

REQUEST FOR PROPOSALS (RFP)

# Feasibility Study for the Privatization of Juvenile Justice Facilities

State of Alaska

Department of Health and Social Services



**Submitted by:**  
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**Submitted to:**  
State of Alaska  
Department of Health and Social Services  
Division of Finance and Management Services  
350 Main Street, Room 125  
Juneau , AK 999811

# TABLE OF CONTENTS



**State of Alaska**

Feasibility Study for the Privatization of Juvenile Justice Facilities

**Section 1: Introduction**

**Section 2: Understanding of the Project**

**Section 3: Methodology Used for the Project**

**Section 4: Management Plan for the Project**

**Section 5: Experience and Qualifications**

**Forms**

# SECTION 1: Introduction





June 22, 2016

State of Alaska  
Department of Health and Social Services  
Division of Finance and Management Services  
350 Main Street, Room 125  
Juneau , AK 999811

To the Members of the Evaluation Committee:

Carter Goble Associates, LLC is pleased to submit this proposal to the State of Alaska. Our Project Manager, Karl Becker will be the point of contact for any information regarding this proposal. His information is provided below:

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Carter Goble Associates, LLC's Alaska Business License number is 997036.

A copy of the business license is provided on the following page.

By signing this proposal, we certify that our firm complies with the following:

- a. The laws of the State of Alaska;
- b. The applicable portion of the Federal Civil Rights Act of 1964;
- c. the Equal Employment Opportunity Act and the regulations issued thereunder by the federal government;
- d. the Americans with Disabilities Act of 1990 and the regulations issued thereunder by the federal government;
- e. all terms and conditions set out in this RFP;
- f. a condition that the proposal submitted was independently arrived at, without collusion, under penalty of perjury;
- g. that the offer will remain open and valid for at least 90 days; and
- h. that programs, services, and activities provided to the general public under the resulting contract conform with the Americans with Disabilities Act of 1990, and the regulations issued thereunder by the federal government.

State of Alaska, Feasibility Study for the Privatization of Juvenile Justice Facilities

Neither the firm, nor any individual assigned to work on the contract has a possible conflict of interest with the State of Alaska.

We look forward to the opportunity to work with the State of Alaska on this project.

Sincerely,



W. Robert Glass, AIA  
(509) 953-2587  
bglass@cglcompanies.com

Alaska Business License # **997036**

**Alaska Department of Commerce, Community, and Economic Development**  
Division of Corporations, Business and Professional Licensing  
P.O. Box 110806, Juneau, Alaska 99811-0806

This is to certify that

**CARTER GOBLE ASSOCIATES, LLC**

2485 NATOMAS PARK DR. SACRAMENTO CA 95833

owned by

CARTER GOBLE ASSOCIATES, LLC

is licensed by the department to conduct business for the period

April 24, 2015 through December 31, 2016  
for the following line of business:

55 - Management of companies and enterprises

This license shall not be taken as permission to do business in the state without having complied with the other requirements of the laws of the State or of the United States.

This license must be posted in a conspicuous place at the business location.  
It is not transferable or assignable.

Chris Hladick



## SECTION 2:

# Understanding of the Project



# 2 Understanding of the Project

The impetus for this project is Senate Bill 74, passed in April 2016, which mandates analysis of the feasibility of privately contracting for services currently provided directly by the Alaska Department of Health and Social Services. This specific project examines the feasibility of privatizing the operation and/or programs offered in the Department of Juvenile Justice's (DJJ) short-term secure detention facilities for youthful offenders. The analysis will identify which approach represents the best overall value for the state in terms of balancing cost efficiency with optimizing program effectiveness.

Out-sourcing in this manner represents a major departure from established systems in the state for managing the detention and delivery of treatment services to youthful offenders. Feasibility analysis of this type of initiative requires a careful and comprehensive examination of the complex interplay of factors and unique characteristics at work in the Alaska juvenile justice system in order to ensure that alternative organizational and management approaches under consideration meet system needs and objectives.

The analysis will be predicated on the assumption that under any privatization scenario, service providers will be held to the same standards as currently maintained by the DJJ in areas such as security, program service delivery, performance metrics, risk management, and facility conditions. This will allow for a fair comparison between the cost/performance profile of the current state-managed facilities with the cost/performance profile of alternative approaches to privatizing an equivalent level of service. One of the common problems in evaluating privatization initiatives is that vendors are often held to a lower standard of service or operations. For example, most private prisons do not accept maximum security inmates or inmates that have major health issues. This makes fair comparison with prisons that must manage those responsibilities difficult.

Key components of the study will include identification of viable alternatives for each facility; analysis of the legal basis for transfer of short-term, secure juvenile detention services; cost/benefit analysis of each identified alternative, approaches to assure quality and required program services levels for each alternative; evaluation of alternative approaches to facility maintenance and ownership; and assessment of the experience/best practices of other states with the privatization of juvenile detention facility services.

The study will culminate in a recommended option for the state that will produce the best value in terms of cost efficiency and program effectiveness, while also addressing the unique characteristics and service needs of the communities served by these facilities. If the study recommends privatization, a further assessment of feasibility will be conducted to determine the availability of potential vendors and optimal approaches to contract management. If the study does not recommend privatization, the analysis will instead identify cost-saving and quality improvement recommendations that can be implemented in the context of the current operation of these facilities. This work will be conveyed to the state in a comprehensive draft report due by December 1, 2016. We will work with the Department to address any issues noted in the draft, and submit a final report by January 15, 2017. In follow-up to delivery of the final report, key members of the project team will be available for legislative briefings through April 2017.

In order to meet this timeframe, we have assembled a highly experienced, skilled team with specific expertise in the key areas to be reviewed in this study. Our team includes a former juvenile detention facility administrator, a psychiatrist specializing in forensics and child psychiatry, a former Chief Purchasing Officer/Chief Financial Officer responsible for privatization initiatives in a large state correctional system, and analysts who have studied the operation and delivery of program services in juvenile detention facilities throughout the United States and Canada. The breadth of knowledge and experience our team brings to this project and the hours we have allocated to the project in our work plan will ensure that the Department will receive an analysis of the highest quality in the timeframe specified.

In order to assure effective communication on the progress of the project and any issues that may arise during the course of the analysis; our project work plan will include provisions for ongoing consultation and review with the Department. The work plan will also detail the process for submitting monthly progress reports that will keep the Department fully informed on project progress and issues on an ongoing basis.

The analysis described above will need to be structured to address a number of issues relating to privatization generally, and its specific application to the Alaska juvenile detention system. The primary rationale for privatization in jurisdictions that have adequately performing facilities and are not facing a need for expansion is the potential to reduce costs. An examination of the feasibility of privatization of short-term secure juvenile detention in Alaska will need to address whether this rationale is realistic given the following considerations:

#### **Vendor availability**

Privatization works best where there are multiple vendors in a market that compete to provide the best price for the services desired. The specific areas in which the state's juvenile facilities are located (Kenai, Palmer, Nome, and Ketchikan) are remote rural areas with dispersed populations that are unlikely to support multiple vendors capable of assuming responsibility for operating these facilities. Absence of competition drives up prices, making costs savings less likely.

#### **Vendor dependence**

To the extent there are not alternative service providers available in these communities capable of supplanting each other, privatization can result in excessive dependence upon a single vendor, which depresses the ability of the state to negotiate effective terms and hold the vendor accountable. This has implications for both cost and service delivery quality.

#### **Staff qualifications**

The vast majority of the cost of operating juvenile detention facilities is the cost of staff. In most jurisdictions this represents 65-75 percent of the costs of operations. The primary means that private providers have at their disposal to reduce costs below the level spent by the state is to either reduce the number of staff used to operate these facilities or to pay their staff less with fewer benefits. Given the required staffing ratios referenced in the RFP and the small size of these facilities which limits flexibility, reducing staffing levels is probably not feasible. Reducing staff compensation enough to create significant savings runs the risk of increasing turnover, creating difficulty in filling positions, and potentially reducing the quality of the staff.

#### **Availability of private professional/clinical staff/community acculturation**

Clinical mental health professionals with specific experience in dealing with juveniles, and familiarity with local community cultures, are in short supply throughout the United States, and particularly in Alaska. To the extent that the DJJ has developed adequate clinical staff resources in its current state-operated facilities, privatization may run the risk of these facilities losing these resources.

#### **Added costs for insurance**

Private vendors must maintain their own malpractice and liability insurance, increasing privatization costs and potentially offsetting savings that may be otherwise achieved.

#### **Added costs for contract administration/management**

Effective privatization requires close management of vendor performance and compliance with contract terms. In most cases this requires adding dedicated contract management staff. The cost of these staff must be factored into the analysis of potential savings.

#### Size of facilities

Privatization initiatives have greater potential to produce cost savings in larger facilities where there are greater opportunities for efficiencies in management and staffing that can lower cost. In order to mitigate their financial risk, private operators of secure detention facilities typically charge a per diem rate for resident with a guaranteed population level. Given the small size of these facilities, with limited population levels available for allocation of fixed costs, vendors may require guaranteed payment based on full, ongoing occupancy of the facilities through the year. This can result in the state paying high per diem rates for vacant beds.

All of these issues notwithstanding, privatization may be feasible and produce cost savings for DJJ in the operation of these four facilities. However, the location of these facilities and the unique challenges associated with providing services in non-urban areas of Alaska make it vital that this feasibility analysis provide a comprehensive analysis that fully addresses the potential problems that may be associated with privatizing the operation of these facilities.

# SECTION 3: Methodology Used for the Project



# 3 Methodology Used for the Project

In order to ultimately provide a recommendation to the Department on the best value approach to the operation of secure short-term detention of juvenile offenders, it is necessary first to understand the current operations and programs in place in these facilities. To this end, the project team will conduct a comprehensive assessment of current facility operations, programs and costs. We will document the current use, efficiency, performance and any issues associated with current facility operations. This analysis will in essence provide the baseline against which privatization alternatives can be compared. This analysis will also be used to set the operational and program standards to be required under any privatization scenario.

Having determined how the facilities operate and the desired standards to which they are held, we can then research how these standards may or may not be met by the alternative approaches to privatization available to the Department in the regions in which these facilities operate. Based on this research, we will develop a recommended best value approach to the future operation of these facilities. Our detailed work plan follows.

CGL places great emphasis upon working collaboratively with our clients. This requires an ongoing commitment to regular communication and dialogue regarding project work activities, initial findings, and recommendations as they are developed. To facilitate this process we will submit bi-weekly written status reports to the Project Manager in conjunction with a meeting or conference call to discuss project management issues. These status reports will be supplemented by monthly briefings for the Project Manager by members of the CGL team that will identify key project issues. These briefings will also provide an opportunity for discussion and consensus building on key elements of the project.

We view these meetings as an opportunity to ensure that our analysis is thoroughly vetted by the Department. As we approach finalizing our analysis, we will meet with the Department to present our findings and to discuss approaches to addressing the issues we have identified. Our objective is to ensure that the Department is fully cognizant of our findings and issues, and that the final report addresses all of their concerns and issues.

## PROPOSED WORK PLAN

### TASK 1.0: INITIATE REVIEW OF DJJ FACILITIES WITH DEPARTMENT STAFF

#### Objectives:

- Obtain a detailed understanding of the administration, operations, and programs of the DJJ's short-term juvenile detention facilities.
- Develop an understanding of system-wide issues, policies, or plans that may affect the review.
- Establish a mutually agreed upon detailed project work plan, timelines, deliverables and monitoring procedures that will result in a successful study.

#### Work Activities:

- I. Meet with the Department project manager to establish working relationships, determine communication lines, and finalize contractual arrangements.
- II. Meet with Department management staff and juvenile justice system stakeholders to review the goals of the study. Identify any concerns to be addressed while conducting the review.
- III. Review the work plan and timelines with the Department, including:
  - On-site visits and interviews;
  - Milestones and deliverables; and

- Monitoring procedures.
- IV. Revise the work plan as needed to meet project objectives.

## TASK 2.0: COLLECT & ASSESS REQUIRED DATA

### Objectives:

- Collect and review any existing studies, audits, reports, statistics, and databases relevant to the Department's operation of short-term secure juvenile detention facilities.
- Review and organize data in support of assessment activities.

### Work Activities:

- I. Request pertinent data, reports, and background materials relevant to the project. Determine the availability of data for each facility such as:
- program services plan, mission statement, goals and objectives and performance measures;
  - recent audits, auditor's management letters and internal audit management reports;
  - current and prior year budget and expenditure data by facility;
  - current facility staffing levels by function and position;
  - facility program policies and procedures;
  - documentation of program services provided, included program model, hours provided, activity measure, and performance data;
  - current contracts for external services and contract monitoring reports;
  - healthcare utilization data, including hours of clinical services provided, outpatient treatments, and pharmaceuticals dispensed;
  - administrative oversight and facility support data;
  - facility personnel position descriptions and salary levels;
  - staff turnover data;
  - staffing assignment information showing all authorized, filled, and vacant positions for current assignments and most recent three to five years.;
  - average daily population, admissions, and capacity numbers for the last twelve months;
  - demographic data on the present population including gender, charges, home community, length of stay, mental health diagnosis;
  - staffing cost data, including regular salaries by program and function, benefits, overtime, and other associated expenses;
  - current staff deployment methodology and staff allocation including work schedules rotation plans, relief factors calculations and leave data; and
  - internal reports, memos, and documents detailing any aspect of the facility staffing and service delivery.
- II. Review and organize collected data to support assessment activities.

## TASK 3.0: PROVIDE STATUS REPORTS

### Objectives:

- Communicate project progress in a timely manner to client.
- Identify and resolve project issues as they arise.

### Work Activities:

- I. Develop format and schedule for submission of bi-weekly status reports to the Department.
- II. Submit bi-weekly status reports.

III. Provide monthly briefings on project issues and findings to stakeholders

#### TASK 4.0: CONDUCT REVIEW OF FACILITY OPERATIONS

##### Objectives:

- Develop full understanding of facility operations and issues.
- Assess overall facility performance, efficiency, and utilization of staff resources.

##### Work Activities

- I. Schedule on-site reviews at each facility.
- II. Develop protocol to guide facility operational and program service delivery review. The protocol will include:
  - Issue topics and data objectives for facility site visits.
  - Structured interview guide to conduct management and line staff interviews.
  - Initial briefing of facility management staff upon arrival at the facility and debriefing at the completion of assessment activities.
  - Review of the previously developed facility profile of staffing, policies, and operational characteristics to ensure accuracy.
  - Observation of staff activities and responsibilities on each of the primary shifts in relation to the function served, workload, coverage requirements, and operational needs.
  - Tours of the physical plant and assessment of physical security systems at the facility.
- III. Assess the level of operational compliance with Departmental and local policies and procedures, as well as the overall effectiveness of current policies and practices in assuring effective security and program service delivery.
- IV. Inventory current education, work, and treatment programs provided and determine their scope, cost, and overall relationship to system goals.
- V. Review the design of these programs, their target populations, cost, and delivery systems. Establish how youth are assessed for program participation. Assess program capacity, participation rates, completions rates, and waiting lists.
- VI. Review medical and mental health care delivery. Determine if service levels conform to both national and community standards. Determine if access to health care meets professional standards.
- VII. Assess adequacy of current DOC performance metrics in demonstrating the effectiveness and efficiency of its program services.
  - Develop profile of current facility costs, including:
    - Cost by program function or service;
    - Personnel costs;
    - Overtime and/or temporary employee spending;
    - Clinical services spending;
    - Equipment and supply spending;
    - Facility maintenance expenditures, and
    - Hospitalization and outside service expenditures
- VIII. Establish Department administrative costs required to manage facilities

#### TASK 5.0: ASSESS FACILITY MANAGEMENT OF MENTAL HEALTH SERVICE DELIVERY

##### Objectives:

- Evaluate management and delivery of facility mental health services.

##### Work Activities

- I. Assess administrative issues associated with the delivery of mental health services, including organizational

- development, communication, chain of command, and compliance with policy systems.
- II. Assess management infrastructure to evaluate the administration of mental health service delivery.
  - III. Analyze mental health service delivery model and operation.
  - IV. Assess Department capacity for recruiting and retaining clinical staff.
  - V. Assess Department capacity for conducting effective utilization review and cost-effective management of purchased care services.
  - VI. Identify any potential service delivery issues associated with internal management and delivery of mental health services.

## TASK 6.0: IDENTIFY ALTERNATIVES TO PRIVATIZE FACILITY OPERATIONS

### Objectives:

- Document alternative approaches to privatizing facility operations.
- Establish service, logistical, administrative, and fiscal impacts of identified alternatives.

### Work Activities

- I. Identify organizations, corporations, or other government agencies that could potentially operate current DJJ short-term secure juvenile detention facilities in each region.
- II. Assess each identified entity's related service delivery experience, availability of qualified staff, financial stability, and management infrastructure.
- III. Rank order the potential viability of identified vendors in each region.
- IV. Define the range of approaches to privatization with each identified vendor in each region. These approaches may include:
  - Contracted operations with DJJ retaining ownership of facility
  - Contracted operations with DJJ leasing facility to vendor/organization
  - Contracted operations with DJJ sale of facility to vendor/organization
  - Contracted operations in a vendor/organization-supplied facility
  - Shared operation/ownership of current facilities with a local government/tribe in a partnership agreement
  - Partial privatization of functions or programs under continued DJJ management
  - Facility closure, taking into account current facility utilization and impact of loss of secure detention facility for the region
  - Repurposing of facilities to provide non-secure mental health and substance abuse treatment, taking into account current facility utilization and impact of loss of secure detention facility for the region
- V. Establish the legal authority for each of the above alternatives, and to the extent necessary, identify statutory or regulatory changes required from implementation.
- VI. Assess the impact of each identified alternative upon overall coordination of services with juvenile probation supervision, and long-term institutional treatment. Review the degree to which each approach could be integrated into the DJJ's current continuum of services without disruption or impairment of overall system functioning.
- VII. Review the operational logistics associated with implementation of each of the identified alternative approaches to privatization.
- VIII. Assess the operational logistics associated with Department takeover of facility operations in the event of vendor/organization failure.
- IX. Identify methods for assuring service quality and holding vendor/organizations accountable under each approach to privatization identified.
- X. Review alternative approaches to assure adequate maintenance of current facilities under each of the identified alternatives.
- XI. Conduct comparative analysis of identified models to establish the greatest potential for maintaining service while improving efficiency.

#### TASK 7.0: CONDUCT COST BENEFIT ANALYSIS OF PRIVATIZATION ALTERNATIVES

##### Objectives:

- Define the overall cost impact of each privatization alternative relative to current DJJ facility costs.

##### Work Activities

- I. Define mandatory staffing, program service, insurance, and operational requirements for each facility.
- II. Develop a model to project core operational, facility, and program costs to meet these requirements for each identified alternative. The model will take into account local labor markets, professional staff resource availability, and available data on identified vendor/organization cost structures.
- III. Estimate additional DJJ costs for contract establishment, administration and management.
- IV. Project any operational close-out costs associated with termination of state operation of these facilities
- V. Project one-time vendor/organization start-up costs associated with assuming responsibility for operating these facilities.
- VI. Project one-time Department costs associated with takeover of facility operations in the event of vendor/organization failure.
- VII. Establish a discount rate for use in the analysis to obtain the present value of projected out-year costs.
- VIII. Prepare a comprehensive 10 year projection of costs for each identified alternative scenario
- IX. Develop a summary matrix that presents a comparative analysis of the long-range costs for each identified alternative scenario.

#### TASK 8.0: REVIEW OF PRIVATIZATION IN OTHER STATES

##### Objectives:

- Document the experience of other state juvenile justice systems in the privatization of secure facility operations.
- Determine the relevance of this experience for the potential privatization in Alaska.

##### Work Activities

- I. Identify state juvenile justice systems that have currently or in the past, contracted for the operation of secure juvenile detention facility operations, and document specific facilities operated under a private contract.
- II. Review performance metrics for identified facilities, using Performance Based Standards (PBS) data if available. Metrics should include staffing ratios, incidents of facility violence, use of psychotropic medications, program outcomes, and recidivism.
- III. Compare performance metrics for privately operated facilities in these states with metrics for publicly operated facilities in these same jurisdictions if possible, or comparable jurisdiction in the United States.
- IV. Conduct a review of available research on private juvenile facility operational performance.
- V. Summarize available data and research of the effectiveness and cost of privately operated secure juvenile detention facilities and assess its relevance to potential privatization in Alaska.

#### TASK 9.0: PREPARE DRAFT REPORTS

##### Objectives:

- Using the analysis produced from all of the previous tasks, document current short-term, secure juvenile detention cost and program service delivery issues. Contingent upon the analysis outlined above, describe a recommended approach under which current facilities could be realistically privatized in a cost-effective manner.

#### Work Activities

- I. Combine the analysis and findings of the study team into a single report on facility staffing, operations and programs.
- II. Based on the consolidated findings, finalize an assessment of the current facility operations, including program service delivery, operational efficiency, cost, and performance.
- III. Based on the consolidated findings, finalize an assessment of privatization alternatives to current facility operations, including program service delivery, operational efficiency, cost, and performance.
- IV. Prepare a comprehensive draft report. The report will include, but not be limited to:
  - background information on current facility operations and programs
  - methodology used, including all assumptions used in the analysis ;
  - explanation of documented findings;
  - results of analysis, including narrative and quantitative information;
  - Recommended approach to privatization
  - Feasibility of implementation/availability of suitable vendors/organizations
  - Recommended contract model/terms to assure accountability and assure adequate performance
  - Recommended transition/implementation process
  - Cost saving measure and quality improvements that could implemented in the absence of privatization
- V. Submit a draft report for review.

#### TASK 10.0: SUBMIT FINAL REPORT

##### Objectives:

- Finalize the analysis based on the Department's review of the draft report.

##### Work Activities

- I. Based on written comments on the draft reports, make appropriate revisions and prepare a final report.
- II. Present final report, as arranged by the project manager.

#### TASK 11.0: PROVIDE LEGISLATIVE BRIEFINGS

##### Objectives:

- Present key findings and recommendations to the legislature.

##### Work Activities

- I. Provide up to four project briefings to legislative committees, as arranged by the project manager.

Our work plan assumes commencing project activity as soon as possible after the contract award date. CGL projects completion of the draft report by December 1, 2017 and subsequent submission of the final report by January 15, 2017. Department personnel will be involved in each stage of the project, either as participants in the assessment process, or in reviewing preliminary findings and recommendations. Department officials will have ongoing opportunities to provide input and direction throughout the course of the project. The chart on the following page summarizes our proposed project schedule.

## SECTION 3: METHODOLOGY USED FOR THE PROJECT

### State of Alaska, Feasibility Study for the Privatization of Juvenile Justice Facilities

Tasks	WEEKS																					
	11 - July - 2016	25 - July	8 - August	22 - August	5 - September	19 - September	3 - October	17 - October	31 - October	14 - November	28 - November	12 - December	26 - December	9 - January - 2017	23 - January	6 - February	20 - February	6 - March	20 - March	3 - April	17 - April	
<b>Task 1: Project Initiation</b>																						
<b>Task 2: Project Updates</b>																						
<b>Task 3: Data Collection &amp; Assessment</b>																						
<b>Task 4: Facility Reviews</b>																						
<b>Task 5: Mental Health Review</b>																						
<b>Task 6: Privatization Alternatives</b>																						
<b>Task 7: Cost Benefit Analysis</b>																						
<b>Task 8: State Privatization Review</b>																						
<b>Task 9: Draft Report</b>																						
<b>Task 10: Final Report</b>																						
<b>Task 11: Provide Legislative Briefings</b>																						

## SECTION 4:

# Management Plan for the Project



# 4 Management Plan

The CGL management plan begins with the organization of the project team. We have assembled a team of qualified experts who are capable of fulfilling the requirements and scope of services required by the Department. Our team has provided services and managed a number of similar studies.

Our Sacramento office will manage the project and **Karl Becker** will be your point of contact as our project director with overall authority over project delivery. He will also develop the cost benefit analysis.

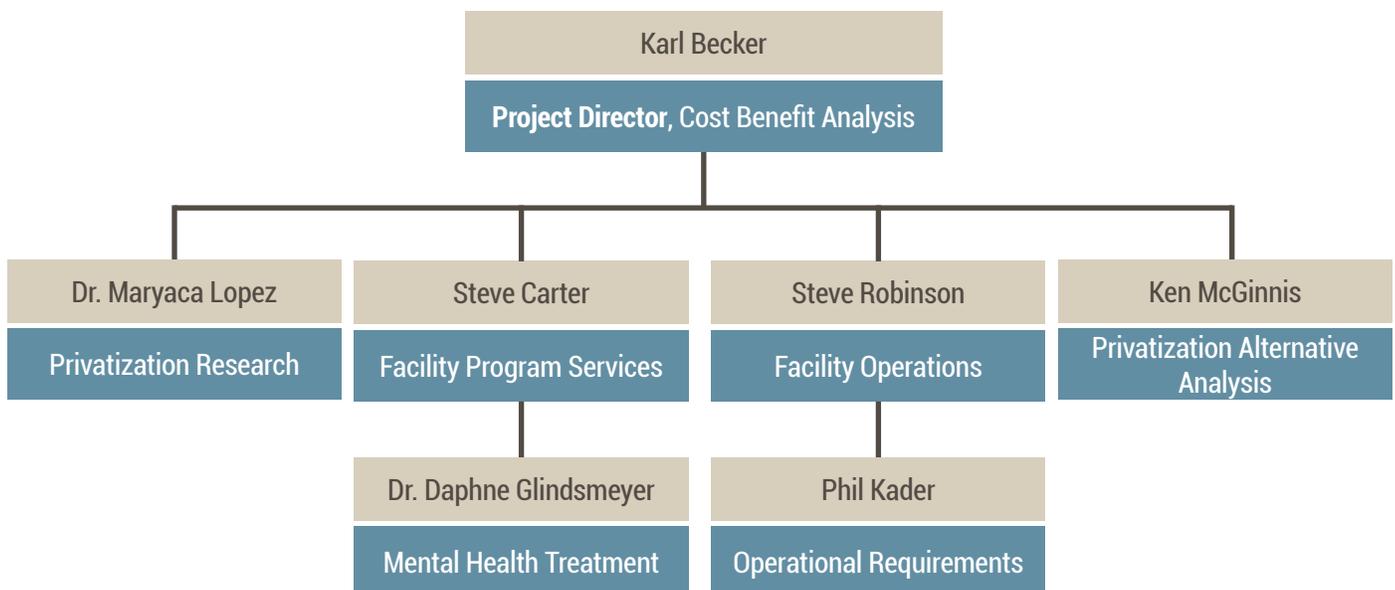
**Steve Carter**, the founder of CGL and an internationally recognized expert of juvenile facility programming, will lead the assessment of program service delivery in the alternative models under review and required program service standards.

**Steve Robinson**, the former director of the Texas Youth Commission, will direct our review of facility operations, supported by **Phil Kader**, a former administrator of secure juvenile detention facilities in Fresno and Contra Costa counties in California, who will develop operational standards required for privatization alternatives.

**Dr. Daphne Glindsmeyer**, a forensic psychiatrist specializing in the treatment of youthful offenders, will lead our review of mental treatment programs and issues in current facility operations and potential privatized alternatives.

CGL Senior Vice President **Ken McGinnis**, former Director of the Illinois juvenile correctional system, will lead the review of different approaches to privatization.

**Dr. Maryca Lopez** will conduct research on the use of privatization for secure juvenile detention in other states. Our project team organization is summarized below.



A project of this scope and with this timeframe requires special efforts to ensure that all functions receive adequate levels of review, team members do not duplicate each other's work, and that findings and recommendations are thoroughly coordinated and vetted. We have found that the keys to ensuring that all of these actions are accomplished are:

- The design of and adherence to a detailed work plan and schedule specifically developed for this project. The work plan and schedule will clearly assign responsibilities and reporting dates for all major activities.
- A project management structure consisting of clearly assigned work tasks, reporting deadlines, and experienced staff members who are organized and ready to begin work immediately upon execution of a contract.
- A close and structured working relationship between our project director and key Department staff. These relationships will involve meetings, progress reports, information exchange and frequent communication to help ensure that any obstacles or changes in priorities are communicated immediately to avoid waste of time and resources.

Based on over 40 years of experience managing similar efforts for government clients, we are convinced that each study must be designed around the specific characteristics of the system under review. Professionals with relevant experience and skills also must conduct the study. Our team members were selected for their high-quality work and ability to collaborate effectively within a team. For each task and activity, we will select the best staff to support all activities while considering skill and cost-efficiency, regardless of partner.

### Scheduling

The scope of work designated in this project, coupled with a relatively short timeframe represents a significant challenge. CGL, in bringing together a highly experienced team that is familiar with County correctional facilities, operations, programs, and data systems is uniquely qualified to hit the ground running and complete a thorough, high-quality needs assessment in the 6 months allocated for completion of a final report.

### Flexibility

We recognize that an effective work plan for a project of this nature must be flexible enough to accommodate unforeseen circumstances, problems, and issues, and to probe deeper into certain organizational and management areas when necessary. The largest potential problem with a study of this type is the availability of good data. Our work plan assumes that we will be able to review detailed information on the operations, program services and performance of the Department's current facilities. Based on the participation of these facilities in the PBS program, we believe this is a reasonable expectation. However reliable information on potential vendors/organizations that may be capable of operating these facilities under a privatized scenario may be more difficult to obtain, and may require alternative approaches to research. Accordingly, we are prepared to make appropriate adjustments in our work plan and schedule at any time to produce the most effective results possible and to maintain our time schedule.

### Quality Assurance

Quality assurance is a primary requirement on every CGL project. The processes and procedures described in this section are designed to establish a benchmark to ensure that high-quality standards are sustained and that sufficient internal controls are in place to achieve the objectives of this project. CGL will comply fully with the standards and expectations detailed here and will ensure the compliance of our consultants.

CGL uses an internal project review process that starts at contract award and continues through project completion. The process includes two major milestones: the Project Initiation Meeting, in which the Project Director outlines the analytical approach to the project for the Executive Vice President and other senior managers to identify potential problems and issues; and a Project Review Meeting, in which the Project Manager reports on the progress of project deliverables and presents analytic findings to this same group.

CGL also has a peer review process in place for all deliverables. Every report produced by CGL is reviewed internally by a selected technical reviewer to assess whether the work meets our quality standards. The reviewer is not involved in the management or execution of the work under review but a subject matter expert in the field. The results of the peer assessment are reported to the Project Director and Executive Vice President. Peer reviewers will review the draft report, and the final report for:

- Accuracy in presentation, style, and technical content: All products will conform to the appropriate policy and style guide.
- Clarity of language: All products will be clear, concise, easy to understand, relevant to the project, and appropriate for the intended audience.
- Validity of specification: All products will satisfy the objectives of the described in the Scope of Work.

All deliverables will be submitted on or before the specified due date

### Communication

We maintain close contact between our project team and the Department during the entire study period to help ensure that the project's objectives are achieved. It is much easier to make mid-project corrections than to have to repeat certain activities later on in the project. Therefore, we propose to submit monthly progress reports to include:

- Progress to date;
- Problems or obstacles encountered;
- Proposed solutions or alternatives; and
- Planned future project activities.

### Management of Requirements

CGL will implement project management best practices conforming to Project Management Institute (PMI) standards to ensure that all work is completed successfully and in a timely manner. These processes will provide accountability, transparency, and flexibility and will help prevent or mitigate any work delays. The most important management processes will be the development and maintenance of a dynamic Project Plan. This plan will document what we will achieve over the course of the contract and how we will make sure we get it done.

The Project Plan will include a work breakdown structure (WBS) and schedule, which together will form the foundation for our schedule monitoring and controlling activities. The WBS will divide the project into a comprehensive set of subtasks. We will assign resources to these subtasks, identify their interdependencies, develop schedules, and track our progress on each subtask. The schedule will include reasonable contingencies and reflect realistic workloads.

We will use the WBS and schedule to measure our actual cost and schedule performance against our baseline plans. We will use standard performance metrics, such as the Schedule Performance Index, to track our progress. We will report these performance measures on a monthly basis.

Our project team is fully equipped with all hardware, software, equipment, and licenses necessary for the efficient performance of this project. Our Project Plan will also include our processes for change control and risk-management plans, processes, and tools. Our goal will be to identify risks to all parties as far in advance as possible, and to track them continuously as circumstances change or our mitigation efforts take effect.

### Balanced Findings

We will thoroughly analyze the information collected to identify not only weaknesses in current operations, organization structures, services, costs, and management practices, but also particular strengths and potential opportunities that merit recognition. The rationale for presenting both commendations and weaknesses is to give the project results some perspective. A comprehensive and fair assessment should put system issues in perspective by recognizing, if appropriate, an organization's particular strengths and noteworthy accomplishments.

#### Summary of Management Plan

Using these tools, the overall project management plan is designed to:

- Clearly identify at the beginning of the project, the outcomes, and deliverables stated by the RFP and project manager.
- Modify the work plan and study methodologies to produce the specified outcomes and deliverables according to specific project time schedules.
- Clearly assign all responsibilities for the study (including the responsibilities for individual chapters) to team members at the beginning of the project so there will be no confusion as to who is responsible for stated deliverables.
- Maintain frequent contact on-site, by e-mail and by telephone with the project manager to make progress reports and to discuss any outstanding issues.
- Develop reporting formats to communicate tentative findings to the project manager as fieldwork and research progress.
- Have the reports reviewed by the project manager prior to finalization.
- Deliver, on time, high quality final report(s).

# SECTION 5: Experience and Qualifications



# 5 Experience and Qualifications



## Education

MA, Public Administration,  
University of Illinois, Urbana,  
Illinois, 1981, Charles B.  
Merriam Fellow

BA, Political Science, Knox  
College, Galesburg, Illinois,  
1979, Magna Cum Laude, Phi  
Beta Kappa

## Length of Service

With CGL since 2013  
34 years in the industry

## KARL BECKER

### Project Director, Cost Benefit Analysis

Mr. Becker has more than 30 years of experience in criminal justice system planning for federal, state, and local criminal justice agencies. He has played a leading role in conducting needs assessments and evaluation of alternatives to incarceration for local justice systems including DuPage County, Illinois, Wake County, North Carolina, Santa Clara County, California, and Thurston County, Washington. His analyses have helped to frame key policy choices for decision makers faced with growing detention populations and limited resources. Particular areas of expertise include program and operational performance assessment, cost-benefit analysis, and system master planning.

## RELEVANT WORK EXPERIENCE

### PRIVATIZATION ASSESSMENT PROJECTS

- **Fulton County Health Care Privatization Analysis** – review of the feasibility of privatizing the delivery of the county jail system's health services program.
- **Colorado Prison System Utilization Study** – analysis of the overall capacity needs of the state prison system, and the role played by each public and privately operated facility in meeting those needs.
- **Mississippi Prison Privatization Cost Analysis** – cost comparison of the relative efficiency of housing inmates in state versus contract facilities.
- **Hamilton County Privatization Feasibility** – feasibility analysis of role of privatization in meeting the future capacity needs of the county jail system.
- **New Hampshire Correctional System Privatization Analysis** – feasibility analysis of the cost impact of privatizing the state correctional system.
- **Massachusetts Correctional System Health Care Contract Management** – review of approaches to increase the effectiveness and efficiency of the state correctional system's approach to privatized delivery of health care services.
- **Florida Prison Privatization Business Case Analysis** – cost analysis to determine whether private prison contracts in Florida met the statutorily mandated level of required savings.
- **Maine Correctional System Health Care Contract Management** - review of approaches to increase the effectiveness and efficiency of the state correctional system's approach to privatized delivery of health care services.
- **Fort Worth Jail Privatization Feasibility Analysis**- feasibility analysis of alternatives to provide a short-term detention facility for the City of Fort Worth Police Department.
- **Oklahoma Prison System Performance Review** - analysis of the overall capacity needs of the state prison system, and the role played by each public and privately operated facility in meeting those needs.
- **North Dakota Prison System Performance Review** - analysis of the overall capacity needs of the state prison system, and the role played by each public and privately operated facility in meeting those needs.
- **Tempe Detention Facility Analysis** - feasibility analysis of alternatives to provide a short-term detention facility for the City of Tempe Police Department.
- **Mississippi Privatized Facility Contract Management** – review of methods to improve private facility contract monitoring and compliance in the Mississippi state prison system.

#### KARL BECKER

(Continued)

- **Puerto Rico Correctional System Privatization Feasibility** - analysis of the overall capacity needs of the state prison system, and the role played by each public and privately operated facility in meeting those needs.

#### JUVENILE DETENTION PROJECTS

- **Riverside County Juvenile Facility Master Plan** – assessment of the long-term program and facility needs of the county's juvenile detention system.
- **Louisiana Department of Public Safety, Juvenile Detention System Performance Review** – assessment of opportunities to achieve efficiencies in the operations the state juvenile detention system.
- **Cook County Juvenile Detention Facility Policy Compliance Plan** – development of policies to achieve compliance with court-ordered improvements in the operation of the Cook County Juvenile Temporary Detention Facility.
- **Cook County Juvenile Detention Facility Staffing Analysis** – assessment of operational staffing needs for the Cook County Juvenile Temporary Detention Facility.
- **Kern County Juvenile Detention Health Services Review** – review of health care service delivery in county juvenile detention facilities.
- **Newport News Juvenile Detention Facility Performance Review** – assessment of the performance and operational efficiency of the local juvenile detention facility.
- **Sangamon County Juvenile Detention Needs Analysis** - assessment of the performance and operational efficiency of the local juvenile detention facility.



## MARAYCA LÓPEZ I FERRER, PHD

### Associate, Privatization Research

Marayca López is a corrections analyst, planner and researcher with an extensive education and background as a criminologist. She has participated in correctional studies, both domestically and abroad, resulting in broad expertise on correctional matters and a deep understanding of jail and prison operations. Ms. López's eight years of academic pursuit and practical application in the field of corrections have nurtured and refined her analytical skills, which are critical for correctional planning.

As an authority on correctional matters, Ms. López brings a solid working knowledge of the criminal justice system, particularly the correctional system. As well as expertise in research, population analysis, alternatives to incarceration, needs assessment, consulting and strategic planning for justice agencies.

#### Education

Doctor of Philosophy,  
Criminal Justice (cum laude)  
Universidad Autónoma de  
Barcelona,  
Barcelona, Spain, 2004

Master of Arts  
Criminal Justice (with  
honors)  
Rutgers, The State University  
of New Jersey School of  
Criminal Justice,  
Newark, NJ 2006

Master of Arts  
Criminology and Penal  
Sanctions Implementation  
Universidad Autónoma de  
Barcelona,  
Barcelona, Spain, 2000

Bachelor of Arts  
Law Degree, Universidad  
Pompeu Fabra, Barcelona,  
Spain, 1998

#### Professional Organizations and Memberships

ACA, AJA  
Correctional Assoc. of New  
York European Society of  
Criminology  
Int. Juvenile Justice  
Observatory (OIJJ) Int.  
Corrections and Prison  
Association

### RELEVANT EXPERIENCE

#### JUVENILE JUSTICE

- "Cambiar" New Mexico CYFD Feasibility Study and Master Planning Services, NM
- Cheltenham Youth Facility, Cheltenham, MD
- Colorado Northeast Region Youth Services Center Colorado DYC, CO
- MA Dept. of Youth Services Statewide Facilities Master Plan, MA
- Monroe County Juvenile Detention Center Needs Assessment and Master Plan, Rochester, NY
- Ontario Youth Secure Facilities, Ontario, Canada
- Secure Regional Treatment Centers Pre-Design, State of WA
- Travis County Juvenile Probation Department Needs Analysis and Master Plan, Austin, TX

#### CORRECTIONS

- Alaska Dept. of Corrections Operational Performance Audit, AK
- Auburn Jail Needs Assessment and Facility Program, Auburn, WA
- Belknap County New Jail and Community Corrections Center, New Hampshire, NH
- Brooklyn Detention Center, Brooklyn, NY
- Cape May County New Jail Plan and Program, Cape May, NJ
- Costa Rica Program for the Prevention of Violence and the Promotion of Social Inclusion, RCR
- Douglas County Justice Center Space Needs Assessment, Castle Rock, CO
- Fulton County Jail Complex Master Plan, Atlanta, GA
- Harris County Inmate Processing Center, Houston, TX
- King County Cities Jails Strategic Plan, King County, WA
- Montgomery County Master Facilities, Rockville, MD
- Muscogee County Jail Needs Assessment Study, Columbus, GA
- Rikers Island New Admissions and Assessment Facility, New York, NY
- Seattle Jail Needs Assessment and Facility Program, Seattle, WA
- Sullivan County Jail Needs Assessment, Unity, NH
- Travis County Adult Correctional System Needs Analysis and Master Plan, Austin, TX
- Westchester County Correctional Facility, Valhalla, NY



## STEPHEN A. CARTER, AICP

### Executive Vice President, Facility Program Services

Stephen Carter is an Executive Vice President of CGL. Mr. Carter is personally involved in technical studies in the areas of needs assessment, operational and architectural programming, design review, program management, and policy evaluation, among others. He is often engaged by governmental agencies to develop analytically based studies and build consensus for a variety of project types ranging from courthouses to correctional institutions to law enforcement installations. His comprehensive experience in all sectors of the justice system assists clients in realizing the functional linkages between the various components.

Mr. Carter received his Bachelor's Degree in Architecture from Clemson University and his Master's Degree in Urban Design and Planning from the Architectural Association, London, England. Additional post-graduate studies were completed in Economics at the London School of Economics, in Transportation Planning at Imperial College, and in Sociology at the University of South Carolina. His personal reputation and that of the company he leads are further exemplified by his active participation in the international corrections community. He is frequently called upon by government and institutional organizations to share his knowledge and insight of realistic and efficient approaches to meeting the unique needs of correctional service.

#### Education

Bachelor of Architecture –  
Clemson University

Master of Urban  
Design and Planning –  
Architectural Association  
of London

#### Industry & Community Involvement

American Planning  
Association  
International Corrections  
and Prisons Association  
American Correctional  
Association  
American Jail Association  
AIA Committee on  
Architecture for Justice  
Society of International  
Business Fellows

#### Length of Service

With CGL Since 1974  
Years with Other Firms: 6

### RELEVANT WORK EXPERIENCE

#### Adult and Juvenile Detention Projects

- Allegheny County, Pennsylvania – operational and architectural program for new 1,600-bed high rise correctional facility
- Arlington County, Virginia – program management – planning, design, construction, and activation - of new 500-bed high rise correctional facility
- Atlanta, Georgia – programming, program management, and transition services for new city jail
- Baltimore County, Maryland – correctional center needs assessment, site analysis, architectural programming and capital budget
- Brevard County, Florida – criminal justice system study
- Butler County, Ohio – planning and program statement for 324-bed detention center
- Charleston County, South Carolina – jail improvement plan and detailed architectural design program
- Charlotte County, Florida – needs assessment and programming for new county jail
- Chatham County, Georgia – feasibility study, planning, programming, and program management for design-build county jail
- Cherokee County, South Carolina – pre-architectural planning study for new county jail
- East Mesa, California – correctional complex master plan
- Escambia County, Florida – planning study for work camp facility
- Escambia County, Florida – corrections master plan
- Florence County, South Carolina – correctional growth management needs analysis; and capital budget for new 500-bed facility
- Gallatin County, Montana – bridging document preparation for the new adult detention center
- Gwinnett County, Georgia – feasibility analysis, planning, programming, and program management for detention facility and law enforcement complex and detention center expansion plan and program
- Hamilton County, Tennessee – criminal justice system master plan

### State of Alaska, Feasibility Study for the Privatization of Juvenile Justice Facilities

#### STEPHEN CARTER

(Continued)

- Indian River County, Florida – correctional facility needs assessment and master plan
- Johnson County, Kansas – jail analysis and improvement study
- King County, Washington – city jail administration group (JAG) regional jail feasibility study
- Lafayette Parish, Louisiana – jail master plan
- Lake County, Florida – jail needs assessment
- Leon County, Florida – operational and architectural program for new 1,500-bed correctional facility
- Miami-Dade County, Florida – new Krome Detention Center master plan
- Middlesex County, Massachusetts – House of Correction facility evaluation, master plan, and program for facility expansion
- New Hanover County, North Carolina – jail facility needs assessment, programming, and options evaluation
- Prince George's County, Maryland – operational and architectural program, staffing levels, security concept, site analysis, and cost estimates for new detention center
- Racine County, Wisconsin – jail needs assessment study
- Richland County, South Carolina – master plan for expanded correctional facilities
- San Diego County, California – correctional system needs assessment and master plan
- San Diego County – Los Colinas Women's Detention Center master plan, site study, program and bridging documents development
- San Diego County, California – Proposition 36 impact study
- San Mateo County, California – youth services center program review
- Sarpy County, Nebraska – 5-year program statement, system master plan, and design review
- Seattle, Washington – jail feasibility study
- Shelby County, Tennessee – master plan, detailed capital and operating budgets for 1,600-bed sentenced county facility
- Spaulding County, Georgia – needs assessment and operations review for 224-bed design/build housing unit
- Suffolk County, Massachusetts – operational programming for new correctional facility
- Thurston County, Washington – needs assessment for the accountability and restitution center
- Volusia County, Florida – jail mental health study
- Wake County, North Carolina – Hammond Road Jail architectural program
- Wake County, North Carolina – jail health services study



## KENNETH MCGINNIS

### Executive Vice President, Privatization Alternative Analysis

Mr. McGinnis has over 38 years of professional experience in the management of correctional institutions, programs and organizations. Responsibilities have ranged from the management and administration of all facets of the Illinois and Michigan correctional systems to serving as warden and directing the operations of maximum, medium and minimum-security adult institutions. He served as the chief administrative officer of two of the nation's largest and most complex correctional systems. Professional duties and responsibilities have encompassed virtually every aspect of the criminal justice system and included adult institutions, juvenile detention, probation, parole supervision, parole board decision making and guidelines, community corrections and alternatives, sentencing structure, sentencing guidelines, security technology, facility construction and design, and accreditation and detention standards.

#### Education

MS, Rehabilitation Administration,  
Southern Illinois University,  
Carbondale, Illinois, 1974

BS, Administration of Justice,  
Southern Illinois University,  
Carbondale, Illinois, 1972

#### Clearance

Department of Defence Secret  
Clearance

#### Length of Service

With CGL since 2013  
41 years in the industry

### RELEVANT WORK EXPERIENCE

#### PRIVATIZATION ASSESSMENT PROJECTS

- **Colorado Prison System Utilization Study** – analysis of the overall capacity needs of the state prison system, and the role played by each public and privately operated facility in meeting those needs.
- **Mississippi Prison Privatization Cost Analysis** – cost comparison of the relative efficiency of housing inmates in state versus contract facilities.
- **Oklahoma Prison System Performance Review** - analysis of the overall capacity needs of the state prison system, and the role played by each public and privately operated facility in meeting those needs.
- **North Dakota Prison System Performance Review** - analysis of the overall capacity needs of the state prison system, and the role played by each public and privately operated facility in meeting those needs.
- **Mississippi Privatized Facility Contract Management** – review of methods to improve private facility contract monitoring and compliance in the Mississippi state prison system.
- **Puerto Rico Correctional System Privatization Feasibility** - analysis of the overall capacity needs of the state prison system, and the role played by each public and privately operated facility in meeting those needs.

#### JUVENILE DETENTION PROJECTS

- **Louisiana Department of Public Safety, Juvenile Detention System Performance Review** – assessment of opportunities to achieve efficiencies in the operations the state juvenile detention system.
- **Cook County Juvenile Detention Facility Policy Compliance Plan** – development of policies to achieve compliance with court-ordered improvements in the operation of the Cook County Juvenile Temporary Detention Facility.
- **Cook County Juvenile Detention Facility Staffing Analysis** – assessment of operational staffing needs for the Cook County Juvenile Temporary Detention Facility.
- **Newport News Juvenile Detention Facility Performance Review** – assessment of the performance and operational efficiency of the local juvenile detention facility.
- **Louisiana Department of Public Safety, Juvenile Detention Facility Compliance Plan Monitoring**. - Reviewed the operations and programs of the state juvenile detention system to determine the level of compliance with federal consent decrees.

**Education**

Master of Public Administration,  
Southwest Texas State University  
1982

Bachelor of Science, Criminology  
& Corrections, Sam Houston State  
University 1973

Henry Toll Fellow Program, Council  
of State Governments 2000

**Length of Service**

39 years in the industry

**Affiliations**

Member American Correctional  
Association

Chair of Texas' State Employee  
Charitable Campaign State Policy  
Committee, 2001-2003

Board Member, Texas Incentive and  
Productivity Commission, 1999 -  
2003

Member, Texas Southwestern Cattle  
Raisers Association, 1998-Present

Past Board Member, Texas Public  
Employees Association

Past Board Member, Board of  
Governor's Delegate Assembly, as  
well as chair of various committees,  
American Correctional Association,  
1989 to 2003

President of Texas Probation  
Association, 1989-1991

Former Board Member Texas CASA

**STEVE ROBINSON****Facility Operations**

Mr. Robinson has worked in the fields of adult and juvenile corrections for more than 39 years. He started his career with the Texas Youth Commission in 1975 where he served in a variety of positions including a facility superintendent, halfway house program administrator, internal auditor and hearings examiner until 1986. Mr. Robinson then worked as the Chief Probation Officer for the Travis County Juvenile Probation Department until 1993, when he accepted the position as Executive Director of the Texas Youth Commission where he served until 2003.

After retirement from the Texas Youth Commission, Mr. Robinson has worked as a criminal justice consultant working in both adult and juvenile corrections conducting performance reviews, assisting with policy implementation and serving as an expert witness. Mr. Robinson has worked at the federal, state and local levels of the criminal justice system.

**RELEVANT WORK EXPERIENCE**

- **Justice System Review, Tyler County, Texas.** Consulted on a justice system review for Tyler County, Texas. MGT assessed the county's jail population, developed a forecast of future population levels, identified policies to help manage jail population growth, and accurately assessed jail capacity needs. MGT's review produced recommendations and proposed program modifications enhance the effectiveness and efficiency of the county's criminal justice system.
- **Blackfeet Tribe.** Consulted on a project with Lamar Associates that assessed the law enforcement staffing levels for the Blackfeet Tribe. Areas reviewed included uniform police, investigations, dispatch, and corrections.
- Reviewed the county's data collection and sharing capabilities and developed Request for Proposals for potential jail diversion programs.
- Provided expert witness services to the state of Louisiana. Reviewed plaintiff's expert report and provided advice.
- Provided expert witness services provided to Cooney, Mattson, Lance, Blackburn, Richards, & O'Connor, P.A.
- **Hopi Tribe's Adult and Juvenile Detention System.** Consulted on an assessment of the Hopi Tribe's adult and juvenile detention system and the ability of the Hopi community to meet the needs of adult and juvenile offenders under the authority of the system.
- **Commonwealth of Puerto Rico's Administration of Corrections.** Participated on the project to assist the Commonwealth of Puerto Rico's Administration of Corrections with the implementation of more than 250 recommendations for improvement in operations, security, organizational structure, management, technology, and strategic planning.
- Served as a team leader on the Puerto Rico project's security and staffing assessments, including providing guidance and direction to the Administration of Corrections in establishing policies and practices in accordance with ACA, OSHA, and NFPA standards. Led joint teams of MGT consultants and Puerto Rico corrections agency personnel in conducting operational reviews and inspections to ensure compliance of facilities with guidelines and maintenance of safety and sanitation in the facilities.
- Served as an expert witness to the Maryland Office of the Attorney General in reviewing and developing recommendations for the state's system of juvenile care.
- Served as an expert witness to the Louisiana Department of Youth Development in reviewing and developing recommendations for the state's system of juvenile care.

**Education**

Bachelor of Arts in Political Science,  
University of California at Santa  
Barbara

Chief Probation Officers of California  
Command College

**Affiliations**

Chair of the Contra Costa County  
Community Corrections Partnership

Legislative Chair for the Chief  
Probation Officers of California

Executive Board Member for the  
Chief Probation Officers of California

Contra Costa County Police Chiefs'  
Association Member

Contra Costa County Juvenile Hall  
Auxiliary

California Administrative Office  
of the Courts Juvenile Court  
Management Workgroup

Standards and Training for  
Corrections, Certified Instructor

California State Association of  
Counties / California Administrative  
Office of the Courts

Probation Services Task Force

American Probation and Parole  
Association

California Probation, Parole and  
Corrections Association

**PHILIP KADER****Operations Analyst**

Philip Kader graduated from the University of California at Santa Barbara and worked in the field of probation for 34 years. He began as a group counselor at the Fresno County Juvenile Hall and has worked in all facets of adult and juvenile probation. Retired as of March 29, 2016, he was the Chief Probation Officer in Contra Costa County for almost six years and was the Chair of the local Community Corrections Partnership. Until his recent retirement, Chief Kader was the Legislative Chair and on the Executive Committee of the Chief Probation Officers of California. In 2015, he was invited and attended the first White House convening focusing on data-driven decision making in the justice system. Of those original 65 participants he was one of only two Chief Probation Officers. He was a California Standards and Training for Corrections certified instructor and has presented at state, national and international conferences. He has been active in building agency collaboration and encouraging community engagement. He continues to advocate for increased use of evidence-based practices in the field of juvenile and adult justice systems. He has also been active in developing and implementing restorative justice practices.

**RELEVANT WORK EXPERIENCE**

- **Chief Probation Officer, Contra Costa County Probation Department.** Administration of the Contra Costa County Probation Department that includes over 350 staff that facilitate Adult and Juvenile Services, Juvenile Hall, Orin Allen Youth Rehabilitation Facility and support services. Active in establishing a Community Advisory Board that assisted in developing and implementing programs, policies and protocols to enhance the success of clients and victims while balancing the need for safe communities. Implementing a highly-defined case management system for the entire Probation Department to ensure better data-based decision making.
- **Juvenile Justice Campus Commitment Director, Fresno County Probation Department.** Administration of the Juvenile Justice Campus Commitment Division includes the management of over 140 juvenile correctional officers, seven support staff, two deputy probation officers and three probation services managers serving approximately 230 youth in custody.
- **Juvenile Division Director, Fresno County Probation Department.** Administration of the Juvenile Service Division includes the management of over seventy deputy probation officers, juvenile correctional officers and related support staff.
- **Probation Services Manager, Fresno County Probation Department.** Project Administrator and author of the Students Targeted with Opportunities for Prevention (STOP) program funded through the Juvenile Justice Crime Prevention Act. Manager a three million-dollar budget that provides prevention and early intervention services for 10 to 14 year old youth at risk of entering the justice system.
- **Probation Services Manager, Fresno County Probation Department.** Manage 12 deputy probation officers in the Community Connection Unit that included a blended juvenile and adult case load setting.
- **Deputy Probation Officer IV, Fresno County Probation Department.** Assigned to the Adult Court Services Unit to complete pre-sentence and probation review reports. Represent the Probation Department as the court officer in adult sentencing court. Assigned to the Juvenile Division Placement Unit to locate and place juvenile wards of the court into appropriate out of home placements and supervise specialized out of county sex offender caseload.

**Education**

Louisiana State University Health Sciences Center, Division of Law and Psychiatry, Forensic Psychiatry Fellowship, 1998-1999, New Orleans, Louisiana

Louisiana State University Health Sciences Center, Division of Infant, Child, and Adolescent Psychiatry Child Psychiatry Fellowship, 1995-1997, New Orleans, Louisiana

Louisiana State University Health Sciences Center, Psychiatry Residency Training Program Adult Psychiatry Residency, 1993-1995; 1997-1998

Louisiana State University Health Sciences Center, Doctor of Medicine, 1989-1993, New Orleans, Louisiana

University of New Orleans, Premedical Curriculum, 1987-1989, New Orleans, Louisiana

Mississippi Gulf Coast Community College, Premedical Curriculum, 1985-1987, Gulfport, Mississippi

Loyola University, Bachelor of Business Administration/Finance, 1981-1985, New Orleans, Louisiana

**Affiliations**

American Psychiatric Association, Fellow 2009, Distinguished Fellow 2016

American Academy of Psychiatry and the Law, Program Committee, 2000-2002

**DAPHNE GLINDMEYER, MD****Mental Health Treatment**

Philip Kader graduated from the University of California at Santa Barbara and worked in the field of probation for 34 years. He began as a group counselor at the Fresno County Juvenile Hall and has worked in all facets of adult and juvenile probation. Retired as of March 29, 2016, he was the Chief Probation Officer in Contra Costa County for almost six years and was the Chair of the local Community Corrections Partnership.

Until his recent retirement, Chief Kader was the Legislative Chair and on the Executive Committee of the Chief Probation Officers of California. In 2015, he was invited and attended the first White House convening focusing on data-driven decision making in the justice system. Of those original 65 participants he was one of only two Chief Probation Officers. He was a California Standards and Training for Corrections certified instructor and has presented at state, national and international conferences. He has been active in building agency collaboration and encouraging community engagement. He continues to advocate for increased use of evidence-based practices in the field of juvenile and adult justice systems. He has also been active in developing and implementing restorative justice practices.

**RELEVANT WORK EXPERIENCE**

- **Daphne Glindmeyer, M.D., A.P.M.C., Private Practice.** Psychiatric evaluation and psychotropic medication management services for children, adolescents and adults are provided in outpatient setting. Also perform forensic consultations for adolescents and adults (civil and criminal).
- **Compliance Monitor, Harchick and Associates, L.L.C., State of Texas.** Compliance monitoring regarding psychiatric services in supported living centers in the State of Texas pursuant to a consent decree.
- **Psychiatric Consultant, Department of Justice, Special Litigation Section (2008-2015).** Completed Consultations: Investigation-New York Juvenile Justice System, Compliance Monitor-South Bend Juvenile Correctional Center, Investigation-California Youth Authority, N.A. Chaderjian Facility, Investigation – Pendleton Juvenile Correctional Center, Compliance Monitor-State of Ohio, Scioto Juvenile Correctional Facility.
- **S.H. v. Reed (2011-2015).** Compliance monitoring regarding psychiatric services in three juvenile correctional facilities pursuant to a consent decree.
- **Psychiatric Consultant (2012).** Psychiatric consultant to the mental health compliance monitor in New York's secure juvenile facilities.
- **Compliance Monitor, Scioto, Ohio (2011-2014).** Compliance monitoring regarding psychiatric services in a juvenile correctional facility pursuant to a consent decree.
- **Psychiatric Consultant, Southern Poverty Law Center (2011-2015).** Completed Consultations: Walnut Grove Youth Correctional Facility, Birmingham City School District, Polk County Jail, Orleans Parish Prison.
- **Compliance Monitor, Los Angeles County, California (2009-2014).** Compliance monitoring regarding psychiatric services in juvenile correctional facilities pursuant to a consent decree.
- **Psychiatrist, Louisiana State University Health Science Center, Juvenile Justice Program (2004-2010).** Provided psychiatric evaluation and medical management to youth in a secure juvenile correctional facility, Bridge City Center for Youth. In addition, supervised and directed the resident rotations for Child and Adolescent Psychiatry and Forensic Psychiatry residents within the Juvenile Justice Program.

## RELEVANT PROJECT EXPERIENCE

### **Fulton County Health Care Privatization Analysis**

CGL reviewed the cost and quality of health care service delivery in the Fulton County (Atlanta, Georgia) jail system. The County currently provides health care with in-house staff and had made tentative plans to privatize the service. CGL identified issues with the current health care delivery system, reviewed the County's draft RFP and proposed system for contract management, and made recommendations in the contracting approach to improve vendor accountability and reduce projected costs.

### **Performance Review of the Alaska Department of Corrections**

CGL conducted a performance review of the effectiveness and efficiency of the Alaska correctional system for the Alaska Division of Legislative Audit. The review addressed future facility needs and assessed the relative cost-effectiveness of contracting for prison beds with private companies versus operation of state correctional system facilities.

### **Colorado Prison System Utilization Study**

CGL Project Director Karl Becker directed an analysis of capacity needs and utilization in the Colorado prison system. The project assessed the amount and type of correctional facility capacity required to manage projected prison population levels in the state. The project compared the relative cost and operational utility of private and public correctional facilities in the state correctional system, identified facilities for potential closure, and provided an economic analysis of the impact of closures upon local economies. The study concluded that the state's private prison facilities, when operating at capacity, provided substantial savings relative to a number of older, inefficient state-operated facilities.

### **Mississippi Prison Privatization Cost Analysis**

CGL Project Director Karl Becker conducted a cost/benefit analysis of facility utilization at the Parchman Correctional Complex, for the Mississippi Department of Corrections. The analysis included a review of the cost effectiveness of housing inmates in facilities operated by the Mississippi Department of Corrections versus private contract facilities. The study concluded that housing inmates at Parchman was substantially more cost-effective than the Department's approach to contract for capacity at multiple small private facilities located in the state.

### **Hamilton County Privatization Feasibility**

CGL Project Director Karl Becker conducted an analysis of privatization options for the development of correctional facilities for Hamilton County (Cincinnati, Ohio). The project reviewed the county's projected corrections system operating costs, assessed the county's allocation of overhead costs, developed a revised per diem operating cost for the purpose of projecting future system operating costs, and developed a process to compare the county's estimated in-house operating costs with a proposal to privatize a the county correctional system. The resulting analysis recommended public development of new correctional facilities as a more effective, long-term solution to the county's detention needs.

### **New Hampshire Correctional System Privatization Analysis**

CGL Project Director Karl Becker developed a business case analysis for the New Hampshire Department of Finance regarding the economic viability of privatization of the New Hampshire correctional system. The extensive review of the contracting proves and accompanying cost-benefit analysis identified serious issues with the state's approach to privatization. As a result of the review, the state terminated its privatization initiative.

### **Massachusetts Correctional System Health Care Contract Management**

CGL Project Director Karl Becker managed an analysis of the delivery of health services for the Massachusetts Department of Corrections. The project analyzed the current system for the provision of health services and evaluated the cost-effectiveness of services provided. The project analyzed the major contributors to the cost of health services and made recommendations to achieve cost savings through more effective approaches to procuring and managing contracted services.

#### **Florida Prison Privatization Business Case Analysis**

CGL Project Director Karl Becker conducted a business case study for correctional privatization for the Florida Department of Management Services. The project compared the cost of two privately-run prison facilities – South Bay Correctional Facility and Lake City Correctional Facility – to similar state-operated systems to determine whether the contracts for privatization were meeting statutorily required 7 percent savings. The study concluded that while both facilities met the statutory criteria for savings relative to state-operated facilities, the South Bay Facility was significantly more efficient and provided more value for the state.

#### **Maine Correctional System Health Care Contract Management**

CGL Project Director Karl Becker directed a review of state procedures for contracting and management of health care services in the state prison system for the Maine Office of Program Evaluation and Government Accountability. The review evaluated health care service delivery for inmates at adult and juvenile facilities operated by Maine's Department of Corrections. The project made recommendations for improvements in how the Department of Corrections manages its contracts for medical, dental, pharmaceutical, and adult mental health services to ensure compliance with contract terms, conditions, and expectations with regard to performance, quality, and cost.

#### **Fort Worth Jail Privatization Feasibility Analysis**

CGL Project Director Karl Becker conducted a feasibility study of alternative strategies to meet the short-term detention needs of the City of Fort Worth, Texas. The study evaluated contracting out the function, city-operation of a facility renovated to provide short-term detention, and transfer of the function to the Tarrant County Sheriff's Office. While all alternatives reviewed were feasible, city-operation of the detention services in a renovated facility was determined to be the most efficient long-term approach to addressing the city's detention needs.

#### **Kern County Correctional System Health Care Privatization Review**

CGL Project Director Karl Becker conducted an evaluation of health care services in the Kern County (Bakersfield, California) correctional system to determine the potential benefits of privatization. The project assessed the efficiency and effectiveness of current policies, practices, and methods used to deliver health care to inmates and detainees in the County jail and detention facilities. The project provided the County with an assessment of risks associated with current correctional health care management practices and facilities and provided recommendations to improve services that should precede any initiative to privatize service delivery.

#### **Oklahoma Prison System Performance Review**

CGL team member Ken McGinnis directed a comprehensive performance review of the Oklahoma Department of Corrections and its related programs for the Oklahoma legislature. In the course of this review, the project team completed a review of the department's operations with a primary focus on the identification of steps that can improve efficiency and reduce costs. The project compared the cost of housing inmates in the state's private contract facilities and state-operated facilities.

#### **North Dakota Prison System Performance Review**

CGL team member Ken McGinnis directed a comprehensive performance review of the North Dakota Department of Corrections and Rehabilitation for the state's Legislative Council. The study made recommendations for the future capacity, operations, and program needs of the state correctional system, and included an assessment of the potential for privatization to address projected future needs.

#### **Tempe Detention Facility Analysis**

CGL Project Director Karl Becker conducted a comprehensive assessment for the Tempe Police Department, Arizona of potential alternatives to provide a short-term holding facility. The study determined the most cost-effective methods to provide for the legal and appropriate care, custody, control, and transport of prisoners detained under the authority of the police department. The project also provided a cost-benefit analysis for each option and gave recommendations for improvements within current detention operations when provided as an option and/or in comparison to other options.

#### **Mississippi Privatized Facility Contract Management**

CGL team member Ken McGinnis directed a project to provide contract monitoring, policy development, and training to the Mississippi Department of Corrections in support of the private prison contract management program. The project assisted the state in developing departmental policy that established expectations for contract management, defined the approach to achieve those expectations, and developed the specific procedures that provided the means by which contractor performance is monitored and managed. The project team also developed a new contract monitoring instrument that better assessed current facility conditions and operational performance. The project also provided training for all Department on-site contract monitors that addressed contract terms and requirements, technical skills, and subject matter expertise required to effectively monitor contractor performance, consistent with MDOC policies and monitoring tools.

#### **New Mexico Juvenile Justice Services, Best Practices Residential Program Model**

As part of the New Mexico Children Youth and Families Department's vision of transforming its secure care system from a custodial model to a therapeutic one focused on treatment, rehabilitation, and successful community re-entry, CGL implemented a best-practice model for dealing with committed youth in New Mexico. Based on evidence-based practices, the new model, named "Cambiar New Mexico", called for a system of smaller, treatment-oriented facilities, located closer to the youth home communities, where youth care specialists, teachers, and counselors become familiar with each youth and their families, and work closely with them throughout their stay. CGL developed a strategic road-map to realign CYFD's current system, to provide the department with smaller facilities and unit sizes for meeting the Department's philosophical mission in line with best practices research for youth in secure care, as well as operational, staffing and programmatic efficiencies.

#### **Travis County Juvenile Probation Department Assessment**

CGL conducted a full analysis of the Travis County Juvenile Probation department (TCJPD) responsible for Juvenile Court operations, field supervision and residential secure and non-secure services. Using best practices in the field of programs and interventions, CGL developed a plan for the Department to enhance and expand its current continuum to best meet the housing, educational, vocational and independent living needs of the juvenile population, with special consideration to the provision of transitional services for older youth. As part of this project, the consultants analyzed the implications of expanding the continuum from a physical and staffing perspective, programs and levels of care.

# Forms



## OFFEROR'S CHECKLIST

IMPORTANT NOTE TO OFFERORS: This checklist is provided to assist offerors and the Procurement Officer in addressing and/or locating specific requirements identified in the RFP for the offeror's proposal. **Offerors are to complete and return this form.** Completion of this form does not guarantee a declaration of responsiveness.

Offeror: Carter Goble Associates, LLC

1. Evidence that the offeror holds a valid Alaska business license. (**Note:** Proof of business license is not required at time of proposal submission but is required prior to contract award if any of the services will take place in Alaska).  
**Evidence is provided on page # 5.**
2. Per section 1.04, the budget does not exceed \$ 250,000  
**Evidence is provided on page # 3 (cost proposal)**
3. Per section 1.16, provide a statement regarding Offeror's Certification.  
**Evidence is provided on page # 4.**
4. Per section 1.16, proposal has been **signed** by an individual authorized to bind the offeror to the provisions of the RFP.  
**Evidence is provided on page # 5.**
5. Per section 1.17, provide a Conflict of Interest statement.  
**Evidence is provided on page # 5.**
6. Per section 2.08, evidence that the offeror meets the minimum prior experience requirements.  
**Evidence is provided on page # 24-35**

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION,  
INELIGIBILITY AND VOLUNTARY EXCLUSION LOWER TIER COVERED  
TRANSACTIONS**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participant's responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211).

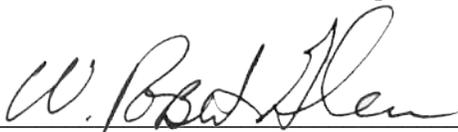
**(BEFORE COMPLETING CERTIFICATION, READ THE INSTRUCTIONS ON THE FOLLOWING PAGE WHICH ARE AN INTEGRAL PART OF THE CERTIFICATION)**

(1) The prospective recipient of Federal assistance funds certifies, by submission of this bid, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

(2) Where the prospective recipient of Federal assistance funds is unable to certify to any of the Statements in this certification, such prospective participant shall attach an explanation to this Proposal.

W. Robert Glass, AIA, Executive Vice President

Name and Title of Authorized Representative



Signature

June 21, 2016

Date