

**PUBLIC NOTICE  
AGENDA  
PROFESSIONAL SERVICES EVALUATION COMMITTEE MEETING  
Thursday, December 7, 2017, 10:00 a.m.  
Eighth Floor, Conference Room 851  
Jacksonville, FL 32202**

**Committee Members:** Gregory Pease, Chairman  
Patrick Greive, Member, Treasury  
Jeff Close, Member, OGC

Subcommittee Members	ITEM #	Title & Action	MOTION	CONTR EXP	OUTCOME
Tom Fallin R. Duane Kent	P-40-16	Contract Amendment No. 1 Master Stormwater Management Plan (MSMP) Program Management Services - Annual Contract Department of Public Works	That Contract No. 6354-16, originally executed June 23, 2017 with CDM Smith, Inc., for Master Stormwater Management Plan (MSMP) Program Management Services - Annual Contract, that incorporates the attached Scope of Services identified as Exhibit 'C'; and Contract Fee Schedule identified as Exhibit 'D'; add a new lump-sum amount for the Arlington OED Stormwater Master Plan in the amount of \$110,000.00; thereby increasing the maximum indebtedness to the City by \$110,000.00 to a new not-to-exceed maximum indebtedness of \$190,202.00. All other terms and conditions shall remain the same except for such changes as the Office of General Counsel may deem appropriate to ensure compliance with the City's Ordinances, Procurement Policies and procedures and applicable Federal and State laws.	05/30/19	
Johnnetta Moore Ruben Bryant	P-58-17	Fee & Contract Negotiations Operation of a Substance Education/Information, Treatment, Case Management and Aftercare Program for Adult Inmates within the Duval County Correctional System Parks, Recreation and Community Services Department	That the City of Jacksonville enter into a contract with River Region Human Services, Inc., for the Operation of a Substance Abuse Education/Information Treatment, Case Management and Aftercare Program for Adult Inmates within the Duval County Correctional System that: (i) incorporates the attached Scope of Services identified as Exhibit A and Contract Fee Schedule identified as Exhibit B; (ii) has an initial period of service from October 1, 2017 through September 30, 2018, with Four (4) one-year renewal options available; and (iii) provides a not-to-exceed maximum indebtedness of \$1,578,364.79. The actions of the parties from October 1, 2017		





# City of Jacksonville, Florida

Lenny Curry, Mayor

Department of Public Works  
214 N. Hogan St., 10<sup>th</sup> floor  
Jacksonville, FL 32202  
(904) 255-8786  
www.coj.net

ONE CITY. ONE JACKSONVILLE.

November 21, 2017

**TO:** Gregory W. Pease, Chairman  
Professional Services Evaluation Committee

**THRU:** John P. Pappas, P.E. *John Pappas*  
Director

**FROM:** Tom Fallin, P. E. *Tom Fallin*  
Chief, Engineering and Construction Management Division 11/30/17 08:37:21 DocuClock

R. Duane Kent, P.E. *R. Duane Kent*  
Public Works Project Manager

**SUBJECT:** P-40-16 Master Stormwater Management Plan (MSMP) Program Management  
Services- Annual Contract Contract # 6354-16 Amendment 1  
Consultant Services Account Nos.: JXSF187-03109 \$110,000.00  
Internal Services Account No.: PWEN011AD

The Office of Economic Development (OED) has requested the development of a stormwater masterplan that will provide a regional/community based water quality treatment and attenuation based on new redevelopment plans for the Renew Arlington Community Redevelopment Area (CRA) Redevelopment Plan. The Engineering Division has negotiated with the consultant for these services resulting in the attached Scope of Services, Exhibit C and Contract Fee Schedule, Exhibit D. MBE firms to be utilized to meet the 15% Participation Percentage Plan for this contract are detailed on a separate attachment.

Accordingly, this is to recommend that Contract Number 6354-16, originally executed June 23, 2017 with CDM Smith, Inc. for Master Stormwater Management Plan (MSMP) Program Management Services- Annual Contract, that incorporates the attached Scope of Services, Exhibit C and Fee Schedule, Exhibit D, to add a new lump sum amount for the Arlington OED Stormwater Master Plan in the amount of \$110,000.00; thereby increasing the maximum indebtedness to the City by \$110,000.00 to a new limit of \$190,202.00. All other terms and conditions are as provided in the RFP and the City's standard contract language.

JPP/lw

Attachments: Exhibits C & D  
MBE Participation

cc: Lori A. West, Engineering Contract Specialist

db

## EXHIBIT C

### FOR

### CITY OF JACKSONVILLE

### MASTER STORMWATER MANAGEMENT PLAN PROGRAM MANAGEMENT SERVICES

August 7, 2017

This Authorization, when executed, shall be incorporated in and become part of the Agreement for Professional Services between the City of Jacksonville (CITY), and CDM Smith Inc. (ENGINEER), dated May 9, 2017 hereafter referred to as the Agreement.

#### **PROJECT BACKGROUND**

The CITY conducted a major update to their 1992 Master Stormwater Management Plan (MSMP) in 2011 and updated the tributary stormwater models in 2013. Since that time, the CITY has continued to develop and implement capital improvement projects. The 1992 and 2011 MSMP documents considered combined rainfall and tidal flooding to most accurately define flooding and solutions.

Since the 2013 update, additional information for sea level rise (SLR), tidal surge impacts, and tropical storms (e.g., Mathew) provide an opportunity for coastal infrastructure resiliency planning coordination with the CITY's stormwater program to further prepare the CITY for a wide array of possible future conditions. Under this task authorization, the CITY will incorporate these new data and perform a vulnerability analysis to identify critical infrastructure that may be at risk under different given future SLR scenarios.

The CITY's 2013 MSMP will be updated and evaluated for land use changes, implementation of projects and potential future SLR and precipitation change scenarios to allow for the recommendation of actions to continue to resiliently protect public safety and this infrastructure. For the subbasins with land use changes and project implementation, the CITY will update the existing MSMP as-needed based on magnitude and of implemented major projects and/or development, or for areas that have not been studied in detail in the past. The result will be an updated list of capital improvement projects to improve flood control level of service (LOS) throughout the updated project areas.

Original – The original scope of work included development of a design criteria package and a grant application for the Doeboy Regional Stormwater Facility.

Amendment 1 – Amendment 1 includes preliminary design services related to development of stormwater treatment facilities for the Arlington area. The amendment includes modifying the existing stormwater model to include the proposed facility and to quantify water quality and quantity impacts and preparing a cost estimate.

#### **SCOPE OF WORK**

The following is a description of the services to be provided under this Task Authorization. The Renew Arlington Community Redevelopment Area (CRA) Redevelopment Plan calls for redevelopment of the

area surrounding Jacksonville University, along Merrill Road, and along University Boulevard. To attract redevelopment to the area, the City of Jacksonville Office of Economic Development (OED) is interested in developing a stormwater masterplan that will provide a regional/community-based water quality treatment and attenuation based on the new redevelopment plans. This approach embraces wholistic collection and treatment of stormwater rather than an individual parcel approach. Amendment 1 includes conceptual design of this stormwater treatment system.

#### **TASK 1 - DOEBOY REGIONAL STORMWATER FACILITY**

There are no changes to this task.

#### **TASK 2 - ARLINGTON OED STORMWATER MASTER PLAN**

The following tasks outline the work necessary to develop a conceptual stormwater plan for the Renew Arlington CRA which includes a development corridor along Merrill Road, along University Boulevard from Fort Caroline Road to the Arlington Expressway, and along Arlington Road. The eastern portion of the study area drains to Strawberry Creek, and the western portion drain to the St Johns River.

##### **Subtask 2.1 - Data Acquisition and Evaluation**

The ENGINEER will collect information available through the City of Jacksonville Master Stormwater Management Plan (MSMP) for the Strawberry Creek tributary, as well as stormwater infrastructure, water quality, and meteorological data for the area within the Arlington CRA. The following data sets will be acquired and reviewed:

- Future land-use data available through the Renew Arlington CRA Redevelopment Plan
- Existing topographic survey data for flood source overbank areas will be supplemented with 2007 Light Detection and Ranging (LiDAR) data collected by the CITY.
- National Pollutant Discharge Elimination System (NPDES) database from the CITY.
- City Low Impact Development (LID) Manual

##### **Subtask 2.2 - Development of Future Land Use**

ENGINEER will develop a future land use scenario based on the Renew Arlington CRA Redevelopment Plan using the methodology documented in the CITY MSMP (CDM 2011). Parameters for Directly Connected Impervious Area (DCIA), soil storage, and soil infiltration parameters will be modified accordingly. Future development will consist of commercial mixed-use facilities along major roadways (e.g. University Boulevard, Merrill Road, and Arlington Road) with park/open spaces and drainage features. For analysis, it will be estimated that all parcels designated for retrofit, redevelopment, or catalytic redevelopment in the CRA Redevelopment Plan will experience disturbance to greater than 50 percent of their area and will require stormwater treatment. Parcels designated for renovation are not expected to disturb greater than 50 percent of the parcel area and will not require stormwater treatment. The land use scenario developed under this task will be used for subsequent water quantity and water quality treatment calculations.

### **Subtask 2.3 - Delineation of Hydrologic Units**

ENGINEER will use available topographic information and the City's NPDES infrastructure database to develop up to 4 eight hydrologic units within the CRA Area. For budgeting purposes, the following major hydrologic units are identified:

- University Boulevard to the St Johns River north of Merrill Rd
- University Boulevard to the St Johns River South of Merrill Rd and Arlington Rd
- Merrill Rd between University Boulevard and I-295
- Justina Road between Merrill and Fort Caroline Road

### **Subtask 2.4 - Evaluation of Water Quality Treatment for University Boulevard North of Merrill Rd**

This portion of the CRA drains directly to the St Johns River. The ENGINEER will evaluate the future development area to determine required treatment volumes and retention times for up to two regional wet detention facilities. ENGINEER will identify potential locations for the regional facilities and opportunities to incorporate Low Impact Development (LID) components.

### **Subtask 2.5 - Evaluation of Water Quality Treatment for University Boulevard South of Merrill Rd**

This portion of the CRA drains directly to the St Johns River and the mouth of Little Pottsburg Creek. The ENGINEER will evaluate the future development area to determine required treatment volumes and retention times for up to two regional wet detention facilities. ENGINEER will identify potential locations for the regional facilities and opportunities to incorporate Low Impact Development (LID) components.

### **Subtask 2.6 - Evaluation of Water Quality Treatment for Merrill Rd**

This portion of the CRA along Merrill Road discharges to Strawberry Creek. The ENGINEER will modify the existing Strawberry Creek model to include an analysis of up to two water quality features and associated control structures (e.g. wet detention, grassed swale, etc.). The revised stormwater model will be used to simulate the mean annual/24-hour, 5-year/24-hour, 10-year/24-hour, 25-year/24-hour, and 100-year/24-hour design storms. Summary tables of peak stages and flows will be prepared.

### **Subtask 2.7 - Evaluation of Water Quality Treatment for Justina Rd**

This portion of the CRA along Justina Road discharges to an existing stormwater ditch running north-south between Merrill Road and Fort Caroline Road. This stormwater ditch is a conduit for criminal activity and it is the CRA Redevelopment Plan's desire to convert it to a grassed swale with bicycle paths and additional lighting for security. The ENGINEER will evaluate the treatment capabilities, converting the existing ditch to a grassed swale or covered exfiltration system.

### **Subtask 2.8 - Conceptual Design Report**

ENGINEER will develop a Conceptual Design Report which will include the following:

- A description of the project and future land use scenario,

- A description of the hydrologic development of the project area including hydrologic units, soils, land use, rainfall data, and boundary conditions, with accompanying figures,
- A description of the hydraulic development including model nodes, stage area relationships, existing and proposed system hydraulics, peak flows and peak stage comparisons as appropriate,
- Table of peak stages and flows for features modeled in SWMM,
- Description of water quality treatment features including conceptual layout of the pond(s) and/or LID features for each basin along with recommendations for conveyance to the facility,
- Preliminary plan and profile views for stormwater wet detention facilities
- Typical roadway cross sections for stormwater infrastructure placement and LID features such as grassed swales, reverse crowns, and exfiltration trenches as appropriate,
- Table of preliminary conveyance sizes,
- An estimate of the water quality benefits of each water quality feature (e.g. wet detention pond, grassed swale, exfiltration system, etc.) in equivalent inches of treatment,
- Phasing recommendations for construction/development sequencing,
- A summary of permitting requirements including a description of possible floodplain storage and/or wetland impacts.

**Subtask 2.9 - Pre-Application Meeting**

ENGINEER will attend a pre-application meeting with the St Johns River Water Management District (SJRWMD) to determine the Environmental Resource Permit (ERP) permitting strategy for the water quality features developed for the CRA. During the pre-application meeting, ENGINEER will discuss water quality treatment, potential wetland impacts, and impacts to the floodplain. ENGINEER will prepare meeting minutes from the pre-application meeting.

**TASK 3 - MEETINGS, PROJECT MANAGEMENT AND QUALITY CONTROL**

Activities performed under this task consist of those general functions required to maintain the project on schedule, within budget, and that the quality of the work products defined within this scope is consistent with the ENGINEER's standards and CITY's expectations. Specific activities included are identified below:

**Subtask 3.1 - Project Kick-Off and Progress Meetings**

The ENGINEER will prepare for and conduct the project meetings as previously outlined in the tasks above. A summary of those meetings is provided below.

Task 2 Up to 3 meetings including Kickoff, Alternatives Review, and Report Review

### **Subtask 3.2 - Project Quality Control (QC) Technical Review**

The ENGINEER maintains an ongoing QC program. Technical Review Committee (TRC) meetings or Technical Specialist Reviews are budgeted for and will be performed to review various submittals. OWNER's representatives are invited to attend and participate at the reviews.

### **Subtask 3.3 - Project Status Reports**

The ENGINEER's project manager will prepare and submit monthly written status reports for an anticipated project life of 24 months to accompany monthly invoices.

### **BASIS OF ESTIMATE**

The following have been used to develop this Scope of Work and the associated budget:

- CITY shall be responsible for all permit or review fees associated with projects.
- CITY shall bear all costs incident to compliance with the requirements of the CITY's Responsibilities.
- CITY shall provide access to NPDES database and all supporting information.
- CITY shall provide survey data for all critical infrastructure evaluated in the resiliency analysis and MSMP model updates as requested by the ENGINEER.

### **DELIVERABLES**

The following deliverables will be provided:

<b>Task</b>	<b>Description of Deliverable</b>	<b>Quantity/Format</b>
<b>Task 2</b>	<b>MSMP Update</b>	
Task 2.1	Meeting notes for all review meetings	Digital format (PDF)
	Conceptual Design Report	Digital format (PDF)

### **TIME OF COMPLETION/SCHEDULE**

The ENGINEER will begin work within five calendar days of receiving Notice to Proceed (NTP) from the CITY. Draft Conceptual Design Report will be provided within 180 work days of NTP. Final reports will be provided within 30 days of receiving client comments.

### **COMPENSATION AND PAYMENT**

The ENGINEER will complete the services in the Tasks listed above in this for a lump sum fee of \$110,000 as shown in Exhibit D. ENGINEER will invoice monthly as a percentage of the lump sum based on the percentage of work completed during the billing period. Lump sum compensation shall be for all labor, sub-consultants, and other direct costs associated with the performance of the work. The new total amended value for this Task Authorization is \$190,202.

**EXHIBIT B D**

**CONTRACT FEE SUMMARY FORMAT FOR ENGINEERING DIVISION**

**CITY OF JACKSONVILLE, FLORIDA**

**MSMP UPDATE**

**PART I - GENERAL**

<b>1. Project</b>		<b>Proposal Number</b>	
MSMP: Program Management Services - Aml Arlington CRA Masterplan			
<b>3. Name of Consultant</b>		<b>Date of Proposal</b>	
CDM Smith Inc.		8/7/2017	

**PART II - LABOR RELATED COSTS**

<b>5. Direct Labor</b>	Hourly Rate	Estimated Hours		<b>TOTAL</b>
Officer/Technical Expert	82.00	78	\$	6,396.00
Principal / Associate / Project Manager	69.00	120	\$	8,280.00
Senior Professional	55.00	104	\$	5,720.00
Project Engineer II / GIS Specialist III	45.00	96	\$	4,320.00
Project Engineer I / GIS Specialist II	38.00	240	\$	9,120.00
Sr. GIS Specialist/Designer	45.00	-	\$	-
GIS Specialist I / Drafter/Technician	32.00	-	\$	-
Clerical	23.00	112	\$	2,576.00
Field Staff Support Services	31.00	-	\$	-
<b>TOTAL DIRECT LABOR</b>	<b>49.00</b>	<b>750</b>		<b>\$ 36,412</b>
<b>6. Overhead (Combined Fringe Benefit &amp; Administrative)</b>				
Overhead Rate	170.2%	x Total Direct Labor		\$ 61,973
<b>7. SUBTOTAL: Labor + Overhead (Items 5 &amp; 6)</b>				<b>\$ 98,385</b>
<b>8. PROFIT: Labor Related Costs (Item 7)</b>		x	10%	\$ 9,839

**PART III - OTHER COSTS**

<b>9. Miscellaneous Direct Costs</b>				
Transportation, Per Diem and Equipment				
Presentation Boards				
Reproduction				
<b>MISCELLANEOUS DIRECT COSTS SUB-TOTAL</b>				<b>\$ 1,776</b>
<b>10. SUBCONTRACTS (Lump Sum)</b>				
<b>SUB-CONTRACT SUB-TOTAL</b>				<b>\$ -</b>
<b>TOTAL LUMP SUM AMOUNT (Items 5, 6, 8, 9 and 10)</b>				<b>\$ 110,000</b>
<b>11. REIMBURSABLE COSTS (Limiting Amount)</b>				
<b>SUB-TOTAL REIMBURSABLES</b>				<b>\$ -</b>

**PART IV - SUMMARY**

<b>TOTAL AMOUNT OF CONTRACT (Lump Sum Plus Reimbursables)</b>				<b>\$ 110,000</b>
<b>12. PRIOR CONTRACT AMOUNT</b>				<b>\$ 80,202</b>
<b>AMENDED AMOUNT OF CONTRACT</b>				<b>\$ 190,202</b>





# City of Jacksonville, Florida

*Daryl Joseph, Director*

Parks, Recreation and Community Services Department  
1809 Art Museum Dr., Suite 100  
Jacksonville, FL 32207  
(904) 630-4720

ONE CITY. ONE  
JACKSONVILLE.

November 28, 2017

11/29/17 16:34:46  
Procurement Division

## MEMORANDUM

**TO:** Gregory Pease, Chairman  
Professional Services and Evaluation Committee

**FROM:** Johnnetta Moore, Chief *Johnnetta Moore*  
Social Services Division

Ruben Bryant, Assistance Chief  
Jacksonville Sheriff Office

**Subject:** P-58-17 Operation of a Substance Education/Information, Treatment, Case Management and Aftercare Program for Adult Inmates within the Duval County Correctional System

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The Parks, Recreation and Community Services Department subcommittee members have negotiated with the number one ranked consultant that submitted a proposal and was selected to provide the operation of the above referenced subject resulting in the attached Scope of Services, Exhibit A and Contract Fee Schedule, Exhibit B.

Accordingly, this is to recommend that the City of Jacksonville enter into a contract with River Region Human Services, Inc. for the operation of a Substance Abuse Education/Information, Treatment, Case Management and Aftercare program for adult inmates within the Duval County Correctional System that incorporates the attached Scope of Services identified as Exhibit A and Fee Schedule identified as Exhibit B. The initial contract period will be from October 1, 2017 and ending September 30, 2018, with four additional one – year renewal options at terms mutually agreeable; providing a total not-to-exceed amount of \$1,578,364.79. All other terms and conditions of the Contract are per the City's standard contract language and as provided in the Request for Proposals.

**Attachments:** Exhibits A (Scope of Services )  
Exhibit B (Fee Schedule showing breakdown of maximum indebtedness)

**CC:** Alex Baker, PSEC Specialist

## SCOPE OF SERVICES/PROJECT REQUIREMENTS

**1. Develop program operating standards which will ensure compliance with the State of Florida rules as set forth in Chapter 65D-30, Florida Administrative Code, or its successors. Program operating standards will additionally be subject to approval of the Office of the Sheriff and the Social Services Division.**

The policies and procedures for the components of the Corrections Program are written to meet or exceed the requirements of Florida Administrative Code (F.A.C.) 65D-30. In addition, these standards also conform to international accreditation standards and have been approved by JSO and the Program Manager, Social Services Division. Program manuals and materials are reviewed annually to ensure continued compliance with the terms and conditions of the contract, state licensure rules and national accreditation standards.

**Employ a qualified supervisor and the necessary professional/clerical staff whose hiring must be approved in advance by the Chief, Assistant Chief, CTC, or designee, and the Program Manager, Social Services Division.**

River Region Human Services has, and will continue to employ qualified professional staff for the three components of the Corrections Program. The City's Contract Manager and the Jacksonville Sheriff's Office Program Manager and Administrative Lieutenant have approved all staff before employment. Hiring practices currently in place require that the previously listed team interview each candidate for employment in the Corrections Program prior to being hired. Selection of the most qualified candidate is made at this level and is submitted to the RRHS Human Resources Department for review and reference checks. The package is then forwarded to the Executive Council that is composed of the agency's Executive Team of Vice Presidents, Senior Directors and the CEO for final hiring authorization. Level II background screening, original source verification of credentialing, and drug testing are required for every applicant. Each new employee must also complete a thorough and comprehensive orientation.

A total of 31 RRHS professional staff are associated with the Corrections Program, where 58.6% of the Professional Staff Members hold a Bachelor's Degree and 17.2% hold a Master's Degree, and 20.6 % are Certified Addiction Professionals. Professional staff that is not already certified by the Florida Certification Board, or equivalent, is actively pursuing Florida certification. All personnel have had, and continue to receive advanced TC training on a regular basis. In addition, copies of the quarterly RRHS training calendar and other addictions related educational events are provided to the Jacksonville Sheriff's Office (JSO) officers that are assigned to the Therapeutic Community so they can participate in appropriate workshops when, and as needed. RRHS events are available to JSO personnel free of charge when there are no associated costs to the organization.

The program and staffing structure has been designed to meet all of the requirements set forth within the City of Jacksonville's RFP # P-58-17 and is described in detail elsewhere in this proposal. River Region is aware of and will comply with the requirement that no project position may remain vacant for more than 30 consecutive days, except in situations approved in writing by the Chief, Assistant Chief, CTC, or designee, and the Program Manager, Behavioral and Human Services Division. Employees of River Region Human Services' Corrections program comply

Exhibit 'A'

with all rules, regulations, policies, procedures, state statutes, and court orders relevant to the operational and security requirements of all JSO Department of Corrections facilities.

### **Criminal History and Background Checks**

A criminal history and personal background check is made for each applicant for employment. A condition of employment, River Region conducts a thorough pre-employment screening process to include a Level II background screening through DCF: a national criminal records review, drug screening, fingerprinting, TB testing, local criminal records review and previous employments verifications and education/credential verifications on all new hires. A Level II background screening through DCF is required and conducted for every employee every 5 years of employment, pursuant to the following Florida Statutes: 435.03(1), 393.0655 (1), 394.4572 (1)(a) and 408.809 (2). Applicants who do not pass the DCF screen are not considered for employment. The RRHS Background Check policy states:

The RRHS Human Resources Department follows the following procedures:

- A Level II DCF background screen is conducted on all new hires.
- A minimum of 2 professional reference inquiries are conducted covering at least the past two years. Personal references are also checked.
- Previous employment is verified.
- Original transcripts are required sent to us directly by the school; no copies are accepted, to verify education.
- All credentials are verified through the Florida Certification Board.
- An affidavit of good moral character is obtained.
- Local law enforcement checks are conducted on all new hires.
- Those employees who transport clients or operate a motor vehicle in conjunction with carrying out the duties of their job description undergo a review of their driving record.

### **2. Employee Drug and Alcohol Testing**

River Region Human Services has met the qualifications to be recognized as a “*Drug Free Workplace.*” Every candidate for employment submits to drug testing to ensure the absence of any illegal substance. Any candidate who tests positive for non-prescribed drug will not be hired. In addition employees of the organization are randomly tested for drug use and can be required to submit to urinalysis if evidence of impairment is observed. Any employee who tests positive for a non-prescribed drug will be terminated.

### **3. Institutional Operations, Safety and Security**

Corrections Program policies and procedures require RRHS staff to comply with the directions and instructions of institutional corrections personnel. In matters not specifically covered by the policies and procedures, employees are required to ask for clarification and/or approval from the administrative lieutenant or the Correctional Program Manager before taking

any action. RRHS employees are never allowed to give to, or receive from, any client any item, or to extend any favor or special consideration to any client. These issues are discussed from the time of the first interview and re-emphasized continuously. River Region views itself as a grateful guest of the Jacksonville Sheriff's Office and the City of Jacksonville, and we continually reinforce this with all of our staff.

#### **4. Searches of Employees**

RRHS staff employed in the Corrections Program are informed that they are subject to physical search of their persons and possessions including purses and briefcases by correctional staff. Staff is trained so that they readily understand corrections contraband requirements and work with corrections staff in preventing the introduction of all contraband into the jail system.

#### **5. Institutional and Inmate Access**

RRHS Corrections Program employees are only allowed institutional or inmate access during official program hours of operation and designated work periods. Exceptions to this practice require supervisory and JSO watch command or higher authority approval. It is frequently necessary for the Aftercare Case Managers to have after-hours access to pick up TC clients that are being released from incarceration. However, this activity never occurs without the consent and/or prior authorization of appropriate security personnel. RRHS is well aware of the inherent dangers of inmate contact.

#### **6. Employee Identification Badges**

RRHS employees assigned to the Corrections Program are required to wear JSO identification badges at all times while on duty inside of an institution. Employees are also required to dress and conduct themselves in a professional and business-like manner at all times. Personal hygiene and grooming are maintained at all times. Those employees who are not dressed appropriately or do not possess appropriate identification are sent home.

#### **7. Florida Model Jail Standards and Office of Sheriff General Order**

Each employee assigned to work in the Corrections Program has provided verification that they have received a copy of, read, and agreed to remain familiar with the "*Rules of the Florida Model Jail*" Standard. Each staff member has agreed to fully conform to, and comply with, all of the provisions set forth within that document while paying special attention to Chapter 3 governing Employee Regulations. Additionally, each RRHS Corrections Program employee has also provided verification that they have received a copy of, read, and agreed to remain familiar with and comply with Jacksonville Sheriff's Office Order 440, which presents regulations governing dress and personal appearance. Employees who are hired to work under this contract in the future will also provide the same or equivalent verification.

#### **8. Denial of Access**

Each Corrections Program employee has been informed that the JSO Director of Jails and Prisons, or any institutional Chief or Assistant Chief can deny him or her access to any correctional institution. Said denial may be made with, or without cause when it has been determined by the Office of the Sheriff and/or the Behavioral and Human Services Division of the City of Jacksonville that such action is in the best interest of the above parties. River Region

has, and continues to agree to hold the City of Jacksonville and its entities harmless in this matter.

#### **9. Service Provision Schedule**

River Region Human Services currently provides, and will continue to offer, intensive and innovative substance abuse treatment including individual and group therapy, education classes, meetings, assemblies and other activities for a minimum of 13 hours between 7:00 a.m. until 8:00 p.m., Monday thru Friday. On weekends, a staff member must be present onsite from 8:00 a.m. to 12:00 p.m. Saturday and Sunday. Family group sessions are held on Monday night at the TC.

The Corrections Services Director is, and will continue to be, available by cellular phone 24 hours per day, seven days per week. Advance written notice is provided to JSO supervisory personnel upon any occasion of the TC Manager's absence. When the Director is absent, the Senior Director serves in that capacity and is also available by cellular phone. All program managers have a cellular phone.

#### **10. Cross-Training Activities of Corrections Personnel and RRHS Program Staff**

River Region Human Services has developed, and will continue to offer and coordinate cross-training of all program staff and corrections personnel. Differences in approaches to inmates are discussed and resolved as a part of this process and events are proposed and developed in conjunction with JSO supervisory personnel and the Contract Manager. Cross-training is of vital importance to the continued successful operation of the program and is a "value added" item provided by River Region at no extra expense to the contract.

Cross-training of Jacksonville Sheriff's Office personnel and River Region Human Services Corrections Program staff is accomplished through a variety of mechanisms. JSO officers attend and participate in RRHS staff meetings and JSO supervisory staff and RRHS management and supervisory personnel meet monthly to address programmatic and individual treatment issues, problems, and needs. Cross-training also occurs during the process of the screening committee reviews of applications for admission into the TC and throughout the treatment process. Additionally, this training is conducted during new employee interviews.

RRHS Corrections Program staff has conducted "roll call" training on several occasions for JSO employees and RRHS has also provided immersion training for all officers at the CTC. Another joint JSO/ TC immersion training is scheduled to occur by the end of this year. All RRHS Corrections Program employees are required to complete JSO orientation and participate in monthly cross-training. Other training is developed and conducted as needs are identified with JSO and/or River Region personnel.

TC training and orientation have been provided by River Region Human Services Corrections Program personnel with JSO Officers. The Officers are then eligible to participate in appropriate workshops to expand their knowledge and skill base as necessary and appropriate. JSO officers qualify to attend RRHS training events free of charge when there are no associated costs to the organization.

An example of cross-training activities is working with cadets. For at least the last five years, a great partnership with JSO cadets has developed by teaching cadets more about addiction, mental health issues, and how these are factors to be aware of when encountering individuals in the community. This relationship also informs cadets about our program so that

when they do encounter people in the community in need, they can refer them to RRHS if they are arrested. The cadets appear to enjoy the TC tour and observation of clinical activities. RRHS staff welcomes the new cadets every three to four months.

In addition, on a regular basis, various court officers visit the TC and receive information/education regarding the program as well as having any questions they may have answered. This is seen as critically important because it is vital to have this program integrated within all components of the criminal justice system. This is also the reason that countless presentations have been made to judges and attorneys.

## **11. Staff Training**

All River Region Human Services personnel receive annual training and participate in staff development events that meet or exceed the requirements of Florida Administrative Code (F.A.C.) 65D-30. RRHS employs a Vice President of Human Services and Training who is responsible for managing employee competency for the organization. Events are planned and conducted year-round based upon individual need and the specific requirements of employee positions. In addition, many RRHS program staff are allowed to attend professional training and education events outside of the organization such as the annual Florida School of Addictions Studies and the annual Florida Alcohol and Drug Abuse Conference.

## **12. Responsibilities related to the education/information component at each correctional facility**

- **Recruit inmates.**

Education Specialists recruit inmates in the general population for admission to the classes provided as a part of the Corrections Program contract and for admission to the TC. Clients can be sentenced or un-sentenced offenders and frequently include those who are awaiting placement into treatment. Classes are conducted according to a schedule approved by JSO supervisory personnel, as space is available at the jail, the CTC and Montgomery Correctional Center. Security issues affect the number of classes held and RRHS staff has learned to adapt to the needs of the institutions. These employees provide classes 5 days per week between 7:00am and 8:00pm, Monday thru Friday. This enables the program to consistently meet contract requirements of maintaining the 135 bed Therapeutic Community (TC) occupancy with a waiting list.

Classes taught by the Education Specialists provide information concerning self-help and community resources. Lesson plans will continue to be reviewed annually to ascertain their continued relevance and to ensure that they are producing the desired outcomes. Lesson plans include such topics as:

- Abuse and Violence
- Addiction and Recovery
- Alcohol and Alcoholism
- An Overview of Substance Abuse and Dependency Treatment
- Assertiveness, Denial and Anger
- Pharmacology
- Co-Dependency
- Communications

- Healthy Family Systems
- Feelings
- Healthy Lifestyles
- HIV and AIDS
- Relapse and Preventing Relapse
- Self-Help Groups
- Spirituality
- The Process for Change
- The Twelve Steps of Recovery
- An Overview of Mental Illness

- **Provide treatment resource information, self-help, and other community resource information.**

One of the keys to the success of the Education component is how widespread the knowledge of the program is in each of the three institutions. The Education Specialists had 21,974 contacts over the past 12 months. With these contacts, Education Specialists have been able to provide treatment resource information, self-help, and other community resource information to the general population of inmates.

- **Coordinate with Court Services (TASC) and other agencies for systematic referral of inmates to the in-jail treatment unit and to other relevant justice system agencies and programs.**

An advantage of RRHS' Program is that the Senior Director of Court Services oversees the Correctional Program, TASC and several Drug Court programs, providing a built-in referral system. In the past year, Education Specialists made 3,742 referrals to the in-jail treatment unit and to other relevant justice system agencies and programs.

- Utilizing its intimate knowledge and strong relationships with all components of the Duval County Criminal Justice System, River Region created the Court Liaison position to act as the key coordinator between the courts, attorneys, State Attorneys and JSO. This position ensures that the courts will incorporate a requirement for addictions treatment into the final disposition of cases where the offender has been clearly identified as being substance dependent.

**13. Develop a comprehensive, innovative, effective, and evidenced base multi-model approach to treatment, subject to approval by the Chief/Assistant Chief, CTC, or designee, and the Program Manager, Social Services Division, which will address the participants' problems from a structured and holistic perspective and approach. The following principles/interventions/procedures are required prior to and during treatment.**

***Establish criteria for selection of treatment program participants in coordination with Chief/Assistant Chief, the CTC or designee, and the Program Manager, Social Services Division.***

The admission criteria used to select treatment program clients has been approved in coordination with the Chief, Assistant Chief, CTC, or designee, and the Program Manager, Behavioral and Human Services Division. Inmate screening is designed to cover three distinct areas of concern:

- I. Is the applicant substance dependent according to DSM 5 criteria?
- II. Will the offender be able to function adequately in the TC?
- III. Is the individual appropriate for confinement in a minimum security corrections facility?

The RRHS Admissions Specialist prepares the files daily and presents them to the Corrections Services Director for clinical review. Those cases that are found to meet all of the admission criteria for the program are then passed to the Administrative Lieutenant and then to the JSO Programs Director for review and approval. The Assistant Chief of the CTC performs the final review and approval for those individuals who have been determined to be clinically appropriate for admission into the TC.

Court-ordered inmates can be rejected but only after the judge who issued the order is informed of the reason(s). Additionally, any applicant who is not accepted into the program is informed of the reason(s) for their rejection and referral information is provided to assist him or her in obtaining the assistance needed and/or desired.

The steps for treatment selection are as follows:

- A. Potential Client Identification. Inmates enter the screening process through self-referral, court order, or referral from the Jacksonville Sheriff's Office; the courts, other organizations or agencies or from their families. Self-referrals are accomplished through four mechanisms:
  - a. By verbal request to the Court Liaison via their attorney or public defender
  - b. By verbal request to an RRHS Education Specialist
  - c. By verbal request to any Corrections Officer
  - d. By written request via an "Inmate Request Form"
- B. Potential Client Screening. The Court Liaison logs each referral and a folder is created. The Specialist then requests a criminal history check and an Education Specialist is assigned by the Senior Education Specialist to complete the screening within 24 hours. The Education Specialist then meets with the applicant and completes a "Client Data Form (CDF)"; treatment agreements and consents; a program application form; and the necessary consent for release of information forms. The GAIN Short Screener (SS) is an evidence-based screening tool that serves as a short screen for general populations to quickly and accurately identify clients who have one or more behavioral health disorders (e.g., internalizing or externalizing

psychiatric disorders, substance use disorders, or crime/violence problems), and would benefit from further assessment or referral for these issues. It also rules out those who would not be identified as having behavioral health disorders. Completed forms are then delivered to the Court Liaison within 24 hours of the appointment.

Next, the Admission Specialist obtains a copy of the institutional file which includes sentencing documents, records of administrative confinements, incident reports, disciplinary reports and any other documents evidencing institutional adjustment capabilities. These documents are placed in a screening folder along with the RRHS forms completed by the Educational Specialist

C. Review by the *Screening Committee Members*.

The Inmate Screening Committee either individually or as a group determines admission to the Therapeutic Community (TC) and is composed of the following:

- a. The Assistant Chief of the CTC
- b. The JSO Programs Supervisor
- c. The CTC Administrative Lieutenant
- d. The Corrections Services Director

The members of the committee review each applicant's screening folder and note on the screening cover sheet whether the inmate should be accepted or rejected. If the applicant is rejected, an additional note is made as to the reason for the rejection and the individual and the referring individual or group is formally notified.

Admission and Exclusionary Criteria for the TC are as follows:

- a) Male or female 18 years of age or older.
- b) Resident of Duval County.
- c) Primary diagnosis of alcohol and for other drug dependence.
- d) Stabilized on medications (if in need of medication).
- e) If taking prescribed medications, the medication must not prevent the cognitive or physical ability to participate in the program.
- f) The applicant must have the mental capacity to grasp the concepts of the program.
- g) The applicant must be appropriate for housing at the CTC.

Priority for admission to the program is determined by the following criteria:

1. Intravenous Drug Users and Pregnant Postpartum Females
2. Drug Court Referrals
3. Court-Ordered Clients with probation following incarceration.
4. Habitual Misdemeanant Offenders (HMO)
5. Court-Ordered Clients without probation following incarceration.

6. Volunteers
7. Readmissions (Clients not removed from the program for disciplinary reasons during their first treatment episode)
8. Readmissions (Clients removed from the program for disciplinary reasons during their first treatment episode)

If, during the screening process, it is determined that the applicant has received mental health or drug treatment within the preceding year, a release of information form is completed to allow RRHS to contract the previous provider. A formal request for copies of the prior treatment record or a treatment summary is then mailed to that organization. Recent treatment records from any River Region program are also used as a part of this process. Once accepted for admission, transfer into the program is arranged through JSO personnel. When the new admission arrives, the counselor completes the bio-psychosocial assessment (example located under Tab 7 of this proposal) and schedules the new admission for orientation to the program.

*Provide comprehensive, instrument-based screening and clinical assessment to evaluate each participant's mental status, severity of substance use disorder and any other significant biopsychosocial problems, and obtain an extensive history of all previous alcohol-and-other (AOD) behavior/consequences. Criminal histories for each treatment candidate will be obtained by JSO correctional personnel. Assessment and other diagnostic instruments to be utilized should include the Addiction Severity Index (ASI), or equivalent. Respondents to this solicitation should include samples of all proposed assessment instruments planned for use in treatment. Instruments to be utilized shall be added as necessary and upon request of the Program Manager, Social Services Division. Screening and arrest data shall also be maintained for a comparable non-treatment control/comparison group. Data for both treatment and non-treatment groups shall be maintained and evaluated by the contractor for purpose of outcome evaluation.*

*The contractor shall develop and implement an internal program of process evaluation, whereby objective, instrument-based and other criteria are utilized to assess the degree of skills and knowledge acquisition and behavioral change in areas related to treatment, psychological and cognitive functioning, counselor ratings of inmate progress, along with inmate satisfaction with the treatment program.*

*All data produced by the internal evaluation system, along with all client arrest and screening/assessment data, shall be recorded by the contractor in a computerized electronic database and shall be furnished by the contractor to the Department of Corrections and to the Social Services Division, upon request, in order to gauge success towards achievement of treatment goals and for outcome evaluation of the impact of treatment. The contractor shall analyze at least annually the client data and outcome data produced from this project in order to make recommendations to the City regarding changes in the ongoing operation and/or structure of the program based upon the results of said analysis. The electronic database program/application and format utilized shall be subject to approval by the Program Manager, Social Services Division.*

River Region uses the GAIN Short Screener (GAIN-SS) (example located under Tab 7 of this proposal) as our evidence-based screening tool. The 5 minute GAIN Short Screener (GAIN-SS) is designed primarily to accomplish three purposes: It serves as a short screen for general populations to quickly and accurately identify clients who have one or more behavioral health disorders (e.g., internalizing or externalizing psychiatric disorders, substance use disorders, or crime/violence problems), and would benefit from further assessment or referral for these issues. It also rules out those who would not be identified as having behavioral health disorders. It also serves as an easy-to-use quality assurance tool across diverse field-assessment systems for staff with minimal training or direct supervision.

The GAIN-SS is a short and accurate assessment that can be used with minimal training, is easy to score and covers a wide range of behavioral health problems. The latter is important because at the screening level, referrals are often "general," mental health issues are increasingly common, and typically people present with multiple problems. Another desired outcome is that screening should ideally be sufficient not only to identify those who need more detailed assessment/treatment, but also a sub-clinical or lower severity group for whom a brief intervention might be appropriate. In addition to positively impacting the host behavioral health system, introducing such a short, accurate, easy-to-score, wide-ranging screening system also improves the number and appropriateness of people who are being referred to treatment.

**ASAM PPC-2R** - The substance abuse field has made substantial progress over the past decade in developing a formal structure that systematically organizes commonly used treatment interventions. In an ongoing effort to establish national standards for defining (1) a continuum of substance abuse prevention, treatment, and rehabilitative services; and (2) a set of admission, continuing care, and discharge criteria for each level of service intensity, ASAM, with nationwide input from treatment professionals and others, has been developing Patient Placement Criteria for the Treatment of Substance-Related Disorders.

The ASAM Patient Placement Criteria for the Treatment of Substance-Related Disorders, (Second Edition - Revised): (ASAM PPC-2R) was released in April 2001. The ASAM PPC-2R provides two sets of guidelines, one for adults and one for adolescents, and five broad levels of care for each group. The levels of care are: Level 0.5, Early Intervention; Level I, Outpatient Treatment; Level II, Intensive Outpatient/Partial Hospitalization; Level III, Residential/Inpatient Treatment; and Level IV, Medically-Managed Intensive Inpatient Treatment. Within these broad levels of service is a range of specific levels of care.

For each level of care, a brief overview of the services available for particular severities of addiction and related problems is presented; as is a structured description of the settings, staff and services, and admission criteria for the following six dimensions: acute intoxication/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 environment.

The diagnostic terminology used in the ASAM PPC-2R is consistent with the most recent language of the American Psychiatric Association's Diagnostic and Statistical Manual of Mental Disorders DSM 5. The "unbundling" of clinical services is addressed, recognizing that these services can be and often are provided separately from environmental supports. With unbundling, the type and intensity of treatment is based on the patient's needs and not on limitations imposed by the treatment setting. Criteria are also included which attempt to match a

patient's severity of illness along Dimension 1 (Acute Intoxication and/or Withdrawal Potential) with five intensities of detoxification service.

The RRHS Corrections Program completes an ASAM PPC-2R for each person admitted into the TC. An ASAM PPC-2R is also completed for each new admission into the Aftercare-Case Management component of the program.

River Region began using Credible, our electronic health record system on October 1, 2016 which contains a complete and comprehensive biopsychosocial assessment that is completed during a face-to-face structured interview, which is used to identify goals and objective for individualized treatment and to determine ASAM level of treatment need.

This comprehensive biopsychosocial assessment includes all of the following:

- a) Presenting problem/primary complaint
- b) Reason seeking evaluation
- c) Family/ Social/ Peer History (including trauma history)
- d) School/Work/Military History
- e) Medical History
- f) Alcohol/Drug History and Summary
  - 1. Frequency and amount
  - 2. Drug and alcohol of choice
  - 3. History of all substance use/misuse/abuse
  - 4. Use patterns
  - 5. Consequences of use (physiological, interpersonal, familial, vocational, etc.)
  - 6. Periods of abstinence/when and why
  - 7. Tolerance level
  - 8. Withdrawal history and potential
  - 9. Influence of living situation on use
  - 10. Addictive behaviors (e.g., gambling)
  - 11. IV drug use
  - 12. Prior SA evaluations and findings
  - 13. Prior SA treatment
  - 14. Client's family chemical use history
- g) Legal History
  - 1. Criminal history and other information
  - 2. Drug testing results
- h) Psychiatric/Behavioral History
  - 1. Previous mental health diagnoses
  - 2. Prior mental health treatment
- i) Clinical Impression
  - 1. Summary of evaluation
    - a. Behavior during evaluation (agitated, mood, cooperation)
    - b. Discrepancies of information provided
  - 2. Diagnostic impression (including justification) in accordance with DSM 5 criteria for substance use and other behavioral health disorders.
  - 3. Strengths of client and family identified.

This instrument meets all clinical, CARF and State of Florida requirements.

An extensive internal process and outcome evaluation is continually conducted to determine if the various components of the program are implemented in a manner that was planned and to determine if the results of the services are as expected, i.e., meeting both the contracts and River Region's expectations. In addition, a review is conducted of clients denied access for services to ascertain trends or patterns that can be addressed programmatically. The RRHS Program Evaluation Department and Utilization Management team complete this evaluation and review. The Quality Improvement Council, Senior Managers and the Board of Directors review reports. The most recent River Region evaluation of the program is incorporated in this package.

The Corrections Services Director and each of the senior staff positions in the various components of the Corrections Program are constantly encouraged to evaluate their unit and to work with their staff in proposing innovative and creative approaches to the treatment of substance abuse dependency and mental health disorders in a corrections environment. Finally, several external evaluations were conducted to determine the program's effectiveness and efficiency and to determine the level and degree of innovative and comprehensive approaches employed in the provision of treatment services.

In addition to the RRHS outcome evaluation reports, the organization also completes a peer review by having the manager of another River Region treatment program conduct a clinical review of a sample of treatment records. The Corrections Services Director and the Senior Director of Court Services then review the resulting report. Improvements and adjustments to the program are made as needed.

The Corrections Services Director regularly monitors program quality and quantity by observing the services provided by the Education Specialists, Counselors and Case Managers. This practice also includes observing the Court Liaison as she carries out her duties. The Therapeutic Community Clinical Supervisor routinely and regularly monitors the seminars and groups offered by the program counselors. Reports of program performance and outcomes are reviewed in the monthly interagency meeting that is attended by the Senior Director of Court Services, Chief of Corrections, Component Supervisors, the RRHS Corrections Services Director, the City of Jacksonville Contract Manager, and key Jacksonville Sheriff's Office personnel. The Chief of the Community Transition Center chairs this managerial and oversight meeting.

Specific elements of the evaluation design include the following. This system is designed to determine whether program objectives are being met

1. **Successful Completion Rate:** At present, program success rates are reported to the city on a monthly and annual basis. As required, the success rate can also be determined for minority or special needs populations through the use of our database. The Corrections Program has consistently maintained a higher successful completion rate than required by the contract.
2. **Coordinate post-release services for successful clients in the Therapeutic Community (TC):** River Region has an established record for successful Corrections Aftercare Case Management services. Credible, the electronic health record system, documents all activities and outcome including the number and type of contacts, the activities of the program client, urinalysis results, re-arrest reports, the number and types of

referrals and linkages made each month, etc. This data is being used to determine program outcomes.

3. Unit Activity Report documents substance abuse treatment and education and referral services information: This data is presently being reported in the monthly Substance Abuse Education/Information Report and includes the number of classes offered on the various floors and sections of the three jail facilities and the number and types of clients in these classes. Additionally, information is included concerning the screening and counseling activities of the Education Specialists.
4. Intake and Assessment: River Region collects all of the required intake/assessment elements required within the RFP. The information from the Client Data Form (CDF) is also being recorded and used in program evaluations and outcome studies as required.
5. Determination of Client Progress: Credible is used to determine client progress while in treatment. Treatment plan reviews are conducted monthly where the counselor and client evaluate client's progress. Urinalysis samples are taken regularly and each counselor evaluates each client's treatment progress weekly.
6. Client Satisfaction: The RRHS Client Satisfaction Survey is routinely and regularly conducted agency-wide for all active clients. This "snapshot survey" is processed through River Region's Utilization Management Committee. Information obtained from this process is used to improve services and increase treatment access.
7. The Corrections Program Wait List Report: This monthly report provides information concerning the numbers and types of Clients awaiting admission into the Therapeutic Community (TC).
8. Aftercare Case Management Client Report: This monthly report provides data concerning the number and types of referrals and linkages and other services provided by the Aftercare Case Managers. It also documents the activities of all program clients. Outcome Evaluation Report: This detailed and complex report provides data concerning the pre- and post-discharge outcomes of the Corrections Program. It is published annually and includes an overview and summary of the number and types of individuals served and the post-discharge outcomes and satisfaction of program clients.

The program also conducts surveys periodically throughout the year to obtain feedback from the clients on what they are learning and their satisfaction with the program, what they are being taught, the environment and the quality of the staff. These surveys are analyzed and reviewed in our yearly presentation to JSO and the City of Jacksonville's Behavioral and Human Services Division Contractor on accomplishments, goals and objectives met for the year. River Region also conducts follow-up surveys with our clients six months after their release from our program.

However, as stated earlier, the program evaluation is included in another section with the results of many different aspects of the program and the clients served.

***Formulate clearly stated program rules, guidelines, and sanctions to govern client/inmate behavior. These rules are subject to approval of the Chief/Assistant Chief, CTC, or designee, and the Program Manager, Social Services Division.***

Program rights, rules, guidelines, expectations and sanctions were developed in concert with the Contract Manager and JSO supervisory personnel. Each participant in the program is provided with a copy of the Therapeutic Community Member Handbook which is theirs' to keep throughout and after completion of the TC portion of the program. There are 3 categories of rules: Cardinal, Major and General.

**Cardinal Rules:**

RRHS Staff and JSO must be immediately made aware of any violation of Cardinal Rules. Violators will result in dismissal from the Matrix House Program with no consideration for possible return.

1. **Sex** – no sex, sexual contact, or actual sex acts between a TC member and any other person regardless of gender combination.
2. **Drugs** –no distribution of drugs, alcohol, tobacco or mood altering chemicals.
3. **Violence** – no acts of actual violence or aggressive physical contact.

**BREAKING OF ANY OF THESE RULES CAN RESULT IN IMMEDIATE DISCHARGE FROM TREATMENT. KNOWLEDGE OF ANY RULE BEING VIOLATED IS JUST AS SERIOUS AS VIOLATING THE RULE ITSELF UNLESS IT IS REPORTED IMMEDIATELY!**

Only prescribed and approved medication will be used or possessed by any individual while in the treatment program at any time.

**Major Rules:**

Result in a Counselor Referral

JSO must be informed of all actual threats.

RRHS Staff must be made aware of any violation of a major rule unless otherwise specified.

The following behaviors will not be allowed:

1. Use or possession of tobacco products (including chew, dip, snuff, butts, etc.), alcohol, drugs or misuse of medications will result in a staffing and may result in removal from the program.
2. No inappropriate physical contact: rubbing back, arms, neck, leg, etc.
3. No suggestive sexual language or language about having sex here: talk of planning, implying or propositioning for sex to take place while incarcerated.
4. No direct threats of violence, actual threat (e.g. 'I am going to get you.')-> must be reported to JSO and RRHS staff immediately.
5. No behavior to provoke violence, talk or action (e.g. fist hitting hand gesture, 'let's take this outside,' 'I'll handle you later,' 'I'll see you on the streets,' etc.)
6. No rough housing / horse play (e.g. consensual jokingly pushing around, stepping on heels of shoes, etc.) where possible personal injury could occur.
7. No racial slurs – talk or action that would imply racial prejudice or sexual orientation harassment or bias.
8. Do disrespect to JSO or RRHS staff, including lying to staff.

9. No inappropriate contact (fraternization) between males and females (or same gender) TC members and / or non SAT residents (unauthorized verbal, nonverbal, or written communication)

NOTE: Cardinal and Major Rules are serious offenses and must be addressed accordingly. Having unreported 'knowledge of' or withholding information are serious offenses and will be addressed accordingly. The community will recommend consequences based on the flow chart with staff approval and guidance.

The general rules and additional guidelines are included in the Member Handbook. (The reviewer's attention is directed to the Member Handbook located under Tab 10, the program policy and procedures documented in the Matrix Standard Operating Procedures (SOP) Manual located under Tab 10, and RRHS' Clinical Services Policies and Procedures Manual located in Tab 9 of this proposal.)

*Incorporate the following essential concepts into the proposed design and operation of the Therapeutic Community treatment unit:*

- *use of participant roles*
- *use of membership feedback*
- *use of membership as role models*
- *use of collective formats for guiding individual change*
- *use of shared norms and values*
- *use of structure and systems*
- *use of open communication*
- *use of relationships*
- *use of language*

*Incorporate the following components into the proposed design and operation of the Therapeutic Community treatment unit:*

- *community separateness*
- *a community environment*
- *community activities*
- *peers as community members*
- *staff as community members*

*A structured day*

- *phase format*
- *work as therapy and education*
- *TC concepts*
- *peer encounter groups*
- *awareness training*
- *emotional growth training*
- *planned duration of treatment*
- *continuance of recovery*

The Corrections Therapeutic Community (TC) provided by River Region Human Services at CTC is an intensive and highly structured residential drug treatment program for

chronic, habitual alcohol and other drug dependent individuals who have usually failed in other levels of care and who have experienced multiple arrests and convictions due to their drug and alcohol use. These core elements include, but are not limited to:

• Community Activities	• Use of Open Communication
• Peers as Community Members	• Use of Relationships
• Staff as Community Members	• Use of Language
• A Structured Day	• Community Separateness
• Phase Format	• Community Environment
• Work as Therapy and Education	• Use of Client Roles
• TC Concepts	• Use of Collective Formats for Guiding Individual Change
• Peer Encounter Groups	• Use of Client Roles
• Awareness Training	• Use of Membership Feedback
• Emotional Growth Training	• Use of Members as Role Models
• Planned Duration of Treatment	• Use of Shared Norms and Values
• Continuance of Recovery	• Use of Structure and Systems

The length of stay in the TC has been directly correlated to successful treatment outcomes with clients who remain in treatment longer than 12 months evidencing the greatest likelihood of remaining substance free. Therefore, the design of the Corrections TC is maximized at four months followed by one year of intensive Aftercare-Case Management services, offering a 16-month continuum of care to each client.

The TC views drug use as a symptom of profound problems of personality; criminal thinking; social maladjustments; inadequate interpersonal skills; deficient educational skills; and few (if any) marketable job skills. The TC attempts to provide a supportive environment that serves to raise the clients' awareness of the role that their problems play in contributing to their drug and alcohol abuse and other maladaptive behaviors. The various elements of the TC (e.g. community meetings, group and individual therapy, rule setting and enforcement, rewards, and work) allow the member to develop (often for the first time) healthy thinking patterns, and to acquire sound interpersonal, educational, and vocational skills. The TC also provides the opportunity for the individual to develop psychological, moral, and social strengths that are fundamental to living a drug and crime-free life.

TC's originated as a "pure" self-help modality developed by recovering addicts and over time it has become widely accepted as an effective treatment approach; especially within correctional institutions. The TC atmosphere is informal and communal while being thorough, highly structured and comprehensive in nature. Originally, TC staffs were comprised of primarily recovering addicts. As time progressed, most TC's began to include more professionals as a part of the treatment team. Recovering individuals that have completed the River Region TC remain an essential and core element of the program. Many of the River Region TC graduates are active members of the Alumni Association and active as positive role models for present clients. Over the past five years approximately twenty percent of River Region TC staff has been comprised of TC graduates. Additionally, JSO Officers assigned to the program are included as an integral and essential element of the TC and are involved in all aspects of the community.

Staff and resident roles in these programs are hierarchical in structure, with an explicit chain-of-command. New clients of the community are assigned to work teams and are responsible for specific tasks. As residents demonstrate increased competency and growth, they move up the hierarchy, earning positions with improved status and privileges. These rewards are designed to be reinforcing to the recovery process. It demonstrates to TC clients that they can improve their life situation by their own efforts. Incentives have been clearly demonstrated to have the most significant impact in changing behavior. A tiered or phase system that allows for promotional movement through the hierarchy of the TC is provided to enhance this process for all clients.

Applicants admitted to the program receive a complete orientation including a handbook to guide them through the treatment process and each client progresses through a phase system. The TC program phases include: Phase I – Orange, Phase II – Light Blue, Phase III – Gray and Phase IV – Dark Blue.

Phase advancement occurs during the weekly clinical staffing with community participation. Counselors recommend movement based upon completion of specific criteria for each program level and after the TC member has obtained approval to apply for movement from his or her peers. Responsibilities and privileges increase as the individual progresses in the community.

**Structured Activities.** A series of structured activities are provided throughout the course of treatment which includes:

- a) **Community Meetings:** These are the first meetings of the day and present the daily schedule, resident appointments, assigned learning experiences, and general announcements. A morning meditation and reading from the “24 Hours a Day” book also occurs, as does the reciting of the community pledge and creed.
- b) **Seminars:** These special learning sessions are presented by staff or other TC clients and cover a broad range of relevant topics that are important to the community and the recovery process.
- c) **Individual Counseling:** Individual Counseling occurs with the assigned primary counselor at least once each week. The purpose of this session is to determine the progress made in meeting the individualized goals and objectives that have been developed with the TC member’s input and included in the individualized treatment plan.
- d) **Group Therapy:** Group Therapy occurs daily and allows the residents of the program to work together on problem resolution, attitude examination, and developing and understanding the relationship between thinking, beliefs, feelings and emotions that contributes to positive and healthy living. Group sizes are limited to a maximum of ten clients to maximize member participation.
- e) **Family Contacts:** These events are designed to assist families in understanding the issues involved in alcohol and other drug dependency and recovery. Topics covered include family dynamics, enabling behavior, denial, and personal growth. The goal of family services provided during and after the TC experience is to promote successful family reintegration.

- f) **Peer Encounter Groups** – Another new addition to the program, Encounter Groups, are experiential in nature to meet specific needs of the clients. These groups are educational and positive while engaging clients in non-standard techniques. The groups include music, art, conflict resolution, anxiety-stress management and more. These are unique because of the emphasis on role playing which forces the clients to take an honest look at their attitudes and behaviors.
- g) **Continuance of Recovery (Step Group):** These events familiarize the program member with the 12 Steps of recovery and the role of self-help groups such as Alcoholics Anonymous and Narcotics Anonymous in continuing recovery.
- h) **AA/NA Meetings:** These meetings provide support, encouragement and fellowship to clients. They also serve to form a link or bridge to the community that should extend beyond treatment. Weekly meetings are provided within the TC and community-based meetings are provided for those clients who have achieved Re-Entry phase status. A major innovation over the past few years is to develop temporary sponsors who take their “sponsee” to a meeting. The temporary sponsor must clear all JSO security measures.
- i) **Work Detail (work as therapy):** These daily job assignments help to ensure order and cleanliness of the facilities. Each member of the community participates in cleanup and completes tasks assigned by the TC staff. In addition, it’s an introduction to structured work which many clients never experienced before.
- j) **TC Structure:** These ‘official’ positions within the community provide the community chain-of-command and offer TC clients learning experiences in structured daily living, responsibility and accountability. The community with TC staff member participation and approval elects community ‘officials’.

**14. Utilize a group treatment format to allow for the support and confrontation necessary in the recovery process. The client-to-counselor primary caseload ratio shall not exceed 15:1. The maximum number of clients in a group therapy session shall not exceed 15.**

River Region adheres to Florida Statue 65D-30 guidelines that require Day/Night counselor caseloads not to exceed 15 clients. Therefore, RRHS has operated with 9 counselors since the program increased to 135 clients which is a 15:1 ratio. River Region will continue to ensure that the 15:1 ratio is not exceeded. The Therapeutic Community (TC) utilizes a group therapy treatment format to allow for support and confrontation as appropriate during the treatment episode. Group Therapy occurs daily and allows the residents of the program to work together on problem resolution, attitude examination, and developing an understanding the relationship between thinking, beliefs, feelings and emotions that contributes to positive and healthy living. Group sizes are limited to 15 clients. A wide variety of groups are meeting the specific needs of the program clients.

**15. Develop a highly structured schedule of activities, five days a week, to include assigned duties within the TC and the male and female dorms, recreational activities, educational classes, films, workshops, seminars, outside support groups and guest speakers, relapse**

**prevention, domestic violence, AIDS education, self-help groups (NA, AA), etc. The schedule will incorporate mandatory correctional activities including outside/inside community service work by program participants, daily recreation, on-site self-help groups, etc. The schedule will be subject to the approval of the Chief/Assistant Chief, CTC, or designee, and the Program Manager, Social Services Division.**

River Region has always been able to adapt its schedule according to security or contractual changes. River Region's present schedule meets all contractual obligations. This schedule ensures that River Region exceeds this RFP's requirements. It has already been approved by all who need to do so. It should be noted that River Region also includes the external organizations that we work closely with in this schedule. This is a very structured schedule that consists of activities, seven days a week, to include assigned duties within the TC and the male and female dorms, recreational activities, educational classes, films, workshops, seminars, outside support groups and guest speakers, relapse prevention, domestic violence, AIDS education, self-help groups (NA, AA), etc. The schedule incorporates mandatory correctional activities including outside/inside community service work by program clients, daily recreation, on-site self-help groups, etc.

# TC SCHEDULE

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
4:30	Wake Up	Wake Up	Wake Up	Wake Up	Wake Up	Wake Up	Wake Up
5:30	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
6:00	AM Assembly	AM Assembly	AM Assembly	AM Assembly	AM Assembly	AM Assembly	AM Assembly
6:55	Inspection	Inspection	Inspection	Inspection	Inspection	Inspection	Inspection
7:00	Study Time	Study Time/ DV Class	Study Time	Study Time	Study Time/ DV Class	Study Time	Study Time
08:15 -10:00	SEMINAR			SEMINAR	Support Group		
10:30	Free Time	Free Time	Free Time	Free Time	Free Time	Free Time	Free Time
11:15	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch
11:45	Free Time	Free Time	Free Time	Free Time	Free Time	Free Time	Free Time
12:15- 2:15	GROUP/SEMINAR			GROUP	Relapse Prevention	Visits/ Free Time	Visits/ Free Time
2:30-3:30	Free Time Aftercare Group RRHS Staff Meeting	FULL TC MH- Group 3:00 - Yoga	Bridge/ Community Concerns	GENDER TC	Work Crews	Visits/ Free Time	Visits/ Free Time
5:00	Free Time	Free Time	Free Time	Free Time	Free Time	Free Time	Free Time
5:30	Free Time	Free Time	Free Time	Free Time	Free Time	Free Time	Free Time
5:45	DINNER	DINNER	DINNER	DINNER	DINNER	DINNER	DINNER
7:00	PM Assembly	PM Assembly	PM Assembly	PM Assembly	PM Assembly	PM Assembly	PM Assembly
8:00	FAMILY NIGHT	GED	Free Time	GED	Free Time	Free Time	Free Time
		Free Time	NA Meeting	Free Time	Bible Study	AA Meeting	Church

**16. Provide a minimum of 8.5 hours of group and/or individual therapy/counseling weekly for each TC participant in treatment, with additional sessions as necessary. Therapy groups shall be conducted five days a week. All therapeutic activities must be documented in each client's clinical record.**

#### **Group & Individual Therapy/Counseling Services**

As can be seen from the intensive program schedule, River Region staff provides a comprehensive array of services to TC program clients. A highly structured treatment environment and schedule is maintained for at least 16 hours each day. This is more than the 8.5 hours required by the contract. A normal TC week contains full days of therapeutic activities including at least one hour of individual counseling and several hours of group counseling. Unscheduled activities such as additional community meetings to address issues and problems and impromptu case staffing are also conducted when needed. All activities are noted in the client's clinical file on a weekly basis by completing a weekly activity form on each client and a weekly progress note. The maximum number of clients in each group therapy session is 15 clients as outlined above.

**17. Maintain maximum utilization of designated treatment slots. Participants in active treatment will account for approximately 135 of the 135 total TC beds at CTC. TC members not in active treatment will be those in pre- or post-treatment status.**

#### **Treatment Slots - TC Census**

A very strong system is in place to ensure that all beds are occupied at all times. Total screenings conducted this past year reached a record high of 925 with 3742 referrals to the in-jail treatment unit and to other relevant justice system agencies and programs. This enables the program to consistently meet contract requirements of maintaining the 135 bed Therapeutic Community (TC) occupancy with a waiting list.

All program personnel play a role in ensuring that there is consistent communication of when a bed will possibly become available and action to be taken. The Inmate Selection Committee, the Court Liaison and the Education Specialists ensure this system works with appropriate clinical and institution oversight. River Region has a great partnership with the Inmate Screening Committee which enables the efficient flow of eligible clients into the program. The critical link to all components is the River Region Human Services Court Liaison. By having treatment incorporated into the final disposition of cases where the offender has been clearly identified as a substance abuser or is substance dependent, a sufficient pool of potential clients is always available. And, as discussed previously, the Educational Specialists play a key role by conducting initial applicant screening by following up on referrals from the Judiciary or other court personnel, family clients, corrections officers, self-referrals, etc.

**18. Conduct weekly support groups for inmates' families and/or significant others at the CTC and/or outside locations.**

This cognitively based group program is for the clients of the Corrections Therapeutic Community and their families. Program clients and their families can also attend the group while they are participating in the Aftercare-Case Management Program. The Aftercare Case Management unit facilitates a family night session for those participants who have completed the

TC portion of the program. This group is held on Wednesday night at 7:00 pm. The goal of this group is to educate families, provide a safe environment for them to process specific issues, and promote healthy communication and interaction. The group is offered to educate families about the disease of addiction and the impact that it has on the family unit. Families are also encouraged to attend Al-Anon meetings for their own support and Al-Anon clients attend the group every six weeks to provide information about family support systems and to encourage involvement in the offered services.

### **Family Support Groups**

Often, people feel distant or disconnected from their families, but this is more feeling than fact. Family members so profoundly affect each other's thoughts, feelings, and actions that it often seems as if people are living under the same "emotional skin." People solicit each other's attention/approval, and support and react to each other's needs, expectations, and distress. The connectedness and reactivity make the functioning of family clients interdependent. A change in one person's functioning is predictably followed by reciprocal changes in the functioning of others. Families differ somewhat in the degree of interdependence, but it is always present to some degree. Participation in the Corrections Program offers a unique opportunity for program clients' family to increase their awareness and understanding of the dynamics of the substance-affected family systems unit. The goal of family groups is increasing support of the recovery process while working on their own recovery. Each Monday evening at 7:00 p.m. the TC offers a 2 hours interactive session for clients and their family. These events include, but are not limited to, information on the disease of addiction, codependency, support systems and family roles. A qualified TC professional facilitates these groups. Persons in a significant relationship with the client may be able to participate in these sessions as well. Family members who are intoxicated are dismissed from the group and cannot be readmitted until staff interviews them and provides clearance. This work continues in the Continuing Care phase of the program.

**19. Through a dynamic and innovative case-management system, link treatment participants with community agencies and programs that will provide continued treatment, educational or vocational training, and social and economic needs. Case-management services shall commence with admission into treatment and case-managers will track compliance with aftercare plans for one-year following release from incarceration. The maximum client to case manager ratio of active cases shall not exceed 40. Case-managers shall conduct weekly community aftercare groups during the 1-year post-incarceration phase of the treatment program. The clinical record of all treatment participants shall remain open during the aftercare phase of the project and shall include signed and dated progress notes by the case-managers, along with results of urinalysis monitoring and reports to/from probation officers (for those participants with court-ordered probation). The case-managers shall maintain face-to-face contact with each active aftercare client at least biweekly.**

### **Aftercare Case Management Component**

This component of the program is appropriately named: "*Matrix House Continuing Care*" to correspond with the message consistently presented to all TC clients that the Aftercare-Case Management phase is an essential element of treatment and is not a separate treatment

episode. Clients understand that this is one program with three locations. This is a dynamic and innovative case-management system that links treatment clients with community agencies and programs that will provide continued treatment, educational or vocational training, and social and economic needs. A comprehensive referral source system is in place that allows the Case Managers to link clients quickly and efficiently to needed services. This enables clients to adjust to family, employment, and community living. When necessary, transitional housing is made available through various community resources including halfway houses for men and women operated by River Region Human Services that primarily serve Corrections Program graduates.

A network of employers who provide job opportunities for clients leaving treatment is maintained and Aftercare case management funds are used to assist with the purchase of tools, uniforms, and transportation for interviews during the initial work phase. Education and support are offered to all Aftercare client families and significant others through family groups provided at RRHS' service facility located at 390 Park Street. Referrals are made to various community providers for additional services such as medical care, mental health treatment, co-occurring treatment, Veterans benefits, HIV/AIDS services, etc., when needed.

Therapeutic Community (TC) clients see their assigned Aftercare Case Managers the first week they are in treatment. This practice helps prevent the new TC clients from focusing on issues that are better left until later in treatment while allowing the Case Managers ample time to develop a strong and viable relationship with the individual. This time frame also permits more than sufficient time to complete a comprehensive needs assessment with the TC member and to develop a thorough and individualized continuing care plan. Each Case Manager frequents to the facility weekly and meets with their caseload.

The Aftercare Case Managers provide an overview of their services to each TC orientation group. The case management team is divided so that each Case Manager is assigned to two TC Counselors. This change helps increase teamwork among the two staff groups and promotes cohesiveness between these two elements of the program. The case managers' caseloads will not exceed 40 active clients. The Aftercare clients are required to attend weekly Aftercare groups for 1 year during the post-incarceration phase of the program. Each Aftercare client record will remain open during the year of Aftercare. Clients' progress is documented in their clinical record, which also includes documentation of program inactivity on the clients' post-release. Aftercare groups are also conducted prior to release using alumni as co-facilitators. This process allows River Region staff to begin the discharge planning and aftercare planning prior to release and bridges the gap between components. This has the additional benefit of reducing treatment dropouts. One of these groups meets weekly within the TC working with Re-Entry phase clients so that a strong relationship is forged to promote continuity of care in the treatment continuum.

Finally, support group (Narcotics Anonymous, Alcoholics Anonymous, Cocaine Anonymous, etc.) participation is promoted and encouraged and groups are offered in the various River Region locations throughout Duval County. When appropriate, transportation to support groups is provided by NA/AA volunteers. Aftercare services are provided for a minimum period of one-year following release from incarceration.

All services provided by Case Managers or the Employment Specialist are fully documented into Credible. In addition, urinalysis results and copies of all correspondence or reports regarding the client are filed in the record including items sent to or received from county or state probation and parole officers and re-arrest reports received from JSO.

<b>Aftercare – Case Management Support Group Meetings</b>	
<b>DAY &amp; TIME</b>	<b>LOCATION</b>
Mon. 6pm – 7pm	2055 Reyko Rd. 920 Bridier St.- Rogerson House
Tue. 6pm -7pm	390 Park Street
Wed. 9am – 10am	Kennedy Center, 1133 Ionia St.
Wed. 7pm – 8pm	CTC, 451 Catherine St.
Thur. 6pm – 7pm	390 Park St. 1133 Ionia Street Kennedy Center – Women Only Group

**Halfway Houses Currently Used by the ACM Component**

Alco House 1120 Hubbard Street Jacksonville, FL 904-355-1334	Alcoholic Service Center 20 W. 4th Street Jacksonville, FL 32206
City Houses 1704 N. Pearl Street Jacksonville, FL 32206 904- 359-9375	Rogerson House 920 Bridier Street Jacksonville, FL 32202 904-359-6041

The RRHS Aftercare Case Managers work closely with the JSO Work Furlough counselors in providing for the various needs of TC clients during the Re-entry phase of treatment. Regular meetings between the Work Furlough Counselors and Case Managers and the two service managers are conducted to facilitate networking and cohesiveness. Examples of services provided by RRHS Case Managers during this phase of treatment include: Assistance in obtaining identification cards; clothing for job interviews and/or work; and work tools.

Finally, Case Managers oversee the Alumni Program for those individuals who have received services in the Corrections Program. With Case Management staff support, the Alumni currently provide various activities and functions. Events include the quarterly commencements, the annual program banquet, an annual picnic, dances, parties, a softball team, and other activities and outings. This component provides support for the clients and offers advice and input to program staff about program operations from their unique perspective in order to improve the program. Activities are held regularly and are funded through an allocated budgetary category. Alumni also assist with Aftercare groups and facilitate support group meetings.

The Alumni Association continues to expand its services, is more active in the treatment phase, and presently provides mentors who volunteer their time on the weekends to meet with the clients to answer questions and talk about recovery. The Alumni Association has also taken responsibility for providing a holiday luncheon for the clients and brings in the lunch to the facility.

**20. Develop and maintain individual client records as required by state standards as set forth in Chapter 65D-30, Florida Administrative Code, and include any additional information as may be requested by the Program Manager, Social Services Division.**

**Client Records-Keeping**

Record keeping complies with state standards as set forth in Chapter 65D-30, Florida Administrative Code. A system of Peer Review and Utilization Management ensures compliance

along with program clinical oversight. The Therapeutic Community and the Aftercare-Case Management component both maintain a complete treatment record on every individual admitted for services. In addition, a screening file is created for every applicant. The purpose of the treatment record is to provide sufficient information to accomplish the following functions:

- The treatment record provides a database for the evaluation of program methods and counselor efficiency and effectiveness in the provision of services. It also provides for the monitoring and evaluation of the quality and appropriateness of services.
- The treatment record provides a means of communication between staff, other treatment programs and service systems as appropriate.
- The treatment record facilitates counselor planning and structuring of his or her treatment efforts.

The treatment record reflects the assessment, treatment management process, and the problem solving and decision making process employed by the program staff. A separate and complete file is assembled for each program client. These files contain the following information:

- Assessment Instruments including the Biopsychosocial Assessment, GAIN SS, ASAM PPC-2R and the Client Data Form (CDF)
- Other Assessment, Screening and Admission Documents
- Interpretive Summary of the Assessment
- Biopsychosocial History
- Comprehensive and Individualized Treatment Plan
- Individual Progress Notes (signed, dated and credentialed)
- Release of Information Forms
- Acknowledgement of Program Rules and Completed Orientation
- Summaries of Treatment Progress
- Aftercare Needs Assessment
- Aftercare Continuing Care Plan
- Log of Urinalysis Results
- Re-arrest Reports
- Correspondence and Reports Related to the Client
- Records of Financial Assistance

All treatment files for clients exiting treatment that had paper records prior to the implementation Credible, are maintained by River Region Human Services according to applicable legal requirements and are stored off-site with other discharged client records. Records are maintained according to RRHS policy, international accreditation standards, Florida Statute, Federal law, and state and federal regulations. Open and closed records can be accessed

within 24 hours of request. All records entered into Credible are maintained and stored electronically.

**21. Designate a degreed and experienced staff member to serve as a full-time liaison between the courts, Public Defender's Office, State Attorney's Office, Sheriff's Office, Probation and Parole, and other involved justice-system offices to coordinate referrals to treatment for pre-trial/pre-plea treatment program candidates and for court-ordered participants.**

The RRHS Court Liaison has a Bachelor's degree and more than twelve years of experience in the position. River Region created the Court Liaison position to act as the key coordinator between the courts, attorneys, State Attorneys and JSO. This position ensures that the courts will incorporate a requirement for addictions treatment into the final disposition of cases where the offender has been clearly identified as being substance dependent.

**22. Enter statistical data, including program participants' screening and assessment instruments, demographic information, criminal arrest histories, and post-release monitoring and tracking information, into an approved computerized database program/application. The database computer shall be located within project office space provided for the project at PTFD and/or CTC.**

A Microsoft computer program is used to enter all data required in this RFP. The Admission Specialist enters statistical data for each client. The program evaluation department collects much of the same information, as well as additional information from surveys, client feedback and tracking, in addition to maintaining information and follow-up regarding clients' progress after completing the program. In addition, staff now enters data into Credible, the agency's Electronic Health Record system, which allows immediate access to key reports and data for group clients.

**23. Provide statistical reports essential for evaluation of all project components. Reporting formats and statistical information will be jointly developed to meet the needs of the Contractor, the City, and the JSO.**

#### **Reporting and Information System**

Virtually all information gathering takes place on-site. The monthly case management reports are also electronic and the CDF data is routinely entered into an electronic database. All reports are processed through the River Region Continuous Quality Improvement (CQI) system and are routinely shared with the City of Jacksonville and the Jacksonville Sheriff's Office. Reports furnished to the Contractor, the City, and the JSO have consistently met their expectations.

River Region's Corrections Program has a sophisticated reporting system that has been developed over the previous contract periods and is continuously updated. This system generates all of the information necessary to manage the program and to determine if the terms and conditions of the contract and established goals and objectives are being met. Reports are generated at all levels of the program and provide information to RRHS senior managers, the RRHS Quality Improvement Council, the RRHS program evaluation department, JSO, and the City Contract Manager.

**Statistical Data and Reports:** All required statistical data are entered in a database. A statistician and data analysis professional has been employed by River Region Human Services and devotes at least 50% of their work to the Corrections contract. All data is maintained and summarized in a manner that meets all of the needs and requirements of the City of Jacksonville and the Jacksonville Sheriff's Office.

**24. Provide advance notice to the Program Manager, Social Services Division, of all inspections, reviews and interviews in connection with the Contractor's annual licensure by the Florida Department of Children and Families and provide copies of all such licenses to the City. The City shall have the right to participate in the Contractor's licensure process and to obtain independent review of the program. Any and all records, including client files, shall be made available upon request of the City for audit or evaluation purposes as provided for under federal confidentiality regulations.**

The Department of Children and Families (DCF) currently licenses the three components of the Corrections Program. DCF personnel inspect each component annually to determine the level and extent of conformance with all state regulations governing substance abuse treatment. The Corrections Services Director is charged with the responsibility of notifying the Contract Manager and JSO supervisory personnel when notice is given of any pending review. In addition, the Program Manager provides the Contract Manager copies of all licenses and ascertains that the Contract Manager has access to all unit records including client files for audit and/or evaluation purposes. All interested parties are welcome to participate in any audits or inspections.

**25. Participate in activities that inform other professionals, interest groups, and the public about the program. The Contractor's project supervisor will be the chief spokesperson for the project, in conjunction with the Jacksonville Sheriff's Office and the Social Services Division.**

Several mechanisms are in place to inform the community about the corrections substance abuse program. The Court Liaison works within the judicial system and informs the various agencies and individuals that form this system of the program. In addition, this individual provides information to families and clients who were arrested and retained into the jail about the program. The program also has a team of professional Education Specialists who provide information regarding the program to individuals and groups housed throughout the jail system.

In addition to these elements, River Region Human Services has published brochures and fact sheets about the program that are disseminated to inform the community of the program whenever and wherever presentations are made. An overview of River Region Human Services' Corrections Program has been presented on a community access, cable television program on several occasions, and newspaper articles promoting the program have been published. Kenneth Arnold, Senior Director of Court and Community Services has spoken about the Matrix House Program on the *Talk of the Town* television program taping in this past year. Each of these shows aired six times. Staff regularly meets with the Public Defender, State Attorneys and Judges to inform them of the program. The Program Director and several of her staff made presentations at UNF criminal justice classes discussing the program and the nature of the disease of addiction. These types of activities will be continued and repeated after the contract is

renewed. The television broadcast is a value-added item as it is provided at no cost to the contract.

A quarterly public banquet and graduation program continues to occur annually. These events have an average full-capacity annual attendance of approximately 250 guests and provide a prime opportunity to market the program. An Open House is conducted in December of each year, which also allows the program to be showcased. Finally, the senior managers of the organization participate in various community councils, coalitions, committees, groups, boards, etc., that afford actual opportunities to disseminate information about the program.

Other efforts include periodic publications about the program and component events in the organization's internal and external quarterly newsletter. Also, an increasing volume of interest is being received from other communities around the nation who are interested in establishing similar programs or expanding their existing services, which serves to enhance the visibility of the program. River Region Human Services proposes to continue these activities and to develop others in concert with the Contract Manager and JSO to promote public and professional awareness of the Corrections Program. Additionally, the Corrections Services Director has recommended to both the Contract Manager and Senior JSO Officers that the program receives publicity by being nominated to receive one or more national awards. These recommendations will continue to be made.

**26. Assume responsibility for all project operating expenses including staff salaries/benefits, necessary office furniture and equipment, audio/video equipment, personal computers, operating supplies, travel and training costs, telephone equipment and installation, monthly communications charges, and administrative support. Project operating expenses will also include supplies and/or lab fees for random post-incarceration urinalysis testing during the aftercare phase of treatment. Aftercare expenses incurred in assisting clients who successfully complete in-jail treatment with post-incarceration community reintegration financial needs (such as transitional housing, transportation, clothing, work tools, and other basic needs) shall be eligible project expenses as budgeted by the successful bidder and as approved by the Social Services Division. Budgeted funds may be moved within the estimated cost categories with the written approval of the Social Services Division. Salaries for project staff should be highly competitive to attract exceedingly qualified personnel, in order to promote program stability and to diminish frequent staff turnover. Existing contracted project staff should be considered for hiring preference by the selected contractor.**

River Region assumes responsibility for all project-operating expenses as specified in the RFP. This includes the Aftercare expenses specified in the RFP. The budget for the Corrections Program is drafted by the Senior Director with the RRHS fiscal staff and includes all of the items necessary for complete operation of the program and its various components. The program has consistently operated within budget throughout the entire history of the project.

A proposed budget is developed using the prior year's history of expenditures and includes needed elements identified through the annual program evaluation process. The drafted budget is then submitted to the City Contract Manager for review. Final rates are then negotiated and carried through the City budget approval process by the Contract Manager.

The organization's fiscal department, located at 2055 Reyko Road, processes all purchase requisitions and payroll. Check requests include items needed by the Aftercare Case Managers in assisting the clients on their caseloads. Office supplies are ordered electronically and are received within the week.

A Highly Competitive Salary System is utilized. The employees of the Corrections Program are paid at a higher rate than other RRHS positions. This practice has allowed the program to recruit and retain the most qualified and skilled professionals thereby enabling the highest quality services to be provided to program clients. Over the course of the contract period, several reviews of salaries have been conducted to ensure that RRHS pay scales remain competitive. River Region Human Services proposes to make every effort within the City of Jacksonville's budgetary constraints to continue the practice of paying higher salaries for Corrections Program personnel, especially the most qualified, in order to solicit and maintain the most qualified employees.

**27. Submit monthly billing invoices to the Social Services Division. Payment will be made upon receipt of a formal invoice, in an itemized format as prescribed by the Program Manager, Social Services Division, and accompanied by any requested documentation of expenditures. Each invoice shall be signed by the appropriate official of the Contractor and approved by the Social Services Division prior to payment being made.**

Contract billing is prepared monthly by RRHS fiscal department staff and is reviewed by the Senior Director of Court and Community Services. A detailed invoice is prepared itemizing the request for reimbursement and all supporting documentation is attached. This billing process was developed and has been refined with the Contract Manager. When completed, the invoice package is reviewed and approved by the RRHS Chief Financial Officer. The Contract Manager addresses questions about the invoice with the RRHS fiscal department who prepares the billing package. This practice enables discrepancies to be quickly resolved.



RRHS CORRECTIONS PROGRAM BUDGET  
OCTOBER 1, 2017 THROUGH SEPTEMBER 30, 2022  
BUDGET DETAIL

<b>SALARIES</b>		<b>\$932,728.70</b>
<b>Fringe Benefits Rate</b>		
FICA.....7.65%	69,670.26	
Unemployment.....1.00%	9,107.22	
Insurance (Health & Life).....9.75%	88,840.96	
Retirement.....5.00%	45,536.12	
Workers Compensation.....2.00%	18,214.45	
<b>Total Fringe.....25.4%</b>		<b>\$231,369.00</b>
<b>Sub Total Direct Labor</b>		<b>\$1,164,097.70</b>
<b>Indirect Cost (12.0% of Direct Labor)</b>		<b>\$139,691.72</b>
<b>EQUIPMENT, MATERIALS, &amp; SUPPLIES</b>		
<b>General Operations Equipment, Materials, &amp; Supplies</b>		
Advertising		\$2,500.00
Computers, Software, & Supplies		\$3,703.44
Office Supplies		\$24,402.24
Phones & Pagers		\$1,000.00
<b>Sub Total - General Operations</b>		<b>\$34,605.68</b>
<b>Aftercare Equipment, Materials, &amp; Supplies</b>		
Alumni Functions		\$1,000.00
Client & Family Educational Materials		\$1,000.00
Commencement Supplies		\$14,000.00
Urinalysis		\$4,500.00
<b>Sub Total - Aftercare Equipment, Materials, &amp; Supplies</b>		<b>\$20,500.00</b>
<b>Total - Equipment, Materials, &amp; Supplies</b>		<b>\$55,105.68</b>
<b>Aftercare Client - Assistance to include the following items, but not limited to:</b>		
Food Assistance		
Furniture, Work Clothing & Tools/Supplies Assistance		
Household Operations Assistance		
Personal Care Supplies Assistance		
Prescription Medications Assistance		
Shelter, Room & Board Assistance		
Stipend Assistance		
Transportation Assistance		
<b>Sub Total</b>		<b>\$50,891.43</b>
Transitional Living - Halfway House		\$122,078.25
<b>Sub Total Aftercare Client Assistance</b>		<b>\$172,969.68</b>
<b>Special Services</b>		
Hubbard House - Domestic Violence		\$8,000.00
Special Services		\$8,500.00
<b>Sub Total - Special Services</b>		<b>\$16,500.00</b>
<b>Training &amp; Mileage</b>		
Staff Training		\$8,000.00
Travel/Mileage		\$22,000.00
<b>Sub Total - Training &amp; Mileage</b>		<b>\$30,000.00</b>
<b>GRAND TOTAL</b>		<b>\$1,578,364.79</b>

<b>FIVE YEAR PROJECTION</b>	<b>2017-2018</b>	<b>\$1,578,364.79</b>
	<b>2018-2019</b>	<b>\$1,625,715.73</b>
	<b>2019-2020</b>	<b>\$1,674,487.21</b>
	<b>2020-2021</b>	<b>\$1,724,721.82</b>
	<b>2021-2022</b>	<b>\$1,776,463.48</b>
	<b>GRAND TOTAL FOR ALL 5 YEARS OF THE CONTRACT</b>	<b>\$8,379,753.02</b>

EXHIBIT 'B'