



Contra Costa County

REQUEST FOR QUALIFICATIONS (RFQ) #1703-213

Strategic Planning Services for the Contra Costa County Reentry System

The Contra Costa County Administrator's Office of Reentry & Justice (ORJ) is pleased to announce, on behalf of the Board of Supervisors, the solicitation of qualifications from responders for "Strategic Planning Services for the Contra Costa County Reentry System" for the period of July 1, 2017 through December 31, 2017.

This RFQ is a process by which the County solicits qualifications of responders who may be selected to enter into a contract with the County for the provision of these kinds of services.

Please read this entire packet carefully.

Final responses will be due at 651 Pine Street, 10th floor, Martinez, CA 94553

by 12:00 p.m. (noon) on Wednesday, May 10, 2017.

A mandatory Bidders Conference will be conducted on

Wednesday, April 19, 2017

from 2:00 p.m. – 3:30 p.m. at the County Zoning Administrator's Room,

30 Muir Road, Martinez.

To participate via Webinar:

<https://connect3.uc.att.com/service7/meet/?ExEventID=83134188&CT=W>

Written questions about the RFQ can be submitted to lara.delaney@cao.cccounty.us
by 12:00 p.m. on Wednesday, April 26, 2017.

Thank you in advance for your efforts in preparing your response.



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RFQ Timeline

I.	RFQ announced	Monday, April 3, 2017
II.	Mandatory Bidders Conference	Wednesday, Apr. 19, 2017 2:00 p.m. at 30 Muir Rd., Martinez or via webinar
III.	Written Questions Due from Responders	12:00 p.m. (noon), Apr. 26, 2017
IV.	Addendum Issued	April 28, 2017
V.	Response Submission Deadline	12:00 p.m. (noon), May 10, 2017 County Administrator's Office 651 Pine Street, 10 th Floor Martinez, CA 94553
<i>No response will be accepted after this date and time. Postmarked, facsimiled, or e-mailed submissions will not be accepted.</i>		
VI.	Review, rating, and interview process	May 15-26, 2017
VII.	Notification of recommendations	May 26, 2017
VIII.	Appeal period	May 27- June 2, 2017
IX.	Public Protection Committee Review	June 5, 2017
Board of Supervisors approval and authorization to award contracts is tentatively scheduled for the June 13, 2017 Board of Supervisors' agenda.		



I. Statement of Work Introduction

The Contra Costa County Administrator's Office of Reentry & Justice (ORJ), on behalf of the Board of Supervisors, is issuing this Request for Qualifications (RFQ) #1703-213 to receive qualifications from contractors to provide reentry system strategic planning services to the County with the goal of developing an updated Reentry Strategic Plan for the Board of Supervisors' adoption.

Based on the response to this solicitation, Contra Costa County (County) plans to contract with contractor(s) for the period of July 1, 2017 to December 31, 2017. The County will retain the discretion to renew any contract issued, contingent on availability of funding and demonstrated successful performance by funded contractors during the contract period.

Private and public not-for-profit organizations and for-profit organizations with experience in providing services in the described areas are invited to submit responses. If you are interested in and capable of providing the requested services by contract with the County, please carefully review the Request for Qualifications (RFQ) and submit your response as directed in the "Response Preparation Instructions." This solicitation is not in any way to be construed as an agreement, obligation, or contract between the County and any party submitting a response, nor will the County pay for any costs associated with the preparation of any response.

II. Synonymous Terms

As used throughout this RFQ, the following terms are synonymous:

- A. Supplier, Vendor, Contractor, Successful Responder
- B. Purchase Order, Contract, Agreement
- C. Services, Work, Scope, and Project
- D. Proposer, Responder, Bidder, Organization
- E. "The County" refers to the County of Contra Costa, California.

III. Minimum Organizational Requirements

The County seeks to partner with eligible entities that have expertise in performing reentry and/or criminal justice system planning, engaging multi-disciplinary stakeholder input, conducting group facilitation, and providing data system evaluation services. The successful responder must possess and demonstrate the following minimum requirements:

1. Service History: A documented history of similar or equivalent service delivery to public agencies for at least three years, including successful completion of contract deliverables and participation in outcome evaluation.
2. Criminal Justice and Social Service Systems Experience: An extensive history of prior



successful experience working with a broad spectrum of reentry, criminal justice and social services systems stakeholders.

3. Cultural Competency: Demonstrated understanding of and capacity to deliver culturally competent and responsive services.
4. Licensing/Certification Requirements: Successful bidders must have and maintain all appropriate licenses, permits, and certifications as required by the laws of the United States, State of California, Contra Costa County, and all other appropriate governmental agencies.
5. Criminal Justice and/or Reentry Strategic Planning Expertise: Successful bidders must have demonstrated expertise in facilitating discussions and system planning in the areas of reentry and criminal justice. In this regard, successful bidders must have proven ability to identify needs, challenges, and potential solutions to enable research, selection, implementation, and analysis.
6. Effectiveness Analysis and Evaluation Expertise: Successful bidders must demonstrate their ability to evaluate and analyze the effectiveness and outcomes of reentry programs and criminal justice systems. Responders should demonstrate past experience with or willingness to collaborate with other research partners that may be engaged by the County.

IV. Background

Strategic planning can be characterized as an organization's process of defining its direction, goals, and strategies, and making decisions on allocating resources pursuant to those strategies. Formulating a strategic plan, implementing the strategies, evaluating progress, and making adjustments as necessary can help keep the organization's purpose and direction on track. Recognizing the value of this process, Contra Costa County began to strategically plan for the community reentry of its returning residents, returning from jail and/or prison, in 2009.

On August 25, 2009, the Board of Supervisors referred to its Public Protection Committee (PPC), a subcommittee of the Board of Supervisors, a presentation by the Urban Strategies Council on how the County might support and coordinate County and local community based organization to create a network of reentry services for individuals leaving jail or prison and reintegrating in local communities. This initiative led to the creation of the County's first Reentry Strategic Plan.

On March 22, 2011, the Contra Costa County Board of Supervisors accepted and approved the "Contra Costa County Reentry Strategic Plan¹," the product of a nine-month process that involved approximately 200 reentry stakeholders from across Contra Costa County. The "Contra Costa County Reentry and Reintegration Collaborative" (CCCRRC) convened 14 meetings to gather input and advise on the Reentry Strategic Plan from representatives of

¹ Available at <http://www.cccounty.us/DocumentCenter/View/25650>



County, city and state agencies, elected officials, service providers, individuals with personal or family experience with incarceration, community-based organizations, and residents from across the county.

The Contra Costa County Reentry Strategic Plan was intended to outline a path to improve coordination and collaboration among reentry stakeholders and, ultimately, to improve outcomes for our returning residents. The Urban Strategies Council prepared the Reentry Strategic Plan with funding from the California Endowment. The Plan “is considered a living document that will be regularly updated to reflect the current issues, problems and opportunities within Contra Costa County. Therefore, the strategic plan should be seen as a framework for addressing reentry throughout the county.”²

Subsequent to the Board’s adoption of the Reentry Strategic Plan in March 2011, the California Legislature passed the Public Safety Realignment Act (AB 109), which transferred responsibility for supervising individuals convicted of specific low-level felony offenses from the California Department of Corrections and Rehabilitation to counties. This Act tasked local government at the county level with developing a new approach to reducing recidivism among this population. AB 109 took effect October 1, 2011.

AB 109 required the establishment of an Executive Committee for the local Community Corrections Partnership (CCP), a multi-disciplinary team chaired by the chief probation officer, and tasked the local CCP with recommending to the County Board of Supervisors a plan for implementing Public Safety Realignment. Consequently, the Board of Supervisors adopted the FY 2011-12 Contra Costa County Realignment Implementation Plan on October 4, 2011 (Item D.5³), as developed and recommended by the Executive Committee of the CCP. The Plan was based on a preliminary allocation of \$4.6 million of AB 109 funding to Contra Costa County and declared “there is an ongoing need to secure funding for the County’s Strategic Reentry Plan separate and apart from the funding allocated for criminal justice realignment.”

Recognizing the need to develop an overarching plan to more systemically guide the County’s implementation of Public Safety Realignment, the CCP Executive Committee created an Ad Hoc Committee to develop an “Operational Plan” at its Sept. 6, 2012 meeting. The Ad Hoc Committee contracted with Further The Work for the development of the plan, which was facilitated through meetings held throughout the county in September and October 2012. The Executive Committee adopted the “AB 109 Operations Plan for Contra Costa County,” as amended, on November 9, 2012⁴.

The Plan identified the “Overarching Approach” to AB 109 in Contra Costa County: Use collaboration, innovation, and ongoing evaluation to foster safety and long-term liberty. The Plan also established the “Primary Approaches for Identifying Priorities,” which was to consider consistency with the statutory scheme and legislative intent of AB 109 as identified by

2 “Contra Costa County Reentry Strategic Plan,” p. vii.

3 Available at

http://64.166.146.245/docs/2011/BOS/20111004_164/9178_Contra%20Costa%20County%20AB109%202011%20Implementat ion%20Plan%209-30-11.pdf

4 Available at <http://www.contracosta.ca.gov/3091/Public-Safety-Realignment>



the statute and Penal Code Section 17.5. It then identified the “Agreements of Principle and Practice,” upon which the system would function, recognizing the need for additional related resources, including revenue and data related resources. Finally, it established “Objectives, Strategies, and Activities” for each stage of the reentry process from “Arrest and Pre-Trial” through to “Coordination and Administration of AB 109 Programs.”

The Operations Plan was incorporated into the AB 109 budget development process through the requirement that funding requests be associated with specific Plan objectives and strategies. However, no specific timeframes for implementation were identified in the Plan.

Subsequent to the development of the AB 109 Operations Plan, the County undertook further reentry system planning efforts, commencing in spring 2013, to develop implementation plans for three regionally-based “first-stop” reentry service and information hubs in west, central and east Contra Costa County. Further The Work was retained to facilitate development of the plan for a West County “reentry resource center,” which was renamed upon opening in Richmond, the *Reentry Success Center*⁵. (The Reentry Success Center is presently managed under contract by Rubicon Programs Inc. and under stewardship of a Steering Committee.) For the central and east regions of the County, Emerald HPC developed a “Proposed Plan for an East & Central Networked System of Services for Returning Citizens.” (The management of the Reentry Network is presently performed under contract by HealthRIGHT 360.)

Approximately six years since these plans were developed and adopted, the County’s reentry system has undergone a significant transformation. Many of the objectives and activities of the plans have been accomplished including the following:

- The County has implemented a Pre-Trial services program that uses an evidenced based assessment tool;
- The County has implemented an Arraignment Court Early Representation (ACER) program to provide timely, informed and appropriate adjudication of all cases;
- The County has initiated a pre-release planning process;
- The County has identified and supported the use of community-based reentry service providers through multiple RFP processes;
- The County has partnered with local law enforcement for information sharing, compliance checks, and service referrals;
- The County has developed and implemented evaluation practices to assess progress and needs;
- The County has facilitated access to and sharing of inter-agency data, as appropriate;
- The County seeks to maximize interagency coordination, and has recently established the Office of Reentry and Justice to continue in these efforts.

Since the fall of 2013, the County has also received data collection and program evaluation services from Resource Development Associates, which have included data dashboard development, preliminary program evaluation and recidivism analysis services.

⁵ <http://reentrysuccess.org/>



While much has been accomplished, there is presently a need to update the County's Reentry Strategic Plan with the intent of developing annual Action Plans to advance and improve upon the objectives identified in the AB 109 Operations Plan. In September 2016, the County was notified that it had been awarded a federal grant called "Smart Reentry: Focus on Evidence-based Strategies for Successful Reentry from Incarceration to Community." During the first year planning phase of the grant, the County is required to develop a local reentry strategic plan that describes our long-term reentry strategy and includes measurable annual and 5-year performance outcomes that are related to the long-term goals of increasing public safety and reducing recidivism.

V. Funding

Up to \$60,000 (sixty thousand dollars) is allocated to fund these reentry system strategic planning services.

VI. Purpose, Scope of Services of RFQ

A. Purpose:

The County seeks responders to provide reentry system strategic planning services over the course of 6 months with the goal of preparing an updated Reentry Strategic Plan for the Board of Supervisors' adoption, consistent with the requirements of the federal Smart Reentry grant. These services may be provided by individual organizations or by a partnership of organizations. This strategic planning process should provide an opportunity to ensure local stakeholders and policymakers work together to identify and address local policy or procedural barriers to effective reentry, especially among the transition age youth (18-25) population.

System planning will involve departments and divisions of multiple County agencies and municipalities; multiple systems (law enforcement, behavioral health, social service, courts, education); private/nonprofit service providers; and community members at large.

The project may require contractors with multiple capacities including:

- ✓ Assessment of existing criminal justice and reentry system models;
- ✓ The ability to identify needs, challenges, and potential solutions to enable research, selection, implementation, and analysis of appropriate reforms.

The project may require the utilization of mixed methods, including combined review and analysis of departmental documentation; quantitative data from County and private data systems; and qualitative data from interviews with partner agencies, service providers, and community members.

These services must be independent and objective. In the performance of these services, the successful contractor shall avoid all conflicts of interest and all appearances of conflicts of interest. All conflicts of interest and potential conflicts of interest shall be described in detail in the response with any proposed resolutions to allow the services to be completed objectively.



Proposers must demonstrate expertise in facilitating discussions and system planning in the areas of reentry and justice. The successful contractor must collaborate with traditional County criminal justice stakeholders and community representatives to identify appropriate system reforms and plan implementation of those reforms. In developing the plan, the contractor is expected to engage representatives from the fields of public safety, community corrections, housing (including partnerships with public housing authorities), homeless services providers, health, education, substance abuse, children and families services, victims' services, employment, and business.

The most qualified bidder will have multiple examples of providing the services described, and some evidence of doing so on projects or in systems related to reentry or the administration of justice. A qualified contractor must demonstrate an ability to effectively collaborate with a project team identified by the ORJ to guide the development of the plan's essential elements, and the expertise to meaningfully engage the broader community of key stakeholders as they develop contents of the plan. They will meet the expectation that a draft Reentry Strategic Plan will be presented to the public in the east, central, and west regions of the County to gain input on the plan before a final plan is presented to the Contra Costa County Board of Supervisors for adoption.

Responders should demonstrate past experience or willingness to collaborate with other research partners or consultants that may be engaged by the County on other projects.

Contractors may be expected to appear before and present to the Community Corrections Partnership, Public Protection Committee and the Board of Supervisors during the contract period, providing reports both orally and written.

B. Scope of Services

Per the requirements of the federal Smart Reentry grant, the Reentry Strategic Plan must incorporate the following components:

- A multi-disciplinary, jurisdiction-wide reentry strategy to improve outcomes for individuals coming home from incarceration that incorporates the federally established "Fundamental Principles of Evidence-Based Correctional Practice." (See Attachment A)
- A detailed implementation schedule and sustainability plan.
- A description of the role local governmental agencies, nonprofit organizations, and community stakeholders will play in the reentry strategy with certification of the involvement of such agencies and organizations.
- Extensive evidence of collaboration with state and local government agencies overseeing health, mental health, housing (including partnerships with public housing authorities), homeless services, child welfare, education, substance abuse, victims'



services, employment services, and local law enforcement.

- A discussion of the role state corrections departments, community corrections agencies, local jails, and/or juvenile corrections systems have in ensuring successful reentry of individuals into local communities from incarceration.

Responders should demonstrate capacity and experience in multiple realms, such as:

1. Facilitation of group activities to support meaningful participation by each group member;
2. Assessment and recommendations to those responsible for the administration of justice and reentry programs;
3. Development of countywide, shared definitions for the critical elements of complex systems;
4. Engagement of key stakeholders and community groups in the production of a public report;
5. Subject-matter research for, and performance measurement of, complex systems such as those responsible for the administration of justice.
6. Development of countywide, shared baseline datasets and common baseline outcome metrics, benchmarks, and comparison sets;
7. Applying mixed-methods designs, incorporating both quantitative and qualitative techniques, in the analysis and evaluation of reentry and justice related programs;
8. Assessment and recommendations related to the development of data gathering infrastructures.

VII. Contract Monitoring

The ORJ staff will actively monitor services provided through these contracts and will:

- a. Monitor any subcontracts written by and entered into by the contractor;
- b. Provide information to contractors concerning additional State or County data requirements not provided herein.

At a minimum, contractors will be expected to:

- a. Be able to enter into contract and begin service delivery within 1 month of award;
- b. Perform all services without material deviation from an agreed-upon Service Plan;
- c. Complete periodic progress reports in a timely manner;
- d. Maintain adequate records of service provision to document compliance with the Service Plan;
- e. Cooperate with the collection and sharing of data and information as requested by the County.



RFQ Requirements and Instructions for Responders

The responder requirements in this section are mandatory. Contra Costa County reserves the right to waive any nonmaterial variation.

1. All responders shall submit one (1) original response package and eight (8) complete copies of the response, under sealed cover, by mail or hand-delivery to the CAO at 651 Pine Street, 10th Floor, Martinez, CA 94553 to be received **no later than 12:00 p.m. on, May 10, 2017**. Each submission must be marked on the outside with the Responder's name and RFQ #1703-213. Any response received after the deadline will be rejected. **Postmarks, faxed and e-mailed submissions are not acceptable.**
2. The ORJ staff will review all received responses to make sure they are technically compliant with formatting and submission guidelines as per the RFQ. Responses that are non-compliant with technical requirements will not move forward to the Review Panel.
3. All costs incurred in the preparation of a response will be the responsibility of the responder and will not be reimbursed by the County.
4. A response may be withdrawn in person prior to **12:00 p.m. (noon) on May 15, 2017**. If withdrawing a response, the person must be a signatory or identified point of contact in the response, provide appropriate government issued picture identification (i.e. driver's license), and sign a receipt attesting to his/her withdrawal of the response.
5. Any questions regarding this RFQ should be emailed to Lara.DeLaney@cao.cccounty.us on or before **12:00 p.m. on April 26, 2017**. Please include RFQ #1703-213 in the subject line.
6. The ORJ may amend this RFQ, if needed, to make changes or corrections to specifications or provide additional information. Amendments will be posted at <http://www.co.contra-costa.ca.us/2366/Services-Programs> and, if after the mandatory Bidders Conference, emailed to all those who attended the Bidders Conference. The ORJ may extend the RFQ submission date, if necessary, to allow responders adequate time to consider amendments and submit required information.
7. The RFQ process may be canceled in writing by the ORJ prior to awards if the Contra Costa County Board of Supervisors determines that cancellation is in the best interest of the County. With respect to this RFQ, the County reserves the right to reject any, some, or all responses. The County reserves the right to negotiate separately in any manner to serve the best interests of the County. All responses become property of the County, without obligation to any responder.
8. Responses will be judged on overall quality of content and responsiveness to the purpose and specifications of this RFQ. Responses should be without expensive artwork, unusual printing, or other materials not essential to the utility and clarity of the response.



9. A Review Panel will evaluate responses received. The seven member panel may be composed of representatives from the Office of Reentry & Justice, the Public Defender's Office, the Sheriff's Office, the Probation Department, the District Attorney's Office, the Community Advisory Board of the Community Corrections Partnership, or a member of any other County department or advisory body. (*Panel composition subject to change depending on availability of participants.*) Responders will be notified of the panel's recommendation in writing. Award of a contract by the Board of Supervisors will constitute acceptance of a response.
10. Only responders submitting a response in accordance with RFQ #1703-213 may appeal the RFQ process. Appeals must be submitted in writing and should be addressed to Lara DeLaney, Senior Deputy County Administrator and Director of Office of Reentry & Justice, and received at 651 Pine Street, 10th Floor, Martinez, CA 94553, no later than **5:00 p.m. on June 2, 2017**. Notification of a final decision on the appeal shall be made in writing to the responder within five (5) days, and the decision of the CAO shall be final and not subject to further review. When submitting, an appellant must clearly state the action appealed, the harm to the appellant, and the remedy sought. Appeals shall be limited to the following grounds:
 - Failure of the County to follow the selection procedures and adhere to requirements specified in the RFQ or any addenda or amendments.
 - There has been a violation of conflict of interest as provided by California Government Code Section 87100 et seq.
 - A violation of State or Federal law.
11. Successful responders will be expected to promptly enter contract negotiation with ORJ staff. This may result in mutually agreed upon changes in plans or activities identified in the response. As a result of this negotiation, actual contract(s) may include other agreements and clarifications of activities, consistent with the intent of the County in releasing this RFQ. Services will begin upon the signing of a contract according to a mutually agreed upon start-up schedule. The County is not liable for any cost incurred by the contractor prior to the effective date of any contract.
12. The ORJ staff will actively monitor service implementation and delivery and provide contract monitoring. Any material breach of contract requirements will constitute grounds for terminating the contract.
13. The contract(s) from this RFQ will be for the July 1, 2017 through December 31, 2017 period, with satisfactory performance as a condition of any future contract renewal.
14. Each response to this RFQ will be a public record subject to disclosure under the California Public Records Act (Government Code, § 6250, et seq.) and the County's Better Government Ordinance (County Ordinance Code, Title 2, Division 25) once a contract is awarded by the Board of Supervisors or this RFQ process is canceled.



Response Preparation Instructions

RESPONSE INSTRUCTIONS

1. Responses must be in the form of a package containing a complete response and all required supporting information and documents. Each responder must submit one (1) original package and eight (8) complete copies with attachments included.
3. Response materials are to be double-spaced on 8 1/2" x 11" paper (*recycled preferred*) with no less than 1" margins on all sides, using an easy to read 12-point font. Total response should not exceed 12 pages excluding cover sheet and required attachments.
4. Pages must be numbered consecutively with each section identified by an appropriate Roman numeral.
5. Forms 1-2 (attached to this RFQ) are to be completed and attached.
6. All information in the response package must be presented in the following sequence.

RESPONSE OUTLINE

SECTION I– COVER STATEMENT AND TABLE OF CONTENTS

I.1 Cover Statement (Form #1)

1. The Proposal Cover Statement with original signatures, **in blue ink**, of the bidder's Board of Directors' President and Executive Director (*or equivalent titles*) must be attached as the top document to the original of the proposal and precede both the Table of Contents the response Statement of Qualifications. Copies of the form must also serve as a cover page to the remaining eight (8) proposal copies submitted.

I.2 Table of Contents

SECTION II– STATEMENT OF QUALIFICATIONS

II.1 Agency Overview (1-2 pages, 10 points)

Information regarding any intended partners in a response should also be included.

1. State Your Organization's:
 - a. Mission and overall service philosophy.
2. Briefly Describe Your Organization's:
 - a. History, years in operation, and number of years providing services related to



- those described in Section VI of the Statement of Work.
- b. Primary areas of expertise and current core services provided.
 - c. The geographic location of your organization's headquarters and main geographic areas in which you work.
3. Briefly describe how your organization meets the Minimum Organizational Requirements set forth in Section III.

II.2 Qualifications for Scope of Work (5 pages or fewer, 60 points)

1. Organizational Capacity to Provide Services

- a. Describe your organizational capacity to perform the services described in Section VI of this RFQ, including the location of the main office you will operate from while working on this project. *If you are proposing an agency partner with you to provide any service, the partner agency's capacity must also be described.*
- b. Discuss the workload, both current and anticipated, for all key team members, and their capacity and qualifications to perform the requested services for the project. *If you are proposing a partner agency to provide any service, the skill and qualifications of the partner agency's staff must also be discussed.*
- c. Describe your staff's experience and expertise in working with diverse sub-populations. *If you are proposing a partner agency, the partner agency's staff experience and expertise must also be discussed.*
- d. Describe your organization's understanding of cultural competency, equity and inclusion, and implicit bias in the context of reentry and justice related projects, and how these concepts inform your organization's work (*and that of any intended partners*), if at all.
- e. Describe any conflicts of interest and/or potential conflicts of interest in detail with any proposed resolutions to allow the services to be completed objectively.

2. Technical Expertise

- a. Discuss your (*and/or your partner agency's*) subject-matter expertise in:
 - i) reentry and criminal justice and social service systems and/or data analysis;
 - ii) community engagement related to selection, implementation, and assessment of reentry and criminal justice reform;



- iii) public/private multi-stakeholder projects;
 - iv) public presentation of data.
- b. Discuss your expertise (*or that of your partner agency*) in group facilitation for multi-stakeholder initiatives that engage public agencies, law enforcement, community-based organizations, and community members, including formerly incarcerated individuals and their family members.
3. Experience with Similar Projects
- a. Describe any similar past projects including the scope of the project, relevance, stakeholders, and a brief summary of the approach and services provided. If relevant, indicate any collaborative partners engaged to complete the project. In addition, indicate any challenges encountered and how they were addressed.
 - b. Describe any similar past projects that involved informal or formal collaboration with additional research partners or initiatives. Describe past experience collaborating with research partners and highlight any lessons applicable to this scope of work.
4. Required Attachments
- b. Attach a current organizational chart to the response. *The organizational chart will not count towards any page limits.*
 - c. Attach a current resume or CV for each staff position proposed for this project, and the executive management of the organization. *Clearly indicate positions you will need to hire. Any attached resume or CV will not count against any page limit. If you are proposing a partner agency, the partner agency plan must also be described.*

II.3 Provision of Services (3-4 pages, 20 points)

1. Approach to Service Delivery
- a. Discuss how, where, and by whom services would be provided.
 - b. Specify your approach to ensuring buy-in and ownership of the strategies identified, with a view toward effective implementation;
 - c. Specify your approach to determining the plan's key performance indicators and outcomes;
 - d. Specify your approach to ensuring cost feasibility and sustainability of included strategic initiatives.



2. Service Delivery Timeline

- a. Attach a timeline that includes any intended phases and milestones for the services to be delivered with the key activities of staff and partners included. *Any attached timeline will not count against any page limit.*

SECTION III – FEE INFORMATION

III. Fee Schedule (1 page, 10 points)

- Include the compensation rates and hours/FTEs of proposed personnel.
- Propose the cost for the program and or projects undertaken, if a phased approach is utilized. Tie costs to anticipated phases or milestones.

SECTION IV – LETTERS OF RECOMMENDATION

IV. Supporting Letters

Provide no more than three (3) relevant letters of recommendation. Each letters should speak specifically to the services you are seeking to provide, your organization's demonstrated experience and expertise, and should not exceed a single page.

SECTION V – BIDDER'S QUESTIONNAIRE (Form #2)



Response Review and Selection

All responses submitted in compliance with the RFQ requirements will be eligible for review and selection.

Response Selection Methodology:

- A. ORJ staff will review each response's adherence to RFQ specifications.
- B. All responses deemed responsive and compliant will be referred to the RFQ Review Panel.
 - 1. The Review Panel will review all qualified responses and evaluate and score all responses utilizing the Rating Sheet on page 20.
 - 2. Interviews may be conducted during the week of May 22, 2017, as needed.
- C. The Review Panel will make recommendations for contract award to the Board of Supervisors.



Rating Sheet

Responses will be rated as follows with a maximum score of 100:

Program Elements and Possible Score

- I. Cover Statement and Table of Contents *(required but not rated)*
-
- II.1. Agency Overview 0-10
1. Organization's overall services/history (5 pts.)
2. Organization's compliance with MOR (5 pts.)
-
- II.2. Qualifications 0-60
1. Capacity to Provide Services (20 pts.)
2. Technical Expertise (20 pts.)
3. Experience with Similar Projects (20 pts.)
4. Attachments *(required but not rated)*
-
- II.3. Provision of Services 0-20
1. Approach to Service Delivery (15 pts.)
2. Timeline reasonable and practical (5 pts.)
-
- III. Fee Information 0-10
1. Fees reasonable, cost-effective, and necessary (10 pts.)
-
- IV. Letters of Recommendation *(required but not rated)*
-
- IV. Bidder's Questionnaire *(required but not rated)*

Total: 100 pts.



Required Attachments and Checklist

Each respondent must submit a response in the following order with documents as described (unless otherwise noted). Duplicate enclosed forms as necessary.

- A. Proposal Cover Statement (Form #1)** attached as cover to each proposal
- B. Table of Contents**
- C. Statement of Qualifications**
- D. Organization Chart**
- E. Resumes of Executive Director and program staff**
- F. Implementation Timeline**
- G. Fee Information**
- H. Letters of Recommendation** (*up to 3*)
- I. Bidder's Questionnaire (Form #2)**, completed and signed by Agency Executive Director and President of Agency Board of Directors (*or equivalent*). (*Form #2 with original signatures must accompany original proposal.*)



FORM #1

PROPOSAL COVER STATEMENT

REENTRY SYSTEM STRATEGIC PLANNING SERVICES

Applicant
Organization _____
Business
Address _____

Phone _____ email: _____ Year Organization Founded _____
Contact Person & Title _____

501(c)3 ___ yes Exemption Expiration Date
___ no Other (explain): _____

Federal Employer Number: _____

We submit the attached proposal and attachments in response to Contra Costa County's Request for Qualifications #1703-213, and declare that:

If the Board of Supervisors of Contra Costa County accepts this proposal, we will enter into a standard contract with Contra Costa County to provide all work specified herein as proposed or in accordance with modifications required by Contra Costa County. Funds obtained through this contract will not be used for other programs operated by the bidder/contractor unless stipulated within the proposal and accepted by the County.

Authorized representatives: (two signatures required)

Name: _____ Date: _____

Signature: _____
Executive Director

Name: _____

Signature: _____ Date: _____
Board President

This form must accompany the proposal package when submitted. Only one copy with original signatures is required.



FORM #2

BIDDER'S QUESTIONNAIRE

1. List any licenses or certifications held by the agency, with expiration dates.

2 (a) Who administers your agency's fiscal system?

Name: _____

Phone: _____

Title: _____

Work Schedule: _____

(b) What CPA firm maintains or reviews the agency's financial records and annual audit, if applicable?

Name: _____

Phone: _____ Address: _____

3. Number of years bidder operated under the present business name. ____
List related prior business names, if any, and timeframe for each.

4. Number of years bidder has provided the services described in this proposal or related services. ____

5. Has bidder failed or refused to complete any contract? Yes No
If yes, briefly explain:

6. Is there any past, present, or pending litigation in connection with contracts for services involving the bidder or any principal officer of the agency? Yes No
If yes, briefly explain.



FORM #2, Cont.

7. Does bidder have a controlling interest in any other firm(s)? Yes No
If yes, please list below.

8. Does bidder have commitments or potential commitments that may impact assets, lines of credit or otherwise affect agency's ability to fulfill this RFQ? Yes No
If yes, specify below.

Bidder attests, under penalty of perjury, that all information provided herein is complete and accurate. Bidder agrees to provide to County other information the County may request as necessary for an accurate determination of bidder's qualifications to perform proposed services.

Name and Title

(Executive Director)

Date

Name and Title

(Board President)

Date



General Conditions

1. **Compliance with Law.** Contractor is subject to and must comply with all applicable federal, state, and local laws and regulations with respect to its performance under this Contract, including but not limited to, licensing, employment, and purchasing practices; and wages, hours, and conditions of employment, including nondiscrimination.
2. **Inspection.** Contractor's performance, place of business, and records pertaining to this Contract are subject to monitoring, inspection, review and audit by authorized representatives of the County, the State of California, and the United States Government.
3. **Records.** Contractor must keep and make available for inspection and copying by authorized representatives of the County, the State of California, and the United States Government, the Contractor's regular business records and such additional records pertaining to this Contract as may be required by the County.
 - a. **Retention of Records.** Contractor must retain all documents pertaining to this Contract for five years from the date of submission of Contractor's final payment demand or final Cost Report; for any further period that is required by law; and until all federal/state audits are complete and exceptions resolved for this Contract's funding period. Upon request, Contractor must make these records available to authorized representatives of the County, the State of California, and the United States Government.
 - b. **Access to Books and Records of Contractor, Subcontractor.** Pursuant to Section 1861(v)(1) of the Social Security Act, and any regulations promulgated thereunder, Contractor must, upon written request and until the expiration of five years after the furnishing of services pursuant to this Contract, make available to the County, the Secretary of Health and Human Services, or the Comptroller General, or any of their duly authorized representatives, this Contract and books, documents, and records of Contractor necessary to certify the nature and extent of all costs and charges hereunder.

Further, if Contractor carries out any of the duties of this Contract through a subcontract with a value or cost of \$10,000 or more over a twelve-month period, such subcontract must contain a clause to the effect that upon written request and until the expiration of five years after the furnishing of services pursuant to such subcontract, the subcontractor must make available to the County, the Secretary, the Comptroller General, or any of their duly authorized representatives, the subcontract and books, documents, and records of the subcontractor necessary to verify the nature and extent of all costs and charges thereunder.

This provision is in addition to any and all other terms regarding the maintenance or retention of records under this Contract and is binding on the heirs, successors, assigns and representatives of Contractor.



4. **Reporting Requirements.** Pursuant to Government Code Section 7550, Contractor must include in all documents and written reports completed and submitted to County in accordance with this Contract, a separate section listing the numbers and dollar amounts of all contracts and subcontracts relating to the preparation of each such document or written report. This section applies only if the Payment Limit of this Contract exceeds \$5,000.

5. **Termination and Cancellation.**
 - a. **Written Notice.** This Contract may be terminated by either party, in its sole discretion, upon thirty-day advance written notice thereof to the other, and may be cancelled immediately by written mutual consent.

 - b. **Failure to Perform.** County, upon written notice to Contractor, may immediately terminate this Contract should Contractor fail to perform properly any of its obligations hereunder. In the event of such termination, County may proceed with the work in any reasonable manner it chooses. The cost to County of completing Contractor's performance will be deducted from any sum due Contractor under this Contract, without prejudice to County's rights to recover damages.

 - c. **Cessation of Funding.** Notwithstanding any contrary language in Paragraphs 5 and 11, in the event that federal, state, or other non-County funding for this Contract ceases, this Contract is terminated without notice.

6. **Entire Agreement.** This Contract contains all the terms and conditions agreed upon by the parties. Except as expressly provided herein, no other understanding, oral or otherwise, regarding the subject matter of this Contract will be deemed to exist or to bind any of the parties hereto.

7. **Further Specifications for Operating Procedures.** Detailed specifications of operating procedures and budgets required by this Contract, including but not limited to, monitoring, evaluating, auditing, billing, or regulatory changes, may be clarified in a written letter signed by Contractor and the department head, or designee, of the county department on whose behalf this Contract is made. No written clarification prepared pursuant to this Section will operate as an amendment to, or be considered to be a part of, this Contract.

8. **Modifications and Amendments.**
 - a. **General Amendments.** In the event that the total Payment Limit of this Contract is less than \$100,000 and this Contract was executed by the County's Purchasing Agent, this Contract may be modified or amended by a written document executed by Contractor and the County's Purchasing Agent or the Contra Costa County Board of Supervisors, subject to any required state or federal approval. In the event that the total Payment Limit of this Contract exceeds \$100,000 or this Contract was initially approved by the Board of Supervisors, this Contract may be modified or amended only by a written



document executed by Contractor and the Contra Costa County Board of Supervisors or, after Board approval, by its designee, subject to any required state or federal approval.

- b. **Minor Amendments.** The Payment Provisions and the Service Plan may be amended by a written administrative amendment executed by Contractor and the County Administrator (or designee), subject to any required state or federal approval, provided that such administrative amendment may not increase the Payment Limit of this Contract or reduce the services Contractor is obligated to provide pursuant to this Contract.
9. **Disputes.** Disagreements between County and Contractor concerning the meaning, requirements, or performance of this Contract shall be subject to final written determination by the head of the county department for which this Contract is made, or his designee, or in accordance with the applicable procedures (if any) required by the state or federal government.
10. **Choice of Law and Personal Jurisdiction.**
 - a. This Contract is made in Contra Costa County and is governed by, and must be construed in accordance with, the laws of the State of California.
 - b. Any action relating to this Contract must be instituted and prosecuted in the courts of Contra Costa County, State of California.
11. **Conformance with Federal and State Regulations and Laws.** Should federal or state regulations or laws touching upon the subject of this Contract be adopted or revised during the term hereof, this Contract will be deemed amended to assure conformance with such federal or state requirements.
12. **No Waiver by County.** Subject to Paragraph 9. (Disputes) of these General Conditions, inspections or approvals, or statements by any officer, agent or employee of County indicating Contractor's performance or any part thereof complies with the requirements of this Contract, or acceptance of the whole or any part of said performance, or payments therefor, or any combination of these acts, do not relieve Contractor's obligation to fulfill this Contract as prescribed; nor is the County thereby prevented from bringing any action for damages or enforcement arising from any failure to comply with any of the terms and conditions of this Contract.
13. **Subcontract and Assignment.** This Contract binds the heirs, successors, assigns and representatives of Contractor. Prior written consent of the County Administrator or his designee, subject to any required state or federal approval, is required before the Contractor may enter into subcontracts for any work contemplated under this Contract, or before the Contractor may assign this Contract or monies due or to become due, by operation of law or otherwise.



14. **Independent Contractor Status.** The parties intend that Contractor, in performing the services specified herein, is acting as an independent contractor and that Contractor will control the work and the manner in which it is performed. This Contract is not to be construed to create the relationship between the parties of agent, servant, employee, partnership, joint venture, or association. Contractor is not a County employee. This Contract does not give Contractor any right to participate in any pension plan, workers' compensation plan, insurance, bonus, or similar benefits County provides to its employees. In the event that County exercises its right to terminate this Contract, Contractor expressly agrees that it will have no recourse or right of appeal under any rules, regulations, ordinances, or laws applicable to employees.

15. **Conflicts of Interest.** Contractor covenants that it presently has no interest and that it will not acquire any interest, direct or indirect, that represents a financial conflict of interest under state law or that would otherwise conflict in any manner or degree with the performance of its services hereunder. Contractor further covenants that in the performance of this Contract, no person having any such interests will be employed by Contractor. If requested to do so by County, Contractor will complete a "Statement of Economic Interest" form and file it with County and will require any other person doing work under this Contract to complete a "Statement of Economic Interest" form and file it with County. Contractor covenants that Contractor, its employees and officials, are not now employed by County and have not been so employed by County within twelve months immediately preceding this Contract; or, if so employed, did not then and do not now occupy a position that would create a conflict of interest under Government Code section 1090. In addition to any indemnity provided by Contractor in this Contract, Contractor will indemnify, defend, and hold the County harmless from any and all claims, investigations, liabilities, or damages resulting from or related to any and all alleged conflicts of interest. Contractor warrants that it has not provided, attempted to provide, or offered to provide any money, gift, gratuity, thing of value, or compensation of any kind to obtain this Contract.

16. **Confidentiality.** To the extent allowed under the California Public Records Act, Contractor agrees to comply and to require its officers, partners, associates, agents and employees to comply with all applicable state or federal statutes or regulations respecting confidentiality, including but not limited to, the identity of persons served under this Contract, their records, or services provided them, and assures that no person will publish or disclose or permit or cause to be published or disclosed, any list of persons receiving services, except as may be required in the administration of such service. Contractor agrees to inform all employees, agents and partners of the above provisions, and that any person knowingly and intentionally disclosing such information other than as authorized by law may be guilty of a misdemeanor.

17. **Nondiscriminatory Services.** Contractor agrees that all goods and services under this Contract will be available to all qualified persons regardless of age, gender, race, religion, color, national origin, ethnic background, disability, or sexual orientation, and that none will be used, in whole or in part, for religious worship.



18. **Indemnification.** Contractor will defend, indemnify, save, and hold harmless County and its officers and employees from any and all claims, demands, losses, costs, expenses, and liabilities for any damages, fines, sickness, death, or injury to person(s) or property, including any and all administrative fines, penalties or costs imposed as a result of an administrative or quasi-judicial proceeding, arising directly or indirectly from or connected with the services provided hereunder that are caused, or claimed or alleged to be caused, in whole or in part, by the negligence or willful misconduct of Contractor, its officers, employees, agents, contractors, subcontractors, or any persons under its direction or control. If requested by County, Contractor will defend any such suits at its sole cost and expense. If County elects to provide its own defense, Contractor will reimburse County for any expenditures, including reasonable attorney's fees and costs. Contractor's obligations under this section exist regardless of concurrent negligence or willful misconduct on the part of the County or any other person; provided, however, that Contractor is not required to indemnify County for the proportion of liability a court determines is attributable to the sole negligence or willful misconduct of the County, its officers and employees. This provision will survive the expiration or termination of this Contract.
19. **Insurance.** During the entire term of this Contract and any extension or modification thereof, Contractor shall keep in effect insurance policies meeting the following insurance requirements unless otherwise expressed in the Special Conditions:
- a. **Commercial General Liability Insurance.** For all contracts where the total payment limit of the contract is \$500,000 or less, Contractor will provide commercial general liability insurance, including coverage for business losses and for owned and non-owned automobiles, with a minimum combined single limit coverage of \$500,000 for all damages, including consequential damages, due to bodily injury, sickness or disease, or death to any person or damage to or destruction of property, including the loss of use thereof, arising from each occurrence. Such insurance must be endorsed to include County and its officers and employees as additional insureds as to all services performed by Contractor under this Contract. Said policies must constitute primary insurance as to County, the state and federal governments, and their officers, agents, and employees, so that other insurance policies held by them or their self-insurance program(s) will not be required to contribute to any loss covered under Contractor's insurance policy or policies. Contractor must provide County with a copy of the endorsement making the County an additional insured on all commercial general liability policies as required herein no later than the effective date of this Contract. For all contracts where the total payment limit is greater than \$500,000, the aforementioned insurance coverage to be provided by Contractor must have minimum combined single limit coverage of \$1,000,000.
 - b. **Workers' Compensation.** Contractor must provide workers' compensation insurance coverage for its employees.
 - c. **Certificate of Insurance.** The Contractor must provide County with (a) certificate(s) of insurance evidencing liability and worker's compensation insurance as required herein



no later than the effective date of this Contract. If Contractor should renew the insurance policy(ies) or acquire either a new insurance policy(ies) or amend the coverage afforded through an endorsement to the policy at any time during the term of this Contract, then Contractor must provide (a) current certificate(s) of insurance.

- d. **Additional Insurance Provisions.** No later than five days after Contractor's receipt of: (i) a notice of cancellation, a notice of an intention to cancel, or a notice of a lapse in any of Contractor's insurance coverage required by this Contract; or (ii) a notice of a material change to Contractor's insurance coverage required by this Contract, Contractor will provide Department a copy of such notice of cancellation, notice of intention to cancel, notice of lapse of coverage, or notice of material change. Contractor's failure to provide Department the notice as required by the preceding sentence is a default under this Contract
20. **Notices.** All notices provided for by this Contract must be in writing and may be delivered by deposit in the United States mail, postage prepaid. Notices to County must be addressed to the head of the county department for which this Contract is made. Notices to Contractor must be addressed to the Contractor's address designated herein. The effective date of notice is the date of deposit in the mails or of other delivery, except that the effective date of notice to County is the date of receipt by the head of the county department for which this Contract is made.
21. **Primacy of General Conditions.** In the event of a conflict between the General Conditions and the Special Conditions, the General Conditions govern unless the Special Conditions or Service Plan expressly provide otherwise.
22. **Nonrenewal.** Contractor understands and agrees that there is no representation, implication, or understanding that the services provided by Contractor under this Contract will be purchased by County under a new contract following expiration or termination of this Contract, and Contractor waives all rights or claims to notice or hearing respecting any failure to continue purchasing all or any such services from Contractor.
23. **Possessory Interest.** If this Contract results in Contractor having possession of, claim or right to the possession of land or improvements, but does not vest ownership of the land or improvements in the same person, or if this Contract results in the placement of taxable improvements on tax exempt land (Revenue & Taxation Code Section 107), such interest or improvements may represent a possessory interest subject to property tax, and Contractor may be subject to the payment of property taxes levied on such interest. Contractor agrees that this provision complies with the notice requirements of Revenue & Taxation Code Section 107.6, and waives all rights to further notice or to damages under that or any comparable statute.
24. **No Third-Party Beneficiaries.** Nothing in this Contract may be construed to create, and the parties do not intend to create, any rights in third parties.



25. **Copyrights, Rights in Data, and Works Made for Hire.** Contractor will not publish or transfer any materials produced or resulting from activities supported by this Contract without the express written consent of the County Administrator. All reports, original drawings, graphics, plans, studies and other data and documents, in whatever form or format, assembled or prepared by Contractor or Contractor's subcontractors, consultants, and other agents in connection with this Contract are "works made for hire" (as defined in the Copyright Act, 17 U.S.C. Section 101 et seq., as amended) for County, and Contractor unconditionally and irrevocably transfers and assigns to Agency all right, title, and interest, including all copyrights and other intellectual property rights, in or to the works made for hire. Unless required by law, Contractor shall not publish, transfer, discuss, or disclose any of the above-described works made for hire or any information gathered, discovered, or generated in any way through this Agreement, without County's prior express written consent. If any of the works made for hire is subject to copyright protection, County reserves the right to copyright such works and Contractor agrees not to copyright such works. If any works made for hire are copyrighted, County reserves a royalty-free, irrevocable license to reproduce, publish, and use the works made for hire, in whole or in part, without restriction or limitation, and to authorize others to do so.
26. **Endorsements.** In its capacity as a contractor with Contra Costa County, Contractor will not publicly endorse or oppose the use of any particular brand name or commercial product without the prior written approval of the Board of Supervisors. In its County-contractor capacity, Contractor will not publicly attribute qualities or lack of qualities to a particular brand name or commercial product in the absence of a well-established and widely accepted scientific basis for such claims or without the prior written approval of the Board of Supervisors. In its County-contractor capacity, Contractor will not participate or appear in any commercially produced advertisements designed to promote a particular brand name or commercial product, even if Contractor is not publicly endorsing a product, as long as the Contractor's presence in the advertisement can reasonably be interpreted as an endorsement of the product by or on behalf of Contra Costa County. Notwithstanding the foregoing, Contractor may express its views on products to other contractors, the Board of Supervisors, County officers, or others who may be authorized by the Board of Supervisors or by law to receive such views.
27. **Required Audit.** (A) If Contractor is funded by \$750,000 or more in federal grant funds in any fiscal year from any source, Contractor must provide to County, at Contractor's expense, an audit conforming to the requirements set forth in the most current version of Office of Management and Budget Circular A-133. (B) If Contractor is funded by less than \$750,000 in federal grant funds in any fiscal year from any source, but such grant imposes specific audit requirements, Contractor must provide County with an audit conforming to those requirements. (C) If Contractor is funded by less than \$750,000 in federal grant funds in any fiscal year from any source, Contractor is exempt from federal audit requirements for that year; however, Contractor's records must be available for and an audit may be required by, appropriate officials of the federal awarding agency, the General Accounting Office (GAO), the pass-through entity and/or the County. If any such audit is required, Contractor must provide County with such audit. With respect to the audits specified in (A), (B) and



(C) above, Contractor is solely responsible for arranging for the conduct of the audit, and for its cost. County may withhold the estimated cost of the audit or 10 percent of the contract amount, whichever is greater, or the final payment, from Contractor until County receives the audit from Contractor.

28. **Authorization**. Contractor, or the representative(s) signing this Contract on behalf of Contractor, represents and warrants that it has full power and authority to enter into this Contract and to perform the obligations set forth herein.
29. **No Implied Waiver**. The waiver by County of any breach of any term or provision of this Contract will not be deemed to be a waiver of such term or provision or of any subsequent breach of the same or any other term or provision contained herein.

Second Chance Act Grantees: What You Need to Know to Ensure Your Program Is Built on Principles of Effective Practice

Fundamental Principles of Evidence-Based Correctional Practice

The primary objective of the Second Chance Act is to reduce recidivism. Based upon reliable research findings, there are six fundamental principles of evidence-based correctional practice that are widely accepted as strategies to reduce future criminal behavior.

- 1) Objectively Assess Criminogenic Risks and Needs:** Maintain a comprehensive system to establish risk screening and needs assessment. The actuarial assessment of justice-involved individuals—in a reliable and valid manner—is essential for the effective supervision and treatment of people returning from prisons, jails, and juvenile facilities (Andrews and Bonta, 2010). The levels of supervision and services for individuals must be matched to individual risk and need.
- 2) Enhance Intrinsic Motivation:** Staff must be able to relate to individuals in interpersonally sensitive and constructive ways in order to enhance intrinsic motivation. Research findings suggest that motivational interviewing or other cognitive-behavioral communication techniques can effectively enhance a person's desire to initiate and maintain behavior changes (Miller and Rollnick, 2002; Miller and Mount, 2001).
- 3) Target Higher-Risk Individuals:** Prioritize primary supervision and treatment resources for individuals who are at higher risk to re-offend. Consistent findings from a wide variety of recidivism studies show that supervision and treatment resources focused on lower-risk individuals produce little, if any, positive effect on the rates of subsequent criminal behavior (McGuire, 2001, 2002) and can at times increase the risk level of people in the low-risk categories. Maximum benefit is gained only when intervention resources are directed to moderate- and high-risk individuals.
- 4) Address Individuals' Greatest Criminogenic Needs:** The greatest emphasis must be placed on addressing those needs which are most closely associated with criminal behavior. When the factors that lead the individual to commit crimes are effectively addressed, that person is less likely to commit crime (Elliot, 2001).
- 5) Use Cognitive-Behavioral Interventions:** These strategies are focused on changing an individual's thinking patterns in order to change future behavior. The most effective interventions provide opportunities for participants to practice new behavior patterns and skills with feedback from program staff. (Andrews and Bonta, 2010)
- 6) Determine Dosage and Intensity of Services:** Higher-risk individuals require significantly more structure and services than lower-risk individuals. High-risk individuals should receive a minimum of 300 hours of cognitive-based interventions, moderate-risk individuals should receive a minimum of 200 hours, and low-risk individuals should receive a minimum of 100 hours of cognitive-based interventions. Additionally, during the initial three to nine months post-release, 40%–70% of high-risk individuals' free time needs to be occupied with delineated routine and appropriate services (Bourgon and Armstrong, 2006; Latessa, 2004; Gendreau and Goggin,