

**IN THE COUNTY LEGISLATURE OF JACKSON COUNTY, MISSOURI**

**A RESOLUTION** authorizing the Chairman of the Legislature to execute an Agreement with CRA, Inc., of Vienna, VA, for the furnishing of a comprehensive performance audit of the Jackson County Department of Corrections, pursuant to the terms and conditions of Request for Qualifications 61-16, at a cost to the County not to exceed \$300,000.00, subject to appropriation in the 2017 budget.

**RESOLUTION NO. 19343**, December 7, 2016

**INTRODUCED BY** Crystal Williams, Theresa Galvin, Garry Baker, Tony Miller, Scott Burnett, Alfred Jordan, Dennis Waits, Dan Tarwater III, and Greg Grounds, County Legislators

WHEREAS, the Legislature has determined that it is in the County's best interest to retain an independent, comprehensive, performance audit to review the operations, staff, structure, and facilities of the Jackson County Department of Corrections; and,

WHEREAS, by Request for Qualifications (RFQ) No. 61-16, the Director of Finance and Purchasing did solicit the submission of qualifications from firms interested in providing this audit; and,

WHEREAS, the Director distributed eighty-five notifications and received five responses thereon, one of which was rejected as non-responsive, with the four remaining respondents evaluated as follows:

<u>RESPONDENT</u>	<u>POINTS</u>
CRA, Inc. Vienna, VA	90
CGL Management Group Sacramento, CA	75
Matrix Mountain View, CA	74
NSA Alexandria, VA	67

and,

WHEREAS, the proposals submitted were evaluated on the basis of qualifications, experience, references, and ability to perform timely; and,

WHEREAS, following evaluation of the proposals, the evaluation committee has recommended the award of a contract for these services to CRA, Inc., of Vienna VA; and,

WHEREAS, the Legislative Auditor recommends the award of a contract for the performance audit of the Jackson County Department of Corrections be made to CRA, Inc., of Vienna, VA, at a cost to the County not to exceed \$300,000.00, subject to appropriation in the 2017 County budget; and,

WHEREAS, CRA, Inc., has agreed that this project will be completed under a five percent DBE/WBE/MBE goal; and,

WHEREAS, execution of an Agreement for these services is in the best interest of the health, safety, and welfare of the citizens of Jackson County; now therefore,

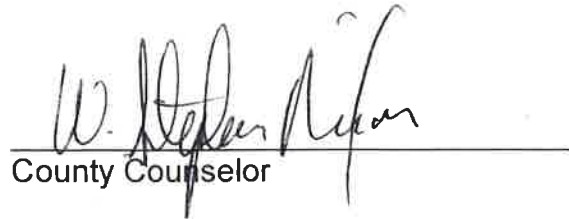
BE IT RESOLVED by the County Legislature of Jackson County, Missouri, that the County Executive be and hereby is authorized to execute for the County an Agreement with CRA, Inc., in a form to be approved by the County Counselor; and,

BE IT FURTHER RESOLVED that the Director of Finance and Purchasing be and hereby is authorized to make all payments, including final payment on the contract, subject to appropriation in the 2017 Jackson County budget.

Effective Date: This Resolution shall be effective immediately upon its passage by a majority of the Legislature.

APPROVED AS TO FORM:

  
Chief Deputy County Counselor

  
County Counselor

Certificate of Passage

I hereby certify that the attached resolution, Resolution No. 19343 of December 7, 2016, was duly passed on \_\_\_\_\_, 2016 by the Jackson County Legislature. The votes thereon were as follows:

Yeas \_\_\_\_\_

Nays \_\_\_\_\_

Abstaining \_\_\_\_\_

Absent \_\_\_\_\_

\_\_\_\_\_  
Date

\_\_\_\_\_  
Mary Jo Spino, Clerk of Legislature

Funds sufficient to meet this obligation will be appropriated in the 2017 Jackson County annual budget.

  
Date

  
Chief Financial Operations

# REQUEST FOR LEGISLATIVE ACTION

Completed by County Counselor's Office:

Res/Ord No.: 19343

Sponsor(s): LAW

Date: December 7, 2016

SUBJECT	<p>Action Requested  <input checked="" type="checkbox"/> Resolution  <input type="checkbox"/> Ordinance</p> <p>Project/Title: <u>Awarding a contract for a Performance Evaluation of the Department of Corrections to CRA, Inc. of Vienna, VA under the terms and conditions of Request for Qualifications No. 61-16.</u></p>																																				
<p>BUDGET INFORMATION  <i>To be completed                  By Requesting                  Department and                  Finance</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Amount authorized by this legislation this fiscal year:</td> <td style="text-align: right;">\$</td> </tr> <tr> <td>Amount previously authorized this fiscal year:</td> <td style="text-align: right;">\$</td> </tr> <tr> <td>Total amount authorized after this legislative action:</td> <td style="text-align: right;">\$</td> </tr> <tr> <td>Amount budgeted for this item * (including transfers):</td> <td style="text-align: right;">\$</td> </tr> <tr> <td>Source of funding (name of fund) and account code number:</td> <td></td> </tr> </table> <p>* If account includes additional funds for other expenses, total budgeted in the account is: \$</p> <p><b>OTHER FINANCIAL INFORMATION: This contract is subject to appropriation in 2017.</b></p> <p><input type="checkbox"/> No budget impact (no fiscal note required)  <input type="checkbox"/> Term and Supply Contract (funds approved in the annual budget); estimated value and use of contract:                  Department:                      Estimated Use: \$</p> <p>Prior Year Budget (if applicable):                  Prior Year Actual Amount Spent (if applicable):</p>	Amount authorized by this legislation this fiscal year:	\$	Amount previously authorized this fiscal year:	\$	Total amount authorized after this legislative action:	\$	Amount budgeted for this item * (including transfers):	\$	Source of funding (name of fund) and account code number:																											
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Source of funding (name of fund) and account code number:																																					
PRIOR LEGISLATION	<p>Prior ordinances and (date):                  Prior resolutions and (date):</p>																																				
CONTACT INFORMATION	<p>RLA drafted by (name, title, &amp; phone): Barbara Casamento, Purchasing Supervisor, 881-3253</p>																																				
REQUEST SUMMARY	<p>The Jackson County, Missouri Legislative Auditor requires a contract from an independence, outside organization to provide a Performance Evaluation of the Department of Corrections. The Purchasing Department issued Request for Qualifications No. 61-16 to meet those requirements.</p> <p>A total of 85 notifications were distributed and 5 responses were received and evaluated as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th>Name and Location</th> <th>Qualifications and Experience 40%</th> <th>Staff Qualifications 30%</th> <th>References 25%</th> <th>Completion Time 5%</th> <th>Total 100%</th> </tr> </thead> <tbody> <tr> <td>CRA Vienna, VA</td> <td>35</td> <td>30</td> <td>20</td> <td>5</td> <td>90</td> </tr> <tr> <td>NCCHC Chicago, IL</td> <td>5</td> <td>5</td> <td>0</td> <td>0</td> <td>10</td> </tr> <tr> <td>NSA Alexandria, VA</td> <td>28</td> <td>20</td> <td>15</td> <td>4</td> <td>67</td> </tr> <tr> <td>Matrix Mountain View, CA</td> <td>30</td> <td>25</td> <td>15</td> <td>4</td> <td>74</td> </tr> <tr> <td>CGL Sacramento, CA</td> <td>22</td> <td>25</td> <td>25</td> <td>3</td> <td>75</td> </tr> </tbody> </table> <p>The Legislative Auditor recommends the award of a contract for Performance Evaluation of the Department of Corrections to CRA, Inc. of Vienna, VA as the best proposal received. After the selection of the best proposal, pricing will be negotiated and included in the Award Recommendation.</p> <p>Total Contract value not to exceed \$300,000.00 subject to 2017 appropriation.</p>	Name and Location	Qualifications and Experience 40%	Staff Qualifications 30%	References 25%	Completion Time 5%	Total 100%	CRA Vienna, VA	35	30	20	5	90	NCCHC Chicago, IL	5	5	0	0	10	NSA Alexandria, VA	28	20	15	4	67	Matrix Mountain View, CA	30	25	15	4	74	CGL Sacramento, CA	22	25	25	3	75
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CLEARANCE	<input type="checkbox"/> Tax Clearance Completed (Purchasing & Department) N/A <input type="checkbox"/> Business License Verified (Purchasing & Department) N/A <input checked="" type="checkbox"/> Chapter 6 Compliance - Affirmative Action/Prevailing Wage (County Auditor's Office)	
ATTACHMENTS	Abstract of Bids Received, Award Recommendation and the pertinent pages of CRA's proposal	
REVIEW	Department Director: <i>Cathy Woodress</i>	Date: <i>12/9/2010</i>
	Finance (Budget Approval): <i>If applicable</i>	Date: <i>12/15/10</i>
	Division Manager: <i>[Signature]</i>	Date:
	County Counselor's Office:	Date:

Fiscal Information (to be verified by Budget Office in Finance Department)

- This expenditure was included in the annual budget.
- Funds for this were encumbered from the \_\_\_\_\_ Fund in \_\_\_\_\_.
- There is a balance otherwise unencumbered to the credit of the appropriation to which the expenditure is chargeable and there is a cash balance otherwise unencumbered in the treasury to the credit of the fund from which payment is to be made each sufficient to provide for the obligation herein authorized.
- Funds sufficient for this expenditure will be/were appropriated by Ordinance # \_\_\_\_\_
- Funds sufficient for this appropriation are available from the source indicated below.

Account Number:	Account Title:	Amount Not to Exceed:

- This award is made on a need basis and does not obligate Jackson County to pay any specific amount. The availability of funds for specific purchases will, of necessity, be determined as each using agency places its order.
- This legislative action does not impact the County financially and does not require Finance/Budget approval.






# OFFICE OF THE COUNTY AUDITOR JACKSON COUNTY, MISSOURI

(816) 881-3310  
Fax: (816) 881-3340  
www.jacksongov.org

**CRISSY WOODERSON**  
**COUNTY LEGISLATIVE AUDITOR**

auditor@jacksongov.org  
415 E. 12th Street, 2nd Floor  
Kansas City, Missouri 64106

To: Barbara Casamento, Purchasing  
From: Crissy Wooderson, Legislative Auditor   
Date: December 1, 2016  
RE: RFQ 61-16 Performance Evaluation for Department of Corrections

Request for Qualifications 61-16 issued at the direction of the Jackson County Legislature sought proposals to provide an independent comprehensive performance evaluation to review the operations, staff, structure and facilities of the Jackson County Department of Corrections to provide a safe and secure environment for the community, staff and inmates along with effective, efficient operations and compliance with applicable standards, laws and regulations.

Five proposals were received and evaluated by the Legislative Auditor's Office as shown in the chart below. Two respondents, CGL and NCCHC, did not acknowledge the County's MBE requirement of 5% and NCCHC only responded regarding the management of jail health services.

	MBE/WBE Participation % (Goal was set at 5%)	Firm Qualifications & Experience Including MBE/WBE participation 40%	Partner Supervisory & Staff Qualifications 30%	References 25%	Estimated Time to Complete 5%	Total 100 %
CGL Companies Sacramento, CA	Did Not Respond	22	25	25	3	75
CRA, Inc Vienna, VA	22.5%	35	30	20	5	90
NCCHC, Inc Chicago, IL	Did Not Respond	5	5	0	0	10
National Sheriff Association Alexandria, VA	5%	28	20	15	4	67
Matrix Consulting Group Mountain View, CA	5%	30	25	15	4	74

The evaluation demonstrated CRA, Inc. as the most qualified respondent offering experienced personnel with practical knowledge and skillsets of jail management and operations. CRA's proposed methodology and approach to achieving specific tasks and deliverables demonstrates a clear understanding of the project and direct responsiveness to the Legislature with the ability to begin immediately.

Furthermore, goals of MBE participation were set at 5% of the contract total; CRA responded with WBE participation of 22.5% with the following subcontractors: S Group, Shannon Olson and Judy Bradshaw.

Based on the qualifications and experience of the firm and staff, the Legislative Auditor recommends CRA, Inc of Vienna, Virginia be awarded the contract for RFQ 61-16 in an amount not to exceed \$300,000 with the performance evaluation anticipated to be completed within 6 months.





RFQ No. 61-16	GRA	NCCHC	NCCHC	NSA	Matrix
DATE: 10/11/16	Vienna VA	Resources Chicago IL	Resources San Antonio TX	Alexandria VA	Consulting Mountain View CA
Commodity: Performance Audit of DOC	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT
NO	DESCRIPTION	UNIT	QTY		

See Proposal

See Bid

See Bid

See Bid

CERTIFICATION OF BID OPENING  
BIDS WERE PUBLICLY  
OPENED AND RECORDED


ON: October 11, 2016 BY

*[Signature]*  
CLERK OF THE LEGISLATURE  
*[Signature]*  
PURCHASING

RFQ No. 61-16 DATE: 10/11/16 Commodity: Performance Audit of DOC		ABC Imaging Chicago IL		AMOUNT	AMOUNT	AMOUNT	AMOUNT	CA AMOUNT
NO	DESCRIPTION	UNIT	QTY	AMOUNT	AMOUNT	AMOUNT	AMOUNT	CA AMOUNT

*See Bid*

See Proposal

CERTIFICATION OF BID OPENING  
 BIDS WERE PUBLICLY  
 OPENED AND RECORDED  
 ON: October 11, 2016, BY  
  
 CLERK OF THE LEGISLATURE  
Barbara Cajamarca  
 PURCHASING

Michael Krull  
President & COO, CRA, Inc.  
8614 Westwood Center Drive, Suite 200  
Vienna, VA 22182  
(703) 519-4510  
[mkrull@cra-usa.net](mailto:mkrull@cra-usa.net)

October 9, 2016

Barbara Casamento  
Purchasing Supervisor  
Jackson County Purchasing Department  
Room G-1, Ground Floor, Jackson County Courthouse  
415 East 12<sup>th</sup> Street  
Kansas City, MO 64106

Dear Ms. Casamento:

CRA, Inc. (CRA) appreciates the opportunity to provide this proposal in response to Request for Qualifications No. 61-16, "Performance Evaluation of Department of Corrections." We have assembled a world-class team of experts that offers the Jackson County Department of Corrections (JCDC) the best services for the best value. CRA fully understands the significance of this initiative. I am confident that our proposed project management team has the skills and experience required to exceed all expectations for this project.

In summary, CRA offers:

- **Experienced Personnel:** CRA offers a team of vetted experts who bring vast knowledge of law enforcement and strategic security planning.
- **In-Depth Understanding of Subject Matter:** The CRA team is able to discreetly and professionally assess the current JCDC facilities and protocols, and offer recommendations for improvement based on the significant law enforcement background of our team.
- **Ability to Quickly Perform:** While maintaining continuity and consistency, a key attribute of our team is that we require no learning curve. We will hit the ground running and save the JCDC valuable time.

CRA has included specific details on our firm, staff, methodology, and other, similar projects in the enclosed narrative report. Also enclosed herein, please find signed affidavits and a completed compliance form.

If chosen for this project, CRA is able to begin work immediately, and provide requisite financial, insurance, licensure, and IRS W-9 documentation, per the Request for Qualifications.

CRA looks forward to the opportunity to assist the Jackson County Department of Corrections in evaluating and designing improvements to its current system of incarceration. If you have any questions regarding our proposal, please contact me at (703) 519-4510, or at [mkrull@cra-usa.net](mailto:mkrull@cra-usa.net).

Sincerely,

A handwritten signature in black ink that reads "Michael Krull". The signature is written in a cursive style with a prominent initial "M".

Michael Krull, President & COO

**JCDC Request for Qualifications Response**  
**61-16 Performance Evaluation of Department of Corrections**  
**CRA, Inc. and S Group, LLC Proposal | October 10, 2016**

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**6.6.3.1 Description of Firm's Qualifications and Experience**

**Firm Description**

CRA, Inc., appreciates the opportunity to submit our proposal to provide a Comprehensive Performance Evaluation of the Jackson County Department of Corrections (JCDC) to the Jackson County, Missouri Legislature. Established in 1984, CRA is a professional services and consulting firm providing expert guidance and offering robust assessment, policy, planning, organization, equipment, and training support to a wide range of clients, including federal agencies, state and local governments, the U.S. military, and the private sector. Since September 11, 2001, CRA has provided technical assistance to more than 3,000 public agencies and private sector organizations in every state and U.S. territory. We take great pride in our 30-year history of supporting all levels of government and the private sector.

**Firm Qualifications and Experience**

CRA's successful track record is a direct reflection of our highly qualified team. CRA's staff of approximately 85 full-time professionals and our nationwide network of more than 150 "on-call" subject matter experts (SMEs) are highly regarded for their knowledge and skills in subjects including terrorism prevention, critical infrastructure protection and resilience, emergency management, information sharing, crisis communications, and law enforcement. They also possess the knowledge and skill to apply and adapt federal programs, policies, and guidelines at the state, local, and private sector levels. Our staff is drawn from the communities we serve – including law enforcement, fire services, and emergency management, and each of our talented professionals bring real-world experience in meeting challenges of varying scope, size, and complexity. Our SMEs are well known for their knowledge and skills in emergency management, information sharing, and law enforcement.

Our staff have facilitated the development and implementation of, and have provided instruction on, key homeland security cornerstones such as the National Incident Management System (NIMS), Homeland Security Exercise and Evaluation Program (HSEEP), Comprehensive Preparedness Guide (CPG) 101, Universal Task List (UTL), Target Capability List (TCL), National Preparedness Goal, National Planning Scenarios, Homeland Security Taxonomy, and the National Response Framework (NRF). Additionally, we have developed hundreds of plans and national-level planning templates that address a wide range of functions and hazards, including terrorism, healthcare surge, and mass casualty incidents.

CRA understands that the operation of correctional facilities poses unique challenges and imposes unique responsibilities. The JCDC in particular houses a varied populace, including those charged with or convicted of offenses ranging from municipal violations

to serious state felonies. JCDC is tasked with achieving a safe and secure environment not only for inmates, but also for staff, visitors, and the community. It must do so efficiently, effectively, legally, and ethically. CRA possesses the knowledge and expertise to perform a comprehensive review and analysis of JCDC policies, practices, and facilities, and make comparisons and recommendations for improvements in light of industry accepted research and best practices. CRA is proposing an experienced and fully integrated project team (the CRA Team) to address the issues and aims outlined in the Jackson County Missouri Request for Qualifications.

### **6.6.3.2 Partner Supervisory and Staff Qualifications and Experience**

Joseph McKeever

Joseph McKeever specializes in risk planning and mitigation, counterterrorism, and law enforcement.

Joseph graduated from St. Joseph's College with a bachelor's degree in management, and holds a post-graduate certificate in police management from Columbia University. Joseph is also a Harvard University graduate with a master's in public administration.

Joseph served for 29 years in the New York Police Department. He ended his law enforcement career in 2011, as a Deputy Chief in the Counterterrorism Division. As a senior executive with extensive law enforcement experience, Joseph retired as one of the most experienced officers, having held the position of commanding officer in 12 different units since 1992. During his most recent assignment, he led the NYPD Counterterrorism Division (CTD) and was responsible for all division programs, strategic planning, and policy recommendations.

Joseph currently serves as senior vice president at CRA, Inc. In this role, he provides solutions to federal, state, local, and private sector clients in law enforcement, and also specializes in emergency action and continuity of operations plans (COOP).

Tom Mauro

Tom Mauro specializes in law enforcement and risk planning and mitigation.

Tom is a graduate of the City University of New York, College of Staten Island, with a bachelor's degree in English. He also holds a master's in criminal justice and research design from the State University of New York at Albany.

Tom served for 20 years in the New York Police Department, ultimately achieving the rank of Captain. Captain Mauro managed police precincts in Brooklyn and State Island and Leadership Development Training at the Police Academy prior to becoming Duty Captain in Brooklyn South and Staten Island.

Tom has conducted workshops for private companies, written Emergency Action Plans for high-rise commercial buildings in New York City, and instructed New York State-certified security programs for security officers.

Tom is currently the director of law enforcement programs at CRA, Inc. In this role, he is responsible for facilitating training workshops for law enforcement, as well as serving as the primary author of training programs.

Judy Bradshaw

Judy Bradshaw specializes in law enforcement education.

Judy is the current director of the Iowa Law Enforcement Academy, which provides training (both basic and in-service training) for all county and city jailers in Iowa, and also sets standards for law enforcement services. Before her appointment to the directorship, Judy served for a year as the assistant director.

Judy served in the Des Moines Police Department for 35 years, where she was the first woman police chief. Prior to her appointment as chief in 2007, Judy was the department's first woman lieutenant, captain, and major.

Judy is a graduate of Drake University, where she received her bachelor's and master's degrees in public administration. She has taught criminal justice at Des Moines Area Community College and at Grand View University.

Michael E. Smith

Michael E. Smith specializes in managing law enforcement and security operations, and in developing productive relationships to achieve complex strategic and tactical goals.

Michael has been serving as a U.S. Marshal since 1993. He is currently a GS-14 Chief, and has served previously as an inspector (including rising to the level of GS-13 Senior Inspector) in Utah, Maryland, California, and New Hampshire. In this role, Smith was responsible for studying the processes, problems, and initiatives that concern major law enforcement programs. One of the core tenets of the federal marshal program is the inspection program in which Michael specializes.

Michael is a 2001 graduate of Excelsior University, and has also received numerous certifications specific to criminal justice, including Incident Command System Emergency Management certification, Current Top Secret security clearance, and the Office of Personnel Management's Criminal Investigation Series 1811, among others.

Gary Hinzman

Gary Hinzman specializes in law enforcement and corrections management.

Gary served as the director of the Sixth Judicial District Department of Correctional Services from 1989-2013. In this role, he was responsible for the operation of correctional services for the entire judicial district, including six counties, nine office sites, and four residential facilities. Gary oversaw the entire spectrum of correctional intervention, from pretrial and pre-sentencing to probation, work release, and parole activities.

Gary has also served as the president of the Board of Directors for the American Probation and Parole Association, and served as the vice president of the National

Association of Probation Executives. Before his role in the Sixth Judicial District, Gary was a Cedar Rapids police officer for 18 years, the last four as Chief of Police.

Gary is a 1976 graduate of Mount Mercy College, where he received a Bachelor of Arts degree in business administration and criminal justice. He also received his Master of Arts in political science and public administration in 1977.

Shannon L. Olson

Shannon Olson specializes in law enforcement, appellate law, and investigation and prosecution of drug crimes. Shannon is a graduate of the University of Missouri, and the University of Kansas School of Law.

Shannon Olson is a former state and federal prosecutor who previously served as Appellate Chief for the United States Attorney's Office of the Southern District of Iowa. She oversaw all appellate filings for the U.S. Attorney's office, and personally authored over 100 appeals involving nearly every area of federal criminal law. She also appeared as a speaker in continuing education programs hosted by the 8<sup>th</sup> Circuit Court of Appeals, and by local bar organizations.

Prior to focusing on appellate work, Shannon served as a Special Assistant United States Attorney through the High Intensity Drug Trafficking Area program. In that role, she worked extensively with various state and local law enforcement agencies to investigate and prosecute drug crimes and related criminal activity.

Shannon Olson began her career in prosecution with the Jackson County Prosecutor's Office in Kansas City, Missouri. While there, Shannon served as the liaison to the Jackson County Drug Task Force, and was later one of the first attorneys assigned to the COMBAT Neighborhood Justice Team, where she worked closely with police and community leaders to tackle crime in southern Kansas City and in eastern Jackson County.

### **6.6.3.3 Proposed Method and Approach**

The CRA team is committed to a detailed and timely analysis. The following eight tasks and corresponding deliverables detail how the CRA team will work with the Jackson County legislature, the JCDC, and other stakeholders to conduct a thorough and timely Comprehensive Performance Evaluation.

#### **Task 1 – Project Management**

As a first step, the CRA team will develop a draft project workplan that graphically depicts all project tasks, deliverables, milestones, and start and end dates. At a minimum, the workplan will include the overall schedule capturing the coordination meetings, documentation review, targeted group and individual stakeholder interviews, and key meeting and conference dates for developing various drafts of the evaluation report.



In addition, the workplan will capture scheduled project progress reports and conference calls. The CRA team Project Manager (PM) will hold a bi-weekly conference call to provide the CRA team partners the opportunity to discuss the progress reports, address any identified challenges to completing deliverables, and plan for upcoming meetings and/or interviews. The CRA team PM and all CRA team members will make themselves available to the JCDC beyond these scheduled events as required to support unity of effort through an iterative partnership.

Upon approval by the JCDC (see Task 2), the finalized project workplan will become the roadmap for ensuring project success within an accelerated timeline. The project workplan may be updated, at the JCDC's discretion, to reflect necessary adjustments as the project progresses.

The workplan will include a thorough factual investigation of the presenting incidents that occurred in the Jackson County Department of Corrections. This investigation will be consistent with professional internal investigative standards.

The workplan will also include an audit of the relevant policies and procedures of the JCDC. The audit will also review the management practices and management structure, staffing needs, security structure, training, and infrastructure deficiencies.

The audit will include a review of the Prison Rape Elimination Act (PREA) training standards. It will also include a review of policies and procedures for victim advocacy for inmates who are victims of crimes.

Based upon the findings of the investigation and the audit, the CRA team will synthesize the findings and develop recommendations to include best practice and policy changes adhering to national standards. This will include recommendations for change and implementation strategies.

#### Task 1 Deliverables

1. Draft project work plan and timeline
2. Final project work plan and timeline
3. Project status conference calls/meetings (every 2 weeks)
4. Project progress reports to the legislature (every month)

#### Task 2 – Coordination Meeting

The CRA Team will schedule an initial coordination meeting within one week of contract execution. This meeting will include the Jackson County Legislative Auditor and/or designated representatives, the JCDC director of corrections and/or designated representatives, and any other parties identified as essential to the project. This meeting will provide the CRA team an opportunity to introduce key personnel, and to meet the representatives of the legislature and JCDC.

At this coordination meeting, the CRA team will present the draft work plan for review and comment, set the agenda for the stakeholder coordination meeting (Task 3), obtain key documents for CRA team review (Task 4), and preliminarily identify participants for interviews (Task 5). The coordination meeting will also provide an opportunity to discuss JCDC project objectives, assumptions, and potential challenges.

Finally, the coordination meeting will serve to identify the individuals, departments, agencies, and organizations who will be involved in the evaluation, and who should be included in the upcoming stakeholder coordination meeting (see Task 3).

The CRA team will provide administrative support for this meeting and all subsequent project meetings, and will work with the legislative auditor to determine the meeting location and time. Our team will draft the meeting agenda and develop any meeting materials, such as PowerPoint presentations or handouts, and provide them to the legislative auditor for approval at least 72 hours prior to the meeting. During the coordination meeting, our staff will take detailed notes and provide them to the Legislative Auditor no later than 5 business days following the meeting. These notes will include a list of meeting participants, the agenda, a summary of meeting discussions, and will also identify next steps. After submission to the legislative auditor for review and comment, the CRA team will finalize the meeting notes and distribute them to applicable partners and stakeholders, per Legislature guidance.

#### Task 2 Deliverables

1. Draft initial coordination meeting agenda
2. Final initial coordination meeting agenda
3. Meeting materials
4. Draft meeting notes (within 5 business days of meeting)
5. Final meeting notes

#### Task 3 – Stakeholder Coordination Meeting

In coordination with the Jackson County Legislative Auditor, the CRA team will conduct a stakeholder coordination meeting with representatives of JCDC, and all other departments, agencies, and organizations involved in the Comprehensive Performance Evaluation. This meeting will provide an opportunity to begin stakeholder discussions and set the foundation for follow-on interviews with targeted individuals (Task 5). As with the initial coordination meeting, our team will develop the meeting Agenda and any meeting materials and provide them to the legislative auditor at least 72 hours prior to the meeting. Detailed notes of the meeting will be provided no later than 5 business days following the meeting, and will include a list of participants, the agenda, a summary of meeting discussions, and will identify next steps. After submission to the legislative auditor for review and comment, the CRA team will finalize the meeting notes and distribute them to the applicable partners and stakeholders, per legislative guidance.

#### Task 3 Deliverables

1. Draft stakeholder coordination meeting agenda
2. Final stakeholder coordination meeting agenda
3. Meeting materials
4. Draft meeting notes (within 5 business days of meeting)
5. Final meeting notes

#### Task 4 – Documentation Review

The CRA Team will review all relevant documents relating to the operation and organization of the JCDC. This review will establish a baseline of knowledge regarding the structure, organization, personnel, workload, workflow, and facilities of the JCDC necessary to allow comparison of JCDC practices with industry-recognized best practices. The CRA Team will coordinate with the legislature, the JCDC, and other stakeholders to obtain the documents necessary to complete its evaluation. This review will include any documentation shedding light on the progress the JCDC has made toward addressing the concerns and recommendations identified in the November 2015 Jackson County Jail Task Force Report. Additionally, The CRA team will conduct a thorough review of all existing documents related to the recent criminal assault of victims in the custody of the JCDC by other inmates.

#### Task 4 Deliverables

1. Obtain and review JCDC operations and incident response documentation
2. First draft of the document review section of the performance evaluation
3. Second draft of the documentation review section of the performance evaluation
4. Third draft of the documentation review section of the performance evaluation

#### Task 5 – Conduct Interviews

The comprehensive document review and feedback from stakeholder meetings will provide valuable information regarding the common operating procedures of the JCDC. In addition, the CRA team will use these resources to identify subjects for one-on-one interviews to obtain additional insights.

#### One-on-One Interviews

The CRA team will conduct targeted one-on-one interviews with individuals identified to gain more exhaustive information. These interviews will be tailored to the interviewee and the subject matter, but will be guided by the operational experience and education of the CRA team and its contributing subject matter experts. Following each interview, the CRA team will develop meeting notes listing the interview participants, summarizing the interview questions and answers, and capturing suggestions for best practices and areas for improvement, including recommend topics for follow-up discussions (if any). The CRA team will present these notes to the legislative auditor no later than five days after the interview.

#### Survey Questionnaires

In past projects, CRA has observed that sending survey questionnaires in advance of in-person interviews helps inform those interviews and better prepare both the CRA team and the interviewees. If deemed appropriate and approved by the legislative auditor, we will develop and use survey questionnaires as an aid to the interview and the overall data collection for this project. This approach will help ensure maximum participation by all parties involved in JCDC operations.

#### Task 5 Deliverables

1. Identify individuals for targeted one-on-one interviews

2. Draft interview questions for each interview
3. Final interview questions for each interview
4. Documented notes from each interview
5. If deemed appropriate and necessary, develop and administer survey questionnaire and evaluate results

#### Task 6 – Develop Draft Evaluation Report and Recommendations

The CRA team subject matter experts will consolidate the data collected during the stakeholder meetings, document review, survey results, and individual interviews to evaluate the overall operations of the JCDC in light of currently accepted best practices. This evaluation will include a study of the JCDC's organization, staffing, training, workload, and facilities. Our experts will identify both demonstrated strengths and areas for improvement. For each area of improvement, our experts will conduct a root-cause analysis to identify the source of or underlying reason for the current shortcoming. This root-cause analysis will include an in-depth examination of existing policies, procedures, and personnel and will determine where changes are required. Analyzing events in this sequence will allow the CRA team to determine underlying causes of issues and inform appropriate corrective action recommendations to remedy the issue.

The evaluation report will summarize key findings and observations from this capabilities-focused data analysis. The evaluation report will include an assessment of compliance of the JCDC with state and federal laws, existing Jackson County policies and procedures, and the recommendations of the 2015 Jail Task Force Report. Each key finding will include observed strengths, areas for improvement (clearly stating the problem or gap), references (relevant authorities, policies, procedures, regulations, or laws), and root-cause analysis.

#### Draft Revision Process

The CRA team proposes to hold a meeting with the Jackson County Legislative Auditor to present the first draft of the evaluation report for legislature review and comment. Our team will draft the meeting agenda, develop PowerPoint slides summarizing key findings, and prepare meeting materials (including a copy of the full draft 1 evaluation report), and send them to the legislative auditor for approval at least two weeks prior to the meeting. At the meeting, our team will present an overview of the initial evaluation report and answer any questions the legislative auditor may have, while the legislative auditor will provide feedback and comments.

The CRA team will then update the evaluation report based on feedback from the meeting. Throughout this iterative revision process, there will be continued dialogue and communication between our team and the legislative auditor. When updating is complete, the auditor will approve the updated draft that then becomes the draft two evaluation report.

The CRA team will then send the draft two evaluation report to the pertinent stakeholders for their review and comment. The CRA team will then coordinate a series of stakeholder conferences to review the draft evaluation report and assign responsibilities and timeframes for implementing the recommended corrective actions. The CRA team will incorporate stakeholder feedback from these conferences and

update the draft evaluation report accordingly. We will then electronically submit this updated version, draft three evaluation report, to the legislative auditor for review. Once the legislature has reviewed draft three and provided feedback, our team will again update the report and have a clean draft four evaluation report.

#### Task 6 Deliverables

1. Draft one comprehensive evaluation report
2. Conduct meeting with Legislative Auditor
  - a. Meeting agenda
  - b. Meeting materials
3. Draft two comprehensive evaluation report
4. Conduct stakeholder meetings to review draft report
  - a. Meeting coordination and notification for each meeting
  - b. Meeting agenda for each meeting
  - c. Meeting materials for each meeting
5. Draft three comprehensive evaluation report
6. Final draft comprehensive evaluation report

#### Task 7 – Presentation of Final Draft Evaluation Report and Recommendations

The CRA team proposes to conduct an in-person meeting on with the Jackson County Legislative Auditor and other key leadership to present draft four of the evaluation report for review and comment. Our team will draft the meeting agenda, develop PowerPoint slides summarizing key changes from the various drafts, and prepare meeting materials (including a copy of the full draft four evaluation report), and provide them to the legislative auditor for approval at least one week prior to the meeting. Our team will present an overview of the initial evaluation report and answer any questions. The legislative Auditor will provide feedback and comments to the CRA team.

#### Task 7 Deliverables

1. Draft meeting agenda
2. Final meeting agenda
3. Meeting materials
4. Meeting notes

#### Task 8 – Final Evaluation Report and Recommendations

The CRA team will incorporate feedback received from the Task 7 meeting to finalize the comprehensive evaluation report. The CRA team will submit an electronic version of the final evaluation report and recommendations no later than March, 2017, and will present the final evaluation report in person to the full Jackson County Legislature.

#### Task 8 Deliverables

1. Provide an electronic version of the Final Comprehensive Evaluation Report to the Jackson County Legislature
2. In-person Presentation of Comprehensive Evaluation Report to the full legislature

### Proposed Timeline

As a small company with approximately 85 employees, CRA is agile, flexible, and capable of delivering a high quality of service in a very short period of time. Our contracting, human resources, and accounting departments are centrally located in our headquarters office, drastically reducing administrative lag time. As a small company, bureaucracy and "red tape" are virtually non-existent, and we pride ourselves in our ability to perform quickly.

Task	Anticipated Date
Project Management Kickoff Meetings	November 2016
Documentation Review	December 2016
Stakeholder Interviews	January 2017
Draft Report and Recommendations Draft Revision Process	February 2017
Presentation of Final Draft Evaluation Report and Recommendations	March 2017
Final Evaluation Report and Recommendations	April 2017

### **6.6.3.4 Similar Engagements with Other Government Agencies**

CRA, Inc. has a 30-year history of providing security consultation to federal, state, local, and private sector entities. CRA creates in-depth analyses of threats and current plans and procedures and uses assessments to evaluate the ability of organizations and individuals at every level to identify and respond to potential threats. Then, assessment results serve as the basis for tailored solutions and plan to address future client needs. CRA, Inc. also specializes in planning new security protocols from the ground up, and understands industry standards and best practices. Finally, CRA has extensive experience in training clients on the identified systems best tailored to their needs, including in the Homeland Security Exercise and Evaluation Program (HSEEP), which provides a structured framework for program management, design, evaluation, and improvement planning.

CRA has wide and deep experience in the field. Now into its fourth decade, CRA is able to draw on the expertise of CRA trainers and subject matter experts, who are selected and retained as consultants based on demonstrated excellence as instructors with specific competencies in their specific backgrounds. Between developing new security programs, evaluating current programs, and training personnel on best practices, CRA has seen security evaluations from all sides, and is able to program the technical expertise and guidance necessary to succeed in the Request for Qualifications. Specific examples appear below in case study format.

**Hampton Roads Planning District Commission:** CRA, Inc. worked with participants to further address and refine prison-specific shelter-in-place and evacuation policies and procedures specific to a particular jail as well as to the Hampton Roads (HR) jail community as a whole. The principle objective was to evaluate and enhance the

capabilities of the HR region's 11 local and regional facilities. CRA developed an initial tabletop exercise using a common scenario, and used the data from this approach to create an after action report (AAR) and improvement plan (IP) with recommendations and action items for continued improvement.

**NYPD Securing the Cities Program:** In August 2010, CRA was the prime contractor to the NYPD and partners with lead responsibility to design and conduct the STC Three State Exercise Program. Under this contract, CRA and our subcontractors designed, developed, conducted, and evaluated 13 workshops, a tabletop exercise (TTX), and a five-day full-scale exercise (FSE). The exercise series tested and evaluated the ability of Securing The Cities (STC) regional police and fire departments from 13 different jurisdictions to gather information and intelligence, detect radioactive/nuclear materials, recognize terrorism indicators and warnings, and implement interdiction efforts. The overarching goal of the STC 2011 was to provide a multi-layered exercise to enhance skills and abilities and evaluate STC partners' plans, policies, and procedures.

**Port Authority of New York/New Jersey Expert Analyst/Technical Consultant Services:** CRA supported the Port Authority of New York and New Jersey in providing four analysts to help secure the Port Authority's transportation, terminal, and other trade facilities within the Port District. CRA's analysts have assisted the Port Authority in developing a World Trade Center security plan and play an integral role in developing a security awareness training curriculum that includes record keeping functions, correspondence preparation, and overall course preparation. CRA analysts are also assisting in the development and coordination of all United States Coast Guard port-wide security exercises and training drills.

**DHS/Federal Emergency Management Agency (FEMA) National Exercise Division, National Exercise Program (NEP), Terrorism Prevention Exercise Program (TPEP):** From 2009-2011, CRA designed, conducted, and evaluated 32 successful TPEP HSEEP-compliant exercises in 2 countries, 18 states, one territory, and the District of Columbia. Exercises focused on terrorism prevention, intelligence, and information sharing. These exercises ranged from three-hour informational seminars to complex, multi-week and multi-lingual functional exercises. CRA also assisted in the development of HSEEP Volume V: Prevention Exercises, which identifies the tools, doctrine and established guidance for effective prevention exercises.

**Massachusetts Emergency Management Agency (MEMA) Continuity of Operations Plan (COOP):** In 2004, CRA assisted MEMA in developing and implementing a COOP to ensure the performance of essential functions in the event of an emergency. The plan included a multi-year strategy, program management tools, document management strategies, and information on testing, training and exercising the program. Following plan validation through a series of exercise scenarios, the final plan became a model for all of the executive agencies in the Commonwealth.

**Superstorm Sandy AAR Report:** CRA worked with the New Jersey Office of Homeland Security and Preparedness (NJOHSP) to develop an AAR Report for EMS (including healthcare surge) preparedness, planning, response, and recovery activities related to Superstorm Sandy. CRA analyzed relevant plans, operating guides, media reports, and

other response-related information to produce a qualitative and quantitative analysis. CRA also held targeted interviews with the New Jersey Urban Area Security Initiative (UASI), EMS, and other key stakeholders to gain further insight. The completed AAR Report and IP captured best practices, lessons learned, and recommended areas for improvement to enhance NJOHSP all-hazards EMS preparedness.

**6.6.3.5 References for Similar Projects**

PROJECT	CLIENT	POINT OF CONTACT	SERVICES PROVIDED
<p>NYPD STC Three-State Training Exercise</p>	<p>NYPD (CTD)</p>	<p><b>Louis A. Totino</b>                      Contracting Officer                      NYPD Contract Administration Unit                      Phone: (646) 610-4927  <a href="mailto:louis.totino@nypd.org">louis.totino@nypd.org</a></p>	<p>Using the HSEEP process, CRA designed, developed, conducted, and evaluated 12 workshops, a tabletop exercise, and a 5-day FSE involving multiple live radiological sources. The exercise series tested and evaluated the ability of the STC regional police and fire departments to gather information and intelligence, detect radioactive/nuclear materials, recognize terrorism indicators and warnings, and implement interdiction efforts.</p>
<p>Port Authority of New York/New Jersey Expert Analyst/Technical Consultant Services</p>	<p>Port Authority of NY and NJ</p>	<p><b>Charles Agro</b>                      Manager, Logistics and Resources                      OEM at PANYNJ                      (201) 595-4690  <a href="mailto:cargo@panynj.gov">cargo@panynj.gov</a></p>	<p>CRA provided four analysts to help secure the Port Authority of New York and New Jersey to help secure the Port Authority's transportation, terminal, and other trade facilities within the Port District. CRA played an integral role in developing a security awareness training curriculum that includes record keeping functions, correspondence preparation, a detailed World Trade Center Security Plan, and an overall course plan, in addition to the development and coordination of all U.S. Coast Guard, port-wide security exercises and training drills.</p>



PROJECT	CLIENT	POINT OF CONTACT	SERVICES PROVIDED
Public Health Phase II Mass Prophylaxis Dispensing Tabletop Exercise	Midwest American Regional Council	<p style="text-align: center;"><b>Justin Sorg</b> Emergency Services Planning and Exercise Program Manager</p>	CRA provided consultant services to the MARC in Kansas City for a Public Health Phase II Mass Prophylaxis Dispensing Tabletop Exercise (TTX). The TTX focused on Phase II – ten days post-regiment for dispensing operations – involving nine county and two municipal health departments. CRA conducted the exercise, with approximately 60 participants, and completed an After Action Report/Improvement Plan.

### **6.6.3.6 External Control Review**

CRA, Inc. uses an external firm for financial audit and taxes, Kelly & Co., CPAs, located in Tysons Corner, Virginia. Additionally, CRA is audited every two to three years by the Defense Contract Audit Agency (DCAA), and the Defense Contract Management Agency (DCMA) performs process and compliance audits on the same schedule. The U.S. General Services Administration (GSA) performs an annual compliance and process audit. Finally, we maintain a Department of Defense (DOD) Top Secret facility clearance, and senior management many people on our programs also hold Top Secret or other levels of clearance. As such, the Defense Security Service also does security and compliance audits every two to three years.

### **6.6.3.7 Proposed Minority-Owned/Women-Owned Business Enterprise (MBE/WBE) Participation**

CRA, Inc. has chosen to partner with S Group, LLC, which is a 50 percent woman-owned business, to execute the work on this project. Judy Bradshaw, the first woman police chief in the Des Moines Police Department, will also be a sole-proprietorship subcontractor through S Group, LLC. Chief Bradshaw oversaw the largest police department in the state, and will be an invaluable asset to the evaluation process, given her 35 years of police service. Shannon Olson, a former Assistant U.S. Attorney, will also be a sole-proprietorship subcontractor through S Group, LLC. During her time as Assistant U.S. Attorney, Olson authored nearly 100 appeals covering nearly every area of appellate law.

In the proposed partnership with the S Group, LLC, subcontractors would perform a significant amount of the initial interviewing and examination for the ultimate evaluation and recommendations. Additionally, the WBE of S Group, LLC, would be responsible for a larger share of the overall administrative needs that this contract will require.