staff and promoting a culture of ongoing learning.

All DRC staff start their employment with robust training on core correctional skills, EBP and program specific procedures. From there, our Training Institute provides a broad array of advanced learning opportunities to improve basic skills and develop in-depth expertise, including:

- Refresher Training
 - Briefcase Series Training
- Advanced Training
- Skill Set Certifications
- New Manager Training
- Emerging Leaders Academy
- Licensing and Certifications

Refresher Training. Staff are required to complete at least 40 hours of Refresher Training each year. Our *Continuum of Training Institute* maintains a list of required annual trainings and provides elective training options to program staff. Examples of elective refresher courses include human relations, roles of law enforcement agencies, and cultural and ethnic sensitivity.

BriefCASE Series Training. As part of its refresher training this year, Fresno DRC staff are currently participating in BriefCASE Training. This 18 month/18 module training series was developed by *The Carey Group* to assist staff in advancing their EBP skills. Staff receive hourly training, monthly from the series and—over the course of the month—they utilize the skills learned and get reinforcement from the Program Manager. The 18 modules cover a variety of topics that are core to risk reduction including:

- Building professional alliance
- Interpreting and sharing assessment results
- Identifying “drivers”
- Identifying skill deficits
- Conducting skill practice sessions
- Identifying and redirecting harmful thoughts and beliefs
- Case planning
- Applying rewards and sanctions to encourage pro-social behavior

Advanced Training. We conduct this training at our corporate headquarters several times per year. We select high-performing staff from our facilities and programs across the U.S. for participation. These staff receive “train-the-trainer” instruction on a specific topic and finish this training as Subject Matter Experts. Sample topics include residential security, Motivational Interviewing (MI), Job developers, and case management.

Skill Set Certifications. Many of the evidence-based programs and practices used within our programs require specific training. We require that staff be trained before providing these services and then be certified on an annual basis. Examples of skill set certifications include T4C facilitation, risk/needs assessment certification, and MI certification.

Our internal trainers are certified to provide staff training on all major risk/needs assessments—including Offender Needs Guide (ONG), American Society of Addiction Medicine (ASAM) questionnaire and placement criteria, Brief Mental Health Screening, Texas Christian University Drug Screen (TCU-DS-V), TCU Criminal Thinking Scales (CTS), Essentials Checklist, Adverse Childhood Experiences (ACEs) Questionnaire, Starting Point Essentials Action Plan, Education and Employment Questionnaire and Employment Assessment via WorkKeys Talent and WorkKeys Fit. All DRC staff must be certified on the assessments they use. We maintain a robust quality assurance process, which includes regular refresher trainings, specific to administering assessments. Our assessments also feature “Targeting Worksheets” that help translate assessment results into a common language for all staff to use while assisting participants with their Behavior Change Plans (BCPs).

New Manager Training. We conduct this three-day training at our corporate headquarters. Designed specifically for new reentry service managers, topics covered include leadership, time management, effective communication, business development, finances, business management, and human resources.

Emerging Leaders Academy. We designed this program to develop the leadership and management skills of staff who are candidates for a management position. To be considered for the Emerging Leaders Academy, staff members must write an essay on why they want to participate, and why they believe that the company should invest in their leadership development. A Regional Director and representative from our Human Resources department interviews each candidate.

The 10-month Emerging Leaders Academy combines classroom training, team building, personal study, and mentoring. Participating staff work on leadership, culture building, creating positive change, problem solving, setting priorities, time management, human resources, financial management, and community mapping.

Licensing and Certifications. BI ensures that staff providing direct services meet all applicable licensing standards and minimum certification requirements for the State of California. Please refer to *Attachment B—Staff Certifications*, starting on page 134.

D. Material Indicative of Capability

Any material (including letters of support or endorsement) indicative of the bidder's capability.

BI is highly invested in delivering effective reentry programs. We monitor our program model development and delivery from four perspectives:

- **Evidence-Based Interventions:** We select therapeutic interventions that have been proven by research.
- **Quality of Programming Delivery:** We hold ourselves accountable for our delivery of programming by measuring our adherence to the principles of effective intervention.
- **Intermediate Outcomes:** We monitor key performance indicators for real-time feedback on our program impact
- **Longitudinal Impact:** Where possible, we track recidivism to monitor whether our participants are returning to the criminal justice system.

Evidence-Based Interventions

All DRC program components delivered by BI will be evidence-based curricula selected from the *Pew-MacArthur Results First Clearinghouse Database*. A one-stop online resource, the database provides information on the effectiveness of program interventions based on the ratings of eight (8) independent national clearinghouses, including the *What Works in Reentry Clearinghouse* and the *Coalition of Evidence-Based Policy*.

Results First Initiative. Our DRCs in the Kern, Ventura and Fresno Counties have all taken part in county-led *Results First* initiatives. As referenced on the next page in *Figure 3*, the December 2015 *Results First* report for Kern County found that the “*Day Reporting Center (DRC) has the highest projected recidivism reducing affect, by offering a number of evidence-based services simultaneously, which also results in a higher cost per participant.*”

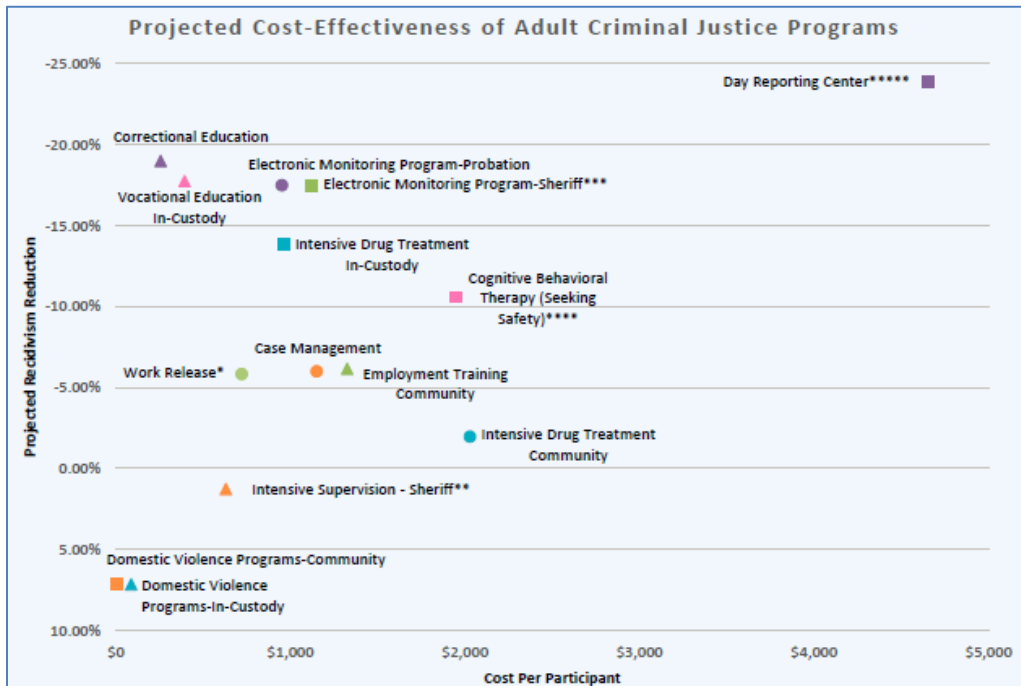


Figure 3. Results First—Kern County, December 2015 Report

Many of the interventions adapted and evaluated by the *Results First* initiative at our Kern DRC—and found to have a significant impact on recidivism reduction—are the interventions we are proposing for the Fresno County DRC. *Table 3* below depicts the *Results First* rating for several evidence-based curriculum we are proposing. The curriculum selected was designed for a community setting and to address multiple criminogenic needs. Our Fresno County DRC staff will be trained to deliver this curriculum by our Training Institute.

Table 3. Evidence-Base of Proposed DRC Components			
Required DRC Component	Proposed Intervention	Results First Rating	EBP Registry
BI Enhancement	<ul style="list-style-type: none"> TCU <i>Getting Motivated to Change</i> 	●	NREPP
Cognitive & Life Skills	<ul style="list-style-type: none"> Carey Group—Set of 33 Carey Guides & Behavioral Intervention Tools (BITS) 	●	What Works for Health
Gender Responsive	<ul style="list-style-type: none"> Dr. Stephanie Covington's <i>Healing Trauma for Women</i> Dr. Stephanie Covington's <i>Exploring Trauma for Men</i> 	●	CEBC

Table 3. Evidence-Base of Proposed DRC Components			
Required DRC Component	Proposed Intervention	Results First Rating	EBP Registry
Parenting & Family-Focused Reintegration	<ul style="list-style-type: none"> <i>Partners in Parenting</i> by Texas Christian University 	●	NREPP
Education/GED Preparation	<ul style="list-style-type: none"> <i>HiSET Academy Online</i> 	●	What Works for Health
Job Readiness & Job Search	<ul style="list-style-type: none"> Employment Readiness 	●	NREPP
<p>● Highest rating – Proven ● 2nd Highest Rating - Promising</p>			

Quality of Programming

Internal Fidelity Reviews. Our organization maintains program fidelity through significant investment in program development with the support of industry experts as well as in-house fidelity, research and training teams. We recently implemented Evidence-Based Practices–Technical Assistance (EBP-TA) methodology to provide feedback to Program Managers on their program’s adherence to the Eight Principles of Effective Intervention. The Evaluator uses a 3-point rating scale to evaluate 11 components of the Eight Principles of Effective Intervention:

- 1 = Not Meeting
- 2 = Working towards
- 3 = Meeting

Interviews are conducted with the participant, treatment team and Program Manager. Participant files are reviewed, groups are observed, and Individual CBT sessions are observed, as well as interactions between staff and participants. See *Table 4* on the next page for relevant findings:

Table 4. DRC Programs Evaluated Using Eight Principles of Effective Intervention			
DRC Programs	Date of Evaluation	Program Evaluator	Score
Ventura County DRC	2020	GEO Fidelity Manager	99%
Monterey County DRC	2019	GEO Fidelity Manager	98%
Orange County DRC	2019	GEO Fidelity Manager	96%
Tuolumne County DRC	2019	GEO Fidelity Manager	94%
Stockton CDCR DRC	2019	GEO Fidelity Manager	98%
Santa Ana CDCR DRC	2019	GEO Fidelity Manager	93%
Napa County DRC	2018	GEO Fidelity Manager	98%
Shasta County DRC	2018	GEO Fidelity Manager	99%
Antelope Valley CDCR DRC	2018	GEO Fidelity Manager	89%

Correctional Program Checklists. Correctional Program Checklists (CPC) are considered the “gold standard” in measuring adherence to EBP. Over the years, our DRCs have been routinely assessed by third-party CPC evaluations as having a high degree of adherence. We’ve been fortunate to collaborate with customers on many CPC evaluations. In addition, from time to time we hire an outside consultant to conduct a CPC to ensure ongoing external feedback.

In 2017, two UCCI staff and eight individuals from various County agencies in California conducted the CPC 2.0 assessment on the non-residential Community Corrections Service Center (CCSC) program that we operate for the Napa County Probation Department. *Figure 4* on the next page, summarizes the resulting CPC scores as well as demonstrates that *all the Napa CCSC CPC scores exceeded the national average*—most significantly in the Offender Assessment and Quality Assurance domains.

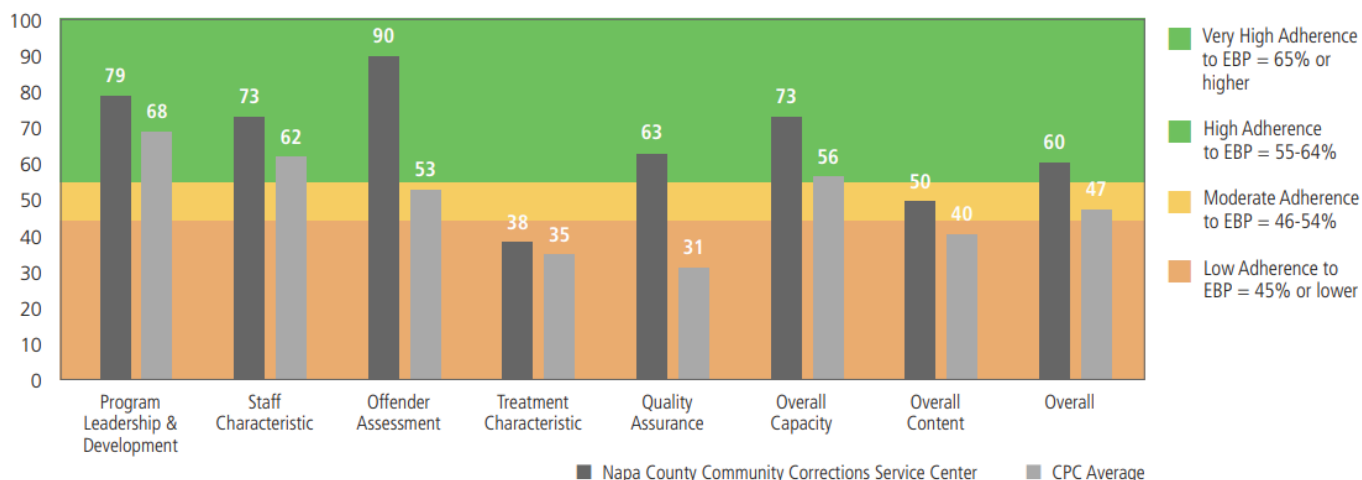


Figure 4. Napa CSC CPC Scores Compared to the Average CPC Scores

Nationwide, our CPC results on DRCs have demonstrated consistently strong results, as demonstrated by *Table 5* below.

DRC Programs	Date of Evaluation	Version	Program Evaluator	Result
Napa County, CA	2017	2.0	GEO Fidelity Manager	High Adherence
Monterey County, CA	2016	2.0	GEO Fidelity Manager	Moderate Adherence
Guilford, NC	2014	1.0	GEO Fidelity Manager	Highly Effective
Mecklenburg, NC	2013	1.0	GEO Fidelity Manager	Highly Effective
Franklin, PA	2013	1.0	GEO Fidelity Manager	Effective
Fresno CDCR, CA	2009	1.0	GEO Fidelity Manager	Highly Effective
San Diego, CA	2009	1.0	GEO Fidelity Manager	Effective

California Program Assessment Process. In 2017, Monterey County contracted with Jan Roehl, PhD, of Jan Roehl Consulting, to conduct a formal review of the DRC program. Dr. Roehl’s subsequent report found that *the DRC scored 87.5% across all program domains. The report noted that our DRC “rated highly on its use of evidence-based practices.”*

Intermediate Impacts

Intermediate outcomes are measures that give us an indication if we’re having an impact on assessed needs in real-time. These are often used in the reentry field as a way to measure future program impact. There are multiple ways to measure intermediate outcomes, including participant sobriety tests, employment gains, and why a participant was discharged from the program (see *Figure 5* below). Accordingly, we track and present customers with various data items regarding program discharges, criminal thinking changes, attendance rates, participant sobriety, employment gains, and dosage hours delivered. *What sets us apart from other providers is our fully implemented, well-regulated system of collecting and measuring information about program participants as they move through each phase of the program.*

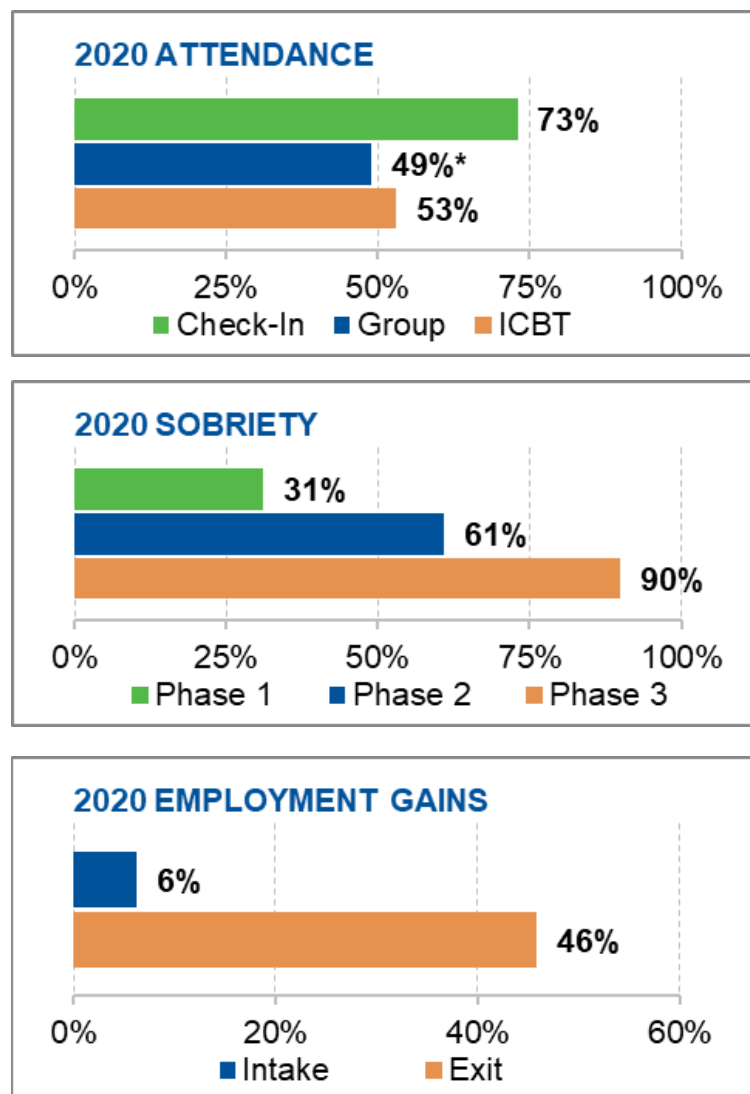


Figure 5. Fresno County Intermediate Outcomes (April 2020)

Longitudinal Outcomes – Recidivism Reduction

When recidivism rates are provided to us by our customers, we study the recidivism rates. Most agencies report recidivism data three years post-release from custody or post program completion. *Figure 6* below demonstrates our current DRC recidivism outcomes in California.

DRC RECIDIVISM OUTCOMES

Each customer measures recidivism based on their own criteria. Below are the compiled recidivism results we have received from our California DRC customers.

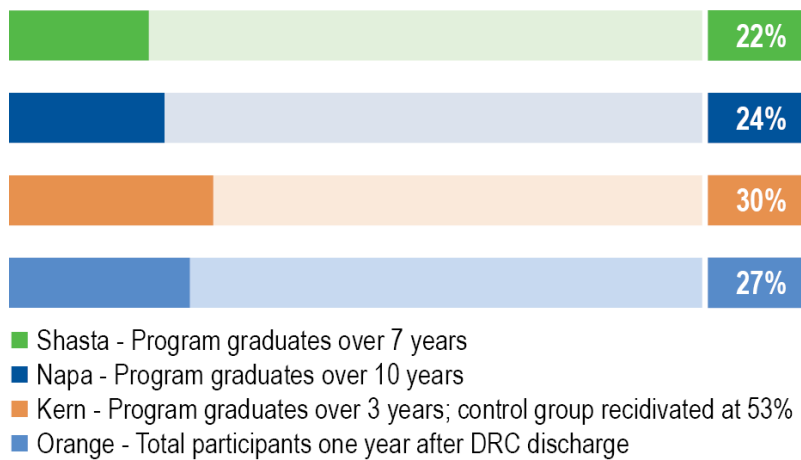


Figure 6. CA DRC Recidivism Outcomes

For additional material indicative of BI’s capability to provide the services described in the County’s RFP, please see *Attachment D—Letters of Support*, starting on page 136.

E. Current Operations and Ability

A brief description of the bidder's current operations, and ability to provide the services.

Extensive Experience

As the incumbent provider, our Fresno County DRC has successfully provided services to the target population since 2011—making us the provider who is best suited for this contract. Our extensive knowledge of the Fresno community and its local resources, vast network of community-based partners and consistently growing relationship with Probation, allow us to provide high quality services to participants and maintain program operations, seamlessly and effectively. Our local staff are familiar with the Fresno area and skilled at engaging participants—providing them with the necessary building blocks that will motivate them to change.



Decade of Partnership and Services. Angel Duarte, Program Manager, has more than 10 years of experience directly supporting Fresno County’s offender treatment initiatives.

Extensive California Presence

A continued partnership with BI benefits Fresno County by providing the agency with a proven Fresno leadership team with over 40 years of combined experience, and a management structure capable of producing positive outcomes. Mr. Humberto Sanchez, our Central California Area Manager, is based in Fresno County and has a strong record of successfully operating programs within our non-residential and day reporting centers that are similar in size and scope to the requested services found within this solicitation. Our Fresno County DRC program is overseen by Mr. Sanchez and Program Manager Angel Duarte, who has worked at the program for ten years. Under their leadership, participants and the County will benefit from continuity of services and consistency of staff, further evidencing that research-based programs are effective at maintaining low staff turnover.

Utilizing the experience of our California-based team, we have successfully operated DRC’s and behavior-change programs for criminal justice-involved populations throughout the Kern and Madera counties since 2010, and Fresno County since 2011. Our effectiveness in reentry program operations is evidenced by the success of our current DRC’s located in California—including the existing Fresno County DRC contract—and by our nationwide experience in delivering research-based programs and case management via evidence-based practices.

Locals of Fresno County, Mr. Sanchez and Mr. Duarte are invested in implementing programs that meet the needs of both the County and the participants involved. Their commitment to training staff and overseeing programs that accurately assess, conduct individual plans, and target individualized services are key to their success. Our proposed

program model builds off this premise and follows evidence-based principles by assessing all participants referred and providing treatments that match the individual’s level of need, motivation, and phase progression.

We have historical data showing the positive impact of our programming on criminal thinking that is measured by internal corporate Research Department—*at no additional cost to the County*. For additional details, please see section *D. Material Indicative of Capability*, starting on page 30.

“Some staff have true passion to help others and it shows....you know when people work just for money, benefits etc.” — “the traits that truly helped me from these individuals were; Understanding, Compassion, Patience, Attentiveness, Dependability, Trustworthiness.”
— Miguel H.

Extensive Reputation

Within the State of California and across the U.S., we have an established reputation for implementing and operating structured programs with measurable outcomes, economic benefits, reduced recidivism, and successful reentry for offenders. Our company experience includes the direct provision and operation of residential and community-based day reporting centers, evidence-based in-custody rehabilitation programs, work-release facilities, secure transportation, and electronic monitoring. Currently, we manage more than 77 community-based reentry center and rehabilitation programs. Our programs are customizable to fit both the participant and customer’s needs, expandable to provide additional services, evidence-based, and designed with the customers budget in mind. A brief description of the services we deliver that are similar to the requested services, are listed below:

- ***Non-Residential Centers.*** Our community-based reentry centers are designed to help individuals achieve long-term sustainability. Easily scaled to address agency needs, our DRCs support the goals of participants and public-sector partners by providing case management, cognitive behavioral treatment, employment readiness, GED-related services, career skills (onsite or through community referrals) as well as anger management, substance use disorder education, life skills, and supervision services.
- ***In-Custody Programs.*** County, state, and federal offenders across the U.S. are enrolled in evidence-based rehabilitation programs at our reentry facilities or at in-custody programs our company operates within facilities that the agency provides. Our staff deliver programming that includes academic and vocational classes, life skills, cognitive behavioral treatment, substance abuse education and treatment, and reentry planning. In California, we currently contract with Napa, Tuolumne,

Mendocino, Merced, Shasta and Monterey Counties for the provision of in-custody programming within agency facilities.

BI supports these programs with a corporate structure that provides rigorous employee training, encourages communication, monitors program fidelity, and ensures quality. We provide extensive investment in developing a local DRC team that is trained in both evidence-based practices and on specific program interventions. Local expertise—supported by an infrastructure that delivers ongoing training, technical assistance, and dedicated research support—will ensure the DRC team in Fresno remain vitalized and oriented to the needs of their community while maintaining participant engagement.

F. Financial Statements

Copies of the audited Financial Statements for the last three (3) years for the agency or program that will be providing the service(s) proposed. If audited statements are not available, compiled or reviewed statements will be accepted with copies of three years of corresponding federal tax returns. This information is to be provided after the RFP closes, if requested. Do not provide with your proposal.

Pursuant to RFP page 22, *X. Vendor Company Data, Item F*, which states that copies of audited financial statements for the last three (3) years are to be submitted after the RFP closes if requested, BI has not included our financial statements with this proposal.

G. Terminated Contracts

Describe all contracts that have been terminated before completion within the last five (5) years

BI has not had any contracts terminated before completion within the last five (5) years.

H. Lawsuits or Legal Actions

Describe all lawsuit(s) or legal action(s) that are currently pending; and any lawsuit(s) or legal action(s) that have been resolved within the last five (5) years:

BI is not currently involved in any litigation related to its operation of Day Reporting Centers or that would affect its ability to perform the requirements of this proposal.

I. County Payments

Describe any payment problems that you have had with the County within the past three (3) years:

BI has not had any payment problems with Fresno County within the past three (3) years.

XI. Scope of Work

In accordance with RFP page 22, *Proposal Content Requirements—Section XI*, and the corresponding RFP page 13, *Scope of Work*, this section of our proposal contains the following information:

- A. Essence of Proposal—on page 45
- B. General Discussion and Description of Proposal—on page 46
 - B.1. Understanding of Project and Proposal Summary—on page 46
 - B.2. Scope of Work Proposal Requirement Specifications—on page 63
- C. Reports—on page 123
- D. Alternative Solutions—on page 125

A. Essence of Proposal

Bidders are to use this section to describe the essence of their proposal

As the incumbent provider, it is our intent to continue providing Adult Day Reporting (DRC) services for the County of Fresno, the target population, and the community. Using proven innovations in evidence-based programming, BI's goal is to improve the chances of offender reentry success, enhance public safety, and reduce rates of recidivism. If awarded a new contract, we will continue to maintain the positive outcomes the County has come to expect from BI as a reentry provider and will continue to work on service modifications that will amplify our ability to connect with and impact our participants. In the sections to follow, BI has provided information regarding our understanding of the requested services, along with detailed descriptions illustrating our proposed program model, and our capability and ability to provide the serves requested.

B. General Discussion and Description of Proposal

B.1. Understanding of Project and Proposal Summary

A general discussion of your understanding of the project, the Scope of Work proposed and a summary of the features of your proposal

Proposed Scope of Work

The County of Fresno on behalf of the Probation Department is requesting proposals from qualified vendors to operate a Day Reporting Center for adult offenders. The target age group is 18 to 30 years of age; however, older offenders may be considered for the program. The County reserves the sole right to set the target population parameters. The Day Reporting Center (DRC) shall maintain a minimum of fifty (50) slots to provide individualized evidence-based programming to adult offenders. It is possible the program could expand in increments of 10 slots up to 100 slots. The proposed program shall be six (6) months in length, starting with an intensive first phase and gradually lessening in intensity in subsequent phases. An aftercare program is also desired. Minimum hours of operation will be Monday – Friday, 8:00 a.m. to 8:00 p.m. and a minimum of four (4) hours on Saturdays and Sundays; weekend hours may be adjusted based on need. It is anticipated the contract with the selected vendor will be for three (3) years with two (2) optional one (1) year extensions.

As evidenced throughout this proposal and more specifically in Sections B.1 and B.2, BI thoroughly understands the project and the services proposed. We will remain compliant with the above requirements and are dedicated to providing evidence-based programming and services to the target population as sought within the RFP.

Location/Space

The Probation Department will provide the vendor with space to operate the DRC on County property. The DRC is currently located at 2212 N. Winery, Suite 122, Fresno, CA 93703. The vendor will be sharing the suite with the Probation Department's Drug Suppression Unit. Approximately 4,000 sq. ft. will be available for the DRC. The shared suite has two locking doors to separate a majority of the Probation space from the DRC space. Probation will have access to both areas in order to utilize shared space such as the staff restrooms, conference and break rooms. DRC will not have access to the Probation areas on the East side of the building. The doors block the hallway in the Southeast corner outside offices 15 and 17 and in the Northeast corner outside offices 4 and 5. See attached site map (Attachment A) which delineates DRC space, Probation space, and shared space. The DRC entrance is in the Southwest corner of the building and Probation's entrance is in the Northwest corner. There is a non-secured parking area for DRC and Probation staff and clients, which is lit at night.

The County will be paying the lease, which includes janitorial services and restroom supplies, as well as paying for water/sewer/garbage and utilities (PG&E) costs. The County has a contract for security alarm maintenance and monitoring, which it pays for, and County security checks on the building. The County will be providing space only to the vendor. The vendor will be responsible for providing everything else, i.e., furniture, equipment, supplies, telephones, etc. The vendor will ensure the DRC facility is secure by providing adequate supervision during hours of operation.

It should be noted that while the DRC is currently located at 2212 N. Winery, Suite 122, Fresno, CA 93703, this is subject to change; in the event that the location of the DRC does change in the future, the County will provide the selected vendor with ample notice, and will continue to provide the vendor with operating space for the DRC at a new location, also on County property.

BI understands the County’s conditions regarding the site location and designated space for program services (see *Table 6*). If awarded the contract, we agree to continue providing services at 2212 N. Winery Avenue, Suite 122, located within Fresno County (*Figure 7*). As the suite will be shared with the Probation Department’s Drug Suppression Unit (Probation), we look forward to the opportunity to maintaining our close relationship with Probation.



Figure 7. Fresno DRC Site Location

With exception to the lease which includes janitorial services and restroom supplies, as well as, water, sewage, garbage and utilities (PG & E) costs; BI will be responsible for providing all other items as stated within the *RFP Scope of Work, Location/Space*.

Table 6. Proposed Site Location	
Facility	Job Functions
Fresno County Day Reporting Center	<p><u>Address:</u> 2212 N. Winery, Suite 122, Fresno, CA 93703</p> <p><u>Designated Space:</u> Co-located with Fresno County Probation Department</p> <p><u>Lessee:</u> Fresno County</p>

Supervision—As public safety is our main priority; BI will ensure that at least two BI staff members are present and on-site at all hours of DRC operation. In order to provide adequate supervision, BI proposes to provide the following services:

- Check-Ins
- Reporting
- Alcohol & Drug Testing
- Administrative Sanctions

Location Change—In the event the County chooses to relocate the DRC in the near future, BI will continue to provide DRC services at the new location within the operating space designated by the County. In addition, the potential location change could allow for expanded services within the jail, as BI has the capability and expertise to provide in-custody services to participants transitioning from jail to the community. For more information regarding this potential service, please see section *D. Alternative Solutions*, starting on page 125.

Hours of Operation

The DRC shall be able to provide monitoring and treatment services seven (7) days a week, excluding County holidays (New Year’s Day, Martin Luther King, Jr. Day, Presidents’ Day, Cesar Chavez Day, Memorial Day, Independence Day (observed), Labor Day, Veteran’s Day, Thanksgiving Day, Day After Thanksgiving, and Christmas Day), with office hours that can accommodate the work schedules of the clientele. The minimum hours of operation will be Monday – Friday, 8:00 a.m. to 8:00 p.m. as well as a minimum of 4 hours of operation on Saturdays and Sundays; hours of operation on weekends may be reduced, at the discretion of the Probation Department. Interested vendors shall confirm agreement to these requirements and provide the proposed hours of operation for weekends.

BI is able to operate the Fresno County DRC seven days per week as required—providing monitoring and treatment services to participants Monday through Friday from 8:00 AM to 8:00 PM, as well as, a minimum of 4 hours on Saturday and Sunday.

To improve DRC operations and make programming more therapeutic and impactful, we are proposing that the County consider modifying the required hours of service to five (5) days per week—with monitoring and treatment services provided Monday through Friday from 8:00 AM to 8:00 PM. Our organization is able to provide the same quality of services using a five (5)-day operational schedule. In addition, modifying DRC hours will optimize the DRC’s most important resource—highly qualified and trained staff—by aligning working hours to when participants have been shown most likely to attend the program. In our experience, focusing on treatment and supervision activities that are amplified in a 5-day a week model can result in better program and participant achievement. Additionally, opportunities to build rapport, trust and meaningful interactions with staff are more likely in a 5-day a week model, resulting in increased participant engagement.

For more information on our proposed alternative hours of operation, please see section *D. Alternative Solutions* starting on page 125.

Programming

DRC programming shall include but not be limited to: daily check-ins, random drug testing, job skills training/placement, substance abuse counseling, anger management,

family and parenting counseling, educational services/GED, life skills, relapse prevention, and mental health assessment. Staff providing direct services will meet minimum state certification requirements for each specific discipline, i.e., substance abuse counseling, family and parenting counseling, and mental health assessment. All programming should be considered best practices.

Programming provided at the DRC must use evidence-based cognitive behavioral therapies, addressing criminogenic needs and be designed to reduce recidivism. Respondents to the RFP must demonstrate a comprehensive understanding of these concepts. Interested vendors responding to the RFP shall propose the curriculum and programming to be provided in the DRC and shall provide detailed information on the curriculum and programming proposed. The County reserves the right to negotiate curriculum and programming selection. Vendor must be available to receive training from the Probation Department regarding any changes to curriculum or programming selection.

The vendor shall have an individualized case plan for each program participant based on the Risk Assessment provided by the Probation Department. Vendor shall have the capability to provide programming services virtually, based on individual participant needs.

Vendor must have the ability to provide individual or single program component services to participants by request of the Probation Department and/or based upon case plan needs.

BI is committed to continuing to provide the County with the programming and services requested. Our evidence-based programming will adhere to the requirements stated within the RFP and will be provided by qualified staff who are skilled in the field of cognitive-behavioral treatment and reentry. DRC staff will continue to work with participants to create an individualized *Behavioral Change Plan (BCP)* that targets identified criminogenic risks/needs—allowing for the assignment of the most effective treatment and services necessary for risk reduction, for each participant.

Our proposed programming and curriculum are summarized in *Table 7* below.

Table 7. Proposed Onsite DRC Evidence Based Curriculum		
Programming	Curriculum	Author/Developer
Substance Abuse	Cognitive Behavioral Interventions for Substance Abuse (CBI-SA)	University of Cincinnati
Anger Management	Anger, Aggression and Violence Program Model	A. R. Phoenix Resources, Inc.

Table 7. Proposed Onsite DRC Evidence Based Curriculum		
Programming	Curriculum	Author/Developer
Family/Parenting	Partners in Parenting	Texas Institute of Behavioral Research at Texas Christian University
Life Skills	Thinking for a Change (T4C)	National Institute of Corrections (NIC)
Individualized Cognitive Behavioral Treatment	Carey Guides	Carey Group Publishing
Trauma	Healing Trauma for Women	Dr. Stephanie S. Covington and Hazelden Publishing
	Exploring Trauma for Men	
Education	HiSET® Academy	ETS
Employment	WorkKeys® Talent	ACT
	WorkKeys® Fit	
	Employment Skills Workbook	The Change Companies®
Aftercare	Relapse Prevention Journal	The Change Companies®

Program Components

Daily Check-Ins.

Vendor shall have the ability to provide daily check-ins. Actual check-ins will depend on participant progress within the program as determined by the vendor. Initial daily check-ins will be in person. Vendor shall describe in detail, in the Response to RFP, the initial as well as the progression of the check-in process.

Our BI operated Fresno County DRC maintains hours of operation that allow participants to check-in to the DRC as often as seven days a week. In our experience, cognitive-behavioral therapy and other programming services yield the best results when accompanied with regular check-ins with program staff, making these check-ins a significant key to participant engagement.

Using our GEOtrack case management system, DRC staff electronically record the date and time that each participant arrives at the facility for their assigned programming and Probation is provided with daily notifications of any participant who fails to attend the program as scheduled. Typically, participants are to report to the facility in person as follows (see Table 8):

Table 8. Daily Check-Ins	
Program Phase	Check-In Frequency
Phase I	Up to seven (7) days per week
Phase II	Up to five (5) days per week
Phase III	Up to three (3) days per week
Aftercare	Up to one (1) day per week

As participants successfully progress through the program phases, the number of required check-ins will decrease. Our staff will work closely with Probation personnel to adjust the frequency of check-ins for individual participants as needed. For more detail, please see *Evidence-Based Program and Practice*, starting on page 74.

Random Drug Testing.

Random drug testing shall include at a minimum both urine and breathalyzer testing. The vendor may propose additional types of testing. Vendor shall describe in detail the random drug testing plan/procedure. The description should include the frequency of random drug tests for each program phase and how positive tests will be handled, including what type of sanctions/treatment plan modifications will be done to address positive tests.

Our DRC staff perform frequent and randomized alcohol and drug testing to ensure that participants are sober while participating in the DRC program. The administration and results of all alcohol and drug tests are recorded in GEOtrack. If a participant refuses to provide a breath or drug sample, the refusal is also documented and reported. If testing detects alcohol or an illicit substance, DRC staff promptly notify Probation and immediately take steps to ensure the safety of the participant and the community. A determination of the appropriate response will be made, which may include intermediate program sanctions and case plan modifications.

Alcohol Testing. Each time a participant arrives at the DRC, our staff administer a breathalyzer test. If a test is positive for alcohol:

- BI DRC staff promptly notify Probation
- No further participant activity in group or program participation is permitted for the day

- If the level of alcohol detected is high enough, the participant may be sent to a detoxification facility
- If the participant is determined to be legally impaired, DRC staff will instruct the participant not to drive, and contact local law enforcement should the participant refuse to follow instruction

Drug Testing. Based on their individual drug use history and current supervision conditions (among other factors) participants are also subject to random drug testing. Participants are assigned a specific word during Starting Point, which is then recorded in GEOtrack. Each day, the system will automatically generate words for testing. DRC staff can also conduct a drug test at any time at the request of Probation, or upon reasonable suspicion of substance use. Consequences of a failed drug test include:

- Increased check-ins to the DRC
- Increased face-to-face meeting with DRC staff and or Probation personnel
- Increased attendance at support group meetings
- Substance abuse assessment for detox or inpatient treatment
- Increased treatment programming

For more detail, please see *Evidence-Based Program and Practice*, starting on page 74.

Job Skills Training/Placement.

Vendor shall describe in detail their proposed job skills training/placement programming. Vendor shall employ a variety of resources in order to transition program participants into long-term sustainable work. Training will include, but not be limited to, employment preparation (general presentation and demeanor, effective communication); job search strategies such as networking, interviews, résumé writing; skill development, and job placement.

BI proposes to use the following job skill training and placement programming. For more information and detail on each, please see *Evidence-Based Program and Practice* starting on page 74.

Computer Lab. At our on-site computer lab, participants have the opportunity to participate in computer-based programming, including *KeyTrain* and *WorkKeys*, which are used to improve basic workplace skills or earn certification in a particular trade.

Employment Readiness Group. This proposed group, uses the “*Tools for Success: Employment Skills*” workbook from *The Change Companies*, along with group exercises and activities to improve learned skills and understand the complex process of planning for a career.

Auxiliary Reentry Employment Readiness Services. Our existing Employment Readiness program provides participants with assistance in addressing barriers to employment,

reinforces behavioral and vocational skills needed to maintain employment and helps secure employment.

Substance Abuse Counseling/Programming.

Programming provided must be evidence-based and designed to reduce recidivism. Lower level alcohol and drug services such as education, prevention, and early intervention services (based on ASAM criteria), shall be provided at the DRC. Intensive outpatient programming will also be offered as determined by the Risk Assessment. Vendors shall describe in detail how they will serve clients that may need alcohol and drug intervention (at all treatment levels, except residential).

BI proposes to offer two levels of substance abuse counseling/programming at the Fresno DRC: Outpatient Substance Abuse Treatment (OSAT) and an Intensive Outpatient Program (IOP). For both OSAT and IOP, BI proposes utilizing the University of Cincinnati's (UC) *Cognitive Behavioral Interventions for Substance Abuse (CBI-SA)* curriculum, which helps to create an action-oriented environment conducive to intensive interactions between group members and skill development. CBI-SA is informed by the National Institute of Corrections principles of effective intervention and incorporates a cognitive behavioral approach. For more details, please see *Evidence-Based Program and Practice* starting on page 74.

Anger Management.

Vendor shall describe in detail proposed evidence-based programming to assist in reducing and redirecting stress and tension which result in aggressive behaviors. The focus shall be on the causes of anger and providing alternatives to violent outbursts and abusive behavior through educational lessons that challenge inappropriate ways of expressing anger and techniques to dissipate anger before it gets out of control.

To assist in reducing participant stress and tension, BI proposes to use the *Phoenix/New Freedom Resources Anger, Aggression and Violence Program Model*. An evidence-based curriculum, *Phoenix/New Freedom* uses a variety of resource elements such as skill modeling to assist participant with managing the symptoms and triggers of their aggression. Widely used within the reentry and correctional setting, the *Phoenix/New Freedom* curriculum will provide participants with the elements needed to maintain program interest and make cognitive and behavioral changes. For more information regarding this curriculum, please see page 74.

Family/Parenting Counseling.

Vendor shall describe in detail the evidence-based strategies for incorporating marriage/family/parenting counseling in addressing the participant's criminogenic needs.

To address participant needs centered around marriage, family and parenting, BI utilizes the following strategies:

- **Partners in Parenting**—developed by the Texas Christian University (TCU), the curriculum focuses on strategies for effective parenting that can be used during different phases of their child development.
- **Family Nights**—regularly hosted at our BI-operated DRCs, Family Nights help the participants repair relationships and build bonds within a safe environment.

For information, please refer to our section on *Evidence-Based Program and Practice*, starting on page 74.

Educational Services/GED.

Vendor shall describe their educational/GED preparation services in detail. The focus of the educational program shall be to increase the offenders' functional literacy and employment skills. It shall include basic education in reading and math and may include GED preparation, if necessary. There shall be an onsite computer lab that will be utilized as a resource center for clients and as a classroom for courses.

To assist participants with goals associated with education enrichment, BI proposes to utilize our on-site computer lab to provide computer-based tutoring via the *HiSET Academy Online* program and trade certification through *WorkKeys*. For more details, please refer to *Evidence-Based Program and Practice* starting on page 74.

Life Skills.

Vendor shall describe in detail their proposed DRC curriculum designed to encourage offenders to adopt a positive, law-abiding lifestyle. The training shall be based on cognitive-behavioral techniques and focus on defects in thought processes that lead to self-defeating decisions.

BI proposes to use the Thinking for a Change (T4C) curricula within our life skill groups. Designed to help participants change their behavior by changing their thinking, the lessons used stress interpersonal communication development and confronts the thought patterns that can lead to problematic behaviors. The three components we plan to utilize are:

- **T4C Social Skills.** These lessons help participants engage in pro-social interactions and are based on self-understanding and an awareness of the impact that actions have on others.
- **T4C Cognitive Self Change.** These lessons provide a thorough process for self-reflection. Lessons are concentrated on uncovering antisocial thoughts, feelings, attitudes, and beliefs.

- **T4C Problem Solving.** Integrating the two other components of T4C, these lessons provide a step-by-step process for addressing challenges and stressful situations.



T4C Effectiveness. 96% of participants who completed surveys in 2021 stated that Fresno DRC’s Life Skills Groups were helpful.

For more information, please refer to *Evidence-Based Program and Practice*, starting on page 74.

Relapse Prevention.

Vendor shall provide a detailed description of aftercare programming designed to maintain a law abiding lifestyle in all phases of criminogenic needs. In the description the vendor shall include the program’s length and curriculum used. Participants in the aftercare program are not part of the 50 contracted slots.

In order to reduce the chances of criminal involvement upon a participant’s return to the community, our proposed program model includes a 3 to 4-month aftercare program. Upon program completion, participants attend aftercare group sessions which incorporate the University of Cincinnati’s Corrections Institute *Interactive Journaling*, CBI-SA “Success Planning” module and *Change Companies: Relapse Prevention* workbook. Additional support is provided via supplemental material within the Substance Abuse Aftercare portion of the program, and tools within the Relapse Prevention portion. For more information, please refer to *Evidence-Based Program and Practice*, starting on page 74.

Mental Health Assessment.

A mental health assessment and treatment referral, if appropriate, shall be completed on each participant by certified/licensed vendor staff or subcontractor. Vendor shall describe the mental health assessment and treatment referral process in detail.

BI proposes to conduct a Brief Mental Health Screening on all program participants. If needed, DRC staff will refer individuals to the County of Fresno Department of Behavioral Health for further evaluation. For more information, please refer to *Evidence-Based Program and Practice*, starting on page 74.

Immediate Notification

DRC staff shall immediately notify the Probation Department of any problems that would jeopardize public safety or the offender’s continuation in the DRC program. Problems shall include but not be limited to: failure to report and follow daily schedules, failure to participate in required activities, new arrests, positive test for drug or alcohol usage and

other behaviors that might pose a public risk. Vendor shall describe in detail their plan for immediate notification.

To provide Probation with immediate notification regarding participants and program information, BI proposes to use our GEOtrack Case Management software, which is updated by DRC staff daily and is able to provide Probation with customized reports to ensure quality assurance. For additional details, please refer to section B.2, starting on page 63.

Referral Services

The DRC staff shall maintain directories of resources that offer forms of assistance. Staff shall be familiar with eligibility criteria and application procedures assisting with rapid referral and placement of offenders in such programs.

BI proposes to use our local Fresno team’s extensive knowledge of community resources and local partners to assist participants in getting access to additional services. Our DRC staff have developed a comprehensive list of Community Resources (refer to *Table 16* on page 108) that is available to participants to address their essential needs. In addition, staff have formed strong connections with local community providers which can be leveraged to provide participants with additional services. For continued access to these community-based resources, even after program completion, BI has developed our GEO Reentry Connect Website. For more information, please see *Evidence-Based Program and Practice*, starting on page 74.

Data Collection/Quality Assurance

Vendor shall track the program completion graduation rate, as well as the assessment scores upon entry vs. exit of the program. Vendor shall provide description of data collection/quality assurance process.

Project Management and Quality Assurance

As an integral part of DRC reporting, DRC staff use our case management database to electronically enter and update all assessment, personal, and program data for each referred participant. This includes, but is not limited to: assessment results, attendance and compliance with scheduled activities (groups, individual meetings, check-ins etc.), alcohol and drug test results, case notes—including significant events and staff observations, participation and progress in treatment groups, employment and education status, and the number of community referrals made. Participant and program data are currently entered and stored in *GEOtrack*, BI’s secure, web-based case management application that tracks metrics and gives authorized users a real-time view of a participant’s status and progress in the program. GEOtrack includes numerous pre-defined reports that staff can use to

produce statistical reports on one or all participants. The procedures described below provide an overview of our data collection and quality assurance process.

Maintaining program fidelity is vital to delivering effective treatment and recidivism reduction and, therefore, a major area of attention for operations at our Fresno DRC. We embrace a Quality Assurance through Coaching environment in which we are constantly assessing program fidelity. Our approach to quality assurance and maintaining program fidelity is consistent and multi-tiered. It consists of Monthly Quality Assurance Reviews, Semi-Annual Program Reviews, Annual Program Reviews, Intermediate Outcomes Reports, Service Satisfaction Surveys, Staff Evaluations, and Research and Development. For more details on each, please see *Evidence-Based Program and Practice*, starting on page 74.

Reports

Monthly Progress Report.

Monthly progress reports on each participant in the DRC program shall be turned in by the 10th of the month. Information to be included in the progress report will include, but not be limited to:

- *Phase participant is in and progress made within that phase;*
- *Services participant received;*
- *Staff assessment of treatment progress; and*
- *Progress towards meeting case plan goals and recommendation for continuing, modifying, or discontinuing program.*

BI will continue to provide the designated County staff with monthly progress reports. For a sample of our Monthly Progress report, please see *Attachment H—Reports*, starting on page 140.

Discharge Report.

When a participant is discharged from the program for reasons other than a graduation, a discharge report shall be completed and sent to the assigned Probation Officer. This report shall include, but not be limited to:

- *Name and Date of Birth;*
- *History in the DRC, including compliance and non-compliance within the various program components;*
- *Phase at time of discharge; and*
- *Date of termination and reason.*

BI will continue to provide the County with participant discharge reports. For a sample Discharge report, please see *Attachment H—Reports* starting on page 140.

Experience

Vendor shall describe prior experience in working with adult offenders and providing evidence-based programming in a DRC-like environment (as described herein). Staff providing direct services will need to meet minimum State certification requirements for each specific discipline, i.e., substance abuse counseling, family and parenting counseling, mental health assessment, and therefore copies of these staff's certifications shall be returned with RFP response.

As described in full detail within section *X. Vendor Company Data* located on page 15, BI has over 27 years of experience and qualifications as required. In addition, we ensure that staff providing direct services meet all applicable licensing standards and minimum certification requirements for the State of California. Specifically, Ashley Fleming—BI's Substance Abuse Counselor at the Fresno County DRC— is licensed by the California Consortium of Addiction Programs and Professionals as a Certified Alcohol Drug Counselor I (CADCI). For additional information, please refer to our relevant Attachments A, B and C starting on page 133.

Assessment & Case Plan

Vendor will complete an assessment for each individual participant. The assessment tool(s) must be in keeping with Probation requirements, and Probation will train the vendor in conducting assessments that utilize specific tool(s) identified by Probation.

The vendor will be required to either complete a case plan for each individual participant or to utilize the case plan provided by the Probation Department. If the vendor is required to complete the case plan, the vendor will use the specific case plan tool(s) identified by the Probation Department, and will receive initial and ongoing training from the Probation Department in the use of the identified tool(s).

BI conducts validated assessments on each participant in order to determine their individual risk and needs. To better assess the Fresno County participant population, BI proposes to the following assessments: Offender Needs Guide (ONG), Adult American Society of Addiction Medicine (ASAM) Questionnaire, Brief Mental Health Screening, Texas Christian University Drug Screen (TCU-DS-V), TCU Criminal Thinking Scales (CTS), Essentials Checklist, Adverse Childhood Experiences (ACEs) Questionnaire, Starting Point Essentials Action Plan, Education and Employment Questionnaire and Employment Assessment via WorkKeys Talent and WorkKeys Fit. Based on assessment results, our BI DRC staff will work with participants to develop a Behavior Change Plan (BCP). This individualized plan will be developed for each participant and is used to target criminogenic risk and needs.

Staffing/Management Plan

Vendor shall provide a detailed staffing and management plan for the proposed Day Reporting Center for maintaining a minimum of 50 slots at a service level of \$400,000. Vendor shall have Spanish speaking staff available.

All vendor personnel assigned to provide services at the DRC must undergo and pass a criminal history background check conducted by the Probation Department prior to assignment to the DRC. The background check will be conducted at the Probation Department's expense.

Staffing & Job Descriptions

Working in close partnership with Fresno County Probation, BI uses multiple levels of staffing to manage DRC operations. As noted previously, our dynamic and responsive management and staffing model includes a balanced mix of educational backgrounds, experience levels, and cultural diversity. As the incumbent, the Fresno DRC is already staffed with many of the key positions needed to operate our proposed program. We would maintain these positions under a new contract.

Please see *Table 9* below for our proposed staffing pattern.

Table 9. Sample 7-Day Staffing Pattern	
Position Title	Full Time Equivalent
Program Manager	1 Full-time
Substance Abuse Counselor	1 Full-time
Assistant Case Manager	1 Full-time, 2 Part-time
Behavior Change Manager	1 Full-time

Table 10 below details the roles and responsibilities for each position.

Table 10. DRC Staff Roles and Responsibilities	
Staff Position	Job Functions
Program Manager	<ul style="list-style-type: none"> • Manages the daily operation of the DRC program • Develops, interprets, and administers program policies and procedures • Assists with recruiting, selecting, hiring, training, coaching and evaluating program staff • Provides oversight to evidence-based group sessions using T4C curricula • Monitors key indicator to determine participant compliance, risk factor fluctuation, and need for additional programming.

Table 10. DRC Staff Roles and Responsibilities	
Staff Position	Job Functions
Substance Abuse Counselor	<ul style="list-style-type: none"> • Provides relevant substance abuse information for class curriculum • Facilitates and co-facilitates didactic educational presentations, group counseling, and individual counseling sessions • Completes required testing, assessment, and psychosocial history on incoming participants, as required • Participates in related training for substance abuse
Behavior Change Manager	<ul style="list-style-type: none"> • Manages participant caseload using “What Works” principles • Conducts orientation meetings with assigned participants • Administers assessments and create individualized BCPs • Facilitates evidence-based group sessions and ICBT sessions • Documents participant attendance, participation, and progress • Creates and maintains electronic and hard-copy participant files • Monitors key indicators to determine participant compliance, risk factor fluctuation, and need for additional supervision or programming • Uses Motivational Interviewing (MI) techniques
Assistant Case Manager	<ul style="list-style-type: none"> • May perform breath analysis on each participant who enters the facility for any purpose and provides a written or computerized result. • Completes initial Starting Point process, including paperwork, and assignment of groups and other services • Assists Case Managers with case coordination, communication with appropriate agencies and preparation and distribution of reports • Conducts risk/needs assessment and created individualized treatment plans for each assigned participant • Facilitates evidence-based cognitive behavioral treatment programs and other life skills programs

Staffing Plan Description

BI strives to hire staff that reflect the demographics of the participant population to be served, which includes hiring Spanish-speaking staff whenever possible to better serve participants not adequately conversant in English. The Fresno County DRC currently has one (1) Spanish speaking team member. During all hours of operation, at least two BI staff will be present at the DRC, and all staff are trained and capable of ensuring the security of staff and participants. The Program Manager will consistently monitor DRC operations to ensure that the appropriate staffing levels are maintained. See *Table 11* on the next page for a Sample 7-Day Staffing Schedule.

Table 11. Sample 7-Day Staffing Schedule							
Position	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Program Manager (Full-time)	Off	8:00 AM–5:00 PM	8:00 AM–5:00 PM	8:00 AM–5:00 PM	8:00 AM–5:00 PM	8:00 AM–5:00 PM	Off
Substance Abuse Counselor (Full-time)	Off	9:30 AM–6:30 PM	11:15 AM–8:15 PM	9:30 AM–6:30 PM	11:15 AM–8:15 PM	8:00 AM–5:00 PM	Off
Behavior Change Manager (Full-time)	Off	11:15 AM–8:15 PM	9:30 AM–6:30 PM	11:15 AM–8:15 PM	9:30 AM–6:30 PM	8:00 AM–5:00 PM	Off
Assistant Case Manager (Full-time)	Off	7:45 AM–4:45 PM	7:45 AM–4:45 PM	7:45 AM–4:45 PM	11:15 AM–8:15 PM	11:15 AM–8:15 PM	Off
Assistant Case Manager (Part-time)	11:50 AM–4:10 PM	1:15 PM–4:00 PM	Off	Off	7:45 AM–4:45 PM	11:15 AM–8:15 PM	11:50 AM–4:10 PM
Assistant Case Manager (Part-time)	11:50 AM–4:10 PM	1:15 PM–8:15 PM	4:00 PM–8:15 PM	4:00 PM–8:15 PM	Off	Off	11:50 AM–4:10 PM

Population increases. We have included a depiction of the staffing pattern (see Table 12) as it relates to the potential increase in participant population/slots in increments of 10.

Table 12. Sample 7-Day Staffing Pattern Based on Population						
Position	50 Participants	60 Participants	70 Participants	80 Participants	90 Participants	100 Participants
Program Manager	1 Full-time	1 Full-time	1 Full-time	1 Full-time	1 Full-time	1 Full-time
Substance Abuse Counselor	1 Full-time	1 Full-time	1 Full-time	2 Full-time	2 Full-time	2 Full-time
Behavior Change Manager	1 Full-time	2 Full-time	2 Full-time	2 Full-time	3 Full-time	3 Full-time
Assistant Case Manager	1 Full-time	1 Full-time	2 Full-time	2 Full-time	2 Full-time	3 Full-time
Assistant Case Manager	2 Part-time	2 Part-time	2 Part-time	2 Part-time	2 Part-time	2 Part-time
Total	5 Full-time Equivalent	6 Full-time Equivalent	7 Full-time Equivalent	8 Full-time Equivalent	9 Full-time Equivalent	10 Full-time Equivalent

Note: 2 Part-time = 1 Full-time

Recruitment and Selection

We use a variety of recruitment vehicles to hire qualified employees including referrals from government agencies, current employees and civic groups. Additional recruitment access is through newspaper and electronic media (Internet) advertisements. Our corporate HR team ensures hired staff meet stated position requirements and possess the essential knowledge, skills, values, motivations, and personality characteristics needed for success in their position.

Employment Screening/Live Scan. No applicant, volunteer or subcontractor shall be offered employment or access to the DRC until, at a minimum, a criminal background check, employment background check, reference check, and a pre-employment drug screen have been submitted, verified, and processed by the BI staff. The pre-employment screening shall include a Live Scan, background investigation, and consent to search on applicants and employees in accordance with state and federal statues and contractor policies, procedures, and practices. Final clearance for employees of BI will not be granted until the results of the Live Scan are received, and the Probation Department has final approval for clearance. Staff having direct involvement with the operation of the DRC must have no conviction history involving a serious or violent felony as defined in Penal Code Section 1192.7(c) or 667.5(c). Costs associated with conducting background checks will be the responsibility of BI. Documentation of the pre-employment screening will be placed in employee files so that BI staff may verify the completion of background checks.

Invoices

The DRC vendor will be funded at \$400,000 for a minimum of 50 slots. The vendor shall invoice the Probation Department monthly in duplicate. The dollar amount will be one-twelfth (1/12) of the funding level (\$33,333.33). If additional slots are added to DRC, the dollar amounts will adjust according to the proposed fee schedule (See Cost Proposal Section of RFP). The invoice shall also include the following information:

- *Current number of participants enrolled in the DRC;*
- *Number entered program during month; and*
- *Number exited the program during month, indicating how many graduated and how many were terminated without graduation*

BI understands and will comply with the County's invoicing requirements.

B.2. Scope of Work Proposal Requirement Specifications

A detailed description of your proposal as it relates to each item listed under the "Scope of Work Proposal Requirements" section of this RFP. Bidder's response should be stated in the same order as are the "Scope of Work Proposal Requirements" items. Each description should begin with a restatement of the "Scope of Work Proposal Requirements" item that it is addressing. Bidders must explain their approach and method of satisfying each of the listed items.

1. Bidder shall describe, in detail, its understanding of the needs, requirements, and outcomes of the requested services.

For detail regarding our understanding of the needs, requirements, and outcomes of the requested services, please see the sections immediately following below:

Services Philosophy

The County of Fresno seeks a qualified operator of a Day Reporting Center to provide evidence-based cognitive behavioral therapies to reduce recidivism for adult offenders. BI's proposed DRC operations seeks to increase participant success, reduce incarceration and detention rates, and improve public safety through targeted treatment of participants entrusted to our care. As the nation's leader in providing services to reduce recidivism (including substance abuse treatment, community reentry, case management, and supervision services), BI has a vast understanding of the pathways that lead many people into the criminal justice system. We also realize the impact of substance abuse and co-occurring disorders on recidivism, and the obstacles it presents to providing services.

Although it is widely recognized that correctional treatment should focus on specific risk factors, research suggests that only 20% of correctional treatment programs actually adhere to that principle¹. Research conducted by BI found that programs that utilize risk/need principles are more successful at reducing recidivism². Our behavior modification practices follow a research-supported model. Current evidence seems to support an approach that addresses the various criminogenic risk factors that contribute to antisocial behaviors, and the use of targeted interventions and cognitive behavioral treatment to address criminal thinking, social skills, problem solving, coping skills and other pertinent life skills in order to attain and maintain pro-social behaviors among participants. As such, we have adapted a comprehensive program framework that incorporates the Evidence-Based Principles

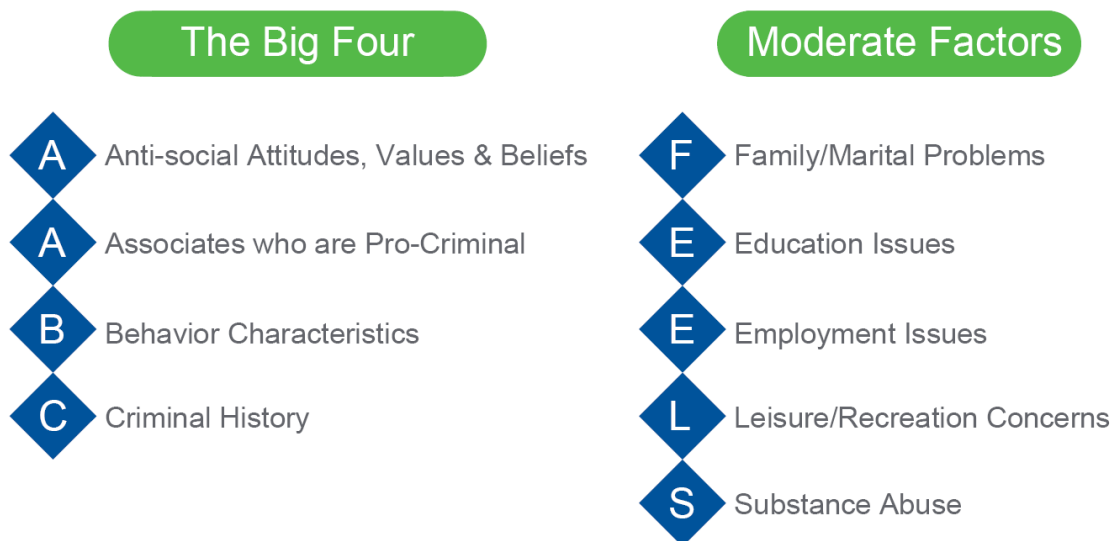
¹ Lowenkamp, C.T., Latessa, E.J., & Holsinger, A.M. (2006). The Risk Principle in Action: What Have We Learned From 13,676 Offenders and 97 Correctional Programs? *Crime & Delinquency*, 52(1), 77-93.
<https://doi.org/10.1177/0011128705281747>

² Fretz, Ralph. (2006). What Makes A Correctional Treatment Program Effective: Do the Risk, Need, and Responsivity Principles (RNR) Make a Difference in Reducing Recidivism?

(EBP) outlined within the *Risk-Need-Responsivity Model*, to produce effective interventions and increase program outcomes.

During Behavior Change Plan development, BI personnel and participants will identify behavioral goals and action items based on the participant’s aptitudes and background. We will tailor the amount of assigned programming to each participant’s risk level in order to efficiently use resources and help ensure that participants do not receive unneeded treatment. Since the strongest predictors for criminal behavior are dynamic factors such as anti-social attitudes, antisocial peers, and anti-social personality traits (highlighted in *Figure 8*); we will continue to deploy effective interventions and cognitive-behavioral approaches to address thinking processes, beliefs, values, and life skills.

CRIMINOGENIC RISK/NEEDS FACTORS



(D.A Andrews and James Bonta: The Psychology of Criminal Conduct, 4th Edition, Anderson Publishing, 2006)

Figure 8. Addressing Criminogenic Needs

The targeted interventions we will incorporate into the Fresno DRC align with the following principles:

- **Risk Principle.** The risk principle is based on the finding that effective programs target moderate to high-risk participants—and the intensity of services and supervision are matched to the level of participant risk. Reserving correctional resources for moderate to high-risk participants increases public safety, can

significantly reduce recidivism, and makes the most efficient use of resources. BI implements this principle by evaluating the results of risk assessments.

- **Need Principle.** Only certain participant needs are directly linked to crime, and effective treatment is targeted on these criminogenic needs. BI implements this principle by creating BCPs that are based on the results of needs assessments.
- **Responsivity Principle.** The responsivity principle refers to delivering programming in a manner that is consistent with the ability and learning style of each participant. Treatment effectiveness is influenced by the interaction between participant characteristics (relative empathy, cognitive ability, maturity, gender, race, motivation, etc.) and service characteristics (location, structure, skill and interest of providers, counselor characteristics, etc.). Throughout programming and treatment delivery, BI identifies and documents action items that can reduce risk in each area of participant behavior.
- **Dosage.** It is important to apply the correct intensity of programming to identified criminogenic needs. High criminogenic needs require high levels of treatment; moderate needs require moderate treatment. Using onsite groups, individual sessions, and community referrals, BI modifies the intensity of assigned services as needed to ensure that participant needs are appropriately addressed.
- **Treatment.** Since the strongest predictors for criminal behavior are dynamic factors like anti-social attitudes, antisocial peers, and antisocial personality traits, BI programs use effective interventions and cognitive behavioral approaches that address participant thinking processes, beliefs, values, and life skills.

Ability to Satisfy Requirements

BI's proposed Fresno DRC will include daily check-ins, random drug testing, job skills training/placement, substance abuse counseling, anger management, family and parenting counseling, educational services/GED, life skills, relapse prevention, and mental health assessments for 50 slots. Group counseling will be facilitated by appropriately trained BI personnel during the hours of operation provided on page 39. During the six months a participant phases through the program, he or she will be expected to follow the check-in schedule, adhere to drug testing procedures, complete journal homework, participate in curriculum, and attend individual sessions. Our Case Management Team will promote participant progress through graduated practice observations—participants will be expected to practice skills learned throughout the course of treatment. In alignment with social learning theory, this practice ensures participants are able to observe a skill, demonstrate their ability to incorporate it into their life, and receive constructive feedback.

In addition, our staff are trained in *Core Correctional Practices (CCP)*, which promotes participants' successful reentry. Research supports this practice, suggesting that the utilization of certain elements of CCP can increase program effectiveness while the use of *Motivational Interviewing (MI)*, enhances these behavioral changes and builds participant

motivation to obtain the necessary skills needed for positive change³. Therefore, in the event that substance abuse is determined to be a factor in an individual’s involvement with the criminal justice system—programming that focuses on the person’s attitude towards the pros and cons of addiction, followed by lessons on the skills necessary for rehabilitation, increases their likelihood of gaining and maintaining sobriety. When paired with rewards for positive behaviors and sanctions if a certain expectation is not met, it has been shown that participants tend to remain in treatment for a longer period of time, increasing the likelihood of successful program completion.

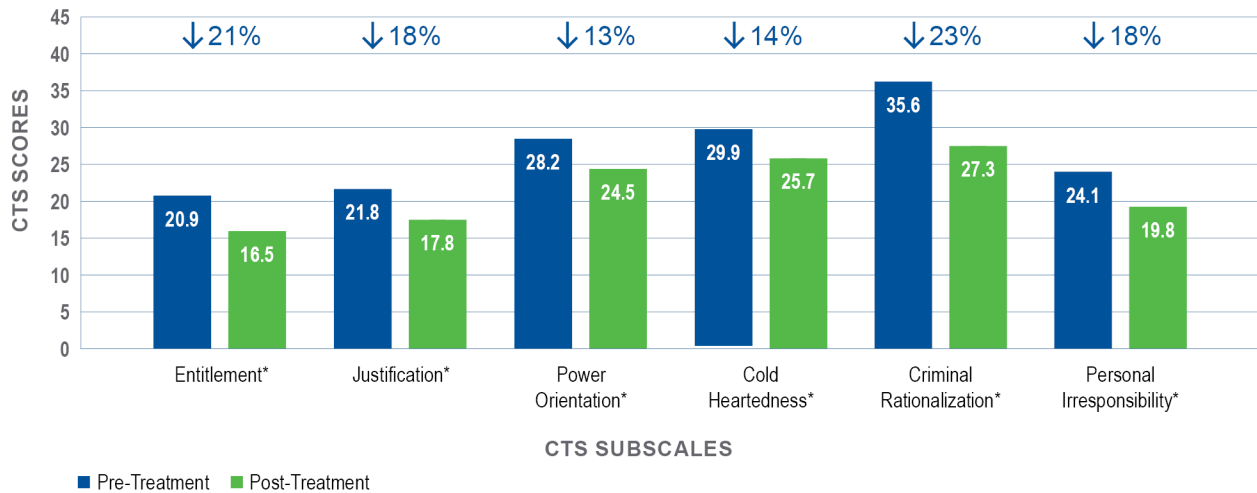
Outcomes of Requested Services

Accurate reporting will allow the County to measure the impact the Fresno DRC has on the offender population being served. As such, the County will benefit from partnering with an organization that possesses the resources and technology to identify and track outcomes related to the program. As BI expects treatment to diminish risk scores, intermediate reports will be generated to gain insight on progress. Certain performance indicators will further be included in reporting. Many changes in criminal thinking result from CBT, and these factors need to be considered on an individual basis for each program participant. *Figure 9* (immediately following) illustrates the pre-treatment and post-treatment CTS scores for 20 participants from the Fresno DRC who received programming between 2018 and 2020. *This population averaged a clinically significant reduction of 18% across all scales.* *

³ National Institute of Corrections. “Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention” (2004. Found at <http://nicic.org/Library/019342>

FRESNO COUNTY DAY REPORTING CENTER

Pre-Treatment & Post-Treatment Criminal Thinking Scales Comparison



*A Clinically significant reduction in scores is defined as a two point or greater decrease from the pre-treatment score to post-treatment

Figure 9. Pre-Treatment & Post-Treatment CTS Comparison



Fresno Day Reporting Center Reduces Criminal Thinking. An evaluation of pre-treatment and post-treatment CTS scores revealed that 20 medium- to high-risk Fresno DRC participants averaged a clinically significant reduction of 18% (4.8 points) across all Criminal Thinking Scales between 2018 and 2020.

Measurable outcome targets will be reported for each participant. To gauge performance, BI will monitor:

- **Assessment Score Changes.** Lower scores achieved throughout a participant's engagement in our program will show a reduced risk for recidivating. Participants will complete a self-administered CTS assessment before starting the program and upon completion.
- **Number of Successful Program Completions.** Success of participants in the DRC will be defined as completing the program. We will record and evaluate participant success rates in our electronic case management software.
- **Stable Mental and Emotional Functioning.** BI will evaluate if participants' mental and emotional functioning is stabilized. Any referrals to higher levels of care will be documented and shared with the County.

- **Criminal Justice Involvement.** BI will report any arrests of program participants and collaborate with the County to track and evaluate re-arrest and re-incarcerations of program participants to accurately calculate recidivism rates

2. Bidder shall submit a description of its business operation, including organizational and management structure, and describe its capacity to meet Probation’s needs for a DRC, as detailed in the Scope of Work.

Structure and Capacity

For a description of our business operation, including organizational structure and management structure, and a description of our capacity to meet Probation’s needs for a DRC, this proposal section consists of the following:

- Organizational Structure
- Management Structure

Organizational Structure

We designed our organizational structure to meet the needs of all participants in all components of our programs—multiple layers of corporate, regional, and local oversight help BI detect any program issues on the ground level, then promptly report and resolve any issues with corporate integrity and responsibility. Our local DRC, regional, and corporate organizational structure facilitates prompt responses to Probation requests, provides a flexible approach to any program changes, and promotes frequent communication between BI staff, Probation and supervising agency personnel.

Management Structure

Our Reentry Services Division manages day reporting programs, in-custody treatment programs and residential reentry. Derrick Schofield, Ph.D., Vice President, Reentry Services oversees this company division. John Thurston, Vice President, Non-Residential Reentry Centers, oversees the nationwide operations of all our day reporting facilities and programs. Dr. Mathew Abraham, Director, Training and Treatment Services, ensures programming and training requirements are met.

- **Regional Management.** Humberto Sanchez—Area Manager for Central California has been supporting Fresno County for over 11 years and maintains regional management responsibilities for all DRCs in Central California.
- **Local Management.** Angel Duarte—Program Manager for the Fresno DRC, has been supporting the DRC for over 10 years. Mr. Duarte reports directly to Mr. Sanchez and is responsible for managing the day to day operation and program staff for the Fresno DRC. Mr. Duarte works closely with agency personnel, manages program resources, and directs day-to-day program operations.

- **Program Staff.** Our proposed Fresno DRC staff personnel include a Certified Substance Abuse Counselor, a Behavior Change Manager, and Assistant Case Managers. All personnel report directly to Mr. Duarte, the Program Manager.

The following Organizational Chart in *Figure 10* depicts our organizational and management structure.

FRESNO DRC ORGANIZATIONAL CHART

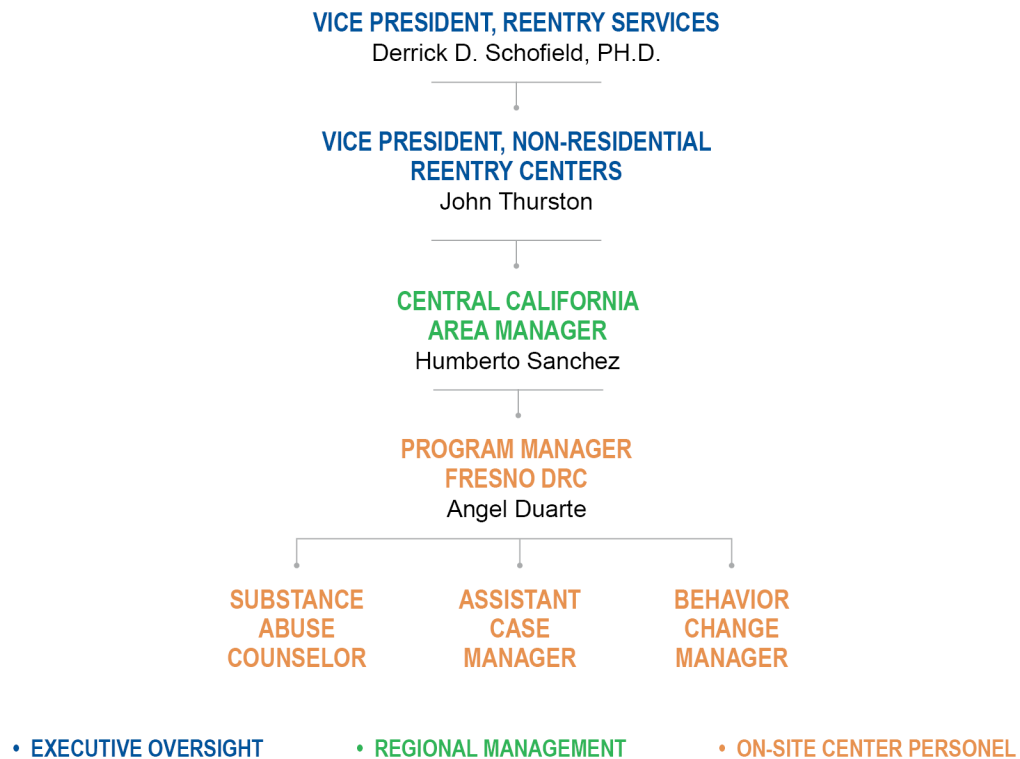


Figure 10. Fresno DRC Organizational Structure

3. Bidder shall describe familiarity or experience in providing the specified services to the identified population in a DRC or DRC-like environment.

For a depiction of our familiarity and experience providing the specified services, this proposal section consists of descriptions for the following similar projects:

- Napa County, California
- Monterey County, California
- Shasta County, California
- Kern County, California

Familiarity and Experience

Since 2011, BI has successfully collaborated with Fresno County Adult Probation Department to open a DRC catering to multiple offenders, including pretrial and AB109 participants. We offer intensive case management, substance abuse treatment, cognitive behavioral programming, employment assistance, aftercare, and education services to adult participants within the DRC.



Figure 11. Napa County DRC Participant Recognition

Allowing for one-on-one assistance and increased community-based assistance, our Fresno DRC program model provides targeted supervision, case management, and treatment services that adhere to evidence-based principles and are based on participants’ individual criminogenic risks and needs. Participants learn the life skills and coping mechanisms that reduce their risk for criminality, resulting in successful reintegration into the community and a decreased rate of recidivism. Our experience with community reentry programs and case management, along with our established community partners in Fresno County and throughout California, uniquely position BI to provide the best quality programming and services to participants in the County of Fresno.

Napa County, California

In 2009, Napa County partnered with BI to open a Community Corrections Service Center (CCSC) to help increase public safety and reduce jail overcrowding, offender recidivism, and long-term costs. Participants progress through a multi-phase program that includes regular reporting to CCSC, intensive treatment and training, and drug and alcohol testing. Treatment and training include cognitive behavioral treatment; substance abuse education and treatment; adult basic education and GED preparation; employment skills building; life skills; parent and family classes; anger management; and aftercare.

In our Napa County programs, we maintain a successful partnership with the Napa Valley Adult School. Staff from the school provide participants with information on how to obtain a career technical education. This includes medical/veterinary assistant programs and trade apprenticeships.

Entering a partnership with Napa County, we developed a one-stop program providing one-on-one therapy and group discussions combined with job and educational training. Participants are referred through Napa County Probation and may begin the program while in custody or while in the community at CCSC. Treatment usually lasts from 12 to 18 months and passes through four phases, during which participants gradually transition from daily visits at the center to once weekly “Aftercare”.

After assessing each client, the Center’s staff identifies the most troublesome of a person’s behavior—which may include antisocial behavior, substance abuse and other traits—and crafts its therapy toward addressing those traits. In addition to regular counseling, the center familiarizes entrants with the skills of everyday life—from how to write a resume and present oneself in job interviews, to better parenting, to defusing workplace conflicts rather than inflaming them. Staff members also offer education tracks with classes for women and Spanish speaking participants.

With a sizeable local Hispanic population, the Napa County Probation Department sought a Spanish-speaking track within the center. We opened this track in 2016 and the track has been improved over time to help better serve the reentry needs of the local community.

Our Napa County program has been open for 12 years. The Probation Department measure recidivism for this program as any violation or arrest and goes back as long as the participant has been out of the program. For example, if a participant completed the program in 2010, the county still runs their name every year to determine whether they have recidivated. Our Napa County program has a 24% recidivism rate for graduates since its inception.

We also partner with Napa County and the Department of Corrections to operate the following in-custody programs, which complement and provide linkages to the Napa CCSC program:

- ***In-Custody Reentry Program.*** This program delivers cognitive behavioral treatment in the jail to help inmates address criminal thinking and prepare for release. Participants can reduce time in jail if they successfully complete certain levels of the program. Upon their release, participants transition to community-based programming at the CCSC.
- ***Jail Education Employment Program (JEEP).*** Although currently on hold due to jail renovations, this program prepares participants for gainful employment upon release in partnership with the Department of Corrections. In the past, the program successfully used a combination of intensive case management, group classes, and computer-based skills training. Our staff facilitated key program components such as mock interviews, resume preparation, business etiquette and problem solving.

Monterey County, California

Our organization has worked closely with Monterey County to provide DRC services as well as a Jail Reentry Program (JRP), both of which have proven to reduce criminal thinking. At the foundation of treatment is evidence-based programming to address criminogenic needs as identified through the assessment process. The Monterey County JRP model includes Cognitive Behavioral Treatment (CBT), Moral Reconciliation Therapy (MRT), employment counseling, anger management, parenting and family relationships, and transition services. Programming is delivered through group and individual services.

Shasta County, California

Our Shasta County DRC has provided services in partnership with County Probation since 2013, serving over 1,000 participants. The majority of these participants were assessed as high-risk to recidivate with low readiness for changing behavior and faced multiple barriers to reentry including homelessness, a high-risk of substance use relapse, and a significant history of trauma.

The Shasta DRC strives continuously to change behavior and change lives by focusing on delivering evidence-based interventions at the DRC and building up partnership assets in the community to increase the stabilization of participants. The comprehensive DRC programming and services available are evidence-based and include drug and alcohol testing, substance abuse treatment, anger management, education, cognitive and life skill development, employment preparedness and job search assistance. Program graduates have a recidivism rate of just 22%.

In addition to the Shasta County DRC, we provide in-custody programming to eligible participants within the County jail. Group programming has been limited due to COVID-19; however, we have remained operational during this time by doing program orientation, assessments, one-on-one individual cognitive behavioral therapy (ICBT) sessions, presentations and standard ICBT programming. Program intervention materials such as CBT books and Carey Guides are sent back and forth between BI staff and the participants. Some participants within the jail have been able to progress to phase II before being transferred to the DRC program, providing a smooth transition to pick up where they left off in-custody.

Recently, our organization has partnered with Shasta County Probation and Health and Human Services to launch a new reentry service designed for youth within the Juvenile Rehabilitation Facility. Under this new program, services include individual cognitive behavioral treatment, substance abuse programming, Moral Reconciliation Therapy (MRT), and family planning.

Kern County, California

In 2010, Kern County partnered with BI to open a DRC with initial funding from the Edward Byrne Memorial Justice Assistance Grant (JAG)—now funded by AB109 funding. Programming is delivered through group and individual sessions and includes CBT, substance abuse treatment, life skills training, anger management skills, and family relationship reconciliation. Kern County Probation staff from the Research, Analysis, and Data Unit conducted an evaluative study of our Kern County DRC in 2013 to determine its effectiveness. The study examined three groups: program graduates, participants who remained in the program for at least 90 days, and a matched control group of probationers who did not receive treatment. There was a significant reduction in recidivism for probationers who participated in DRC programming—70% of graduates did not recidivate, compared to 51% of participants, and 47% of offenders in the control group. Among DRC participants and graduates, there was a reduction in the severity of recidivism as well. The study found the felony rate for graduate group was only 14% versus 28% for participants and 37% for the control group. In short, DRC graduates are nearly three times less likely to commit a felony than those that do not go through the program.



Figure 12. Kern County DRC Graduation Ceremony

“Throughout periods of growth or other desired changes, [BI] has been very responsive to our Department’s needs. Our deputy probation officers work closely with the DRC staff. We have been able to forge a positive working relationship based on the shared value of helping offenders gain the necessary cognitive behavioral changes and real-world skill to become positive and productive members of our community.”

TR Merickel, Chief Probation Officer, Kern County Probation Department

4. Bidder shall provide a detailed description of its demonstrated knowledge and experience in providing evidence-based programming.

Evidence-Based Program and Practice

To demonstrate our knowledge and experience in providing evidence-based programming, this proposal section consists of the following:

- Alignment with Evidence Based Principles
- Service Delivery Approach

Alignment with Evidence Based Principles

Our proposed Fresno DRC programming is based on the Eight Principles of Effective Intervention, as summarized in *Table 13*. These eight interdependent principles will be a component of every aspect of BI-operated DRC programs in California.

What Works is a term commonly used in corrections to refer to the body of research that seeks to answer the question: What works, if anything, to lower the recidivism rates of participants? Over the years, researchers have found some programs have no effect—or even negative effects—on recidivism, while other programs achieve significant reductions (25% or more⁴) in recidivism. *What Works* has concluded that programs achieving the greatest reductions in recidivism:

- Focus on moderate to high risk participants (those participants at the highest risk for reoffending)
- Target the factors contributing to criminal behavior (criminogenic risk and needs)
- Use cognitive behavioral interventions

To ensure we incorporate risk/needs interventions into the Fresno DRC, we will operationalize the National Institute of Corrections (NIC) Eight Principles of Effective Intervention. These principles are well accepted; however, other providers rarely apply the degree required to effect change.

The National Institute of Corrections Community Corrections Division, and the Crime and Justice Institute, issued a report distilling *What Works* into Eight Interdependent Evidence-



Figure 13. Eight Principles of Effective Intervention

⁴ Wilson, D. B., Bouffard, L. A., & MacKenzie, D. L. (2005). “A quantitative review of structured, group-oriented, cognitive-behavioral programs for participants.” *Journal of Criminal Justice and Behavior*. 32(2), 172-204

Based Principles⁵. *Figure 13* on the previous page illustrates how BI aligns our services and programming with the Eight Principles of effective interventions. These principles help agencies evaluate the effectiveness of their correctional interventions in improving case outcomes and public safety.

Table 13. Alignment with Eight Principles of Effective Intervention	
Principle	Alignment to the Proposed DRC Program
Principle #1—Assess Actuarial Risk and Need. The effective treatment and supervision of DRC participants requires a reliable and valid assessment of participant criminogenic risks and needs.	DRC staff will conduct an Offender Needs Guide (ONG), a validated criminogenic risk/needs assessment, when the participant enters the program. This along with secondary assessments will guide the development of the BCP. Staff may complete a reassessment when a participant is approved for Aftercare promotion and/or when a participant successfully completes the Targeted Intervention track.
Principle #2—Enhance Intrinsic Motivation. Researchers investigating the factors leading participants to respond to intervention discovered the most effective approach was to encourage participants to take responsibility for change. As a result, they recommend using MI, an evidence-based approach.	To encourage motivation, BI focuses on training staff in Core Correctional Practices (CCP) and Motivational Interviewing (MI). We use these evidence-based practices at our community-based reentry centers nationwide. Our Reentry Division staff includes certified MI trainers and we have implemented a certification process that requires staff to submit taped assessments and other interactions with participants for critique by the MI trainer.
Principle #3—Target Interventions. This principle focuses on providing programming and treatment most closely aligned with the participant’s identified risks and needs.	Our BCP considers each of the individual’s assessment subsection scores (Need Principle) to target identified criminogenic risks and needs. Behavioral goals and action items are prioritized and customized for each participant based on his or her aptitudes and background (Responsivity Principle). The amount of treatment received by each participant is tailored to his or her risk level (Dosage Principle), ensuring an efficient use of resources and guaranteeing participants do not receive unnecessary treatment.
Principle #4—Skill Train with Directed Practice. This principle asserts the most effective programs are cognitive-behavioral in nature and center on the present circumstances and dynamic risk factors responsible for the participant’s behavior.	The programming curricula selected for the DRC is cognitive-behavioral and based on the assumption that faulty thinking underlies anti-social and criminal behavior. To support the delivery of the manualized curricula selected, we will train and provide ongoing coaching to staff to ensure role-playing in groups, effective use of CCP and MI, and using rewards and sanctions to assist participants in adopting positive behavioral change.

⁵ Bogue, Brad, Nancy Campbell, Elyse Clawson, et al. (2004). Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention. National Institute for Corrections.

Table 13. Alignment with Eight Principles of Effective Intervention	
Principle	Alignment to the Proposed DRC Program
Principle #5—Increase Positive Reinforcement. This principle is based on research indicates a ratio of four instances of positive reinforcement for every one instance of negative reinforcement is optimal for promoting lasting behavior change.	As part of our contingency management, DRC staff provide at least four (4) positive reinforcements for prosocial behavior to everyone one (1) negative reinforcement for non-compliance. The DRC develops a unique contingency management plan with a range of positive reinforcements brainstormed by staff, including rewards such as verbal acknowledgement, raffle drawings, and/or other various recreational activities.
Principle # 6—Engage Ongoing Support in Natural Communities. By actively working to improve participant bonds and ties to prosocial community members, ongoing support programs provide an environment that fosters and positively reinforces desired behaviors.	Our Fresno-based staff have developed broad relationships with providers resulting in extensive knowledge about existing services available to participants in the community. We train DRC staff to connect participants to community resources that can serve to support participants as they complete the program, treatment requirements, and reintegrate into their communities.
Principle #7—Measure Relevant Processes/Practices. This principle emphasizes the importance of accurate, detailed documentation and formal, validated outcomes measurement.	Our proposed DRC program model incorporates our robust, established quality assurance measures to ensure program fidelity and intermediate outcomes. Each DRC Program Manager, or their designee, reviews assessments, BCPs, case files, and group facilitation to ensure adherence to evidence-based practices and contract requirements. Please see <i>Data Collection/Quality Assurance</i> on page 56.
Principle #8—Provide Measurement Feedback. Outcome measurements are critical to determining if the program is reducing participant risk. Providing feedback to participants about their progress builds accountability, enhances motivation, and improves outcomes.	By analyzing outcome measurements, BI and Fresno County Probation personnel can strengthen effective program elements, change ineffective elements, and provide feedback to participants and staff. We provide feedback to staff through bi-annual program review processes as well as monthly quality assurance reviews and immediate measurement reports. In addition, we provide regular feedback to participants on phase progress, program attendance, skills acquisition, and other measurements, and celebrate these achievements using positive reinforcements. We offer participants the chance to provide program feedback by issuing participant surveys.

Service Delivery Approach

Our Fresno DRC Program Model consists of two unique tracks for program intervention. Upon referral to the facility, participants complete Phase I Orientation and Assessments – Starting Point. Once participants have completed Phase I requirements, based on participant needs, assessment results and court assignment orders, participants are assigned to one of the two tracks—the Traditional four phase track or the Targeted Intervention

track. *Figure 14* located on the next page, shows the participant flow from Starting Point to Track Assessment.

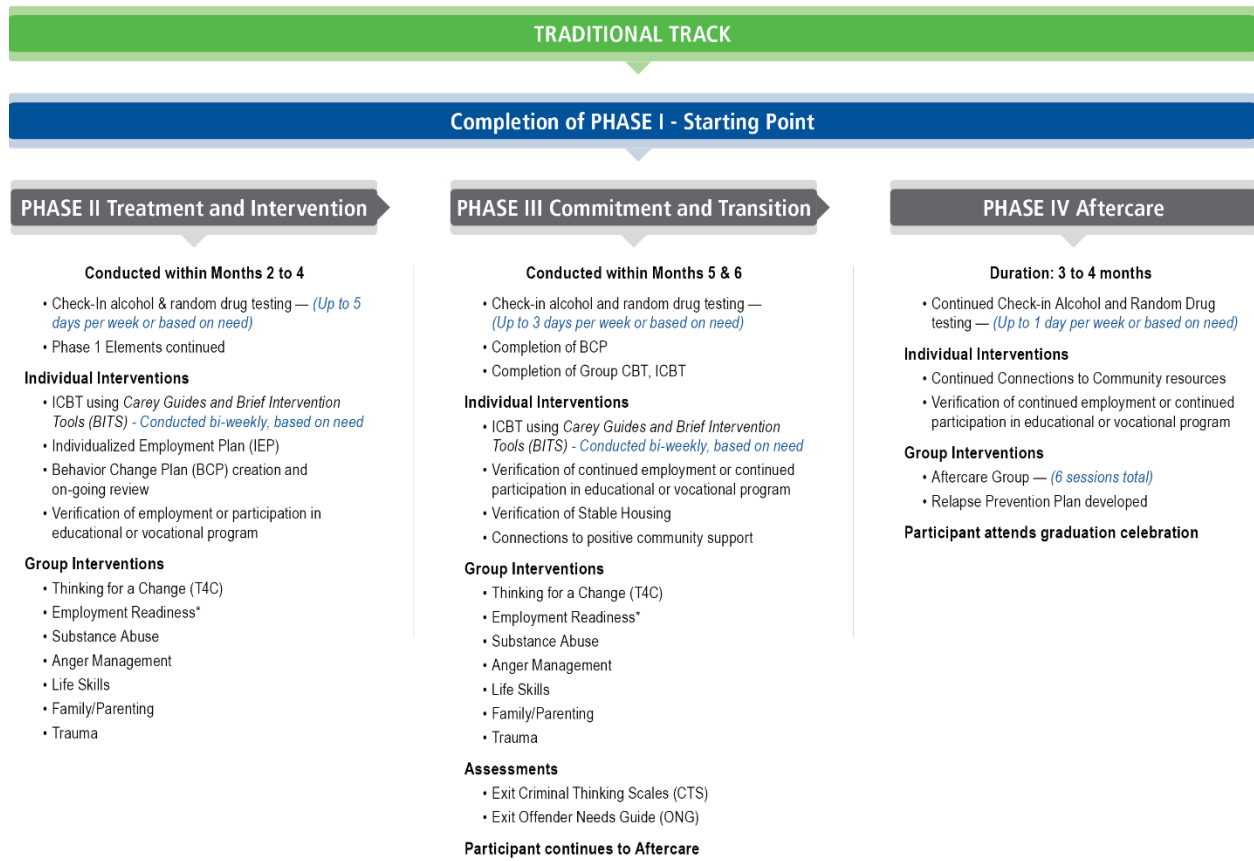
- **Traditional Track.** The Traditional Track progresses from Starting Point, Phase II Treatment and Intervention, Phase III Commitment and Transition and Phase IV Aftercare. Our DRC program monitors participant engagement and progress and incorporates a graduated system of rewards and sanctions to support lasting behavior and change. Participants may be in the DRC program for a total of ninety (90) days or more depending on their assessed level of risk, needs, and progress. The Traditional Track is detailed in *Figure 15* (see page 79).
- **Targeted Intervention Track.** The Targeted Intervention Track is a shorter treatment track in which participants who are determined to have a lower level of risk/needs participate in assigned targeted group treatment intervention. During this track, participants are not subjected to the intensity of a full DRC program and can instead progress through programming that is tailored to address their specific need. Once referred by Probation, participants within this track will complete the normal elements of Phase I (including assessments), to determine their level of risk. Based on assessment results and case assigned minute orders, the Behavior Change Manager and Probation will work together to determine whether placement in the Targeted Intervention Track is the best fit for the participant. Once assigned within the Targeted Intervention Track, participants must complete cognitive behavioral treatment through either the Life Skills group using the Thinking for a Change (T4C) curricula or Anger Management group using the Phoenix/New Freedom curriculum. They must also complete the exit Criminal Thinking Scales (CTS) and exit Offender Needs Guide (ONG). The participant must complete all assigned groups and minute orders to successfully complete the program. The Targeted Intervention Track is detailed in *Figure 16* (see page 80).

FRESNO PHASE I PROGRAM FLOW



Figure 14. Phase I Program Flow

FRESNO TRADITIONAL TRACK



*Determined by Education and Employment Questionnaire & IEP or Referral for Enhanced Services at the BI-operated Reentry Employment Program

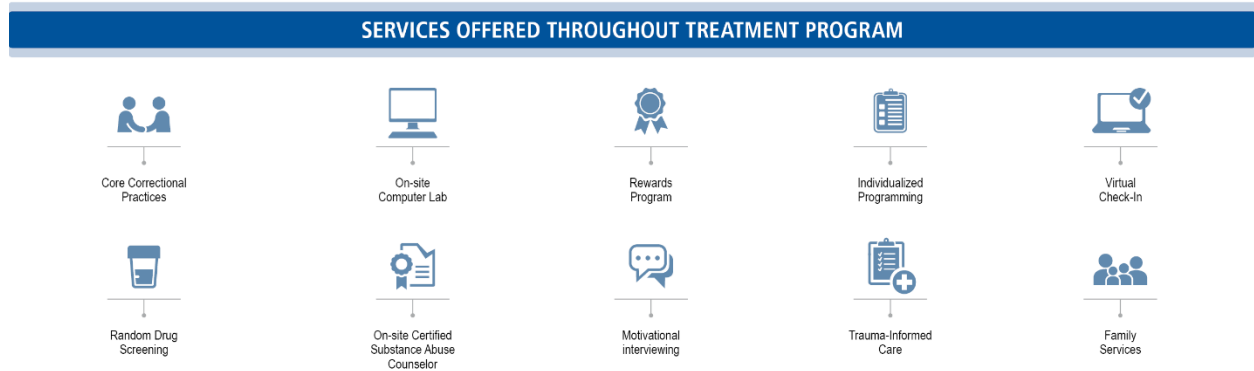


Figure 15. Traditional Track

FRESNO TREATMENT AND INTERVENTION TRACK



Figure 16. Targeted Intervention Track

Orientation and Stabilization

Research indicates when essential needs are met prior to beginning intervention, it is more likely that participants can be successful. At BI, we believe this process of coming into the DRC is the starting point for the participant’s journey through the stages of change. We also believe the term “intake” has a negative connotation as it often evokes ideas of significant paperwork and providing sensitive personal information—often resulting in participant frustration or subsequent absence from the program. To ensure our participants begin the program with a positive, prosocial mindset, we refer to the intake process as the “Starting Point” for our program participants. Our more interactive and engaging orientation and Starting Point process was implemented at the Fresno DRC in the Spring of 2020 (see *Figure 17* on page 82). As part of this improved process, new participants complete Orientation as their first interaction with the DRC. Upon program enrollment, participants complete a Starting Point package. This includes personal contact information; DRC program rules and guidelines; any legal agreements and releases; and initial participant history. BI staff also conduct an essential needs assessment, and then create a *Starting Point Essentials Action Plan* with specific resources to meet essential needs of food, shelter, clothing, etc.

We designed the Orientation to prepare participants for the DRC program; to foster an understanding of program elements (including an explanation of the upcoming Starting Point process); and to provide an overview of program benefits. Since participants are introduced to the Starting Point process after Orientation, there is a better understanding of

why personal information is requested and less participant resistance to completing the required paperwork. Additionally, we revamped our Starting Point packet to streamline the process. Please see *Attachment F—Fresno County DRC Starting Point Packet*, starting on page 138.

During Orientation, which includes a thorough explanation of the DRC program rules and regulations, expectations concerning behavior and participation, and how we measure and evaluate performance, participants receive a Participant Overview summarizing pertinent information. For a copy of our Fresno County DRC Participant Overview, see page 139. During orientation, our staff works closely with participants to address any program questions or concerns.

- ***Getting Motivated to Change.*** As participants begin to experiment with the change process, we also provide treatment *Getting Motivated to Change*, from the Texas Christian University (TCU). This evidence-based intervention features an enhanced counseling manual to provide participants adaptive treatment services. The curriculum is also included in the National Registry of Evidence-based Programs and Practices (NREPP). The collection of materials included in *Getting Motivated to Change* are derived from cognitive-behavioral models and designed for counselors and group facilitators working to address motivation and readiness for change. Although best suited for group work, the concepts and exercises can be easily adapted to individual settings.
- ***Intro to Groups.*** Our *Intro to Groups* is aligned with the stages of change and designed to assist with moving participants out of pre-contemplation. This pre-treatment group helps increase the lasting impact of the activities and skill building which participants engage in during subsequent phases of the DRC program. We currently incorporate the T4C “Introduction to Thinking for a Change” module for an action-orientated and skill-based group. This two-day group occurs every other week and serves as an introduction to the DRC group model. It introduces participants to group norms and expectations. Day 1 consists of Introductory modules of the Thinking for a Change while Day 2 consists of Introductory modules of the CBI-SA.

ENHANCED PHASE I – STARTING POINT

Conducted within month 1

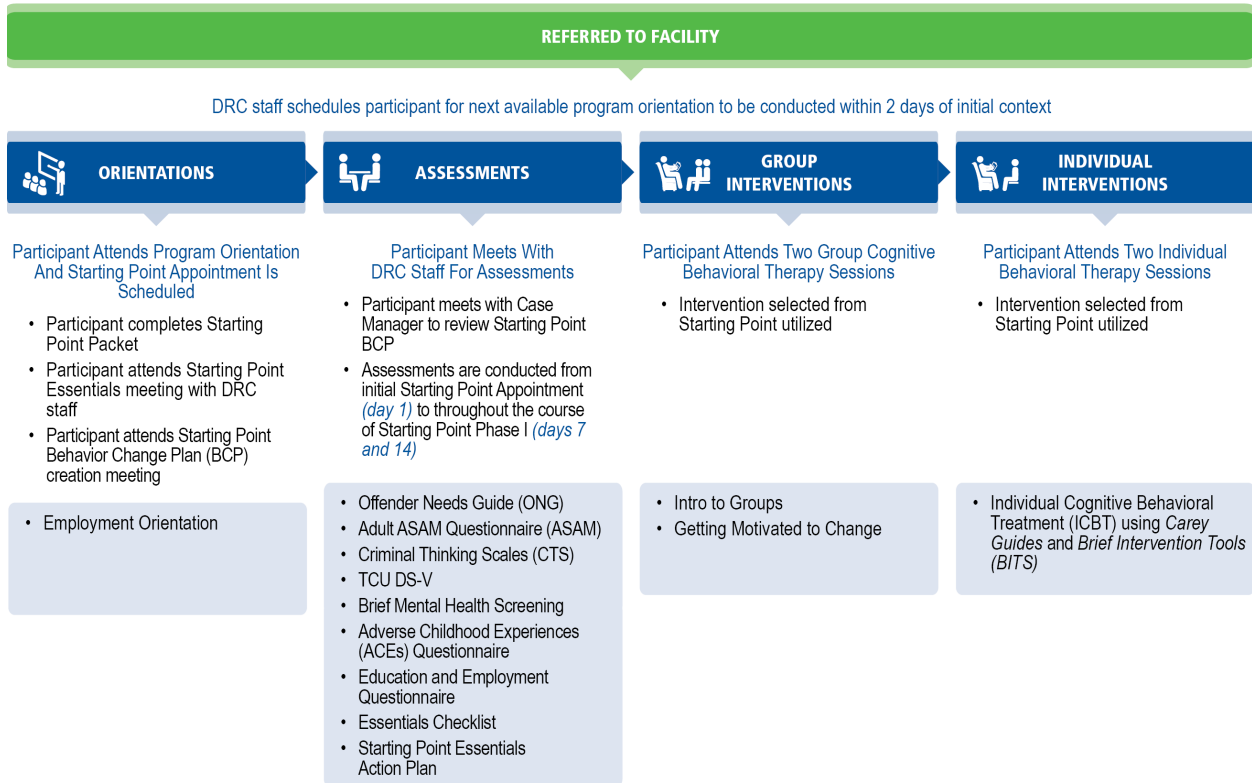


Figure 17. Orientation and Stabilization

Assessments

BI staff uses validated assessment tools to identify each participant’s greatest criminogenic risks/needs; to focus resources, interventions, and service delivery in accordance with identified needs; and to help ensure that participants receive services at an appropriate dosage/frequency. To further determine each participant’s needs, BI staff currently utilizes the following assessment tools at the Fresno County DRC:

- ***Offender Needs Guide (ONG)*** – Staff will schedule this assessment within 7 business days if the participant is not referred with an ONG, recently completed within the past 6 months. The ONG assesses the unique risk and protective factors that need to be identified and taken into account when forming a BCP for offender change. The ONG includes approximately 70 questions in the following domains: Education (social achievement), Employment (social achievement), Friends (supports), Residential Stability (social achievement), Marriage/Family (supports/social achievement), Alcohol/Drugs (personality traits/substance abuse/criminal history), Mental Health (personality traits), Aggression (personality traits), Attitudes/Behaviors (cognitions) and Coping Skills (cognitions). The assessments are entered in Sharenet and a Chronos is entered by DRC staff. Currently all DRC Case Management staff are trained in conducting the ONG interview. The top indicated needs are used in the development of the participants BCP. These needs are also taken into consideration in determining group interventions.
- ***Adult ASAM Questionnaire*** – If a participant scores moderate to high on the ONG or TCU-DS V assessment for substance abuse, DRC staff will utilize an assessment tool known as the Adult ASAM Questionnaire. Based on the American Society of Addiction Medicine (ASAM) Criteria Multidimensional Assessment, the questionnaire is an effective and reliable tool that is administered by trained DRC staff. It incorporates a semi-structured, face-to-face interview with DRC staff to address several areas related to the participants substance use such as: demographic information, substance use history, biomedical, emotional, behavioral or cognitive conditions, and readiness to change. Using the information gathered from the questionnaire—staff use the ASAM, Third Edition to interpret assessment results and then determine a participant’s severity of addiction, as well as the appropriate level of care.
- ***Brief Mental Health Screening*** - Our DRC staff conduct a brief mental health screen on participants. We refer participants with high mental health needs or co-occurring disorders to a local mental health services provider. Participants who are stabilized on a mental health treatment protocol are better able to benefit from the DRC program. The BI-operated DRC will serve participants with low to moderate mental health issues who are able to function in a group setting.

- ***Texas Christian University Drug Screen (TCU DS-V)*** – The TCU Drug Screen screens for mild to severe substance use disorder and is particularly useful when determining placement and level of care in treatment.
- ***Criminal Thinking Scale (CTS)*** - We use the Criminal Thinking Scale (CTS) developed by Texas Christian University (TCU) to measure the criminal thinking of participants upon enrollment into programming and throughout their individualized treatment plan to measure participant progress in criminal thinking and behavior. This ensures that criminogenic needs and responsivity factors are considered, and that appropriate treatment dosages are matched to each participant’s assessed risk levels—establishing the foundation of each participant’s progression through treatment.
- ***Essentials Checklist*** – Checklist provided in the Starting Point Packet to help participants identify and obtain immediate assistance with reentry needs within the community. The participant completes the checklist for their needs in the community for successful reentry.
- ***Adverse Childhood Experiences (ACEs) Questionnaire*** – ACEs supports our overall initiative for increasing the DRC’s recognition and response to the negative impacts of trauma in participants’ lives. Under the new contract, the trauma-informed care training provided by our internal Continuum of Care Training Institute for Fresno DRC staff will include a component on how to interpret and incorporate ACEs assessment results to assist participants in creating stronger family bonds and ending patterns of abuse, neglect, and household dysfunction.
- ***Starting Point Essentials Action Plan*** – Conducted after Starting Point, this plan helps participants identify basic needs (such as food, clothing, transportation, etc.) prior to treatment.
- ***Education and Employment Questionnaire*** - DRC staff administer our internal employment questionnaire to obtain information on the participant’s employment history, skills, and ability. In addition, participants may complete the following vocational aptitude tests to help establish appropriate career paths:
 - ***WorkKeys Talent*** - Helps predict a participant’s job performance by measuring work-related attitudes and behaviors. The results assist our DRC staff in providing appropriate coaching and professional development feedback.
 - ***WorkKeys Fit*** - Determines how a participant’s interests correspond to specific occupations. It measures work-related interests and values such as autonomy, physical activity, influencing others, and precision. Matching individual interests and values to appropriate work environments helps increase job satisfaction and commitment.

Individualized Case Planning

Behavior Change Plan. Based on assessment results, our staff works closely with each participant to create a customized case plan—which we call a *Behavior Change Plan (BCP)*—that targets the participant’s identified criminogenic risk and needs. In our experience, participants are more successful in reducing risk factors for recidivism when they are actively involved in the change process and have taken steps to actively identify the reasons for change that are most important to them.

The BCP includes the following key components:

- *Behavioral Goals* are stated in positive and supportive language using the SMART acronym (Specific, Measurable, Attainable, and Realistic, with an appropriate Timeframe).
- *Responsivity Factors* are identified barriers that may prevent the participant from achieving their goal and identified strengths that can support program success.
- *Action Items* help participants attain behavioral goals and are given a timeframe for documented status review.

Behavioral Goals, Responsivity Factors, and Action Items are prioritized and customized for each individual participant. DRC staff collaborate with the participant to identify the three highest criminogenic needs, then work with the participant to develop a plan utilizing program services and local community resources that best address the identified needs. This is a critical aspect of implementing program mechanisms specifically designed to reduce recidivism.

Our DRC staff will meet individually with participants to review progress and address any obstacles. The participant’s BCP will be created based on their ONG assessment results, targeting multiple criminogenic needs. The DRC staff will update the participant’s BCP in accordance with the participant’s progress throughout the DRC program phases. *Using ONG assessment scores to identify the participant's greatest areas of risk/need and assigning corresponding goals and action items that can reduce risk in each area, allows the DRC to maximize resources and ensure participants do not receive unneeded treatment, which can increase criminogenic risk.*

Case Management. Efficient case management allows DRC staff to match participants with the most appropriate treatment services, as well as track and document a participant’s progress through the program. Each participant works closely with their assigned Behavior Change Manager, who regularly meet with their participants one-on-one to review progress by reviewing and updating their BCPs. Case management involves all DRC staff—working as a team to model prosocial behavior, reinforce positive change, teach participants problem solving skills, and help participants recognize they have the capability to succeed. DRC staff members meet individually with each participant on a regular basis to review progress and update the BCP as needed. We also coordinate with local officials,

supervising agency personnel, and community resource providers to facilitate a comprehensive treatment team for each program participant. Research shows that the relationships participants develop with their Case Manager and other staff, have an enormous impact on their success in the program—as well as on long-term success.

Individualized Employment Plan. Created after completion of the assessments and questionnaire, an IEP is a step-by-step plan for obtaining employment and developing a lasting career. IEPs document participant progress on identified goals and help address gender specific issues/needs as they relate to employability. Staff work with participants on an individual basis to review the progress made on attaining stated goals and the IEP is updated accordingly. Based on the support needed to pursue career goals, our DRC staff connect participants to local, community-based providers. See *Table 16. Community Resources* located on page 108.

Techniques Used to Encourage Participation. A key element in our case management process is engaging the participant. *We train our DRC program staff to use Motivational Interviewing (MI) to help participants take an active role in their treatment. This method of communication is designed to decrease resistance to change and to increase the cognitive skills needed to achieve positive change.* MI uses open-ended questions, affirmations, and reflective listening to encourage participants to discover goals and explore solutions, such as:

- “How ready are you to change the behaviors that led to illegal acts?”
- “How can we work together to make those changes?”
- “What do you think might be different about doing this?”
- “What might make it easier for you?”
- “What kinds of interventions have worked for you in the past?”

Research strongly suggests that Motivational Interviewing techniques, rather than persuasion tactics, effectively enhance motivation for initiating and maintaining behavior changes. Building rapport and developing a therapeutic relationship based on trust are important aspects of participant engagement. In addition, the use of appropriate rewards for positive behavior and sanctions when expectations are not met have been shown to result in longer stays in treatment and a greater likelihood of successful completion of the program. Our program staff use these behavior modification techniques to increase the probability of long-term participant success in the community which includes reduced recidivism, increased employment rates, healthier relationships, and ongoing sobriety.



Motivational Interviewing Certification. Our reentry staff increase their Motivational Interviewing Skills by obtaining MI Certification. The rigorous certification process requires demonstrated MI proficiency, evaluation of a recorded MI session, and trainer feedback.

Daily Check-In at the DRC. Participants typically report in person to the DRC seven days per week in Phase I, five days per week in Phase II, three days per week in Phase III, and once per week in Aftercare. Actual check-ins are determined by a participant’s progress within the program. Daily check-ins are especially important in the beginning stages of DRC programming—as new participants are often confused, overwhelmed, angry, and/or defensive. One of the most common times for a participant to stop attending programming is between the first and second appointments. Therefore, daily check-ins are a key component of participant engagement. Each time a participant arrives at the DRC, they first report to the Assistant Case Manager who records each check-in using our proprietary GEOtrack database. DRC staff use our GEOtrack case management system to electronically record the time and date of each check-in and allows DRC staff to perform daily attendance tracking. We provide Probation with daily notifications of any participant who fails to attend the program as scheduled.

As the participant successfully progresses through the program, the number of required check-ins per week decreases. Our DRC staff work closely with Probation personnel to adjust the frequency of check-ins for an individual participant as needed. If a participant does not report to the DRC as scheduled, our staff will promptly attempt to contact the participant and will then notify the assigned Supervising Officer. We continuously foster appropriate and shared efforts between DRC staff and Probation personnel to increase participant compliance with check-in requirements.

We incorporate CCP within the DRC check-in process to make our face-to-face time with participants impactful and purpose driven. During the check-in process, DRC staff will work to develop a professional alliance with participants by eliciting conversations around topics relevant to a participant’s current program participation or life outside the DRC. Staff will actively seek opportunities to affirm progress, help the participant stay focused on what they are trying to achieve, and engage in role-playing.

Supervision and Sobriety Monitoring. DRC staff perform frequent drug and alcohol testing to determine compliance with supervision requirements and ensure participants are sober while onsite at the facility. For safety reasons, and to ensure a therapeutic environment, we require participants to take a breathalyzer test each time they report to the DRC (e.g., at check-in, group meetings, individual meetings with Behavior Change Managers, etc.). If a test is positive for alcohol the participant is not allowed to participate in further program activity for the day and Probation is notified immediately. If the alcohol level is high enough, the participant may be sent to a detoxification facility. If the participant is legally impaired, staff will instruct the participant not to drive, and will contact local law enforcement should the participant refuse to follow instructions.

Participants are also randomly drug tested at our DRC. At Starting Point, participants are assigned a specific word. For example, a participant may be given the word “community.” If “Community” is the DRC’s designated word on the day the participant checks in, they must provide a urine sample that day. Staff can also conduct urinalysis (UA) testing at any

time at the County’s request. Consequences for a positive drug test can include increased check-ins at the DRC; increased face-to-face meetings with Behavior Change Managers; increased attendance at support group meetings; and/or substance abuse assessment for detox or inpatient treatment.

Currently, we maintain a weekly drug testing frequency for participants; however, we maintain flexibility in this area and our DRC staff will work with supervising Probation personnel to adjust testing frequencies for each participant as needed. DRC staff can also conduct a drug test at any time at the request of the supervising officer or upon reasonable suspicion of substance use.

DRC staff record the administration and results of drug and alcohol tests in GEOtrack. If a participant refuses to submit to a breathalyzer or provide a urine sample, that fact is also documented and reported. For positive alcohol and drug tests, DRC staff will promptly notify the Fresno County contact(s) and take immediate steps to ensure the safety of the participant and the community. We also work with Redwood Toxicology Laboratory to validate positive test results and monitor levels. Our DRC staff may administer program sanctions and/or modify the participant’s BCP in response to a positive test or a pattern of continued substance use.

Rewards and Sanctions. The primary focus of all our DRC services is to change criminal thinking and help each participant gain skills that correspond with new, prosocial thinking. To support the adoption of prosocial behaviors, we employ a Contingency Management approach, which incorporates a range of rewards and sanctions. For more information, please see *Figure 18* and our section on *Contingency Management* below.

Rewarding Prosocial Behavior

At our Fresno DRC, we implemented a rewards system called “Participant of the Month”. Each month, staff members vote on a participant who has demonstrated good attendance and has not received any sanctions, to receive a prize.

REWARDS AND SANCTIONS



Figure 18. Rewards and Sanctions

Contingency Management. An important tenet of Contingency Management is that rewards work better and have more lasting impact in shaping new behavior than punishments⁶. We integrate this research by maintaining a 4:1 ratio between positive and negative interventions. DRC staff use a contingency management system that administers appropriate rewards and sanctions for participant behavior. While generally used to reinforce positive behavior, contingency management helps staff provide swift and certain consequences for participants who do not comply with program expectations. For every negative reinforcement provided for participant non-compliance, DRC staff aim to provide participants with at least four positive reinforcements for compliance and prosocial behavior. Our DRC programming can include positive reinforcements such as pencils, snacks, phone chargers, wireless headphones, etc. BI monitors, measures, and reports reinforcements. Each week, DRC staff report to their Program Manager on how many positive and negative rewards were given to participants. This helps us evaluate the DRC program's contingency management system and ensure appropriate follow up is completed.

⁶ National Institute of Corrections. "Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention" (2004). Found at <http://nicic.org/Library/019342>

We have Enhanced Contingency Management training at the Fresno DRC which includes ensuring DRC staff fully understand the applicable policies and procedures, have a working knowledge of the behavioral principles the system is based upon, and tracking actual rewards and sanctions administered to ensure staff achieve the standard of four rewards for every one sanction. It's important to note that every sanction is followed by an intervention. In order to help participants change their behavior, DRC staff work towards providing an intervention that helps reduce/eliminate the anti-social behavior.

Individual Cognitive Behavioral Treatment (ICBT)

In 2008, J. Bonta et al. determined that the more time probation officers spent with offenders focusing on case management and supervision, the more likely offenders were to recidivate. Conversely, probation officers who spent more time during offender interactions targeting criminogenic needs, saw improved recidivism outcomes⁷. This study and others have demonstrated the importance of intentionally structuring one-on-one interactions to focus on criminogenic needs so that behavioral change is influenced.

As such, our organization has designed a structured one-on-one session format, referred to as Individual Cognitive Behavioral Therapy (ICBT). Conducted throughout all phases of the program, ICBT sessions start off weekly—with session frequency changing based on the phase and the participants progress in the program. During each ICBT session, participants spend up to 30 minutes meeting individually with their Behavior Change Manager (BCM) and at least 20 minutes of the session is devoted to addressing the participants risk factors. During these sessions a participant case management report is provided, in which the participant updates DRC staff on any change in status and they discuss any violations. If there are any red flags present, the BCM deals with it immediately. The BCM and participant also review BCP goals and action items, evaluate the participant's progress, and make any adjustments to the BCP.

Carey Guides. During the ICBT sessions, the BCM may leverage Carey Guides—short exercises that assist participants in confronting distorted thinking. Developed by the Carey Group, Carey Guides translate evidence-based practices into a series of short exercises called “15-Minute tools,” which provide the BCM with strategies for effective case management and one-on-one treatment interventions. For instance, an ICBT session might incorporate the “Maximizing Strengths” and “Involving Families” Carey Guides to assist a participant in recognizing personal strengths, and rebuilding family and social networks. Benefits for using Carey Guides to facilitate ICBT session include:

- Carey Guides are designed for one-on-one sessions between correctional professionals and participants

⁷ Bonta, J., Rugge, T., Scott, T. L., Bourgon, G., and Yessine, A. K. (2008). Exploring the Black Box of Community Supervision. *Journal of Offender Rehabilitation*, 47 (3), 248-270.

- They help structure efforts to target risk factors and address case management challenges
- Each Carey Guide is peer-reviewed by researchers and practitioners to ensure the material is current and accurately applied.
- Used as a supplement to the Carey Guides, the Brief Intervention Tools (BITS) addresses key skill deficits with participants in short, structured interventions.

Outcome Rating Scale (ORS). As a part of each session, the participant fills out an ORS. Once completed, this self-report instrument gives the BCM an indication of the participants individual functioning, interpersonal relationships, and social role performance (such as work adjustment). The BCM uses this tool to monitor the participants progress, evaluate the effectiveness of assigned treatment, determine if there is a need for further treatment, and investigate any lack of participant progress.

Session Rating Scale (SRS). At the end of each ICBT session, the BCM asks participants to complete an SRS. The SRS assesses the relational bond between the participant and DRC staff, as well as their level of agreement on goals, methods, and the overall treatment approach. It helps the BCM ensure that the participant is engaged in programming and that services are responsive to the participant.

BCP Progress Review. During ICBTs, participants also spend time reviewing progress on their BCPs with their assigned BCM. Together, they review action items, successes, or obstacles faced that may be preventing a participant from achieving a particular goal. Behavior Change Managers reward progress completed and help participants identify next steps in resolving issues that may be preventing them from successfully completing action items.

Cognitive Behavioral Treatment

Decades of research has shown cognitive behavioral interventions have the most-direct impact on recidivism reduction. Our DRC staff are trained in delivering a variety of group-based individual cognitive behavioral interventions (as outlined below). These research-based materials provide guided, structured methods for staff use of EBP and practical, hands-on delivery of cognitive behavioral interventions.



Comprehensive Treatment Interventions. BI-operated DRCs offer classes on change orientation, sobriety programming, job readiness, parenting, life skills, anger management, and T4C. These classes help provide participants with the skills needed to repair relationships, maintain sobriety, secure employment, and successfully transition back into their communities.

Group CBT

BI utilizes *Thinking for a Change (T4C)* to provide CBT in a group setting. The T4C curriculum provides our DRC program, the flexibility to address those participants shown to require more dosage based on assessed risk/needs and gives us the flexibility to accommodate new participants at any point in the T4C process. BI will be able to use T4C to develop individualized case plans and customized service dosages for participants.

Developed by Barry Glick, Jack Bush, and Juliana Taymans—in cooperation with the national Institute of Corrections—T4C is an integrated cognitive behavior change program that combines cognitive restructuring, social skills, and problem-solving skills to create an innovative curriculum designed to help offenders change behavior by changing their thinking. T4C is supported by numerous studies and is currently used within many of our reentry operations nationwide.

T4C stresses interpersonal communication development and confronts thought patterns that can lead to problematic behaviors. The program has three components:

- ***Cognitive Self-Change.*** These lessons provide a thorough process for self-reflection and are concentrated on uncovering antisocial thoughts, feelings, attitudes and beliefs.
- ***Social Skills.*** These lessons help participants engage in prosocial interactions. Lessons are based on self-understanding and an awareness of the impact actions have on others.
- ***Problem Solving Skills.*** Integrating the two other components, these lessons provide a step-by-step process for addressing challenges and stressful situations.

Using behavioral techniques such as role-play, participants work through lesson topics such as active listening, asking questions, giving feedback, feelings and thinking, recognizing risk, apologizing, responding to anger, negotiating, problem solving, setting goals, choices and consequences, and making a plan.

Our T4C schedule features staggered start dates for each phase and module rather than a single phase or module being run one at a time, which presents the risk for participants being left behind based on attendance or start date. Our open-cycle model allows participants to enter our program at different times and complete the phases in a timeframe that better suits their behavioral needs.

Substance Abuse Counseling/Programming

BI proposes to offer two levels of substance abuse counseling/programming at the Fresno DRC: Outpatient Substance Abuse Treatment (OSAT) and an Intensive Outpatient Program (IOP). This allows the DRC to serve all participants assessed as meeting the placement criteria for ASAM PPC-2R Levels 0.5, I and II.1. Any participant assessing

higher than this on the ASAM will be referred to a qualified local service provider for more intensive services. If a participant needs higher levels of alcohol and/or drug intervention at any point in the DRC program, BI will refer the participant to a local service provider.

“The strengths of this program would have to be getting me sober and clean. I never thought I would be sober and clean” — Moses M.

Assessments. After Starting Point and stability factors are addressed, participants will receive an ONG assessment and a *Texas Christian University Drug Screen (TCU-DS V)* in order to identify any substance abuse problems. If a participant scores moderate to high on the ONG or TCU-DS V assessment for substance abuse, DRC staff will utilize an assessment tool known as the Adult ASAM Questionnaire (ASAM). Administered by trained DRC staff, the questionnaire is used to address several areas related to the participants substance use. Using the information gathered from the questionnaire—staff use the ASAM, Third Edition to interpret assessment results and then determine a participant’s severity of addiction, as well as the appropriate level of care.

Level of Care. DRC staff use information provided by the County including criminal history, urine analysis (UA) history, participant interview/assessment statements, and the ONG/TCU-DS V assessments to design a customized substance abuse intervention. Substance abuse treatment and intervention is proactive and based on assessed need—rather than reactive based on a positive UA’s—and is not based on voluntary participation by the offender. See *Table 14* below for dosage requirements based on treatment level.

Table 14. Dosage Requirements				
Substance Abuse Treatment Level	ASAM Assessment Level	Curriculum and Intervention	Length	
Outpatient Substance Abuse Treatment (OSAT) 1x per Week	PPC-2R Level 0.5	<ul style="list-style-type: none"> CBI-SA: Social Skills 	<ul style="list-style-type: none"> 10 – 14 Weeks 	
	PPC-2R Level I			
Intensive Outpatient Program (IOP) 2x per Week	PPC-2R Level I with extenuating circumstances	<ul style="list-style-type: none"> CBI-SA: Social Skills Weekly ICBT Relapse Prevention Planning 	<ul style="list-style-type: none"> 14 – 16 Weeks 	
	PPC-2R Level II.1			

Cognitive Behavioral Interventions-Substance Abuse (CBI-SA). For both OSAT and IOP, BI proposes utilizing the University of Cincinnati’s (UC) *Cognitive Behavioral Interventions for Substance Abuse (CBI-SA)* curriculum. Participants in the OSAT level of care will focus exclusively on Module 4 – Social Skills of the CBI-SA curriculum while participants in the IOP level of care will complete the entire curriculum.

Designed for small group settings and led by a single facilitator, CBI-SA helps to create an action-oriented environment conducive to intensive interactions between group members and skill development through the use of roleplay, behavioral practice, and other activities. The curriculum was developed for individuals with moderate to high needs for substance abuse treatment—and is especially well suited for criminal justice populations. CBI-SA is informed by the National Institute of Corrections principles of effective intervention and incorporates a cognitive behavioral approach.

The following table (*Table 15*) outlines the modules within the CBI-SA curriculum:

Table 15. Overview of CBI-SA Curriculum and Key Objectives		
Module	Sessions Conducted	Objective
Module 1— Motivational Enhancement	<ul style="list-style-type: none"> • <i>Introducing Cognitive-Behavioral Interventions for Substance Use</i> • <i>Weighing the Costs and Benefits</i> • <i>Clarifying Values</i> • <i>Setting a Goal</i> • <i>Creating an Emergency Plan</i> 	<ul style="list-style-type: none"> • Increase participant motivation • Explore personal values, goals, and resistance
Module 2— Cognitive Restructuring	<ul style="list-style-type: none"> • <i>Behavior is a Choice</i> • <i>Recognizing Risky Situations</i> • <i>Changing Risky Thinking</i> • <i>Replacing Risky Thinking</i> 	<ul style="list-style-type: none"> • Recognize risky thoughts and situations • Examine the connection between thoughts, feelings, and actions • Restructure thinking patterns
Module 3— Emotional Regulation	<ul style="list-style-type: none"> • <i>Controlling Your Emotions</i> • <i>Recognizing Your Feelings</i> • <i>Using Self-Control</i> • <i>Dealing with Urges</i> • <i>Managing Anger</i> • <i>Managing Stress, Anxiety, and Sadness</i> • <i>Dealing with Rejection and Failure</i> 	<ul style="list-style-type: none"> • Learn to understand, manage, and control feelings • Recognize cravings and urges as emotions • Practice regulation of emotions
Module 4— Social Skills	<ul style="list-style-type: none"> • <i>Introducing Social Skills</i> • <i>Having a Conversation</i> • <i>Understanding the Feelings of Others</i> • <i>Deciding to Say “No”</i> • <i>Communicating Your Needs</i> • <i>Finding Support</i> • <i>Asserting Yourself (Assertive Communication)</i> • <i>Responding to Criticism</i> 	<ul style="list-style-type: none"> • Social learning/practice, receiving feedback and modeling • Social skills training supports self-efficacy • Learn about assertiveness and responses to risky situations

Table 15. Overview of CBI-SA Curriculum and Key Objectives		
Module	Sessions Conducted	Objective
	<ul style="list-style-type: none"> • <i>Dealing with Peer Pressure</i> • <i>Getting Involved in a Positive Activity</i> • <i>Celebrating a Positive Event</i> 	
Module 5— Problem Solving	<ul style="list-style-type: none"> • <i>Introduction to Problem Solving</i> • <i>Identifying Your Problem and Goal</i> • <i>Brainstorming Options</i> • <i>Planning and Trying Your Solution</i> 	<ul style="list-style-type: none"> • Develop cognitive and behavioral problem-solving skills • Learn and practice the eight steps of effective problem-solving

Participants will be oriented with *Motivational Enhancement* and *Cognitive Restructuring Modules*. These modules are pre-requisites and will be closed modules, serving as the starting point for both T4C and CBI-SA.

Educational Employment Services and Tier Placement

Employment Assessments. DRC staff administer an employment questionnaire to determine the participant’s motivation and job readiness at the time of referral. The questionnaire helps determine the education and employment tier placement. Tier assignment is based on the individual’s interests, strengths, and skills. As needed, participants may also complete the following assessments:

- **The WorkKeys Fit Assessment.** This assessment matches the participant’s individual interests and values to the work environment, since a good fit between employee and occupation contributes to job satisfaction and commitment. The assessment helps our DRC staff to determine how well a participant’s skills match up with specific occupations by measuring work-related interests and values, such as Autonomy, Physical Activity, Influencing Others, and Precision.
- **The WorkKeys Talent Assessment.** This assessment helps staff reliably predict participant job performance beyond basic skills. It also helps DRC staff provide coaching and development feedback. This assessment is a selection and employee-development tool that measures a participant’s work-related attitudes and behaviors.

Upon completion of the employment assessments, the participant attends a one-on-one meeting with the BCM to determine placement within the appropriate employment and education tier. Tier placement is determined based on the interests, skills, and assessment results of the participant. The Education and Employment Services model detailed in *Figure 19* (see page 97) includes 4 tiers and each tier focuses on the participant’s specific employment goal. The Tiers are aligned as follows:

- **Tier 1—Employment Basics.** At this stage, the participant needs to start their employment journey by obtaining all necessary documentation and addressing any obstacles around childcare, communication, and transportation.
- **Tier 2—Advanced Job Readiness.** During this Tier, the participant focuses on mental preparation for successful employment by enhancing interpersonal and technical skills.
- **Tier 3—Work Ready.** In this tier, participants may be referred to our Employment Readiness Program. The intent of this tier is to enhance participants interpersonal technical skills while program staff assist participants in determining what careers are a good fit, take advantage of industry specific certifications, workshops, and conduct interview practices and one-on-one resume assistance.
- **Tier 4—Reach for the Stars.** At this tier, participants are looking to prepare for promotions or a career change by increasing work skills, earning a certificate, or completing educational goals. This tier is marked by continued job search assistance and direct placement to employment opportunities

Tiers 1 and 2 are facilitated by the BI staff at the Fresno DRC. Tiers 3 and 4 are referred out to our Fresno Auxiliary Reentry Employment Readiness Services.

EDUCATION AND EMPLOYMENT SERVICES

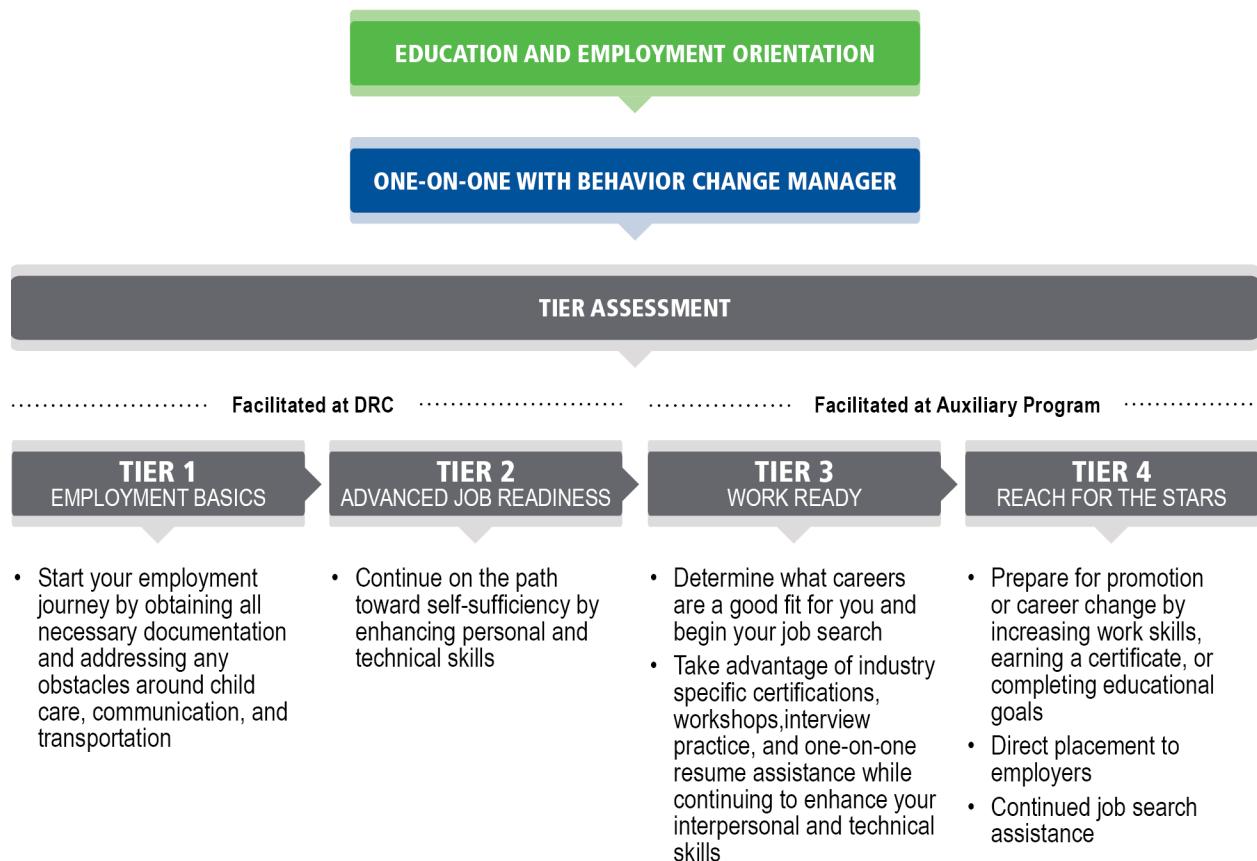


Figure 19. Education and Employment Program

The Fresno DRC will provide the following continuum of services to help participants prepare for meaningful employment.

Employment Preparation. BI DRC staff are dedicated to training and coaching participants in vocational skills. We recognize that many participants lack the basic knowledge of the employment process: how to dress, how to act, how to fill out an application, how to apply online, etc. Our employment services teach each participant how to be proactive in pursuing employment.

- General Presentation and Demeanor.** Many participants do not know how to dress for an interview or conduct themselves while there. DRC staff teach them how to dress for success, such as teaching them how to tie a tie or how to purposefully shake a potential employer’s hand, make eye contact, and introduce themselves.
- Effective Communication.** The KeyTrain curriculum offers a Career Skills curriculum of over 200 lessons, which teaches “soft” workplace skills such as clear

communication, work habits, business ethics, customer service, and on-the-job etiquette. Career Skills helps users renew and expand skills they may already have, learn new skills, and express these skills in typical job situations.

- **Job Coaching.** DRC staff works individually with participants on problem solving employment-related issues. Coaching centers on the participants specific needs and addresses obstacles to obtaining and maintaining employment. In accordance with the participants Employment Plan, DRC staff tracks job searches, assigned action items, and maintains a job log that is updated weekly. In addition to conducting ongoing coaching session, staff also utilize role play to assist participants in understanding job expectations.

Job Search Strategies. BI staff conducts the *Employment Readiness Group*, which uses the research-proven practices of structured/expressive writing, cognitive behavioral interventions, and MI principles. Workbooks focus on what tools participants find useful, and which tools best motivate and guide the individual toward meaningful application of the information presented. By exploring their willingness to learn, understanding their areas of interest, and evaluating their skills sets, participants prepare for the application and interviewing process.

DRC staff will lead the group and take participants through problem solving on employment-related issues, including completing applications, writing resumes, mock interviewing, networking, and job hunting. During these intensive employment readiness sessions, participants are assisted in identifying career possibilities for which they have the appropriate aptitudes and interest.

Employment Readiness. The Employment Readiness group uses the “*Tools for Success: Employment Skills*” workbook from *The Change Companies*. This workbook helps participants understand the process of planning for a career. By exploring their willingness to learn, understanding their areas of interest, and evaluating their skill sets, participants prepare for the application and interviewing process. Group Exercises include mock interviews where participants practice learned skills and give and receive constructive feedback to improve their skills and those of their peers. Other group activities include resume preparation, business etiquette and problem-solving skills. Groups are structured to follow EBP. Upon entering Phase II, participants will be schedule for Employment Readiness—a 2-day group lasting 2 hours. This group is offered ongoing every 2 weeks, as needed. This initial high dosage is designed to provide participants with fundamental job skills so they can immediately begin seeking employment.

Job Placement. DRC staff actively search for local employers that are willing to hire participants and maintains a directory to share with participants. Staff create a list of each employer’s location(s) and share this information with the participants. Our DRC staff also ensure participants register with applicable job opportunity websites. The participant, based on their assessments and individual set of job skills, decides on which places to

apply. This encourages self-sufficiency in participants and builds confidence. We work with each participant to help ensure any needed resources (e.g. transportation, childcare, interview clothes) are in place prior to job interviews.

Computer Lab. The BI-operated Fresno County DRC includes a computer lab that program participants use for a variety of self-directed educational study and computer-based programming. In addition to the educational, vocational, and employment services provided in our Employment Readiness group, we provide the following computer-based programs:



- **KeyTrain/WorkKeys.** KeyTrain is a comprehensive system that helps participants improve the basic workplace skills measured by the WorkKeys Assessment System. Participants work towards taking the WorkKeys test and earning The WorkKeys Work Ready certificate. This certificate is a portable credential recognized by employers nationwide, and it validates that a person has essential skills important to a wide range of jobs.

Auxiliary Reentry Employment Readiness Services. In March 2021, BI partnered with Fresno County to implement a Reentry Employment Readiness program for participants being released from custody. Provided at a standalone location, this evidence-based program will provide participants with additional assistance in addressing identified barriers to employment, reinforce the behavioral and vocational skills needed to maintain employment, and help secure appropriate employment. Staff within this auxiliary program will provide ongoing support to program participants for up to one (1) year, however, participants are always welcome to come back for additional assistance.

“I had great support from staff, as far as being flexible with my work schedule, having understanding with personal life and always willing to talk about things outside of being on probation or even the class itself”

—Miguel H.

High School Equivalency Preparation

If a DRC participant does not have a high school diploma or GED, their BCP will include the goal of earning a GED or its equivalent. To help participants achieve this goal, participants will work with the *HiSET Academy Online*. Our DRC staff will supervise participant use of the DRC’s Education and Employment Lab for GED preparation. DRC staff may also refer the participant to educational services in the community.

HiSET Academy Online. For High School Equivalency preparation, BI proposes a computer based HiSET tutoring program. The HiSET Academy Online tutoring program will be available to participants within our on-site Computer Lab. This computer-based

program features more than 200 hours of lessons in math, reading, writing, science, and social studies. The lessons were designed specifically for adults, are interactive and appealing, and are appropriate for all learning styles. DRC participants will progress through the lessons at their own pace, with our DRC staff present within the Computer Lab to provide guidance as needed.

HiSET Academy Online offers the following features and benefits:

- Diagnostic assessment of each participant’s knowledge level – including a percentile graph showing the participant’s proficiency level by subject
- Interactive reading instruction program – including application to real life situations to provide context and appeal
- Learning Management System (LMS) that provides visibility into the participant’s progress – including the time spent in each area and identification of specific duties
- Practice tests help participants assess progress and prepare for the HiSET testing environment

When a participant is ready for testing, our DRC staff will help the participant schedule their HiSET test. The HiSET exam offers participants a valuable opportunity to demonstrate learned skills and knowledge and earn a state-issued high school equivalency credential.

Life Skills

Our Life Skills program will be delivered as part of T4C, which employs a four-part training approach: modeling, role playing, performance feedback, and generalization. Utilizing this approach teaches participants essential prosocial skills.

Social Skills is an open-cycle group in which participants are able to enter at any time after completing the T4C Intro Group. One skill is introduced in each Social Skills group and participants are encouraged to practice their new skills during their interactions at the DRC and in the community. There are 50 Social Skills available with topics such as: listening, asking a question, asking for help, apologizing, keeping out of fights, and responding to persuasion. We are able to customize the social skills we teach based on the participant population and they may be used in Labs, ICBTs, etc., at any point in our program.

Cognitive Self Change is a lesson that basis its teachings on the premise that thinking controls behavior. In order for the participant to change their behavior, they must first change their way of thinking. The lessons help uncover antisocial thoughts, feelings, attitudes, and beliefs.

Problem Solving Skills combines both the Social Skills and Cognitive Self Change life skill components together to address the challenges and stressful situations that participants face in life.

“My greatest challenges was low self-esteem and when I came to this program I had none, but when I got sober I began gaining my self-esteem....” — Moses M.

Anger Management

BI utilizes the *Phoenix/New Freedom Resources Anger, Aggression and Violence Program Model*. This evidence-based anger management curriculum was developed from cognitive-behavioral change, social learning, risk/protective factors management, asset/strength building, and relapse prevention models. The curriculum uses the proven-effective strategies of skill building for aggression replacement and role-playing. It has also been designed to actively support the MI approach in guiding participants through the stages of change. Reading levels range from 4-6, depending on the subject matter.

Our organization has selected this particular curriculum for anger management because it has generated significant outcomes and is recognized to be evidence-based. It also emphasizes skill building, role playing, MI, and key elements of effective interventions.

Phoenix/New Freedom curriculum materials include:

- Lesson plans with behaviorally stated objectives
- Stage-based aggression-specific MI Toolkits
- Discussion Starter/Group Opening Activities
- Workbook and Skills based resources
- Competency checklists to evaluate participant’s progress

The curriculum is open cycle, allowing for new participants to be added at any time. Each session contains a combination of resource elements: a session opener (discussion starter focusing on aggression violence issues), a MI program element, anger core program resource, skill modeling and skills practice element, a Cognitive Behavioral (CBT) aggression/violence program element, and an anger/aggression/violence skills program element. *These elements are structured to maintain interest and build confidence in making cognitive and behavioral changes.*

Phoenix/New Freedom resources are recognized as evidence-based by the Office of Juvenile Justice and Delinquency Prevention/National Gang Center/Bureau of Justice Assistance/U.S. Department of Justice. Their curriculums are provided to nearly 2,000 programs and facilities in 49 states (including 50 Federal Bureau of Prisons facilities) and have been implemented statewide in several states.

Family/Parenting Skills

Within our Family Relationships and Parenting Skills group, BI proposes to use the *Partners in Parenting* curriculum from Texas Christian University (TCU). Partners in Parenting fosters learning and skill building in key areas and allows participants to practice parenting strategies and share personal experiences. Group sessions explore the following topics:

- Building a partnership
- Active listening
- Helping children behave
- Self-care for parents
- Child development
- Building understanding
- Sensible discipline
- Tomorrow and beyond

Designed to address the needs and concerns of participants in substance abuse programs, the Partners in Parenting curriculum emphasizes providing support to parents and helping them to understand a child’s needs and abilities during different developmental stages.

Additionally, our on-site Substance Abuse, Anger Management, and Life Skills groups will incorporate healthy marriage, family, and relationship strategies in order to comprehensively address any assessed participant needs in these areas.

Trauma Intervention

Our Fresno DRC services are gender specific and trauma informed to best respond to the needs of both male and female participants. We continuously work to train our staff for delivery of a holistic approach that delivers separate interventions in accordance with male and female experiences with trauma. Our DRC staff received trauma informed training from correctional professionals, and we intend to expand trauma informed staff training, so our DRC staff are best equipped to respond to participants with a history of trauma. This training included the trauma process; the effects of domestic violence, abuse, and neglect; appropriate responses; and self-care.



**TRAUMA-INFORMED
CARE**

BI is proposing to add gender-specific trauma-based therapies to the DRC program. We realize the importance of understanding—and effectively addressing—how trauma and interpersonal violence can impact individuals involved in the criminal justice system and recognize that criminal justice involved individuals have a higher propensity for significant trauma in their life experiences. Certain participant behaviors—such as acting out, lack of concentration, and slow responsiveness—may stem from experienced trauma, rather than a desire to be difficult.

Participants will also benefit from participating in gender specific groups. In same-gender settings, participants share a great deal about themselves, their feelings, and their relationships with partners, friends, and family. To better meet the needs of the Fresno DRC we plan on implementing the following intervention components for addressing trauma:

- **Healing Trauma.** Developed by Dr. Stephanie S. Covington is an evidence-based curriculum that is on the National Registry of Evidence-based Programs and Practices (NREPP). Used at our DRC for female participant services, the curriculum includes specific lessons on topics such as the process of trauma, power and abuse, grounding skills, self-soothing, and healthy relationships. The curriculum also includes a component on the ACEs Questionnaire.
- **Exploring Trauma.** Also developed by Dr. Covington, the curriculum is used at our DRC for male participants and explores topics such as silence surrounding abuse, male socialization, the risk of victims becoming abusers, understanding shame and fear, the impact of trauma on the inner and outer self, and coping and calming strategies.

Both are evidence-based curriculum and included on the National Registry of Evidence-Based Programs and Practices (NREPP). Designed for trauma treatment, the connection between trauma and addiction serves as a primary theme. The curricula are based on theory, research, and clinical experience. It incorporates the principles of relational therapy, cognitive behavioral techniques, mindfulness, and expressive arts.

Research shows men and women have different pathways into the criminal justice system and we understand that trauma plays a different role in both men and women’s lives. Wherever possible, we strive to provide programming responsive to these pathways and adding interventions directed towards addressing trauma provides an opportunity for staff to acknowledge and be responsive to how history has shaped the individual, which in turn has been shown to increase program engagement and outcomes for participants. For example, a female offender is more likely to be the primary caretaker of young children; more likely to have experienced physical and/or sexual abuse; more likely to have distinctive physical and mental health needs; and less likely to be convicted of violent offenses.

ADVERSE CHILDHOOD EXPERIENCES

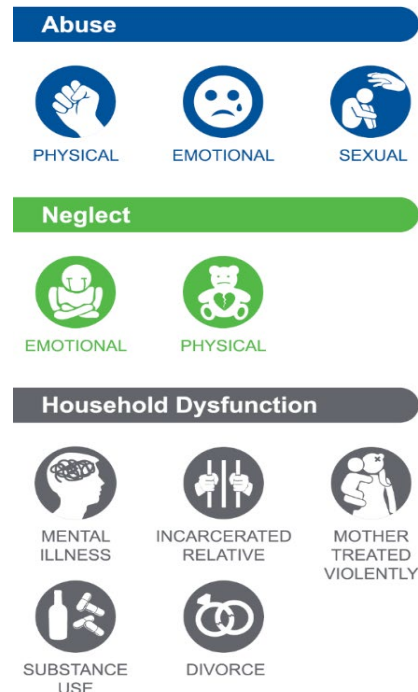


Figure 20. Adverse Childhood Experiences

The diagram in *Figure 20*, illustrates the complexity of an individual’s pathway to criminal involvement and substance use. The diagram summarizes the factors identified by a landmark study conducted by the Centers for Disease Control and Prevention and Kaiser Permanente. The research identified a significant correlation between the number of Adverse Childhood Experiences (ACEs) a person experiences with a variety of negative outcomes in adulthood; including poor physical and mental health; substance abuse; and risky behaviors. BI’s Behavior Change Managers will deploy the ACE questionnaire to develop an individualized plan to address abuse, neglect, dysfunction, and associated trauma so participants can begin breaking the cycle and effects of ACEs.

Cultural Responsivity

Cultural responsivity is being aware that beliefs, practices, habits, likes, dislikes, norms, customs, rituals, and experiences make each participant who they are. An organization has cultural competence when it has the capacity to understand and work effectively with the cultural beliefs and practices of participants from a given ethnic/racial group. BI's approach to delivering services is based on the belief that services are more effective when provided within the most relevant and meaningful culturally, gender-sensitive, and age-appropriate context. The Responsivity Principle requires staff to consider individual characteristics when matching participants to services—including culture, gender, motivational stages, developmental stages, and learning styles. These factors can influence a participant's responsiveness to different types of treatment. Accordingly, our Fresno County DRC programming is reflective of, and responsive to, the diverse cultures of the participants we serve. As an example, we facilitate our family and parenting groups with the understanding that different cultures have different approaches and expectations regarding family and raising children.

Additional examples of how Fresno DRC programming promotes cultural responsivity include:

- The assessment process identifies and accounts for the unique characteristics (responsivity factors) of each participant. These factors are addressed in the participant's BCP, and the BCP is created in collaboration with the participant.
- We try to match participants with Behavior Change Managers of similar background and culture, which has an impact on the efficacy of individual sessions.
- Written materials are available when requested. We provide access to bilingual staff as needed.
- When using videos, films, or other media resources for service delivery, we ensure they reflect the cultures of the participants served.
- Pictures, posters, brochures, magazines, and other materials displayed in the Fresno DRC are screened to ensure they are culturally sensitive and reflect the different cultures and ethnic backgrounds of our staff and participants.
- Cultural awareness training is required for DRC staff. Topics include tolerance vs. respect; values and assumptions, spiritual beliefs; culture shock; guidelines for bridging barriers; communicating with people with disabilities; the power of respectful language; and gender transition.
- We use anonymous surveys to seek input from participants, including asking if they feel DRC staff treat them with dignity and respect. We use the data from these surveys and input from both staff and participants to adjust our cultural competence approaches and staff training as necessary.

- Our DRCs host celebrations of different cultures and engage participants in planning for these events. Celebrations include elements of history, art, food, inspirational people, and reflect the cultures represented by DRC staff and participants.
- The GEO Reentry Connect website provide participants with links to community groups that can help support cultural, religious, and spiritual needs.

Pro-Social Events.

Often a major factor regarding reintegration, staff at our Fresno DRC establish pro-social and family DRC events on a reoccurring basis to further engage participants in a positive manner.

Prosocial Events. DRC staff will advise participants of local job fairs and other community events that they have been approved to attend. During these events, participants serve as positive support systems for each other as they practice displaying prosocial skills learned in group sessions—such as introductions, social interactions, listening, and sharing about themselves.

Family Events. These events give participants the chance to share unique experiences with their families. During these events, participants may bring their children and other family members to the DRC and complete structured, observed, and prosocial activities together. DRC staff are always actively working to increase the positive involvement of participant family members within the DRC program. We recognize family often serves as a support system that can increase the likelihood of a participant’s long-term success. Additionally, family members can also benefit from the DRC’s ability to provide the tools and communication skills needed to make lasting lifestyle changes.

Pro-Social & Family Events include:

- **Back-to-School Family Night.** An annual event in which participant’s and their children engage in arts and crafts and receive backpacks and supplies that will help them prepare for a successful school year.
- **Easter Family Night.** Participants and their families engage in group events, arts and crafts (including making bunny faces out of paper plates) and an Easter egg hunt.



Figure 21. Christmas Family Night

- **Christmas Family Night.** Participants and their families enjoy holiday music as they take part in in group activities, and arts and crafts, including building gingerbread houses.
- **Father’s Day Donuts with Dads.** Participants spend quality time with their children while enjoying coffee, donuts and chocolate milk. Kids play with coloring books and games.
- **Mother’s Day Muffins with Moms.** Similar to Donuts with Dads, participants enjoy refreshments and muffins, while kids play with coloring books and games.
- **Sober Club Events.** A monthly celebration that honors those who have obtained and maintained their sobriety.



Figure 22. Father's Day Donuts with Dads

Special Events to Recognize Achievements

Fresno DRC hosts graduation ceremonies for participants completing the program and returning to their communities. Prior graduates, mentors, and guest speakers often attend these graduation ceremonies to show support for participants and the DRC program. DRC staff may also host special lunches to reward participants for achievements such as completing community service projects and program phase promotions.

Community Resource Referrals

As mentioned previously, BI has been operating in the County of Fresno for 11 years and has established and maintained strong professional relationships with local organizations and programs that provide offender rehabilitation services within the County of Fresno. To date, BI has worked with over 54 community service providers in Fresno County alone. BI DRC staff compile and maintain directories of community resources that can further assist participants with job retention, social interaction, and other applicable support services designed to re-enforce a meaningful, crime-free life in the community.



Community Referrals. In 2020, our BI-operated Fresno County DRC referred 100% of our participants to community-based providers to target essential, as well as, criminogenic needs.

Community Referrals. BI DRC staff maintain a listing of local resources and refer participants to services as needed. This includes—but is not limited to—referrals for transportation, ID assistance, clothing assistance, food assistance, housing assistance, legal

services, medical assistance, and public aid. As part of the Starting Point process, DRC staff assess participants for these essential needs. DRC staff also help participants determine if they meet the criteria for any entitlements (Social Security Income (SSI), welfare, grants, etc.), then assist participants in obtaining and completing the appropriate applications. If a participant needs to be referred to a community resource, DRC staff calls the provider and sets up the initial appointment for the participant. DRC staff print out a form for the participant that includes the name of the provider, the date and time of the appointment, and directions to the provider. DRC staff follow-up with service providers to confirm that the participant attended their appointments and maintain open communication to help ensure seamless service delivery. *Table 16* below, provides examples of the resources that our staff have already identified, maintain connections with, and may refer DRC participants to as needed.

Table 16. Community Resources		
Need	Community Resource	Benefit to Participants
Family/Housing	<ul style="list-style-type: none"> • Aspiranet • Fresno Rescue Mission • Poverello Home • Child Protective Services • Fresno County Social Services • Fresno Housing Authority • Naomi’s House • Fresno County (EOC), Sanctuary Transitional Shelter 	<i>Appropriate housing and support for family-related needs helps ensure participants can focus on programming and milestones, improving their chances of successful reentry</i>
Food Assistance	<ul style="list-style-type: none"> • Catholic Charities • Cornerstone Church • Community Food Bank • Salvation Army 	<i>Ensuring program participants have access to essential needs such as food helps them focus on building employment and life skills.</i>
Medical Services	<ul style="list-style-type: none"> • Clinica Sierra Vista • Fresno Community Regional Medical Center / MISIP • Planned Parenthood • Tzu Chi Medical Outreach • Wal-Mart: Vision Center 	<i>Program participants with health-related barriers to reentry can seek treatment to increase their chances for program success prior to beginning programming or being placed within a track. We have identified local medical services providers that can offer participants free or low-cost medical, vision, dental, and other necessary medical services.</i>

Table 16. Community Resources		
Need	Community Resource	Benefit to Participants
Mental Health	<ul style="list-style-type: none"> • Fresno County Department of Behavioral Health / Exodus Wellness Center / Crisis Stabilization Center / Indigent Mental Health Services • Turning Point Mental Health Services, First Street Center • Fresno County Behavioral Health • Psychological Services Center—Alliant International University 	<p><i>Participants benefit from our referrals to mental health services providers in the Fresno County community to ensure they receive the appropriate treatment and increase their chances of program success.</i></p>
Sobriety Support	<ul style="list-style-type: none"> • Alcoholics Anonymous (AA) • Narcotics Anonymous (NA) • Celebrate Recovery • Fresno New Connections 	<p><i>Preserving sobriety is crucial to an individual’s stability. Sobriety support services in the area that are easily accessible to participants from their homes, our offices, or their places of employment helps increase the likelihood that they will attend support groups and receive the necessary education, treatment, and support they need to maintain sobriety.</i></p>
Transportation	<ul style="list-style-type: none"> • Fresno Area Express (FAX) 	<p><i>Program participants benefit from staff support in developing transportation plans to ensure any transportation-related barriers to successful reentry are removed, increasing their chances for program success. Our staff are trained to familiarize themselves with local public transportation systems and routes.</i></p>
Education Services	<ul style="list-style-type: none"> • California Department of Rehabilitation • Central California Educational Opportunity Center, CSU Fresno (TRIO) • Fresno Education Opportunities Commission (EOC) / Local Conservation Group (LCC) • Fresno County Office of Education (COE) • Clovis Adult School • California Health Collaborative / Lock it up 	<p><i>Education services—such as GED assistance, higher education, or vocational training programs—provide program participants with the ability to develop their skills, increasing their likelihood for successful program completion and long-term stability.</i></p>

Table 16. Community Resources		
Need	Community Resource	Benefit to Participants
	<ul style="list-style-type: none"> • Central Learning Adult School Site (C.L.A.S.S.) • Fresno County Public Library • Fresno City College / EOPS • Fresno Adult School 	
Employment Services	<ul style="list-style-type: none"> • Fresno Plumbing & Heating, Inc. • In Home Supportive Services • Workforce Connection, Manchester Mall • Employment Development Department • Army • Hope Now 4 Youth • 211 United Way • Foster Farms • Cargill • NetaFim • OK Produce • Salvation Army • Amazon • People Ready • Spherion • Center for Employment Opportunities (CEO) • Career Expansion, Inc. • Equus Workforce Solutions 	<p><i>Stable employment provides the ability to satisfy essential needs and ensure participants can maintain the prosocial lifestyles they design for themselves while in our program. The availability of employment opportunities provides participants with motivation to continue their prosocial lives by allowing them to envision a future path that they can work on while in the program and after program completion.</i></p>

Community Connections. Many participants face a variety of issues upon returning to their communities and are often unaware of the local resources available. The BI operated Fresno County DRC includes a Community Connections component that works to match participants with needed community services. Local faith-based organizations, service providers, and other community-based organizations visit the DRC on a regular basis to present information about food, housing, health services, support groups, education, employment, legal help, and vocational training. Community Connections presentation allow for a question and answer period. Participants can also sign up for services, talk with local providers individually, and set up appointments.

GEO Reentry Connect Website—a value added service. BI strives to deliver innovative and future-driven solutions to change behavior and change lives. In addition to the connections and referrals made by local staff, in July 2019, BI Incorporated launched a website—accessible at www.georeentryconnect.com—offering a comprehensive suite of reentry tools to assist probationers and reentrants post-release. Available 24/7, the key features include a reentry resource database, employment toolbox, education and vocational information, and general tips and guidance to connect individuals with valuable information, and general tips and guidance to connect individuals with valuable information. DRC staff are responsible for updating and maintaining the local resources in the County area. This free, interactive site is compatible with desktop, tablet, and mobile devices, features downloadable content, and is available to all County probationers regardless of involvement with the DRC.

GEO REENTRY CONNECT

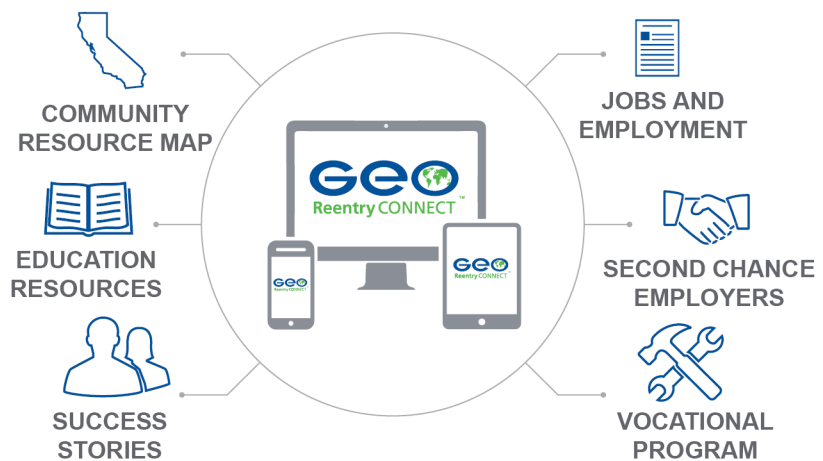


Figure 23. GEO Reentry Connect Website

Transportation. If a participant is assessed as needing transportation assistance, DRC staff work closely with the participant to develop a Transportation Plan. While our provision of transportation assistance is designed to help participants attend onsite programming and services, we aim to minimize participant dependence on our transportation assistance whenever alternatives and independence can be established. Our transportation assistance is designed to maintain accountability and promote increased self-sufficiency as the participant progresses through the program. Until the participant is self-supporting and can provide their own means of transportation, our Fresno DRC will provide bus passes at no cost to the participant. DRC staff maintain a working knowledge of local public transportation systems. Staff provide participants with information on transportation routes and schedules and help participants map out needed travel and plan accordingly. BI staff will also work with participants to determine alternative solutions. This includes helping participants identify a network of family, friends, and community resources that can assist with transportation as needed. Accordingly, BI staff work to foster each participant’s ability to meet their own transportation needs. *Figure 24* depicts bus transportation within proximity of the Fresno County DRC.

PROXIMITY TO PUBLIC TRANSPORTATION

Public transportation located within proximity of the Fresno County Day Reporting Center

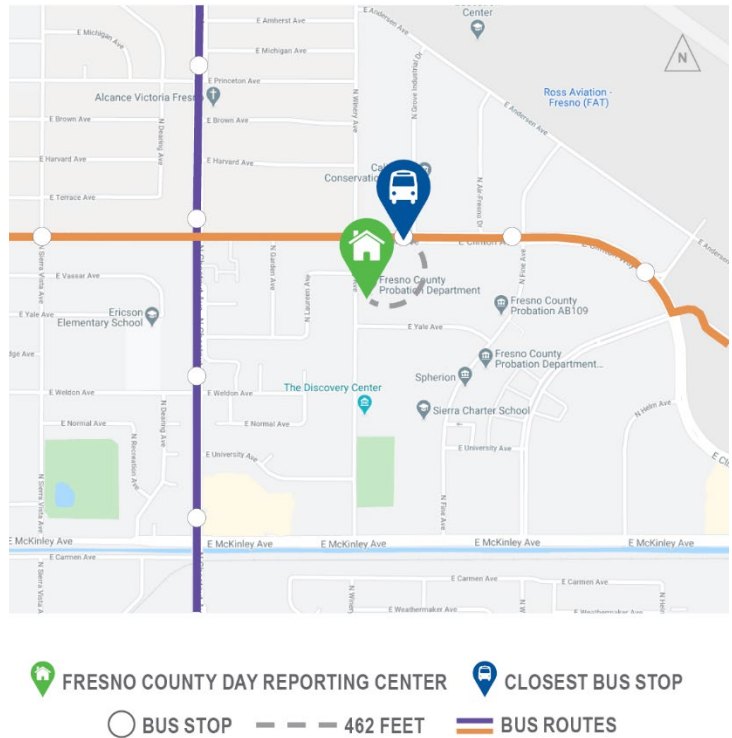


Figure 24. Proximity to Local Transportation

Aftercare and Discharge Planning

DRC staff are trained to begin Aftercare and Discharge Planning during Starting Point. The goal of the DRC program is to ensure participants have as many resources available to them as possible when they return to their communities. These linkages to community-based providers and DRC resources increase the chances of participant success outside of the structure provided by the DRC.

Relapse Prevention & Aftercare

When participants leave the structure and support of a DRC program, they are expected to apply what they have learned so that they may live responsibly and make their own decisions. The biggest challenge participants face during this transition is not relapsing into old behaviors that contributed to their criminality. Our Fresno County DRC uses Aftercare programming to further help participants understand that relapse prevention is a process. By understanding this process, learning to motivate themselves, and recognizing warning signs—participants can avoid or minimize irresponsible behavior or a return to criminal activity. Aftercare is a key component of our DRC program model as it further assists participants in transitioning to independent living and provides opportunities for participants to benefit from our network of resources. During Aftercare, participants receive assistance for an additional 3 to 4 months after program completion.

Perpetual Access to Resources

DRC graduates have a “lifetime membership” to the center which allows them to return for support and encouragement, use the computer lab, and help mentor current participants

During programming, participants learn motivational techniques, triggers, warning signs, and develop a *Relapse Prevention Plan*. As a part of relapse prevention planning, participants also work on identifying and developing a network of people who will support their efforts to abstain from criminal behavior. This concrete tool is a reminder that helps participants continue the success they achieved in the DRC program.

Aftercare Program

The Aftercare program will incorporate an expansive curriculum to help participants maintain a pro-social lifestyle while preparing them to deal with the challenges they will face once supervision ends. To accomplish this goal, our BI-operated Fresno DRC combines core aspects of the evidence-based relapse prevention program created by the University of Cincinnati Corrections Institute with *Interactive Journaling* from the *Change Companies*. This innovative curriculum evidences our commitment to continually identifying and implementing best practices through rigorous analysis of our programming and is the result of a best practice identified by the Correctional Program Checklist (CPC).



Program Effectiveness. 100% of participants who completed surveys in 2021 stated that Fresno DRC personnel provided services and treatment that enabled them to be successful in the community.

Our enhanced Aftercare program integrates a modified version of the “Success Planning” module from the University of Cincinnati’s CBI/SA curriculum with the *Change Company’s Relapse Prevention* workbook to help participants develop the skills and tools

they need to reach their long-term goals in the community. Aftercare activities include homework review and graduated practice role play. The participant’s work in their Relapse Prevention journals will also be reviewed.

Each participant is encouraged to write a letter to themselves, keep it and then read its contents when they feel like they are slipping back to their old lifestyle. The letter lists reasons to continue their commitment to change and includes reminders of what they will lose if the participant were to return back to their old way of thinking and acting. It points out the risks and future issues they will face if they were to veer off track, and what they will gain if they maintain focus.

- **Substance Abuse Aftercare.** Covered as a part of the monthly Aftercare group, supplemental material (e.g., HIV/AIDS) is covered using a cognitive behavioral approach. Participants can continue to receive substance abuse support services from the DRC program after they graduate.
- **Relapse Prevention.** By understanding the relapse prevention process, learning to motivate themselves, and recognizing warning signs, participants can avoid or minimize irresponsible behavior or criminal activity. During Aftercare, participants create, practice, and refine their Relapse Prevention Plan. This concrete tool helps participants continue the success they achieved in the DRC program. As part of relapse prevention planning, participants also work on identifying and developing a network of people who will support their efforts to abstain from criminal behavior.

“I just like to thank all of the staff for helping me out and never giving up on me”

— Moses M.

Frequency of Services

Our proposed program will provide each participant with structured programming, Monday through Friday. Each participant will be assigned to programming and services as determined by the level of risk and need indicated by their assessment results. We anticipate that most participants will remain in the DRC program for at least sixty (60) calendar days—and many participants are currently in our California DRC programs for ninety (90) days or more. Each participant’s customized BCP includes clear benchmarks for program completion and documentation of individual progress throughout the program.

Immediately following, *Figure 25* provides an overview of how often program services may be delivered on a daily and weekly basis. This schedule is provided as an example only—with the flexibility for customization in accordance with Probation feedback and the unique needs of the DRC location. Our Sample Group Programming Schedule assumes a daily program capacity of up to 50 participants at the DRC.

As an alternative, we are able to provide the same quality of services within a shorter timeline. Please see section *D. Alternative Solutions* located on page 125, for our Proposed 5-day Program Schedule.

Time	MONDAY					TUESDAY					WEDNESDAY					THURSDAY					FRIDAY					SATURDAY		SUNDAY					
	ROOM 1	ROOM 2	CBT LAB	EE LAB	ICBT	ROOM 1	ROOM 2	CBT LAB	EE LAB	ICBT	ROOM 1	ROOM 2	CBT LAB	EE LAB	ICBT	ROOM 1	ROOM 2	CBT LAB	EE LAB	ICBT	ROOM 1	ROOM 2	CBT LAB	EE LAB	ICBT	ROOM 1	LAB	ROOM 1	LAB				
8:00am																																	
9:00am																																	
10:00am	Parenting 1 SAC		Cognitive Behavioral Therapy Lab ACM I		ICBTs BCM	CSC & PIS*** BCM		Cognitive Behavioral Therapy Lab ACM I		ICBTs ACM I							Cognitive Behavioral Therapy Lab BCM	EE Lab ACM II															
11:00am																																	
12:00pm	T4C (SS) 1 BCM					IOP -1 SAC				ICBTs BCM					T4C (SS) 3 BCM																		
1:00pm																																	
2:00pm	STAFFING						Intro to Groups Day 1*** PM			ICBTs SAC							Employment Readiness Day 1 ACM I																
3:00pm																																	
4:00pm																																	
6:00pm	Parenting 2 SAC		Cognitive Behavioral Therapy Lab ACM II		ICBTs SAC	Anger 1 BCM		Cognitive Behavioral Therapy Lab ACM II		ICBTs SAC/BCM																							
6:00pm																																	
7:00pm	T4C (SS) 2 BCM					IOP -2 SAC																											

Key:

- *These groups are every other week
- **These groups are monthly
- *** These groups are closed and start together, every 4 - 5 weeks. In the absence of CSC or PS, these groups can serve as place holders for "make up sessions"

- PM – Program Manager
- BCM – Behavior Change Manager
- SAC – Substance Abuse Counselor
- ACM I – Assistant Case Manager I
- ACM II – Assistant Case Manager II
- ACM III – Assistant Case Manager III

Figure 25. Sample Program Schedule - 7-Day Model

5. Bidder shall describe how documents will be maintained and its ability to produce requested reports as described in the Scope of Work, including monthly progress reports and discharge reports.

To describe our ability to produce the requested reports as requested within the *Scope of Work*, the following sections include:

- Immediate Notification
- Discharge Reports
- Monthly Process Reports
- Reporting Drug and Alcohol testing results
- Procedure for Data Collection
- Quality Assurance Processes
- Ensuring Confidentiality to Support Offender Rehabilitation
- Probation Research
- Program Evaluation Needs

Reports and Plan for Administrative Services

Our plan for the provision of administrative services includes immediate notification, the production of discharge reports, monthly progress reports, and the reporting of drug and alcohol test results. As we have 26 years of experience managing and operating day reporting centers nationwide, we also have robust procedures for data collection to support Probation’s research and program evaluation needs. Our multi-tiered quality assurance processes also ensure we have the measures in place to secure participant confidentiality as they progress through the rehabilitative program.

Immediate Notification

DRC staff will provide immediate notification in the form and method requested by the Probation Department. Staff will promptly notify Probation of any problems that would jeopardize public safety, or the participant’s continuation in the DRC program, including but not limited to: any ongoing criminal activity, imminent danger to self or others, child abuse or neglect, drugs or paraphernalia in the facility, when a participant is under the influence, and other behaviors that might pose a public risk. DRC staff to submit daily reports to the Probation Department.

Discharge Reports

We will continue to provide the County with participant discharge reports. When a participant is discharged from the program, a discharge report will be completed and sent to the assigned Supervising Officer. These reports include the participant’s name and date

of birth, DRC history, including compliance and non-compliance with various program components, program phase at time of discharge (if applicable), date of termination, and reasons for termination. Please see section *C. Reports*, starting on page 123.

Monthly Progress Reports

We will continue to provide designated County staff with monthly progress reports. These reports include, but are not limited to, results of most recent assessment and individualized case plan, services participant received, staff assessment of treatment progress, progress towards meeting case plan goals, and recommendations for continuing, modifying, or discontinuing program participation. Please see section *C. Reports*, starting on page 123.

Reporting Drug and Alcohol testing Results

Staff record the administration and results of drug and alcohol tests in our web-based case management system. If a participant refuses to provide a urine sample or submit to a breathalyzer, that fact is also documented and reported. For positive drug and alcohol tests, DRC staff promptly notify the designated County contact(s) and immediately take steps to ensure the safety of the participant and the community. Within the Fresno County DRC, our approach to tracking participant sobriety is focused on accountability and providing effective interventions for participants struggling with substance abuse. With these objectives in mind, we created a weekly report that includes current drug screen results (negative tests, positive tests, which substances were detected, and missed tests). The Program Manager and our Substance Abuse Counselor staff use this report to conduct weekly sobriety meetings with each Behavior Change Manager. During these meetings, DRC staff review and discuss the drug screen results for the participants on each caseload.

Procedure for Data Collection

Our proprietary GEOtrack software system is a key aspect of our approach to securely storing and maintaining participant and program information and our ability to adhere to quality assurance processes. GEOtrack is a powerful data entry, case management, and reporting tool. Users can run reports on demand, schedule reports for delivery via email, create customized reports, and download and save reports. Reports are available in a variety of formats.

GEOtrack. Authorized staff access GEOtrack (see *Figure 26*) over the internet to document and monitor participant compliance efficiently, effectively, and accurately. Specific capabilities of GEOtrack include:

- Staff can enter, change, and view program requirements for each participant
- Tracks check-in dates and times
- Tracks assessment scores
- Tracks participant compliance with authorized schedules and activities
- Provides metrics for measuring program success and compiling outcomes
- Produces statistical reports on an individual participant or all program participants



Figure 26. Proprietary GEOtrack Case-Management Software

As an integral part of DRC reporting, program staff electronically enter assessment, participant, and program data in our GEOtrack case management database. Staff update this information daily to reflect individual participant progress through the program. This includes entering and updating assessment results; appearance for scheduled activities (groups, individual meetings, etc.); case notes, including significant events and staff observations; level of participation in programming; employment and education status; and the number of community referrals made. *Our comprehensive data collection allows BI staff to provide agency personnel with a variety of reports about the participant population and program outcomes.*

Quality Assurance Processes

We embrace a Quality Assurance through Coaching environment, in which we are constantly assessing program fidelity. Maintaining program fidelity is vital to delivering effective treatment and recidivism reduction and, therefore, a major area of attention for operations at our Fresno DRC. The BI Program Manager, who oversee operations at the Fresno County DRC, and Area Manager, who support the DRC Fresno staff, meet regularly to review participant files, and provide feedback to the team. By using consistent forms and reporting methods, each center is evaluated by uniform data standards. Internally, the BI operations team has a separate department to review program fidelity. Qualified practitioners with decades of experience in the field evaluate programs and facilities and report back in real-time. Our approach to quality assurance and maintaining program fidelity is consistent and multi-tiered, as outlined below.

- **Monthly Quarterly Assurance Reviews.** This process includes monthly staff meetings and reviews of participant assessments, BCPs, and case files. In addition, our Program Manager observes and reviews case management meetings, individual sessions, and group facilitations.
- **Semi-Annual Program Reviews.** Our Regional Director visits each of our programs on a semi-annual basis to measure program compliance with contract requirements. These on-site visits include an audit of hardcopy participant case files for all required paperwork, and an audit of electronic case files for all required data. The Regional Director also observes and reviews case management meetings, individual sessions, and group facilitations.
- **Annual Program Reviews.** Our Divisional Director of Compliance visits each of our programs annually to measure program compliance with contract requirements. At the end of the review, our Director of Compliance writes up a full report on the audit, including major and minor findings and observations. This report is reviewed by our Program Manager and Regional Director.
- **Intermediate Outcomes Reports.** Our staff evaluate participant progress and program effectiveness with intermediate outcome reports that compile participant statistics such as program completions, average length of stay, attendance rates, employment and education changes, and changes in assessment scores. By analyzing these outcome measurements, we can examine both the immediate results of program activities, as well as long-term program implications. Staff then strengthen effective program elements and change ineffective ones.
- **Service Satisfaction Surveys.** Another way that we determine if programming accomplishes the intended outcomes is by asking participants to complete a voluntary survey to answer a variety of statements about our staff and other program elements. Participants also have the opportunity to respond to open-ended questions by sharing their personal experiences while in the program. Survey results enable us to better identify strong program elements; understand participant experiences in the program; and prioritize areas that may need further evaluation.
- **Staff Evaluations.** To evaluate staff performance against program design, our Program Manager reviews BCPs and case files. The Program Manager also oversees groups to ensure adherence to the program model, EBP, and contract requirements. To ensure appropriate levels of accountability, our company has an established chain of command that emphasizes consistent communication, feedback, and weekly meetings between on-site program staff and upper management. We also provide direct performance feedback to our staff through annual program reviews, monthly quality assurance reviews, and intermediate measurement reports. BI works closely with Probation to set specific performance goals for the BI-operated Fresno County DRC. This commitment to program transparency helps BI and Probation focus on the DRC's strategic objectives and

opportunities for improvement. As a result of each goal setting discussion with Probation, BI continually evolves the DRC’s data collection and reporting procedures to best track program performance against the agreed upon goals. Subsequent performance reviews may include active discussions with Probation and the CCP on program operations. BI’s commitment to best practices for stakeholder collaboration, data reporting, and program refinement based on measurement feedback have increased the quality and success of the DRC program. If awarded a new contract under this RFP, BI will continue our close collaboration with Probation and the CCP to continuously monitor DRC performance and enhance program outcomes.

- **Research and Development.** BI’s Research Department is a valuable resource enabling us to constantly measure programs and outcomes—and employ new and ground-breaking treatment approaches. Investing in this department keeps our programs and staff current on the latest research as we continue to raise the bar on producing the highest quality services for agencies. Our company’s Research Department:
 - Develops intermediate outcome measures to monitor program health and collaborates with IT to automate data collection through GEOtrack.
 - Researches and deploys fidelity tools to the field, advancing how our program management and compliance staff monitor program effectiveness
 - Works with our operations staff to incorporate evaluation and research findings into program enhancements
 - Networks with researchers to stay abreast of tools and techniques that enhance program delivery

Quality Assurance Through Coaching

This fundamental follows the concept that a coaching environment produces the best outcomes. Quality Assurance (QA) aims to prevent mistakes and solve issues during service delivery, verify compliance with contract requirements, and ensure provision of services in alignment with EBP. BI views QA as more than contract compliance—we see it as opportunities to advance staff skills and abilities.

By investing in our staff, we also invest in continuously improving outcomes. Our DRC Program Manager is trained to coach the team of BI DRC staff at all times. This includes providing specific feedback, demonstrating skills to staff, and following upon staff development skills.

Ensuring Confidentiality to Support Offender Rehabilitation

BI maintains complete DRC program information electronically in our web-based case management database and in hardcopy participant files stored onsite at the DRC facility. Our DRC staff follow specified procedures to ensure program data is fully protected and remains confidential. To prevent unauthorized access to electronically stored participant and program data, authorized staff must enter valid usernames and passwords to gain access to the case management database. Additional web-based protection methods include intrusion detection, a demilitarized zone (DMZ), and firewalls.

To ensure the protection and security of hardcopy participant files, DRC staff store files in locked, fire-proof filing cabinets within the DRC's administrative area. Access is limited to specific BI and County staff. DRC staff verify hardcopy participant files are secure at the beginning of each workday and verify files are locked at the end of each day. Our staff also complete daily security checks throughout other areas of the DRC. Hardcopy files for terminated participants are housed in locked storage for seven years, then are shredded or turned over to the County, if requested.

BI takes numerous steps to ensure DRC staff understand the importance of securely maintaining program data. DRC employees must successfully pass an extensive background check prior to employment, undergo rigorous confidentiality training, and sign a confidentiality agreement prior to having access to the case management database. We take action against any employee who violates confidentiality standards.

Probation Research

BI is prepared to support Fresno County Probation's research needs with our robust data collection processes. As noted above, our proprietary case management software, GEOtrack, is able to track a variety of data points. Predetermined or ad hoc reports can be generated and exported in Excel format upon request.

Program Evaluation Needs

BI is committed to a continued successful collaboration with Fresno County as we hope to build on our performance over the past decade. Effectiveness of our program will be achieved through our strong management involvement.

6. Bidder shall provide a detailed budget for a service level of \$400,000.

For a detailed budget for services, please see XII. Cost Proposal, found on page 130.

7. Bidder shall provide a fee schedule outlining additional costs to service an increase to the allotted 50 program slots, increasing in increments of 10, to up to 100 slots.

For our fee schedule outlining additional costs to service an increase to the allotted 50 program slots, please see XII. Cost Proposal, found on page 130.

C. Reports

When reports or other documentation are to be a part of the proposal a sample of each must be submitted. Reports should be referenced in this section and submitted in a separate section entitled "REPORTS."

Details regarding BI's capability to generate reports for the County in relation to the proposed Adult Day Reporting Center can be found on page 117. Other possible reporting items may include:

- ***Services Provided During COVID Pandemic***—Highlights services and statistics at our Fresno DRC during the pandemic. Please see *Attachment H—Reports* (page 144), for our most recent report generated to reflect services conducted from March 16th to December 31, 2020.
- ***Monthly Progress Report***—BI records behavioral observations, program participation, current participant phase, program progress, progress towards meeting case plan goals, check-in attendance, rewards received, sanctions issued, and violations associated with each referred participant's involvement at the DRC. Any correspondence between BI personnel and Probation Officers regarding a participant is also recorded in this report. Please see *Attachment H—Reports* (page 141) for our Sample Monthly Progress Report.
- ***Discharge Report***—This report is generated for each participant following his or her discharge from the DRC. Contents of this report include the participant's name, date of birth, case number, case status, Starting Point date, discharge date, days in the program, successful or unsuccessful program completion, phase at time of discharge, and a narrative summary of the participant's compliance and performance while enrolled at the DRC. Please see *Attachment H—Reports* (page 142) for our Sample Discharge Report.
- ***Criminal Justice Involvement***—BI anticipates an overall decrease in criminal justice involvement for program participants. It is our experience that programs that utilize the six principles of evidence-based practice have resulted in lower rates of recidivism among participants, when compared to programs that do not follow a research-based model.
- ***Participant Survey Results***—These quantitative surveys are completed by participants so BI can collect, analyze, and use data to formulate strategies to enhance the DRC operation. To evolve the effectiveness of our program, we seek participant's feedback regarding program delivery, curriculum, and staff involvement. Please see *Attachment H—Reports* (page 143) for our most recent survey results.
- ***Criminal Thinking Scales (CTS) Comparison***—Criminal thinking domains, such as antisocial cognitions and antisocial attitudes, are frequent targets for change in

correctional treatment, and are described in current theories of criminal behavior⁸. The Texas Christian University Criminal Thinking Scales (CTS) will be deployed pre-treatment and post-treatment to measure the effect of BI's programming on antisocial cognition and attitudes. We believe the results of these reports will indicate that the DRC reduces criminal thinking patterns as measured by the CTS, and therefore lowers the potential for future recidivism.

⁸ Knight, K., Garner, B.R., Simpson, D.W., Morey, J.T., & Flynn, P.M. (2006). "An assessment for criminal thinking" *Crime & Delinquency*, Vol. 52, No.1, 159-177

D. Alternative Solutions

A complete description of any alternative solutions or approaches to accomplishing the desired results.

Five-Day Program Model

As mentioned in Section B.1., we propose DRC hours of operation should be modified to five (5) days per week—with monitoring and treatment services provided Monday through Friday from 8:00 AM to 8:00 PM.

In 2019—after consultation and approval was provided from the Fresno County Probation Department—BI discontinued group interventions on the weekends due to low attendance and finding most participants were making up the groups mid-week. Internally, due to safety concerns, we require two staff to be present during all hours of operation. We believe that shifting from a five-day model focused on delivering therapeutic interventions during hours of operation will improve both participant program engagement and the overall therapeutic value of the program. In addition, BI’s highly trained staff will be able to spend a greater percentage of their working hours constructively interacting with participants.

To portray our ability to provide the same quality of services within a shorter time period, please see our Sample 5-Day Program Schedule (*Figure 28*) immediately following.

For a comparison of the total number of programming groups scheduled for the 7-Day and the 5-Day Models, please see *Figure 27*.

COMPARISON OF SCHEDULED GROUPS BASED ON MODEL

PROGRAMMING	7-DAY MODEL GROUP TOTAL	5-DAY MODEL GROUP TOTAL
Parenting	2	3
T4C-SS	4	5
CSC/PS	2	3
IOP	2	3
IOP-SS	3	4
Anger	3	4
Trauma	1	2

Note:
Proposed group offerings do not reflect the Orientation Groups, Labs and Individual Cognitive Behavioral Therapy sessions on the schedule.

Figure 27. Comparison of Scheduled Groups Based on Model

	MONDAY					TUESDAY					WEDNESDAY					THURSDAY					FRIDAY									
	ROOM 1	ROOM 2	CBT LAB	EE LAB	ICBT	ROOM 1	ROOM 2	CBT LAB	EE LAB	ICBT	ROOM 1	ROOM 2	CBT LAB	EE LAB	ICBT	ROOM 1	ROOM 2	CBT LAB	EE LAB	ICBT	ROOM 1	ROOM 2	CBT LAB	EE LAB	ICBT					
8:00am																														
9:00am																														
10:00am	Parenting 1 SAC		Cognitive Behavioral Therapy Lab ACM I		ICBTs BCM			E/E Lab ACM II	ICBTs ACM I																					
11:00am																														
12:00pm	T4C (SS) 1 BCM	Trauma 1*** SAC		E/E Lab ACM II		IOP - 1 SAC		Cognitive Behavioral Therapy Lab ACM I	ICBTs BCM																					
1:00pm	STAFFING																													
2:00pm	STAFFING																													
3:00pm	STAFFING																													
4:00pm					ICBTs SAC																									
5:00pm	Parenting 2 SAC			E/E Lab ACM II		Anger 1 BCM		Cognitive Behavioral Therapy Lab ACM I																						
6:00pm																														
7:00pm	T4C (SS) 2 BCM					IOP - 2 SAC																								

Key:

- *These groups are every other week
- **These groups are monthly
- *** These groups are closed and start together, every 4 - 5 weeks.
In the absence of CSC or PS, these groups can serve as place holders for "make up sessions"

- PM – Program Manager
- BCM – Behavior Change Manager
- SAC – Substance Abuse Counselor
- ACM I – Assistant Case Manager I
- ACM II – Assistant Case Manager II

Figure 28. Sample Program Schedule - 5 Day Model

In addition, we have provided a sample staffing pattern (see *Table 17*) below to reflect any relevant changes in staffing level, and a sample staffing schedule (see *Table 18*) to depict compliance with staff coverage. Most importantly, shifting to a five-day schedule will allow us to employ all our staff as full-time employees, allowing us to attract higher quality staff committed to the DRC mission.

Table 17. Sample 5-Day Staffing Pattern	
Position Title	Full Time Equivalent
Program Manager	1 Full-time
Substance Abuse Counselor	1 Full-time
Assistant Case Manager	2 Full-time
Behavior Change Manager	1 Full-time

See *Table 18. Sample 5-Day Staffing Schedule* below:

Table 18. Sample 5-Day Staffing Schedule							
Position	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Program Manager (Full-time)	Off	8:00 AM–5:00 PM	8:00 AM–5:00 PM	8:00 AM–5:00 PM	8:00 AM–5:00 PM	8:00 AM–5:00 PM	Off
Substance Abuse Counselor (Full-time)	Off	9:30 AM–6:30 PM	11:15 AM–8:15 PM	9:30 AM–6:30 PM	11:15 AM–8:15 PM	8:00 AM–5:00 PM	Off
Behavior Change Manager (Full-time)	Off	11:15 AM–8:15 PM	9:30 AM–6:30 PM	11:15 AM–8:15 PM	9:30 AM–6:30 PM	8:00 AM–5:00 PM	Off
Assistant Case Manager (Full-time)	Off	7:45 AM–4:45 PM	11:15 AM–8:15 PM	7:45 AM–4:45 PM	11:15 AM–8:15 PM	11:15 AM–8:15 PM	Off
Assistant Case Manager (Full-time)	Off	11:15 AM–8:15 PM	7:45 AM–4:45 PM	11:15 AM–8:15 PM	7:45 AM–4:45 PM	11:15 AM–8:15 PM	Off

Population increases. We have also provided modifications to our staffing pattern in increments of 10, in the event the program expands and participant population/slots increase (see Table 19).

Table 19. Sample 5-Day Staffing Pattern Based on Population						
Position	50 Participants	60 Participants	70 Participants	80 Participants	90 Participants	100 Participants
Program Manager	1 Full-time	1 Full-time	1 Full-time	1 Full-time	1 Full-time	1 Full-time
Substance Abuse Counselor	1 Full-time	1 Full-time	1 Full-time	2 Full-time	2 Full-time	2 Full-time
Behavior Change Manager	1 Full-time	2 Full-time	2 Full-time	2 Full-time	3 Full-time	3 Full-time
Assistant Case Manager	2 Full-time	2 Full-time	3 Full-time	3 Full-time	3 Full-time	4 Full-time
Total	5 Full-time Equivalent	6 Full-time Equivalent	7 Full-time Equivalent	8 Full-time Equivalent	9 Full-time Equivalent	10 Full-time Equivalent

Remote Programming

BI understands that Fresno County is requesting the ability to provide participants with virtual programming services. We recognize that many factors can impact a participant’s ability to physically be present at the DRC. BI has broad experience working in diverse settings under ever changing conditions. Accordingly, we developed a corresponding culture of adaptability—while preserving core service approaches and program content.

As a result of our recent experiences with the 2020 COVID-19 pandemic, BI is well positioned and prepared to provide Remote Programming based on individual participant needs. During the national COVID-19 crisis, BI staff developed and implemented creative program modifications to enable continuous and uninterrupted services. As an essential service provider for a vulnerable population, our goal was to keep vital programs and supportive services available while maintaining responsible practices. Through use of innovative technologies, the BI-operated program can deliver Remote Programming in accordance with assessed criminogenic risk/needs. Virtual delivery can include web-based programming content, virtual meetings, and remote programming sessions with participants. We propose using technology solutions to augment—not replace—the more traditional in-person individual and group sessions that will be facilitated onsite at the physical Fresno DRC.

Remote Programming can provide alternatives to ensure that participants receive assigned programming and services, and can also be used to lessen the intensity of program requirements for participants attending the DRC who have progressed into later phases of

the program—as a reward for sustained compliance and positive behavior change. While away from the physical DRC, Remote Programming will allow the DRC staff to increase responsivity to participant’s assessed needs through digital means which can be accessed on a participant’s own personal device—such as a smartphone, tablet, or laptop.

Table 20 below provides a summary of participant access to the Remote Programming.

Table 20. Remote Programming Continuity			
Curriculum	Telephone Call	Video Conference Group	Online Services
Individual Cognitive Behavioral Therapy	✓	✓	
Thinking for a Change	✓	✓	
Education/GED			✓
Sobriety Counseling	✓	✓	

In-Custody Expansion Services

BI proposes to partner with the Fresno County Probation Department and Sheriff’s Department to connect with offenders prior to their release from the Fresno County Jail. BI currently collaborates with the probation department and sheriff’s office to operate in-custody treatment programs that focus on reaching participants while still in jail to change criminal thinking as early as possible in Merced, Tuolumne, Monterey, and Napa Counties.

If Fresno County permits, BI is willing to deploy target interventions for offenders who will be referred to the DRC prior to their release from jail. We propose a Behavior Change Manager coordinate with the Sheriff’s department to enter the jail one day each week to offer pre-release services to offenders that will be referred to the DRC. During our in-reach efforts to the Fresno County Jail, we believe the Behavior Change Manager and participant will complete the following elements of Phase I:

- Starting Point
- Offender Needs Guide (ONG)
- Employment Assessment
- ASAM Criteria

Connecting with an offender while he or she is still in-custody will expedite the treatment interventions we will deploy and allow BI to refer the offender to any community-based providers that can support his or her reentry process.

XII. Cost Proposal

Quotations may be prepared in any manner to best demonstrate the worthiness of your proposal. Include details and rates/fees for all services, materials, equipment, etc. to be provided or optional under the proposal.

In accordance with *RFP Proposal Content Requirements—Section XII.*, please see the immediately following pages for our completed *Detailed Budget (RFP Attachment B)* and *Fee Schedule (RFP Attachment C)*. Our proposed cost includes a 2% annual salary increases for DRC staff. In addition, the total budget is increased by 3% total over 5 years which helps offset but does not cover annual salary increases.

Adult Day Reporting Center (50 slots)					
(Enter Provider Name)					
Estimated Annual Budget (\$400,000 level)					
					FY 21-22
					Page 1 of 1
Budget Categories -			Total Proposed Budget		
Line Item Description (Must be itemized)			FTE %	Benefits & Taxes	Direct
PERSONNEL SALARIES, INCLUDING BENEFITS:					
	Program Manager	Manage day to day program operations	1.00	\$13,650	\$65,000
	Case Manager	Delivers service programming to clients, develops the behavior change plan and monitors client progress	1.00	\$8,020	\$38,189
	Substance Abuse Counselor	Coordinates substance abuse programs and provides individual and group treatment	1.00	\$9,173	\$43,680
	Assistant Case Manager	Provides front office support and customer service to our participants, assist Case Manager	2.00	\$13,978	\$66,560
		SALARY, INCLUDING BENEFITS TOTAL	5.00	\$44,820	\$213,429
OPERATING EXPENSES:					
	Resident Expenses				\$11,328
	Utilities				\$14,000
	Curriculum Costs				\$13,000
	Office Supplies and Expenses				\$7,144
	Personnel Training and Travel				\$3,520
	General Liability Insurance				\$7,144
	Repair and Maintenance				\$668
	Food Services & Supplies				\$1,500
		OPERATING EXPENSES TOTAL			\$58,304
EQUIPMENT & OTHER:					FY 21-22
	Equipment Rent Expenses				\$4,512
	FF&E, Computer/IT				\$18,708
		EQUIPMENT & OTHER TOTAL			\$23,220
INDIRECT EXPENSES:					
	IT Support, Payroll, Tax, Human Resources and Internal Audit				\$60,227
		INDIRECT TOTAL			\$60,227
				TOTAL PROGRAM EXPENSES	\$400,000

Adult Day Reporting Center (50 slots)					
(Enter Provider Name)					
Estimated Annual Budget (\$400,000 level)					
					FY 22-23
					Page 1 of 1
Budget Categories -			Total Proposed Budget		
Line Item Description (Must be itemized)			FTE %	Benefits & Taxes	Direct
PERSONNEL SALARIES, INCLUDING BENEFITS:					
	Program Manager	Manage day to day program operations	1.00	\$13,923	\$66,300
	Case Manager	Delivers service programming to clients, develops the behavior change plan and monitors client progress	1.00	\$8,180	\$38,953
	Substance Abuse Counselor	Coordinates substance abuse programs and provides individual and group treatment	1.00	\$9,356	\$44,554
	Assistant Case Manager	Provides front office support and customer service to our participants, assist Case Manager	2.00	\$14,257	\$67,891
		SALARY, INCLUDING BENEFITS TOTAL	5.00	\$45,716	\$217,697
OPERATING EXPENSES:					
	Resident Expenses				\$11,328
	Utilities				\$14,000
	Curriculum Costs				\$13,000
	Office Supplies and Expenses				\$7,144
	Personnel Training and Travel				\$3,520
	General Liability Insurance				\$7,144
	Repair and Maintenance				\$668
	Food Services & Supplies				\$1,500
		OPERATING EXPENSES TOTAL			\$58,304
EQUIPMENT & OTHER:					FY 21-22
	Equipment Rent Expenses				\$4,512
	FF&E, Computer/IT				\$16,543
		EQUIPMENT & OTHER TOTAL			\$21,055
INDIRECT EXPENSES:					
	IT Support, Payroll, Tax, Human Resources and Internal Audit				\$60,227
		INDIRECT TOTAL			\$60,227
				TOTAL PROGRAM EXPENSES	\$403,000

Adult Day Reporting Center (50 slots)					
(Enter Provider Name)					
Estimated Annual Budget (\$400,000 level)					
					FY 23-24
					Page 1 of 1
Budget Categories -				Total Proposed Budget	
Line Item Description (Must be itemized)			FTE %	Benefits & Taxes	Total
PERSONNEL SALARIES, INCLUDING BENEFITS:					
	Program Manager	Manage day to day program operations	1.00	\$14,201	\$81,827
	Case Manager	Delivers service programming to clients, develops the behavior change plan and monitors client progress	1.00	\$8,344	\$48,075
	Substance Abuse Counselor	Coordinates substance abuse programs and provides individual and group treatment	1.00	\$9,543	\$54,988
	Assistant Case Manager	Provides front office support and customer service to our participants, assist Case Manager	2.00	\$14,542	\$83,791
		SALARY, INCLUDING BENEFITS TOTAL	5.00	\$46,631	\$268,682
OPERATING EXPENSES:					
	Resident Expenses				\$11,328
	Utilities				\$14,000
	Curriculum Costs				\$13,000
	Office Supplies and Expenses				\$7,144
	Personnel Training and Travel				\$3,520
	General Liability Insurance				\$7,144
	Repair and Maintenance				\$668
	Food Services & Supplies				\$1,500
		OPERATING EXPENSES TOTAL			\$58,304
EQUIPMENT & OTHER:					FY 21-22
	Equipment Rent Expenses				\$4,512
	FF&E, Computer/IT				\$14,275
		EQUIPMENT & OTHER TOTAL			\$18,787
INDIRECT EXPENSES:					
	IT Support, Payroll, Tax, Human Resources and Internal Audit				\$60,227
		INDIRECT TOTAL			\$60,227
				TOTAL PROGRAM EXPENSES	\$406,000

Adult Day Reporting Center (50 slots)					
(Enter Provider Name)					
Estimated Annual Budget (\$400,000 level)					
					FY 24-25
					Page 1 of 1
Budget Categories -			Total Proposed Budget		
Line Item Description (Must be itemized)			FTE %	Benefits & Taxes	Direct
PERSONNEL SALARIES, INCLUDING BENEFITS:					
	Program Manager	Manage day to day program operations	1.00	\$14,485	\$68,979
	Case Manager	Delivers service programming to clients, develops the behavior change plan and monitors client progress	1.00	\$8,511	\$40,526
	Substance Abuse Counselor	Coordinates substance abuse programs and provides individual and group treatment	1.00	\$9,734	\$46,354
	Assistant Case Manager	Provides front office support and customer service to our participants, assist Case Manager	2.00	\$14,833	\$70,634
		SALARY, INCLUDING BENEFITS TOTAL	5.00	\$47,563	\$226,492
OPERATING EXPENSES:					
	Resident Expenses				\$11,328
	Utilities				\$14,000
	Curriculum Costs				\$13,000
	Office Supplies and Expenses				\$7,144
	Personnel Training and Travel				\$3,520
	General Liability Insurance				\$7,144
	Repair and Maintenance				\$668
	Food Services & Supplies				\$1,500
		OPERATING EXPENSES TOTAL			\$58,304
EQUIPMENT & OTHER:					FY 21-22
	Equipment Rent Expenses				\$4,512
	FF&E, Computer/IT				\$11,901
		EQUIPMENT & OTHER TOTAL			\$16,413
INDIRECT EXPENSES:					
	IT Support, Payroll, Tax, Human Resources and Internal Audit				\$60,227
		INDIRECT TOTAL			\$60,227
				TOTAL PROGRAM EXPENSES	\$409,000

Adult Day Reporting Center (50 slots)					
(Enter Provider Name)					
Estimated Annual Budget (\$400,000 level)					
					FY 25-26
					Page 1 of 1
Budget Categories -				Total Proposed Budget	
Line Item Description (Must be itemized)			FTE %	Benefits & Taxes	Direct
PERSONNEL SALARIES, INCLUDING BENEFITS:					
	Program Manager	Manage day to day program operations	1.00	\$14,775	\$70,358
	Case Manager	Delivers service programming to clients, develops the behavior change plan and monitors client progress	1.00	\$8,681	\$41,337
	Substance Abuse Counselor	Coordinates substance abuse programs and provides individual and group treatment	1.00	\$9,929	\$47,281
	Assistant Case Manager	Provides front office support and customer service to our participants, assist Case Manager	2.00	\$15,130	\$72,047
		SALARY, INCLUDING BENEFITS TOTAL	5.00	\$48,515	\$231,022
OPERATING EXPENSES:					
	Resident Expenses				\$11,328
	Utilities				\$14,000
	Curriculum Costs				\$13,000
	Office Supplies and Expenses				\$7,144
	Personnel Training and Travel				\$3,520
	General Liability Insurance				\$7,144
	Repair and Maintenance				\$668
	Food Services & Supplies				\$1,500
		OPERATING EXPENSES TOTAL			\$58,304
EQUIPMENT & OTHER:					FY 21-22
	Equipment Rent Expenses				\$4,512
	FF&E, Computer/IT				\$9,420
		EQUIPMENT & OTHER TOTAL			\$13,932
INDIRECT EXPENSES:					
	IT Support, Payroll, Tax, Human Resources and Internal Audit				\$60,227
		INDIRECT TOTAL			\$60,227
				TOTAL PROGRAM EXPENSES	\$412,000

FEE SCHEDULE

Program Slots	Additional Annual Cost Above \$400,000	Total Annual Cost	Describe factors contributing to additional costs
60	\$58,920	\$458,920	1 additional FTE, incremental expenses for 10 clients
70	\$124,968	\$524,968	2 additional FTEs, incremental expenses for 20 clients
80	\$130,807	\$530,807	2 additional FTEs, incremental expenses for 30 clients
90	\$196,855	\$596,855	3 additional FTEs, incremental expenses for 40 clients
100	\$255,775	\$655,775	4 additional FTEs, incremental expenses for 50 clients

XIII. Check List

In accordance with *RFP Proposal Content Requirements—Section XIII.*, please see the immediately following page for our completed *Check List*.

CHECK LIST

This Checklist is provided to assist vendors in the preparation of their RFP response. Included are important requirements the bidder is responsible to submit with the RFP package in order to make the RFP compliant.

Check off each of the following (if applicable):

1. Signed cover page of Request for Proposal (RFP).
2. Check <http://www.FresnoCountyCA.gov/departments/internal-services/purchasing/bid-opportunities> for any addenda.
3. Signed cover page of each Addendum.
4. Provide a Conflict of Interest Statement.
5. Signed *Trade Secret Form* as provided with this RFP (Trade Secret Information, if provided, must be electronically submitted in a separate PDF file and marked as Confidential).
6. Signed *Criminal History Disclosure Form* as provided with this RFP.
7. Signed *Participation Form* as provided with this RFP.
8. The completed *Reference List* as provided with this RFP.
9. Indicate all of bidder exceptions to the County's requirements, conditions and specifications as stated within this RFP.
10. Bidder's proposal, in PDF format, electronically submitted to the Bid Page on Public Purchase.

Return Checklist with your RFP response

Attachments

In accordance with RFP page 11, *Bid Instructions*, please find the following additional supportive material within this section:

- Attachment A—Key Staff Resumes
- Attachment B—Staff Certifications
- Attachment C—Job Descriptions
- Attachment D—Letters of Support
- Attachment E—Sample Behavioral Case Plan
- Attachment F—Fresno County DRC Starting Point Packet
- Attachment G—Fresno County DRC Overview
- Attachment H—Reports

Attachment A—Key Staff Resumes

Please see the following pages for Key Staff Resumes as follows:

- Angel Duarte, Program Manager
- Ashley Fleming, Certified Substance Abuse Counselor
- Elisah Harvey Jr., Behavior Change Manager
- Humberto Sanchez, Area Manager
- Dr. Mathew Abraham, Director, Training and Treatment Services
- John Thurston, Vice President, Non-Residential Reentry Centers
- Derrick D. Schofield, Ph.D., Vice President, Reentry Services

Angel Duarte | Program Manager

PROPOSED RESPONSIBILITIES

Mr. Duarte serves in a supervisory role and is directly responsible for the day-to-day program operations of the Fresno County Day Reporting Center (DRC). This includes—but is not limited to—maintaining staffing levels; ensuring quality service; overseeing the program’s budget to ensure that operational costs do not exceed funding; establishing and maintaining partnerships with agency personnel, local law enforcement, and community agencies; effectively communicating with participants, other BI staff, and agency personnel; and promptly responding to agency requests.

BACKGROUND

Mr. Duarte is an experienced Program Manager with years of experience in reentry programming and case management—granting him expert knowledge in addressing the needs of various criminal justice involved populations.

EXPERIENCE

BI Incorporated | 2011 – Present

Program Manager, Fresno DRC | 2017- Present

- Provides oversight of the Fresno County DRC.
- Oversees the selection, hiring, and training of program staff.
- Conducts monthly reporting for Fresno County Probation and Courts.
- Conducts case management of program participants and facilitation of program curriculum and assessments.
- Collaborates with agency personnel to plan, organize, direct, and coordinate program services.
- Ensures conformance with agency requirements.

Behavior Change Manager | 2012 - 2019

- Assessed referred participants to determine each individual’s criminogenic risk/needs and readiness for treatment.
- Met with and assessed each participant at program intake and assumed case management responsibilities throughout the participant’s time in the program.
- Tasked with creating an individualized Behavior Change Plan (BCP) with each participant.
- Ensured participants were put in contact with appropriate community resources for basic needs such as food, clothing, and housing.
- Monitored and documented participant progress and program compliance.

Client Services Specialist | 2011– 2012

- Ensured completion of intake paperwork and participated in certain program aspects such as Orientation.
- Interacted with participants during check-in to identify certain participant needs.
- Administered breathalyzer and drug tests.
- Entered participant data into the company case management system.

University of California, Berkeley | 2008– 2009

Regional Coordinator

- Central Valley Regional Coordinator for 13 EyePACS Program sites located within Central Valley.
- Conducted clinic site visits, data collection and monthly reporting.
- Facilitated trainings for clinical staff on equipment to ensure proper diabetic retinopathy screening.
- Developed digital publications and branding for the EyePACS program.
- Conducted troubleshooting with diabetic retinopathy screening equipment within the region.

X Productions & Design | 2005 – 2019

Owner

- Conducted community collaborations with local non-profits and underserved community.
- Handled Social Media Management and Marketing
- Conducted Video-Production, Graphic Design and Web Design.

Centerforce, Fresno | 2004 – 2007

Healthy Relationships Coordinator

- Conducted transitional case management for inmates from Valley State Prison for Women (VSPW) and Central California Women Facility (CCWF).
- Tasked with intensive client case management and supervision of in-custody Peer Counselors at the CCWF
- Facilitated Healthy Relationships curriculum with HIV positive in-custody inmates at the VSPW.
- Served as representative of the Fresno Office for the Internal Task Force within Centerforce.
- Tasked with recruitment and counseling of newly diagnosed HIV positive inmates.

WestCare California | 2001 – 2004

Program Coordinator

- Supervised Health Education Department and Client Food Pantry.
- Conducted Prevention Case Management and street outreach to diverse populations.
- Facilitated multi-session groups with in-treatment clients (adult and youth).
- Tasked with grant development, report preparation, form creation, data input, and data organization/management.

EDUCATION AND CERTIFICATIONS

- Fresno City College, Fresno, California; Associates of Arts Liberal Arts, emphasis on Graphic Design
- McLane High School, Fresno, California; Diploma

Ashley Fleming | Substance Abuse Counselor

PROPOSED RESPONSIBILITIES

Ms. Fleming is the Substance Abuse Counselor at the Fresno County Day Reporting Center (DRC), responsible for assisting participants with achieving and maintaining sobriety. This includes—but is not limited to—developing, organizing, and conducting programs to provide education for conditions and problems relating to drug and alcohol abuse; conducting individual and group counseling sessions and programs; and, effectively communicating with participants, other BI staff, and agency personnel.

BACKGROUND

Ms. Fleming is a Certified Substance Abuse Counselor whose diverse experience includes working with youth and adults in both residential and outpatient settings. She is knowledgeable in a variety of counseling styles and well-informed about new developments in the field of substance abuse.

EXPERIENCE

BI Incorporated | 2018 – Present

Substance Abuse Counselor, Fresno DRC | 2018- Present

- Completes required testing, assessment, and psychosocial history on incoming participants, as required
- Provides relevant substance abuse information for class curriculum
- Facilitates and co-facilitates didactic educational presentations, group counseling, and individual counseling sessions
- Selects and recommends new instructional materials and programs for use in the substance abuse program
- Maintains accurate clinical documentation, including case notes, assessment summaries, Initial Treatment Plans, and updated case summaries
- Establishes and maintains relationships with outside referral sources

Comprehensive Addiction Program | 2016 – 2018

Substance Abuse Counselor, Residential | 2017 – 2018

- Completed required testing, assessment, and psychosocial history on incoming participants
- Facilitated educational presentations, group counseling, and individual counseling sessions
- Assisted participants with creating individual treatment plans and monitored progress
- Referred participants to outside resources, as needed
- Maintained participant files in accordance with applicable policies and procedures

Monitor | 2016 – 2017

- Welcomes visitors and verifies identity while maintaining professionalism at all times
- Monitored client conditions, noted changes in client status and oversaw self-administration of client medication
- Maintained participant clinical files, recorded progress notes and medication sheets
- Frequently patrols facility to observe and listen to individual residents and groups of residents and monitors the state of the facility
- Assisted in maintaining facility cleanliness to ensure the facility meets company requirements and standards

EDUCATION AND CERTIFICATIONS

- California Consortium of Addiction Programs and Professionals - Certified Alcohol and Drug Counselor I (CADC 1) - Credential#Ci20691018
- Fresno City College, Fresno, California; Associate of Science in Alcoholism and Drug Abuse Counseling
- Fresno Adult School, Fresno, California; High School Diploma

Elisah Harvey, Jr. | Behavior Change Manager

PROPOSED RESPONSIBILITIES

Mr. Harvey is a Behavior Change Manager at the Fresno County Day Reporting Center (DRC). His responsibilities include—but are not limited to—managing a caseload of participant cases by administering the policies and procedures of the program as directed by the contracting agency and the Program Manager; reporting on program operations to ensure all requirements of the criminal justice system are met; and effectively communicating with participants, staff, and agency personnel.

EXPERIENCE

BI Incorporated | 2020 – Present

Behavior Change Manager, Fresno DRC

- Manages a participant caseload using principles of the “What Works” system; conducts risk/need assessments and creates individual treatment plans for each assigned participant
- Facilitates evidence-based CBT programs and other life skills programs to participant groups each week, documenting participants’ attendance, participation, and progress
- Conducts group and individual meetings using motivational interviewing techniques
- Works with participants to develop and implement a rehabilitative plan
- Develops and monitors participant progress relative to their BCP through all phases of the program
- Conducts orientation meetings with new participants to explain program rules and regulations

Clovis Police Department | 2014 – 2019

Police Service Officer

- Provided a variety of specialized laws enforcement, customer service, crime prevention, prisoner care, and custody duties in support of the Police Department
- Participated in booking, searching and identifying new prisoners; verified information on booking forms; photographed and fingerprinted detainees; processed property for safekeeping; entered information into the computer system
- Investigated minor reports of crime in person and by phone; issued citations; prepared reports; and testified in court as necessary

Geil Enterprises | 2013 – 2014

Security Officer

- Maintained the safety and security of the facility perimeter
- Prepared documentation including security reports, work orders, and unusual incident reports

AT&T | 2012 – 2013

Solution Provider Sales Representative

- Built relationships with potential and existing customers
- Negotiated pricing and service agreements

Fresno Police Department | 2008 – 2010

Tae Kwon Do Assistant Instructor

- Trained intermediate and advanced level classed in a variety of martial arts techniques
- Taught unarmed defense through demonstration and hands-on training

EDUCATION AND CERTIFICATIONS

- University of Phoenix, Fresno, California; Bachelor of Science in Criminal Justice Administration
- Modular Police Officer Certification (California P.O.S.T.)

HUMBERTO SANCHEZ | AREA MANAGER

PROPOSED RESPONSIBILITIES

Oversees the management and operations of our community-based reentry facilities and programs within Central California. This includes ensuring staff provision of high-quality services and programming, safe and effective operations, compliance with applicable licensing and accreditation standards, and contract compliance.

BACKGROUND

Mr. Sanchez's extensive experience with facility management, operations, and evidence-based programs includes seven years of supervisory and management experience within the BI organization. Prior to joining the BI team, Mr. Sanchez worked with at-risk juveniles, supervised parolees at a residential inpatient facility, worked with more than 250 Spanish and English-speaking welfare recipient cases, and served in the U.S. Marine Corps.

EXPERIENCE

BI Incorporated | 2007 – Present

Area Manager—Central California

- Provides direct supervisory, operational, and fiscal oversight for our Reentry facilities and programs in California.
- Facilitates collaboration between program participants, BI staff, agency staff, and community stakeholders.
- Helps train, coach, and mentor BI staff to ensure program fidelity, contract compliance, and safe and efficient operations.
- Helps the company secure contracts and complete program implementations, expansions, and transitions

Program Manager | 2009 – 2014

- BI-operated DRCs for Monterey County, California and for Fresno County, California.
- Helped BI implement both DRC facilities in accordance with agency timelines and contract requirements.
- Maintained strong audit results, appropriate budgetary resources, and positive relationships with agency.
- Provided on-site assistance to facility staff as needed—including coaching, mentoring, and training.
- Received appreciation plaque from Monterey County Probation Department for DRC program development.
- Received BI's 2011 "Evidence-Based Practices" award.

Senior Case Manager | 2008 – 2009

- BI-operated electronic monitoring and reentry services facility for Madera County, California.
- Developed and maintained strong professional relationships with Probation Department officials.
- Provided organization and helped ensure culture of professionalism at the facility.

Behavior Change Manager

Client Services Specialist | 2007 – 2008

- BI-operated DRC for the California Department of Corrections and Rehabilitation in Fresno, California.
- Managed caseload of high-risk parolees and developed parolee case plans.
- Facilitated cognitive behavioral groups.
- Provided customer service and helped ensure good order at the DRC.

EDUCATION AND CERTIFICATIONS

- University of Cincinnati, Ohio; Master of Science in Criminology: Corrections and Offender Rehabilitation
- California State University, Fresno; Bachelor of Arts in History
- Graduate of the BI Emerging Leaders Academy
- Skill Set Certification in Evidence-Based Practices and "What Works" research

DR. MATHEW ABRAHAM, PH.D. | DIRECTOR, TRAINING AND TREATMENT SERVICES

PROPOSED RESPONSIBILITIES

Dr. Abraham meets regularly with company leadership to discuss program performance, long-term goals, and compliance activities. He provides leadership and oversight of programming—including curricula development.

BACKGROUND

In 2014, Dr. Abraham joined our company as Training Manager. In this role, he supervised our Continuum of Care Training Institute; implemented and conducted new employee training, advanced training, and internal certification processes; and designed, developed, and evaluated training materials.

EXPERIENCE

BI Incorporated | 2014 - Present

Director, Training and Treatment Services | 2015 - Present

- Ensures that reentry services programming adheres to contract requirements and evidence-based practices
- Oversees our Continuum of Care Training Institute
- Helps oversee new program implementations and transitions—including curricula, staff, and cost planning

City College, Miami, Florida | 2010 – 2014

Director of Education

- Planned, developed, and administered educational programs for a not-for-profit educational institution
- Supervised seven program chairs, registrar, library resource center, and more than 40 instructors

Bayview Center for Mental Health, Miami, Florida | 2007 – 2009

Residential Programs Director

- Provided operational leadership for four, 20-bed inpatient treatment centers for a non-profit organization
- Managed 50-60 staff members and an annual budget of more than \$4 million

Challenges, Fort Lauderdale, Florida | 2005 – 2006

Clinical Director

- Oversaw a high-end, private, 30-bed inpatient and outpatient substance abuse treatment center
- Managed 30-50 staff members and a budget of more than \$4 million

Brazos Place, Freeport, Texas | 2004 – 2005

Chief Executive Officer

- Oversaw a 30-bed inpatient and outpatient substance abuse treatment center
- Managed 50 staff members

EDUCATION AND CERTIFICATIONS

- Forest Institute of Professional Psychology, Springfield, Missouri; Doctorate of Clinical Psychology
- Assemblies of God Theological Seminary, Springfield, Missouri; Master of Arts in Sociology and Christianity
- Nova Southeastern University, Fort Lauderdale, Florida; Master of Business Administration
- Houston Baptist University, Houston, Texas; Bachelor of Arts in Sociology and Christianity

JOHN THURSTON | VICE PRESIDENT, NON-RESIDENTIAL REENTRY CENTERS

PROPOSED RESPONSIBILITIES

As Vice President, Non-Residential Reentry Centers, Mr. Thurston is responsible for implementing and overseeing evidence-based programming within the community-based programs we offer state and county agencies. Mr. Thurston ensures our programs align and satisfy the goal of reducing recidivism and improving public safety. Mr. Thurston also provides contract compliance oversight and management and will respond to escalated issues as necessary.

BACKGROUND

Mr. Thurston has more than 23 years of experience implementing and managing correctional programs using technology and evidence-based programming. Prior to his current position, Mr. Thurston was Vice President of the BI Reentry and Supervision Services division, managing 45 reentry and supervision programs. In this role, Mr. Thurston implemented a research-driven model utilizing the evidence-based principles for effective intervention that achieved significant recidivism reduction, in some cases 50% as demonstrated by third party evaluation studies.

EXPERIENCE

BI Incorporated | 2011 - Present

Vice President, Non-Residential Reentry Centers | 2018 - Present

- Divisional Vice President responsible for all community-based services nationwide.

Vice President, In-Prison Treatment Services | 2017 - 2018

- Divisional Vice President responsible for all in-prison treatment services nationwide.

Vice President, Continuum of Care | 2011 – 2017

- Responsible for staff training, enhanced rehabilitative programs, clinical research, and post-release services.
- Oversaw the implementation and application of Evidence-Based Principles and research through Continuum of Care programming at the facility level.

Vice President, Reentry and Supervision Services | 2014 - 2011

- Responsible for managing a business unit of 250 employees and 35 offices nationwide.
- Introduced evidence-based principles to improve and document program results and demonstrate economic benefit of BI programs.

Regional Manager, Business Development | 2001 - 2004

- Responsible for forecasting, budgeting, exceeding plan and managing eight field-based business development personnel throughout the Western United States and Puerto Rico.

Vice President, International Business Development | 1998 - 2004

Eastern Regional Manager, Business Development | 1996 – 1998

International Manager | 1992 - 1998

EDUCATION AND CERTIFICATIONS

- Monterey Institute of International Studies; Monterey, California; Master of Business Administration
- Saint John's University; Bachelor of Arts in International Relations
- American Probation and Parole Association, Member
- American Correctional Association, Member
- International Community Corrections Association, Member
- International Corrections and Prisons Association, Member

DERRICK D. SCHOFIELD, PH.D. | VICE PRESIDENT, REENTRY SERVICES

PROPOSED RESPONSIBILITIES

Dr. Schofield is responsible for managing all aspects of the Reentry Services division. Mr. Schofield plans and coordinates operational activities at the highest level with the assistance of corporate, regional, and facility management. Dr. Schofield is instrumental in supporting our operations of evidence-based programming to improve participant outcomes, enhance public safety, and reduce recidivism.

BACKGROUND

Dr. Schofield joined the BI family as Vice President of Reentry Services in 2016. Previously, Dr. Schofield had a distinguished career working in state correctional systems in Tennessee and Georgia for more than 26 years. His work helped shape public policy through the enactment of the Public Safety Act of 2016 for Tennessee. In addition, his vision resulted in the passage of legislation creating a seamless supervision model for adult felony offenders in the state of Georgia.

EXPERIENCE

BI Incorporated | 2016 - Present Vice President, Reentry Services

- Oversight and executive leadership of the Reentry Services division, including in-custody, residential, and non-residential reentry programs
- Interface between Reentry Services and customers for escalated contractual and operational issues

Tennessee Department of Corrections | 2011 – 2016

Commissioner

- Responsible for managing 6,500 employees who were charged with overseeing more than 108,000 offenders in prison and on community supervision
- Implemented a seamless offender supervision model focusing on addressing programmatic and supervision needs based on a risk needs model
- Implemented programs in Special Management Units which provided offenders a means to successfully reenter general population
- Established the office of Reentry Services to focus on successful offender reentry in the community
- Co-chaired the Governor's Task Force on Sentencing and Recidivism which resulted in legislation designed to strengthen offender accountability

Georgia Department of Corrections | 1992 – 2011

Various Positions

- Assistant Commissioner, Chief of Staff
- Director, Facility Operations
- Director, Office of Investigations and Compliance
- Warden, Georgia Diagnostic & Classification Prison

United States Army | 1982 – 1989

Captain

EDUCATION AND CERTIFICATIONS

- Piedmont International University, Doctor of Philosophy
- Columbus State University; Columbus, Georgia; Master of Public Administration
- Georgia Law Enforcement Command College; Columbus, Georgia; Graduate
- ACA Standards Committee
- ACA Executive Board

Attachment B—Staff Certifications

Please see the following pages for relevant staff certifications as follows:

- Ashley Fleming, Certified Alcohol Drug Counselor I (CADC I)



This is to certify that

ASHLEY FLEMING

is accredited as

Certified Alcohol and Drug Counselor I (CADC I)

10/15/2020 10/15/2022 Ci20691018

Valid From

Valid To

Credential Number


CCAPP Credentialing Chair


CCAPP Credentialing Secretary

10/15/2018

Original Issue Date

Attachment C—Job Descriptions

Please see the following pages for Job Descriptions for our proposed staff as follows:

- Program Manager
- Substance Abuse Counselor
- Behavior Change Manager
- Assistant Case Manager

DRC PROGRAM MANAGER

SUMMARY

The DRC Program Manager is dedicated to the County contract and directly responsible for the day-to-day program operations. This includes—but is not limited to—maintaining staffing levels; ensuring quality service; overseeing the program's budget to ensure operational costs do not exceed funding; establishing and maintaining partnerships with agency personnel, local law enforcement, and community partners; effectively communicating with participants, other staff members, and agency personnel; and promptly responding to agency requests.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Managing the day-to-day operation of the program
- Developing, interpreting, and administering program policies and procedures
- Assisting with recruiting, selecting, hiring, training, coaching, and evaluating program staff
- Working with agency personnel to plan, organize, direct, and coordinate program services
- Implementing and maintaining systems and techniques to ensure contract compliance
- Responding to directives from upper management to ensure conformance to standards
- Communicating effectively with all levels of staff and agency personnel
- Coordinating invoicing and monitoring the program's fiscal expenditures
- Maintaining staffing activities to ensure quality services
- Providing oversight to evidence-based group sessions using the MRT and T4C curricula
- Monitoring key indicators to determine participant compliance, risk factor fluctuation, and need for additional programming

JOB QUALIFICATIONS

- Ability to interact in a professional manner in both individual and group counseling settings.
- Excellent oral and written communication skills.
- Ability to work with a team of professionals and have the ability to implement team strategy approaches to work assignments.
- Ability to work with computers and the necessary software typically used by the department.

EXPERIENCE, EDUCATION, OR FORMAL TRAINING

- Shall possess either: (1) a Master of Arts (MA) degree and a minimum of three (3) years' experience working with parolees
- Or a Bachelor of Arts (BA) or Bachelor of Science (BS) degree and a minimum of five (5) years' experience working with parolees
- Two years' work experience in related field, minimum of two years in a supervisory position.
- Work experience may be substituted for academic studies, exchanging one year of work experience in a related field for one year of academic experience.
- Documented working knowledge of evidence-based substance abuse and/or cognitive behavioral treatment programs. Familiar with current correctional systems, legislation, relevant case law, and contemporary industry standards, techniques, and practices.
- Effectively communicate with participants, program staff, corporate management, and agency personnel. Ability to work with public officials.
- Able to react quickly and appropriately in an emergency situation.
- Knowledge of fiscal processes and fundamentals of budget management.
- Logically express thoughts in English, in written and verbal form using correct grammar.

SUBSTANCE ABUSE COUNSELOR

SUMMARY

The Substance Abuse Counselor assists in developing, organizing, and conducting programs to provide education for conditions and problems relating to drug and alcohol abuse. The position conducts or assists in conducting individual or group counseling sessions and programs.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Provides relevant substance abuse information for class curriculum
- Facilitates and co-facilitates didactic educational presentations, group counseling, and individual counseling sessions
- Selects and recommends new instructional materials and programs for use in the substance abuse program
- Maintains knowledge of new developments in the field of substance abuse
- Maintains a collegial relationship with other substance abuse professionals, programs, and associations
- Completes required testing, assessment, and psychosocial history on incoming residents, as required
- Participates in related training for substance abuse
- Performs other duties as assigned

JOB QUALIFICATIONS

- Ability to interact in a professional manner in both individual and group counseling settings.
- Excellent oral and written communication skills.
- Ability to work with a team of professionals and have the ability to implement team strategy approaches to work assignments.
- Ability to work with computers and the necessary software typically used by the department.

EXPERIENCE, EDUCATION, OR FORMAL TRAINING

- Bachelor of Arts (BA) or Bachelor of Science (BS) degree preferably in human services or C.A.A.P (Certified Associate Addiction Professional Licensure)
- Preference is given to experience within a correctional setting
- Work experience may be substituted for academic studies, exchanging one year of work experience in a related field for one year of academic experience.
- Working knowledge of the Twelve Step Program of Alcoholics Anonymous (AA) and Narcotics Anonymous (NA)
- Effectively communicate with participants, program staff, corporate management, and agency personnel. Ability to work with public officials.
- Able to react quickly and appropriately in an emergency situation.
- Logically express thoughts in English, in written and verbal form using correct grammar.

BEHAVIOR CHANGE MANAGER

SUMMARY

The Behavior Change Manager manages a caseload of participant cases by administering the policies and procedures of the program as directed by the contracting agency and the Program Manager. Learns, uses, and models principles of the “*What Works*” system through evidence-based practices in all interactions with participants and other staff members. This position reports on program operations to ensure all requirements of the criminal justice system are met.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Manages a participant caseload using principles of the “*What Works*” system; conducts risk/need assessments and creates individual treatment plans for each assigned participant; meetings regularly with participants and documents participants’ progress or regress in Company database
- Conducts orientation meetings with new participants to explain program rules and regulations; verbally explains the participant contract in detail to ensure the participant understands his/her responsibilities
- Sets participant schedules and specifies all approved activities based on sentencing information; approves temporary schedule changes for approved activities
- Monitors participant compliance with alcohol and/or drug counseling when required
- Reports all program violations to the appropriate agency or official via the established reporting parameters
- May review daily summaries each morning and forward reports to the appropriate agency as required
- Reports on the status of program operations regularly to ensure all necessary documentation is prepared for court review
- Represents the company in contacts with elected officials and other public figures in the criminal justice system
- Facilitates evidence-based CBT programs and other life skills programs to participants groups each week; documents participants’ attendance, participation, and progress in Company database
- Conducts group and individual meetings using motivational interviewing techniques
- Works with participants to develop and implement a rehabilitative plan
- May testify in court regarding participants’ compliance with court orders
- Provides face-to-face services to DRC participants
- Develops and monitors the participant’s progress relative to their BCP through all phases of the program
- Makes appropriate referrals to outside agencies as necessary
- Maintains progress notes in participant files
- Keeps supervising personnel apprised of participant’s progress
- Develops discharge and aftercare plans
- May be required to learn and develop proficiency in Client Services Specialist’s duties, including opening and closing the office, and performing participant “Starting Point”, check-ins, breath analysis and drug screens, to provide backup when necessary

JOB QUALIFICATIONS

- Basic knowledge of case management, referral services, and interventions in both group and individual modalities
- Ability to interact in a professional manner in both individual and group counseling settings
- Excellent oral and written communication skills
- Ability to work with a team of professionals and have the ability to implement team strategy approaches to work assignments
- Ability to work with computers and the necessary software typically used by the department

EXPERIENCE, EDUCATION, OR FORMAL TRAINING

- A high school diploma or its equivalent and a minimum of two (2) years' experience providing Cognitive Behavioral Therapy (CBT) services to the criminal population
- A CBT Facilitator certification is desirable
- Work experience may be substituted for academic studies, exchanging one year of work experience in a related field for one year of academic experience
- Effectively communicate with participants, program staff, corporate management, and agency personnel. Ability to work with public officials
- Logically express thoughts in English, in written and verbal form using correct grammar

ASSISTANT CASE MANAGER

SUMMARY

The Assistant Case Manager provides case management support for a Day Reporting Center checking in participants and assisting Behavior Change Managers with case coordination, case management, and documentation. Learns, uses and models the Principles of Effective Intervention (What Works) through evidence-based practices in all interactions with participants and staff members.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Checks-in all participants entering the facility. May complete drug screens according to assigned random schedule for each participant check-in.
- May perform breath analysis on each participant who enters the facility for any purpose and provides a written or computerized result
- Completes initial "Starting Point" process with participants to completion, including Starting Point paperwork, input into Company database, and assignment of groups and other services
- Provides general office administration duties, including answering phones; provides general customer service to all who enter the facility, including participants, customers, and the general public
- Assists Behavior Change Managers with case coordination, communication with appropriate official agencies, and preparation and distribution of reports
- Assists in managing a participant caseload using the Principles of Effective Intervention (What works). Conducts risk/need assessments and creates individual treatment plans for each assigned participant. Meets regularly with participants and documents participants' progress or regress in Company database.
- Facilitates evidence-based CBT programs and other life skills programs to participants in groups each week. Documents participants' attendance, participation and progress in Company database.
- Develops and monitors the participant's progress relative to their CMP through all phases of the program.
- Files, prepares charts, and performs data entry as assigned
- May be responsible for office opening and closing procedures

JOB QUALIFICATIONS

- Ability to interact in a professional manner in both individual and group counseling settings
- Excellent oral and written communication skills
- Ability to work with a team of professionals and have the ability to implement team strategy approaches to work assignments
- Ability to work with computers and the necessary software typically used by the department

EXPERIENCE, EDUCATION, OR FORMAL TRAINING

- A high school diploma or its equivalent
- College coursework in Human Services or Business discipline preferred
- Minimum of six months experience in Human Services field with direct participant services preferred
- Minimum of six months experience working with minority populations preferred
- Must be 21 years if age with good customer services skills
- Good organizational skills and attention to detail
- Solid computer skills and proficiency with MS Word and Excel. Basic database and math skills.
- Bi-lingual (English/Spanish) skills may be required
- Effectively communicate with participants, program staff, corporate management, and agency personnel. Ability to work with public officials
- Logically express thoughts in English, in written and verbal form using correct grammar

Attachment D—Letters of Support

Immediately following this page, please find Letters of Support from the following community partners:

- Equus Workforce Solutions
- Central California Education Opportunity Center (CCEOC)
- Center for Employment Opportunities (CEO)
- Fresno Economic Opportunities Commission (EOC)
- Hope Now
- Career Expansion



Bi Incorporated
4955 Technology Way
Boca Raton, FL 33431

To Whom It May Concern,

Equus Workforce Solutions is pleased to support BI's proposal to provide Day Reporting for offenders incarcerated and upon release from custody.

Equus Workforce Solutions (EWS) is a comprehensive provider of workforce development services in North America. Our fifty-plus-year legacy of experience encompasses the development, design and delivery of demand-driven workforce solutions.

Locally in Fresno, Equus Workforce Solutions is funded to serve young adults including those young offenders. EWS works collaboratively with BI for cross referrals to optimize service needs for offender job seekers. BI has consistently provided resources and referrals to job seekers who are co-enrolled with both of our programs. BI continues to be a strong community partner with committed staff serving needy families.

Equus Workforce Solutions remains committed to supporting BI's efforts to providing quality, rehabilitative services to offenders. It is because of this good standing relationship that we write this letter in support of BI's proposal to provide services at the Fresno Day Reporting Center.

Best Regards,

A handwritten signature in blue ink, appearing to read 'Joseph Oaxaca', with a stylized flourish at the end.

Joseph Oaxaca
Project Director
1901 E. Shields Ave. Suite 202
Fresno, CA 93726
559-226-0028 ext. 101
Josephoaxaca@equusworks.com

March 15, 2021

BI Incorporated
4955 Technology Way
Boca Raton, FL 33431

To Whom It May Concern,

I am writing in support for B.I.'s efforts to provide Day Reporting at the Fresno Day Reporting Center.

Central California Educational Opportunity Center (CCEOC) provides information and assistance to individuals desiring to enter or return to college of their choice. We help with the completion and submission of college admission and financial aid applications. We provide career assessment, academic advising, workshops on financial literacy and job readiness. Also, we assist individuals needing to obtain a high school diploma or its equivalency to give them the foundation to be successful in college.

Having partnered with BI for over five (5) years, CCEOC is keenly aware of the importance of bringing stability to parolees and probationers reentering society and to the community to which they are returning. Based on our experience, we believe BI's presence can be restorative to the community and provide individuals an opportunity to give back through volunteer work – further supporting services and solutions to those in need. We believe that BI will continue to be a good partner and good neighbor to the community, and strongly recommend BI for the provision of these services.

This collaboration has helped our program promote our services to their clientele and allows us to support our mutual efforts to help individuals who have been involved within the justice system. In conclusion, I am confident that BI Inc. provides high quality services and fully support the efforts of BI Inc. and have no reservations on providing this letter of support.

If you have any questions, please feel free to contact me directly at (559) 278-5328 or email me at jamaro@csufresno.edu

Sincerely,



Jenny Amaro
CCEOC Director



**Center for
Employment
Opportunities**

March 26, 2021

BI Incorporated
4955 Technology Way
Boca Raton, FL 33431

RE: Letter of Support for BI Incorporated

To: Whom It May Concern:

Center for Employment Opportunities (CEO) is pleased to support BI's proposal to provide Day Reporting Services for incarcerated individuals and citizens being released from custody. The proposed Day Reporting Center services would address numerous needs in the Fresno community.

CEO provides immediate, effective, and comprehensive employment services exclusively to individuals who have recently returned home from incarceration. Our vision is that anyone with a criminal record who wants to work has the preparation and support needed to find a job and stay connected to the labor force. We believe that everyone, regardless of their past, deserves the chance to shape a stronger future for themselves, their family, and their communities.

CEO currently collaborates with BI to serve formerly incarcerated individuals in order to provide employment readiness opportunities and education in order to reduce recidivism. CEO supports the services this grant would allow BI to provide justice involved individuals while BI continues to use a continuum of local resources to assist with each individual's successful return to society.

In closing, we believe that BI is in a strong position to effectively serve the growing reentry population through this award. BI already provides exemplary workforce development programs, therefore, we are in full support BI's continued efforts through this proposal. If you have any questions about our experiences with BI, please feel free to contact Rochelle Trujillo.

Sincerely,

Rochelle Trujillo
CEO Fresno Site Director
Office: 559-777-7116
rtrujillo@ceoworks.org

Center for Employment Opportunities, Inc. • ceoworks.org

Fresno Office • 2600 Ventura Street, Suite 202, Fresno, CA 93721 • 559-777-7116

March 18, 2021

BI Incorporated
4955 Technology Way
Boca Raton, FL 33431

To Whom It May Concern,

Please accept this letter of support for BI's efforts to provide Day Reporting at the Fresno Day Reporting Center.

Established in 1965, Fresno EOC is a non-profit Community Action Agency that provides opportunities, strengthens self-sufficiency, and offers support for all people. We listen to the needs of the communities we serve to create effective programs and services. Fresno EOC is at the forefront, continuing the war on poverty with over 35 programs dedicated to getting people the help they need to achieve their goals.

Over five years, Fresno EOC's Local Conservation Corps (LCC) has received referrals for its vocational training and education program from BI. Fresno EOC is keenly aware of the importance of bringing stability to parolees and probationers reentering society and to the community to which they are returning. Based on our experience, we believe BI's presence can be restorative to the community and provide individuals an opportunity to give back through volunteer work—further supporting services and solutions to those in need. We believe that BI will continue to be a good partner and good neighbor to the community, and strongly recommend BI for the provision of these services.

If you have any questions, please feel free to contact LCC Director, Shawn Riggins, at (559) 264-1048, or by email at shawn.riggins@fresnoeoc.org.

Sincerely,



Emilia Reyes
Chief Executive Officer



March 25, 2021

To whom it may concern

My name is Johnny Trujillo I work in the ministry of Hope Now located here in Fresno Ca. Hope Now primary focus is gang youth and helping them become these young men become productive members of society.

Over the years we come to know that we aren't alone in this fight and realize we can't do it alone. We need partners like Fresno County Day Reporting Center. I have seen great success with the DRC reentry services and the service they provide is much needed in our community.

Continuing the DRC will help supply those coming out of jail and prison with the necessary tools to move them into a life of success. Therefore improving our city.

It is my prayer that the DRC will remain funded for the needs of the staff and those entering the program.

Thank you for your time

Johnny Trujillo

Email johnny@hopenow.org

A handwritten signature in blue ink, appearing to be "Johnny Trujillo", written over a faint, large watermark of the Hope Now For Youth logo.



March 30, 2021

County of Fresno
333 W. Pontiac Way
Clovis, CA 93612

To Whom It May Concern:

On behalf of Career Expansion Inc. (CEI) I am pleased to support the GEO Group Reentry Services in their efforts of delivering day reporting services for the diverse population in the Fresno County area.

While working as a District Administrator for the Department of Corrections Adult Parole Department, I had the pleasure of working with GEO for over five years. Our parolees at the time desperately needed assistance regarding reentering into the community of which they were sentenced. GEO provided evidence-based rehabilitation programs to individuals while in custody and post released into the community that was a life saver for those that were ready to begin the process of changing their lives.

Following my retirement from the Department of Corrections Adult Parole Division (June 2018), I was hired as the President of CEI, a work force development company. CEI, in collaboration with Chabot Las Positas Community College District, are vendors of the California State Department of Rehabilitation (DOR). CEI has a 78% placement rate and is approved to provide pre-apprenticeship training in the Construction, Utilities, Energy and Safety (CUES) industries statewide. CEI partners with academia, labor unions, industry workforce development boards, community agencies, and GEO.

GEO's strong and well-established approach of providing evidence-based rehabilitation programs to individuals while in custody and post released into the community continues to be invaluable. Despite the complex problems and cultural differences of all their clients, GEO's history of successfully implementing life changing reentry services to those in and out of the justice system is commendable. GEO has clearly proven they can positively affect the trajectory of willing individuals through a comprehensive approach which includes training, job readiness, financial literacy, supportive services and excellent case management.

As such, CEI fully supports GEO's intentions of providing vital services to the Fresno County service area. Please feel free to contact me at any time.

Sincerely,

A handwritten signature in cursive script that reads "Evelyn Delos Santos".

Evelyn Delos Santos
On behalf of
Raymond Moorehead
President
Career Expansion Inc.
951-312-7509
ray@careerexpansion.net

Attachment E—Sample Behavior Change Plan

Immediately following this page, please find a *Sample Behavior Change Plan*.

BEHAVIOR CHANGE PLAN

Participant Name _____

Plan Version # 1

Date Risk/Need Assessment 1/27/21

Date Plan Created 1/30/21

ASSESS: Assessments are based on research and are used to determine the risks and needs that lead to reoffending. Your assessment scores are listed below.

Criminogenic Need Areas

	Low	Med	High
Attitudes, Values, Beliefs		X	
Anti-Social Peers			X
Behavioral Characteristics		X	
Criminal History		X	
Family / Marital	X		
Education / Employment		X	
Leisure / Recreation		X	
Substance Abuse			X

Substance Abuse Need Areas

	Low	Med	High
Alcohol		X	
Drug		X	
Medical	X		
Mental Health	X		
Relapse Potential		X	
Recovery Environment		X	
Readiness to Change		X	

Domestic Violence Need Areas

	Low	Med	High
Physical Abuse			
Intimidation & Threats			
Value & Respect			
Financial Abuse			
Sexual Abuse			
Monitoring			
Mind Games			
Isolation & Control			
Substance Abuse			
Mental Health Issues			
Use of Children			
Cruelty & Torture			

Substance Abuse Assessment Outcome

Abusive Dependent
 Substance Meth; Alcohol

Level of Care
 Early Intervention Outpatient IOP

Criminal Thinking Scale

	Low	Med	High
Entitlement		X	
Justification			X
Personal Responsibility		X	
Power Orientation	X		
Cold Heartedness		X	
Criminal Rationalization			X
Readiness to Change		X	

CEST: Place a "+" if it is a strength, a "0" if it is not a problem, and a "-" if it needs improvement

Motivation			Psychological				Sociological		
Desire for help	Tx Readiness	Problem Recognition	Self-Esteem	Depression	Anxiety	Decision Making	Childhood Problems	Hostility	Risk Taking

Overall Risk Level: Participant indicate perceived risk level with "X"
 Staff indicate assessment risk level with "I"



BEHAVIOR CHANGE PLAN

TARGET

We will be working together to target the risk and needs that seem to be driving your criminal behavior. The purpose of doing this is to lower the likelihood that these risks and needs will cause you problems in the future. Taking into consideration all of the information from page 1, how would you prioritize your criminogenic needs?

Primary Target Areas				Secondary Target Areas			
Antisocial Attitudes, Values, Beliefs	Antisocial Associates	Behavioral Characteristics	Criminal History	Family/ Marital	Education/ Employment	Leisure/ Recreation	Substance Abuse
	1	2					3

ENGAGE

It is important that you be involved in the change process. You have to want to change and feel like you are able to change and have input in the change process.

Consider your involvement in the justice system and what problems it has caused for you. If you could do it all over again, how likely would you be to do things differently? Place an "X" on the line below that best describes how you feel about the things you have done in the past.



What kind of interventions have and have not worked for you in the past?

Going to jail doesn't help. After I get sober, I go back to what I was doing. When I have someone to talk to, it really helps me understand what I'm doing.

How ready are you to change the behaviors that led to your involvement in the legal system?

I'm willing to do anything that can help me get out and stay out.

MATCH

People learn in different ways. Some learn best by reading, some by watching another person perform a task, and some by practicing the task themselves. Some people learn best in group settings while some learn best one on one. None of these preferences are better or worse, but it's important for us to know your individual preferences. With this in mind, please complete the following sentence:

"I learn best when..." When it's one on one, when you show me how to do something and then I try it.

BEHAVIOR CHANGE PLAN

SMART Goals = **S**pecific **M**easurable **A**ttainable and **R**ealistic with an appropriate **T**imeframe

PLAN

Target Area #1: <i>Anti-Social Peers</i>	Goal: <i>Establish boundaries with Criminal Peers to reduce risk of poor decision making</i>		
Steps to meet my goal:		Date by which I'll complete this step	Counselor date and initial when completed
1. <i>List all friends and circle those who have been involved in criminal behavior</i>		<i>2/6/21</i>	
2. <i>Identify 3 risky situations in which I let peer pressure influence me. Write what I could have done differently.</i>		<i>2/20/21</i>	
3. <i>Practice new strategies for distancing myself from Anit-Social peers.</i>		<i>3/3/21</i>	
Strengths that can help me meet this goal: <i>I'm tired of messing up over stuff that doesn't matter.</i>			
To meet this goal I need help with: <i>Learning how to stay away from some of the people I've known my whole life.</i>			

Target Area #2: <i>Behavioral Characteristics (Agression/Anger)</i>	Goal: <i>Identify my emotions that lead me to act negatively towards others</i>		
Steps to meet my goal:		Date by which I'll complete this step	Counselor date and initial when completed
1. <i>Make a list of the times I've acted aggressively and describe how I was feeling</i>		<i>2/10/21</i>	
2. <i>Share with my Case Manager on how I could have handled my emotions differently</i>		<i>2/17/21</i>	
3. <i>Complete the anger management Carey Guide with my Case Manager</i>		<i>3/17/21</i>	
Strengths that can help me meet this goal: <i>I'm ready to try something different</i>			
To meet this goal I need help with: <i>Understanding what gets me upset and learning how to control it.</i>			

BEHAVIOR CHANGE PLAN

Target Area #3: <i>Substance Abuse</i>	Goal: <i>Maintain sobriety after I am released from jail</i>		
Steps to meet my goal:		Date by which I'll complete this step	Counselor date and initial when completed
1. <i>List the positive and negative consequences of my drug/ alcohol abuse</i>		<i>2/13/21</i>	
2. <i>Identify factors that have led to my drug/ alcohol use in the past</i>		<i>2/20/21</i>	
3. <i>Develop a relapse prevention plan with Case Manager</i>		<i>3/20/21</i>	
Strengths that can help me meet this goal: <i>I want to be able to see my family again</i>			
To meet this goal I need help with: <i>I need to remember what's important to me daily</i>			

COMMENTS:

Participant was screened and assessed with the ONG, CTS, and ASAM.

Participant will be placed in Anger Management, Substance Abuse, Thinking for a Change, and Individual Cognitive Behavioral Therapy.

Participant Signature & Date

Counselor Signature & Date

Date of Plan Review:	Participant Initial:	Counselor Initial:	Manager Initial:

Attachment F—Fresno County DRC Starting Point Packet

Immediately following this page, please find our *Fresno DRC Starting Point Packet*.



WELCOME TO OUR PROGRAM!



Fresno County Day Reporting Center
2212 North Winery, Suite 122
Fresno, California 93703

Dear Participant,

Thank you for attending and participating in today's Starting Point. It is our hope that you now have a sense of the program that you will be participating in and of the staff who will be working with you each step of the way toward your successful program completion. The program has been designed to utilize the most up to date tools to support your progress. We will work with you to make the program relevant to your needs.

To ensure the program is the best fit possible for you, it is important that you now engage with the Starting Point process. While we know that filling out forms is no fun for anyone, we ask that you carefully and fully complete the Starting Point packet. If you have questions about any of the information being requested, please check in with the staff at the front desk. This information will be used to ensure the program works best for you. What you can expect:

- **Personal Information.** This information is being requested so that we have all the basic information needed to bring you on board.
- **Release of Information.** These releases will allow us to collaborate with your Probation Officer, members of your family who you see as supportive, as well as employers and other community treatment providers. These communications are designed to ensure you get the support you need to be successful.
- **Assessment Forms.** Assessments are tools that take your answers and put them into a format that can help your case manager understand you and your needs better. Answer these assessment forms as honestly as you can to allow the results to be accurate and useful to you and to staff.
- **Guidelines and Regulations.** We have designed the program to ensure that all participants and staff are respected, safe and secure while in the facility. The guidelines and regulations were written with your safety and comfort in mind.

If you have questions, comments or concerns about the center, the program or your participation, please speak with staff. We are all here to work with you toward your successful completion of the program and your community supervision.



Essentials Checklist



The Day Reporting Center (DRC) is here to help you with as many items as possible to assist you in the community. We can provide information on where to find help. Your part in this process is to take the information provided and follow up with gaining assistance in your community. Please take a minute and check off all of the needs that you would like additional information about.

- | | |
|---|---|
| <input type="checkbox"/> Housing | <input type="checkbox"/> Probation/Parole Contact |
| <input type="checkbox"/> Financial Assistance | <input type="checkbox"/> Family Violence |
| <input type="checkbox"/> Employment | <input type="checkbox"/> Food |
| <input type="checkbox"/> Child Support | <input type="checkbox"/> Personal Care Items |
| <input type="checkbox"/> Transportation | <input type="checkbox"/> Clothing |
| <input type="checkbox"/> Identification | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Stable Child Care | |
| <input type="checkbox"/> Legal Issues | |
| <input type="checkbox"/> Mental Health | |
| <input type="checkbox"/> Medical/Dental | |
| <input type="checkbox"/> Medication | |

The Top 10 Things You Can Do for a Successful Reentry into the Community

While each individual's journey will be unique, this is a list of common things to consider to help make the transition from custody to the community as smooth as possible.

1. Find safe and stable housing.
2. Find a stable source of food.
3. Learn about transportation options and obtain stable transportation.
4. Gather important documents such as birth certificate, social security card, ID card or driver's license (see the "Documents Checklist" for a quick guide).
5. Learn if you qualify for medical coverage and CalFresh (food stamps).
6. Go to a one-stop, job assistance center or employment program for resume assistance and job resources.
7. Resolve any child support or legal issues.
8. Take care of your medical needs such as dental, vision, and physical examinations, prescription refills, HIV/STD/Hepatitis testing and treatment.
9. Build a positive support system of friends, family, and other helpful people.
10. Attend community support meetings, such as AA, NA, Ex-Offender Reentry programs and/or faith community meetings.

Dial 2-1-1 to be linked to a live, highly-trained, Information & Referral Specialist who will help you navigate through your situation by assessing your needs and then matching you to the most appropriate resources in your community, or visit www.valley211.org Assistance is confidential and offered in more than 170 languages.

What Motivates You?

Everybody appreciates being rewarded for their hard work. Using the tool below, you'll learn about the kinds of rewards that are available to you while you are participating in various elements of the DRC. We want to make sure the rewards we offer you are those that you are interested in receiving. Please make a check mark next to those rewards that will motivate you (choose all that are of interest to you). Your Case Manager will speak to you more about receiving incentives and rewards.

1. Arriving On Time and Ready to Work

- Verbal recognition
- Referrals for community services that I may need
- Snack or food item
- Entry into raffle
- Hygiene pack/shower tickets

2. Consistent Attendance at Groups and Individual Appointments

- Entry into raffle
- Increase in the number of bus tokens or longer period of bus pass
- Recognition in center (bulletin board or announcement)
- Hygiene pack/shower tickets
- Snack or food item

3. Completion of Specific Parts of Behavior Change Plan and Center Programs

- Written praise/certificate
- Letter of recommendation for school / work / court etc
- Letter of progress to family members or Probation officer
- GEO Bucks - tokens that can be saved to 'purchase' larger items
- Work supplies/interview clothing
- Designated as speaker in group, class or at graduation
- Flexible Scheduling of required activities at center

4. Clean Drug Tests

- Recognition in center (bulletin board or announcement)
- Letter of progress to family members or Probation Officer

Starting Point

Section 1



This section requires personal information that the center needs in order to keep our records up-to-date about who is in our program.

Please take your time and be sure to provide the most accurate and current information that you can. As always, please ask if you don't understand what is being asked for or if you have other questions.

Personal Information:

Last Name: _____ First Name: _____ Middle Initial: _____

Date of Birth: _____ Gender: Male Female

Race: (Check One) African American Asian Hispanic Caucasian Native American Other Alternate ID

Type: (Check) Green Card Military Passport StateID OtherID#: _____

Driver's License #: _____ License State: _____

License Status: (Check One) Active Revoked Suspended License Expiration Date: _____

Marital Status: (Check One) Married Single Divorced Separated Widowed Common Law

Alias: _____

Primary Language: _____ Secondary Language: _____

Hair Color: (Check One) Auburn/Red Bald Black Blond Brown Gray Salt & Pepper White Other

Eye Color: (Check One) Blue Brown Gray Green Hazel Other

Weight: _____ pounds Height: _____ feet _____ inches

Scars, Marks, Tattoos: _____

Disability Status: (Check one) Disabled Not Disabled

Do you have any special needs that we need to be aware of? _____

Address Information:

Address Line 1: _____

Address Line 2: _____

City: _____ State: _____ Zip: _____

Home Phone: () _____ Cell Phone: () _____ E-Mail: _____



Living Situation: (Circle the living situation that best applies to you)

- [0] Sober Living Program [1] Own or Rent House or Apartment [2] Staying with a Friend or Relative
- [3] County Drug/Alcohol Program [4] Hospital Treatment Center [5] Shelter
- [6] Hotel/Motel [7] Prison/Jail [8] Parole Housing
- [9] Homeless [10] Other

Family:

1. Do you have children? Yes _____ No _____
 - a. If yes, how many children do you have? _____ What are their ages? _____

2. Do you currently have a relationship with any of your children? Yes _____ No _____
 - a. If no, is it your goal to develop a relationship with any of them? _____

Emergency Contacts:

Name	Address and Phone	Relationship

Education Information:

Education Level Completed:

- 8 years or less 9 - 11 years GED High School Diploma Some College
- Vocational/Trade School College Degree Graduate Degree

Currently in school: Yes No If yes, school name, address and grade level/year: _____

Employment Information:

Current Employment Status: (circle appropriate employment status)

- [1] Employed Full Time (+35 hours weekly) [2] Employed Part Time
- [3] Unemployed, but looking for work [4] Unemployed, not looking for work

Employer: _____

Employer Address: _____

Supervisor: _____ Phone: _____

Job Title: _____ Pay Rate: _____ Start Date: _____

Current Schedule (Enter Time Scheduled):

_____ Mon _____ Tues _____ Wed _____ Thurs _____ Fri _____ Sat _____ Sun

Average hours worked per week: _____

Starting Point

Section 2



This next section consists of releases of information and program information. The releases will allow us to collaborate with your Probation Officer, supportive family members, as well as employers and other community treatment providers. These communications are designed to ensure you get the support you need to be successful.

Please take your time and be sure to provide the most accurate and current information that you can.

As always, please ask if you do not understand what is being asked for or if you have other questions.

Release of Information

I understand information regarding my participation in the program at the BI Day Reporting Center is shared with all members of the Supervision and Treatment Team at this agency. The purpose of the following release of information is to allow communication with my supervising criminal justice agency to ensure my progress on issues that pertain to supervision requirements, treatment needs and public safety.

Authorization to Release/Request Information

I, _____, hereby authorize BI to release information to,
Print first and last name
and receive information from:

Agency Name	Phone Number	Contact Person	
Street Address	City	State	Zip

I understand that the following specific items and information can be released on an ongoing basis in writing and/or verbally by staff to the above-named individuals/agencies for the entire time that I am a participant. Attendance, progress, and cooperation with my program will be available including all of the following:

Participant Initials

- _____ Any information regarding criminal activity that I might be involved in during the time I am a participant;
- _____ Urinalysis and Breathalyzer test results;
- _____ Attendance at check-ins, groups and individual meetings;
- _____ Participation and progress in my programming;
- _____ Summaries of any evaluation (such as mental health evaluation, program evaluation, drug/alcohol evaluation, domestic violence evaluation, etc.);
- _____ My adherence to facility rules;
- _____ Recommendations regarding my Behavior Change Plan, service needs, program termination or reentry;
- _____ Case Management Reports

continued on the next page

The above information is to be released/requested for the following purposes:

_____ Case coordination with Court/Referring Agency

_____ Other _____

- I understand that this authorization will remain in effect the entire time I am a participant or until I rescind this authorization in a written communication to my case manager.
- I also understand that any disclosure made is bound by Part Two of Title 42 of the Code of the Federal Regulations (as listed in Participant Rights) governing confidentiality of alcohol and drug abuse patient records and that recipients of this information may re-disclose it only in connection with their official duties, in a professional manner.
- I also understand that under the law, professionals are required to release information to appropriate authorities without participant authorization in cases of child abuse, danger to self or others, and grave disability.

Participant Signature

Date

Staff/Witness Signature

Date

Grievance Procedure

At the BI DRC, we strive to treat each person as an individual and treat everyone with dignity and respect. Participants dissatisfied with any portion of the program or supervision plan, have the option of filing a grievance.

To submit a grievance, please follow the following steps:

1. Write or type, legibly and in detail, the problem you are having. Please include your name and ideas for resolution of the problem.
2. Leave your grievance in the lockbox located in the lobby or forwarded to the Program Manager. The Program Manager will make a reasonable effort to discuss and if possible, resolve the grievance within three working days.
3. A written response for your grievance will be given to you along with the original grievance, and a copy of the grievance and resolution will be kept in your case file.
4. If you feel the issue was not resolved, you may request that the Area Manager be consulted about the grievance.
5. If the grievance was not resolved at that point, you have the option of notifying your referring agency and/or state regulatory agencies.

Participant Signature

Date

Staff Signature

Date

Participant Information

This document defines the mutual responsibilities of each party in developing and implementing an individualized program to assist the participant in making a successful transition into the community.

Participant Rights

The right to know the name, business address, business phone number and credentials of any counselor providing psychotherapy to you in this program.

The right to receive information about methods of therapy, the techniques used, the duration of therapy (if known) and the fee structure.

The right to expect to be treated with dignity and respect regardless of race, color, religion, national origin, age, sex, economic status, political affiliation, sexual orientation, or physical ability.

The right to confidentiality in all personal matters, with sensitive concern shown when those matters must be shared with other staff.

The right to expect confidentiality of participant records in accordance with Title 42, Code of Federal Regulations (CFR), Part 2:

No information may be disclosed outside the program unless:

- Participant has signed a written release of information.
- Disclosure is allowed by the court.
- Disclosure made to medical personnel in an emergency, or to qualified personnel for research, audit or program evaluation.

In addition:

- Any information about a crime committed by the participant against BI, other participants, or any of its staff.
- Any information about child abuse or neglect.
- Any information about suspected abuse of the elderly.
- Threats of endangerment to self or others, or information affecting public safety.
- Results of drug testing and breathalyzers are confidential with the exception that these results will be made available to my referring agency or Courts System when appropriate and a release to the agency has been signed.

In a professional relationship, sexual intimacy, friendships, or gift giving is **NEVER** appropriate and should be reported to the regulatory agencies and the Program Manager of this agency. Confidentiality of this information will be maintained.

Supervision and Treatment Responsibilities

Cooperate with BI staff members and answer all questions honestly.

Update your Case Manager of any changes in your living arrangements, including change of telephone numbers.

Submit employment verification to Case Manager, if required.

Attend and actively participate in all treatment programs identified in the Behavior Change Plan as agreed to by the referring agency.

Respect and recognize the confidentiality of every other participant in BI programs. You agree to follow the guideline: “Who you see here, what you hear here, when you leave here, let it stay here.”

Attendance Policy

Absences: Your attendance and participation is key to successfully completing the program. Ordinary work responsibilities do not justify an excused absence. Excused absences are documented, including: jail time, hospitalization, military maneuvers, and funeral leave. If applicable, please provide your Case Manager with a copy of your work schedule so we can make the program work for you. Let your Case Manager know if you will be missing any services so they can be rescheduled.

Tardiness: We have a zero-tolerance policy for tardiness to classes and groups. You must arrive for group on time to receive a Breathalyzer test and be checked in. There may be a line at busy times so please be early.

Weather Policy: Supervisors monitor the weather and do not apply our zero-tolerance policy on being late for group in cases of extreme weather (blizzard, severe thunderstorms, tornado warnings, hurricanes, etc.). Please call your Case Manager if you miss group for any reason.

Vacations: We need a copy of a travel permit from your supervising agent as your vacation needs to be approved.

Holidays: Facility hours change on holidays and check-in may be for reduced hours. Classes and groups are not held on most major holidays. Our holiday hours will be posted in each facility but please feel free to check with the staff at the front desk if you have any questions about holiday hours.

Family and friends are not to wait in the facility while services are being provided. If family members and friends accompany you to your appointment, they will need to wait outside. Childcare is not provided at the DRC. Please do not bring your children and leave them in a vehicle or in the waiting area.

Drug and Alcohol Policies

The BI DRC is a drug and alcohol-free environment to allow for full participation in the program. Please show up sober each day and ready to engage in programming.

You may be required to take a Breathalyzer upon entry into any BI facility for services provided. If you test positive for any alcohol you will be denied services for that day and an incident report will be generated.

Check the labels of anything you are using. A lot of things contain alcohol and will cause you to register positive on the Breathalyzer. Examples include: mouthwash, Binaca, cologne, hair spray, and DayQuil.

If you are doing random UAs: You must check in at the facility on all days listed on your schedule. We do not give test day information over the phone. Tell the staff about any medications you are taking and make sure to have a copy of any prescription medications you are taking for the first time. NO POPPY SEEDS. They can make you come up positive for opiates. Eating poppy seeds is not an acceptable excuse if you come up positive.

We get very busy at times and have multiple responsibilities, please be here early and be patient with the staff.

Day Reporting Center Guidelines

We care about your safety and the safety of staff – following the rules below will ensure that we are all in a secure environment.

- ✓ Be respectful in all of your interactions
- ✓ Be drug and alcohol free
- ✓ Be free of signs or symbols of any gang or group
- ✓ Turn off and put away all cell phones and hand-held electronic devices
- ✓ Finish smoking and use of tobacco products before you enter the facility
- ✓ Remain in the facility while you are waiting for services
- ✓ Family, friends, and children are not allowed in the facility unless there is a scheduled family activity
- ✓ To ensure that groups and sessions are not interrupted, only those participants arriving on time will be allowed to enter



Participant Dress Code

To help prepare for success in the community, participants are expected to dress in a pro-social manner when in the DRC, including using good hygiene.



1. Hats or other head coverings should be removed before groups and meetings with staff
2. Undershirt type shirts will not be worn
3. Pants and shorts must be up on hips; no underclothing should be showing
4. Any tattoos considered inappropriate will be covered
5. Spaghetti strap tank tops will not be worn
6. Inappropriate, revealing, or gang related clothing should not be worn

Please ensure that you and your clothing are clean and in good repair, keep fingernails trimmed and have hair washed and combed. If a participant is dressed inappropriately, s/he may be asked to cover inappropriate clothing before services are provided. Thank you for understanding.

Participant Agreement

I received and have read the BI Participant Information, Program Guidelines and Participant Dress Code. I agree with the information stated in the Participant Information, Program Guidelines and Dress Code documents and give my consent for supervision and/or treatment. I understand that no guarantee has been made to me regarding the outcome of supervision and/or treatment services. I understand that I will be evaluated at the end of the services I receive at this agency and recommendations will be made. I have read and understand all of the conditions and documents and agree to pursue and achieve the objectives of the contract. I understand and agree that if circumstances change, I may request a review of this contract. I will make every reasonable effort to achieve my stated objectives and realize that my failure to do so may be cause for termination from BI programs.

Participant Signature

Date

Staff Signature

Date

Vital Documents

Please check the appropriate box below whether you need the following:

- 1. **Birth Certificate** Yes No
- 2. **Health Insurance** Yes No
- 3. **Social Security Card** Yes No
- 4. **California Identification** Yes No
- 5. **Driver's license** Yes No

Please answer the following:

- 1. **Are you a Veteran?** Yes No

Participant Signature

Date

Staff/Witness Signature

Date

Starting Point

Section 3

Assessments



Assessments help both you and your DRC team to understand your starting point and what is the best direction for you to proceed. For this reason, on the following pages you are being asked to complete three specific assessments. This introductory sheet helps you to understand the purpose and uses of the assessments. Please note: There are no right or wrong answers on these assessments and this information will only be used to help you successfully complete the program. Please ask if you have any questions or don't understand something asked for in the assessment.

- 1) **Brief Mental Health Screen.** This 8-question mental health screener is simply to understand if you might be in need of additional mental health intervention. If you believe that you need additional help in this area please ask staff. If the screener indicates that you may benefit from this type of help, an appropriate referral will be made.
- 2) **Criminal Thinking Scale.** The Criminal Thinking Scale (CTS) is a 36-question assessment which will help you and your treatment team understand the way you think about criminal behavioral and how you are likely to respond to different situations. This information will be used to help place you into the correct groups at the center as well as be used to show how much your thinking has changed during the program. We know that helping you to change your thinking will help to keep you from returning to criminal behavior.

If you or someone you know is considering harming themselves please call (800) 630-1130 to reach the Crisis hotline

Participant Name: _____

Date: _____



Brief Mental Health Screen

	Question	Yes	No
1	Do you <i>currently</i> believe that someone can control your mind by putting thoughts into your head or taking thoughts out of your head?		
2	Do you <i>currently</i> feel that other people know your thoughts and can read your mind?		
3	Have you <i>currently</i> lost or gained as much as two pounds a week for several weeks without even trying?		
4	Have you or your family or friends noticed that you are <i>currently</i> much more active than you usually are?		
5	Do you <i>currently</i> feel like you have to talk or move more slowly than you usually do?		
6	Have there <i>currently</i> been a few weeks when you felt like you were useless or sinful?		
7	Are you <i>currently</i> taking any medication prescribed for you by a physician for any emotional or mental health problems?		
8	Have you <u>ever</u> been in a hospital for emotional or mental health problems?		

Is there anything else you would like to tell us about your current or past mental health?

Participant Name: _____

Date: _____

Age: _____

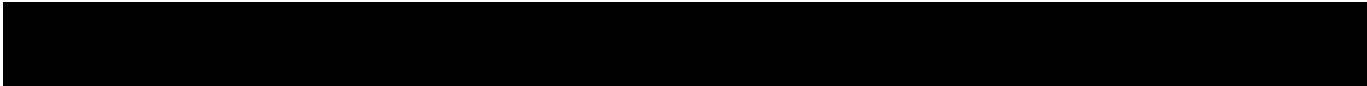
Race: _____

TCU CTSFORM

<i>Disagree Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Agree Strongly</i>
(1)	(2)	(3)	(4)	(5)

Please indicate how much you AGREE or DISAGREE with each statement.

1. You get upset when you hear about someone who has lost everything in a natural disaster.
2. You are locked-up because you had a run of bad luck.

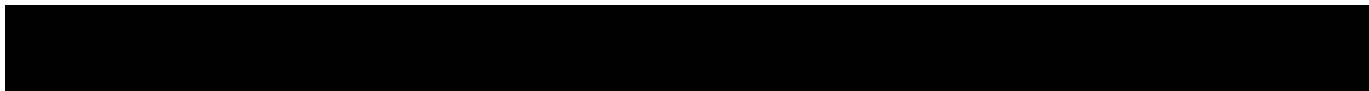


4. When people tell you what to do, you become aggressive.
5. Anything can be fixed in court if you have the right connections.
6. Seeing someone cry makes you sad.
7. You rationalize your actions with statements like "Everyone else is doing it, so why shouldn't I?"
8. Bankers, lawyers, and politicians get away with breaking the law every day.
9. You have paid your dues in life and are justified in taking what you want.
10. When not in control of a situation, you feel the need to exert power over others.
11. When being asked about the motives for engaging in crime, you point out how hard your life has been.
12. You are sometimes so moved by an experience that you feel emotions you cannot describe.

Participant Name: _____

<i>Disagree Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Agree Strongly</i>
(1)	(2)	(3)	(4)	(5)

- 13. You argue with others over relatively trivial matters. (1) (2) (3) (4) (5)
- 14. If someone disrespects you then you have to straighten them out, even if you have to get physical. (1) (2) (3) (4) (5)
- 15. You like to be in control. (1) (2) (3) (4) (5)
- 16. You find yourself blaming the victims of some of your crimes. (1) (2) (3) (4) (5)
- 17. You feel people are important to you. (1) (2) (3) (4) (5)



- 20. You think you have to pay back people who mess with you. (1) (2) (3) (4) (5)
- 21. Nothing you do here is going to make a difference in the way you are treated. (1) (2) (3) (4) (5)
- 22. You feel you are above the law. (1) (2) (3) (4) (5)
- 23. It is okay to commit crime in order to pay for the things you need. (1) (2) (3) (4) (5)
- 24. Society owes you a better life. (1) (2) (3) (4) (5)
- 25. Breaking the law is no big deal as long as you do not physically harm someone. (1) (2) (3) (4) (5)
- 26. You find yourself blaming society and external circumstances for the problems in your life. (1) (2) (3) (4) (5)
- 27. You worry when a friend is having problems. (1) (2) (3) (4) (5)

Participant Name: _____

<i>Disagree Strongly</i>	<i>Disagree</i>	<i>Uncertain</i>	<i>Agree</i>	<i>Agree Strongly</i>
(1)	(2)	(3)	(4)	(5)

- 28. The only way to protect yourself is to be ready to fight. (1) (2) (3) (4) (5)
- 29. You are not to blame for everything you have done. (1) (2) (3) (4) (5)
- 30. It is unfair that you are locked-up when bankers, lawyers, and politicians get away with their crimes. (1) (2) (3) (4) (5)
- 31. Laws are just a way to keep poor people down. (1) (2) (3) (4) (5)
- 32. Your good behavior should allow you to be irresponsible sometimes. (1) (2) (3) (4) (5)
- 33. It is okay to commit crime in order to live the life you deserve. (1) (2) (3) (4) (5)
- 34. Prosecutors often tell witnesses to lie in court. (1) (2) (3) (4) (5)
- 35. You justify the crime you commit by telling yourself that if you had not done it, someone else would have. (1) (2) (3) (4) (5)
- 36. You may be a criminal, but your environment made you that way. (1) (2) (3) (4) (5)

Attachment G—Fresno County DRC Overview

Immediately following this page, please find our *Fresno County DRC Overview*.

California – Day Reporting Center (DRC)

ORIENTATION OVERVIEW



WELCOME TO A BETTER LIFE - WHERE CHANGE IS YOUR CHOICE

This overview provides useful information regarding the Day Reporting Center (DRC) program. Please share this information with your family and/or support system so they understand what is expected of you while attending the DRC Program. If you have any questions that are not answered in this overview, please speak with your assigned Behavior Change Manager.

DRC VISION

We are here to support each participant's progression through the stages of change by accurately assessing risks and needs and using the results to create an individualized program. The DRC team provides a high degree of support for behavior change and the development of positive social attitudes. We work collaboratively to deliver our program in a welcoming, safe, and purposeful environment, built through trust and acceptance.

GETTING READY

Any time there is a need to make a change in behavior, certain steps are expected. For example, in the first steps, it might feel that nothing needs to change (you may be feeling that right now). Center staff are ready to work with you as you consider what you might want to change. We're also here to support you in figuring out how to make the changes you have decided you want to make. We'll be working together to help you set goals that are important to you and assisting you in reaching them. Lastly, we want to help you maintain the changes that you will make and help you learn how to manage any barriers that might get in the way of your new behavior.

REWARDS PROGRAM

You will be acknowledged and rewarded for your accomplishments in the program. The rewards grow as you progress.

Desired Behaviors:

- Attend Appointments
- Respect
- Volunteering
- Group Participation and Completion
- Obtain Employment
- Sobriety
- Prepared for Group
- Dress for Success
- Phase Progression
- Completing Goals

WHAT YOU CAN EXPECT

- An environment that supports change and growth
- Opportunities to learn and practice responsibility
- A personalized program designed for you
- Resources and referrals to help you meet your essential needs
- Meaningful interactions each time you come to the center
- A customized Passport to guide your progress

WHAT WE WOULD LIKE TO SEE FROM YOU

- Involvement
- Openness to Change
- Attendance and Participation
- Sobriety
- Willingness to Build Trust

RESOURCES AVAILABLE

- georeentryconnect.com
- Transportation
- Housing Referrals
- Community Connections
- Employment Referrals
- Education Referrals

THE DAY REPORTING CENTER PROGRAM

There are three phases at the DRC. The Orientation and Assessment Phase helps to prepare you to progress to Treatment and Intervention and finally to Commitment and Transition. It is important to understand that progress is based on participants' behavior change. Please see below for an overview of each phase.

PHASE 1: ORIENTATION AND ASSESSMENT			
Orientations	Assessments	Group Interventions	Individual Sessions
<ul style="list-style-type: none"> · Program Orientation · Employment Orientation · Community Connections · Thinking for a Change 	<ul style="list-style-type: none"> · Risk and Need · Substance Abuse 	<ul style="list-style-type: none"> · Getting Motivated to Change · Moral Reconciliation Therapy® (MRT) (if ready) 	<ul style="list-style-type: none"> · Essential Needs · Starting Point Behavior Change Plan · Individual Cognitive Behavioral Treatment (2)

PHASE 2: TREATMENT AND INTERVENTION		
Attend and participate in group programming selected for you	Computer Labs	Individual Sessions
May Include: <ul style="list-style-type: none"> · Moral Reconciliation Therapy (MRT) · Thinking for a Change · Employment and/or Education · Substance Abuse · Anger Management · Life Skills · Parenting 	May Include: <ul style="list-style-type: none"> · Employment Resources · Educational Resources · Life Skills · Assessments 	<ul style="list-style-type: none"> · Create a collaborative Behavior Change Plan · Cognitive Behavioral Interventions

PHASE 3: COMMITMENT AND TRANSITION	
<ul style="list-style-type: none"> · Completion of Groups, Computer Labs, and Individual Sessions · Completion of Behavior Change Plan goals · Continued Abstinence from Alcohol and Drugs · Stable Housing 	<ul style="list-style-type: none"> · Verifiable Employment or Participation in Educational or Vocational Program · Transitional Planning · Connections to Positive Community Support · Celebrate Success! Graduation Ceremony

AFTERCARE

When you have completed the program, we are here to help you maintain your success. As you get closer to the end of your program, we will work with you on individualized aftercare support.

www.georeentryconnect.com

Attachment H—Reports

Immediately following this page, please find the following Reports.

- Sample Monthly Progress Report—on page 141
- Sample Discharge Report—on page 142
- Participant Survey Results—on page 143
- Services Provides During COVID Pandemic—on page 144

Sample Monthly Progress Report

Immediately following this page, please find our Fresno County DRC's *Sample Monthly Progress* report.

Activity Summary Report

Reporting Dates 01/01/21 - 01/31/21

Reporting Provided for:

Agency: Fresno DRC

Name: [REDACTED]

Contact: [REDACTED]

Discharge Date:

Phone: [REDACTED]

Phase: PHASE2

CASE INFORMATION

Case #	Case Status	Case Manager	Start Date	End Date	Days
[REDACTED]	Active	[REDACTED]	10/10/19		479

EMPLOYMENT

Employer:

Occupation:

Start Date:

Employment Status:

ACTIVITY DETAILS

02/15/2017

	<u>Occurrences</u>	<u>Attended</u>	<u>Violations</u> A / D
ANGER 01 - W - PM	4	3	1 / 0
CALL-IN - F	5	4	0 / 1
CALL-IN - M-T-W-TH	16	15	0 / 1
ICBT	2	1	1 / 0
LIFE SKILLS	4	4	0 / 0
MRT	4	3	0 / 1

ACKNOWLEDGED VIOLATIONS

02/15/2017

<u>Violation</u>	<u>Activity</u>	<u>Occurrence</u>	<u>Reason</u>
Missed Group Session	ICBT	01/05/21	Failed To Attend Group
Missed Group Session	ANGER 01 - W - PM	01/13/21	Failed To Attend Group

Activity Summary Report

Reporting Dates 01/01/21 - 01/31/21

CASE NOTES

1/20/2021

Note By SignedBy Date Signe

Tuesday, January 5, 2021 15:39

n/a

ICBT SUMMARY

INDIVIDUAL COGNITIVE BEHAVIORAL THERAPY SUMMARY, 12/22/20: Participant did not call in for individual session as scheduled.

Note By SignedBy Date Signe

Tuesday, January 5, 2021 17:28

n/a

ICBT SUMMARY

INDIVIDUAL COGNITIVE BEHAVIORAL THERAPY SUMMARY, 1/5/21: Participant did not call in for individual session as scheduled.

Note By SignedBy Date Signe

Friday, January 8, 2021 16:43

n/a

CONTACT

CONTACT, 1/08/21: Received employment verification from the participant. During the work period of 11/28 – 12/11 the participant worked 72 hours and was paid on 12/16.

Note By SignedBy Date Signe

Tuesday, January 19, 2021 18:47

n/a

ICBT SUMMARY

INDIVIDUAL COGNITIVE BEHAVIOR THERAPY SUMMARY, 1/19/21: Participant called in on time for individual assessment as scheduled, however participant did not have homework available. Case Manager rescheduled and excused participant.

Note By SignedBy Date Signe

Wednesday, January 20, 2021 15:35

n/a

SANCTION

SANCTION, 1/19/21: Participant has been issued a Client Agreement due to not attending Individual sessions. Participants Agreement will be reviewed on 2/15/21.

Note By SignedBy Date Signe

Thursday, January 21, 2021 11:18

n/a

COLLATERAL CONTACT

COLLATERAL CONTACT, 1/20/21: Case Manager contacted participants Probation Officer to notify of issued Client Agreement. Probation Officer responded, stating she has also talked with participant.

Note By SignedBy Date Signe

Thursday, January 21, 2021 12:22

n/a

ICBT SUMMARY

INDIVIDUAL COGNITIVE BEHAVIORAL THERAPY SUMMARY, 1/20/2021: Participant called in for individual session as scheduled. Participant completed his Outcome Rating Scale. Participant reported no issues on this Case Management Report. Participant returned with the previously assigned Tool 2/Part A Making Connections complete. Participant worked through Anger Carey Guide Tool 2/Part B during session. Participant will be introduced to Tool 3/Part A – Emotional Triggers next session. The Session Rating Scale was complete.

Note By SignedBy Date Signe

Friday, January 22, 2021 15:45

n/a

GROUP NOTES

GROUP NOTES, 01/21/2021: Participant presented Moral Reconciliation Therapy step 5. Participant presented his Best of Times/Worst of Times & Circle of Relationships in-group. After hearing the circle or relationships participant submitted his book for review. After looking at the relationships it was found that participant had unrealistic in the category " What's the first

Activity Summary Report

Reporting Dates 01/01/21 - 01/31/21

	<u>Note By</u>	<u>SignedBy</u>	<u>Date Signe</u>
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Friday, January 22, 2021 15:45		n/a	
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thing you need to do with this relationship" on page 71. Page 72 was not fully completed; because of those reasons it was determined that participant did not pass.

	<u>Note By</u>	<u>SignedBy</u>	<u>Date Signe</u>
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Thursday, January 28, 2021 15:32		n/a	
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BCP UPDATE SUMMARY

BEHAVIOR CHANGE PLAN UPDATE SUMMARY, 1/28/2021: Participant reported no completion of goals at this time.

	<u>Note By</u>	<u>SignedBy</u>	<u>Date Signe</u>
--	----------------	-----------------	-------------------

Friday, January 29, 2021 13:43		n/a	
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CONTACT

CONTACT, 1/29/21: Received employment verification from the participant. During the work period of 12/12 – 12/25 the participant worked 56 hours and was paid on 12/31.

Activity Summary Report

Reporting Dates 11/01/20 - 11/30/20

Reporting Provided for:

Agency: Fresno DRC

Name: [REDACTED]

Contact: [REDACTED]

Discharge Date:

Phone:

Phase: PHASE3

CASE INFORMATION

Case #	Case Status	Case Manager	Start Date	End Date	Days
[REDACTED]	Active	[REDACTED]	07/30/19		489

EMPLOYMENT

Employer:

Occupation:

Start Date:

Employment Status:

ACTIVITY DETAILS

02/15/2017

	<u>Occurrences</u>	<u>Attended</u>	<u>Violations</u> A / D
ANGER 01 - W - PM	4	2	0 / 2
CALL-IN - F	4	3	0 / 1
CALL-IN - M-T-W-TH	17	14	1 / 2
COGNITIVE SELF CHANGE	1	1	0 / 0
ICBT	1	1	0 / 0
MRT	4	2	1 / 1

ACKNOWLEDGED VIOLATIONS

11/02/2017

<u>Violation</u>	<u>Activity</u>	<u>Occurrence</u>	<u>Reason</u>
Missed Group Session	MRT	11/19/20	Failed To Attend Group
Missed Group Session	CALL-IN - M-T-W-TH	11/25/20	Failed to Check-In

Activity Summary Report

Reporting Dates 11/01/20 - 11/30/20

CASE NOTES

11/20/2017

Note By SignedBy Date Signe

Thursday, November 5, 2020 11:01

n/a

CONTACT

CONTACT, 11/05/20: Received employment verification in the form of three screen shots with daily paystubs from the participant. Participant worked 8 hours each day on 10/19, 10/22, and 10/26 for a total of 24 hours.

Note By SignedBy Date Signe

Friday, November 6, 2020 10:26

n/a

GROUP NOTES

GROUP NOTES, 11/6/2020: Participant presented Moral Reconciliation Therapy step 9. Participant did not complete the Action Plan Review according to the instructions therefore, he did not pass. Participant was advised to complete Action Plan Review.

Note By SignedBy Date Signe

Tuesday, November 10, 2020 17:46

n/a

ICBT SUMMARY

INDIVIDUAL COGNITIVE BEHAVIORAL THERAPY SUMMARY, 11/10/20: Participant did not call in for Individual session as scheduled. Case Manager placed an email to participant asking to call facility to reschedule appointment.

Note By SignedBy Date Signe

Monday, November 16, 2020 16:59

n/a

GROUP NOTES

GROUP, 11-12-2020: Participant did not pass MRT step 9.

Note By SignedBy Date Signe

Tuesday, November 17, 2020 15:38

n/a

CONTACT

CONTACT, 11/17/20: Received employment verification in the form of screen shots with daily paystubs from the participant. Participant worked 8 hours each day on 10/29, 10/30, 11/2, and 11/5 for a total of 32 hours.

Note By SignedBy Date Signe

Friday, November 20, 2020 16:32

n/a

GROUP NOTES

GROUP NOTES, 11/19/2020: To be responsive to the COVID-19 restrictions participant was scheduled to complete the Cognitive Self Change Component of the Thinking for a Change over 3 sessions. Participant completed the 3 sessions on 11/17/20, 11/18/20, 11/19/20.

Note By SignedBy Date Signe

Tuesday, November 24, 2020 17:29

n/a

ICBT SUMMARY

INDIVIDUAL COGNITIVE BEHAVIORAL THERAPY SUMMARY, 11/4/2020: Participant called in on time for his individual session as scheduled. Participant completed his Outcome Rating Scale. Participant reported no new issues on this Case Management Report. Participant returned with Antisocial Thinking Care Guide Tool 4/Part 2 Question E (Defeating Harmful). Participant's responses were reviewed and responses were further developed. No Homework was assigned this meeting. The Session Rating Scale was complete.

Note By SignedBy Date Signe

Wednesday, November 25, 2020 14:54

n/a

BCP UPDATE SUMMARY

BEHAVIOR CHANGE PLAN UPDATE SUMMARY, 11/25/20: Participant reported no completion of goals at this time.

Sample Discharge Report

Immediately following this page, please find our Fresno County DRC's *Sample Discharge* report.

Discharge Report

Report Provided For:

Agency: Fresno County Probation Dept.

Contact: [REDACTED]

Fax:

Client Name: [REDACTED]

Date of Birth: [REDACTED]

Case Number: [REDACTED]

Case Manager: [REDACTED]

Case Status: Active

Discharge Type: Unsuccessful

Intake Date: 08/13/2020

Discharge Date: 01/05/2021

Days in Program: 145

Discharge Summary

[REDACTED], a 20-year-old African American male, enrolled at the Day Reporting Center (DRC) on 08/13/2020 via phone due to COVID-19 Precaution. Due to these precautions, Participant was not tested upon intake. During the Participant's time in the DRC program he had a 51% check-in attendance rate and a 15% group attendance rate.

Participant completed his starting point paperwork on the stated admit date. Participant arrived with a completed Offender Needs Guide dated 05/20/2020. Participant's Static Risk level was identified as: Moderate. Participant was targeted with the following criminogenic needs: Mental Health, Aggression, Education, and Community Employment. Participant developed a Starting Point Behavior Change Plan and completed both action items. Once in Phase II, Participant failed to create a Comprehensive Behavior Change Plan.

Overall, Participant was non-compliant in the program. Participant failed to actively check-in and attend groups. Participant was placed on an agreement on 09/28/2020 in an attempt to re-engage the Participant with programming. Participant displayed some improvement but was given another agreement on 11/10/2020. Participant failed to meet the conditions thus was upgraded to a contract with limited check-in on 11/24/2020. Once more the Participant failed to meet the conditions thus was upgraded to another contract on 12/09/2020. Lastly, Participant was given an extended final contract with limited check-in on 12/24/2020. Participant did not meet the conditions. Participant was in Phase II at time of Unsuccessful Discharge from the program.

Discharge Report

Report Provided For:

Agency: Fresno County Probation Dept.

Contact: [REDACTED]

Fax:

Participant Name: [REDACTED]
Date of Birth: [REDACTED]
Case Number: [REDACTED]
Case Manager: [REDACTED]
Case Status: **Completion**
Discharge Type: Successful
Intake Date: **06/14/2019**
Discharge Date: **12/17/2020**
Days in Program: **552**

Discharge Summary

[REDACTED], a 22-year-old Hispanic male, enrolled at the Day Reporting Center (DRC) on 06/14/2019. Participant was drug tested upon intake for Cocaine, Methamphetamines, THC, Opiates, and Benzodiazepines; Participant tested negative for all illicit substances. Participant was scheduled to test 23 additional times. 21 more times the Participant tested negative for all illicit substances; one time the Participant failed to attend the DRC on his drug testing date; and one time the Participant was excused from testing. During Participant's time in the program he had a 95% overall check-in attendance rate and a 76% overall group attendance rate.

Participant completed his Starting Point paperwork on the stated admit date. Participant completed an Offender Needs Guide with staff on 06/20/2019. Participant's static risk score was identified as: Moderate. Participant was targeted with the following criminogenic needs: Aggression, Friends, Attitudes/Behaviors, and Coping Skills. Upon Participant's promotion to Aftercare, Participant completed an exit Offender Needs Guide on 09/24/2020. Participant's static risk score was identified as: Moderate. Participant was targeted with the following criminogenic needs: Aggression, Friends, Mental Health, and Residential. During Participant's time at the DRC, a comprehensive Behavior Change Plan (BCP) was created and completed along with an Aftercare Relapse Prevention Plan.

Overall, Participant was compliant in the program. Participant completed three months of Aftercare before his Successful completion.

Participant Survey Results

Immediately following this page, please find our Fresno County DRC's *Participant Survey Results*.

2021 PARTICIPANT SURVEY RESULTS*

FRESNO COUNTY DAY REPORTING CENTER

Please indicate your office location.

Fresno County DRC	27	100%
Total	27	100%

What is your age?

Under 16	0	0%
17 - 19	2	7%
20 - 29	22	82%
30 - 39	2	7%
40 - 49	0	0%
50 - 59	1	4%
60 or older	0	0%
Total	27	100%

What is your gender?

Male	26	96%
Female	0	0%
Other	1	4%
Total	27	100%

Approximately how many days have you been in the program?

1-30 days	2	7%
31-60 days	8	30%
61-90 days	4	15%
Over 90 days	13	48%
Total	27	100%

Has GEO Reentry connected you with any support services in the community?

Education	5	11%
Employment	20	41%
Family Services	6	12%
Food	2	4%
Health/Wellness	6	12%
Housing	2	4%
Legal/Financial	3	6%
Transportation (bus pass/tokens)	3	6%
Worship	2	4%
Total	49	100%

Were the support services effective?

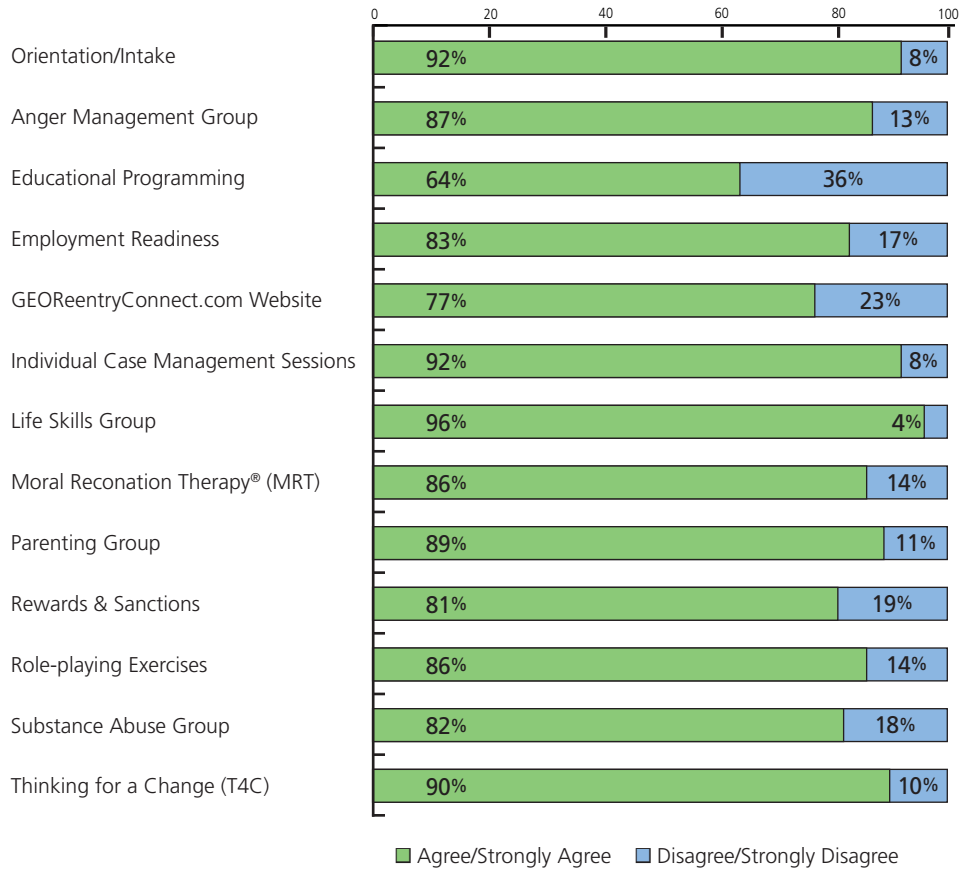
Effective/Very Effective	17	74%
Ineffective/Very Ineffective	6	26%
Total	23	100%

Overall, how would you rate the quality of the program?

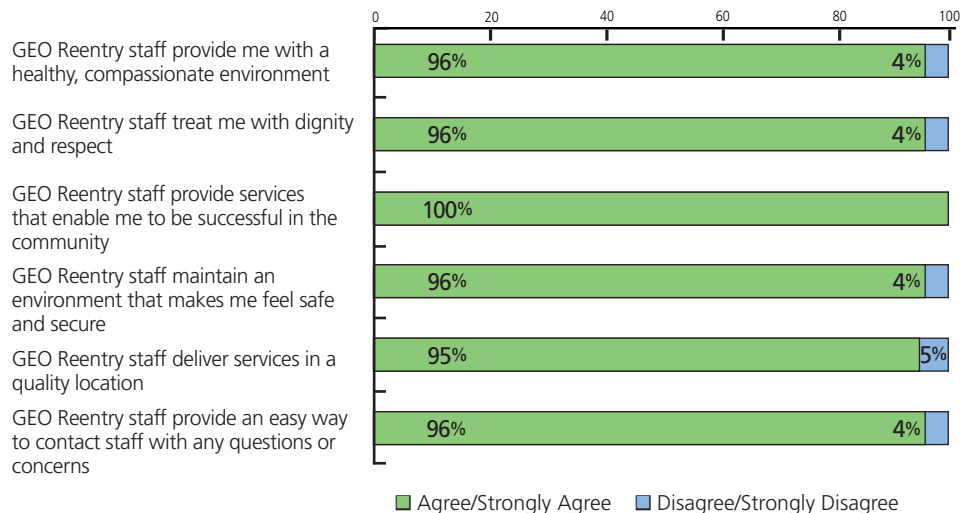
Above Average/Excellent	21	84%
Below Average/Poor	4	16%
Total	25	100%

The following groups were/are helpful to me:

Note: Percentages do not include n/a responses

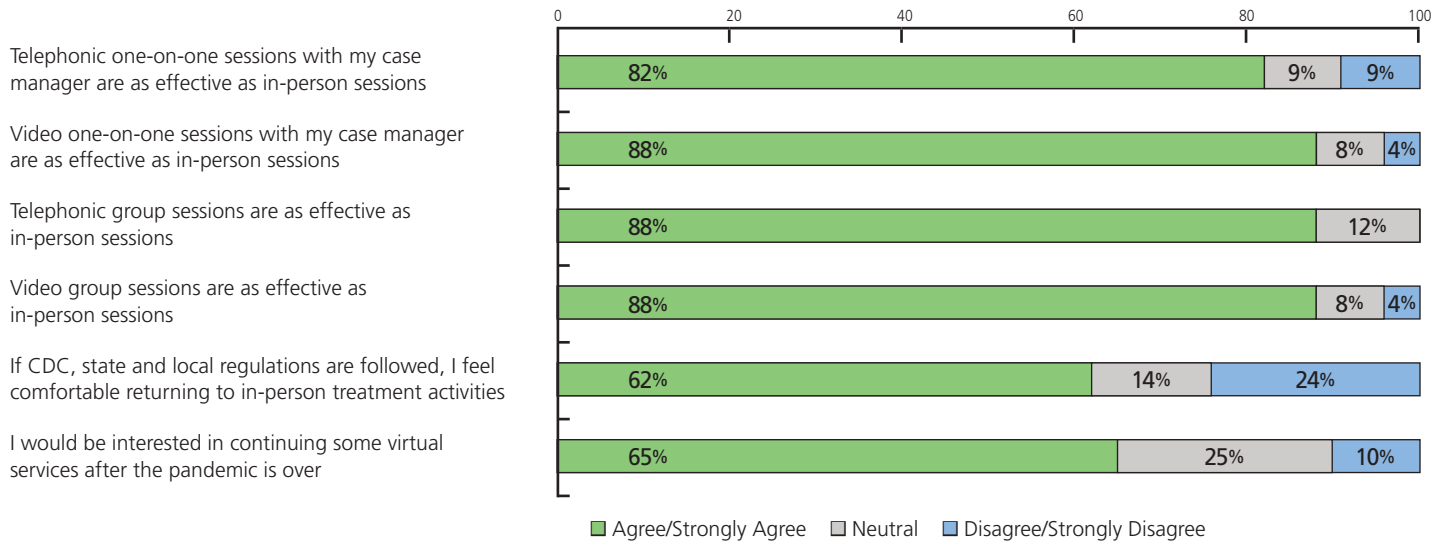


Please indicate your level of agreement with the following statements:



* Results are as of March 2021

Please indicate your level of agreement with the following statements around GEO Reentry Services' changes in response to the COVID-19 pandemic:



* Results are as of March 2021

FOR MORE INFORMATION

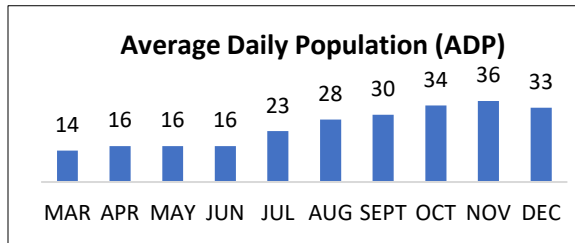
Humberto Sanchez, Area Manager • 559.892.5650 • hsanchez@geogroup.com

Services Provided During COVID Pandemic

Immediately following this page, please find our Fresno County DRC's *Services Provided During COVID Pandemic* report.

Services Provided During COVID Pandemic: March 16th- December 31st

Providing participant services that enhance public safety in Fresno County is our top priority. In response to the uncertainty of the national COVID-19 pandemic, staff developed and implemented creative program modifications to enable continuous and uninterrupted services. As an essential service provider for a vulnerable population, our goal was to keep vital programs and supportive services available while maintaining responsible practices.



Service Modifications:

- Daily check-in calls replaced in-person check-ins to maintain engagement and accountability
- Treatment services delivered via one-on-one telephone calls, group teleconferences, and online-based platforms

Public Safety Benefit:

- Daily contact helps keep program participants accountable
- Continued delivery of evidence-based programming decreases the likelihood of recidivism

Participant Benefit:

- Participants have the necessary information and support they need
- Participants have continued support during the pandemic

Programming Reintegration Phase Plan

We continue to monitor all state and local updates regarding when it is safe to reopen to participants. Safety is our top priority, and we want to ensure a safe, secure environment for our staff, participants, and the community. The following provides an overview of our phase plan for reintegrating as state and local guidelines permit:

Phase 2 Reintegration - Date TBD:

- Staff and participants will go through a wellness screening process before entry into the facility
- Everyone is required to wear face masks and adhere to social distancing guidelines
- In-Person reporting to the Day Reporting Center will be by appointment only
- Check-in's, ICBT's and small groups will be provided

Intermediate Outcomes	
Engagement & Accountability Check-Ins	
Required Check-Ins	4941
Participant Check-Ins	3537
	72%

Individual Cognitive Behavioral Treatment (ICBT)	
Sessions Scheduled	398
Participants Attending Sessions	217
	55%

Video & Tele-Conference Group Attendance	
Participants Scheduled for Group	1951
Participants Attending Group	892
	46%

Video & Tele-Conference Groups	
Parenting	38
Cognitive Behavioral Treatment	142
Intensive Outpatient	52
Anger Management	57
	289

Prepared by:

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EXHIBIT C

DAY REPORTING CENTER MONTHLY FEE FOR SERVICES 2021-2022

PROGRAM SLOTS	MONTHLY FEE	MAXIMUM ANNUAL AMOUNT
1-50	\$33,333.33	\$400,000
51-60	\$38,243.33	\$458,920
61-70	\$43,747.33	\$524,968
71-80	\$44,233.92	\$530,807
81-90	\$49,737.92	\$596,855
91-100	\$54,647.92	\$655,775

Agreement maximum for the first contract year (2021-2022) is \$655,775 and may increase by up to 3% for each subsequent contract year, based on CPI.

Exhibit D

Drug Suppression Unit/Day Reporting Center
2212 N. Winery, Suite 122
Fresno, CA 93703

DRC Rooms/Areas:
17, 18, 19, 21, 22, 23, 24, and 32

Shared DRC/Probation Areas:
Staff Only Restroom, Staff Only Conference Room (20), Staff Only Break/Lunch Room (30), and client restrooms.

