

## COUNTY OF MONTEREY STANDARD AGREEMENT

This **Agreement** is made by and between the County of Monterey, a political subdivision of the State of California (hereinafter "County") and:

GEO Reentry Services, LLC

---

(hereinafter "CONTRACTOR").

In consideration of the mutual covenants and conditions set forth in this Agreement, the parties agree as follows:

### 1.0 GENERAL DESCRIPTION:

The County hereby engages CONTRACTOR to perform, and CONTRACTOR hereby agrees to perform, the services described in **Exhibit A** in conformity with the terms of this Agreement. The goods and/or services to be provided are generally described as follows:

Per RFP #10931 dated May 16, 2024, including all attachments, Exhibits, and Addenda 1&2, to coordinate, deliver and oversee in-custody programming and services with an evidence based, trauma informed care approach for STYF youth for the Monterey County Probation Department

### 2.0 PAYMENT PROVISIONS:

2.1 County shall pay the CONTRACTOR in accordance with the payment provisions set forth in **Exhibit A**, subject to the limitations set forth in this Agreement. The total amount payable by County to CONTRACTOR under this Agreement shall not exceed the sum of: \$ 2,642,005.21

### 3.0

#### TERM OF AGREEMENT:

3.01 The term of this Agreement is from May 1, 2025 to April 30, 2030, unless sooner terminated pursuant to the terms of this Agreement. This Agreement is of no force or effect until signed by both CONTRACTOR and County and with County signing last, and **CONTRACTOR may not commence work before County signs this Agreement.**

3.02 The County reserves the right to cancel this Agreement, or any extension of this Agreement, without cause, with a thirty day (30) written notice, or with cause immediately.

### 4.0 SCOPE OF SERVICES AND ADDITIONAL PROVISIONS:

The following attached exhibits are incorporated herein by reference and constitute a part of this Agreement:

**Exhibit A Scope of Services/Payment Provisions**

~~Exhibit B Other:~~ Attachment A- Program Components  
Attachment A-1 - Budget Detail  
RFP#10931, Addendum 1 & 2 to RFP

GEO Reentry Services, LLC  
In-Custody Programming & Services  
Term: 5/1/2025 - 4/30/2030

## 5.0 PERFORMANCE STANDARDS:

- 5.01 CONTRACTOR warrants that CONTRACTOR and CONTRACTOR's agents, employees, and subcontractors performing services under this Agreement are specially trained, experienced, competent, and appropriately licensed to perform the work and deliver the services required under this Agreement and are not employees of the County, or immediate family of an employee of the County.
- 5.02 CONTRACTOR, its agents, employees, and subcontractors shall perform all work in a safe and skillful manner and in compliance with all applicable laws and regulations. All work performed under this Agreement that is required by law to be performed or supervised by licensed personnel shall be performed in accordance with such licensing requirements.
- 5.03 CONTRACTOR shall furnish, at its own expense, all materials, equipment, and personnel necessary to carry out the terms of this Agreement, except as otherwise specified in this Agreement. CONTRACTOR shall not use County premises, property (including equipment, instruments, or supplies) or personnel for any purpose other than in the performance of its obligations under this Agreement.

## 6.0 PAYMENT CONDITIONS:

- 6.01 Prices shall remain firm for the initial term of the Agreement and, thereafter, may be adjusted annually as provided in this paragraph. The County does not guarantee any minimum or maximum amount of dollars to be spent under this Agreement.
- 6.02 Negotiations for rate changes shall be commenced, by CONTRACTOR, a minimum of ninety days (90) prior to the expiration of the Agreement. Rate changes are not binding unless mutually agreed upon in writing by the County and the CONTRACTOR.
- 6.03 Invoice amounts shall be billed directly to the ordering department.
- 6.04 CONTRACTOR shall submit such invoice periodically or at the completion of services, but in any event, not later than 30 days after completion of services. The invoice shall set forth the amounts claimed by CONTRACTOR for the previous period, together with an itemized basis for the amounts claimed, and such other information pertinent to the invoice. The County shall certify the invoice, either in the requested amount or in such other amount as the County approves in conformity with this Agreement and shall promptly submit such invoice to the County Auditor-Controller for payment. The County Auditor-Controller shall pay the amount certified within 30 days of receiving the certified invoice.
- 6.05 The Parties agree that CONTRACTOR and its subcontractors shall be reimbursed for mileage based upon the Internal Revenue Service (IRS) standard business mileage rate at the time of travel.

## 7.0 TERMINATION:

- 7.01 During the term of this Agreement, the County may terminate the Agreement for any reason by giving written notice of termination to the CONTRACTOR at least thirty (30) days prior to the effective date of termination. Such notice shall set forth the effective date of termination. In the event of such termination, the amount payable under this Agreement shall be reduced in proportion to the services provided prior to the date of termination.

GEO Reentry Services, LLC  
In-Custody Programming & Services  
Term: 5/1/2025 - 4/30/2030

7.02 The County may cancel and terminate this Agreement for good cause effective immediately upon written notice to CONTRACTOR. “Good cause” includes the failure of CONTRACTOR to perform the required services at the time and in the manner provided under this Agreement. If County terminates this Agreement for good cause, the County may be relieved of the payment of any consideration to CONTRACTOR, and the County may proceed with the work in any manner, which County deems proper. The cost to the County shall be deducted from any sum due the CONTRACTOR under this Agreement.

7.03 The County’s payments to CONTRACTOR under this Agreement are funded by local, state and federal governments. If funds from local, state and federal sources are not obtained and continued at a level sufficient to allow for the County’s purchase of the indicated quantity of services, then the County may give written notice of this fact to CONTRACTOR, and the obligations of the parties under this Agreement shall terminate immediately, or on such date thereafter, as the County may specify in its notice, unless in the meanwhile the parties enter into a written amendment modifying this Agreement.

## 8.0 INDEMNIFICATION:

CONTRACTOR shall indemnify, defend, and hold harmless the County, its officers, agents, and employees, from and against any and all claims, liabilities, and losses whatsoever (including damages to property and injuries to or death of persons, court costs, and reasonable attorneys’ fees) occurring or resulting to any and all persons, firms or corporations furnishing or supplying work, services, materials, or supplies in connection with the performance of this Agreement, and from any and all claims, liabilities, and losses occurring or resulting to any person, firm, or corporation for damage, injury, or death arising out of or connected with the CONTRACTOR’s performance of this Agreement, unless such claims, liabilities, or losses arise out of the sole negligence or willful misconduct of the County. “CONTRACTOR’s performance” includes CONTRACTOR’s action or inaction and the action or inaction of CONTRACTOR’s officers, employees, agents and subcontractors.

## 9.0 INSURANCE REQUIREMENTS:

9.01 **Evidence of Coverage:** Prior to commencement of this Agreement, the Contractor shall provide a “Certificate of Insurance” certifying that coverage as required herein has been obtained. Individual endorsements executed by the insurance carrier shall accompany the certificate. In addition, the Contractor upon request shall provide a certified copy of the policy or policies.

This verification of coverage shall be sent to the County’s Contracts/Purchasing Department, unless otherwise directed. The Contractor shall not receive a “Notice to Proceed” with the work under this Agreement until it has obtained all insurance required and the County has approved such insurance. This approval of insurance shall neither relieve nor decrease the liability of the Contractor.

9.02 **Qualifying Insurers:** All coverages, except surety, shall be issued by companies which hold a current policy holder’s alphabetic and financial size category rating of not less than A- VII, according to the current A.M. Best’s Rating Guide or a company of equal financial stability that is approved by the County’s Purchasing Agent.

GEO Reentry Services, LLC  
In-Custody Programming & Services  
Term: 5/1/2025 - 4/30/2030

- 9.03 **Insurance Coverage Requirements:** Without limiting CONTRACTOR's duty to indemnify, CONTRACTOR shall maintain in effect throughout the term of this Agreement a policy or policies of insurance with the following minimum limits of liability:

**Commercial General Liability Insurance:** including but not limited to premises and operations, including coverage for Bodily Injury and Property Damage, Personal Injury, Contractual Liability, Broad form Property Damage, Independent Contractors, Products and Completed Operations, with a combined single limit for Bodily Injury and Property Damage of not less than \$1,000,000 per occurrence, and \$2,000,000 in the aggregate.

*(Note: any proposed modifications to these general liability insurance requirements shall be attached as an Exhibit hereto, and the section(s) above that are proposed as not applicable shall be lined out in blue ink. All proposed modifications are subject to County approval.)*

**Auto Liability Coverage:** must include motor vehicles, including scheduled, non-owned, and hired vehicles, used in providing services under this Agreement, with a combined single limit or Bodily Injury and Property Damage of not less than \$1,000,000 per occurrence.

*(Note: any proposed modifications to these auto insurance requirements shall be attached as an Exhibit hereto, and the section(s) above that are proposed as not applicable shall be lined out in blue ink. All proposed modifications are subject to County approval.)*

**Workers' Compensation Insurance:** if CONTRACTOR employs others in the performance of this Agreement, in accordance with California Labor Code section 3700 and with Employer's Liability limits not less than \$1,000,000 each person, \$1,000,000 each accident and \$1,000,000 each disease.

*(Note: any proposed modifications to these workers' compensation insurance requirements shall be attached as an Exhibit hereto, and the section(s) above that are proposed as not applicable shall be lined out in blue ink. All proposed modifications are subject to County approval.)*

**Professional Liability Insurance:** if required for the professional services being provided, (e.g., those persons authorized by a license to engage in a business or profession regulated by the California Business and Professions Code), in the amount of not less than \$1,000,000 per claim and \$2,000,000 in the aggregate, to cover liability for malpractice or errors or omissions made in the course of rendering professional services. If professional liability insurance is written on a "claims-made" basis rather than an occurrence basis, the CONTRACTOR shall, upon the expiration or earlier termination of this Agreement, obtain extended reporting coverage ("tail coverage") with the same liability limits. Any such tail coverage shall continue for at least three years following the expiration or earlier termination of this Agreement.

*(Note: Professional liability insurance coverage is required if the contractor is providing a professional service regulated by the state. Examples of service providers regulated by the state are insurance agents, professional architects and engineers, doctors, certified public accountants, lawyers, etc. However, other professional Contractors, such as computer or software designers, technology services, and services providers such as claims administrators, should also have professional liability. If in doubt, consult with your risk or contract manager.)*

GEO Reentry Services, LLC  
In-Custody Programming & Services  
Term: 5/1/2025 - 4/30/2030

If the contractor maintains broader coverage and/or higher limits than the minimums shown above, the County requires and shall be entitled to the broader coverage and/or higher limits maintained by the contractor.

#### **9.04 Other Requirements:**

All insurance required by this Agreement shall be with a company acceptable to the County and issued and executed by an admitted insurer authorized to transact Insurance business in the State of California. Unless otherwise specified by this Agreement, all such insurance shall be written on an occurrence basis, or, if the policy is not written on an occurrence basis, such policy with the coverage required herein shall continue in effect for a period of three years following the date CONTRACTOR completes its performance of services under this Agreement.

Each liability policy shall provide that the County shall be given notice in writing at least thirty days in advance of any endorsed reduction in coverage or limit, cancellation, or intended non-renewal thereof. Each policy shall provide coverage for Contractor and additional insureds with respect to claims arising from each subcontractor, if any, performing work under this Agreement, or be accompanied by a certificate of insurance from each subcontractor showing each subcontractor has identical insurance coverage to the above requirements.

#### **Additional Insured Status:**

The County of Monterey, its officers, officials, employees, and volunteers are to be covered as additional insureds on the commercial general liability policy with respect to liability arising out of work or operations performed by or on behalf of the CONTRACTOR including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage shall be provided in the form of an endorsement to the CONTRACTOR'S insurance (at least as broad as ISO Form CG 20 10 11 85 or if not available, through the addition of both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 if a later edition is used).

#### **Primary Coverage:**

For any claims related to this contract, the CONTRACTOR'S insurance coverage shall be primary and non-contributory and at least as broad as ISO CG 20 01 04 13 as respects the County, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the County, its officers, officials, employees, or volunteers shall be excess of the CONTRACTOR'S insurance and shall not contribute with it. This requirement shall also apply to any Excess or Umbrella liability policies.

#### **Waiver of Subrogation:**

CONTRACTOR hereby grants to County a waiver of any right to subrogation which any insurer of said CONTRACTOR may acquire against the County by virtue of the payment of any loss under such insurance. CONTRACTOR agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the County has received a waiver of subrogation endorsement from the insurer.

GEO Reentry Services, LLC  
In-Custody Programming & Services  
Term: 5/1/2025 - 4/30/2030

Prior to the execution of this Agreement by the County, CONTRACTOR shall file certificates of insurance with the County's contract administrator and County's Contracts/Purchasing Division, showing that the CONTRACTOR has in effect the insurance required by this Agreement. The CONTRACTOR shall file a new or amended certificate of insurance within five calendar days after any change is made in any insurance policy, which would alter the information on the certificate then on file. Acceptance or approval of insurance shall in no way modify or change the indemnification clause in this Agreement, which shall continue in full force and effect. CONTRACTOR shall always during the term of this Agreement maintain in force the insurance coverage required under this Agreement and shall send, without demand by County, annual certificates to County's Contract Administrator and County's Contracts/Purchasing Division. If the certificate is not received by the expiration date, County shall notify CONTRACTOR and CONTRACTOR shall have five calendar days to send in the certificate, evidencing no lapse in coverage during the interim. Failure by CONTRACTOR to maintain such insurance is a default of this Agreement, which entitles County, at its sole discretion, to terminate this Agreement immediately.

## **10.0 RECORDS AND CONFIDENTIALITY:**

- 10.1 **Confidentiality:** CONTRACTOR and its officers, employees, agents, and subcontractors shall comply with any and all federal, state, and local laws, which provide for the confidentiality of records and other information. CONTRACTOR shall not disclose any confidential records or other confidential information received from the County or prepared in connection with the performance of this Agreement, unless County specifically permits CONTRACTOR to disclose such records or information. CONTRACTOR shall promptly transmit to County any and all requests for disclosure of any such confidential records or information. CONTRACTOR shall not use any confidential information gained by CONTRACTOR in the performance of this Agreement except for the sole purpose of carrying out CONTRACTOR's obligations under this Agreement.
- 10.2 **County Records:** When this Agreement expires or terminates, CONTRACTOR shall return to County any County records which CONTRACTOR used or received from County to perform services under this Agreement.
- 10.3 **Maintenance of Records:** CONTRACTOR shall prepare, maintain, and preserve all reports and records that may be required by federal, state, and County rules and regulations related to services performed under this Agreement. CONTRACTOR shall maintain such records for a period of at least three years after receipt of final payment under this Agreement. If any litigation, claim, negotiation, audit exception, or other action relating to this Agreement is pending at the end of the three-year period, then CONTRACTOR shall retain said records until such action is resolved.
- 10.4 **Access to and Audit of Records:** The County shall have the right to examine, monitor and audit all records, documents, conditions, and activities of the CONTRACTOR and its subcontractors related to services provided under this Agreement. Pursuant to Government Code section 8546.7, if this Agreement involves the expenditure of public funds in excess of \$10,000, the parties to this Agreement may be subject, at the request of the County or as part of any audit of the County,

GEO Reentry Services, LLC  
In-Custody Programming & Services  
Term: 5/1/2025 - 4/30/2030

to the examination and audit of the State Auditor pertaining to matters connected with the performance of this Agreement for a period of three years after final payment under the Agreement.

- 10.5 **Royalties and Inventions:** County shall have a royalty-free, exclusive and irrevocable license to reproduce, publish, and use, and authorize others to do so, all original computer programs, writings, sound recordings, pictorial reproductions, drawings, and other works of similar nature produced in the course of or under this Agreement. CONTRACTOR shall not publish any such material without the prior written approval of County.

## 11.0 NON-DISCRIMINATION:

- 11.1 During the performance of this Agreement, CONTRACTOR, and its subcontractors, shall not unlawfully discriminate against any person because of race, religious creed, color, sex, national origin, ancestry, physical disability, mental disability, medical condition, marital status, age (over 40), sexual orientation, or any other characteristic set forth in California Government code § 12940(a), either in CONTRACTOR's employment practices or in the furnishing of services to recipients. CONTRACTOR shall ensure that the evaluation and treatment of its employees and applicants for employment and all persons receiving and requesting services are free of such discrimination. CONTRACTOR and any subcontractor shall, in the performance of this Agreement, fully comply with all federal, state, and local laws and regulations which prohibit discrimination. The provision of services primarily or exclusively to such target population as may be designated in this Agreement shall not be deemed to be prohibited discrimination.

## 12.0 COMPLIANCE WITH TERMS OF STATE OR FEDERAL GRANTS:

If this Agreement has been or will be funded with monies received by the County pursuant to a contract with the state or federal government in which the County is the grantee, CONTRACTOR will comply with all the provisions of said contract, to the extent applicable to CONTRACTOR as a subgrantee under said contract, and said provisions shall be deemed a part of this Agreement, as though fully set forth herein. Upon request, County will deliver a copy of said contract to CONTRACTOR, at no cost to CONTRACTOR.

## 13.0 COMPLIANCE WITH APPLICABLE LAWS:

- 13.1 CONTRACTOR shall keep itself informed of and in compliance with all federal, state, and local laws, ordinances, regulations, and orders, including but not limited to all state and federal tax laws that may affect in any manner the Project or the performance of the Services or those engaged to perform Services under this AGREEMENT as well as any privacy laws including, if applicable, HIPAA. CONTRACTOR shall procure all permits and licenses, pay all charges and fees, and give all notices require by law in the performance of the Services.
- 13.2 CONTRACTOR shall report immediately to County's Contracts/Purchasing Officer, in writing, any discrepancy or inconsistency it discovers in the laws, ordinances, regulations, orders, and/or guidelines in relation to the Project of the performance of the Services.

GEO Reentry Services, LLC  
In-Custody Programming & Services  
Term: 5/1/2025 - 4/30/2030

13.3 All documentation prepared by CONTRACTOR shall provide for a completed project that conforms to all applicable codes, rules, regulations, and guidelines that are in force at the time such documentation is prepared.

14.0 INDEPENDENT CONTRACTOR:

In the performance of work, duties, and obligations under this Agreement, CONTRACTOR is always acting and performing as an independent contractor and not as an employee of the County. No offer or obligation of permanent employment with the County or County department or agency is intended in any manner, and CONTRACTOR shall not become entitled by virtue of this Agreement to receive from County any form of employee benefits including but not limited to sick leave, vacation, retirement benefits, workers’ compensation coverage, insurance or disability benefits. CONTRACTOR shall be solely liable for and obligated to pay directly all applicable taxes, including federal and state income taxes and social security, arising out of CONTRACTOR’s performance of this Agreement. In connection therewith, CONTRACTOR shall defend, indemnify, and hold County harmless from any and all liability which County may incur because of CONTRACTOR’s failure to pay such taxes.

15.0 NOTICES:

Notices required under this Agreement shall be delivered personally or by first-class, postage pre-paid mail to the County and CONTRACTOR’S contract administrators at the addresses listed below:

FOR COUNTY:	FOR CONTRACTOR:
Jose Ramirez, Chief Probation Officer	Derrick D. Schofield, PhD, Vice President
Name and Title	Name and Title
Monterey County Probation 20 E. Alisal Street, Salinas, CA 93901	GEO Reentry Services, LLC 4955 Technology Way, Boca Raton, FL 33431
Address	Address
(831) 755-3913	(561) 999-8151
Phone:	Phone:

16.0 MISCELLANEOUS PROVISIONS.

16.01 **Conflict of Interest:** CONTRACTOR represents that it presently has no interest and agrees not to acquire any interest during the term of this Agreement, which would directly, or indirectly conflict in any manner or to any degree with the full and complete performance of the services required to be rendered under this Agreement.

16.02 **Amendment:** This Agreement may be amended or modified only by an instrument in writing signed by the County and the CONTRACTOR.

GEO Reentry Services, LLC  
In-Custody Programming & Services  
Term: 5/1/2025 - 4/30/2030

- 16.03 **Waiver:** Any waiver of any terms and conditions of this Agreement must be in writing and signed by the County and the CONTRACTOR. A waiver of any of the terms and conditions of this Agreement shall not be construed as a waiver of any other terms or conditions in this Agreement.
- 16.04 **Contractor:** The term “CONTRACTOR” as used in this Agreement includes CONTRACTOR’s officers, agents, and employees acting on CONTRACTOR’s behalf in the performance of this Agreement.
- 16.05 **Disputes:** CONTRACTOR shall continue to perform under this Agreement during any dispute.
- 16.06 **Assignment and Subcontracting:** The CONTRACTOR shall not assign, sell, or otherwise transfer its interest or obligations in this Agreement without the prior written consent of the County. None of the services covered by this Agreement shall be subcontracted without the prior written approval of the County. Notwithstanding any such subcontract, CONTRACTOR shall continue to be liable for the performance of all requirements of this Agreement.
- 16.07 **Successors and Assigns:** This Agreement and the rights, privileges, duties, and obligations of the County and CONTRACTOR under this Agreement, to the extent assignable or delegable, shall be binding upon and inure to the benefit of the parties and their respective successors, permitted assigns, and heirs.
- 16.08 **Headings:** The headings are for convenience only and shall not be used to interpret the terms of this Agreement.
- 16.09 **Time is of the Essence:** Time is of the essence in each and all of the provisions of this Agreement.
- 16.10 **Governing Law:** This Agreement shall be governed by and interpreted under the laws of the State of California; venue shall be Monterey County.
- 16.11 **Non-exclusive Agreement:** This Agreement is non-exclusive and both County and CONTRACTOR expressly reserve the right to contract with other entities for the same or similar services.
- 16.12 **Construction of Agreement:** The County and CONTRACTOR agree that each party has fully participated in the review and revision of this Agreement and that any rule of construction to the effect that ambiguities are to be resolved against the drafting party shall not apply in the interpretation of this Agreement or any amendment to this Agreement.
- 16.13 **Counterparts:** This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same Agreement.

GEO Reentry Services, LLC  
In-Custody Programming & Services  
Term: 5/1/2025 - 4/30/2030

- 16.14 **Authority:** Any individual executing this Agreement on behalf of the County or the CONTRACTOR represents and warrants hereby that he or she has the requisite authority to enter into this Agreement on behalf of such party and bind the party to the terms and conditions of this Agreement.
- 16.15 **Integration:** This Agreement, including the exhibits, represent the entire Agreement between the County and the CONTRACTOR with respect to the subject matter of this Agreement and shall supersede all prior negotiations, representations, or agreements, either written or oral, between the County and the CONTRACTOR as of the effective date of this Agreement, which is the date that the County signs the Agreement.
- 16.16 **Interpretation of Conflicting Provisions:** In the event of any conflict or inconsistency between the provisions of this Agreement and the Provisions of any exhibit or other attachment to this Agreement, the provisions of this Agreement shall prevail and control.

## 17.0 **CONSENT TO USE OF ELECTRONIC SIGNATURES.**

- 17.1 The parties to this Agreement consent to the use of electronic signatures via DocuSign to execute this Agreement. The parties understand and agree that the legality of electronic signatures is governed by state and federal law, 15 U.S.C. Section 7001 et seq.; California Government Code Section 16.5; and, California Civil Code Section 1633.1 *et. seq.* Pursuant to said state and federal law as may be amended from time to time, the parties to this Agreement hereby authenticate and execute this Agreement, and any and all Exhibits to this Agreement, with their respective electronic signatures, including any and all scanned signatures in portable document format (PDF).

### 17.2 **Counterparts.**

The parties to this Agreement understand and agree that this Agreement can be executed in two (2) or more counterparts and transmitted electronically via facsimile transmission or by delivery of a scanned counterpart in portable document format (PDF) via email transmittal.

### 17.3 **Form: Delivery by E-Mail or Facsimile.**

Executed counterparts of this Agreement may be delivered by facsimile transmission or by delivery of a scanned counterpart in portable document format (PDF) by e-mail transmittal, in either case with delivery confirmed. On such confirmed delivery, the signatures in the facsimile or PDF data file shall be deemed to have the same force and effect as if the manually signed counterpart or counterparts had been delivered to the other party in person.

GEO Reentry Services, LLC  
In-Custody Programming & Services  
Term: 5/1/2025 - 4/30/2030

18.0 SIGNATURE PAGE.

IN WITNESS WHEREOF, County and CONTRACTOR have executed this Agreement as of the day and year written below.

**COUNTY OF MONTEREY**

**CONTRACTOR**

By: \_\_\_\_\_  
Contracts/Purchasing Officer

Date: \_\_\_\_\_

By: \_\_\_\_\_  
Department Head (if applicable)

Date: \_\_\_\_\_

Approved as to Form  
Office of the County Counsel<sup>1</sup>  
Susan K. Blitch, County Counsel

By: \_\_\_\_\_  
County Counsel

Date: 3/18/2025 | 9:45 AM PDT

Approved as to Fiscal Provisions

By: \_\_\_\_\_  
Auditor/Controller

Date: 3/18/2025 | 11:45 AM PDT

Approved as to Liability Provisions  
Office of the County Counsel-Risk Management

By: \_\_\_\_\_  
David Bolton, Risk Manager

Date: \_\_\_\_\_

GEO Reentry Services, LLC

Contractor/Business Name \*

By: \_\_\_\_\_  
(Signature of Chair, President, or Vice-President)  
Derrick D. Schofield, PhD, Executive Vice President

Date: 3/18/2025 | 8:53 AM PDT

By: \_\_\_\_\_  
(Signature of Secretary, Asst. Secretary, CFO, Treasurer, or Asst. Treasurer)  
Joe Negron, Senior Vice President, General Counsel

Date: 3/13/2025 | 11:40 AM EDT

County Board of Supervisors' Agreement No. \_\_\_\_\_ approved on \_\_\_\_\_

\*INSTRUCTIONS: If CONTRACTOR is a corporation, including non-profit corporations, the full legal name of the corporation shall be set forth above together with the signatures of two (2) specified officers per California Corporations Code Section 313. If CONTRACTOR is a Limited Liability Corporation (LLC), the full legal name of the LLC shall be set forth above together with the signatures of two (2) managers. If CONTRACTOR is a partnership, the full legal name of the partnership shall be set forth above together with the signature of a partner who has authority to execute this Agreement on behalf of the partnership. If CONTRACTOR is contracting in an individual capacity, the individual shall set forth the name of the business, if any, and shall personally sign the Agreement or Amendment to said Agreement.

<sup>1</sup> Approval by County Counsel is required

<sup>2</sup> Approval by Auditor-Controller is required

<sup>3</sup> Approval by Risk Management is necessary only if changes are made in paragraphs 8 or 9

GEO Reentry Services, LLC  
In-Custody Programming & Services  
Term: 5/1/2025 - 4/30/2030

**EXHIBIT – A - Scope of Services / Payment Provisions to  
Service Agreement  
by and between  
County of Monterey hereinafter referred to as “COUNTY”  
AND  
GEO Reentry Services, LLC, hereinafter referred to as  
“CONTRACTOR”**

**A. SCOPE OF SERVICES**

**A.1**

CONTRACTOR shall provide services and staff, and otherwise do all things necessary for or incidental to the performance of work, as set forth below:

Provide evidence-based assessments, case planning, case management, individual counseling, Moral Reconciliation Therapy (MRT), Thinking for a Change (T4C), cognitive restructuring/skill building (development of healthy coping strategies that include the use of role-playing, skills development, coaching conversations, and skills application), trauma informed programming, substance abuse treatment, and restorative justice programming as per **Attachment – A Program Components and below:**

- 1.2. Staff will be co-located at the SYTF in the Monterey County Juvenile Hall; Office space and Wi-Fi will be made available and provided by County.
- 1.3. Work Monday thru Friday 8:00 a.m. to 5:00 pm;
- 1.4. Work collaboratively with Juvenile Deputy Probation Officers and Juvenile Institution Officers;
- 1.5. Work collaboratively with mental health clinicians and/or other community-based treatment providers;
- 1.6. Participate in the SYTF/Juvenile Hall staff briefings;
- 1.7. Ensure that staff interacting with youth complete fingerprinting, background check, and confidentiality training prior to providing services;
- 1.8. Ensure that staff interacting with residents exhibit professional, ethical, trauma informed, and appropriate behavior while providing services.
- 1.9. Provide services to in-custody offenders that are responsive to meet the needs of both male and female youthful offenders, as well as effectively meet the needs of those varying cultural and ethnic backgrounds, languages, and sexual orientations. This includes having the ability to address the needs of persons with limited English language skills.

## **A.2 Contracted services shall include the following programs:**

### Juvenile Hall and Secure Youth Treatment Facility

#### **2.1 Behavioral Health (Mental Health Services/Substance Abuse Services):**

CONTRACTOR to provide outlined substance use interventions with non-clinical staff trained to deliver the proposed curricula.

- 2.1.1 Provide Moral Reconation Therapy to the youth participants, to develop awareness and understanding of thinking errors that prevent individuals from breaking the cycle of delinquency.
- 2.1.2 Provide long-term mentoring services to at-risk/probation youth in the community. Mentoring should provide youth with a positive, non-parental adult who can provide connection, supervision, guidance, skills training, and vocational support, as well as helping youth understand/manage social norms, and establish goals to meet their full potential.
- 2.1.3 Provide services that directly support vocational training and/or connections to employment. Offer a variety of services (i.e., educational, vocational, like skills, professional development) to youth that are disconnected from school and/or unemployed. Programs should provide opportunities for youth to learn marketable skills for future employment. These services should include comprehensive youth employment and training programs and focus on: career coaching, vocational assessments, technical training, job search training/guidance, supportive services as well as training on appropriate professional etiquette.
- 2.1.4 Provide services focused on understanding the dynamics of gangs, decision making and developing pro-social and conflict resolution skills, as well as how to exit from a gang.
- 2.1.5 Provide gender-responsive trauma groups that provide education about what trauma is, how it impacts people, and how to develop awareness to triggered responses and healthy coping strategies.
- 2.1.6 Providers should offer a curriculum that will educate offenders on the impact of criminal behavior on victims and the community, The program should emphasize restorative justice for victims and behavior modification of offenders to prevent further involvement in the juvenile justice system. It contributes to safe and supportive neighborhoods, maintaining public safety, and changing behavior.
- 2.1.7 Provide re-entry services and aftercare programs such as professional case managers, mentors, and/or supportive opportunities to youth who are exiting custody from the SYTF.
- 2.1.8 Programming should also focus (at a minimum) on family/guardianship connections, educational assistance, vocational training, employment assistance, substance use

interventions, and housing support and assistance for youth who cannot live with relatives and are transitioning to adulthood. In addition, programming should be individualized to assist with developmental asset deficits. Aftercare should include integrative, collaborative services (i.e., counseling, education, vocational) and supervision designed to prepare youth who have experienced an out-of-home placement for re-entry into their community.

### **A.3 Data Collection and Reporting Requirements:**

3.1 The selected CONTRACTOR must meet the following data collection requirements:

3.2 In Custody Programs:

- Program dosage and frequency (dates/times of all sessions/classes)
- Youth Demographics
  1. Gender
  2. Date of Birth
  3. Zip Code of Residence
  4. Race and Ethnicity
- Program Data
  1. Program Entry Date
  2. Program Exit Date
  3. Dates of Service
  4. Length of Service
  5. Type of Service (e.g. counseling, mentoring, case management, etc)
- Number and type of assessment administered (if applicable)

### **A.4 MANAGEMENT PLAN AND STAFFING**

CONTRACTOR agrees to provide 4.0 Full Time Equivalent (FTE), with the understanding that a minimum of 1.0 FTE Case Manager is expected to be on staff at all times during designated hours of program to deliver, coordinate, and administer cognitive-based interventions and evidence-based programming to youth in-custody ordered to COUNTY's Juvenile Hall. Each position will retain responsibilities for the delivery of structured activities and treatment interventions in addition to service coordination. CONTRACTOR defines Full Time Equivalent (FTE) positions as employees who work 40 hours each week serving in the capacity of their job duties. The 4 .0 FTE assigned to COUNTY are the following:

<b>Primary Staff Classification/Title</b>	<b>Full-Time Equivalent (FTE)</b>
Program Manager	1.0 FTE
Case Manager	3.0 FTE
<b>TOTAL</b>	<b>4.0 FTEs</b>

## **A.5 Licensing and Security Requirements**

- 5.1 CONTRACTOR shall ensure that all services, costs, and materials must, at minimum, meet the specifications for State of California and CAL/OSHA regulations, as applicable.
- 5.2 CONTRACTOR is to ensure that insurance and required licenses under both state and local jurisdictions are current during the full term of the AGREEMENT.
- 5.3 CONTRACTOR will be required to submit appropriate State level criminal background clearance(s) for all personnel required to work within County facilities that are deemed restricted or high security (if applicable).
  - 5.3.1 CONTRACTOR shall ensure that a California licensed investigator performed the required State level criminal background check(s) for all staff recommended to the County and must provide proof of such to County prior to the personnel being allowed to work within such County facilities. Should the County require background checks beyond what is provided by the CONTRACTOR, the County shall be responsible for the cost of such additional background checks.
  - 5.3.2 The required background checks SHALL be completed prior to allowing the personnel to work within any of the Probation's facilities.

## **A.6 CONFIDENTIALITY**

CONFIDENTIALITY PURSUANT TO WELFARE AND INSTITUTIONS CODE SECTION 827. CONTRACTOR shall not disseminate information received during any assessment, evaluation, interview, or other contact regarding any minor child in any form to anyone other than Monterey County Probation staff, employees, or agents of CONTRACTOR in the performance of CONTRACTOR's official duties, pursuant to Welfare and Institutions Code Section 827. Dissemination of any information is disallowed regardless of whether it is in written or oral form.

## **A.7. TERM**

- 7.1 The term of the AGREEMENT(s) will be for a period of 5 years with the option to extend the AGREEMENT for 2 additional one (1) year period(s).
- 7.2 County is not required to state a reason if it elects not to renew.
- 7.3 Regarding options for renewal or extension, CONTRACTOR must commence negotiations for any desired rate changes a minimum of 90 days prior to the expiration of the AGREEMENT.
- 7.4 Both parties must agree upon rate extension(s) or changes in writing.
- 7.5 County reserves the right to cancel the AGREEMENT, or any extension of the AGREEMENT, without cause, with a 30-day written notice, or immediately with cause.

## **B. COMPENSATION/PAYMENT**

The County shall pay an amount not to exceed **\$2,642,005.21** for the performance of all things necessary for or incidental to the performance of work as set forth in the Scope of Work.

CONTRACTOR'S compensation for services rendered shall be based on the following rates or in accordance with the following terms:

#### **B.1 BUDGET**

##### **See ATTACHMENT A- 1 - BUDGET DETAIL**

YEAR 1	\$535,779.33
YEAR 2	\$502,657.43
YEAR 3	\$518,259.84
YEAR 4	\$534,353.77
YEAR 5	\$550,954.84
TOTAL	\$2,642,005.21

No additional charges will be included.

CONTRACTOR warrants that the cost charged for services under the terms of this contract are not in excess of those charged any other client for the same services performed by the same individuals.

#### **B.2 CONTRACTOR'S BILLING PROCEDURES**

CONTRACTOR shall invoice COUNTY monthly, in arrears, and based upon hours or expenses actually incurred. CONTRACTOR shall submit a monthly claim for payment, with back-up documentation, no later than the 20th day following the month of service. Failure to submit reports will be deemed non-compliance with the grant terms and conditions and may cause reimbursement to be delayed or denied. Expenses may only be incurred prior to the end of the contract period on March 31, 2030.

#### **B.3 DISALLOWED COSTS**

CONTRACTOR is responsible for any audit exceptions or disallowed costs incurred by its own organization or that of its subcontractors.



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

---

### Program Components and Sample Case Plan

GEO Reentry proposes comprehensive and cohesive program services at the Secure Youth Treatment Facility (SYTF) in the Monterey County Juvenile Hall.

#### Research-Based Fundamentals

Our proposed program services are designed to target individual criminogenic risk and needs and deliver corresponding behavior change programming in alignment with evidence-based practices distilled from validated research. This includes the following interventions and strategies that research has found to be effective when working with justice involved youth<sup>1</sup>.

- **Structure**—Programs should be highly structured, with consistent accountability and service delivery.
- **Cognitive Behavioral Interventions**—Specific skill building exercises with a cognitive basis are the most effective interventions.
- **Familial Inclusion**—Programs should include family members to increase the youth's support system and everyday structure.
- **Peer Mentoring**—Provides natural social support, reinforcing new behaviors and helping youth face challenges.
- **Address Multiple Factors**—Comprehensive programs that offer multiple programming options are the most effective.

#### Phased Program Model

Every youth participant will progress through the program at their own pace, while accommodating the significant length of time an individual might spend under youth secure track supervision. GEO Reentry program staff will meet each youth where they are upon entry to the program, including motivation for change. We will work closely with participants to promote engagement and to incentivize progress and sustained behavior change.

---

<sup>1</sup> Lipsey, M. (2009). Primary factors that characterize effective interventions with juvenile offenders: A meta-analytic overview. [http://episcenter.psu.edu/sites/default/files/community/Lipsey\\_Effective%20interventions%20-%202009.pdf](http://episcenter.psu.edu/sites/default/files/community/Lipsey_Effective%20interventions%20-%202009.pdf)

Specific phases of the program have a certain focus, as detailed in the *Figure* below:



**Figure 1. Overview of GEO Reentry Program Model**

We recognize that youth participants may be involved with the program for several years. Accordingly, we will collaborate with the County to develop and implement approaches to recognize participant success and achievement of milestones—regardless of how long a participant may remain within a specific program phase.



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

---

### Service Delivery Tailored to Youth

For youth programs to be most effective, programming must be relevant, engaging, and appropriate to the participant's level of learning. In addition to being trained in the facilitation of our proposed curricula, our staff will be trained in adapting programming to specific population needs. For example, youth participants have a shorter attention span than adults. Therefore, group sessions are better received when they are shorter in duration and when lighthearted, enjoyable activities are incorporated. GEO Reentry Program Operations, with support from our internal Research team, continuously strives to enhance our youth programs—to ensure the most responsive and meaningful experience for each participant throughout their time in the program.

### Evolving Program Model

GEO Reentry is experienced in partnering with Counties across California to establish and operate youth programs for individuals who formerly would have been transferred to California Division of Juvenile Justice custody. We understand that a critical aspect of these programs is the significant length of time that youth spend in programming. Accordingly, we strive to evolve our programs in a responsive, practical, and engaging manner that accommodates youth under sustained supervision. These efforts include:

- Use of supplemental curricula and interventions to enhance the skills that participants learned in their foundational programming
- Identification of curricula components that the participant might re-visit in later phases of the program
- Incorporation of peer mentoring to assist both new and experienced participants in developing and practicing pro-social behaviors

Under a contract award, we intend to collaborate with the County to pilot approaches and adapt the programs to best serve youth for the duration of the contract.



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

---

### Program Components

Our proposed programs at the SYTF in Juvenile Hall will offer the following components:

#### Assessments

We propose to use a variety of assessments to determine the individual risk and needs of each youth participant, as well as to establish a baseline for measuring change.

**Youth Assessment and Screening Instrument (YASI).** This tool measures risk, needs, and protective factors of at-risk and justice involved youth. The following domains are included: static factors that cannot be changed; dynamic factors that can be changed; and protective factors that foster pro-social outcomes. The YASI provides a determination of whether the participant is at a low, moderate, or high risk of re-offense.

**Texas Christian University Adolescent Thinking Forms** are administered before and after programming to measure changes in thinking styles and thinking errors. The assessment collects information for the following: control over personal drug use; drug culture; negative urgency; positive urgency; premeditation; attention; problem-solving efficacy; drug resistance efficacy; assertiveness; invincibility; and optimism / hope.

**Trauma Assessment.** Texas Christian University's (TCU) Institute of Behavioral Research is creating a screening tool that is designed to assess trauma in youth and adults who are involved in the legal system. The purpose of the tool is to provide researchers, case workers, and clinicians with a brief screening that can inform programming assignment; a participant's progress in treatment; and program effectiveness. GEO Reentry will work with TCU to implement this tool within the Monterey programs.

**Summary.** Assessment results will be used to create a dynamic Individual Success Plan (ISP) that outlines assigned programming; goals for the program and for returning to the community; and action items for attaining identified goals.

#### Starting Point Behavior Change Plan (BCP)

Upon entry into the program, we will work individually with each participant to create a Starting Point BCP. This tool helps identify structured goals and activities that will assist the participant in building motivation and preparing for engagement in the program.

#### Individual Success Plan (ISP)

GEO Reentry staff will work one-on-one with each participant to develop an Individual Success Plan. The ISP targets the participant's highest assessed risk and need factors; creates a customized case plan for program services; identifies goals, barriers, and opportunities; and details a network of support, including family and other service



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

providers. ISP goals, responsivity factors, and action items are prioritized and customized for the individual participant. Goals are stated in positive and supportive language using the SMART approach—Specific, Measurable, Attainable, Realistic, and with an appropriate Timeframe.

The ISP serves as the participant’s foundation for their time in the program and promotes a seamless transition to the community.

### Curricula and Supplemental Services

The *Table* below outlines our proposed curricula and supplemental services—which will be offered for the in-custody program at Juvenile Hall.

**Table 1. GEO Reentry Proposed Curricula and Supplemental Services**

Program Component	Proposed Service Delivery
<b>Behavioral Health</b>	Cognitive Behavioral Interventions—Substance Use Youth (CBI-SUY), from the University of Cincinnati
<b>Juvenile MRT</b>	Juvenile Moral Reconciliation Therapy (MRT), from Correctional Counseling Incorporated (CCI)
<b>Long-Term Mentoring</b>	Services include: participants in advanced program phases of the program will mentor newer participants and partnerships with organizations that can provide mentoring
<b>Vocational / Employment Connections</b>	Services include: Education & Employment Questionnaire; Tiered Employment Program; Resource Connections; Enrollment Assistance; and Job Search and Placement Assistance
<b>Gang Services</b>	Gang Intervention and Prevention, from Phoenix / New Freedom
<b>Gender-Responsive Trauma Groups</b>	Voices: A Program of Self-Discovery and Empowerment for Girls <i>and</i> A Young Man’s Guide to Self-Mastery, both from Stephanie S. Covington, Ph.D.
<b>Restorative Justice</b>	Victim Impact: Listen and Learn, from the Office for Victims of Crime (OVC)



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

**Table 1. GEO Reentry Proposed Curricula and Supplemental Services**

<b>Reentry and Aftercare</b>	Curriculum from The Change Companies
<b>Family / Guardianship Connections</b>	Engage participant family members, guardians, and supports in the program Onsite Family Events, with approval from the County
<b>Supplemental Programming</b>	Getting Motivated to Change, adapted from Texas Christian University (TCU) materials
<b>Supplemental Programming</b>	Thinking for a Change (T4C), from the National Institute of Corrections (NIC)
<b>Supplemental Programming</b>	RI Discovery Cards
<b>Supplemental Programming</b>	Individual Cognitive Behavioral Interventions (ICBI) sessions that may incorporate intervention tools such as Carey Guides; Brief Intervention Tools; Behavior Chains; and Thinking Reports
<b>Substance Abuse Education / Treatment</b>	Cognitive Behavioral Interventions—Substance Use Youth (CBI-SUY)
<b>Anger Management</b>	Curriculum from The Change Companies
<b>Cognitive and Life Skills Development</b>	Juvenile MRT Thinking for a Change (T4C) ICBI sessions
<b>Parenting and Family Structure Restoration</b>	Partners in Parenting, from TCU “Family” workbook from The Change Companies Forward Thinking series
<b>Educational Services / GED Assistance</b>	Computer-based HiSET Academy Online



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

**Table 1. GEO Reentry Proposed Curricula and Supplemental Services**

<b>Healthy Projects and Financial Literacy</b>	Implement and facilitate program activities related to health and wellness “Financial Literacy” workbook from The Change Companies
<b>Employment Training and Vocational Services</b>	Services include: Education & Employment Questionnaire; Tiered Employment Program; Resource Connections; Enrollment Assistance; and Job Search and Placement Assistance

With approval from the County, GEO Reentry staff may incorporate additional curricula and intervention tools over the course of the contract—to keep treatment programming engaging and relevant to the evolving needs of the youth population.

### Multidisciplinary Approach

We anticipate that our program staff will actively collaborate with County personnel; other service providers such as Behavioral Health and the Office of Education; and the youth participant’s family members / personal supports to collectively track participant progress and evolving needs—with adjustments to service delivery as appropriate.

Our efforts toward fostering a multidisciplinary approach include the following:

- Collaboration with the County and other providers to determine youth eligibility for certain services and to facilitate corresponding placement, in accordance with assessed risk and needs.
- Flexibility in service delivery scheduling, to accommodate participants who are enrolled in other activities and treatment outside of the program.
- GEO Reentry participation in the multidisciplinary treatment process—which includes supervising County personnel; other involved treatment providers; and supportive family members. The multidisciplinary team will discuss participant status, program scheduling, and case planning.
- Engagement with applicable County personnel throughout our day-to-day program operations—as well as during formal program events such as milestone celebrations, pro-social activities, and graduations.
- Providing the County and other applicable stakeholders with a variety of program reports and outcomes.



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

---

### **In-Custody Program at the SYTF in Juvenile Hall**

---

In accordance with **RFP Section 5.4**, GEO Reentry proposes to serve in-custody youth within the Juvenile Hall—delivering programming that incorporates social learning theory; cognitive behavioral principles and interventions; trauma-informed principles; and reentry support services.

#### **Behavioral Health**

We propose use of the Cognitive Behavioral Interventions—Substance Use Youth (CBI-SUY) curriculum from the University of Cincinnati for our delivery of substance use programming. The curriculum was specifically developed for justice involved youth with a moderate to high need for substance use treatment. Incorporating a cognitive behavioral approach, CBI-SUY consists of the following components: Pre-Treatment; Motivational Engagement; Cognitive Restructuring; Emotional Regulation; Social Skills; Problem Solving; and Success Planning. The curriculum emphasizes development of cognitive, social, emotional, and coping skills through role-play and other action-orientated activities.

Additionally, we intend to work closely with Monterey County Behavioral Health to integrate with any mental health or substance use counseling that a participant may be receiving from licensed County personnel.

#### **Juvenile Moral Reconation Therapy (MRT)**

We propose use of Juvenile MRT, from Correctional Counseling Incorporated (CCI). MRT is a step-by-step, cognitive rehabilitation system that helps participants change anti-social and criminal thinking; make better decisions about how to respond in various situations; develop higher levels of thinking and reasoning; and break the cycles of addiction and criminal behavior.

Juvenile MRT uses the “How to Escape Your Prison” workbook, which has been adapted from the adult version for juveniles. MRT contains 16 Steps in total, with 12 of the steps typically completed in a group setting. For each Step, participants complete specific homework and present their work during group sessions. GEO Reentry staff facilitating the group will provide constructive feedback and objective criteria for the participant to refine their step work as needed.



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

---

### Long-Term Mentoring Services

We understand how important it is for participants to establish connections with support services and pro-social individuals as they transition from in-custody supervision and to life in the community. Individuals who have been through the GEO Reentry program can be valuable agents of change, making them ideal mentors for participants who are still in the program. Our plan for ensuring that program participants receive long-term mentoring services includes the below:

- Participants who are transitioning out of the program will mentor newly enrolled participants and those in the midst of the program.
- Participants will continue to check in with their GEO Reentry Case Manager during the Aftercare phase of the program.
- GEO Reentry will develop partnerships with community-based organizations that can provide mentoring for youth as they release from in-custody supervision—and will remain connected to receive updates on the progress of the mentorship.
- Our proposed program will provide participants with opportunities to build the life skills and social skills needed for stability in the community—this includes linking participants with supportive vocational and educational providers.
- During Aftercare, we will continue to work with participants to ensure they are able to maintain the Maintenance stage of change.

### Vocational Training Support and Employment Connections

To support participants in achieving their vocational and employment goals, we propose to deliver the following components:

- Education & Employment Questionnaire
- Tiered Employment Program
- Resource Connections
- Enrollment Assistance
- Job Search and Placement Assistance

**Education & Employment Questionnaire.** We ask participants to complete this internal tool so we can best assist with education and employment goals that are important to the individual. The questionnaire helps us gather information on the participant's level of motivation; educational background; employment background; and needed essentials such as identification documents, work attire, transportation, and potential eligibility for



## ATTACHMENT A – Program Components

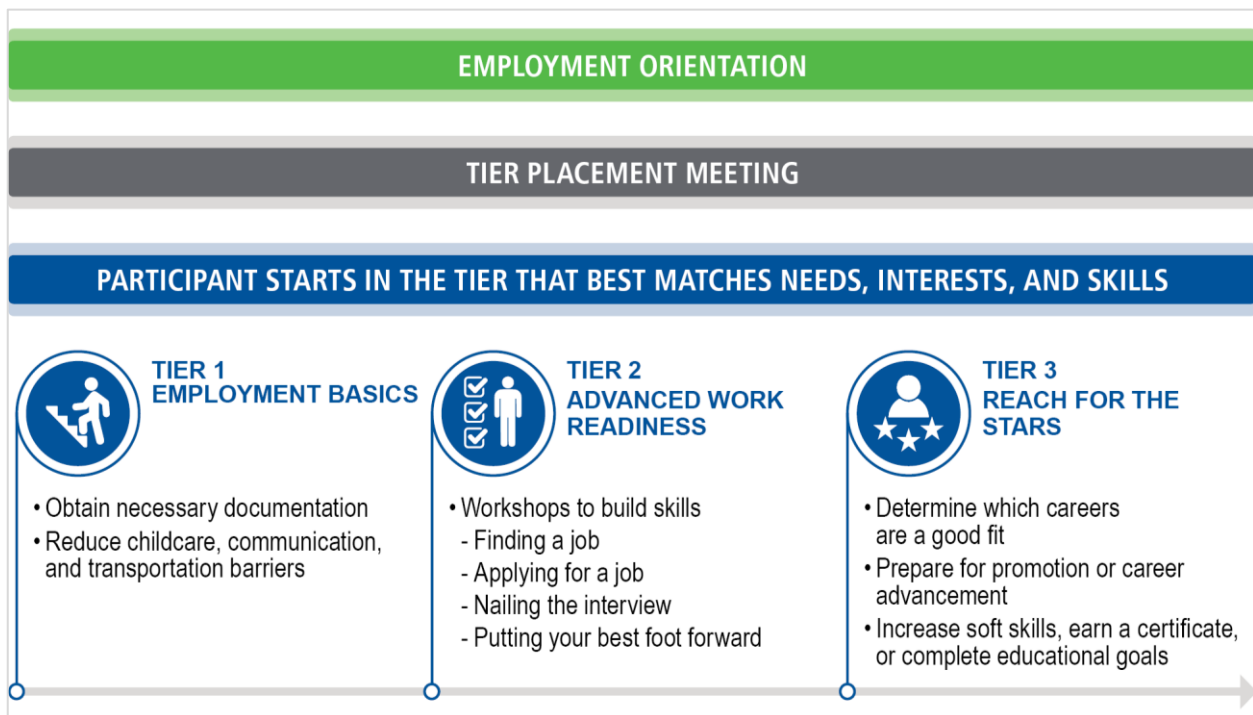
County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

benefits assistance.

**Tiered Employment Program.** This innovative program empowers participants to reach goals by building personal motivation and overcoming barriers. By incorporating tiers, we offer more targeted levels of service that best match individually assessed needs, interests, and skills. Each Tier consists of specific workshops that utilize career exploration and employability curriculum from JIST Career Solutions. The workshops help participants develop both soft and hard skills. The hard skills relate to securing vital documents (Tier 1); job searches, applications, and interviews (Tier 2); and career development (Tier 3). Soft skills workshops focus on how to interact with others in the workplace. The following *Figure* provides a visual overview of the program.



**Figure 2. Overview of GEO Reentry Tiered Employment Program**

**Resource Connections.** A network of resources outside of the program are integral to expanding employment and vocational opportunities for participants. We actively build partnerships with regional and state workforce providers that help individuals increase their employability, earning potential, job satisfaction, and marketable work skills.

**Enrollment Assistance.** If a participant is interested in a vocational or educational program delivered by another organization, our staff can assist participants in navigating the enrollment process. This includes helping participants compile and submit forms, applications, and any other needed paperwork.



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

---

**Job Search and Placement Assistance.** As an experienced provider in the state, GEO Reentry has worked with hundreds of employers across California—and helped numerous participants gain employment. Our ongoing outreach to local employers includes creating a working relationship and establishing a point of contact. For each company, we document pertinent items such as: if the business is a felon friendly employer; current job openings; background check process; how to submit an application; and if the business works with a staffing agency.

### Gang Services

We propose to use the Gang Intervention and Prevention curriculum from Phoenix/New Freedom. This validated and comprehensive curriculum focuses on providing coping and problem-solving skills for core tenants of high-risk behavior—including anger, depression, anxiety, self-harm, substance abuse, trauma, and sleep disorders. Incorporating cognitive behavioral interventions and Motivational Interviewing, the curriculum helps participants understand and address their risk for gang involvement; develop emotional awareness; and create strategies for dealing with their risk factors.

### Gender-Responsive Trauma Groups

We propose to deliver gender-responsive and trauma-informed sessions using the following curricula from Stephanie S. Covington, Ph.D.

**Voices: A Program of Self-Discovery and Empowerment for Girls** will be used to address the needs of female participants. The curriculum incorporates a variety of therapeutic approaches—including psychoeducational, cognitive behavioral, mindfulness, body-oriented, and expressive arts.

**A Young Man's Guide to Self-Mastery** helps male participants understand the effects of adversity and trauma; increase communication skills; and develop healthy relationships. The curriculum addresses socialization, social thinking, building empathy, increasing self-awareness, and improving communication.

### Restorative Justice

We propose the Victim Impact: Listen and Learn curriculum from the Office for Victims of Crime (OVC) for our delivery of Restorative Justice programming. The curriculum is designed to assist participants with building awareness of the impact that crime has on victims; taking responsibility for their actions; and making amends. Victims and their rights is a critical focus. The curriculum is built around the following crime topics: property crime; assault; robbery; hate and bias; gang violence; sexual assault; child abuse and neglect; domestic violence; drunk and impaired driving; and homicide.



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

---

### Reentry and Aftercare Services

Our proposed program is designed to seamlessly support participants as they transition from the In-Custody program to community-based services and support.

**Aftercare Programming.** We propose to use curriculum from The Change Companies to guide participants in continuing to make positive changes in their thoughts, feelings, and behaviors. Topics covered may include: relapse prevention, reentry planning, relationships, and communication. By engaging in the curricula's Interactive Journaling and applying workbook information to their personal situation, participants can sustain their progress towards responsible living.

### Family and Guardianship Connections

We understand that family is an important source of support that can increase the likelihood of a participant's long-term success. Within our proposed program, we will engage each participant's family members, guardians, and other supports as much as possible. This includes specifying goals for engaging with family as part of the participant's Individual Success Plan.

Program services involving family members will be conducted in a safe and secure program environment. Our staff receive diversity and sensitivity training to assist them in working with people from a variety of cultures and socioeconomic situations.

The participant's family members can also benefit from our ability to help develop the tools and communication skills needed for positive lifestyle changes. With approval from the County, we can organize and host onsite Family Events. These events give participants and their families a chance to engage in structured, observed, and pro-social activities together.

### Supplemental Programming—Getting Motivated to Change

Adapted from Texas Christian University materials, this pre-treatment intervention is designed for participants in the Pre-Contemplation or Contemplation stage of change. The curriculum incorporates node-link mapping to help participants visualize the relationship between ideas, actions, and feelings. The group focuses on acclimation to the program and preparing to engage in more intensive programming. Topics covered include: Motivation 101; The Art of Self-Motivation; Improving Self-Talk; and Planning for Change.

### Supplemental Programming—Thinking for a Change (T4C)

As a cognitive behavioral intervention, T4C is designed to help participants change their behavior by changing their thinking. Developed by the National Institute of Corrections (NIC), T4C confronts problematic thought patterns and emphasizes the development of



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

interpersonal communication development. The curriculum consists of three components:

- **Cognitive Self-Change** provides a process for self-reflection. Lessons focus on uncovering anti-social thoughts, feelings, attitudes, and beliefs.
- **Social Skills** help participants engage in pro-social interactions. Lessons help participants build self-understanding and an awareness of the impact that actions have on others.
- **Problem Solving Skills** integrates concepts from the two T4C components above, assisting participants with a step-by-step process for addressing challenges and stressful situations.

### Supplemental Programming—R1 Discovery Cards

R1 Learning (R1) creates interactive curriculum that incorporates proven behavioral health models and research. We propose use of the R1 Discovery Cards, which provide a hands-on approach to helping participants learn new concepts and then concretely apply the material to real-life situations. Discovery Cards are organized into categories such as Mental Health & Wellness; Substance Use/Addiction; and Life Skills. Topics covered in these categories include: Emotions & Feelings; Emotional Triggers; Mindfulness; Phases of Addiction; Pain Management; Career Interests; Home/Shelter; Community; Purpose; SMART Goals; and Bullying.

R1 Discovery Cards are designed to accommodate diverse backgrounds, education, life circumstances, and learning styles. By helping participants internalize learned information, the curriculum motivates individuals to change and reach their full potential.

### Supplemental Programming—Individual Cognitive Behavioral Interventions (ICBI)

ICBI sessions provide a private setting for participants to explore personal goals; receive additional support for what they are learning in the program; and to pro-actively address individual challenges. ICBI sessions typically incorporate use of specific intervention tools to target criminogenic needs and to develop cognitive skills on a more individualized basis. We may use intervention tools such as following:

- **Carey Guides** are designed for one-on-one sessions, assisting staff in applying evidence-based practices and supporting participants with behavior change and skill development. There are two categories of guides, which specifically address criminogenic needs or case management issues. Topics covered include: thinking patterns; influence of peers; motivation for change; maximizing strengths; emotional regulation; and mental health challenges.
- **Brief Intervention Tools** incorporate short and structured interventions to help staff



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

---

work with participants on building skills. The tools focus on key areas that research has identified as the underlying root of a variety of behaviors: decision making; automatic responses; thinking traps; problem-solving; and who an individual spends time with.

- ***Behavior Chains*** are used to develop alternative thinking and behaviors. Participants reflect on past situations and how to respond in a pro-social manner.
- ***Thinking Reports*** are used to examine a participant's thoughts, feelings, attitude, and beliefs regarding a specific situation.

ICBI sessions help participants practice new skills from the chosen intervention tool. GEO Reentry staff provide constructive feedback on the participant's progress and elicit the participant's commitment for attending the next session.



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

---

### **Responsive Service Delivery**

GEO Reentry is experienced in delivering services that are responsive to the genders and cultures of program participants. Additionally, we maintain an ability to fully serve individuals with limited English skills.

### **Gender-Responsive and Trauma-Informed**

We understand that men and women have specific histories and pathways into the criminal justice system. We are experienced in delivering gender-responsive programs that address the unique social and psychological factors of men and women. We have collaborated extensively with Dr. Barbara Bloom, Dr. Nena Messina, Dr. Stephanie Covington, and other industry experts to incorporate gender-responsive approaches into our program models. This includes understanding how experiences of substance use, poverty, trauma, and mental illness can interconnect to influence criminal behaviors.

We help participants address these issues through delivery of gender-responsive and trauma-informed programming. Our direct service delivery experience includes facilitation of evidence-based, gender-specific curricula from Dr. Covington. Our approach incorporates principles of trauma-informed care—including safety, trustworthiness, transparency, peer support, collaboration, and empowerment. Additionally, we provide our program staff with sensitivity training, so staff can appropriately respond to gender, race, and cultural issues.

### **Culturally Responsive**

GEO Reentry continuously strives to respond to the diverse cultures, races, ethnic backgrounds, and sexual orientations of our program participants in the most respectful and effective manner. Specific examples of how we value and promote diversity within our programs include the following:

- The assessment process identifies the unique needs of each participant. A plan for how to appropriately address these factors is included in the participant's Individual Success Plan.
- We aim to match participants with GEO Reentry staff of a similar background and culture, particularly during individual sessions.
- We ensure that the written materials, computer-based programming, and other resources used for service delivery reflect the diversity of program participants.
- Artwork and other materials displayed in our program areas and facilities are screened to ensure that they are culturally sensitive and reflect diversity.
- We understand that culture has an influence on certain behaviors, and that this may



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

---

impact how a participant interacts with staff or responds to program elements.

- We use anonymous surveys to seek input from participants regarding their experiences in the program, including if they feel that our staff treat them with dignity and respect.

### Participants with Limited English

Written program materials, such as participant workbooks and communications to participants and their families, are available in multiple languages. We can also provide participants with access to bilingual staff, qualified interpreters, and/or translation services as needed.

### Assistance for Learning Needs

---

We understand that participants might have difficulty with reading, writing, or otherwise processing information. Program accommodations for participants with learning needs can include one-on-one sessions with GEO Reentry staff to review information verbally and at a slowed down pace from group sessions. We may also use materials that present information in audio or visual formats.

### Length of Services

---

Program length will vary based on the needs and circumstances of each individual, including progress and overall functioning. We understand that participants may remain in custody, and under youth secure track supervision, for several years. Therefore, our Monterey County programs are designed to continuously target assessed needs and evolve with each participant.

Each participant will progress through the program at their own pace. Our staff will meet each youth where they are upon entry to the program, including motivation for change. We intend to work closely with both supervising County personnel and participants to promote engagement, incentivize progress, and facilitate sustained behavior change in such a manner that accounts for the significant length of time that a participant may spend in the program.

### Data Collection and Reporting Requirements

---

GEO Reentry staff will electronically enter all participant and program data in our proprietary GEOtrack case management system. This includes: assessment results; attendance at scheduled program activities; case notes, including significant events and staff observations; level of participation in programming; employment and education status; and the number of community referrals made.



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

---

Using an Internet connection, authorized users securely access GEOtrack to document and monitor participant progress in the program. Specific user capabilities with GEOtrack include the following:

- Enter, modify, and view program requirements for each participant
- Track dates and times when a participant checks in to the program
- Track assessment scores
- Track participant compliance with authorized schedules and activities
- Obtain data for measuring program performance and compiling outcomes
- Produce statistical reports on an individual participant or the overall program

GEOtrack can be used to generate a variety of reports—including the ability to comply with the specific reporting requirements outlined in the RFP.

**Sample Reports.** In accordance with the RFP request for a Sample Report, we have provided an Annual Report from the Youth In-Custody program that we operate in partnership with Shasta County, California. Please see *Attachments*, starting on page **Error! Bookmark not defined.**, for this information.

### Sample Case Plan

Please see the immediately following pages for a *Sample Youth Case Plan*.



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for  
In-Custody Youth and Post Release Reentry Services  
Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025



### YOUTH INDIVIDUAL SUCCESS PLAN



Participant Name \_\_\_\_\_ Date Plan Created \_\_\_\_\_  
Date of Risk/Need Assessment \_\_\_\_\_ Assessment Name \_\_\_\_\_  
Risk Level \_\_\_\_\_ Age of Participant \_\_\_\_\_ Case Manager \_\_\_\_\_

**The Why:** Partnering together to develop a plan for your success, with the ultimate goal of removing barriers, highlighting your progress, and providing a guide to continue strengthening key life areas.

#### Identified Key Life Areas:

Select the box by the key life area that has been identified as the driver.

<input type="checkbox"/> _____	<input type="checkbox"/> _____
<input type="checkbox"/> _____	<input type="checkbox"/> _____

#### My Protective Factors Are:

Areas of my life that provide me with positive support and structure.

What's important to me . . .

What motivates me . .



# ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for  
In-Custody Youth and Post Release Reentry Services  
Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

## SECTION 1: MY STRENGTHS ARE

Personal strengths that are skills, talents, or social abilities which help me to be successful.

### TOWER OF STRENGTHS

Strengths I Have That Assist Me in Making Change

1

2

3

4

5

6

7

8

Strengths I am Developing

9

10

11

12

13

14

15

16

Problems, Obstacles, or Challenges I may face as I change my target behavior:

#### Strengths and Qualities

Adaptable	Cool-headed	Expressive	Hard-working	Loyal	Polite	Sensitive to others
Adventurous	Cooperative	Fair	Healthy	Mechanical	Practical	Sincere
Ambitious	Curious	Flexible	Honest	Musical	Principled	Smart
Artistic	Dedicated	Forgiving	Imaginative	Optimistic	Problem-solver	Spiritual
Athletic	Dependable	Friendly	Independent	Open-minded	Quick learner	Spontaneous
Believes in self	Determined	Funny	Kind	Organized	Quick thinker	Strong
Brave	Endurance	Generous	Learner	Patient	Relaxed	True to self
Community-minded	Energetic	Good intentioned	Likable	Peacemaker	Responsible	Trusting
Competitive	Enthusiastic	Good memory	Logical	People-person	Self-starter	Trustworthy
Content	Ethical	Happy	Loving	Persistent	Sense of humor	Warm-hearted



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for  
In-Custody Youth and Post Release Reentry Services  
Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

### SECTION 2: GOAL SETTING

Having a plan, staying committed to it, anticipating problems, and focusing on your strengths are key to making and maintaining important life changes.

Key Life Area \_\_\_\_\_



**TARGET GOAL:** Pick a goal you are strongly motivated to reach.



**SPECIFIC ACTIONS:** List all actions you need to take to reach the goal. List a date when you will complete each action step.

	PROGRESS:			
	Getting Ready	Taking Steps	Almost There	Finished, Way to Go!!
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Date to be completed: _____				
Date completed: _____ Staff Initial: _____				
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Date to be completed: _____				
Date completed: _____ Staff Initial: _____				
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Date to be completed: _____				
Date completed: _____ Staff Initial: _____				



**STRENGTHS:** Which of your personal strengths are needed to achieve the goal? How will you use this strength to achieve your goal?





**HELPFUL PEOPLE:** Who can help you keep moving in the right direction? How can they help?





ATTACHMENT A – Program Components


County of Monterey, California  
Interventions and Programming for  
In-Custody Youth and Post Release Reentry Services  
Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

**HELPFUL THOUGHTS:** What positive self-talk can you say to yourself to stay on track?

**POSSIBLE PROBLEMS:** What are some of the barriers that might come up?

**POSSIBLE SOLUTIONS:** How can you overcome barriers that get in your way?

**RECOGNITION:** When I complete my goal I will receive...

**COMMENTS:**

CREATION SIGNATURES:

Participant Signature	Date	Staff Signature	Date
<hr/>		<hr/>	
Manager Signature	Date		
<hr/>			
REVIEWED DATE:		REVIEWED DATE:	
Staff Initial	Participant Initial	Staff Initial	Participant Initial
<hr/>		<hr/>	
REVIEWED DATE:		REVIEWED DATE:	
Staff Initial	Participant Initial	Staff Initial	Participant Initial
<hr/>		<hr/>	
REVIEWED DATE:		REVIEWED DATE:	
Staff Initial	Participant Initial	Staff Initial	Participant Initial
<hr/>		<hr/>	



ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for  
In-Custody Youth and Post Release Reentry Services  
Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

Section 4—Management and Staffing

We propose to hire and train staff specifically for our delivery of program services under an awarded contract. Our proposed staffing will enable us to serve up to 20 participants at any given time within the In-Custody program. Our staffing level will also allow us to maintain a group size ratio of no more than 1:15.

The *Organizational Chart* below outlines the corporate, regional, and program staff reporting structure for our proposed services.

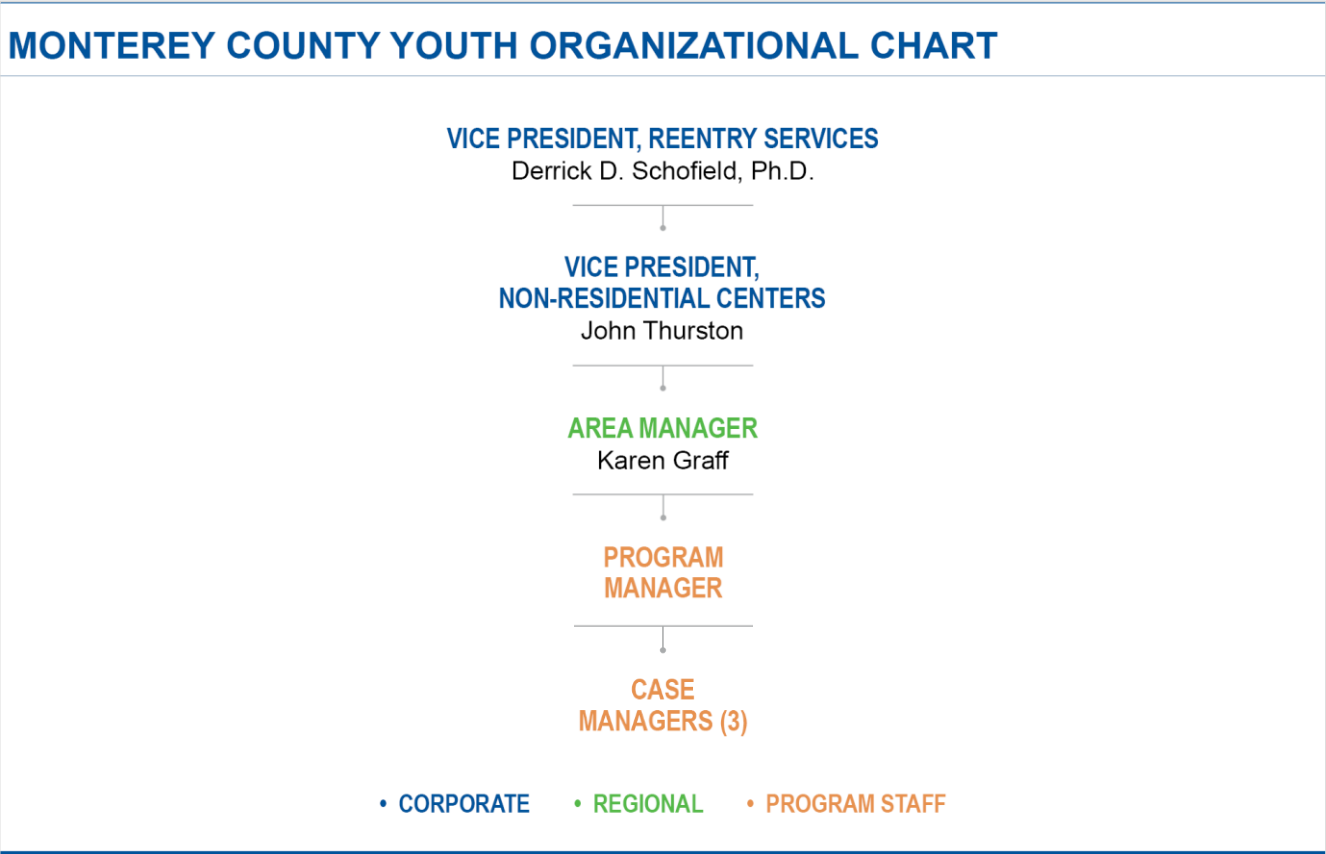


Figure 3. GEO Reentry Organizational Chart for Monterey County Youth Programs

Our proposed Program Staff are Full-Time Equivalent (FTE) employees and will be 100% dedicated to a contract awarded to GEO Reentry from the RFP.



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

---

### Job Descriptions

Please see the immediately following pages for the below listed *Job Descriptions*:

- Program Manager
- Case Manager



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

---

### PROGRAM MANAGER

This position organizes, directs, and coordinates daily aspects of the program(s)—ensuring compliance with policies, procedures, and contract requirements. Assists with program implementation and recruitment, selection, training, supervision, and retention of program staff. Responsible for providing high quality, evidence-based programming that operates with fidelity to the program model and foundational research.

### DUTIES AND RESPONSIBILITIES

- Manages and directs activity for planning, developing, implementing, and monitoring program services using evidence-based practices and "What Works" principles.
- Directly supervises service delivery and staff for a reentry program, or group of programs.
- Generates program reports and provides these reports to contracting agency personnel.
- Implements and maintains processes and strategies to enable program(s) to achieve operational and financial objectives.
- Manages budget and expenses for the contracted program(s).
- Liaison with the contracting agency to promptly resolve any issues and maintain a positive working partnership.
- Identifies opportunities to build relationships in the community.
- Carries out supervisory responsibilities in accordance with company policy, contract obligations, and applicable laws—including hiring and training staff; planning, assigning, and directing staff duties; reviewing staff performance; and addressing staffing issues.
- Coaches program staff on using evidence-based practices—ensuring that staff are familiar with the research on “What Works” to reduce recidivism with youth.
- May provide direct participant services and/or carry a participant caseload using "What Works" principles.
- Performs other duties as assigned.

### QUALIFICATIONS

- Bachelor's degree in Human Services, Psychology, Criminal Justice, or related field required. Master's degree preferred
- Minimum of two years of experience in the criminal justice industry, with one year of supervisory experience
- Experience working with youth populations preferred
- Familiar with use of evidence-based practices with justice involved populations
- Leadership and management skills
- Strong verbal and written communication skills



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

---

- Organizational skills, with ability to simultaneously handle multiple tasks and prioritize
- Problem solving and conflict resolution abilities
- Basic financial management and budgeting skills
- General computer skills

### CASE MANAGER

This position helps program participants develop pro-social thinking and behaviors through the delivery of cognitive behavioral and evidence-based curricula. Learns, uses, and models "What Works" principles by incorporating evidence-based practices in their interactions with program participants and other staff members. Facilitates group programming sessions in areas such as anger management and cognitive and life skills development.

### DUTIES AND RESPONSIBILITIES

- Delivers gender-responsive and trauma-informed programming using curriculum-based group sessions.
- Utilizes evidence-based practices to enhance participant engagement and motivation.
- Conducts participant program orientations and intakes.
- Maintains group rosters, attendance records, and documentation of progress.
- Assists participants in planning for release to the community.
- Assists in the coordination of participant program schedules to ensure that all programming needs are met.
- Participates in staffing meetings by sharing observations and recommendations regarding the program, participants, and staff relations, with the goal of identifying and solving issues and functioning as a unified team.
- Maintains confidentiality regarding employees, vendors, participants, and third-party agencies to ensure sensitive information is only given on a "need to know" basis.
- Reports program violations to their direct supervisor.
- Performs other duties as assigned.

### QUALIFICATION

- High school diploma or equivalent. Bachelor's degree or equivalent experience preferred.
- One year of case management experience in a related field.
- Familiar with the criminal justice system preferred.
- Ability to write clear and concise reports in English using correct grammar.
- Basic math skills.



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

---

- General computer skills.

### Section 5—Performance Measures

GEO Reentry follows our established quality assurance procedures at local, regional, and corporate levels to measure program performance. This includes the following processes:

**Quality Assurance Through Coaching (QATC).** We expect our staff to develop ownership over the quality of their work, and we foster a culture that promotes continuous improvement of staff skills. Our QATC approach incorporates observation from management personnel; constructive feedback; and consistent coaching. At the local level, opportunities for QATC include the GEO Reentry Program Manager’s review of participant assessments; Individual Success Plans (ISPs); Individual Cognitive Behavioral Intervention (ICBI) sessions; group sessions; and case files.

Our use of QATC helps us ensure contract compliance; maintain fidelity to evidence-based practices (EBP) and curricula standards; recognize and reinforce staff proficiencies; and identify opportunities for staff to improve and advance skills.

**Area Manager Oversight.** Our Area Manager periodically visits programs in their region to measure compliance with contract requirements and EBP fidelity. These visits may include an audit of hardcopy case files for required paperwork and an audit of the GEOtrack database for required data entry. The Area Manager may also observe and review case management meetings, individual sessions, and group facilitations.

**Annual Contract Compliance Review.** A representative from our corporate Contract Compliance team meets with the Program Manager to review and measure compliance with internal standards and contract requirements. Contract Compliance creates an audit report that includes their findings and observations. This report is reviewed by the Program Manager, Area Manager, and our Vice President of Non-Residential Reentry.

**EBP Fidelity Review.** Our Reentry Services EBP Fidelity team may conduct reviews to measure and improve the program’s application of evidence-based practices. These visits include reviewing 12 key areas: actuarial risk/needs; intrinsic motivation; targeted interventions; skills training; contingency management; community support; measurement practices; providing feedback; evidence-based programming; leadership; treatment team; and participant satisfaction. The EBP Fidelity Review team observes service delivery and conducts interviews with staff and participants to obtain a well-rounded view of program operations. The team then creates a report that includes actionable recommendations for how to improve adherence to EBP.



## ATTACHMENT A – Program Components

County of Monterey, California  
Interventions and Programming for

In-Custody Youth and Post Release Reentry Services

Request For Proposals (RFP) #10931 – Section 3-5 Updated January 23, 2025

---

**Staff Evaluations.** To evaluate staff performance, the Program Manager reviews ISPs and case files and oversees individual and group sessions to ensure adherence to the program model, evidence-based practices, and contract requirements. To ensure appropriate levels of accountability, we use an established chain of command that emphasizes consistent communication; intermediate measurement reports; and regular meetings between our local program staff and operational management. This includes providing direct performance feedback to program staff as a part of our monthly quality assurance reviews and annual program reviews.

**Participant Surveys.** To further determine if programming accomplishes established objectives, we ask participants to complete a voluntary survey regarding GEO Reentry staff and program elements. This provides participants with the opportunity to share their personal experiences while in the program. Survey results help us identify strong program components, understand participant perspectives, and prioritize areas that may need further evaluation.

**Third-Party Evaluations.** We welcome the opportunity to coordinate with third-party agencies to evaluate how well we employ best practices within our programs. Results and suggestions from third-party evaluations help us keep pace with current industry trends; further recognize areas in need of improvement; and help us identify any corrective actions needed.

## ATTACHMENT A-1: BUDGET DETAIL

**AGENCY NAME:**

**TOTAL PROJECT BUDGET: \$ 2,642,005.21**

### Year One (1)

<b>I. DIRECT COSTS</b>	<b>First Year Amount</b>
<b>A. PERSONNEL SALARIES</b>	
Program Manager	\$ 83,000.00
Case Manager	\$ 162,240.00
<b>SUBTOTAL</b>	<b>\$ 245,240.00</b>
<b>B. FRINGE BENEFITS</b>	
FICA	\$ 19,872.00
FUI & SUI	\$ 2,140.00
Worker's Compensation Insurance	\$ 7,395.42
Other	\$ 40,092.85
<b>SUBTOTAL</b>	<b>\$ 69,500.27</b>
<b>C. OPERATING DIRECT COSTS</b>	
Program / Curriculum Costs	\$ 17,156.43
Utilities & Communications	\$ 9,117.96
Insurances	\$ 7,209.08
Office Supplies & Copier	\$ 6,530.99
Travel	\$ 5,830.83
Depreciation	\$ 1,983.33
Other Operating Expenses	\$ 7,742.74
Implementation/Training Fee (1 Month Before Contract Start)	\$ 48,248.04
Contractor Fee for Service	\$ 98,704.08
<b>SUBTOTAL</b>	<b>\$ 202,523.48</b>
<b>D. SUBCONTRACTORS</b>	
N/A	\$ -
<b>SUBTOTAL</b>	<b>\$ -</b>
<b>II. OVERHEAD/INDIRECT/ADMINISTRATIVE COSTS</b> (Not to exceed 5% of total budget)	
Cost Plus Billing at 5% Excluding Cost of Implementation/Training Fee and Contractor Fee for Service	\$ 18,515.58
<b>SUBTOTAL</b>	<b>\$ 18,515.58</b>
<b>GRAND TOTAL FIRST YEAR</b>	<b>\$ 535,779.33</b>

**Year Two (2)**

<b>I. DIRECT COSTS</b>	<b>Second Year Amount</b>
<b>A. PERSONNEL SALARIES</b>	
Program Manager	\$ 85,490.00
Case Manager	\$ 167,107.20
<b>SUBTOTAL</b>	<b>\$ 252,597.20</b>
<b>B. FRINGE BENEFITS</b>	
FICA	\$ 20,468.16
FUI & SUI	\$ 2,204.20
Worker's Compensation Insurance	\$ 7,617.28
Other	\$ 41,295.64
<b>SUBTOTAL</b>	<b>\$ 71,585.28</b>
<b>C. OPERATING DIRECT COSTS</b>	
Program / Curriculum Costs	\$ 17,842.69
Utilities & Communications	\$ 9,482.68
Insurances	\$ 7,497.44
Office Supplies & Copier	\$ 6,792.23
Travel	\$ 6,064.06
Depreciation	\$ 1,983.33
Other Operating Expenses	\$ 8,052.45
Contractor Fee for Service	\$ 101,665.20
<b>SUBTOTAL</b>	<b>\$ 159,380.08</b>
<b>D. SUBCONTRACTORS</b>	
N/A	\$ -
<b>SUBTOTAL</b>	<b>\$ -</b>
<b>II. OVERHEAD/INDIRECT/ADMINISTRATIVE COSTS</b> (Not to exceed 5% of total budget)	
Cost Plus Billing at 5% Excluding Cost of Contractor Fee for Service	\$ 19,094.87
<b>SUBTOTAL</b>	<b>\$ 19,094.87</b>
<b>GRAND TOTAL SECOND YEAR</b>	<b>\$ 502,657.43</b>

**Year Three (3)**

<b>I. DIRECT COSTS</b>	<b>Third Year Amount</b>
<b>A. PERSONNEL SALARIES</b>	
Program Manager	\$ 88,054.70
Case Manager	\$ 172,120.42
<b>SUBTOTAL</b>	<b>\$ 260,175.12</b>
<b>B. FRINGE BENEFITS</b>	
FICA	\$ 21,082.20
FUI & SUI	\$ 2,270.33
Worker's Compensation Insurance	\$ 7,845.80
Other	\$ 42,534.51
<b>SUBTOTAL</b>	<b>\$ 73,732.84</b>
<b>C. OPERATING DIRECT COSTS</b>	
Program / Curriculum Costs	\$ 18,556.40
Utilities & Communications	\$ 9,861.99
Insurances	\$ 7,797.34
Office Supplies & Copier	\$ 7,063.92
Travel	\$ 6,306.62
Depreciation	\$ 1,983.33
Other Operating Expenses	\$ 8,374.55
Contractor Fee for Service	\$ 104,715.12
<b>SUBTOTAL</b>	<b>\$ 164,659.27</b>
<b>D. SUBCONTRACTORS</b>	
N/A	\$ -
<b>SUBTOTAL</b>	<b>\$ -</b>
<b>II. OVERHEAD/INDIRECT/ADMINISTRATIVE COSTS</b> (Not to exceed 5% of total budget)	
Cost Plus Billing at 5% Excluding Cost of Contractor Fee for Service	\$ 19,692.61
<b>SUBTOTAL</b>	<b>\$ 19,692.61</b>
<b>GRAND TOTAL THIRD YEAR</b>	<b>\$ 518,259.84</b>

**Year Four (4)**

<b>I. DIRECT COSTS</b>	<b>Fourth Year Amount</b>
<b>A. PERSONNEL SALARIES</b>	
Program Manager	\$ 90,696.34
Case Manager	\$ 177,284.03
<b>SUBTOTAL</b>	<b>\$ 267,980.37</b>
<b>B. FRINGE BENEFITS</b>	
FICA	\$ 21,714.67
FUI & SUI	\$ 2,338.44
Worker's Compensation Insurance	\$ 8,081.17
Other	\$ 43,810.55
<b>SUBTOTAL</b>	<b>\$ 75,944.83</b>
<b>C. OPERATING DIRECT COSTS</b>	
Program / Curriculum Costs	\$ 19,298.66
Utilities & Communications	\$ 10,256.47
Insurances	\$ 8,109.23
Office Supplies & Copier	\$ 7,346.48
Travel	\$ 6,558.88
Depreciation	\$ 1,983.33
Other Operating Expenses	\$ 8,709.53
Contractor Fee for Service	\$ 107,856.60
<b>SUBTOTAL</b>	<b>\$ 170,119.18</b>
<b>D. SUBCONTRACTORS</b>	
N/A	\$ -
<b>SUBTOTAL</b>	<b>\$ -</b>
<b>II. OVERHEAD/INDIRECT/ADMINISTRATIVE COSTS</b> (Not to exceed 5% of total budget)	
Cost Plus Billing at 5% Excluding Cost of Contractor Fee for Service	\$ 20,309.39
<b>SUBTOTAL</b>	<b>\$ 20,309.39</b>
<b>GRAND TOTAL FOURTH YEAR</b>	<b>\$ 534,353.77</b>

**Year Five (5)**

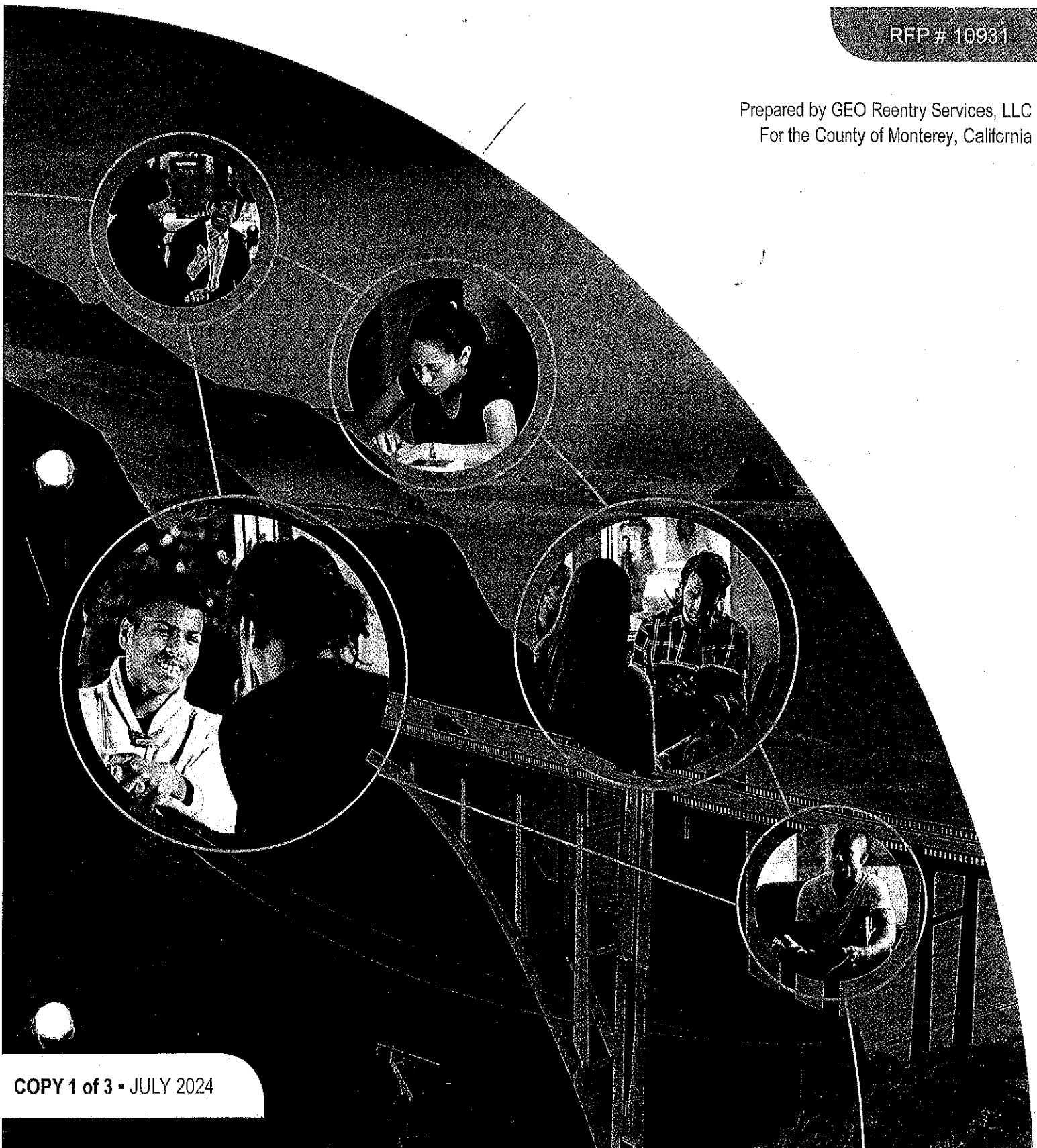
<b>I. DIRECT COSTS</b>	<b>Fifth Year Amount</b>
<b>A. PERSONNEL SALARIES</b>	
Program Manager	\$ 93,417.23
Case Manager	\$ 182,602.55
<b>SUBTOTAL</b>	<b>\$ 276,019.78</b>
<b>B. FRINGE BENEFITS</b>	
FICA	\$ 22,366.11
FUI & SUI	\$ 2,408.59
Worker's Compensation Insurance	\$ 8,323.61
Other	\$ 45,124.87
<b>SUBTOTAL</b>	<b>\$ 78,223.18</b>
<b>C. OPERATING DIRECT COSTS</b>	
Program / Curriculum Costs	\$ 20,070.61
Utilities & Communications	\$ 10,666.73
Insurances	\$ 8,433.60
Office Supplies & Copier	\$ 7,640.34
Travel	\$ 6,821.24
Depreciation	\$ 1,983.33
Other Operating Expenses	\$ 9,057.91
Contractor Fee for Service	\$ 111,092.28
<b>SUBTOTAL</b>	<b>\$ 175,766.04</b>
<b>D. SUBCONTRACTORS</b>	
N/A	\$ -
<b>SUBTOTAL</b>	<b>\$ -</b>
<b>II. OVERHEAD/INDIRECT/ADMINISTRATIVE COSTS</b> (Not to exceed 5% of total budget)	
Cost Plus Billing at 5% Excluding Cost of Contractor Fee for Service	\$ 20,945.84
<b>SUBTOTAL</b>	<b>\$ 20,945.84</b>
<b>GRAND TOTAL FIFTH YEAR</b>	<b>\$ 550,954.84</b>



# Interventions and Programming for In-Custody Youth and Post-Release Re-entry Services

RFP # 10931

Prepared by GEO Reentry Services, LLC  
For the County of Monterey, California



**Section 1—General**  
**Cover Letter—Two Page Limit**

July 1, 2024

Gina Encallado  
County of Monterey  
Contracts / Purchasing Office  
1488 Schilling Place  
Salinas, California 93901



GEO Reentry Services, LLC  
4955 Technology Way  
Boca Raton, FL 33431  
Tel: 561.893.0101  
866.301.4436  
Fax: 561.999.7731  
[www.georeentry.com](http://www.georeentry.com)

**Re: Request For Proposals (RFP) # 10931 for Interventions and Programming  
for In-Custody Youth and Post Release Reentry Services**

Dear Ms. Encallado,

GEO Reentry Services, LLC (GEO Reentry) is pleased to present a formal response to the Monterey County (the County) Request For Proposals (RFP) for Interventions and Programming for Youth. We are excited for the opportunity to collaborate with the County at the Secure Youth Treatment Facility (SYTF) in Juvenile Hall and at a GEO-Reentry operated Reporting Center in Salinas. Our program model is designed to help youths establish new thinking, behaviors, and skills in preparation for successful community reintegration and a pathway out of the justice system.

Over the past few years, GEO Reentry has worked with multiple Probation Departments in California to address the legislative realignment of Division of Juvenile Justice (DJJ) operations as a result of Senate Bill (SB) 823 and SB 92. Based on this experience, our proposed program includes a comprehensive range of rehabilitative and supportive services to continuously engage—and evolve with—youths during their time in Secure Track Treatment Program (STTP) supervision.

We currently operate the Monterey County Adult Day Reporting Center (DRC) and an In-Custody program at the Jail—and have seen first-hand the positive effects of helping justice involved individuals reenter society. In Monterey County, we maintain strong connections with the community and other local providers that offer valuable resources for program participants. We understand that the Monterey Youth programs require a multidisciplinary approach, and we are experienced in collaborating with Probation, Behavioral Health, the Office of Education, and other community partners.

In accordance with **RFP Page 16 of 42, Section 1**, this *Cover Letter* contains the following information:

- **Contact Information.** Our primary contact person during the solicitation process—including through to potential contract award—is:  
Derrick D. Schofield, Ph.D., Vice President, Reentry Services  
4955 Technology Way, Boca Raton, Florida 33431  
Telephone: (561) 999-8151  
Fax: (561) 443-1893
- **Firm Information.** GEO Reentry Services, LLC is a wholly-owned subsidiary of The GEO Group, Inc. (GEO). Collectively, our organization has operated in the criminal justice industry for more than 40 years.

We appreciate this opportunity to expand our valued partnership with Monterey County through our operation of in-custody and community-based youth programs in accordance with RFP requirements. If any clarification or additional information is needed, please do not hesitate to contact me.

Sincerely,



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

Tel: 561.999.8151 | Fax: 561.443.1893 | [dschofield@geocareinc.com](mailto:dschofield@geocareinc.com)



## Signed Signature Page

Please see the immediately following page for our signed *Signature Page*.

**SIGNATURE PAGE**

COUNTY OF MONTEREY  
CONTRACTS/PURCHASING DIVISION

RFP # **10931**  
ISSUE DATE: May 16, 2024



RFP TITLE: **Interventions and Programming for In-Custody Youth and Post Release Re-entry Services**

PROPOSALS ARE DUE IN THE OFFICE OF THE CONTRACTS/PURCHASING  
OFFICER BY  
3:00 P.M., LOCAL TIME, ON June 13, 2024

**MAILING ADDRESS:**  
COUNTY OF MONTEREY  
CONTRACTS/PURCHASING OFFICE  
1488 SCHILLING PLACE  
SALINAS, CA 93901  
ISSUE DATE : May 16, 2024

QUESTIONS ABOUT THIS RFP SHOULD BE DIRECTED TO  
**Gina Encallado**, [EncalladoGL@countyofmonterey.gov](mailto:EncalladoGL@countyofmonterey.gov)  
(831) 796-1336

CONTRACTOR MUST INCLUDE THE FOLLOWING IN EACH PROPOSAL (1 original plus 3 copies):

☒ ALL REQUIRED CONTENT AS DEFINED PER SECTION 8.1 HEREIN


This Signature Page must be included with your submittal to validate your proposal.  
**Proposals submitted without this page will be deemed non-responsive.**

☐ **CHECK HERE IF YOU HAVE ANY EXCEPTIONS TO THIS SOLICITATION.**

CONTRACTOR MUST COMPLETE THE FOLLOWING TO VALIDATE PROPOSAL

I hereby agree to furnish the articles and/or services stipulated in my proposal at the price quoted, subject to the instructions and conditions in the Request for Proposal package. I further attest that I am an official officer representing my firm and authorized with signatory authority to present this proposal package.

Company Name: GEO Reentry Services, LLC Date June 11, 2024

Signature:  Printed Name: Derrick D. Schofield, Ph.D., Vice President, Reentry Services

Street Address: 4955 Technology Way

City: Boca Raton State: Florida Zip: 33431

Phone: (561) 999-8151 Fax: (561) 443-1893 Email: dschofield@geocareinc.com

License No. (If applicable): N/A

License Classification (If applicable): N/A



County of Monterey, California  
Interventions and Programming for  
In-Custody Youth and Post Release Reentry Services  
Request For Proposals (RFP) #10931

---

## Signed Addenda

Please see the immediately following pages for our *Signed Addenda*.

# MONTEREY COUNTY



Administrative Office  
Contracts/Purchasing Division  
1488 Schilling Place  
Salinas, CA 93901  
831-755-4990

## **ADDENDUM #1 RFP 10931**

**DATE:** May 22, 2024

**PROJECT:** RFP 10931 Interventions and Programming for In-Custody Youth and Post Re-entry Services

**TO:** Interested Proposers

**SUBJECT:** Written Question and Answer and **Submittal Deadline Extension**

A signed copy of this addendum must be submitted along with your original bid proposal package to verify receipt of this Addendum #1.

Derrick D. Schofield, Ph.D., Vice President, Reentry Services  
Company Representative

June 11, 2024

Date

Q1) We respectfully request an extension of three (3) weeks for our response to the County of Monterey RFP 10931 Interventions and Programming for In-custody Youth and Post Release Re-entry Services. We appreciate your consideration of this request.

A1) *We shall extend the Submittal Deadline to 3:00 PM PST July 3, 2024.*

End of Addendum #1, RFP 10931

# MONTEREY COUNTY



Administrative Office  
Contracts/Purchasing Division  
1488 Schilling Place  
Salinas, CA 93901  
831-755-4990

## **ADDENDUM #2 RFP 10931**

**DATE:** June 3, 2024

**PROJECT:** RFP 10931 Interventions and Programming for In-Custody Youth and Post Re-entry Services

**TO:** Interested Proposers

**SUBJECT:** Written Question and Answers

A signed copy of this addendum must be submitted along with your original bid proposal package to verify receipt of this Addendum #2.

Derrick D. Schofield, Ph.D., Vice President, Reentry Services  
Company Representative

June 11, 2024

Date

- 
1. **RFP Page 8 of 42, Section 5.3.1** states that the Contractor will provide evidence-based assessments.
    - a. Is there a specific assessment(s) that is currently used with the youth population to determine risk and needs? All youth in juvenile hall receive an institutional assessment upon intake, to identify programming that may serve their risk/needs both in the facility and in their community supervision case plans. Youth in the Secure Youth Treatment Facility are formally assessed, utilizing the Youth Assessment Screening Instrument (YASI), as well as clinical assessments

through the Children's Behavioral Health Department.

2. **RFP Page 9 of 42, Section 5.4.1** states the requested contracted services will include programs at Juvenile Hall and the Secure Youth Treatment Facility (SYTF).

- a. What is the estimated volume of youth participants within the SYTF that the Contractor is expected to serve on a daily (Monday through Friday) basis? It is anticipated that the youth population being served would be fewer than twenty individuals, consisting of both SYTF youth and long-term detention cases.
- b. For each program participant at SYTF—is there a minimum number of programming hours that the Contractor must deliver on a daily (Monday through Friday) basis? No, open for negotiation. Ideally, the program would run during set hours of the day, for example 0900-1300 hours.
- c. Are male and female youths fully separated within the SYTF—to include the Contractor's separate provision of male and female programming groups? Historically, the facility has not housed a female SYTF population. Female youth are programmed separately from males within all facility programs.
- d. Will the County provide the Contractor's staff with onsite office space at the SYTF? Yes
- e. Will the County provide the Contractor's staff who are working onsite at the SYTF with Furniture, Fixtures, and Equipment (FF&E) such as desks, chairs, etc.? Yes
- f. Will the Contractor's staff working onsite at the SYTF be permitted to utilize the facility's copier(s) for printing program materials? If yes, will the County provide copier supplies such as paper, toner, etc.? Yes
- g. Will the Contractor's staff working onsite at the SYTF be permitted to use the facility's phone system? Yes
- h. Will the County provide the Contractor's staff working onsite at the SYTF with computers or laptops? No
- i. If the Contractor must provide their staff at SYTF with computers, are there any requirements or specifications that must be met in terms of what equipment and/or software is ordered?

At minimum, technology at County sites must be/comply with:

- Password protected
- Screen saver, locked
- Must adhere to County internet censorship policy

- Check in and check out process (to ensure that devices are leaving facility – if this is necessary)

No attached peripherals, such as thumb drives, mice, etc. (for safety?)

County reserves the right to revoke, or refuse the use of any technology in facilities.

Vendor must provide county with of list of technology, it's intended use, make, model and connectivity requirements prior to onsite use.

- j. Will youths participating in the contracted programming at SYTF need access to computers or tablets? If yes, will the County supply this equipment? Yes; the County has Chromebooks for those youth that may need access to computers or tablets.
  - k. Will the Contractor's staff working onsite at the SYTF be permitted to access the facility's Internet? Or would the Contractor be required to install Internet access for program use? Yes- will be permitted to access facility's Internet.
3. **RFP Page 9 of 42, Section 5.4.1.1** states that for the programs at Juvenile Hall and the SYTF, individual and/or group mental health counseling will be provided by qualified and certified professionals.
- a. Does this mean that the Contractor must have staff who are clinically certified, or registered, to provide behavioral health services? Or does this mean that Contractor staff must be appropriately trained to facilitate the proposed programming curricula and services? Children's Behavioral Health provides licensed clinicians to the facility. Contracted staff are anticipated to be appropriately trained, certified, licensed, or authorized to facilitate program curricula and services.
4. **RFP Page 13 of 42, Section 6.3** states that the County reserves the right to cancel the Agreement, or an extension to the Agreement, without cause with a 30-day written notice—or immediately with cause.
- a. Will the awarded Contractor also be given the same termination rights as the County? No
5. **RFP Page 17 of 42, Company Profile** requires the Proposer to provide a copy of their company's audited financial statements for the past three (3) years.
- a. Many companies have annual financial statements that are each nearly 200 pages in length. To reduce the volume of Proposals that the County receives, please confirm that in lieu of

printed financial statements, it is acceptable for a Proposer to provide a web link where their company's financial statements can be publicly viewed online. Yes, the Proposer can provide a web link where their financial statements can be viewed online.

6. **RFP Page 19 of 42, Section 9.1 Submittal Identification Requirements** requires the Proposer to provide one (1) Original and five (5) Copies of their Proposal. However, on **RFP Page 42 of 42** it states that the Proposer must provide one (1) Original and three (3) Copies.

a. Does the County require the Proposer to provide three (3) or five (5) Copies with their Original Proposal? One Original and Three (3) Copies

7. **RFP Page 21 of 42, Section 11.3** mentions mutual agreement on the budget prior to the start of "each project," and **Section 11.3.2** mentions that pricing may be based "by the project."

a. Please confirm that there is only one (1) project included under the RFP, and that the Proposer is only required to submit one (1) completed Attachment A: Budget Detail. There is only one project under the RFP and the Proposer is only required to submit one (1) completed Attachment A: Budget Detail

8. **RFP Page 36 – 39 of 42, Attachment A: Budget Detail**

a. Please confirm that the Proposer may insert additional rows as needed. For example, the Proposer may need additional rows under **A. Personnel Salaries** to list all proposed staff positions, or additional rows under **C. Operating Direct Costs** to fully categorize all costs. Yes, the Proposer may insert additional rows as needed to fully categorize all costs.

9. **RFP Page 39 of 42, Attachment A: Budget Detail, Section II. Overhead / Indirect / Administrative Costs** states that these costs are not to exceed 5% of total budget.

Will the County permit the Proposer to propose a rate that exceeds 5% of the total budget, if the Proposer provides an indirect cost allocation calculation with supporting details that outline how corporate departments such as Human Resources, Payroll, Information Technology, etc. will support an awarded contract? In order to keep costs reasonable, the Department is keeping the indirect rate at 5%

End of Addendum #2, RFP 10931



## Table of Contents

<b>Section 1—General</b>	<b>1</b>
Cover Letter—Two Page Limit	1
Signed Signature Page	3
Signed Addenda	5
Table of Contents	11
Exhibit A—Company General Information	13
<b>Section 2—Company Profile, Qualifications, Experience, References</b>	<b>16</b>
Company Profile	16
Qualifications	18
Experience	18
References	21
Budget Detail	21
Exhibit B—Financial and Background Data	22
Supplemental Information for RFP Exhibit B	25
Exhibit C—References	32
<b>Section 3—Program Components and Sample Case Plan</b>	<b>34</b>
Program Components	38
In-Custody Program at the SYTF in Juvenile Hall	43
Community-Based Reporting Center	51
Sample Case Plan	59
<b>Section 4—Management and Staffing</b>	<b>64</b>
RFP Exhibit D—Staffing Plan	65
Job Descriptions	67
<b>Section 5—Performance Measures</b>	<b>73</b>
<b>Section 6—Pricing</b>	<b>75</b>
Budget Narrative	82
<b>Section 7—Exceptions</b>	<b>86</b>
<b>Section 8—Environmentally Friendly Practices</b>	<b>87</b>
<b>Section 9—Local Business Declaration</b>	<b>88</b>



<b>Attachments .....</b>	<b>91</b>
RFP Exhibit E—Contractor’s Assurances .....	92
Response to RFP Section 18.0 Piggyback Clause .....	95
Sample Report—2023 Annual Report for Shasta County, CA Youth.....	97

## Figures

<i>Figure 1. Overview of GEO Reentry Program Model.....</i>	<i>35</i>
<i>Figure 2. Overview of GEO Reentry Tiered Employment Program.....</i>	<i>45</i>
<i>Figure 3. GEO Reentry Organizational Chart for Monterey County Youth Programs .....</i>	<i>64</i>

## Tables

<i>Table 1. GEO Reentry Litigation Information CONFIDENTIAL .....</i>	<i>25</i>
<i>Table 2. GEO Reentry Citation Information CONFIDENTIAL .....</i>	<i>28</i>
<i>Table 3. GEO Reentry Contract Termination Information CONFIDENTIAL .....</i>	<i>30</i>
<i>Table 4. GEO Reentry Compliance with RFP Section 5.0 Scope of Work .....</i>	<i>37</i>
<i>Table 5. GEO Reentry Proposed Curricula and Supplemental Services .....</i>	<i>40</i>
<i>Table 6. GEO Reentry Compliance with RFP Section 5.5 Scope of Work .....</i>	<i>51</i>



## **Exhibit A—Company General Information**

Please see the immediately following page for our completed *RFP Exhibit A*.

**ATTACHMENTS/EXHIBITS AND SIGNATURE PAGE**

**EXHIBIT A**

**COMPANY GENERAL INFORMATION**

Legal Name of Company: GEO Reentry Services, LLC

Business Address: 4955 Technology Way, Boca Raton, Florida 33431

Website Address: https://www.geogroup.com

Telephone Number: ( 561 ) 893-0101 Facsimile Number: ( 561 ) 999-7731

E-mail Address: dschofield@geocareinc.com

Profit Corporation ☒ or Non-profit Corporation ☐

Length of time the organization has been in business providing services similar to those being requested in this RFP: 40+ years

Current regular business hours: Corporate Headquarters Monday – Friday, from 8:00a to 5:00p Eastern. Hours for local programs differ in accordance with contract requirements.

Current regular holidays and hours when business is closed: Corporate Headquarters observes New Year's Day; Martin Luther King Jr. Day; Presidents Day; Memorial Day; Juneteenth; Independence Day; Labor Day; Indigenous Peoples' Day; Veteran's Day; Thanksgiving; and Christmas. Holiday hours for local programs differ in accordance with contract requirements.

Contact person (Primary) in reference to this solicitation: Derrick D. Schofield, Ph.D.  
Vice President, Reentry Services

Telephone Number: ( 561 ) 999-8151 Facsimile Number: ( 561 ) 443-1893

E-mail Address: dschofield@geocareinc.com

Contact person (Secondary) in reference to this solicitation: Mollyrose Graves  
Director, Partnership Development, Western Region

Telephone Number: ( 561 ) 314-5319 Facsimile Number: ( ) N/A

E-mail Address: mgraves@geogroup.com

Contact person for accounts receivable: Colleen Murphy, Senior Business Manager

Telephone Number: (561) 999-5849 Facsimile Number: (281) 657-9761

E-mail Address: cmurphy@geogroup.com

In the event of an emergency or declared disaster, the following information is required;

Name of contact during non-business hours: Karen Graff, Area Manager

Telephone Number: (707) 254-4904 Facsimile Number: ( ) N/A

E-mail Address: kgraff@geogroup.com Cellular Number: (707) 495-0055

**END EXHIBIT A**



## Section 2—Company Profile, Qualifications, Experience, References

### Company Profile

*Provide a general overview of the company. Explain the added value or service that your organization provides that distinguishes it from all others.*

GEO Reentry Services, LLC (GEO Reentry) is a wholly-owned subsidiary of The GEO Group, Inc. (GEO). Collectively, our organization has more than 40 years of experience providing a full spectrum of rehabilitative behavior change services within the criminal justice system. This working knowledge includes decades of experience operating in-custody and community-based reentry programs in alignment with foundational research; specific experience serving justice involved populations throughout California; and ongoing innovation to ensure we continuously meet and exceed evolving needs.

*GEO Reentry programs are distinguished by our flexibility, scalability, and significant customization in accordance with agency and participant population needs.* Our programs use evidence-based practices and cognitive behavioral interventions to address individually assessed risk factors and programming needs. We understand the critical importance of working closely with each participant to build trust, engagement, motivation, and pro-social skills to reduce criminogenic risk and facilitate community reintegration. We place a strong emphasis on utilizing a multidisciplinary approach that supports participants in receiving needed services from a connected network of providers.

We use our extensive organizational resources—including staff recruitment, hiring, training and retention; finance and budget oversight; contract compliance and fidelity; and research and quality assurance—to provide ongoing support and expertise specifically for our contracted reentry programs.

*Indicate the date of your company's last annual audit by your domicile's Department of Insurance. If there were any adverse findings, explain the resolution of those findings.*

We are not aware of any insurance audits, or adverse findings, by our domicile's Department of Insurance.

*Provide details of all past or pending litigation or claims filed against your company that would negatively impact your company's performance under an agreement with the County.*

There is no past or pending litigation, or claims, filed against our company that would negatively impact our performance under an agreement with the County.



*Indicate whether CONTRACTOR, its principals, directors, or majority shareholder(s), or any company in which CONTRACTOR has held a controlling interest in, or which has held a controlling interest in CONTRACTOR, is currently subject to bankruptcy proceedings, has ever filed for or has been involuntarily placed into bankruptcy or has been declared bankrupt. Please note that the County reserves the right to obtain reports from financial reporting agencies to assist in evaluation of financial stability.*

Neither GEO Reentry Services, LLC; its principals, directors, or majority shareholders; a company that we have a controlling interest in; or a company that has a controlling interest in GEO Reentry is currently subject to bankruptcy proceedings; has ever filed for, or been involuntarily placed into, bankruptcy; or has been declared bankrupt.

*CONTRACTOR shall provide detailed information regarding any existing or threatened litigation, regulatory investigations, liens, or claims involving CONTRACTOR, or any company CONTRACTOR holds a controlling interest in, or any company that holds an interest in CONTRACTOR, or any of the principal officers of the CONTRACTOR's firm.*

Please see *Supplemental Information for RFP Exhibit B*, starting on page 25, for details regarding our existing litigation.

*Provide a copy of your company's audited financial statements for the past three (3) years. CONTRACTOR may submit any additional documentation evidencing their financial stability and that of any SUBCONTRACTORS, if applicable. To assist in evaluating CONTRACTOR's financial stability, County reserves the right to obtain reports from financial reporting agencies.*

Our company's audited financial statements for the past three years are publicly available online using the following web address:

<https://investors.geogroup.com/news-events-and-reports/sec-filings/default.aspx>



## Qualifications

*Describe the minimum required credentials your organization uses to select all staff and providers.*

Our established Human Resources and Program Operations teams recruit, interview, and hire staff for our reentry programs. We aim to hire qualified professionals from local communities who can deliver culturally relevant services in accordance with stated requirements. This includes the contracting agency's requirements, as well as our internal Job Descriptions that specify the minimum qualifications required for each position.

Applicants must meet eligibility requirements to qualify for employment—including stated educational and experience requirements for the position; a valid driver's license; and successful completion of a thorough background check and drug screen.

For further information, please see *Job Descriptions* starting on page 67.

*Describe what type of background checks you run for all staff positions and providers.*

All candidates who accept a conditional offer of employment with our organization must undergo an initial background check. The background check involves a comprehensive review of the individual's history. This can include prior employment; criminal background; motor vehicle records; reference checks; verification of education and professional credentials; and credit history. Candidates must also submit to, and pass, a drug test as a condition of hire.

An independent agency conducts our background checks and drug screens. All non-negative drug samples are confirmed by a certified laboratory.

During the course of their employment, employees are subject to subsequent background and/or drug screening as needed.

## Experience

*CONTRACTOR shall describe prior experience in working with juvenile offenders and based programming as described herein, including any prior Evening/Day Reporting Center operation experience. Staff providing direct services will need to meet minimum State certification requirements for each specific discipline, i.e., substance abuse counseling, family and parenting counseling.*

Our experience working with juvenile populations includes the following programs:



**Shasta County, California Youth In-Custody Program.** Since 2021, we have partnered with Shasta County Probation for our provision of evidence-based programming for male and female youth participants at the River Edge Academy, which is located within the Juvenile Rehabilitation facility. The program is designed to address the challenges that youth face, while promoting growth and successful community reintegration. Program services include family-centered case planning; Thinking for a Change (T4C); substance use treatment; restorative justice; anger management; life skills; and aftercare.

**Fresno County, California Youth In-Custody and Community-Based Program.** In 2023, we partnered with Fresno County to implement a continuum of youth program services that guide individuals through the stages of change and the development of positive social attitudes. The program begins in-custody on the Juvenile Justice campus, and participants can seamlessly continue with the program as they transition to community-based supervision. Group sessions include T4C, anger management, gang intervention, and substance use programming.

**Merced County, California Youth In-Custody Program.** In 2022, we contracted with Merced County Probation for our provision of program services for youthful male and female participants at the Iris Garrett Juvenile Justice Correctional Complex. The program operates seven days a week and offers evening programming. We provide an array of services to help participants build self-sufficiency and a positive mindset as they prepare for a return to the community. This includes T4C; substance use programming; life skills; anger management; family engagement and reunification; restorative justice; and select Title 15 programs for juvenile recreation and exercise. Upon release from the Iris Garrett facility, participants receive Aftercare services at the GEO Reentry-operated Day Reporting Center (DRC) in Merced.

**Mendocino County, California Youth Programs.** Since 2020, we have partnered with Mendocino County Probation for our provision of evidence-based programming for in-custody youth participants, as well as youth who have recently transitioned to community-based supervision. Program services are delivered at the Juvenile Hall. The program operates using three distinct tracks: Gap is a voluntary program for in-custody youth, conducted in a group setting; Link is a mandated program for moderate- to high-risk in-custody youth, incorporating group and individual services; and Bridge is a mandated program for community-based youth, with individual services and group programming such as Juvenile Moral Reconation Therapy (MRT). The program tracks utilize cognitive behavioral curriculum from The Change Companies.



**Kern County, California Youth Program.** In March 2024, we partnered with Kern County Juvenile Probation for our operation of Day Reporting Center services—serving youthful participants who previously would have transferred to DJJ. Program services begin while participants are in-custody, to build rapport and help prepare for release to the community. Program services include cognitive behavioral treatment; gang intervention; substance use disorder programming; education and employment assistance; and family reintegration support. GEO Reentry staff also work with the multidisciplinary team at the APEX program in the Youth Detention Center, where we collaborate with other providers to understand how to best support seamless transitions to the community.

**Illinois Youth Community-Based Facilities.** Since 2016, GEO Reentry has contracted with the Illinois Department of Juvenile Justice (IDJJ) for our operation of community-based Juvenile Day Reporting Centers. We currently operate these DRCs in Belleville, Springfield, Peoria, and Decatur. Program services include youth-specific assessment; MRT; job readiness and employment assistance; educational and vocational services; life skills; transportation; tutoring; physical fitness and recreational activities; and resource referrals. We facilitate a multidisciplinary approach where GEO Reentry staff; IDJJ personnel; youth participants and their parents; and representatives from other involved treatment organizations are all engaged in the case management process.

**Summary.** As a knowledgeable California provider that currently operates more than 30 facilities and programs across the state—we acknowledge the legislative realignment of the Division of Juvenile Justice (DJJ) that required Counties to broaden their scope for direct supervision of youthful populations. Our proposed Monterey County Youth programs are based on our extensive experience serving youthful participants who are under county-level supervision in California. We understand that youths may remain in custody for several years. Accordingly, our Monterey programs are designed to continuously target assessed needs and evolve with each participant's circumstances, progress, and overall functioning.

All GEO Reentry staff delivering direct programming services will be appropriately trained in the specific discipline(s)—such as substance abuse, family, and parenting.



## References

*Provide three (3) references from clients for which CONTRACTORS are currently providing services of similar scope and nature or have provided services of similar scope and nature in the last five (5) years.*

We have provided three references from agencies that GEO Reentry currently contracts with for our provision of services that are similar in scope and nature to the RFP. Please see *Exhibit C—References*, starting on page 32.

## Budget Detail

*Personnel Salaries and Fringe: Itemize staff and benefits cost for each staff that will provide direct/frontline reentry services. (Break out costs of FICA, SUI, W/C and other benefits). Unless the Executive Director, Accountants or any other Management will play a frontline services role, allocation for their time should not be included in the Salaries and Fringe Section.*

Please see *Section 6—Pricing*, starting on page 75.

*Operating Direct Costs: Please pay special attention to the reentry services description and make sure operations costs adequately reflect essential items. Indicate costs allocated for client lunches and client transportation. Be sure to itemize all other program costs like supplies, journals and postage.*

Please see *Section 6—Pricing*, starting on page 75.

*Sub-CONTRACTOR Costs: CONTRACTORS also must itemize sub-CONTRACTOR expenses as well. Please be sure to communicate this requirement to potential sub-CONTRACTORS so that they can submit an itemized budget to you in a timely manner. CONTRACTORS will automatically lose 3 budget points if sub-CONTRACTOR allocations are not itemized.*

Please see *Section 6—Pricing*, starting on page 75.

*Overhead/Indirect/Administrative Cost: This allocation cannot exceed 5% of the direct/frontline budget costs (Example: if the budget submitted for Salaries/Fringe and Operating detail is \$100,000, the overhead/indirect/administrative detail cannot exceed \$5,000 resulting in a total amount proposal of \$105,000).*

Please see *Section 6—Pricing*, starting on page 75.



## **Exhibit B—Financial and Background Data**

Please see the immediately following pages for our completed *RFP Exhibit B*.

Directly following this Form, we have provided *Supplemental Information for RFP Exhibit B*.

**EXHIBIT B****FINANCIAL AND BACKGROUND DATA****A. BANKRUPTCY INFORMATION**Bankruptcy: Yes ☐ No ☒

If CONTRACTOR, its principals, directors, or majority shareholder(s), or any company CONTRACTOR has held a controlling interest in, or which has held a controlling interest in CONTRACTOR, is currently subject to bankruptcy proceedings, has ever filed for or has been involuntarily placed into bankruptcy or has been declared bankrupt, state the bankruptcy date, court jurisdiction, trustee's name and phone number, amount of liabilities, amount of assets, and current status of bankruptcy.

Bankruptcy date: \_\_\_\_\_

Court jurisdiction: \_\_\_\_\_

Trustee's name and phone number: \_\_\_\_\_

Amount of liabilities: \_\_\_\_\_

Amount of assets: \_\_\_\_\_

Current status of bankruptcy: \_\_\_\_\_

**B. LITIGATION**Litigation: Yes ☒ No ☐

Provide detailed information regarding any existing or threatened litigation, regulatory investigations, liens, or claims involving CONTRACTOR, or any company CONTRACTOR holds a controlling interest in, or any company that holds an interest in CONTRACTOR, or any of the principal officers of the CONTRACTOR's firm.

**C. CITATION**Citation: Yes ☒ No ☐

If CONTRACTOR been cited or threatened with citation within the last five (5) years by any federal or state regulators for violations of any state or federal law or impending regulations, please provide nature of citation, citation date and citing agency.

**EXHIBIT B****FINANCIAL AND BACKGROUND DATA**

(Continued)

**D. FELONY INFORMATION**Felony: Yes ☐ No ☒

If CONTRACTOR or any principal has been convicted of a felony, please provide full name, conviction date, court location and details of the conviction.

Name Conviction Date Court Location Details of the Convictions

---

---

**E. CONTRACT TERMINATION**1. CONTRACTOR's contract terminated by client: Yes ☒ No ☐

If yes, CONTRACTOR shall provide detailed information, including by whom, and under what circumstances. Provide the name and telephone number of each client that has terminated CONTRACTOR's services.

2. CONTRACTOR failed or refused to complete a contract: Yes ☐ No ☒

If yes, please explain:

Within the *Supplemental Information for RFP Exhibit B* proposal section, we have provided detailed information on contracts that were terminated by the client or by our organization.

**END EXHIBIT B**



## Supplemental Information for RFP Exhibit B

Please see below for additional information pertaining to specific *RFP Exhibit B* items.

### RFP Exhibit B—Item B. Litigation

Please see the *Table* below for information regarding our existing litigation.

<b>Table 1. GEO Reentry Litigation Information</b> <b>CONFIDENTIAL</b>		
<b>Claimant Name</b>	<b>Claim Type</b>	<b>Facility</b>
Hinton	Tort Claim	Delaney Hall
Torres	GL - Visitor Slip / Fall	Talbot Hall
Brown	Tort Claim	Cheyenne Mountain Reentry Center
Ramos	Misc. / Other	Bo Robinson House
Allen	Misc. / Other	Cheyenne Mountain Reentry Center
Bonilla	Slip or Fall	GEO Reentry Services, Inc.
Clursky	Slip or Fall	Beaumont Transitional Treatment Center
Smith	Property Damage / Loss	Taylor Street CDC
Lozada	Tort Claim	Broward Transitional Center
Lang	Slip or Fall	Tampa Residential
Bailey	Slip or Fall	Philadelphia Residential Reentry Center
Corouthers	Slip or Fall	Tampa Residential
Villa	Slip or Fall	Community Alternatives of El Paso
Hyde	Tort Claim	Tampa Residential
Sanchez	Tort Claim	Community Alternatives of El Paso
Mescall	Misc. /Other	Bronx Community


**Table 1. GEO Reentry Litigation Information**
**CONFIDENTIAL**

<b>Claimant Name</b>	<b>Claim Type</b>	<b>Facility</b>
Hicks	Misc. / Other	Bo Robinson House
Artist	Slip or Fall	Chester County
Longoria	Slip or Fall	Reality House
Shelek	Tort Claim	New Mexico Women's Recovery Academy
Matthews	Inmate Release Issues	Bi-State Regional Commission
Mescall	Tort Claim	Bronx Community Correctional Center
Tenaglio	Slip or Fall	Chester Residential Reentry Center
Romero	Tort Claim	Tampa Residential
Brothers	Slip or Fall	Philadelphia Residential Reentry Center
Moya	Tort Claim	New Mexico Men's Recovery Academy
Jones	Tort Claim	Delaney Hall
Cantu	Slip or Fall	Mid Valley House Residential Reentry Center
Garcia	Slip or Fall	Reality House
Bryant	Tort Claim	Delaney Hall
Kusik	Slip or Fall	Delaney Hall
Espinoza	Tort Claim	GEO Reentry Services, Inc.
Rahman	Conditions / Policies	Las Vegas Community Correctional Center



**Table 1. GEO Reentry Litigation Information** **CONFIDENTIAL**

<b>Claimant Name</b>	<b>Claim Type</b>	<b>Facility</b>
Boyington	Slip or Fall	Grossman Center
Warman	Tort Claim	New Mexico Women's Recovery Academy
Coleman	Property Damage / Loss	Southeast Texas Transitional Center
Ayers	Tort Claim	Leidel Comprehensive Sanction
Swinton	Conditions / Policies	Oakland Center
Rodriguez	Tort Claim	Southern Peaks Regional Treatment Center
Kotek	Tort Claim	Bo Robinson House
Menendez	Tort Claim	Woodridge Supportive Living Residence
Franklin	Slip or Fall	Bronx Community Correctional Center
Stewart	Tort Claim	Southern Peaks Regional Treatment Center
Robinson	Slip or Fall	Talbot Hall
Robinson	Tort Claim	South Mountain Secure Treatment
Woods	Slip or Fall	Leidel Comprehensive Sanction
J.H	Tort Claim	Tooley Hall Residential Reentry Center
Hall	Misc. / Other	Bo Robinson House
Smith	Slip or Fall	Hoffman Hall
Richard	Slip or Fall	Beaumont Transitional Center
Bonilla	Slip or Fall	GEO Reentry Services, Inc.


**Table 1. GEO Reentry Litigation Information**
**CONFIDENTIAL**

Claimant Name	Claim Type	Facility
Cooper	Misc. / Other	Las Vegas Community Correctional Center
Thigpen	Tort Claim	Southeast Texas Transitional Center
Snowden	Tort Claim	Leadership Development Program

**RFP Exhibit B—Item C. Citation**

Please see the *Table* below for information regarding citations.

**Table 2. GEO Reentry Citation Information**
**CONFIDENTIAL**

Facility	Date	Description	Status	Date Closed	Citation
Grossman RRC	5/28/2020	OSHA Complaint: COVID-19 Related	Closed	6/11/2020	No
Antelope Valley DRC	7/6/2020	OSHA Complaint: COVID-19 Related	Admin Closed	1/25/2021	No
Las Vegas RRC	9/11/2020	OSHA Complaint: COVID-19 Related	Admin Closed	3/24/2021	No
Santa Ana DRC	10/15/2020	OSHA Complaint: COVID-19 Related	Closed	8/13/2021	No
Solano DRC	12/7/2020	OSHA Complaint: COVID-19 Related	Admin Closed	6/16/2021	No
Chester RRC	1/5/2021	OSHA Complaint: Workplace Hazard	Admin Closed	6/18/2021	No
Antelope Valley DRC	1/6/2021	OSHA Complaint: COVID-19 Related	Closed	1/6/2021	No
STOP 4	2/16/2021	OSHA Complaint: COVID-19 Related	Admin Closed	9/9/2021	No
Santa Ana DRC	2/19/2021	OSHA Complaint: COVID-19 Related	Admin Closed	9/9/2021	No



**Table 2. GEO Reentry Citation Information** **CONFIDENTIAL**

Facility	Date	Description	Status	Date Closed	Citation
<b>Chester RRC</b>	2/25/2021	OSHA Complaint: Workplace Hazard/ COVID-19 related	Admin Closed	9/9/2021	No
<b>Chester RRC</b>	3/25/2021	OSHA Complaint: Retaliation Case	Closed	6/15/2021	No
<b>Las Vegas RRC</b>	7/27/2021	OSHA Complaint: COVID-19 Related/ Workplace Hazard	Closed	9/20/2021	No
<b>Tully House RRC</b>	12/3/2021	OSHA Complaint: Workplace Sanitation	Admin Closed	7/1/2022	No
<b>Alabama Therapeutic</b>	3/23/2023	OSHA Complaint: Workplace Assault	Closed	8/15/2023	No
<b>Taylor Street</b>	10/16/2023	OSHA Complaint: Workplace Sanitation/ Workplace Hazard	Open	N/A	N/A
<b>Vineland DRC</b>	10/25/2023	OSHA Complaint: Workplace Hazard/ Workplace Sanitation	Open	N/A	N/A
<b>Contra Costa DRC</b>	4/2/2024	Cal OSHA Complaint: Workplace Hazard	Open	N/A	N/A
<b>Sacramento DRC</b>	4/10/2023	Cal OSHA Complaint: Workplace Hazard	Open	N/A	N/A



## RFP Exhibit B—Item E. Contract Termination

Please see the following *Table* for information regarding contract terminations.

<b>Table 3. GEO Reentry Contract Termination Information</b> <span style="float: right;">CONFIDENTIAL</span>				
<b>Contracting Agency</b>	<b>Contracted Service</b>	<b>Conditions of Termination</b>	<b>Termination Date</b>	<b>Contract Contact Information</b>
Lake County California	Lake County DRC	Mutual Termination : Funding Constraints	6/30/2015	Brian L. Martin Sheriff/Coroner (707) 262-4200
Colorado 17 <sup>th</sup> Judicial District Probation Department	DRC Services	GEO Reentry Terminated	6/30/2020	Jennifer Morgan Chief Probation Officer (303) 255-4226
Louisiana Department of Public Safety and Corrections	Alexandria DRC	Client Terminated: Lack of Funding	7/15/2016	Thomas C. Bickham III Undersecretary (225) 342-6666
Nevada Department of Public Safety/ Division of Parole and Probation	Las Vegas DRC Reno DRC	Client Terminated: Funding Constraints	7/31/2020	Charlene Sam Boegle Administrative Services Office (775) 684-4808
Pennsylvania Department of Corrections	Franklin County DRC	GEO Reentry Terminated: Underutilization	4/30/2020	Patty Sheaffer Administrative Services Manager (717) 728-4062
	Luzerne County DRC	Client Transitioned Services In House	12/31/2020	Maria A. Augello Director/Chief Probation Officer (570) 825-1598



**Table 3. GEO Reentry Contract Termination Information** **CONFIDENTIAL**

Contracting Agency	Contracted Service	Conditions of Termination	Termination Date	Contract Contact Information
Pennsylvania Department of Corrections	York County DRC	GEO Reentry Terminated: Underutilization	6/30/2020	Patty Sheaffer Administrative Services Manager (717) 728-4062
Colorado Access	Reentry Services	GEO Reentry Terminated: Underutilization	6/30/2020	Bethany Himes Vice President, Provider Engagement 11100 E. Bethany Dr. Aurora, CO 80014
DHS / ICE FCMS-DC	Reentry Services	Termination for Convenience: Discontinued Pilot Program	6/20/2017	Benjamin Golway Contract Specialist (202) 732-2562
DHS / ICE FCMS-FL	Reentry Services	Termination for Convenience: Discontinued Pilot Program	6/20/2017	Benjamin Golway Contract Specialist (202) 732-2562
DHS / ICE FCMS-CHI	Reentry Services	Termination for Convenience: Discontinued Pilot Program	6/20/2017	Benjamin Golway Contract Specialist (202) 732-2562
DHS / ICE FCMS-NY	Reentry Services	Termination for Convenience: Discontinued Pilot Program	6/20/2017	Benjamin Golway Contract Specialist (202) 732-2562



## **Exhibit C—References**

Please see the immediately following page for our completed *RFP Exhibit C*.

**EXHIBIT C REFERENCES****REFERENCE NO. 1**Name of Organization: Kern County Probation, CaliforniaBusiness Address: 2005 Ridge Road, Bakersfield, CA 93305Contact person's name: Bill DickinsonContact person's title: Chief Probation OfficerBusiness telephone number: (661) 868-4102

Project description: Since 2010, GEO Reentry has partnered with Kern County Probation for our provision of Day Reporting Center (DRC) services in Bakersfield. In 2024, we expanded services for a dedicated Juvenile DRC in the community.

**REFERENCE NO. 2**Name of Organization: Merced County Probation, CaliforniaBusiness Address: 1880 Wardrobe Avenue, Merced, CA 95341Contact person's name: Christopher HennContact person's title: Chief Probation OfficerBusiness telephone number: (209) 385-7494

Project description: Since 2008, GEO Reentry has partnered with Merced County Probation for our provision of DRC services in the community and parallel In-Custody treatment programming. In 2022, we expanded services with a comprehensive In-Custody program for youths in the secure track at Juvenile Hall.

**REFERENCE NO. 3**Name of Organization: Shasta County Probation, CaliforniaBusiness Address: 1600 Court Street, Redding, CA 96001Contact person's name: Tracie NealContact person's title: Chief Probation OfficerBusiness telephone number: (530) 245-6200

Project description: Since 2013, GEO Reentry has partnered with Shasta County Probation for our provision of adult DRC services. In 2021, we expanded services for programming for youths in the County's River's Edge Academy. In 2023, we further expanded to serve youths in the secure track at the facility.

**END EXHIBIT C**



## Section 3—Program Components and Sample Case Plan

GEO Reentry proposes comprehensive and cohesive program services at the Secure Youth Treatment Facility (SYTF) in the Monterey County Juvenile Hall; a transitional component that provides enhanced and individualized services pre- and post-release; and a GEO Reentry-operated Reporting Center in the community. Our delivery of services at the Juvenile Hall and the Reporting Center will provide youth participants with continuity and a seamless transition from in-custody to community-based programming.

### Research-Based Fundamentals

Our proposed program services are designed to target individual criminogenic risk and needs and deliver corresponding behavior change programming in alignment with evidence-based practices distilled from validated research. This includes the following interventions and strategies that research has found to be effective when working with justice involved youth<sup>1</sup>.

- **Structure**—Programs should be highly structured, with consistent accountability and service delivery.
- **Cognitive Behavioral Interventions**—Specific skill building exercises with a cognitive basis are the most effective interventions.
- **Familial Inclusion**—Programs should include family members to increase the youth's support system and everyday structure.
- **Peer Mentoring**—Provides natural social support, reinforcing new behaviors and helping youth face challenges.
- **Address Multiple Factors**—Comprehensive programs that offer multiple programming options are the most effective.

### Phased Program Model

Every youth participant will progress through the program at their own pace, while accommodating the significant length of time an individual might spend under youth secure track supervision. GEO Reentry program staff will meet each youth where they are upon entry to the program, including motivation for change. We will work closely with participants to promote engagement and to incentivize progress and sustained behavior change.

<sup>1</sup> Lipsey, M. (2009). Primary factors that characterize effective interventions with juvenile offenders: A meta-analytic overview. [http://episcenter.psu.edu/sites/default/files/community/Lipsey\\_Effective%20interventions%20-%202009.pdf](http://episcenter.psu.edu/sites/default/files/community/Lipsey_Effective%20interventions%20-%202009.pdf)



Specific phases of the program have a certain focus, as detailed in the *Figure* below:

## PROGRAM MODEL OVERVIEW



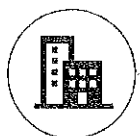
### PHASE I: ENGAGEMENT - Orientation / Starting Point

Staff welcome the participant into the program; outline program benefits; and begin to develop rapport and trust.



### PHASE II: DISCOVERY - Treatment & Dosage

Participants begin an individualized programming plan that best fits their assessed risk, needs, and responsivity factors.



### PHASE III: COMMITMENT - Transition Planning

Participants continue programming in accordance with evolved needs and begin transition planning for facing challenges and reducing barriers in the community.



### PHASE IV: SUCCESS - Sustainability & Community Reintegration

While maintaining a positive link with the program, participants further develop connections to community-based services that support successful reintegration.

**Figure 1. Overview of GEO Reentry Program Model**

We recognize that youth participants may be involved with the program for several years. Accordingly, we will collaborate with the County to develop and implement approaches to recognize participant success and achievement of milestones—regardless of how long a participant may remain within a specific program phase.



### **Service Delivery Tailored to Youth**

For youth programs to be most effective, programming must be relevant, engaging, and appropriate to the participant's level of learning. In addition to being trained in the facilitation of our proposed curricula, our staff will be trained in adapting programming to specific population needs. For example, youth participants have a shorter attention span than adults. Therefore, group sessions are better received when they are shorter in duration and when light hearted, enjoyable activities are incorporated. GEO Reentry Program Operations, with support from our internal Research team, continuously strives to enhance our youth programs—to ensure the most responsive and meaningful experience for each participant throughout their time in the program.

### **Evolving Program Model**

GEO Reentry is experienced in partnering with Counties across California to establish and operate youth programs for individuals who formerly would have been transferred to California Division of Juvenile Justice custody. We understand that a critical aspect of these programs is the significant length of time that youth spend in programming. Accordingly, we strive to evolve our programs in a responsive, practical, and engaging manner that accommodates youth under sustained supervision. These efforts include:

- Use of supplemental curricula and interventions to enhance the skills that participants learned in their foundational programming
- Identification of curricula components that the participant might re-visit in later phases of the program
- Incorporation of peer mentoring to assist both new and experienced participants in developing and practicing pro-social behaviors

Under a contract award, we intend to collaborate with the County to pilot approaches and adapt the programs to best serve youth for the duration of the contract.

### **Transitional Bridge to the Community**

It is critical that participants can translate the skills learned in-custody programming to life in the community. Our programs are designed to emphasize continuity of care—with holistic services that guide participants in establishing themselves as adults in the community. Our proposed staffing includes a Transitional Counselor who will work one-on-one with in-custody youth, and within the multidisciplinary team, to create customized transition plans. Additionally, our Transitional Counselor will continue to work with participants after their release to the community.

In accordance with **RFP Section 5.0 Scope of Work**, GEO Reentry understands, and will comply with, the following requirements.



**Table 4. GEO Reentry Compliance with RFP Section 5.0 Scope of Work**

<b>Requirement</b>	<b>GEO Reentry Compliance</b>
<b>RFP Section 5.1</b>	GEO Reentry will perform, with our own organization, contract work amounting to not less than 50 percent of the original total contract price. Our proposal does not include use of any Subcontractors.
<b>RFP Section 5.2</b>	GEO Reentry is a qualified service provider with a comprehensive understanding of the issues related to recidivism. Our program staff receive specialized training in current best practices specific to serving justice involved individuals—including at-risk youth. Our program staff will have the knowledge needed for individual and group treatment; stages of change; cognitive restructuring and skill building; development of healthy coping strategies; use of role-playing and coaching conversations for skill development and application; and aftercare services and support. GEO Reentry has a demonstrated history of providing successful and evidence-based cognitive interventions; trauma-informed treatment; counseling services; and substance abuse treatment.
<b>RFP Section 5.3.1</b>	We will provide evidence-based assessments; case planning and case management; individual counseling; cognitive re-structuring and skill building; trauma-informed programming; substance abuse treatment; and restorative justice programming.
<b>RFP Section 5.3.2</b>	For in-custody services, we will co-locate at the SYTF in Juvenile Hall.
<b>RFP Section 5.3.3</b>	We will provide program services Monday through Friday, at the agreed upon times. We are prepared to develop afternoon and evening program schedules, to best accommodate participants who are engaged in academic programming in the morning.
<b>RFP Section 5.3.4</b>	We will work collaboratively with Juvenile Deputy Probation Officers and Juvenile Institution Officers.
<b>RFP Section 5.3.5</b>	We will work collaboratively with mental health clinicians and/or other community-based treatment providers.
<b>RFP Section 5.3.6</b>	We will participate in the SYTF / Juvenile Hall staff briefings.
<b>RFP Section 5.3.7</b>	Our program staff will complete fingerprinting, a background check, and confidentiality training prior to providing services.



**Table 4. GEO Reentry Compliance with RFP Section 5.0 Scope of Work**

<b>RFP Section 5.3.8</b>	Our program staff will exhibit professional, ethical, trauma-informed, and appropriate behavior while providing services.
<b>RFP Section 5.3.9</b>	Our program services will be responsive to the needs of both male and female youthful participants. Services will also effectively meet the needs of those with varying cultural and ethnic backgrounds, languages, and sexual orientations. We have the ability to address the needs of individuals with limited English language skills.

### Program Components

Our proposed programs at the SYTF in Juvenile Hall and at the Reporting Center will offer the following components:

#### Assessments

We propose to use a variety of assessments to determine the individual risk and needs of each youth participant, as well as to establish a baseline for measuring change.

**Youth Assessment and Screening Instrument (YASI).** This tool measures risk, needs, and protective factors of at-risk and justice involved youth. The following domains are included: static factors that cannot be changed; dynamic factors that can be changed; and protective factors that foster pro-social outcomes. The YASI provides a determination of whether the participant is at a low, moderate, or high risk of re-offense.

**Texas Christian University Adolescent Thinking Forms** are administered before and after programming to measure changes in thinking styles and thinking errors. The assessment collects information for the following: control over personal drug use; drug culture; negative urgency; positive urgency; premeditation; attention; problem-solving efficacy; drug resistance efficacy; assertiveness; invincibility; and optimism / hope.

**American Society of Addiction Medicine (ASAM) Criteria.** The ASAM is a nationally recognized instrument that includes objective placement criteria across all services and levels of care. Participants are evaluated using the following dimensions: acute intoxication and/or withdrawal potential; biomedical conditions and complications; emotional, behavioral, or cognitive conditions and complications; readiness to change; relapse, continued use, or continued problem potential; and recovery/living environment.

We intend to use ASAM results to help determine placement level, dosage, and duration of a participant's assigned substance abuse programming. We may recommend that a participant be referred out of the program for more intensive treatment.



**Trauma Assessment.** Texas Christian University's (TCU) Institute of Behavioral Research is creating a screening tool that is designed to assess trauma in youth and adults who are involved in the legal system. The purpose of the tool is to provide researchers, case workers, and clinicians with a brief screening that can inform programming assignment; a participant's progress in treatment; and program effectiveness. GEO Reentry will work with TCU to implement this tool within the Monterey programs.

**Essential Needs Checklist.** As appropriate, our program staff will use our internal Essential Needs Checklist to determine if a participant will need assistance obtaining food, clothing, housing, transportation, or other basic needs items upon their return to the community. Once any essential needs are identified, we will work with the participant to create a plan for fulfilling the needs in the community.

**Summary.** Assessment results will be used to create a dynamic Individual Success Plan (ISP) that outlines assigned programming; goals for the program and for returning to the community; and action items for attaining identified goals.

#### **Starting Point Behavior Change Plan (BCP)**

Upon entry into the program, we will work individually with each participant to create a Starting Point BCP. This tool helps identify structured goals and activities that will assist the participant in building motivation and preparing for engagement in the program.

#### **Individual Success Plan (ISP)**

GEO Reentry staff will work one-on-one with each participant to develop an Individual Success Plan. The ISP targets the participant's highest assessed risk and need factors; creates a customized case plan for program services; identifies goals, barriers, and opportunities; and details a network of support, including family and other service providers. ISP goals, responsivity factors, and action items are prioritized and customized for the individual participant. Goals are stated in positive and supportive language using the SMART approach—Specific, Measurable, Attainable, Realistic, and with an appropriate Timeframe.

The ISP serves as the participant's foundation for their time in the program and promotes a seamless transition to the community.



## Curricula and Supplemental Services

The *Table* below outlines our proposed curricula and supplemental services—which will be offered for the in-custody program at Juvenile Hall and for the community-based program at the Reporting Center.

<b>Table 5. GEO Reentry Proposed Curricula and Supplemental Services</b>	
<b>Program Component</b>	<b>Proposed Service Delivery</b>
<b>Behavioral Health</b>	Cognitive Behavioral Interventions—Substance Use Youth (CBI-SUY), from the University of Cincinnati
<b>Juvenile MRT</b>	Juvenile Moral Reconation Therapy (MRT), from Correctional Counseling Incorporated (CCI)
<b>Long-Term Mentoring</b>	Services include: participants transitioning from the program will mentor newer participants; continued contact with GEO Reentry staff during Aftercare; and partnerships with organizations that can provide mentoring
<b>Vocational / Employment Connections</b>	Services include: Education & Employment Questionnaire; Tiered Employment Program; Resource Connections; Enrollment Assistance; and Job Search and Placement Assistance
<b>Gang Services</b>	Gang Intervention and Prevention, from Phoenix / New Freedom
<b>Gender-Responsive Trauma Groups</b>	Voices: A Program of Self-Discovery and Empowerment for Girls <i>and</i> A Young Man's Guide to Self-Mastery, both from Stephanie S. Covington, Ph.D.
<b>Restorative Justice</b>	Victim Impact: Listen and Learn, from the Office for Victims of Crime (OVC)
<b>Reentry and Aftercare</b>	Curriculum from The Change Companies Transition Plan development
<b>Family / Guardianship Connections</b>	Engage participant family members, guardians, and supports in the program Onsite Family Events, with approval from the County



**Table 5. GEO Reentry Proposed Curricula and Supplemental Services**

<b>Housing Support and Assistance</b>	Connection with community-based resources that provide housing Ongoing support from the GEO Reentry Transitional Counselor
<b>Supplemental Programming</b>	Getting Motivated to Change, adapted from Texas Christian University (TCU) materials
<b>Supplemental Programming</b>	Thinking for a Change (T4C), from the National Institute of Corrections (NIC)
<b>Supplemental Programming</b>	RI Discovery Cards
<b>Supplemental Programming</b>	Individual Cognitive Behavioral Interventions (ICBI) sessions that may incorporate intervention tools such as Carey Guides; Brief Intervention Tools; Behavior Chains; and Thinking Reports
<b>Substance Abuse Education / Treatment</b>	Cognitive Behavioral Interventions—Substance Use Youth (CBI-SUY)
<b>Anger Management</b>	Curriculum from The Change Companies
<b>Cognitive and Life Skills Development</b>	Juvenile MRT Thinking for a Change (T4C) ICBI sessions
<b>Parenting and Family Structure Restoration</b>	Partners in Parenting, from TCU “Family” workbook from The Change Companies Forward Thinking series
<b>Educational Services / GED Assistance</b>	Computer-based HiSET Academy Online
<b>Healthy Projects and Financial Literacy</b>	Implement and facilitate program activities related to health and wellness “Financial Literacy” workbook from The Change Companies



**Table 5. GEO Reentry Proposed Curricula and Supplemental Services**

<b>Employment Training and Vocational Services</b>	Services include: Education & Employment Questionnaire; Tiered Employment Program; Resource Connections; Enrollment Assistance; and Job Search and Placement Assistance
<b>Referral to Other Agencies</b>	Services include: warm referrals to other providers; Community Connections events; assistance in applying for aid programs; GEO Reentry Connect website

With approval from the County, GEO Reentry staff may incorporate additional curricula and intervention tools over the course of the contract—to keep treatment programming engaging and relevant to the evolving needs of the youth population.

### **Multidisciplinary Approach**

We anticipate that our program staff will actively collaborate with County personnel; other service providers such as Behavioral Health and the Office of Education; and the youth participant's family members / personal supports to collectively track participant progress and evolving needs—with adjustments to service delivery as appropriate.

Our efforts toward fostering a multidisciplinary approach include the following:

- Collaboration with the County and other providers to determine youth eligibility for certain services and to facilitate corresponding placement, in accordance with assessed risk and needs.
- Flexibility in service delivery scheduling, to accommodate participants who are enrolled in other activities and treatment outside of the program.
- GEO Reentry participation in the multidisciplinary treatment process—which includes supervising County personnel; other involved treatment providers; and supportive family members. The multidisciplinary team will discuss participant status, program scheduling, and case planning.
- Engagement with applicable County personnel throughout our day-to-day program operations—as well as during formal program events such as milestone celebrations, pro-social activities, and graduations.
- Providing the County and other applicable stakeholders with a variety of program reports and outcomes.



## **In-Custody Program at the SYTF in Juvenile Hall**

In accordance with **RFP Section 5.4**, GEO Reentry proposes to serve in-custody youth within the Juvenile Hall—delivering programming that incorporates social learning theory; cognitive behavioral principles and interventions; trauma-informed principles; and reentry support services.

### **Behavioral Health**

We propose use of the Cognitive Behavioral Interventions—Substance Use Youth (CBI-SUY) curriculum from the University of Cincinnati for our delivery of substance use programming. The curriculum was specifically developed for justice involved youth with a moderate to high need for substance use treatment. Incorporating a cognitive behavioral approach, CBI-SUY consists of the following components: Pre-Treatment; Motivational Engagement; Cognitive Restructuring; Emotional Regulation; Social Skills; Problem Solving; and Success Planning. The curriculum emphasizes development of cognitive, social, emotional, and coping skills through role-play and other action-orientated activities.

Additionally, we intend to work closely with Monterey County Behavioral Health to integrate with any mental health or substance use counseling that a participant may be receiving from licensed County personnel.

### **Juvenile Moral Reconation Therapy (MRT)**

We propose use of Juvenile MRT, from Correctional Counseling Incorporated (CCI). MRT is a step-by-step, cognitive rehabilitation system that helps participants change anti-social and criminal thinking; make better decisions about how to respond in various situations; develop higher levels of thinking and reasoning; and break the cycles of addiction and criminal behavior.

Juvenile MRT uses the “How to Escape Your Prison” workbook, which has been adapted from the adult version for juveniles. MRT contains 16 Steps in total, with 12 of the steps typically completed in a group setting. For each Step, participants complete specific homework and present their work during group sessions. GEO Reentry staff facilitating the group will provide constructive feedback and objective criteria for the participant to refine their step work as needed.



### **Long-Term Mentoring Services**

We understand how important it is for participants to establish connections with support services and pro-social individuals as they transition from in-custody supervision and to life in the community. Individuals who have been through the GEO Reentry program can be valuable agents of change, making them ideal mentors for participants who are still in the program. Our plan for ensuring that program participants receive long-term mentoring services includes the below:

- Participants who are transitioning out of the program will mentor newly enrolled participants and those in the midst of the program.
- Participants will continue to check in with their GEO Reentry Case Manager during the Aftercare phase of the program.
- GEO Reentry will develop partnerships with community-based organizations that can provide mentoring for youth as they release from in-custody supervision—and will remain connected to receive updates on the progress of the mentorship.
- Our proposed program will provide participants with opportunities to build the life skills and social skills needed for stability in the community—this includes linking participants with supportive vocational and educational providers.
- During Aftercare, we will continue to work with participants to ensure they are able to maintain the Maintenance stage of change.

### **Vocational Training Support and Employment Connections**

To support participants in achieving their vocational and employment goals, we propose to deliver the following components:

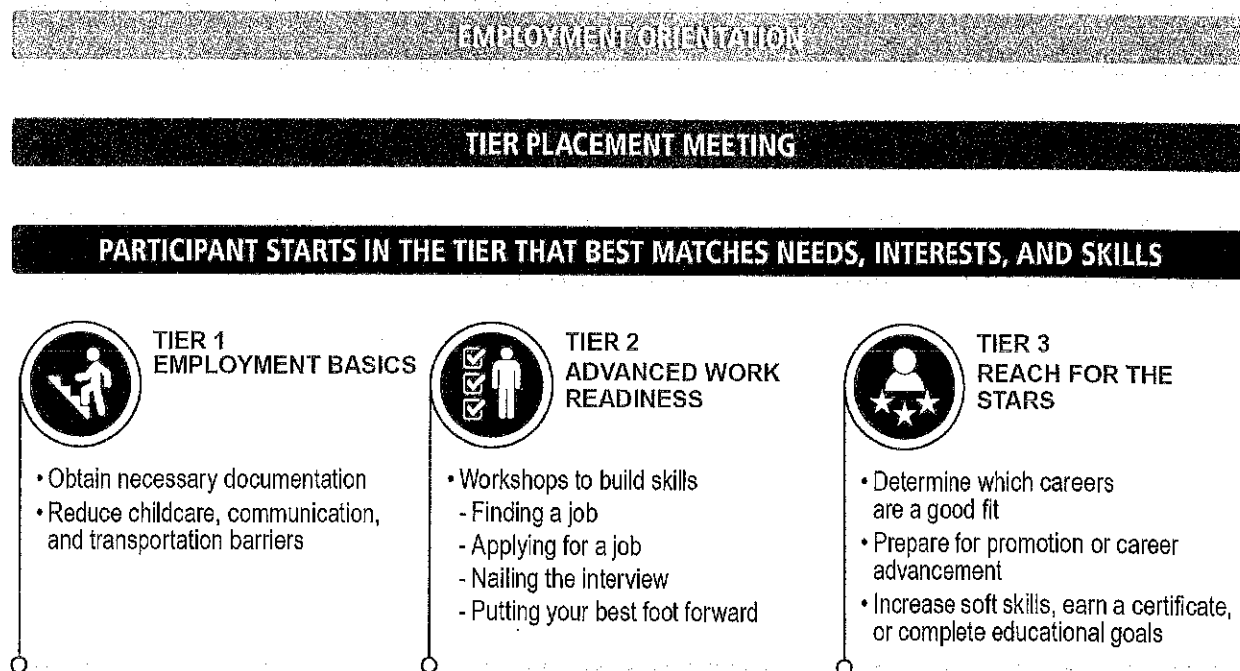
- Education & Employment Questionnaire
- Tiered Employment Program
- Resource Connections
- Enrollment Assistance
- Job Search and Placement Assistance

Our proposed Transitional Counselor will be crucial in our ongoing efforts to connect participants with other agencies and organizations that offer vocational training, educational services, and employment opportunities.



**Education & Employment Questionnaire.** We ask participants to complete this internal tool so we can best assist with education and employment goals that are important to the individual. The questionnaire helps us gather information on the participant's level of motivation; educational background; employment background; and needed essentials such as identification documents, work attire, transportation, and potential eligibility for benefits assistance.

**Tiered Employment Program.** This innovative program empowers participants to reach goals by building personal motivation and overcoming barriers. By incorporating tiers, we offer more targeted levels of service that best match individually assessed needs, interests, and skills. Each Tier consists of specific workshops that utilize career exploration and employability curriculum from JIST Career Solutions. The workshops help participants develop both soft and hard skills. The hard skills relate to securing vital documents (Tier 1); job searches, applications, and interviews (Tier 2); and career development (Tier 3). Soft skills workshops focus on how to interact with others in the workplace. The following *Figure* provides a visual overview of the program.



**Figure 2. Overview of GEO Reentry Tiered Employment Program**



**Resource Connections.** A network of resources outside of the program are integral to expanding employment and vocational opportunities for participants. We actively build partnerships with regional and state workforce providers that help individuals increase their employability, earning potential, job satisfaction, and marketable work skills.

**Enrollment Assistance.** If a participant is interested in a vocational or educational program delivered by another organization, our staff can assist participants in navigating the enrollment process. This includes helping participants compile and submit forms, applications, and any other needed paperwork.

**Job Search and Placement Assistance.** As an experienced provider in the state, GEO Reentry has worked with hundreds of employers across California—and helped numerous participants gain employment. Our ongoing outreach to local employers includes creating a working relationship and establishing a point of contact. For each company, we document pertinent items such as: if the business is a felon friendly employer; current job openings; background check process; how to submit an application; and if the business works with a staffing agency.

### **Gang Services**

We propose to use the Gang Intervention and Prevention curriculum from Phoenix/New Freedom. This validated and comprehensive curriculum focuses on providing coping and problem-solving skills for core tenants of high-risk behavior—including anger, depression, anxiety, self-harm, substance abuse, trauma, and sleep disorders. Incorporating cognitive behavioral interventions and Motivational Interviewing, the curriculum helps participants understand and address their risk for gang involvement; develop emotional awareness; and create strategies for dealing with their risk factors.

### **Gender-Responsive Trauma Groups**

We propose to deliver gender-responsive and trauma-informed sessions using the following curricula from Stephanie S. Covington, Ph.D.

**Voices: A Program of Self-Discovery and Empowerment for Girls** will be used to address the needs of female participants. The curriculum incorporates a variety of therapeutic approaches—including psychoeducational, cognitive behavioral, mindfulness, body-oriented, and expressive arts.



**A Young Man's Guide to Self-Mastery** helps male participants understand the effects of adversity and trauma; increase communication skills; and develop healthy relationships. The curriculum addresses socialization, social thinking, building empathy, increasing self-awareness, and improving communication.

### **Restorative Justice**

We propose the Victim Impact: Listen and Learn curriculum from the Office for Victims of Crime (OVC) for our delivery of Restorative Justice programming. The curriculum is designed to assist participants with building awareness of the impact that crime has on victims; taking responsibility for their actions; and making amends. Victims and their rights is a critical focus. The curriculum is built around the following crime topics: property crime; assault; robbery; hate and bias; gang violence; sexual assault; child abuse and neglect; domestic violence; drunk and impaired driving; and homicide.

### **Reentry and Aftercare Services**

Our proposed program is designed to seamlessly support participants as they transition from the In-Custody program to community-based services and support.

**Aftercare Programming.** We propose to use curriculum from The Change Companies to guide participants in continuing to make positive changes in their thoughts, feelings, and behaviors. Topics covered may include: relapse prevention, reentry planning, relationships, and communication. By engaging in the curricula's Interactive Journaling and applying workbook information to their personal situation, participants can sustain their progress towards responsible living.

**Transition Plan.** As an extension of the Individual Success Plan (ISP), GEO Reentry staff will work with each participant to create a Transition Plan for reentry. The Transition Plan includes: potential barriers and action items for goals specific to life in the community; identification of triggers and warning signs, with strategies to prevent a relapse into criminal thinking or behavior; and development of a network of support. The Transition Plan will also identify and address any essential needs that the participant will need assistance with after release—including food, clothing, transportation, housing, medical/mental health services, and employment.

During Aftercare and discharge planning, participants will practice and refine the action items in their Transition Plan—ensuring that the plan is as effective as possible in helping the participant successfully reintegrate into the community.



### **Family and Guardianship Connections**

We understand that family is an important source of support that can increase the likelihood of a participant's long-term success. Within our proposed program, we will engage each participant's family members, guardians, and other supports as much as possible. This includes specifying goals for engaging with family as part of the participant's Individual Success Plan.

Program services involving family members will be conducted in a safe and secure program environment. Our staff receive diversity and sensitivity training to assist them in working with people from a variety of cultures and socioeconomic situations.

The participant's family members can also benefit from our ability to help develop the tools and communication skills needed for positive lifestyle changes. With approval from the County, we can organize and host onsite Family Events. These events give participants and their families a chance to engage in structured, observed, and pro-social activities together.

### **Housing Support and Assistance**

As part of the transition and reentry planning process, GEO Reentry staff will connect participants with community-based resources that provide housing. Our proposed Transitional Counselor will be critical in helping youth fulfill their housing needs. This includes following up with individuals after release to confirm that they contacted the identified resources in the community.

### **Supplemental Programming—Getting Motivated to Change**

Adapted from Texas Christian University materials, this pre-treatment intervention is designed for participants in the Pre-Contemplation or Contemplation stage of change. The curriculum incorporates node-link mapping to help participants visualize the relationship between ideas, actions, and feelings. The group focuses on acclimation to the program and preparing to engage in more intensive programming. Topics covered include: Motivation 101; The Art of Self-Motivation; Improving Self-Talk; and Planning for Change.



### **Supplemental Programming—Thinking for a Change (T4C)**

As a cognitive behavioral intervention, T4C is designed to help participants change their behavior by changing their thinking. Developed by the National Institute of Corrections (NIC), T4C confronts problematic thought patterns and emphasizes the development of interpersonal communication development. The curriculum consists of three components:

- **Cognitive Self-Change** provides a process for self-reflection. Lessons focus on uncovering anti-social thoughts, feelings, attitudes, and beliefs.
- **Social Skills** help participants engage in pro-social interactions. Lessons help participants build self-understanding and an awareness of the impact that actions have on others.
- **Problem Solving Skills** integrates concepts from the two T4C components above, assisting participants with a step-by-step process for addressing challenges and stressful situations.

### **Supplemental Programming—R1 Discovery Cards**

R1 Learning (R1) creates interactive curriculum that incorporates proven behavioral health models and research. We propose use of the R1 Discovery Cards, which provide a hands-on approach to helping participants learn new concepts and then concretely apply the material to real-life situations. Discovery Cards are organized into categories such as Mental Health & Wellness; Substance Use/Addiction; and Life Skills. Topics covered in these categories include: Emotions & Feelings; Emotional Triggers; Mindfulness; Phases of Addiction; Pain Management; Career Interests; Home/Shelter; Community; Purpose; SMART Goals; and Bullying.

R1 Discovery Cards are designed to accommodate diverse backgrounds, education, life circumstances, and learning styles. By helping participants internalize learned information, the curriculum motivates individuals to change and reach their full potential.



### **Supplemental Programming—Individual Cognitive Behavioral Interventions (ICBI)**

ICBI sessions provide a private setting for participants to explore personal goals; receive additional support for what they are learning in the program; and to pro-actively address individual challenges. ICBI sessions typically incorporate use of specific intervention tools to target criminogenic needs and to develop cognitive skills on a more individualized basis. We may use intervention tools such as following:

- **Carey Guides** are designed for one-on-one sessions, assisting staff in applying evidence-based practices and supporting participants with behavior change and skill development. There are two categories of guides, which specifically address criminogenic needs or case management issues. Topics covered include: thinking patterns; influence of peers; motivation for change; maximizing strengths; emotional regulation; and mental health challenges.
- **Brief Intervention Tools** incorporate short and structured interventions to help staff work with participants on building skills. The tools focus on key areas that research has identified as the underlying root of a variety of behaviors: decision making; automatic responses; thinking traps; problem-solving; and who an individual spends time with.
- **Behavior Chains** are used to develop alternative thinking and behaviors. Participants reflect on past situations and how to respond in a pro-social manner.
- **Thinking Reports** are used to examine a participant's thoughts, feelings, attitude, and beliefs regarding a specific situation.

ICBI sessions help participants practice new skills from the chosen intervention tool. GEO Reentry staff provide constructive feedback on the participant's progress and elicit the participant's commitment for attending the next session.



## Community-Based Reporting Center

In accordance with **RFP Section 5.5**, GEO Reentry proposes to establish and operate a Reporting Center that allows youth participants to remain in the community; maintain pro-social connections and family support; and receive evidence-based programming.

**Table 6. GEO Reentry Compliance with RFP Section 5.5 Scope of Work**

Requirement	GEO Reentry Compliance
<b>RFP Section 5.5 <u>Population To Be Served</u></b>	Within the GEO Reentry-operated Reporting Center, we will serve youthful participants, ages 16-25, who are under Probation juvenile community supervision and who have been assessed as moderate / high-risk for recidivism.
<b>RFP Section 5.6 <u>Location</u></b>	GEO Reentry will locate a Reporting Center site within the City of Salinas. We understand that we will be responsible for all bills associated with the property, and we will provide the items needed to make the space operational. GEO Reentry staff will securely supervise the program during its hours of operation.
<b>RFP Section 5.7</b>	GEO Reentry will hold the lease on our proposed Reporting Center site in Salinas. We aim to locate our program facilities in areas that are easily accessible by public transportation and suited to the needs of the target population. Our Reporting Center site will meet all applicable code requirements. We understand that the facility that we select is subject to final approval by Probation. We will provide a copy of the executed lease on the approved facility, with a lease term that is sufficient to use the facility through the duration of the contract.
<b>RFP Section 5.8 <u>Hours of Operation</u></b>	We will provide minimum hours of operation Monday through Friday, at agreed upon times, including County holidays.
<b>RFP Section 5.10.1 <u>Capacity</u></b>	We will maintain a minimum of 25 participant slots for the Reporting Center, with the ability to accommodate marginal population increases and potential future growth.
<b>RFP Section 5.11.1</b>	We will provide services that are responsive to the needs of both male and female youthful participants. Our service delivery effectively meets the needs of participants with varying cultural and ethnic backgrounds, languages, and sexual orientations. We have the ability to address the needs of individuals with limited English language skills.
<b>RFP Section 5.11.2</b>	As needed, we will assist participants with special education and other learning needs.



**Table 6. GEO Reentry Compliance with RFP Section 5.5 Scope of Work**

<b>RFP Section 5.11.3</b>	We will meet regularly with Probation staff to discuss cases and aid in each participant's success.
<b>RFP Section 5.11.4</b>	GEO Reentry will operate the Reporting Center as a multidisciplinary program that targets each individual's dynamic and criminogenic factors and assists participants in reentering their communities and family systems.

### **Orientation and Assessment**

**Assessment.** As previously outlined in the *In-Custody Program at the SYTF in Juvenile Hall* section of our proposal, we propose to deliver the following assessments:

- Youth Assessment and Screening Instrument (YASI)
- Texas Christian University (TCU) Adolescent Thinking Forms
- American Society of Addiction Medicine (ASAM) Criteria
- TCU Trauma Assessment
- Essential Needs Checklist

**Orientation.** GEO Reentry staff will conduct an Orientation to welcome youth to the program; outline program benefits; and answer any questions. During a brief interview, we provide participants with information about our staff; outline program responsibilities; explore the participant's initial stage of change and level of motivation; and help participants understand their role in individualized case planning. Orientation is designed to assist participants in:

- Feeling that they are a part of the program process
- Understanding how the program can be a helpful and supportive asset to their lives
- Beginning to engage with the program and establish a connection
- Sharing pertinent information with their family / support network



### **Individualized Case Plan**

As described in the *In-Custody Program at the SYTF in Juvenile Hall* proposal section, our staff will collaborate with each participant to create an Individual Success Plan (ISP). Tailored to individual risk, needs, and current stage of change, the ISP incorporates:

- Key life areas to be targeted—such as family, relationships, or substance use
- Personal strengths—skills, talents, and abilities that promote success
- Protective factors that offer positive support and structure
- Specific goals for each identified key life area and current stage of change
- Program services, commitments, timeframes, and milestones for each goal

Participants will meet regularly with staff to review and update their ISP. This includes staff documentation of relevant details, status changes, and recognition of achieved milestones. In addition to coordinating case planning with the multidisciplinary team, we will involve participant family members and other supports as much as possible.

### **Daily Check-In**

Instead of approaching check-ins as an administrative task, we view this process as a critical time to interact with participants in a pro-social manner. This includes our use of interactive Purposeful Intervention Tools to engage with participants in daily, thought-provoking activities. Participants will check-in with the program on a regular basis, in accordance with scheduled programming sessions and current program phase. We will work closely with supervising County to adjust the frequency of required check-ins as each individual progresses through the program.

### **Alcohol and Drug Testing**

GEO Reentry staff will frequently conduct alcohol and drug testing to help determine participant compliance with supervision requirements and to ensure that participants are sober while onsite at the Reporting Center.

Each time a participant arrives at the Center, our staff will administer a breathalyzer test. Participants will be subject to random urinalysis drug testing, and we have the ability to conduct a drug test at any time upon request from the supervising officer or upon reasonable suspicion of substance use.

As each participant successfully progresses through the program, the amount of required drug tests typically decreases. We maintain flexibility, and our staff will work with supervising County personnel to adjust testing frequencies for each participant as needed.



We record the administration and results of all alcohol and drug tests in our GEOtrack case management system. This includes if a participant refuses to submit to a test. If testing detects alcohol and/or an illicit substance, our staff promptly notify the designated agency contact. In coordination with the County, we may administer program sanctions and/or modify the participant's Individual Success Plan in response to a positive test or a pattern of continued substance use.

### **Substance Abuse Education and Treatment**

As described in the *In-Custody Program at the SYTF in Juvenile Hall* section, we propose to deliver Substance Abuse Education and Treatment at the Reporting Center using the Cognitive Behavioral Interventions—Substance Use Youth (CBI-SUY) curriculum from the University of Cincinnati.

### **Anger Management**

We propose to utilize curriculum from The Change Companies (TCC) to deliver Anger Management programming. The curriculum guides participants in exploring the role that anger plays in their lives. Participants develop strategies and skills—such as mindfulness techniques—to better manage how they experience and express anger and other difficult feelings. Topics covered include: the effects of anger; self-regulation; relationships; effective communication; and healthy habits.

### **Cognitive and Life Skills Development**

All of our proposed programming is cognitive behavioral in nature and designed to assist participants in developing critical cognitive and life skills. Program components with the most specific focus on cognitive skill development include:

- Juvenile Moral Reconciliation Therapy (MRT) group sessions
- Thinking for a Change (T4C) group sessions
- Individual Cognitive Behavioral Intervention (ICBI) sessions that may incorporate tools such as Carey Guides; Brief Intervention Tools; Behavior Chains; and Thinking Reports

Please refer to the *In-Custody Program at the SYTF in Juvenile Hall* section for further details on these components.



## **Parenting and Family Restoration**

**Parenting.** We propose to use the Partners in Parenting curriculum from Texas Christian University. The curriculum helps participants learn and build skills; practice parenting strategies; and share experiences. Topics covered include: building a partnership; understanding a child's needs and abilities during different developmental stages; active listening; helping children behave; sensible discipline; and self-care for parents.

**Family Restoration.** We propose to use the "Family" workbook, which is part of the Forward Thinking series from The Change Companies. The curriculum is designed to help participants understand and enhance their relationships. Workbook chapters include: What is Family?, Improving Family Relationships, and Exploring Parental Roles. Participants consider traits that are passed down; how to develop and maintain strong, healthy relationships; creating and tracking family-specific goals; and qualities that they would like to pass on to future generations.

## **Educational Services / GED Assistance**

Youths with the goal of earning a GED can work through the computer-based HiSET Academy Online—using computers in the Reporting Center's onsite Computer Lab. HiSET Academy prepares individuals for the HiSET exam and the chance to earn a state-issued high school equivalency credential.

HiSET Academy offers more than 200 hours of math, reading, writing, science, and social studies lessons. The program includes assessment of the participant's proficiency in each subject, as well as practice tests to determine progress and help the participant prepare for the HiSET testing environment.

Our staff will guide and support participants as needed. When a participant is ready to take the HiSET exam, we can help participants complete the steps to schedule an appointment. We can also assist with preparations such as securing transportation to and from the designated testing site.

## **Healthy Projects and Financial Literacy**

**Healthy Projects.** We will continuously work to implement and facilitate a variety of program activities related to health and wellness, personal growth, and finding balance. These activities may include gardening; nutrition; arts and crafts; creative writing; and recreational, pro-social program events.

**Financial Literacy.** We propose to use the "Financial Literacy" workbook from The Change Companies. This curriculum assists participants in exploring their beliefs about finances; developing money management skills; and obtaining their financial goals. Topics covered include: checking, saving, and investing; credit and loans; insurance; financial pitfalls; budgeting; and thriving with money.



### **Employment Training and Vocational Services**

As described in the *In-Custody Program at the SYTF in Juvenile Hall* section, we propose to incorporate the following components to assist participants with employment training and vocational services:

- Education & Employment Questionnaire
- Tiered Employment Program
- Resource Connections
- Enrollment Assistance
- Job Search and Placement Assistance

### **Referral to Other Agencies**

We understand that participants can benefit from treatment and services delivered by other providers in the community. This includes supplemental programming; employment and educational opportunities; internship and vocational opportunities; social services; and mentoring. Our continuous development of a broad network of community-based services is critical to addressing participant needs and ensuring ongoing support. We facilitate these important connections using the following:

**Warm Referrals.** As part of the referral process, we can contact other providers to set-up initial appointments for the participant. Our staff strive to maintain open communication with providers to help facilitate a seamless service delivery; share and receive updates on participant progress; and reduce duplication of efforts.

**Community Connections** events bring local providers onsite to the Reporting Center—allowing participants to listen, learn, and engage. In collaboration with a diverse variety of providers, these sessions provide information on available services and help participants schedule future appointments while the provider is onsite.

**Assistance in Applying for Aid Programs.** We will work closely with participants to determine if an individual qualifies for public social services such as Food Stamps, General Relief, and Medi-Cal. We also help participants obtain documents such as identification cards, social security cards, and birth certificates. Our assistance includes guiding participants in understanding eligibility requirements, and compiling and submitting corresponding documentation.



**GEO Reentry Connect.** To enhance the connections and referrals made by our staff, we maintain an online directory of relevant local resources. Accessible at [www.georeentryconnect.com](http://www.georeentryconnect.com), the website is a free 24/7 resource. Participants can use the site to search for resources that support essential needs, employment, education, and vocational opportunities. The publicly available website also includes inspirational stories and supplemental content to help connect individuals with pro-social supports.

## **Responsive Service Delivery**

GEO Reentry is experienced in delivering services that are responsive to the genders and cultures of program participants. Additionally, we maintain an ability to fully serve individuals with limited English skills.

### **Gender-Responsive and Trauma-Informed**

We understand that men and women have specific histories and pathways into the criminal justice system. We are experienced in delivering gender-responsive programs that address the unique social and psychological factors of men and women. We have collaborated extensively with Dr. Barbara Bloom, Dr. Nena Messina, Dr. Stephanie Covington, and other industry experts to incorporate gender-responsive approaches into our program models. This includes understanding how experiences of substance use, poverty, trauma, and mental illness can interconnect to influence criminal behaviors.

We help participants address these issues through delivery of gender-responsive and trauma-informed programming. Our direct service delivery experience includes facilitation of evidence-based, gender-specific curricula from Dr. Covington. Our approach incorporates principles of trauma-informed care—including safety, trustworthiness, transparency, peer support, collaboration, and empowerment. Additionally, we provide our program staff with sensitivity training, so staff can appropriately respond to gender, race, and cultural issues.

### **Culturally Responsive**

GEO Reentry continuously strives to respond to the diverse cultures, races, ethnic backgrounds, and sexual orientations of our program participants in the most respectful and effective manner. Specific examples of how we value and promote diversity within our programs include the following:

- The assessment process identifies the unique needs of each participant. A plan for how to appropriately address these factors is included in the participant's Individual Success Plan.
- We aim to match participants with GEO Reentry staff of a similar background and culture, particularly during individual sessions.



- We ensure that the written materials, computer-based programming, and other resources used for service delivery reflect the diversity of program participants.
- Artwork and other materials displayed in our program areas and facilities are screened to ensure that they are culturally sensitive and reflect diversity.
- We understand that culture has an influence on certain behaviors, and that this may impact how a participant interacts with staff or responds to program elements.
- We use anonymous surveys to seek input from participants regarding their experiences in the program, including if they feel that our staff treat them with dignity and respect.

### **Participants with Limited English**

Written program materials, such as participant workbooks and communications to participants and their families, are available in multiple languages. We can also provide participants with access to bilingual staff, qualified interpreters, and/or translation services as needed.

### **Assistance for Learning Needs**

---

We understand that participants might have difficulty with reading, writing, or otherwise processing information. Program accommodations for participants with learning needs can include one-on-one sessions with GEO Reentry staff to review information verbally and at a slowed down pace from group sessions. We may also use materials that present information in audio or visual formats.

### **Length of Services**

---

Program length will vary based on the needs and circumstances of each individual, including progress and overall functioning. We understand that participants may remain in custody, and under youth secure track supervision, for several years. Therefore, our Monterey County programs are designed to continuously target assessed needs and evolve with each participant.

Each participant will progress through the program at their own pace. Our staff will meet each youth where they are upon entry to the program, including motivation for change. We intend to work closely with both supervising County personnel and participants to promote engagement, incentivize progress, and facilitate sustained behavior change in such a manner that accounts for the significant length of time that a participant may spend in the program.



## **Data Collection and Reporting Requirements**

---

GEO Reentry staff will electronically enter all participant and program data in our proprietary GEOtrack case management system. This includes: assessment results; attendance at scheduled program activities; case notes, including significant events and staff observations; level of participation in programming; employment and education status; and the number of community referrals made.

Using an Internet connection, authorized users securely access GEOtrack to document and monitor participant progress in the program. Specific user capabilities with GEOtrack include the following:

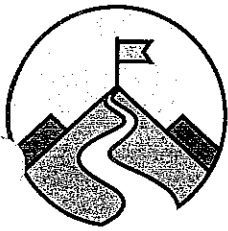
- Enter, modify, and view program requirements for each participant
- Track dates and times when a participant checks in to the program
- Track assessment scores
- Track participant compliance with authorized schedules and activities
- Obtain data for measuring program performance and compiling outcomes
- Produce statistical reports on an individual participant or the overall program

GEOtrack can be used to generate a variety of reports—including the ability to comply with the specific reporting requirements outlined in the RFP.

**Sample Reports.** In accordance with the RFP request for a Sample Report, we have provided an Annual Report from the Youth In-Custody program that we operate in partnership with Shasta County, California. Please see *Attachments*, starting on page 91, for this information.

## **Sample Case Plan**

Please see the immediately following pages for a *Sample Youth Case Plan*.



# YOUTH INDIVIDUAL SUCCESS PLAN



Participant Name \_\_\_\_\_ Date Plan Created \_\_\_\_\_

Date of Risk/Need Assessment \_\_\_\_\_ Assessment Name \_\_\_\_\_

Risk Level \_\_\_\_\_ Age of Participant \_\_\_\_\_ Case Manager \_\_\_\_\_

**The Why:** Partnering together to develop a plan for your success, with the ultimate goal of removing barriers, highlighting your progress, and providing a guide to continue strengthening key life areas.

## Identified Key Life Areas:

Select the box by the key life area that has been identified as the driver.

<input type="checkbox"/> _____	<input type="checkbox"/> _____
<input type="checkbox"/> _____	<input type="checkbox"/> _____

## My Protective Factors Are:

Areas of my life that provide me with positive support and structure.

What's important to me . . .

What motivates me . .

## SECTION 1: MY STRENGTHS ARE

Personal strengths that are skills, talents, or social abilities which help me to be successful.

### POWER OF STRENGTHS

Strengths I Have That Assist  
Me in Making Change

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

4 \_\_\_\_\_

5 \_\_\_\_\_

6 \_\_\_\_\_

7 \_\_\_\_\_

8 \_\_\_\_\_

Strengths I am  
Developing

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

4 \_\_\_\_\_

5 \_\_\_\_\_

6 \_\_\_\_\_

7 \_\_\_\_\_

8 \_\_\_\_\_

Problems, Obstacles, or Challenges I may face as I change my target behavior:

---



---



---

### Strengths and Qualities

Adaptable	Cool-headed	Expressive	Hard-working	Loyal	Polite	Sensitive to others
Adventurous	Cooperative	Fair	Healthy	Mechanical	Practical	Sincere
Ambitious	Curious	Flexible	Honest	Musical	Principled	Smart
Artistic	Dedicated	Forgiving	Imaginative	Optimistic	Problem-solver	Spiritual
Athletic	Dependable	Friendly	Independent	Open-minded	Quick learner	Spontaneous
Believes in self	Determined	Funny	Kind	Organized	Quick thinker	Strong
Brave	Endurance	Generous	Learner	Patient	Relaxed	True to self
Community-minded	Energetic	Good intentioned	Likable	Peacemaker	Responsible	Trusting
Competitive	Enthusiastic	Good memory	Logical	People-person	Self-starter	Trustworthy
Content	Ethical	Happy	Loving	Persistent	Sense of humor	Warm-hearted

Adapted version of TCU *Getting Motivated to Change* © with permission from Kevin Knight, Ph.D. (2019), Texas Christian University, Institute of Behavioral Research ([www.ibr.tcu.edu](http://www.ibr.tcu.edu))

## SECTION 2: GOAL SETTING

Having a plan, staying committed to it, anticipating problems, and focusing on your strengths are key to making and maintaining important life changes.

Key Life Area \_\_\_\_\_



**TARGET GOAL:** Pick a goal you are strongly motivated to reach.



**SPECIFIC ACTIONS:** List all actions you need to take to reach the goal. List a date when you will complete each action step.

**PROGRESS:**

Getting Ready	Taking Steps	Almost There	Finished, Way to Go!!
---------------	--------------	--------------	-----------------------

1.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

Date to be completed: \_\_\_\_\_

Date completed: \_\_\_\_\_ Staff initial: \_\_\_\_\_

2.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

Date to be completed: \_\_\_\_\_

Date completed: \_\_\_\_\_ Staff initial: \_\_\_\_\_

3.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

Date to be completed: \_\_\_\_\_

Date completed: \_\_\_\_\_ Staff initial: \_\_\_\_\_



**STRENGTHS:** Which of your personal strengths are needed to achieve the goal? How will you use this strength to achieve your goal?



**HELPFUL PEOPLE:** Who can help you keep moving in the right direction? How can they help?



**HELPFUL THOUGHTS:** What positive self-talk can you say to yourself to stay on track?



**POSSIBLE PROBLEMS:** What are some of the barriers that might come up?



**POSSIBLE SOLUTIONS:** How can you overcome barriers that get in your way?



**RECOGNITION:** When I complete my goal I will receive...



**COMMENTS:**

**CREATION SIGNATURES:**

Participant Signature

Date

Staff Signature

Date

Manager Signature

Date

**REVIEWED DATE:** \_\_\_\_\_

Staff Initial \_\_\_\_\_ Participant Initial \_\_\_\_\_

**REVIEWED DATE:** \_\_\_\_\_

Staff Initial \_\_\_\_\_ Participant Initial \_\_\_\_\_

**REVIEWED DATE:** \_\_\_\_\_

Staff Initial \_\_\_\_\_ Participant Initial \_\_\_\_\_

**REVIEWED DATE:** \_\_\_\_\_

Staff Initial \_\_\_\_\_ Participant Initial \_\_\_\_\_

**REVIEWED DATE:** \_\_\_\_\_

Staff Initial \_\_\_\_\_ Participant Initial \_\_\_\_\_

**REVIEWED DATE:** \_\_\_\_\_

Staff Initial \_\_\_\_\_ Participant Initial \_\_\_\_\_

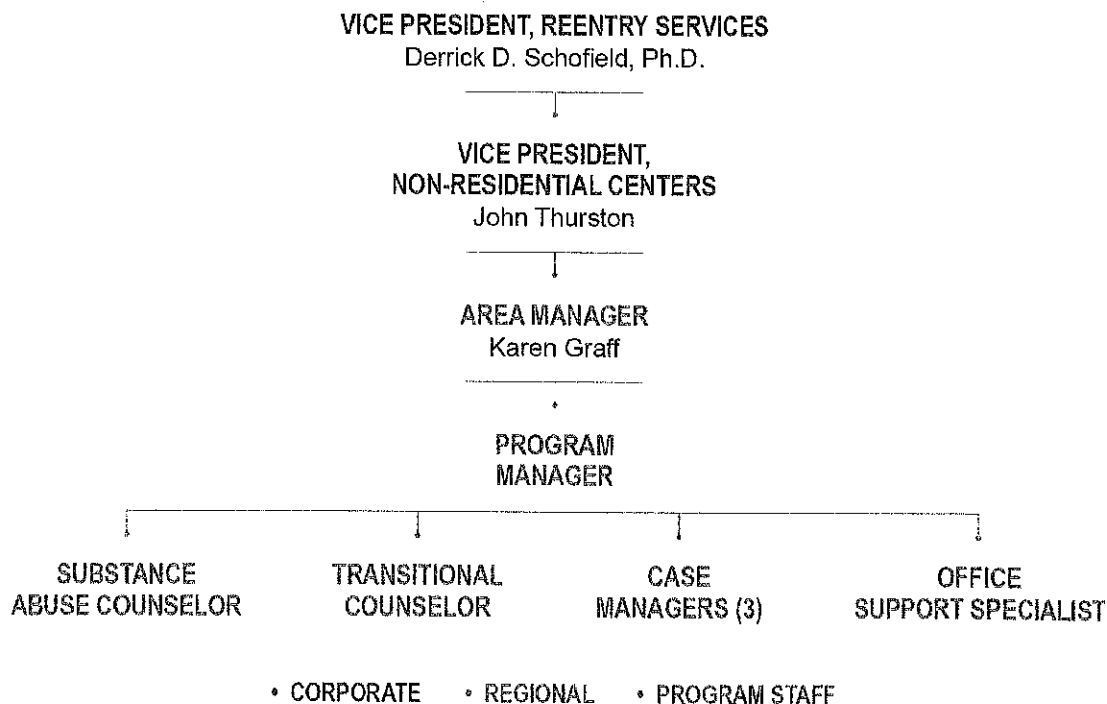


## Section 4—Management and Staffing

We propose to hire and train staff specifically for our delivery of program services under an awarded contract. Our proposed staffing will enable us to serve up to 20 participants at any given time within the In-Custody program; and up to 25 participants at any given time within the community-based Reporting Center. Our staffing level will also allow us to maintain a group size ratio of no more than 1:15.

The *Organizational Chart* below outlines the corporate, regional, and program staff reporting structure for our proposed services.

### MONTEREY COUNTY YOUTH ORGANIZATIONAL CHART



**Figure 3. GEO Reentry Organizational Chart for Monterey County Youth Programs**

Our proposed Program Staff are Full-Time Equivalent (FTE) employees and will be 100% dedicated to a contract awarded to GEO Reentry from the RFP.



County of Monterey, California  
Interventions and Programming for  
In-Custody Youth and Post Release Reentry Services  
Request For Proposals (RFP) #10931

---

## **RFP Exhibit D—Staffing Plan**

Please see the immediately following page for our completed *RFP Exhibit D*.

**EXHIBIT D****STAFFING PLAN****1. Primary staff assigned to perform Contract duties**

<b>Name</b>	<b>Classification/ Title</b>	<b>Full-Time Equivalent (FTE)</b>
To Be Hired	Program Manager	1
To Be Hired	Substance Abuse Counselor	1
To Be Hired	Transitional Counselor	1
To Be Hired	Case Manager	3
To Be Hired	Office Support Specialist	1

**2. Alternate Staff (for use if primary staff are not available)**

<b>Name</b>	<b>Classification/ Title</b>	<b>Full-Time Equivalent (FTE)</b>

**END EXHIBIT D**



## Job Descriptions

Please see the immediately following pages for the below listed *Job Descriptions*:

- Program Manager
- Substance Abuse Counselor
- Transitional Counselor
- Case Manager
- Office Support Specialist



## **PROGRAM MANAGER**

This position organizes, directs, and coordinates daily aspects of the program(s)—ensuring compliance with policies, procedures, and contract requirements. Assists with program implementation and recruitment, selection, training, supervision, and retention of program staff. Responsible for providing high quality, evidence-based programming that operates with fidelity to the program model and foundational research.

## **DUTIES AND RESPONSIBILITIES**

- Manages and directs activity for planning, developing, implementing, and monitoring program services using evidence-based practices and "What Works" principles.
- Directly supervises service delivery and staff for a reentry program, or group of programs.
- Generates program reports and provides these reports to contracting agency personnel.
- Implements and maintains processes and strategies to enable program(s) to achieve operational and financial objectives.
- Manages budget and expenses for the contracted program(s).
- Liaison with the contracting agency to promptly resolve any issues and maintain a positive working partnership.
- Identifies opportunities to build relationships in the community.
- Carries out supervisory responsibilities in accordance with company policy, contract obligations, and applicable laws—including hiring and training staff; planning, assigning, and directing staff duties; reviewing staff performance; and addressing staffing issues.
- Coaches program staff on using evidence-based practices—ensuring that staff are familiar with the research on "What Works" to reduce recidivism with youth.
- May provide direct participant services and/or carry a participant caseload using "What Works" principles.
- Performs other duties as assigned.

## **QUALIFICATIONS**

- Bachelor's degree in Human Services, Psychology, Criminal Justice, or related field required. Master's degree preferred
- Minimum of two years of experience in the criminal justice industry, with one year of supervisory experience
- Experience working with youth populations preferred
- Familiar with use of evidence-based practices with justice involved populations
- Leadership and management skills
- Strong verbal and written communication skills
- Organizational skills, with ability to simultaneously handle multiple tasks and prioritize
- Problem solving and conflict resolution abilities
- Basic financial management and budgeting skills
- General computer skills



## **SUBSTANCE ABUSE COUNSELOR**

This position develops, organizes, and conducts substance use disorder programming, including individual and group counseling sessions. Learns, uses, and models principles of the "What Works" system by incorporating evidence-based practices in their interactions with program participants and other staff members.

## **DUTIES AND RESPONSIBILITIES**

- Facilitates substance use disorder programming using stated curriculum.
- Assists with implementing instructional materials and programming.
- Maintains knowledge of developments in the field of substance use disorder treatment.
- Maintains respectful and professional working relationships with other substance use disorder professionals, programs, and associations—as well as agency partners.
- Completes assessments with incoming participants as required.
- Coordinates substance abuse programming using "What Works" principles.
- Facilitates psycho-educational and behavior modification groups and individual sessions using "What Works" principles.
- Meets regularly with participants and documents progress in the database system.
- Notifies the Program Manager and multidisciplinary team of any participant issues.
- Participates in related training for delivery of substance use disorder programming.
- Performs other duties as assigned.

## **QUALIFICATIONS**

- Bachelor's degree in Human Services, Psychology, Criminal Justice, or related field required. Experience may be considered in lieu of a Bachelor's degree.
- Certified AOD Counselor, or registered and in the process of completing the required hours for certification with a DHCS-approved certifying organization.
- Experience in the criminal justice industry preferred.
- Working knowledge of 12-Step programs such as Alcoholics Anonymous (AA) and Narcotics Anonymous (NA).
- Interacts in a professional manner within individual and group counseling settings.
- Excellent verbal and written communication skills.
- Ability to work within a multidisciplinary team and implement team strategy approaches.
- General computer skills.



## **TRANSITIONAL COUNSELOR**

This position provides support and structure by working closely with participants to establish a transition plan that promotes successful release from custody. Learns, uses, and models the principles of the "What Works" system by incorporating evidence-based practices in their interactions with participants and other staff members.

## **DUTIES AND RESPONSIBILITIES**

- Prepares written and personalized transition plans for each participant to establish measurable criteria of expected behavior, accomplishments, and a time frame for achieving specified goals.
- Reviews plan with participants and documents progress or revisions to ensure participants are gaining the life skills necessary for a successful reentry into the community.
- Responsible for connecting with community-based resources who can provide services to participants both in custody and in the community.
- May work with the participant's family to assist with stabilization and successful reentry.
- Assists participants in establishing a personal budget, locating suitable housing, enrolling in educational and vocational programs, and participating in family and community activities, as appropriate.
- May provide participants with an orientation upon arrival in the program to provide smooth assimilation into the program, including completion of paperwork.
- Make entries into participant files to provide the structure for case analysis and program planning and to provide documentation of program participation. Ensure files are secure to protect participant confidentiality.
- Prepares discharge reports within established time parameters upon participant release to summarize program performance and to satisfy contract requirements.
- Participates in staff meetings by sharing observations and recommendations.
- Reports program violations in accordance with the established reporting parameters.
- Communicates effectively with all levels of GEO Reentry staff and agency partners in a manner that promotes team spirit and a sense of cooperation.
- Performs other duties as assigned.

## **QUALIFICATIONS**

- High school diploma or equivalent. Bachelor's degree or equivalent experience preferred.
- One year of case management experience in a related field.
- Familiar with the criminal justice system preferred.
- Ability to write clear and concise reports in English using correct grammar.
- Basic math skills.
- General computer skills.



## **CASE MANAGER**

This position helps program participants develop pro-social thinking and behaviors through the delivery of cognitive behavioral and evidence-based curricula. Learns, uses, and models "What Works" principles by incorporating evidence-based practices in their interactions with program participants and other staff members. Facilitates group programming sessions in areas such as anger management and cognitive and life skills development.

## **DUTIES AND RESPONSIBILITIES**

- Delivers gender-responsive and trauma-informed programming using curriculum-based group sessions.
- Utilizes evidence-based practices to enhance participant engagement and motivation.
- Conducts participant program orientations and intakes.
- Maintains group rosters, attendance records, and documentation of progress.
- Assists participants in planning for release to the community.
- Assists in the coordination of participant program schedules to ensure that all programming needs are met.
- Participates in staffing meetings by sharing observations and recommendations regarding the program, participants, and staff relations, with the goal of identifying and solving issues and functioning as a unified team.
- Maintains confidentiality regarding employees, vendors, participants, and third-party agencies to ensure sensitive information is only given on a "need to know" basis.
- Reports program violations to their direct supervisor.
- Performs other duties as assigned.

## **QUALIFICATION**

- High school diploma or equivalent. Bachelor's degree or equivalent experience preferred.
- One year of case management experience in a related field.
- Familiar with the criminal justice system preferred.
- Ability to write clear and concise reports in English using correct grammar.
- Basic math skills.
- General computer skills.



---

## **OFFICE SUPPORT SPECIALIST**

This position provides program support by checking in participants and assisting with case coordination, case management, and documentation. Reviews and analyzes accounting, invoicing, and forecasting processes for the reentry program, or group of programs.

## **DUTIES AND RESPONSIBILITIES**

- Greets participants arriving to the program. At the Reporting Center, may complete drug screens, according to assigned random schedule, for the participant at check-in.
- May perform breathalyzer test on each participant who enters the Reporting Center and provides a written or computerized result.
- Completes initial intake process with participants, including intake paperwork, input into database, and documentation of assignment to groups and other services.
- Provides general office administration duties including answering phones. Provides general customer service to all who enter the program or facility, including participants and agency personnel.
- Assists Case Managers with case coordination, caseload management, communication with appropriate agencies, and preparation and distribution of reports.
- Updates participant case files and performs data entry as assigned.
- Compares program budgets and forecasts with actual results to determine any variances.
- Maintains records and reporting of invoices and payments from contracting agency.
- Compiles and distributes reports of program budgets and expenditures.
- Ensures program compliance with line-item budget policies, procedures, and guidelines.
- Prepares invoices for contracted programs, with a detailed review.
- Performs other duties as assigned

## **QUALIFICATION**

- High school diploma required. Bachelor's degree preferred.
- Experience in a Human Services field and/or a finance-related role preferred.
- Ability to work successfully with a high degree of independence.
- Excellent analytical skills, with ability to identify and resolve issues.
- Strong written and verbal communication skills.
- Experience with electronic accounting and/or database systems.
- Proficient in Microsoft Office, with strong Excel skills.
- Project management skills, with ability to successfully manage multiple projects simultaneously.



## Section 5—Performance Measures

GEO Reentry follows our established quality assurance procedures at local, regional, and corporate levels to measure program performance. This includes the following processes:

**Quality Assurance Through Coaching (QATC).** We expect our staff to develop ownership over the quality of their work, and we foster a culture that promotes continuous improvement of staff skills. Our QATC approach incorporates observation from management personnel; constructive feedback; and consistent coaching. At the local level, opportunities for QATC include the GEO Reentry Program Manager's review of participant assessments; Individual Success Plans (ISPs); Individual Cognitive Behavioral Intervention (ICBI) sessions; group sessions; and case files.

Our use of QATC helps us ensure contract compliance; maintain fidelity to evidence-based practices (EBP) and curricula standards; recognize and reinforce staff proficiencies; and identify opportunities for staff to improve and advance skills.

**Area Manager Oversight.** Our Area Manager periodically visits programs in their region to measure compliance with contract requirements and EBP fidelity. These visits may include an audit of hardcopy case files for required paperwork and an audit of the GEOtrack database for required data entry. The Area Manager may also observe and review case management meetings, individual sessions, and group facilitations.

**Annual Contract Compliance Review.** A representative from our corporate Contract Compliance team meets with the Program Manager to review and measure compliance with internal standards and contract requirements. Contract Compliance creates an audit report that includes their findings and observations. This report is reviewed by the Program Manager, Area Manager, and our Vice President of Non-Residential Reentry.

**EBP Fidelity Review.** Our Reentry Services EBP Fidelity team may conduct reviews to measure and improve the program's application of evidence-based practices. These visits include reviewing 12 key areas: actuarial risk/needs; intrinsic motivation; targeted interventions; skills training; contingency management; community support; measurement practices; providing feedback; evidence-based programming; leadership; treatment team; and participant satisfaction. The EBP Fidelity Review team observes service delivery and conducts interviews with staff and participants to obtain a well-rounded view of program operations. The team then creates a report that includes actionable recommendations for how to improve adherence to EBP.



**Staff Evaluations.** To evaluate staff performance, the Program Manager reviews ISPs and case files and oversees individual and group sessions to ensure adherence to the program model, evidence-based practices, and contract requirements. To ensure appropriate levels of accountability, we use an established chain of command that emphasizes consistent communication; intermediate measurement reports; and regular meetings between our local program staff and operational management. This includes providing direct performance feedback to program staff as a part of our monthly quality assurance reviews and annual program reviews.

**Participant Surveys.** To further determine if programming accomplishes established objectives, we ask participants to complete a voluntary survey regarding GEO Reentry staff and program elements. This provides participants with the opportunity to share their personal experiences while in the program. Survey results help us identify strong program components, understand participant perspectives, and prioritize areas that may need further evaluation.

**Third-Party Evaluations.** We welcome the opportunity to coordinate with third-party agencies to evaluate how well we employ best practices within our programs. Results and suggestions from third-party evaluations help us keep pace with current industry trends; further recognize areas in need of improvement; and help us identify any corrective actions needed.



## **Section 6—Pricing**

Please see the immediately following pages for our completed *RFP Attachment A* Form.

Directly following the Form, we have included a corresponding *Budget Narrative*.

## ATTACHMENT A: BUDGET DETAIL

**AGENCY NAME:**

**TOTAL PROJECT BUDGET: \$ 5,471,658.72**

Year One (1)

<b>I. DIRECT COSTS</b>	<b>First Year Amount</b>
<b>A. PERSONNEL SALARIES</b>	
Program Manager	\$ 83,000.00
Office Support Specialist	\$ 64,928.00
Case Manager	\$ 162,240.00
Substance Abuse Counselor	\$ 66,560.00
Transitional Counselor	\$ 62,400.00
<b>SUBTOTAL</b>	<b>\$ 439,128.00</b>
<b>B. FRINGE BENEFITS</b>	
FICA	\$ 35,176.00
FUI & SUI	\$ 3,786.00
Worker's Compensation Insurance	\$ 13,093.84
Other	\$ 62,325.90
<b>SUBTOTAL</b>	<b>\$ 114,381.74</b>
<b>C. OPERATING DIRECT COSTS</b>	
Lease Expense (Pending Final Lease Execution)	\$ 95,658.79
Program / Curriculum Costs	\$ 28,721.55
Depreciation	\$ 27,602.38
Office Supplies & Copier	\$ 18,288.41
Insurances	\$ 13,663.09
Facility Maintenance	\$ 11,147.40
Drug Testing	\$ 10,080.00
Utilities & Communications	\$ 9,357.65
Participant Transportation	\$ 7,500.00
Travel	\$ 6,757.83
Other Operating Expenses	\$ 9,939.75
Implementation/Training Fee (1 Month Before Contract Start)	\$ 66,046.37
Contractor Fee for Service	\$ 190,465.80
<b>SUBTOTAL</b>	<b>\$ 495,229.02</b>
<b>D. SUBCONTRACTORS</b>	
N/A	\$ -
<b>SUBTOTAL</b>	<b>\$ -</b>

<b>II. OVERHEAD/INDIRECT/ADMINISTRATIVE COSTS</b> (Not to exceed 5% of total budget)	
Cost Plus Billing at 5% Excluding Cost of Implementation/Training Fee and Contractor Fee for Service	\$ 39,611.33
<b>SUBTOTAL</b>	<b>\$ 39,611.33</b>
<b>GRAND TOTAL FIRST YEAR</b>	<b>\$ 1,088,350.09</b>

## Year Two (2)

<b>I. DIRECT COSTS</b>	<b>Second Year Amount</b>
<b>A. PERSONNEL SALARIES</b>	
Program Manager	\$ 85,490.00
Office Support Specialist	\$ 66,875.84
Case Manager	\$ 167,107.20
Substance Abuse Counselor	\$ 68,556.80
Transitional Counselor	\$ 64,272.00
<b>SUBTOTAL</b>	<b>\$ 452,301.84</b>
<b>B. FRINGE BENEFITS</b>	
FICA	\$ 36,231.28
FUI & SUI	\$ 3,899.58
Worker's Compensation Insurance	\$ 13,486.66
Other	\$ 64,195.68
<b>SUBTOTAL</b>	<b>\$ 117,813.20</b>
<b>C. OPERATING DIRECT COSTS</b>	
Lease Expense (Pending Final Lease Execution)	\$ 96,128.17
Program / Curriculum Costs	\$ 29,870.41
Depreciation	\$ 27,602.38
Office Supplies & Copier	\$ 19,019.95
Insurances	\$ 14,209.61
Facility Maintenance	\$ 11,593.30
Drug Testing	\$ 10,483.20
Utilities & Communications	\$ 9,731.96
Participant Transportation	\$ 7,800.00
Travel	\$ 7,028.14
Other Operating Expenses	\$ 10,337.34
Contractor Fee for Service	\$ 196,179.72
<b>SUBTOTAL</b>	<b>\$ 439,984.18</b>
<b>D. SUBCONTRACTORS</b>	
N/A	\$ -
<b>SUBTOTAL</b>	<b>\$ -</b>

<b>II. OVERHEAD/INDIRECT/ADMINISTRATIVE COSTS</b> (Not to exceed 5% of total budget)	
Cost Plus Billing at 5% Excluding Cost of Contractor Fee for Service	\$ 40,695.98
<b>SUBTOTAL</b>	<b>\$ 40,695.98</b>
<b>GRAND TOTAL SECOND YEAR</b>	<b>\$ 1,050,795.20</b>

## Year Three (3)

<b>I. DIRECT COSTS</b>	<b>Third Year Amount</b>
<b>A. PERSONNEL SALARIES</b>	
Program Manager	\$ 88,054.70
Office Support Specialist	\$ 68,882.12
Case Manager	\$ 172,120.42
Substance Abuse Counselor	\$ 70,613.50
Transitional Counselor	\$ 66,200.16
<b>SUBTOTAL</b>	<b>\$ 465,870.90</b>
<b>B. FRINGE BENEFITS</b>	
FICA	\$ 37,318.22
FUI & SUI	\$ 4,016.57
Worker's Compensation Insurance	\$ 13,891.26
Other	\$ 66,121.55
<b>SUBTOTAL</b>	<b>\$ 121,347.60</b>
<b>C. OPERATING DIRECT COSTS</b>	
Lease Expense (Pending Final Lease Execution)	\$ 96,611.63
Program / Curriculum Costs	\$ 31,065.23
Depreciation	\$ 27,602.38
Office Supplies & Copier	\$ 19,780.75
Insurances	\$ 14,777.99
Facility Maintenance	\$ 12,057.03
Drug Testing	\$ 10,902.53
Utilities & Communications	\$ 10,121.24
Participant Transportation	\$ 8,112.00
Travel	\$ 7,309.27
Other Operating Expenses	\$ 10,750.83
Contractor Fee for Service	\$ 202,065.12
<b>SUBTOTAL</b>	<b>\$ 451,156.00</b>
<b>D. SUBCONTRACTORS</b>	
N/A	\$ -
<b>SUBTOTAL</b>	<b>\$ -</b>
<b>II. OVERHEAD/INDIRECT/ADMINISTRATIVE COSTS</b> (Not to	

exceed 5% of total budget)	
Cost Plus Billing at 5% Excluding Cost of Contractor Fee for Service	\$ 41,815.47
<b>SUBTOTAL</b>	<b>\$ 41,815.47</b>
<b>GRAND TOTAL THIRD YEAR</b>	<b>\$ 1,080,189.97</b>

## Year Four (4)

<b>I. DIRECT COSTS</b>	<b>Fourth Year Amount</b>
<b>A. PERSONNEL SALARIES</b>	
Program Manager	\$ 90,696.34
Office Support Specialist	\$ 70,948.58
Case Manager	\$ 177,284.03
Substance Abuse Counselor	\$ 72,731.91
Transitional Counselor	\$ 68,186.16
<b>SUBTOTAL</b>	<b>\$ 479,847.02</b>
<b>B. FRINGE BENEFITS</b>	
FICA	\$ 38,437.77
FUI & SUI	\$ 4,137.07
Worker's Compensation Insurance	\$ 14,308.00
Other	\$ 68,105.20
<b>SUBTOTAL</b>	<b>\$ 124,988.04</b>
<b>C. OPERATING DIRECT COSTS</b>	
Lease Expense (Pending Final Lease Execution)	\$ 97,109.59
Program / Curriculum Costs	\$ 32,307.84
Depreciation	\$ 27,602.38
Office Supplies & Copier	\$ 20,571.98
Insurances	\$ 15,369.11
Facility Maintenance	\$ 12,539.31
Drug Testing	\$ 11,338.63
Utilities & Communications	\$ 10,526.09
Participant Transportation	\$ 8,436.48
Travel	\$ 7,601.64
Other Operating Expenses	\$ 11,180.86
Contractor Fee for Service	\$ 208,127.16
<b>SUBTOTAL</b>	<b>\$ 462,711.07</b>
<b>D. SUBCONTRACTORS</b>	
N/A	\$ -
<b>SUBTOTAL</b>	<b>\$ -</b>

<b>II. OVERHEAD/INDIRECT/ADMINISTRATIVE COSTS</b> (Not to exceed 5% of total budget)	
Cost Plus Billing at 5% Excluding Cost of Contractor Fee for Service	\$ 42,970.95
<b>SUBTOTAL</b>	<b>\$ 42,970.95</b>
<b>GRAND TOTAL FOURTH YEAR</b>	<b>\$ 1,110,517.08</b>

## Year Five (5)

<b>I. DIRECT COSTS</b>	<b>Fifth Year Amount</b>
<b>A. PERSONNEL SALARIES</b>	
Program Manager	\$ 93,417.23
Office Support Specialist	\$ 73,077.04
Case Manager	\$ 182,602.55
Substance Abuse Counselor	\$ 74,913.87
Transitional Counselor	\$ 70,231.74
<b>SUBTOTAL</b>	<b>\$ 494,242.43</b>
<b>B. FRINGE BENEFITS</b>	
FICA	\$ 39,590.90
FUI & SUI	\$ 4,261.18
Worker's Compensation Insurance	\$ 14,737.24
Other	\$ 70,148.36
<b>SUBTOTAL</b>	<b>\$ 128,737.68</b>
<b>C. OPERATING DIRECT COSTS</b>	
Lease Expense (Pending Final Lease Execution)	\$ 97,622.49
Program / Curriculum Costs	\$ 33,600.15
Depreciation	\$ 27,602.38
Office Supplies & Copier	\$ 21,394.86
Insurances	\$ 15,983.87
Facility Maintenance	\$ 13,040.88
Drug Testing	\$ 11,792.18
Utilities & Communications	\$ 10,947.13
Participant Transportation	\$ 8,773.94
Travel	\$ 7,905.71
Other Operating Expenses	\$ 11,628.09
Contractor Fee for Service	\$ 214,371.00
<b>SUBTOTAL</b>	<b>\$ 474,662.68</b>
<b>D. SUBCONTRACTORS</b>	
N/A	\$ -
<b>SUBTOTAL</b>	<b>\$ -</b>

<b>II. OVERHEAD/INDIRECT/ADMINISTRATIVE COSTS</b> (Not to exceed 5% of total budget)		
Cost Plus Billing at 5% Excluding Cost of Contractor Fee for Service	\$	44,163.59
<b>SUBTOTAL</b>	<b>\$</b>	<b>44,163.59</b>
<b>GRAND TOTAL FIFTH YEAR</b>		<b>\$ 1,141,806.38</b>
<b>(End Attachment A)</b>		



## Budget Narrative

### Personnel Salaries

---

GEO Reentry believes that the provision of optimum program services hinges on our ability to recruit, hire, and retain qualified personnel. This is accomplished through competitive salaries, benefits, and equitable performance compensation.

GEO Reentry determines compensation rates based on periodic Wage Rate Surveys. These surveys examine the level of compensation for similar positions in the marketplace. We also consider the amount of responsibility associated with the position, the employee's education level, and experience in corrections or related industries. Our objective is to pay competitive wages for comparable worth in order to attract, motivate, and retain the most qualified staff—while remaining within the parameters of the contract's budget.

Personnel costs budgeted for this contract are based upon the total program capacity. All staff detailed in the Staffing Plan will be 100% dedicated to providing services to Monterey County.

### Fringe Benefits

---

In addition to direct labor costs, this category encompasses our employee fringe and benefits, including the following:

- Federal and state payroll taxes
- Workers' compensation
- Employer matching 401k contributions
- Insurance including health, dental, vision, life, and disability

Compensation is also based on employee performance evaluations. Outstanding performance is rewarded through our compensation program. This enables GEO Reentry to retain qualified, ethical, and hard-working personnel through performance-based raises and bonuses. Additionally, employees will be paid overtime as the need arises to allow for adequate program coverage.



## **Operating Direct Costs**

---

**Lease Expense (Pending Final Lease Execution).** The proposal includes estimated costs associated with leasing a facility to provide community-based program services at a Reporting Center. As the lease has not been finalized, and to the extent in which these costs increase or decrease, they will be passed on to Monterey County, and we will provide an updated budget accordingly.

**Program / Curricula Costs.** Workbooks, software, and facilitator guides required for proposed programming. Program costs also include small incentive items for participants.

**Depreciation.** Capital expenses for computers, furniture, fixtures, and leasehold improvements are depreciated based on their useful life and billed as a monthly expense.

**Office Supplies and Copier.** This line item includes the costs of office supplies that need regular replenishment, postage, printing supplies, and the lease expense for a printer/copier machine.

**Insurance.** The cost to insure the Reporting Center facility and staff from potential losses such as, but not limited to, general liability and commercial property insurance.

**Facility Maintenance.** Janitorial and small repairs as needed for the Reporting Center or facility equipment.

**Drug Testing.** Costs related to testing participants for use of illicit substances that are prohibited by conditions of supervision and the contract.

**Utilities and Communication.** Includes the cost of office phone lines, mobile phone services, and Internet connection. This line item also includes the ongoing costs related to continuous operation of the Reporting Center facility, including, but not limited to, electric, water, and trash removal.

**Participant Transportation.** Estimated cost for bus passes for participant transportation.

**Travel.** Expenses for program management to attend trainings, conferences, or corporate events that may benefit their job performance. Additionally, costs include mileage and other travel costs associated with necessary local travel for program staff.

**Other Operating Expenses.** Expenses for recruiting and retaining employees, such as drug testing, background checks, and job advertising; expenses for file retention and storage services; food for program events; and other operational miscellaneous expenses.



**Implementation / Training Fee (1 Month Before Contract Start).** There will be a flat one-time fee of \$66,046.37 for the implementation / training of new staff, which will commence one month before the programs start. This expense will cover three weeks of training, travel, and labor expenses for successful implementation of the new programs.

**Contractor Fee for Service.** Includes reimbursement for the cost of salaries and benefits for oversight staff for the Monterey County programs, cost of capital incurred for the investment of necessary capital expenditures, and retained earnings. There will be a fixed monthly payment of \$15,872.15 in Year 1; \$16,348.31 in Year 2; \$16,838.76 in Year 3; \$17,343.93 in Year 4; and \$17,864.25 in Year 5 for contractor services rendered. The contractor fee for service will be fixed and will not vary based on each month's reimbursement amounts. Our ability to access our organization's shared resources allows us to promptly respond to Monterey County's needs. At any given time, significant resources can be leveraged to provide support in areas ranging from program implementation to service enhancements.

### **Overhead / Indirect / Administrative Costs**

**Cost Plus Billing at 5%—Excluding Cost of Implementation / Training Fee and Contractor Fee for Service.** A 5% cost will be applied to all direct costs, excluding the one-time Implementation / Training Fee and Contractor Fee for Service. This expense is representative of the cost of GEO Reentry's corporate expenses. The Monterey County programs will have access to our vast corporate resources across numerous departments. This includes Human Resources, Payroll, Information Technology, Business Management, Tax, Risk Management, Operations Management, Continuum of Care Training Institute, and Research. These resources provide administrative support for our reentry program operations and are integral to program success. For example, our Human Resources department assists with recruiting, onboarding, and retaining staff—which includes administering background checks; processing appropriate personnel paperwork; handling employee leaves of absence, grievances, and performance reviews; and ensuring compliance with labor laws.



## **Alternative Pricing Option**

GEO Reentry would like to offer an alternative pricing option for Monterey County's consideration. Our alternative pricing option would result in cost savings for the County.

The cost-plus reimbursement structure outlined in the RFP will require a significant amount of time and effort for GEO Reentry to track, compile, and present detailed monthly invoices that show individual program costs. This workload requires additional labor expenses that have been included in our submitted *RFP Attachment A* pricing form. The County would also have an increased workload by having to review and approve multiple line item details before processing the monthly payment to GEO Reentry.

However, if Monterey County allows for the removal of the current cost-plus reimbursement structure and agrees to using a fixed monthly fee for service, then GEO Reentry can provide a reduction to the annual funding.



## **Section 7—Exceptions**

GEO Reentry affirms that our proposal is submitted without any exceptions.



## **Section 8—Environmentally Friendly Practices**

Our organization is committed to increasing environmental awareness and sustainability within our programs and facilities. Examples of environmentally friendly practices that we engage in include the following:

- Recycling cardboard, paper, aluminum, glass, and some plastics—with recycling bins easily accessible inside the building, individual offices, and cubicles
- Recycled paper for items such as solicitation responses, pamphlets, and flyers
- Replacing light bulbs with fluorescent lights that contain low-energy ballasts
- Green initiatives at newly constructed facilities include: skylights for natural light; low flow plumbing fixtures; recycled water and heat recovery for laundry machines; high efficiency LED lighting; timers and photocells for exterior lighting; occupancy sensors for lighting in offices and classrooms; and use of gas, instead of electricity, for water heating
- Multiple new, or expanded, facilities designed to Leadership in Energy and Environmental Design (LEED) certification standards, or international equivalent



## **Section 9—Local Business Declaration**

Please see the immediately following pages for our completed *RFP Attachment B* Form.

Since 2009, our organization has contracted with Monterey County Probation for our operation of a Day Reporting Center (DRC) in Monterey County. This includes our direct employment of full-time DRC staff. We operate the Monterey County DRC at 128 Sun Street, Suite 201 in Salinas, California 93901.

We believe that we qualify for the County's Local Preference Policy, and we are submitting *RFP Attachment B* accordingly.

**ATTACHMENT B: LOCAL BUSINESS DECLARATION FORM****COUNTY OF MONTEREY LOCAL BUSINESS DECLARATION FORM**

If a business entity is claiming to be a "Local Vendor" as defined by the "Monterey County Local Preference Policy," adopted by the Monterey County Board of Supervisors on August 29, 2012, it must certify it meets the definition of "Local Vendor" as defined and in accordance with the adopted policy. Any business entity claiming to be a local business as defined by the policy, shall so certify, in writing herein, that it meets all of the criteria listed within the policy, which can be accessed online at the following link: <https://www.co.monterey.ca.us/home/showdocument?id=22313>.

**"Local Vendor" is defined as follows:**

1. Vendor either owns, leases, rents or otherwise occupies a fixed office or other commercial building, or portion thereof, having a street address within the Area. Vendor possesses a valid and verifiable business license, if required, issued by a city within the Area or by one of the three counties within the Area when the address is located in an unincorporated area within one of the three counties as defined as "Area"; **and**
2. Vendor employs at least one full time employee within the "Area", or if the business has no employees, the business shall be at least fifty percent (50%) owned by one or more persons whose primary residence(s) is located within the "Area"; **and**
3. Vendor's business must have been in existence, in Vendor's name, within the "Area" for at least two (2) years immediately prior to the issuance of either a request for competitive bids or request for qualifications for the County; **and**
4. Newly established businesses which are owned by an individual(s) formerly employed by a Local Vendor for at least two (2) years also qualifies for the preference; **and**
5. If applicable vendor must possess a valid resale license from the State Franchise Tax Board showing vendor's local address within the "Area" and evidencing that payment of the local share of the sales tax goes to either a city within the "Area" or to one of the three counties within the defined "Area".

County shall not be responsible or required to verify the accuracy or any such certifications and shall have sole discretion to determine if a bidder meets the definition of "local vendor" as provided herein.

Any business which falsely claims a preference pursuant to Monterey County Local Preference Policy shall be ineligible to bid on County purchases or contracts for a period of three (3) years from the date of discovery of the false certification(s).

Any business eligible for the local preference who desires to have the preference applied during the award selection process shall return this completed Local Business Preference Declaration form with its proposal or qualifications package response. Upon request, bidder agrees to provide additional information to substantiate this certification.

As per the policy: "**Area**" shall mean Monterey County, San Benito County, and Santa Cruz County.

Note: If applicable your organization must possess a valid resale license from the California Department of Tax and Fee Administration showing its local address within the "Area" and evidencing that payment of the local share of the sales tax goes to either a city within the "Area" or to one (1) of the three (3) counties within the defined "Area."

**On behalf of my business entity (i.e., organization) I certify under penalty of perjury that I have both read and confirm that my business entity meets the requirements as outlined within the County's Local Preference Policy for the procurement in question.**

***Business Legal Name (and dba name if any):*** GEO Reentry Services, LLC

***Business Address:*** 128 Sun Street, Suite 201

***City:*** Salinas ***State:*** California ***Zip Code:*** 93901

***Signature of Authorized Representative:***  ***Date:*** June 11, 2024

***Title of Authorized Representative:*** Vice President, Reentry Services

***Telephone Number:*** (561) 999-8151 ***E-Mail:*** dschofield@geocareinc.com

**This form must be submitted within a bidder's proposal or qualifications package in order for the County to apply the applicable local preference.**

**Bidders who do not qualify as a local business as per the policy should not submit this form.**

-- End of Attachment B --



## Attachments

Please see the immediately following pages for the below *Attachments*:

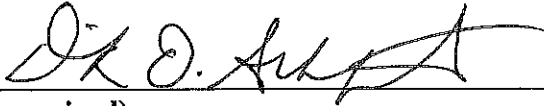
- RFP Exhibit E—Contractor's Assurances
- Response to RFP Section 18.0 Piggyback Clause
- Sample Report—2023 Annual Report for Shasta County, CA Youth

**EXHIBIT E****CONTRACTOR's Assurances**

(#1 through #6)

**1. Statement of Compliance**

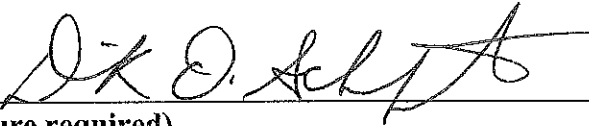
A) By signing below, CONTRACTOR certifies that they understand and will comply with the confidentiality policies relating to this Program.



(Signature required)

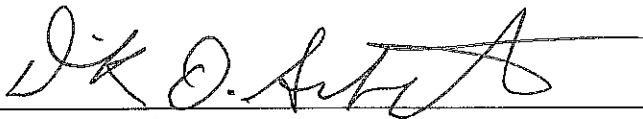
**B) Office/Facility:**

The County requires that, during the entire term of Contract, CONTRACTOR shall secure a physical site for operation of the Evening Reporting Center in the City of Salinas as described the RFP. By signing below, CONTRACTOR certifies that it shall secure a physical site for operation of the Day Reporting Center as specified above no later than 60 days from the date of award of Contract.



(Signature required)

C) By signing below, CONTRACTOR certifies that they are able to begin providing proposed services no later than 60 days from the date of award of Contract.



(Signature required)

**2. Validity of Proposal**

The County requires that all proposals be valid for at least three hundred and sixty-five (365) days. Submissions not valid for at least three hundred and sixty-five (365) days will be considered non-responsive. The CONTRACTOR shall state the length of time for which the submitted proposal shall remain valid below:

365**Validity of Proposal (in days)**

(Signature required)

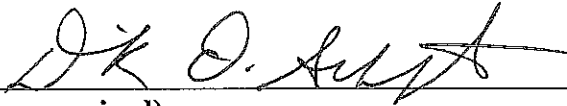
**3. Certification of Understanding**

The County assumes no responsibility for any understanding or representation made by any of its officers or agents during or before the execution of any Contract resulting from this RFP unless:

- a. Such understanding or representations are expressly stated in the Contract; and
- b. The Contract expressly provides that the County therefore assumes the responsibility.

Representations made but not expressly stated and for which liability is not expressly assumed by the County in the Contract shall be deemed only for the information of the CONTRACTOR.

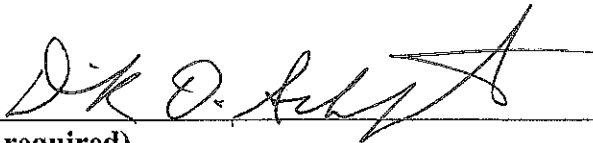
By signing below, CONTRACTOR certifies that such understanding has been considered in this response.



(Signature required)

**4. Certificate of Insurance**

The CONTRACTOR shall certify their willingness and ability to provide the required insurance coverage and certificates.



(Signature required)

**END EXHIBIT E**



## **Response to RFP Section 18.0 Piggyback Clause**

Please see the following page for our *Response to RFP Section 18.0 Piggyback Clause*.

## 15.0 SEQUENTIAL CONTRACT NEGOTIATION

County will pursue contract negotiations with the CONTRACTOR that submit(s) the best Proposal or qualifications or is deemed the most qualified in the sole opinion of County, and which is in accordance with the criteria as described within this solicitation. If the contract negotiations are unsuccessful, in the opinion of either County or CONTRACTOR, County may pursue contract negotiations with the entity that submitted a Proposal that County deems to be the next best qualified to provide the services, or County may issue a new solicitation or take any other action which it deems to be in its best interest.

## 16.0 AGREEMENT TO TERMS AND CONDITIONS

CONTRACTOR selected through the solicitation process will be expected to execute a formal AGREEMENT with County for the provision of the requested service. The AGREEMENT shall be written by County in a standard format approved by County Counsel, similar to the <https://www.co.monterey.ca.us/home/showdocument?id=81980>. Submission of a signed bid/proposal and the **SIGNATURE PAGE** will be interpreted to mean CONTRACTOR HAS AGREED TO ALL THE TERMS AND CONDITIONS set forth in the pages of this solicitation and the standard provisions included in the **SAMPLE AGREEMENT** Section herein. County may but is not required to consider including language from the CONTRACTOR'S proposed AGREEMENT, and any such submission shall be included in the EXCEPTIONS section of CONTRACTOR'S proposal.

## 17.0 COLLUSION

CONTRACTOR shall not conspire, attempt to conspire, or commit any other act of collusion with any other interested party for the purpose of secretly, or otherwise, establishing an understanding regarding rates or conditions to the solicitation that would bring about any unfair conditions.

## 18.0 PIGGYBACK CLAUSE

CONTRACTOR shall indicate below if CONTRACTOR agrees to extend the same prices, terms and conditions of their proposal to other public agencies that have delivery locations within the State of California limits: \_\_\_\_ Yes X No. CONTRACTOR's response to this question will not be considered in award of the AGREEMENT resulting from this solicitation. When CONTRACTOR extends the prices, terms and conditions of their proposal to other public agencies, any resulting agreement shall be between CONTRACTOR and the other public agencies and County shall bear no responsibility or liability for any agreements between CONTRACTOR and the other public agencies.



## Sample Report—2023 Annual Report for Shasta County, CA Youth

Please see the following for our *Sample Report*, which is the 2023 Annual Report for the In-Custody Youth program that we operate in partnership with Shasta County, California.

# 2023 ANNUAL REPORT

GEO Reentry Services Operated Within River's Edge Academy (REA)



## PARTNERSHIP

Shasta County Probation  
Department—Juvenile  
Division

## POPULATION SERVED

Youth ages 14 to 17 years  
of age in the Juvenile  
Rehabilitation Facility (JRF)

## PROGRAM CAPACITY

15 youth

## PROGRAM SUMMARY

GEO Reentry Services delivers individualized and comprehensive cognitive behavioral treatment services for youth enrolled in Shasta County Probation's River's Edge Academy (REA) program. Services are tailored to address each youth's individual risk and need factors. The program helps youth learn necessary life skills, develop healthy coping mechanisms, establish self-sufficiency, develop positive attitudes and create long-term, successful reintegration within their natural community. Program length varies based upon the individual needs and circumstances of each youth. The mission of the program is to serve as an effective intervention and solution in addressing criminal thinking, changing behavior, and reducing recidivism in Shasta County.

## GEO STAFF

Case Manager Lead  
Behavior Change Manager

This report reflects program data and outcomes for the reporting period, April 11, 2022 – April 10, 2023.

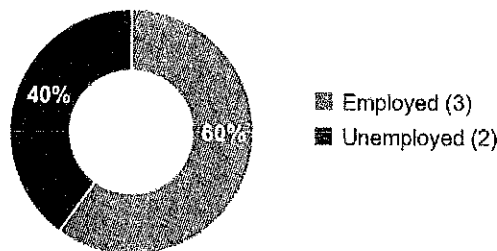
## PARTICIPANTS SERVED

Since program inception in 2021, GEO Reentry has served 23 unique youth.

	2021/2022	2022/2023
Referrals Received	21	15
- Accepted	15	8
- Denied	2	6
- Withdrawn	4	1
Enrollments	11	13
Youth Served	11	15
Average Daily Count	7	10
Active Youth Report End	2	8
Program Completions	7	4
Discharges	9	5
Male / Female Ratio (%)	73 / 27	93 / 7

## EMPLOYMENT GAINS

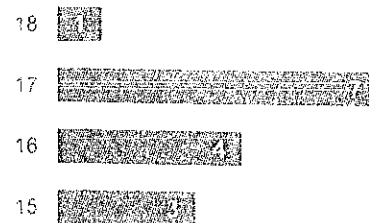
GEO Reentry staff worked to help youth prepare for successful reentry into the community. A key focus is helping youth gain employment. Through a partnership with The SMART Center, youth receive assistance with resume building, job search, job applications, and interview skills. Three of five youth who successfully completed the program, gained employment before program completion.



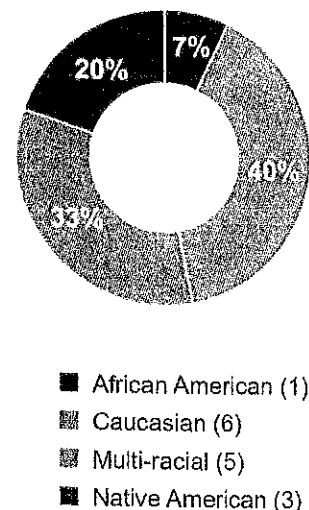
## DEMOGRAPHICS

Below are the demographics for the youth served during the reporting period.

### AGE



### RACE



## DISCHARGE RESULTS & AVERAGE LENGTH OF PARTICIPATION

Below are the discharge results for the reporting period. The average number of participation days for individuals who completed programming was 318, with neutral discharges averaging 252 days.

2021/2022 TOTAL DISCHARGES: 9

2022/2023 TOTAL DISCHARGES: 5



- **Completion:** includes individuals who completed all GEO Reentry programming
- **Neutral:** includes agency-ordered terminations and external transfers
- **Non-completion:** includes individuals who did not make satisfactory progress and staff have exhausted all resources to assist at this time

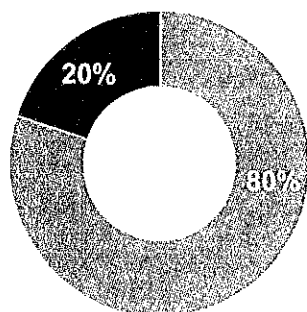
	2021/2022	2022/2023
Completion	7	4
Neutral	1	1
Non-Completion	1	0

## ASSESSMENTS

Youth were assessed using validated risk/need assessments and questionnaires to determine the appropriate programming and dosage.

### SUBSTANCE USE ASSESSMENT

The American Society of Addiction Medicine (ASAM) is a multi-dimensional assessment tool used to determine appropriate substance use needs. For the reporting period, it was determined 80% of the youth served needed substance use services.



SA Services Recommended (12)  
SA Services Not Recommended (3)

### RISK AND NEEDS ASSESSMENT

There are eight key life areas proven to be linked to criminal behavior. Through the validated risk and needs assessment tool Positive Achievement Change Tool (PACT), conducted by Probation, staff identify and target the youth's top needs posing the greatest risk to future recidivism. The eight key life areas include:

- Antisocial Attitudes, Values, and Beliefs (AVB)
- Temperament (Personality)
- Antisocial Peers
- History of Antisocial Behavior
- Lack of Education
- Lack of Family Support
- Lack of Prosocial Leisure Outlets
- Substance Use

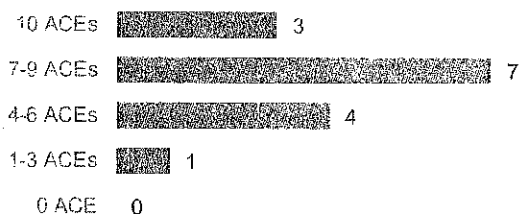
The top risk factors of the youth served upon entering the program remain the same as the previous reporting year.



### ADVERSE CHILDHOOD EXPERIENCES (ACE) QUESTIONNAIRE

We utilize the youth's ACE Questionnaire results in order to be responsive to adverse experiences and provide trauma-informed care. For the reporting period, all fifteen youth served had an ACE score of at least three, with 67% (10) reporting a score of seven or higher. To better understand the specific type of adverse experience, staff analyzed the questionnaire results within three categories: childhood abuse, neglect, and household challenges. The charts below show the total ACE scores and the specific type of ACEs that were more prevalent.

ACE Questionnaire Results for 2022/2023 (n=15)



TOTAL SCORE	2021/2022 (n=11)	2022/2023 (n=15)
10 ACEs	1 (10%)	3 (20%)
7-9 ACEs	5 (45%)	7 (47%)
4-6 ACEs	5 (45%)	4 (27%)
1-3 ACEs	0 (0%)	1 (6%)
0 ACE	0 (0%)	0 (0%)

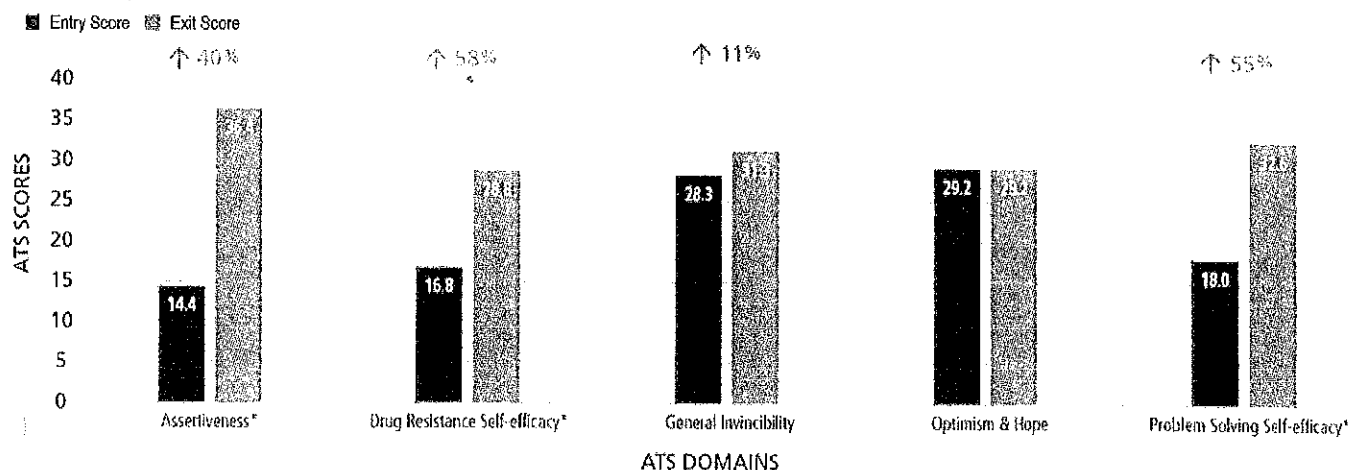
TYPE OF ACE	2021/2022 (n=11)	2022/2023 (n=15)
<b>ABUSE</b>		
Emotional Abuse	82% (9)	67% (10)
Physical Abuse	73% (8)	73% (11)
Sexual Abuse	27% (3)	33% (5)
<b>NEGLECT</b>		
Emotional Neglect	55% (5)	67% (10)
Physical Neglect	82% (9)	80% (12)
<b>HOUSEHOLD CHALLENGES</b>		
Separation/Divorce	100% (11)	93% (14)
Substance Abuse	55% (6)	73% (11)
Incarcerated Household Member	45% (5)	87% (13)
Mental Illness	91% (10)	87% (13)
Mother Treated Violently	55% (6)	60% (9)
None	0% (0)	0% (0)

## ADOLESCENT THINKING SCALES ASSESSMENT

The Adolescent Thinking Scales (ATS) assessment measures thinking styles and errors among adolescents. An analysis of the entry and exit ATS scores for five youth who completed the program during the reporting period showed an improvement in four of the five domains.

Figure 1 below illustrates that the programming had the desired impact, with the exception of General Invincibility, averaging a 26% (9.1 points) increase across the domains. General Invincibility is the one domain we expect to see a decrease after programming. Examining the characteristics of invincible thinking reinforces the challenges inherent in working with youth while providing guidelines for health promotion programs with this age-group. The characteristic of invincible thinking that "it won't happen to me" first needs to be addressed, so that the youth can see that "yes, this could happen to me". Spending time with youth, sharing personal stories, and making those experiences real by showing how certain risky behaviors and the consequences of risky behaviors can affect the youth's everyday life are more effective than merely citing statistics. Focusing on the here and now versus teaching about long-term health consequences of risky behaviors is an important guiding principle in teaching.<sup>1</sup>

FIGURE 1: SHASTA COUNTY JUVENILE PROGRAM ADOLESCENT THINKING SCALES COMPARISON  
All Participant Risk Levels (n=5)



\*A clinically significant change in scores is defined as a two point or greater increase/decrease from entry to exit score.

<sup>1</sup>Wickman, Anderson, N. L. R., & Smith Greenberg, C. (2008). The Adolescent Perception of Invincibility and Its Influence on Teen Acceptance of Health Promotion Strategies. *Journal of Pediatric Nursing*, 23(6), 460–468. <https://doi.org/10.1016/j.pedn.2008.02.003>

ATS DOMAIN	DESCRIPTION	INDICATOR OF IMPROVEMENT
ASSERTIVENESS	• Confidence regarding ability to express own opinions, stand up for oneself, and say no	Increase
DRUG RESISTANCE SELF-EFFICACY	• Confidence regarding ability to resist using drugs, avoid situations where drugs are present, and make friends who do not use drugs	Increase
GENERAL INVINCIBILITY	• Belief that one will not get hurt from doing risky and dangerous activities	Decrease
OPTIMISM AND HOPE	• Expectation of positive outcomes and a hopeful future	Increase
PROBLEM SOLVING SELF-EFFICACY	• Confidence regarding ability to solve problems	Increase

## BEHAVIOR CHANGE PLANS (BCP): ROADMAP FOR SUCCESS

GEO Reentry staff and each participant create a Behavior Change Plan (BCP) to target risk factors identified by their assessments. The BCP serves as an action-oriented roadmap comprised of goals and supporting action steps to achieve those goals. Goal setting is a valuable skill to develop and aids efforts towards developing prosocial thoughts and behaviors long-term. Youth can earn rewards and recognition for their progress as they complete their action steps and goals.

## TOTAL COMPLETED

- 111 Action Steps
- 49 Goals

## PRE-SERVICE ENGAGEMENT

Establishing rapport and building trust with each youth is a top priority for GEO Reentry staff throughout a youth's program, especially in the beginning. As a youth is identified as a potential candidate for REA, GEO Reentry staff meet with the youth at least twice a week. Before program entry, staff work to build rapport, assess readiness for change, level of motivation, identify primary risk factors, and ultimately start to build an understanding of the youth's programming needs. Once the youth is accepted into REA, they complete Program Orientation and prepare to transition into programming. This step is essential in helping the youth understand the services offered and to generate a willingness to engage.

## DOSAGE HOURS

Below is a breakdown of the primary dosage hours completed by the fifteen youth served during the reporting period.

13	Introduction: Thinking for a Change (T4C)	39	Restorative Justice
222	T4C Social Skills	183	Cognitive Behavioral Treatment (CBT) Labs
108	T4C Cognitive Self-change & Problem Solving	120	Trauma-informed Services
277	Moral Reconation Therapy® (MRT)	30	Aftercare Transition Meetings
114	Cognitive Behavioral Interventions for Substance Abuse (CBI-SA)	288	Individual Cognitive Behavioral Treatment (ICBT) Sessions

## ADDITIONAL SERVICES

GEO Reentry staff facilitate additional services, including essential needs and resource support, Program Orientation, Starting Point, Assessments & Questionnaires, skills practice, Behavior Change Plans, collaborative treatment meetings, education and employment services, and reentry and discharge planning. Additional dosage to further target key life risk factors include:

**Change Company Journals:** To offer additional one-on-one dosage and support addressing a variety of unique needs for each youth, GEO Reentry staff utilize the Change Company Journals, including but not limited to, Moving Forward, Victim Awareness, Anger Management, Soft Skills, Family, Individual Change Plan, Reentry Planning, and Recovery Maintenance.

**Gang Curriculum:** In March 2023, a new curriculum was added to address gang involvement. The curriculum helps facilitate conversations and interventions focused on key gang issues, to build empathy, and address ethical and moral choices and criminal thinking.

## AFTERCARE & ALUMNI SERVICES

In October 2022, staff held the first aftercare/alumni event at Oasis Fun Center. Shasta County Probation and GEO Reentry staff, program alumni, and the individuals in aftercare enjoyed an evening of mini golf, pizza, and great conversation. Throughout the year, GEO Reentry staff continue to engage with the alumni and occasionally meet for lunch in the community. The next aftercare/alumni event is planned for Fall 2023.

## OPPORTUNITIES

**Hope Scores:** In December 2022, Case Manager Lead Pearl Dye attended the Hope Navigator Training facilitated by Dr. Chan Hellman, Founding Director of The Hope Research Center, author, and professor at the University of Oklahoma. This training helps attendees gain expertise to increase the well-being in the lives of people they serve and for the organization in which they work. After the training, Ms. Dye and Program Manager Ms. Gehrung had the opportunity to spend time with Dr. Hellman to share on the work we do and discuss best practices for delivering the Hope Scale to the at-risk youth population. We look forward to measuring our impact and sharing the results of instilling a hopeful mindset in the youth we serve.

# MONTEREY COUNTY



Administrative Office  
Contracts/Purchasing Division  
1488 Schilling Place  
Salinas, CA 93901  
831-755-4990

## **ADDENDUM #1 RFP 10931**

**DATE:** May 22, 2024

**PROJECT:** RFP 10931 Interventions and Programming for In-Custody Youth and Post Re-entry Services

**TO:** Interested Proposers

**SUBJECT:** Written Question and Answer and **Submittal Deadline Extension**

A signed copy of this addendum must be submitted along with your original bid proposal package to verify receipt of this Addendum #1.

\_\_\_\_\_  
Company Representative

\_\_\_\_\_  
Date

.....

Q1) We respectfully request an extension of three (3) weeks for our response to the County of Monterey RFP 10931 Interventions and Programming for In-custody Youth and Post Release Re-entry Services. We appreciate your consideration of this request.

*A1) We shall extend the Submittal Deadline to 3:00 PM PST July 3, 2024.*

End of Addendum #1, RFP 10931

# MONTEREY COUNTY



Administrative Office  
Contracts/Purchasing Division  
1488 Schilling Place  
Salinas, CA 93901  
831-755-4990

## **ADDENDUM #2 RFP 10931**

**DATE:** June 3, 2024

**PROJECT:** RFP 10931 Interventions and Programming for In-Custody Youth and Post Re-entry Services

**TO:** Interested Proposers

**SUBJECT:** Written Question and Answers

A signed copy of this addendum must be submitted along with your original bid proposal package to verify receipt of this Addendum #2.

\_\_\_\_\_  
Company Representative

\_\_\_\_\_  
Date

.....

1. **RFP Page 8 of 42, Section 5.3.1** states that the Contractor will provide evidence-based assessments.

- a. Is there a specific assessment(s) that is currently used with the youth population to determine risk and needs? **All youth in juvenile hall receive an institutional assessment upon intake, to identify programming that may serve their risk/needs both in the facility and in their community supervision case plans. Youth in the Secure Youth Treatment Facility are formally assessed, utilizing the Youth Assessment Screening Instrument (YASI), as well as clinical assessments through the Children's Behavioral Health Department.**

2. **RFP Page 9 of 42, Section 5.4.1** states the requested contracted services will include programs at Juvenile Hall and the Secure Youth Treatment Facility (SYTF).

- a. What is the estimated volume of youth participants within the SYTF that the Contractor is expected to serve on a daily (Monday through Friday) basis? **It is anticipated that the youth population being served would be fewer than twenty individuals, consisting of both SYTF youth and long-term detention cases.**
- b. For each program participant at SYTF—is there a minimum number of programming hours that the Contractor must deliver on a daily (Monday through Friday) basis? **No, open for negotiation. Ideally, the program would run during set hours of the day, for example 0900-1300 hours.**
- c. Are male and female youths fully separated within the SYTF—to include the Contractor’s separate provision of male and female programming groups? **Historically, the facility has not housed a female SYTF population. Female youth are programmed separately from males within all facility programs.**
- d. Will the County provide the Contractor’s staff with onsite office space at the SYTF? **Yes**
- e. Will the County provide the Contractor’s staff who are working onsite at the SYTF with Furniture, Fixtures, and Equipment (FF&E) such as desks, chairs, etc.? **Yes**
- f. Will the Contractor’s staff working onsite at the SYTF be permitted to utilize the facility’s copier(s) for printing program materials? If yes, will the County provide copier supplies such as paper, toner, etc.? **Yes**
- g. Will the Contractor’s staff working onsite at the SYTF be permitted to use the facility’s phone system? **Yes**
- h. Will the County provide the Contractor’s staff working onsite at the SYTF with computers or laptops? **No**
- i. If the Contractor must provide their staff at SYTF with computers, are there any requirements or specifications that must be met in terms of what equipment and/or software is ordered?

**At minimum, technology at County sites must be/comply with:**

- **Password protected**
- **Screen saver, locked**
- **Must adhere to County internet censorship policy**
- **Check in and check out process (to ensure that devices are leaving facility – if this is necessary)**

**No attached peripherals, such as thumb drives, mice, etc. (for safety?)**

County reserves the right to revoke, or refuse the use of any technology in facilities. Vendor must provide county with of list of technology, it's intended use, make, model and connectivity requirements prior to onsite use.

- j. Will youths participating in the contracted programming at SYTF need access to computers or tablets? If yes, will the County supply this equipment? **Yes; the County has Chromebooks for those youth that may need access to computers or tablets.**
  - k. Will the Contractor's staff working onsite at the SYTF be permitted to access the facility's Internet? Or would the Contractor be required to install Internet access for program use? **Yes- will be permitted to access facility's Internet.**
3. **RFP Page 9 of 42, Section 5.4.1.1** states that for the programs at Juvenile Hall and the SYTF, individual and/or group mental health counseling will be provided by qualified and certified professionals.
- a. Does this mean that the Contractor must have staff who are clinically certified, or registered, to provide behavioral health services? Or does this mean that Contractor staff must be appropriately trained to facilitate the proposed programming curricula and services? **Children's Behavioral Health provides licensed clinicians to the facility. Contracted staff are anticipated to be appropriately trained, certified, licensed, or authorized to facilitate program curricula and services.**
4. **RFP Page 13 of 42, Section 6.3** states that the County reserves the right to cancel the Agreement, or an extension to the Agreement, without cause with a 30-day written notice—or immediately with cause.
- a. Will the awarded Contractor also be given the same termination rights as the County? **No**
5. **RFP Page 17 of 42, Company Profile** requires the Proposer to provide a copy of their company's audited financial statements for the past three (3) years.
- a. Many companies have annual financial statements that are each nearly 200 pages in length. To reduce the volume of Proposals that the County receives, please confirm that in lieu of printed financial statements, it is acceptable for a Proposer to provide a web link where their company's financial statements can be publicly viewed online. **Yes, the Proposer can provide a web link where their financial statements can be viewed online.**

6. **RFP Page 19 of 42, Section 9.1 Submittal Identification Requirements** requires the Proposer to provide one (1) Original and five (5) Copies of their Proposal. However, on **RFP Page 42 of 42** it states that the Proposer must provide one (1) Original and three (3) Copies.
  - a. Does the County require the Proposer to provide three (3) or five (5) Copies with their Original Proposal? **One Original and Three (3) Copies**
7. **RFP Page 21 of 42, Section 11.3** mentions mutual agreement on the budget prior to the start of “each project,” and **Section 11.3.2** mentions that pricing may be based “by the project.”
  - a. Please confirm that there is only one (1) project included under the RFP, and that the Proposer is only required to submit one (1) completed Attachment A: Budget Detail. **There is only one project under the RFP and the Proposer is only required to submit one (1) completed Attachment A: Budget Detail**
8. **RFP Page 36 – 39 of 42, Attachment A: Budget Detail**
  - a. Please confirm that the Proposer may insert additional rows as needed. For example, the Proposer may need additional rows under **A. Personnel Salaries** to list all proposed staff positions, or additional rows under **C. Operating Direct Costs** to fully categorize all costs. **Yes, the Proposer may insert additional rows as needed to fully categorize all costs.**
9. **RFP Page 39 of 42, Attachment A: Budget Detail, Section II. Overhead / Indirect / Administrative Costs** states that these costs are not to exceed 5% of total budget.

Will the County permit the Proposer to propose a rate that exceeds 5% of the total budget, if the Proposer provides an indirect cost allocation calculation with supporting details that outline how corporate departments such as Human Resources, Payroll, Information Technology, etc. will support an awarded contract? **In order to keep costs reasonable, the Department is keeping the indirect rate at 5%**

End of Addendum #2, RFP 10931